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PMAC AGM
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Guarded optimism in the Caribbean

The mist of uncertainty, concern and fear that brought gloom to global shipping last year did not last too long in the tropical heat. Once the sun rose on 2017, indeed even before the Yuletide celebrations began in December last, good news was already pouring out of the Caribbean.

Shipping, the world over, had undergone a year of unpleasant surprises in 2016, with mergers and acquisitions collectively telling tales of lost fortunes and misfortunes. However, in the Caribbean, as 2016 came to an end, there were positives sufficient to raise hopes and fuel expectations.

POSITIVE DEVELOPMENTS
The government of St. Kitts and Nevis announced plans to build a new cruise pier at Port Zante, thus giving the country capability to accommodate Oasis class ships; the expanded Panama Canal, with its new locks barely six months old, was already handling 10 Neopanamax lines; major expansion and upgrading was underway at the Port of Kingston, Jamaica; and, the news was out that the Caribbean Maritime Institute had satisfied all stipulated requirements and had completed the process of getting the Jamaican Parliament to grant it university status.

Meanwhile, the Port Management Association of the Caribbean (PMAC), having just completed one of its most successful years, was already looking forward to 2017 with positive expectations as it planned its 20th AGM in Grand Cayman, June 21-23; Antigua and Barbuda started discussions with major cruise lines regarding implementation of its master plan to improve and expand its cruise facilities; and, executives of the Cuban Port of Mariel were already courting business interests in the USA, for a visit they were planning for January 2017.

And so, even as global shipping lines, burdened by overcapacity, peered into the future, hoping for the best but fearing more of what 2016 had to offer; Caribbean maritime interests were, generally, more encouraged or, perhaps, less discouraged.

DIFFICULTY RIDING SWELLS
Notwithstanding guarded optimism in the Caribbean for a prosperous 2017, the region will find difficulty riding swells of political conflict and social unrest that continue to dominate news emanating from the capital of the USA. As Canute James observed, “...the Caribbean will have to deal with a new dispensation in Washington, less so from the indications of demagoguery and more from the tendency to isolationism contained in the promises to “make America great again” and to “put America first.”

Executives from the Cuban Port of Mariel, having had fruitful discussions with three Florida ports that would lead to business relationships between Mariel and Port Everglades, Tampa Bay and Palm Beach, found out, at the last minute, that the Governor of Florida had given the thumbs down to any port-to-port relationship between Florida and Cuba. Those draft agreements were promptly shelved.

As James stated: “Obama made the changes in relations with Cuba with relative ease. Trump, with equal ease, could roll back these changes.”

Mike Jarrett
Editor
The Port Management Association of the Caribbean (PMAC) completed another milestone year in 2016, consolidating relationships with some of the leading regional organizations and largest marine port organizations in the hemisphere, including the American Association of Port Authorities (AAPA) and the Gulf Ports Association of the Americas (GPAA).

The top leadership of both the AAPA and the GPAA attended the PMAC’s 19th Annual General Meeting in Nevis, June 22 to 24. Also represented were the Organization of Eastern Caribbean States (OECs), Caribbean Development Bank (CDB) and the Caribbean Shipping Association (CSA).

The PMAC’s strategy for development, set out in its Strategic Plan 2013-2017, established a number of goals for the five year period ending this year, including:

- Attain recognition and support from regional governments, and expand membership among regional ports and allied stakeholders.
- Facilitate improved networking, information sharing, training, quality systems and standards.
- Create a network to identify and enable best practices in port operations.
- Improve and maintain port workers’ competence through training and international certification.

Goal 2 was subsequently sub-divided into two: (2A) facilitate improved networking and information sharing; and (2B) facilitate improved training, quality systems and standards. Accordingly, in order to deliver on the required mandates, three implementation committees were formed and, regarding Goal 1, four major objectives were established consisting of the building of working relationships with government and public agencies; the creation of a mechanism to effectively communicate PMAC’s activities; establishment and maintenance of functional relationships with stakeholders and allied agencies; and, the expansion of membership in PMAC to include all Caribbean ports.

Work has continued steadily on meeting these ambitious goals and significant progress was made in the 2016 calendar year.

Effective tool
The objective to create a mechanism to effectively communicate the PMAC’s activities to a wider regional audience including governments and industry stakeholders was achieved with update of the PMAC website and the forging of an alliance with PORTSIDE CARIBBEAN magazine.

“The objective to create a mechanism to effectively communicate the PMAC’s activities to a wider regional audience including governments and industry stakeholders was achieved with update of the PMAC website and the forging of an alliance with PORTSIDE CARIBBEAN magazine.”

PMAC
Continued growth in size, strength, influence

By Glenn Roach*
for Caribbean port managers, port authority decision-makers and other functionaries and stakeholders in Caribbean maritime affairs. The target audience includes Permanent Secretaries and other relevant personnel in Ministries of Government; PMAC’s strategic partners: AAPA, GPA, CPA, Inter-American Committee on Ports (CIP) of the Organization of American States (OAS), Organization of Eastern Caribbean States (OECS), Association of Caribbean States (ACS), and observer institutions such as the CDB and Inter-American Development Bank (IBD).

This annual workshop will provide participants with a ‘nuts-and-bolts’ forum for learning and for addressing a range port development and sustainability issues. It will feature hands-on sessions from industry experts and content is being planned in collaboration with the Caribbean Maritime University (CMU). Plans for the inaugural event to be held in December 2017 with the theme Sustainable Development of Harbours, are now at an advanced stage, and will be announced prior to the PMAC AGM in June.

As regards the objective of expanding membership to include all Caribbean ports, PMAC’s membership has increased significantly and now stands at 15 member ports. The Associate Members group has also increased in size to 18 companies. Meanwhile, PMAC Ambassadors have been in informal discussions with representatives of a number of entities that are not presently members of the Association.

Creating a network
Goal 3 of the Strategic plan addresses the creation of a network to identify and enable best practices in port operations. In this regard, the PMAC’s Memoranda of Understanding with the AAPA, the GPA and the CPA help to facilitate the achievement of this goal.

Collaboration with the AAPA was taken a step further in 2016 with the appointment of the PMAC Executive Secretary as Chairman of the AAPA-Caribbean Delegation at the Annual Conference in October. Accordingly, in this capacity, I attended the AAPA Board of Directors meeting in December last.

Training
Goal 4 speaks to training and certification and the PMAC has been active, working in collaboration with its Associate Member, the Caribbean Maritime Institute. In October the Association collaborated with the Suriname Port Management Company to put on a course in Crisis Management in Paramaribo. This event, reported on elsewhere in this edition of PORTSIDE CARIBBEAN, was successfully delivered.

The AAPA continues to allow access to PMAC members wishing to participate in its webinars. Although a major benefit to PMAC members, response to this valuable tool for upgrading knowledge and skills has been disappointing. Consequently, topics of specific interest were solicited and received from PMAC member ports, for AAPA’s consideration. The year ahead will see the PMAC move even further along the path to completing goals set in its Strategic Plan 2013-2017. Relationships with all partners in our expanding network of regional organizations will be further consolidated as the PMAC continues to grow in size, strength and influence.

* Glenn Roach is Executive Secretary of the PMAC and Chairman of the AAPA Caribbean delegation.
The meeting to be held at the beautiful Marriott Resort will be hosted by the Port Authority of the Cayman Islands.

In addition to the business of PMAC; a review of the Association’s Strategic Plan 2013–2017; and an evening of fun and culture at Pedro St. James, put on by the host port authority, a number of technical presentations have been slated.

Included among the topics to be presented are:
• Oil Spills in Ports – how to plan, prepare, mitigate, react
• Improving Warehouse Operations through Automation
  • Business intelligence – The power of your data
• Ferry Service – current trends and blue sky vision for Caribbean routes
  • Dredging and Towing Service at Degrad Des Cannes
• Facilitation of improved information sharing among PMAC ports
  • Yacht Market Outlook

The event ends with the annual PMAC Awards Dinner.
St. Kitts and Nevis to build new cruise pier

Canadian firm wins bid for construction

The government of St. Kitts has announced plans to construct a new cruise ship pier at Port Zante, capable of accommodating Oasis class ships.

The announcement was made to the news media at the end of last year (December 5, 2016) in Basseterre’s Ocean Terrace Inn, at an event hosted by the St. Christopher Air and Sea Ports Authority (SCASPA).

Construction of the new pier should take 12 to 18 months and is expected to be ready and operational for the 2018-2019 cruise season. The port will then have the capacity to dock four mega cruise ships simultaneously with the use of the two piers.

Canadian Commercial Corporation (CCC) is partnering with the government of St. Kitts and Nevis to build the facility, Basseterre’s second cruise pier.

Development plans announced at the event for the port also include stabilization of the bulkhead at the cargo terminal.

Details of the projects were presented by SCASPA’s Chief Executive Officer, Denzil James, in the presence of the country’s government minister with responsibility for Tourism, Honourable Lindsay F. Grant, among other port officials and representatives of the Canadian Commercial Corporation (CCC).

Minister Liburd formally announced that the Federal Cabinet of St. Kitts and Nevis and the Board of Directors of the St. Christopher Air and Sea Ports had accepted the proposals for the construction of the second cruise pier at Port Zante. He also said that the CCC, as the preferred bidder, would be responsible for the design, construction and procurement of financing. SCASPA, he said, will be engaging suitably qualified financial transaction consultants and legal and policy advisory firms to work on its behalf during the negotiations to finalize the contracts.

“We are already accommodating the largest vessels that are plying the seas today but, as new and larger vessels come online, the new, enhanced ports will capture their itinerary calls . . . and of course a second cruise pier will position St. Kitts to be the recipient of those larger cruise vessels,” Minister Liburd said.

He said that, despite the construction of the new cruise pier he still saw a need for even more berthing facilities, given projections for continuing increases in passengers over foreseeable cruise seasons.

CCC’s Regional Director for the Caribbean and Central America, Luc Allary, spoke of the corporation’s extensive record of providing technical and financial assistance for similar projects, facilitated through government-to-government arrangements. He said SCASPA would benefit immensely from the added technical oversight and financial expertise of the CCC.

Announced cruise passenger projections showed St. Kitts’ figures climbing steadily and impressively for a destination its size; 1.15 million passengers projected for 2018; 1.73 million for 2019; and, 1.96 million passengers for 2020.

EDITOR’S NOTE: The Canadian Commercial Corporation is a crown corporation of the Government of Canada and acts as Canada’s international contracting and procurement agency. It reports to the Canadian Parliament through the country’s Minister of International Trade. Established in 1946 to assist in the post-war reconstruction of Europe, its mandate is “to assist in the development of trade between Canada and other nations and to assist persons in Canada to obtain goods or commodities from outside Canada, and to dispose of goods and commodities that are available for export from Canada.” CCC connects government buyers with Canadian expertise through the negotiation and execution of government-to-government contracts.
On Tuesday January 24, 2017 Jamaica’s House of Representatives approved the ‘Caribbean Maritime University Bill 2016’ thereby clearing the way for the Kingston-based Caribbean Maritime Institute to become a university.

The lengthy process through the Jamaican parliament, initiated by a previous Jamaican government, will continue with debate and approval of by Senate, after which it will be signed into law by the country’s Governor General. The process is expected to be completed well before the end of the current calendar year.

Already a degree-granting college, the status of university will allow the Caribbean Maritime Institute to expand and deepen its programmes of preparing Caribbean maritime personnel to achieve professional excellence.

“All our degrees, we align them with professional standards because this is what the world is looking for, people who can produce in the professional space, so that’s part of our new mandate.”

His successor, Minister of Transport and Mining Mike Henry, in piloting the bill through its final stages in the lower house of parliament said the legislation provides an opportunity for the CMI to present itself as a ‘niche market university’ and, thereby, enroll more foreign students.

The institute, with a total current enrollment of 3,500 students was established in 1980 as the Jamaica Maritime Training Institute, through bilateral cooperation between the governments of Jamaica and Norway. The objective of that fledgling institution was to produce skilled seamen to operate the five ships in Jamaica Merchant Marine’s fleet. It has since expanded its programmes and horizons, providing maritime training for an international student body.

Last year, in preparation for its new status of university, the CMI built new teaching facilities and enhanced its campus residential facilities. It also increased its student intake by over 30% across all schools.

In the year ahead, CMI will improve its tuition capabilities. Plans are for the procurement of smart classrooms to drive modernization; the building of new integrated laboratories; acquisition of new training equipment including simulators; and, the establishment of a Festo Automated Certifying and Training (FACT) Centre.

FACT CENTRE
“We have sought assistance to establish and operate, on the Institute’s campus, an internationally acclaimed training facility; a Festo Didactic Laboratories to recruit and equip future professionals with the tri-modal (land air and sea) related industries and to train and certify engineers (in particular) at all levels, to global standards. This facility, which is funded by the PetroCaribe Development Fund, is valued at

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USD3 million. It will serve not just Jamaica but the Caribbean and the Western Hemisphere. In fact it will be open to world-wide enrollment to meet the growing need for engineers. The Festo project is a key component to the transition to university and exemplifies the strength of partnerships,” CMI Executive Director Fritz Pinnock stated.

In addition to standard Festo certified courses, students will also be able to pursue two bachelor’s of engineering programmes and two masters’ programmes — bachelor and masters in Mechatronics and bachelor and masters in Automation. Other new programmes for the 2017 academic year are Doctoral studies in Philosophy (offered in collaboration with Mopko National Maritime University of South Korea, a bachelor of science in Marine Biotechnology and another in Cyber Security and Digital Forensics.

Festo Didactic is considered one of the world’s leading providers of equipment and solutions for technical education. Its product and service portfolio offers holistic education solutions for all areas of technology in factory and process automation in a vast range of disciplines including pneumatics, hydraulics, electrical engineering, production technology, mechanical engineering, mechatronics, CNC, HVAC and telecommunications.

CMI says its initiatives in the coming year will further assist the institution to establish itself as a specialized maritime university, meeting the growing need for education and customized training. It plans to further increase student enrollment to meet industry demand by introducing new study programmes and expanding existing ones; and, to expand its international network of partnerships.

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Heading for the Pacific Ocean, it was greeted with much fanfare, fireworks and waving flags as thousands of Panamanians and foreigners celebrated the epoch-making event. The event heralded a new era in global shipping and more. Just like the passage of the SS Ancon on August 15, 1914, (the American cargo and passenger ship regarded as the first to officially transit the Panama Canal), the transit of Cosco Shipping Panama last June marked the start of a change in trade patterns that is destined to have a positive impact on the Caribbean region and on global shipping. Indeed, this change is already evident.

By December 15 last, more than 500 Neopanamax vessels had already transited the Expanded Canal. And hundreds of vessels had obtained transit reservations for the coming months. The biggest users of the Expanded Canal are containerships. They account for 47% of all traffic. Liquefied Petroleum Gas (LPG) carriers account for 22%. Other vessels using the Expanded Canal include dry bulk carriers, vehicle carriers, tankers and liquefied natural gas (LNG) vessels (which is a new market segment for the Panama Canal).

These ships are benefiting from lower costs resulting from economies of scale provided by the larger vessels. At the beginning of this year, 10 Neopanamax liner services were using the Canal, operating ships of between 6,000 and 10,500 teu capacity. Most of these containerships are servicing the route that joins Northeast Asia with the East/Gulf Coast of the United States. Ports of call in the United States include Miami, New York, Norfolk, Houston, Charleston and Savannah. There are also Neopanamax ships deployed in the routes that join the West Coast of South America with Europe; and, Asia with the Caribbean. Some of these liner services include calls in Caribbean ports, such as Manzanillo International Terminal and Cristobal in Panama; Freeport in the Bahamas; and, Cartagena in Colombia, where they unload cargo for transshipment.
The biggest users of the Expanded Canal are containerships. They account for 47% of all traffic.

The container vessel COSCO Shipping Panama set sail from the Greek Port of Piraeus Sunday on its way to Panama to make history. The Neopanamax vessel will make the inaugural transit of the Expanded Panama Canal on Sunday, June 26, after a 14-day journey.

Panama Canal Administrator Jorge L. Quijano met with COSCO Shipping Panama’s Captain Jude Rodrigues and crewmembers prior to the ship’s departure.

Cosco Shipping Panama is a new vessel constructed and launched on January 2016. The Neopanamax containership is 299.98 meters in length and 48.25 meters in beam, and has a container carrying capacity of 9,472 TEUs. Originally named Andronikos, the vessel was renamed by China COSCO Shipping to pay respect to the people of Panama and for the honour of the inaugural transit. This ship was selected during a draw for the inaugural transit through the expanded waterway.

Voyages by LNG vessels originate at the Sabine Pass LNG Terminal in the U.S.A. and the Atlantic LNG terminal in Trinidad and Tobago and are destined to China, Mexico and Chile.

For many years, before and during the construction of the new locks, shipping experts have been discussing and debating the real impact of the Panama Canal Expansion on the Caribbean region. According to some early assessments, including that done by the Panama Canal Authority, the opening of the Expanded Canal is already having a positive impact on the wider Caribbean region, although this may not yet be felt by smaller ports.

The Panama Canal Authority reports that, up to December 15, it had registered 139 transits of LPG carriers through the new locks. Very Large Gas Carriers (VLGC) are moving LPG from terminals in the Gulf of Mexico to destinations in Japan, South Korea, Singapore and China. In addition, for the first time in its history, the expanded waterway is providing transit service to LNG vessels. These vessels were not able to use the original Canal because their beam dimensions exceeded the capacity of the Panamax locks.

There is potential for a greater deployment of Neopanamax vessels in the Caribbean. However, that depends on the size and capacity of ports to handle larger vessels and, of course, on corporate strategy by shipping lines to use the Caribbean as a hub. Notwithstanding, expectations are for regional ports to experience an increase in feeder vessel traffic as a result of the bigger ships using the expanded Canal.

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The year just ended was one that many who move cargo would like to quickly forget.

Hanjin Shipping going into receivership after banks withdrew backing then subsequently filing for bankruptcy on August 31 was a shocker. At one time the world’s seventh largest line (by capacity) and fourth in the US market was on its back, weighed down by debt. Its mid-year report indicated total debts of USD$5.5 million and the banks did not think its financing plans were sufficient.

Its Asia offices stopped taking bookings. Its ships were being arrested in terminals where they were docked at the time the crisis hit the news. Ports turned down berthing requests in fear they would not have been able to collect fees. South Korea’s largest shipping line had all of its assets frozen; cargo-loaded ships idled for weeks; containers left sitting on docks all over the world; and, creditors seizing its assets for outstanding debts. It was a mess that could not be cleaned up by $54 million approved by the Hanjin Group (to recover billions of dollars of stranded cargo in half-million containers in ports and elsewhere).

Up for sale

Then came rumours about another major global carrier, Hamburg Süd, now the seventh largest global line by capacity. The German giant was said to be up for sale. By the end of November, the Wall Street Journal reported the rumours. And within a week, A.P. Moller-Maersk announced that Maersk Line, already the world’s biggest shipping company, would be acquiring Hamburg Süd.

Maersk has more than 600 ships. Hamburg Süd operates about 130 vessels in its largely north-south traffic. The acquisition reduced the average age of Maersk’s fleet, now 741 container ships, from 9.2 years to 8.7 years.

The acquisition was also expected to increase Maersk’s influence and presence in Latin America, where Hamburg Süd has had a high profile for almost 150 years. “This will provide us with a very strong platform in Latin America,” said Søren Skou, CEO of Maersk Line since 2012; and, recently (June 2016) appointed Maersk Group CEO. He had CEO of the Transport and Logistics division added to his portfolio in October 2016.

Maersk shares immediately shot up 5% as its new acquisition boosted its market-share by more than three percentage points to 18.6%.

This is Maersk’s first acquisition since it took over P&O Nedlloyd in the summer of 2005.

Even before the rumours about Hanjin started circulating, CMA CGM had inked a deal in which it took control of Neptune Orient Lines (NOL). On June 10, the French group took control of the Singapore-based NOL, known for its APL brand, making it a subsidiary.

CMA CGM then boasted in advertisements under the banner ‘Together Stronger’ that NOL, the number 12 in world container shipping, would make it stronger and give it: 11.7% of market share; a fleet of 536 vessels; and, capacity of 2.4 million teu. The acquisition was expected to give CMA CGM market leadership in the trans-Pacific trade.

And, in the last week of November, the European Commission gave conditional approval to a merger between Hapag-Lloyd and United Arab Shipping Company (UASC). The Business Combination Agreement merging the two companies was announced by UASC on July 18. The merger will rank Hapag-Lloyd among the five largest container lines in the world, with 237 ships and a fleet capacity of about 1.6 million teu.

The year ahead

Industry experts are not gung-ho about 2017. No one believes the world changed on December 31 at midnight. They are saying: “... more turmoil
and volatility...”; “… outlook is still bleak ...”; “… things will get worse before they get better.” Hardly encouraging prognostications I must say. However, if M&A (mergers and acquisitions) was the theme for 2016, ‘consolidation and strategic alliances’ could well be the thrust in the year ahead.

The global market remains over supplied. And, unless scrap yards are worked to record levels in 2017 and steel prices increase, it is likely to remain so in the year ahead.

Global trade has not increased and indeed could slow if the new USA President’s stated policy of protectionism impacts US trade – imports and exports. Meanwhile, seeking economies of scale from an expanded Panama Canal, shipping lines continue to invest in new capacity. The global industry may therefore be hedging against falling freight rates by the end of the period.

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This of course could stimulate trade. Indeed, Amazon and Alibaba may be depending on it.

Early in 2017, CMA CGM announced that it now allowed exporters in China to book container space on two of its routes using Alibaba’s ‘One Touch’ booking facility. Alibaba, the world’s largest e-commerce platform, has long offered foreign companies and consumers the ability to do business directly with manufacturers in China. However, container-load purchases had to be shipped out through a freight forwarder or carrier. With OneTouch, Chinese exporters can bypass the forwarder and arrange shipping directly through Alibaba.

It is understood that CMA CGM’s participation in OneTouch will be limited to container service to the Mediterranean and Adriatic area.

Israeli line Zim completed a similar deal with Alibaba in February 2017 and Maersk lines began offering services through OneTouch in December last.

OneTouch service was then available for exports from eight ports – Shanghai, Ningbo, Shenzhen, Dalian, Tianjin, Qingdao, Xiamen, Guangzhou – going to some 40 destinations worldwide including Canada but not the USA.

CARIBBEAN PERSPECTIVES

Maritime experts in the Caribbean-Latin American region did not seem particularly perturbed about what the year ahead had to offer. The perspectives gained from the various responses represented a mixed bag. It was felt that the results of the strategic mergers and partnerships implemented had not yet delivered results and that these could bring positive results.

Capt. RAWLE BADDALOO, maritime consultant; Past President of the Caribbean Shipping Association: This year, 2017 is likely to be another bad year in regional shipping.

Why?

In Trinidad and Tobago, for example, because of the oil and gas crisis the purchasing power is gone. Getting foreign exchange is very difficult so shipping volumes are down. There is also a glut of ships. Some 200 old panamax-size vessels need to be scrapped if rates are to go up.

With the Trump Administration and strengthening of the Jones Act and American Protectionist policies it is a new ball game.

It will be some years before Oil and Gas improves in Trinidad and Tobago. Depending how Guyana moves forward Trinidad and Tobago may gain some benefits.

On the commodity side where Trinidad and Tobago is normally strong there is no feed stock (gas) so many plants have shut down or running at less than half capacity. There is not enough action on alternate energy and diversification.

Jamaica though is set for interesting times as they seek recognition from IMO as a maritime hub. There are also plans to put in dry docks, something the region sorely needs.

I think it will be around 2020 before we see any positive growth, real growth not paper growth which Economists love.

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Why?

In Trinidad and Tobago, for example, because of the oil and gas crisis the purchasing power is gone. Getting foreign exchange is very difficult so shipping volumes are down. There is also a glut of ships. Some 200 old panamax-size vessels need to be scrapped if rates are to go up.

With the Trump Administration and strengthening of the Jones Act and American Protectionist policies it is a new ball game.

It will be some years before Oil and Gas improves in Trinidad and Tobago. Depending how Guyana moves forward Trinidad and Tobago may gain some benefits.

On the commodity side where Trinidad and Tobago is normally strong there is no feed stock (gas) so many plants have shut down or running at less than half capacity. There is not enough action on alternate energy and diversification.

Jamaica though is set for interesting times as they seek recognition from IMO as a maritime hub. There are also plans to put in dry docks, something the region sorely needs.

I think it will be around 2020 before we see any positive growth, real growth not paper growth which Economists love.
The calendar year just completed was a challenging one for national economies across the Caribbean and the Panamanian economy was no exception, even with the triumphant opening of the expanded Panama Canal. The expansion project, which took several years to complete, ensured that the Panama Canal could handle some of the largest ships afloat. However, the shipping industry, a measure of the health of global trade, remained in the doldrums in 2016. Cargo volumes and activity in ports across the Caribbean region remained flat or declined and no less so for Manzanillo International Terminal (MIT) in Panama which handled 8% less cargo as compared with the corresponding period in 2015. MIT, a transshipment-driven Atlantic terminal, still enduring the effects of weak regional and global trade, has a positive outlook on the year ahead. At the end of 2016, MIT was cautiously estimating an upturn that would amount to growth of 3% by the end of the 2017 calendar year. Despite the decline in cargo volumes, MIT’s successful record of achievement and innovation continued through the period under review. And, in many respects, the terminal continued to set an example for other ports in the region.

Late in 2015, MIT became the first Panamanian port to train women to operate port gantry cranes. Six women were trained and on successful completion of the exercise were put on the job. Latest reports are that not only are these women effectively performing their tasks, their productivity levels are equal to their male colleagues. The women are averaging 34 moves an hour.

“The latest developments within our industry show that we have to continue seeking ways to do thing differently. And we all know that changing mind-sets is not an easy task. These ladies show what thinking outside the box can achieve,” Juan Carlos Croston, MIT’s Vice President of Marketing commented.

MIT remained committed to what it regards as it corporate social responsibility. It has maintained programmes that support the Colon community. About 90% of its labour force is from nearby Colon and the company ensures, through training, that its employees are safe on the job and always up to world standards.

“We have been able to deploy cutting-edge technology at MIT by making sure that it doesn’t make our people redundant. Training is an essential tool in finding new tasks for them,” the MIT executive said.

Manzanillo International Terminal (MIT) celebrated 20 years of operations in April 2015. Late in that year it brought into service two new berths and took possession of four new super post-panamax cranes. The first of two new Mediterranean style roll on-roll off (ro-ro) berths, Berth 7, was brought into service in September and the second, container Berth 8, was opened in October 2015. The company, on its 20th anniversary also improved already high levels of service in the delivery of imports, utilising state-of-the-art technology including automatic stacking cranes (ASCs) that use radio-frequency identification (RFID).

MIT, with a highly trained and motivated staff and technologically advanced operations, remains one of the most effective and efficient port operations in the Caribbean region.
Suriname’s Nieuwe Haven Terminal has been renamed the Dr. Jules Sedney – Port of Paramaribo.

The name change, in honour of a former Prime Minister of Suriname, was effected by an ‘act and order of the President of the Republic of Suriname.’ The announcement was formally made on November 11, 2016 at a ceremony in Paramaribo to mark the 45th anniversary of the Suriname Port Management Company (SPMC).

Dr. Jules Sedney, Suriname’s Prime Minister from 1969 to 1973 and now 93 years old was present at the event. He was responsible for signing the agreement to build the Port. Also present to witness the event were a number of dignitaries and officials including representatives of government, stakeholders and senior management of the port.

This act or re-naming Suriname’s main port facility received the full support of the CEO of SPMC, Drs. Andreas Talea; Director Commercial Services, Mr. Lamure Latour; Vice Director, Marcel Mulier; and, the President of the Board of Directors, Mr. Court Nelson.

One highlight of the event was the speech of the Minister of Transport, Communication and Tourism, His Excellency Andoyo Rusland, who officially represented the President of the Republic of Suriname, His Excellency Desire Delano Bouterse, who could not attend. Representatives of the labour union as well as the port’s Board of Directors also spoke at the historic event.

Collectively they addressed not only the significant role of the port in the country’s development but also the importance of a trained and competent workforce. Comments were made about the port’s performance in the provision of excellent services; the relationship and results of public-private partnership; good governance; and, corporate social responsibility.

The act of signing the agreement for building of the Nieuwe Haven Terminal is a landmark in Suriname’s history, the Minister of Transport declared.

An emotional Dr. Jules Sedney thanked the Government of Suriname for the honour bestowed upon him.

A commemorative book ‘45 year N.V.Havenbeheer Suriname’ will be published to mark the occasion.

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Caribbean Development Bank investing in infrastructure

...in better position to mobilise special climate finance resources

The end of 2016 saw the Caribbean, like much of the world, affected by the low economic growth, which has characterised the performance of most of the Caribbean Development Bank’s (CDB) Borrowing Member Countries since the onset of the 2007-2009 global financial crisis.

In its World Economic Outlook, published in October 2016, the International Monetary Fund (IMF) projected global economic growth of 3.1% for 2016 and a slight improvement to 3.4% for 2017.

The corresponding projections for the Bank’s Borrowing Member Countries are below global projections, with some exceptions. With 2016 growth projections lower than the GDP growth recorded in 2015, and, with only marginal improvements projected for 2017, there is a lot of work to be done in order to maintain and improve the livelihoods of Caribbean populations.

In 2017, the CDB will be mid-way through implementation of its 2015-2019 Strategic Plan. Strengthening and modernising economic and social infrastructure is one of the Bank’s main corporate priorities under its strategic objective of supporting inclusive and sustainable growth and development. It is well accepted that sound infrastructure is a key part of the enabling environment for positive economic performance. Poor infrastructure is an obstacle to economic activity and therefore hinders the achievement of increased employment opportunities and reduced inequality.

Much of the infrastructure in the Caribbean is highly exposed to extreme weather and climate risks. Increasing temperatures, rising sea levels and intense extreme rainfall events — from storms and hurricanes — pose particular risks in low-lying, flood-prone coastal areas and locations susceptible to landslides. Risks include damage to residential and commercial buildings, roads and other transport infrastructure, power generation facilities and transmission/distribution structures, as well as water supply systems.

As has been typical for most years in recent memory, 2016 again saw the Bank’s Borrowing Member Countries affected by several climate-related events and natural disasters. Hundreds of lives were lost in Haiti due to the impact of Hurricane Matthew. The 2016 events were also costly in terms of damage to infrastructure and disruption to services. Transport infrastructure has been among the most heavily damaged assets due to flooding and extreme rainfall events in recent years. Some of the main challenges in this regard include:

- The onerous debt management and fiscal constraints facing many Borrowing Member Countries;
- Inadequate asset management systems, with a low priority placed on maintenance;
- Inadequate design standards in many Borrowing Member Countries, including outdated climate information; and,
- The limited human resource capacity in the agencies responsible for the provision and management of transport infrastructure.

Since 2013, CDB has integrated climate vulnerability and risk assessments into the development of its physical infrastructure projects and has dedicated substantial resources towards enhancing climate resilience in its Borrowing Member Countries. This year finds the CDB in a better position than it has ever been to mobilise special climate finance resources to help Borrowing Member Countries better adapt to impacts from climate variability and climate change.

Adaptation Fund

In February 2016, CDB was accredited as a Regional Implementing Entity of the Adaptation Fund (AF). The Fund was established to finance concrete or tangible climate change adaptation projects that reduce the adverse effects of climate change facing communities, countries, and sectors. Projects financed through the Adaptation Fund are expected to be scalable and to be replicated if proven successful. The Adaptation Fund provides funding up to USD10 million per project. Adaptation projects can be implemented at the community, national, and transboundary level. AF-funded projects must demonstrate:

- vulnerability to climate risk;
- the level of urgency and risk arising from delay;
- adaptive capacity to the adverse effects to climate change;
- regional co-benefits, to the extent possible; and
- the maximum achievable multi-sectoral or cross-sectoral benefits.

Green Climate Fund

The CDB became accredited to the Green Climate Fund (GCF) in October 2016. Green Climate Fund finances both adaptation and mitigation projects and programmes. These projects must be transformational; demonstrate the potential to catalyse impacts beyond a one-off investment; and, contribute to the achievement of the Fund’s objectives and result areas. The CDB, on behalf of a Borrowing Member Country, can access USD10 million to USD50 million per project (micro and small) from the Green Climate Fund. Projects can utilise a range of instruments, including concessional loans and grants and can be blended with CDB’s other resources or with streams of financing from other development partners and institutions, accredited and otherwise. The CDB has the capacity to assist countries in designing and submitting viable proposals in keeping with the investment criteria and results frameworks of Adaptation Fund and Green Climate Fund and oversee the management and implementation of approved projects and programmes.

Climate Action Line of Credit (CALC)

Since 2014, the CDB has utilised resources accessed from the European Investment Bank to provide concessional financing for capital works on social and economic infrastructure projects across several Borrowing Member Countries. Approved projects addressed renewable energy and energy efficiency projects; adaptation projects in the transport, water and wastewater sectors; and, climate risk and vulnerability assessments to facilitate infrastructure development and enhancement to the climate resilience of several sectors.

EU—ACP–CDB Natural Disaster Risk Management

In addition to mobilising financial resources for infrastructure development, 2017 will see the Bank engaged in several related knowledge-building activities. Through partnership with the European Union, under the African Caribbean Pacific — European Union — CDB Natural Disaster Risk Management Programme, the CDB will review and adapt risk and resilience
decision-making standards and approaches pertaining to the road transport and the water and sanitation sectors. Toolkits will be developed for use across Borrowing Member Countries to help mainstream climate resilience in these two sectors. Knowledge about application of these resources will be disseminated electronically and through workshops. Communities of Practice will be developed around climate change adaptation and resilience to natural hazards affecting these sectors, with participation from development partners and regional institutions.

Special Development Fund (Unified)

These concessional financing resources will also be used, in part, to improve the resilience and environmental sustainability of the Borrowing Member Countries, helping to mainstream environment, disaster risk and climate resilience into planning national investment programmes. The CDB will also assist regional institutions to improve knowledge and information systems to support similar objectives. Initiatives are expected to include support for improved spatial data capacity for disaster risk management and climate change adaptation; climate risk and vulnerability assessments and development of climate adaptation plans.

UK Caribbean Infrastructure Partnership Fund (UKCIF)

Last year (2016) the CDB, through its partnership with the UK Department for International Development (DFID), approved the first technical assistance and capital works projects under the UK Caribbean Infrastructure Partnership Fund. This Fund will support projects in nine eligible Borrowing Member Countries. Projects must be transformational in nature and provide critical infrastructure which will drive growth, reduce poverty and increase resilience to climate change. Most of the technical assistance for the preparation of capital works to be financed by the UK Caribbean Infrastructure Partnership Fund will be undertaken during 2017.

The transport sector has been the single largest recipient of CDB assistance to date. Efficient air, maritime and inland waterway connections (within and between Borrowing Member Countries; and, with other trading partners) are essential for trade facilitation and integration with global value chains. Furthermore, access to employment opportunities and education, health and other services and obtaining benefits from those services hinge on the availability of safe, efficient and inclusive transport systems. In 2017, the Bank will undertake a comprehensive assessment of the transport sector across its Borrowing Member Countries. It will be developing data, analyses and recommendations that will enhance the capacity of the Bank and Borrowing Member Countries to contribute to sustainable development through prioritised interventions in the transport sector. Concurrently, through an assessment of the urban development sector, the CDB will mobilise the potential of the urban sector to contribute to the sustainable development of Borrowing Member Countries. The Bank will also continue to build on the Assessment of the Water Sector in the Caribbean which was completed in 2015.

High on the CDB’s agenda, in parallel with support for the construction and rehabilitation of physical infrastructure, are measures to reform and strengthen the frameworks and institutions required for the efficient and effective use of infrastructure. Together with the Bank’s new Public Policy Analysis and Management and Project Cycle Management Training Programme, the Regional Public Private Partnership (PPP) Support Facility1 is expected to play an increasing role in broadening the range of approaches and enhancing the competencies at the disposal of the Bank’s Borrowing Member Countries for leveraging their investments in infrastructure to achieve sustainable development objectives.

Cross-cutting all interventions is the Bank’s mandate of poverty reduction. Inclusionary approaches that integrate all stakeholders into the design and implementation of projects, including vulnerable population groups such as the poor, the youth, or persons with disabilities, is key to ensuring the success of public investment projects. Enhancing gender equality is a further underpinning principle. Measures to build resilience go hand in hand with steps to ensure inclusion. The year ahead will be full of opportunities for CDB and its Borrowing Member Countries to take advantage of these exciting channels of development assistance, powered by the exceptional commitment of the Bank’s staff to the development of the Caribbean.

1The Regional Public Private Partnership (PPP) Support Facility was established at CDB in collaboration the World Bank, the Inter-American Development Bank, Multilateral Investment Fund, and the Public Private Infrastructure Advisory Facility.
As a specialized agency of the United Nations, the International Maritime Organization is the global standard-setting authority for the safety, security and environmental performance of international shipping. Its main role is to create a regulatory framework for the shipping industry that is fair and effective, universally adopted and universally implemented. In other words, its role is to create a level playing-field so that ship operators cannot address their financial issues by simply cutting corners and compromising on safety, security and environmental performance. This approach also encourages innovation and efficiency.

Shipping is a truly international industry, and it can only operate effectively if the regulations and standards are themselves agreed, adopted and implemented on an international basis. And IMO is the forum at which this process takes place.

IMO measures cover all aspects of international shipping – including ship design, construction, equipment, manning, operation and disposal – to ensure that this vital sector remains safe, environmentally sound, energy efficient and secure.

Although IMO adopts international shipping regulations, it is the responsibility of Governments to implement those regulations. In view of this, IMO has developed an Integrated Technical Cooperation Programme (ITCP) which is designed to assist Governments which lack the technical knowledge and resources that are needed to operate a shipping industry safely and efficiently by building up their human and institutional capacities for uniform and effective compliance with the Organization’s regulatory framework.

By fostering capacity-building in the maritime sector, the Integrated Technical Cooperation Programme is crucial for assisting developing countries to implement IMO instruments for safer and more secure shipping, enhanced environmental protection and facilitation of international maritime traffic. The importance of the Integrated Technical Cooperation Programme increases further with amendments to existing and the development of new instruments by IMO, in which the particular needs of (and impact on) Small Island Developing States (SIDS) and Least Developed Countries (LDCs) are taken into account.

The theme Connecting Ships, Ports and People has been selected as the World Maritime Day theme for 2017. The theme provides the IMO an opportunity to work with developed and developing countries, shipping and public and private sector ports with a view to identifying and promoting best practices and building bridges between the many diverse actors involved in these areas.

Key objectives include improving cooperation between ports and ships and developing a closer partnership between the two sectors; raising global standards and setting norms for the safety, security and efficiency of ports as well as port and coastal State authorities. The objectives also include standardizing port procedures through identifying and developing best practice guidance and training materials.

The view of the IMO Secretary General is that “the maritime sector, which includes shipping, ports and the people that operate them, can and should play a significant role helping Member States to create conditions for increased employment, prosperity and stability ashore through promoting trade by sea; enhancing the port and maritime sector as wealth creators both on land and, through developing a sustainable blue economy, at sea.”

Over the years, the IMO has developed a number of port related regulatory instruments and publications that provide guidance to maritime administrations. The major Instruments and publications being the:

2. International Maritime Dangerous Goods Code (IMDG Code);
3. International Maritime Solid Bulk Cargoes Code (IMSBC Code);
4. Code of Safe Practice for the Carriage of Cargoes and Persons by Offshore Supply Vessels (OSV Code);
5. Code of Safe Practice for Cargo Stowage and Securing (CSS Code);
6. IMO/ILO/UNECE Code of Practice for Packing of Cargo Transport Units (CTU Code);
7. International Convention on Facilitation of International Maritime Traffic (FAL Convention);
8. Procedures for Port State Control; and,

* Colin P. Young is Regional Maritime Adviser (Caribbean), International Maritime Organization.
In order to assist Caribbean states to meet their obligations under the instruments to which they are party and in support of the World Maritime Day theme in 2017, Connecting Ships, Ports and People, the IMO plans to deliver the following activities in the Caribbean region during the current year.

1. **Senior Maritime Administrators Workshop**
   The objective of this workshop is to update the knowledge of senior maritime administration officials on the latest regulatory and other developments in the international maritime sector. It will also facilitate the development of a prioritized list for technical assistance to the region in the 2018-2019 biennium.

2. **Aids to Navigation Training Course**
   This course is concerned with the verification of compliance with the requirements of IMO Conventions regarding the safety of ships, navigation and life at sea. It covers the requirements for the initial, annual intermediate and periodical surveys as specified in the International Convention for the Safety of Life at Sea, 1974 (SOLAS).

3. **Port State Inspection Workshop**
   The purpose of this workshop is to update the knowledge of Caribbean port state inspectors and senior maritime administration officials on the latest developments relating to ship inspections. It is designed to facilitate the exchange of information between port state inspectors within the Caribbean as well as between Caribbean administrations.
   The workshop will ensure that Caribbean port state inspectors are in possession of the latest information on the requirements of IMO relating to port state control and the latest developments worldwide. It will also ensure that the senior maritime administration officials are in possession of the latest information in relation to the implementation of IMO instruments, in accordance with the IMO Instruments Implementation Code.

4. **Environmental Sensitivity Index (ESI) Workshop**
   The objectives of the workshop are, *inter alia*, to:
   • show the important role that Environmental Sensitivity Index (ESI) maps provide in the overall contingency planning process;
   • provide spill planners and responders with critical spill response information (e.g. sensitive locations, response/clean-up strategies, spill equipment locations) in an easily understood, graphical representation;
   • provide support information on biological, geomorphologic and human-use resources, as well as spill response and clean-up methods, in an easily understood, graphical representation;
   • provide well-designed ESI maps in Geographic Information System (GIS) format that will facilitate the risk assessment and planning process during an oil spill response; and,
   • provide information on how to use and update ESI maps.

Ultimately, more efficient shipping, working in partnership with a port sector supported by governments, will be a major driver towards global stability and sustainable development for the good of all people.
Over the last five years, the Caribbean shipping industry has been confronted by a number of challenges. The major one being economy of scale and imbalances in operations among island countries. In order to survive, the Caribbean must overcome the unfavourable economies of scale characteristic of the industry and the inherent disadvantages of operating from and between both small and isolated states.

Today, the volume of cargo through most regional ports does not in the short term appear to justify the large fixed capital cost needed to achieve more efficient port operations. Beyond the concern is the fact that port performance in the Caribbean is hampered by a lack of competition. Because an island port has full monopoly power over cargo movements to and from the hinterlands and most Caribbean governments have been reluctant to privatize their ports.

In most cases, Governments retain ownership of port infrastructure and are heavily involved in port operations. Although many of the island-states of the Caribbean are too small to support multiple ports, it is nevertheless possible to achieve competition within a port.

One good example is Georgetown (Guyana), where there is competition among different private and public operators within the port. Although 60% of port traffic still passes through one private terminal, nonetheless, competition has reduced handling charges by 25% to 30%. It is possible, even in smaller ports, to separate services and spark competition.

Efforts to improve cooperation among Caribbean port authorities and shipping companies could provide benefits. Coordination to facilitate growth in transshipment, for example, where cargo is moved to and from intermediate hub ports on the way to its final destination, could benefit the entire region. Transshipment allows the use of larger and more specialized vessels and takes advantage of economies of scale at the major hub ports. For small countries even a low volume of transshipment can make up a high proportion of total port cargo traffic.

Transshipment is extremely attractive to ports because it adds cargo to the local trade, making otherwise uneconomical operations profitable and expensive infrastructure investment justifiable. This, in turn, leads to direct benefits for local traders and consumers because it increases the traffic through the port, while lowering unit costs. Developing the most efficient network between ports and maritime transportation would require regional agreement to share in the infrastructure investment costs so that all might benefit from increased traffic flows.

Infrastructure and productivity
While the availability of ships and international links are essential, this is not sufficient without a proper transport network. Port infrastructure and productivity can ease or frustrate the trading process and in many cases add costly time and effort to each transaction. Port infrastructure work is expensive and can only be undertaken at the national level after a study of throughput, handling methods, productivity, fleet profiles and goals.

While many ports in the Caribbean are still handling cargo with ships gear over wooden docks, many others have acquired the most modern container gantry cranes, shore-side handling equipment and back-up terminal facilities. During global economic decline and slower international trade volumes, spending on port infrastructure should take a backseat to improved productivity. Within a certain range, improved productivity can be used to postpone investment in infrastructure by making better use of existing facilities, reduce vessel turn-time, cargo delivery time, and invariably, cost to the final consumer.
The state of port infrastructure in the Caribbean lies at either end of the spectrum of port development with very few ports in between. That is, there are those that are highly developed and specialized, for example, Kingston Container Terminal now operated by CMA CGM, Freeport and Point Lisas. At the other extreme are ports such as Paramaribo, Suriname; and Georgetown. These ports are in need of berth renovation and expansion and overall terminal construction.

Today, the container revolution has brought about the following impacts to which Caribbean ports must respond.

- **Introduction of new category of vessels (the container ship):** Container ships are purpose built ships designed for carrying pre-packaged goods. This allows for many different cargos to be carried on the same vessel, which the traditional cargo ships, could not carry due to incompatibility of cargo within the same space.

- **Introduction of new handling methods and port organization:** Containerization calls for new, more sophisticated handling methods as it brought order to the shipping industry and reduced pilferage.

- **Changes in port layout:** The traditional general cargo ports that exist in many Caribbean island-states are characterized by large transit shed through which all import and export cargo passes. There are also narrow berth spaces with limited storage that are not compatible with modern container port layout.

- **Investment in specialized port equipment:** In order to increase efficiency, major container ports have invested in gantry cranes and mobile harbour cranes, which are specialized equipment to transfer containers between ships and ports. On the landside, an array of specialized equipment such as straddle carriers and rubber tyre gantry cranes (RTGs), empty container handling equipment and trucks, among others are needed to support container cargo operations.

- **Increased labour productivity which ultimately led to reduction in work force:** The high implicit need for specialized equipment calls for less unskilled labour force and more highly skilled labour, which requires advanced integrated information technology.

**Achieving sustainability**

The relative diverse and pervasive nature of the maritime transportation industry highlights the importance of an integrated assessment to help form better links between the disparate stakeholders. Integrated assessment (IA) is particularly important when making large strategic decisions that will effectively determine a future development pathway, that would include public policy decisions that affect the national interest, or corporate strategic choices that could lead to a comprehensive repositioning and restructuring of ports and maritime transportation. An economically vital and diverse sector of any economy is particularly vulnerable to policy deficiencies. This is for several reasons.

One reason is that the maritime transportation industry is extremely pervasive. It affects and is affected by many other sectors, and as a result, it involves or has implications for the livelihood of many people at all levels of society.

The converse is also true. The economic potential of maritime transportation can be curtailed by a major policy failure in another unrelated area.

Another reason is that maritime transportation imposes a range of diverse burdens and impacts on the environment, the infrastructure, the culture and social relationships. Thus, the role of integrated assessment in this regard is to identify linkages and interdependencies and thereby make the costs, benefits and consequences of a course of action more explicit. 

— Dr. Ajagunna is Director of Academic Studies, Caribbean Maritime Institute.

** Dr. Pinnock is Executive Director of the Caribbean Maritime Institute.**
AAPA PROPOSES MAJOR INVESTMENT IN PORTS, FREIGHT MOVEMENT

The American Association of Port Authorities (AAPA) is advocating strategic investments in seaports and related freight transportation assets as a strategy to achieve a better economic future for America. In a letter to the Trump transitional team in November last, AAPA President Kurt Nagle listed the AAPA’s recommendations, including:

1. Relief of traffic bottlenecks and expansion of capacity by:
   - providing additional FAST Act investments and a sustainable freight trust fund to plan and build multimodal projects;
   - establishing a properly funded and staffed Office of Multimodal Freight Transportation within the U.S. Department of Transportation’s (USDOT) Office of the Secretary;
   - supporting funding for a robust Strong Ports programme under the USDOT Maritime Administration to help ports plan for their 21st century infrastructure needs;
   - increasing investments for authorized marine highway projects to ensure transportation alternatives alongside congested landside transportation corridors; and,
   - increasing funding for transportation infrastructure grants to $1.25 billion per year.

2. Modernising and full maintenance of federal navigation channels by:
   - making harbour maintenance tax (HMT) spending a priority;
   - continuing the goal toward full use of the HMT;
   - ensuring equity and fairness of HMT distributions;
   - increasing funding for HMT maintenance spending in the FY2018 budget request, including funding for Donor and Energy Transfer Ports; devising a permanent solution as part of tax reform or other legislation for ensuring all annual HMT revenues are spent;
   - increasing federal investment in navigation channel deepening and widening;
   - improving efficiencies in the deep-draft study and construction process;
   - continuing progress to finish navigation projects in a timely manner to better compete in world markets; and,
   - providing operations and maintenance funding for the National Oceanic and Atmospheric Administration’s Physical Oceanic Real-Time System, or “PORTS,” to help mariners navigate safely.

3. Securing America’s ports and waterside borders by:
   - increasing the Federal Emergency Management Administration’s Port Security Grant Program (PSGP) funding level to at least $100 million per year; directing grant funding to ports rather than to other entities with very low commercial seaport threats;
   - continuing the management and control of the PSGP at the federal level;
   - getting adequate federal funding to ensure all annual HMT revenues are spent;
   - providing 500 additional Customs and Border Protection (CBP) maritime staff to U.S. seaports to meet trade needs and ensure cargo is safe and moves efficiently; and,
   - ensuring federal agency programs that address natural disasters and coastal erosion include assistance to seaports to help predict, plan and adopt mitigation strategies.

4. Help protect the environment and build resilience by:
   - increasing funding for the Environmental Protection Agency’s Diesel Emissions Reduction Act (DERA) program;
   - creating a 21st Century Port Portfolio within the Department of Energy (DOE) that allows ports and the DOE to partner on new technologies that reduce air emissions, connect ports to the grid, provide electrification opportunities for port operations, and provide support and expertise for new clean energy terminal designs and build-outs; and,
   - ensuring federal agency programs that address natural disasters and coastal erosion provide assistance to seaports to help predict, plan and adopt mitigation strategies.

America’s seaports account for more than 25% of the national economy. Local ports and their private-sector partners plan to invest nearly $155 billion into infrastructure in the next five years.

MARINE PROTECTED AREAS FOR GUYANA, SURINAME

The European Union has earmarked 1.25 Million Euros to assist the World Wildlife Fund to establish marine protected areas within the Exclusive Economic Zones (EEZ) of Guyana and Suriname. Both countries will set aside 10% of their EEZ to facilitate the project, which has a target date of 2020. The project will be executed by Protected Areas Commission of Guiana and the Nature Conservation Service of the Suriname government.

The Aichi Biodiversity Targets of the United Nations Convention on Biological Diversity requires signatory countries to set aside 10% of their marine coastal systems as protected areas. Representative of WWF Guianas, Laurens Gomes told the project launch and signing ceremony that the oceans capture more carbon emissions than all of the world’s forests and the fisheries sector is a “very critical food source” for many communities.

Gomes said experts would tap into the knowledge and experience of people who are already using the oceans.

The project envisages three-dimensional modelling of the coasts of the Guianas to obtain comprehensive and visually appealing data to influence decision-makers.

“Overall, this project will fill critical information gaps by developing comprehensive and visually appealing spatial data (a Geographical Information Systems atlas and a 3-D ocean maps) collated through participator processes, enabling informed decision-making regarding marine protection and management,” the EU said in a statement.
CUBA GETS MORE CRUISE CALLS

Cuba appears to be moving towards being a dominant Caribbean cruise destination, as many had speculated for decades and especially following the visit of US President Barack Obama during the third week of March 2016. That visit was the beginning of a process that is expected to ultimately dismantle an economic blockade that had arrested Cuba’s development for more than half a century.

Less than a year after that historical visit, Royal Caribbean International expanded its Caribbean itineraries of sailings out of Tampa by adding 4-night and 5-night sailings with day and overnight calls on Havana. Cuba will therefore see the Emerald Princess in Havana through to November 4 of this year. Havana will also be welcoming additional calls from Norwegian Cruise Line’s Norwegian Sky during 2017.

On December 20, last the line started selling five 4-day cruises with overnight to Havana in May 2017. Subsequently it announced 25 4-day and 5-day cruises to Havana during the second half of 2017, with schedules that conflict with calls now being made to Nassau and Freeport in The Bahamas. Comments contained in its announcements about the new cruises to Cuba’s “historical and culturally-rich capital” city tend to support conclusions that Norwegian Cruise Line is favouring Havana over the two Bahamian destinations.

The Norwegian Sky will be the “largest vessel sailing to Cuba”, the company boasts on its website. Other Cuban ports are also cashing in on the “tremendous demand for voyages to Cuba” as Bob Binder, president and CEO of Oceania described it. Oceania Cruises announced that it was adding six voyages to its Cuba itinerary this year. Half of those include stops in Cienfuegos near south-central Cuba and Santiago de Cuba on the south-west coast. All voyages leave from PortMiami between November 14 and December 21. The voyages will be on the 684-passenger Insignia, which will be outfitted in a Cuban theme, including authentic cuisine.

CUBA PROMOTES PORT OF MARIEL IN USA

In a move to promote port Mariel and to explore business opportunities and foreign investment, a delegation of port and maritime officials from Cuba visited the USA in January 2017. The visit, made during the presidency of Donald Trump was possible because of initiatives by former president Barack Obama to normalise relations between Cuba and the USA.

According to the Cuban Government’s publication Granma, in an article appearing on January 22, the main reason for the visit was to “promote the potential that exists in Cuba’s maritime sector.” The reference was specific to that country’s new deepwater port in Mariel, about 50 kilometres west of Havana.

FLORIDA GOVERNOR PULLS THE PLUG

The visit took the Cuban officials to a number of USA ports including Port Everglades Tampa Bay and the Port of Palm Beach. The three ports agreed to do business with Cuba and to sign a Memorandum of Understanding to formalise the relationship. However, before those pacts were signed and just days after the first legal shipment of cargo in over 50 years arrived from Cuba, the three ports reneged. Florida Governor Rick Scott threatened block public funding from any port city that did business with Cuba. In a series of comments on social media (Twitter) he declared “I will recommend restricting state funds for ports that work with Cuba in my budget. We cannot condone Raul Castro’s oppressive behaviour. Serious security/human rights concerns.”

Port Everglades had been in discussion with Cuba for several months and was reportedly planning to sign an agreement with the visiting Cuban delegation the day after the governors’ declaration. Similarly Tampa Bay had immediate plans to sign but hastily backtracked.

Maritime Executive (on line publication) noted that although the Florida legislature has the final say, governor Scott is influential in shaping its priorities and was instrumental in getting $110 million in state funding for PortMiami’s recent harbour deepening project.

MISSISSIPPI GRABS OPPORTUNITY

Despite concerns that President Donald Trump may torpedo the deal, the ports of Pascagoula and Gulfport have nonetheless signed agreements with Cuba. Representatives of the two Mississippi ports signed documents in Cuba on February 20 during a three-day visit. The signing was witnessed by U.S. Republican Senator, Thad Cochran.

The agreements, Reuters reports, were signed during a business forum to explore future trade between the USA and Cuba. Cochran was the only Republican among five US Senators the made the trip.

Port authorities along the U.S. south coast are supportive of business ties and increased trade and travel with Cuba. There is also interest in using Mariel on the north-west coast of Cuba, as a transshipment hub. Similar agreements were signed last month with Virginia, Louisiana and Alabama.

The Port of Mariel, Cuba’s upgraded industrial port, which opened in 2014, is pivotal to Cuba’s trade and economic development.

MAERSK LINE EXPECTS PROFIT IN 2017

Despite the continuing hostile business environment and operational losses, Maersk Line expects to make a profit in 2017. The company reportedly chalked up a loss of USD376 million in 2016 because of poor markets and, consequently, depressed freight rates. That didn’t stop the line closing the deal to acquire the world’s seventh largest container line, Hamburg Süd on December 1 last. That transaction is expected to be completed by the end of 2017.

Maersk Line expects to see gradual improvements in container rates during 2017. This expectation together with low fuel rates, higher utilisation and other cost efficiencies emboldened the line to predict an improvement of more than $1 billion in 2017 as compared with last year.
RIPPLES

ANTIGUA PLANS MAJOR DEVELOPMENT OF CRUISE FACILITIES

Antigua and Barbuda is engaged in major improvement and expansion of the country’s cruise port facilities. Last year (2016) implementation of a development project for the existing cruise facilities and downtown space got underway. Reports are that spending on the transformational programme is already at some USD50 million, including improvements to St. John’s harbour and the lengthening and strengthening of Heritage Pier to allow for the berthing of larger ships. With this work completed, the *Anthem of the Seas* docked in Antigua on December 2. It was the largest ship ever to dock in Antigua.

The master plan for development calls for further dredging of the approach channel and turning area; the creation of a fifth berth; and, land reclamation to help with major improvements to pedestrian and vehicle flows, town aesthetics, tour operations, and shopping.

In January, Antigua & Barbuda’s Minister of Tourism, Asot A. Michael, went to Florida to discuss the development plans with major cruise lines. He took a delegation including cruise-sector advisor, Ricky Skerritt, Tourism Authority Board member Nathan Dunders, Antigua and Barbuda Port Authority CEO Darwin Telemaque; and, representatives of the BEA-Meridian design and construction team, responsible for designing and constructing the master plan. The delegation met with Carnival, Royal Caribbean, Norwegian, MSC, Holland America, Seabourn and Princess over the course of three days and revealed their master plan with components including a beach-focused island style destination in Barbuda for cruise ships.

PANAMA CANAL’S LARGEST SHIP TO DATE

The largest capacity ship to transit the Panama Canal up to publishing deadline was Hapag-Lloyd’s *Valparaiso Express*. The 10,589 teu neopanamax container ship was designed to take maximum advantage of the expanded Canal.

The third set of locks is wider and deeper (70 ft. and 18 ft. respectively) than the older locks and can therefore handle neopanamax ships carrying up to 14,000 twenty-foot equivalent units. The vessel entered the Canal from the Pacific side sailing north from South American ports in Chile, Peru, Ecuador and Colombia. At the end of its transit it docked at Manzanillo International Terminal (MIT) before going on to the Dominican Republic and then to Europe.

KINGSTON RECEIVES CRUISE SHIP

Jamaica received a cruise ship call to its capital city Kingston on December 6 last, the first time in three years. The Port of Kingston, now an industrial/cargo facility, was once a passenger ship destination but that was decades ago, before modern cruise shipping became big business. Jamaica’s cruise ship ports — Montego Bay, Falmouth, Ocho Rios and Port Antonio — are on the northern side of the island. They collectively receive visits from most lines in Caribbean cruise business. Kingston on the south rarely receives a cruise ship. So when Pulmantur’s *Monarch of the Seas*, docked at Kingston Wharves in December 2016 and discharged many of its nearly 3,000 passengers, it turned heads in the city. The ship was initially destined to dock in Montego Bay when it sailed from Cartagena de Indias. However, Montego Bay did not have an available berth, neither did Falmouth or Ocho Rios.

Its diversion to Kingston allowed passengers to see some of Jamaica that most cruise ship passengers never get an opportunity to experience, including sights in the capital city, the Bob Marley Museum and the National Gallery of Jamaica.

KINGSTON SHOWING IMPROVED PRODUCTIVITY

Kingston Freeport Terminal Limited (KFTL) announced an upturn in the number of containers handled in since last July when it took over operations from the government operated Kingston Container Terminal (KCT). Since then, the number of units handled at the terminal increased by about 200,000 per year and KFTL expects this to increase by another 300,000 teu by the end of 2017. “Six months ago, when KFTL took over, we were doing 1.3 million teu of throughput. Today, we’re at 1.5 million teu and we’re aiming for two million by year-end,” said KFTL CEO Olivier Tretout as he took government representatives and journalists on a tour of the work sites on February 21. As regards productivity, he said container moves per hour had increased significantly to 30.3 moves per hour.

KFTL took over operations of the Kingston terminal after successful negotiation of a 30 agreement with the Port Authority of Jamaica. The highly concessionary deal allowed the new operators to overhaul and upgrade the operations in all areas including dredging of entry channels and turning basins and reinforcement of 1.2 km of quay wall.

Phase one of the port upgrade project is estimated at USD452 million, with dredging and quay wall reinforcement accounting for USD150 million of that amount.
Twenty participants from eight organizations attended the three-day Crisis Management Course last October in Paramaribo.

The event, which started on October 24th was the first such course hosted by the Suriname Port Management Company in collaboration with the Port Management Association of the Caribbean (PMAC) and was described as a huge success.

Participants came from: St Vincent and the Grenadines Port Authority; Suriname Port Management Company; Fernandes Bottling Company NV; United Suriname Holding Company; SOL Suriname NV; Integra Port Service/DP World Paramaribo; Maritime Authority Suriname; and, Suriname American Industries Ltd (Sail NV).

“The participants strongly endorsed the course and noted its relevance in a world of fast-paced developments and continuously improving standards of good practise regarding management of crises and disasters. Most subjects were important eye-openers for the participants, showing the complexity of crisis management, and the significant amount of unexpected relationships established during a crisis. This prompted the suggestion that there should have been government representation at the course. Some participants solicited the consultant, Bernard Groot to use his lectures and drills to prepare companies, ports and other organizations for crisis and disaster management,” said the PMAC’s Executive Assistant, Linda Profijt del Prado.

The course ended with an examination in which the participants sat in the “hot seat” solving a simulated crisis in the harbour. She quoted one of the participant’s description of the experience: ‘The final exercise was tough, I almost could feel the pressure building up.’ According to Mrs. Profijt del Prado, everybody was well prepared and passed the examination with good results.

While highlighting the importance of education and the need to maximize human resources in an increasingly competitive global environment, the PMAC Executive Assistant drew reference to the PMAC’s mission ‘to improve the proficiency of member ports and the quality of services offered to their users, specifically through the facilitation of relevant training designed to develop worker’s competencies, and meet the ever-increasing challenges of the global environment.’ She said that the subject, Crisis Management, while relatively new, was becoming increasingly important. This course was a perfect example of what the PMAC could do to achieve its mission, she said.

On the final day of the event, the Chief Executive Officer (CEO) of the Suriname Ports Management Company, Drs. Andreas Talea, emphasised the importance of crisis management and the need for preparation, “for if you fail to prepare, you prepare to fail,” he said. He urged the participants to convince their CEO’s about the need for crisis and disaster preparation.
Reinventing your personal brand

BY FRITZ PINNOCK

People and especially professionals reinvent themselves all the time. Take for instance: you have worked long and hard, sacrificing to build a solid reputation. When you are out of the room, you know what they are saying: ‘He is an innovative marketer.’ ‘She is a terrific operations manager.’ ‘He knows everything about the export market.’ But what if you now want to rebrand yourself so as to take on a new challenge and to shift into more meaningful work; or to rebut perceptions that have hindered your career progress?

Sometimes the changes are major. For example, a financial services manager moves into operations management at the port. Sometimes the rebranding is subtle, as it is for an executive who wants to advance but needs to overcome the knock that he is not good with numbers.

Taking control of your personal brand may mean the difference between an unfulfilling job and a rewarding career. Longfellow stated: “We judge ourselves by what we feel capable of doing, while others judge us by what we have already done.” [Kavanagh, Henry Wadsworth Longfellow, 1849.]

Your path may make perfect sense to you but how can you persuade others to embrace your new brand and take you seriously?

As an individual, I moved from Group Management Director for one of the Caribbean’s largest shipping agency groups to become Executive Director at a tertiary educational institution, which has now gained global recognition. In rebranding myself I discovered these five critical steps in the process.

1. DEFINE YOUR DESTINATION

Rebranding is not easy and, if your plan is poorly thought out, you will end up confusing yourself and others. Start by determining where you want to invest your energy. Check out relevant industry trade journals. Do informational interviews. Try some internships, if you can find the time or the opportunity. (They are not just for college or university students anymore. Vocation Vacations, for example, enables people to apprentice with professionals, from schooner captain to marketing manager, in a shipping company.)

Next, you need to build the skills necessary for your new path. If you have been a crane operator for the past decade, you may understand the operations better than anyone else in the company. But if you want to move into executive management, technical savvy isn’t enough. Ask yourself what else you need to know and how to learn it. For example, for a customer service representative who decided to make a new career of interest in logistics engineering, that meant returning to school for a degree in the field and developing the expertise early on as a faculty research assistant.

Learning the skills you need gives you the confidence to start publicising your new identity and the credibility required to assume it.

2. LEVERAGING YOUR POINT OF DIFFERENCE

What is your unique selling proposition? That is what people will remember and you can use it to your advantage. Shifting from a high profile private sector job to a top position at a port will require reinventing oneself. You will not be required to entirely abandon your old brand but to reconfigure it to compete in a new marketplace.

I found my unique blend of ‘firebrand’ and ‘friendly aggression’ worked in my own rebranding for moving from the private sector to academia. It was clear to me early in the game that, previous experience could colour...
my new brand and help me stand out. I tried to offer the added value of having a different perspective. I did not know much about academia but I knew how to run a business and that was my foot in the door.

Use distinguishing characteristics to your advantage, even if they are not strictly relevant to your work. Robert Reich, the former U.S. Secretary of Labour is less than five feet tall. He knew that people seeing him for the first time would be surprised and he didn’t want his height to be a distraction. So he would loosen up crowds with a joke or two about his stature and, in the same vein, titled his campaign book I'll Be Short. Like it or not, "short" was part of his brand and he shrewdly leveraged it.

3. DEVELOP A NARRATIVE
You used to manage shipping lines operations and you now want to run a maritime university? It is human nature to: have many interests; seek new experiences; and, want to develop new skills. Unfortunately, however, people often view that as the sign of a dilettante. It is unfair, but to protect your personal brand, you need to develop a coherent narrative that explains exactly how your past fits into your present.

I used to seek out efficiencies in shipping operations now I plan the training and certification for persons in or entering the field. I realized that my big-picture knowledge of shipping industry trends and developments placed me in a unique position to see beyond the current challenges. It is like a job interview. You are turning what could be perceived as a weakness into a compelling strength that people will remember.

The key is not to explain your transition in terms of your own interests (‘I was bored with my job and decided to try something else.’ Or ‘I’m on a personal journey to find the real me.’). Focus on the value your prior experience brings. This is particularly relevant for persons fresh-out-of-university whose early career opportunities have been hobbled by the recession. A stint working at a call centre may not be the ideal résumé builder but you can get credit for learning valuable skills on the front line of a customer service organization if you tell your story well.

One caveat is that your narrative must be consistent with your past. Politicians are pilloried for obvious, poll-driven personality changes. (Re-visit Al Gore’s unsuccessful reinvention of himself during the 2000 presidential campaign – eco-work turned podium-banging, people-versus-the-powerful crusader for the proletariat.) You too will be called out fast if you are seen as abandoning your roots, shading the truth, or not acknowledging your history. Successful rebranding doesn’t involve inventing a new persona. It is a shift in emphasis that should prompt others to say: ‘I can see you doing that.’

4. REINTRODUCE YOURSELF
Once you have embraced your rebrand, making new contacts is the easy part; they will take the new you at face value. The harder slog is reintroducing yourself to your existing network. The truth is that the vast majority of people are not paying much attention to you. That means their perceptions are probably a few years out of date, and it is not their fault. With hundreds (or thousands) of Facebook friends and vague social connections, we cannot expect everyone to remember the details of our lives. So we have to strategically re-educate our friends and acquaintances because they are going to be our buyers, recommenders or leads for new jobs.

Don’t forget to reach out by phone or e-mail to all the people on your list to let them know about your new direction and, where appropriate, to ask for help, advice, or business. Blast e-mails are a start but they too often go unread. In some cases your re-introduction may also involve addressing negative perceptions and being disciplined about sticking to new behaviour that better reflects your aspirations. Also think strategically about your “unveiling.” Are there projects you can get involved with that will showcase your new interests and abilities or help you develop them?

Volunteering on political campaigns or for charitable causes is one high-profile way to make new contacts and develop new skills. Leveraging opportunities within your company is another. If a major new initiative is launching, try to jump on board. If competition is too fierce, you can take on jobs that others don’t want (such as administrative duties) but that will help you meet people and build crucial connections.

5. PROVE YOUR WORTH
Every art student has a portfolio ready to be shown at a moment’s notice. It is no different in the business world.

There is a wide gulf between my knowing that you have launched a new business and trusting that you will do a good job for clients. I may like you a lot but unless I see proof of your skills, I will hesitate to put my own reputation on the line by sending you referrals.

That is where blogs, podcasts, videocasts, and other forms of social media come in. The first step is securing your own internet domain name and starting to produce unique intellectual property. The second, even more critical, is ensuring that your material offers real value. You can quickly establish your expertise if you help people solve a problem or do something better. After you have demonstrated your ability, solidify your rebrand by associating with the leading organizations in your field. Make a focused effort to publish in respected journals, speak at industry conferences, or take on a leadership role in your trade association. The resulting visibility, connections, and credibility can pay major dividends.

Finally, you have to be consistent and committed as you move forward. A desire to expand into international work will not go far if you don’t make the effort to learn new languages or the nuances of other cultures. And a one-time charitable gift is nice but quickly forgotten. The key is long-term effort. Michael Milken, once known as a 1980s high-flier jailed for securities violations, dramatically redeemed his reputation through more than three decades of committed philanthropy. He has raised hundreds of millions of dollars to combat prostate cancer, melanoma, epilepsy and more, earning a 2004 Fortune magazine cover story (and mega-rebrand) entitled The Man Who Changed Medicine.

Especially in this internet era, traces of your old brand will never completely disappear. And as long as you are thoughtful about what you have learned along the way that is fine. The challenge is to be strategic about identifying how you wish to be perceived; developing a compelling story that explains your evolution; and then spreading that message.

The more connections you make, and the more value and content you regularly add to the stream, the more likely it is that your new brand will be known, recognized, and sought out.

* Fritz Pinnock, Ph.D. is Executive Director of the Caribbean Maritime University, Kingston, Jamaica.
Trumpism and the Caribbean

BY CANUTE JAMES*

The administration of US president Donald Trump will bring some degree of discomfort to the Caribbean. Policy changes proposed by Trump suggest that the Caribbean will have to deal with a new dispensation in Washington, less so from the indications of demagoguery and more from the tendency to isolationism contained in the promises to “make America great again” and to “put America first.”

Trump has promised the mass deportation of undocumented immigrants as well as those with criminal records. This will have an immediate and negative impact on several countries in the Caribbean region. Trump has referred to “millions” of likely deportees but, even in the thousands, overnight deportees to relatively small countries could increase unemployment.

With several countries battling high levels of crime, an influx of convicted criminals would make more difficult the tasks of undermanned and under-resourced constabularies—several of which appear already to be overwhelmed by mounting violent crime.

Caribbean nations could also be affected by Trump’s seemingly uncoordinated policy of limiting the entry of Muslims to the USA.

REMITTANCES

A deportation of significant numbers of immigrants could also have a damaging impact on the economies of several Caribbean countries that have become increasingly reliant on remittances. Money sent by friends and relatives in the diaspora has become an important crutch for regional economies. Most of the remittances are from the USA and so there will be less in money transfers if there are fewer Caribbean nationals in the USA as a consequence of mass deportation promised by Trump.

The World Bank reports that between January and August 2016, the Dominican Republic received USD2.4 billion, Haiti USD2.3 billion and Guyana USD296 million.

Reduced remittances would be compounded by problems indigenous commercial banks in the Caribbean face with counterparts that have begun either cutting ties or scaling back relations because of low profit margins and pressure for greater scrutiny of transactions from the region.

Trump’s intention to try to return to the USA jobs that have migrated could also affect significant numbers of workers in Caribbean countries who are employed to companies providing offshore business producing services. The Jamaican government, for example, regards these services as having the potential of employing significant numbers.

Trump’s energy policy that seeks to re-energise the use of fossil fuels—primarily coal—suggests his administration will pay little attention to existing cooperation programmes between the USA and several Caribbean countries for increased use of renewable energy sources such as hydro, wind, solar, geothermal and biomass.

The Caribbean energy security initiative by the Obama administration is intended to help Caribbean countries ease their dependence on the use of oil, mainly for power generation, and to increase the use of renewable sources. The programme is supported by the US government’s private sector financing agency OPIC that has created a $700mn fund to finance the development of renewable projects in the Caribbean.

The project might not be considered important now, given the dramatic fall in oil prices over the past two years but its relevance remains in the future protection it offers against increased oil prices. However, such a programme is unlikely to be given any meaningful consideration by Trump’s administration because it does not appear to fit the proposed concentration on domestically produced fossil fuels.

A significant aspect of Trump’s policy towards the Caribbean will be reflected in what he does about the thaw in relations between Washington and Havana that was started by Barrack Obama and Raul Castro in December 2014. At the time of writing, there is no clarity from Trump, except that he will change aspects of what Obama has done in improving US relations with Cuba.

“If Cuba is unwilling to make a better deal for the Cuban people, the Cuban/American people and the US as a whole, I will terminate the deal,” Trump has said, without indicating what “deal”; and, what would be a better arrangement.

Obama managed to make significant changes to economic ties with Cuba but could not dismantle the long-standing economic embargo. It is the US Congress that can change this. Trump and a Congress that is overwhelmingly Republican are unlikely to remove the embargo and could roll back some of Obama’s initiatives.

Obama made the changes in relations with Cuba with relative ease. Trump, with equal ease, could roll back these changes. However, he would be under some pressure from several companies—such as airlines, telecom providers and hotel franchises—that invested significantly in Cuban facilities following the thaw.

Trump would also be under pressure from farmers in states that supported him and who have found a very lucrative market in Cuba’s increased demand for imported farm products.

Dismantling Obama’s Cuban initiative would fit into Trump’s seeming tendency towards isolation. It would take the USA back to being the only country that does not recognise Cuba’s government.

* Canute James, PhD, Adjunct Senior Lecturer and former Director of the Caribbean Institute of Media and Communication (CARIMAC), Mona Campus, University of the West Indies, was a reporter for the Financial Times of London and radio reporter, presenter and producer in London, England for the BBC.
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