

PortCalls

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CAB indefinitely suspends passenger fuel surcharge

NO passenger fuel surcharge will be imposed for bookings on domestic and international flights originating from the Philippines until further notice, the Civil Aeronautics Board (CAB) announced.

CAB executive director Carmelo Arcilla in an advisory dated August 20 said "the imposition of passenger fuel surcharge is no longer warranted" as the average price of jet fuels has been significantly reduced for the past months and already corresponds to Level 0.

According to CAB Resolution No. 44, if the two-month price average of jet fuel per liter falls below P21, no fuel surcharge will be collected.

CAB approved in 2018 the request of airlines to reimpose the collection of fuel surcharges for domestic and international flights following increases in the prices of fuel.

The imposition of fuel surcharge stopped in 2015 as fuel prices during that time had dropped.

Since May, CAB has not imposed a passenger fuel surcharge due to lower jet fuel price. Airlines have suspended their commercial flights since mid-March this year following travel restrictions to prevent the spread of the coronavirus disease, and only repatriation and cargo flights have been operational. A limited number of domestic flights have started operations this June following easing of restrictions.



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Fuel surcharge is an optional fee imposed and collected by airlines to recover fuel costs and stem losses caused by an

upward spike in fuel cost.

"Fuel surcharge is not a part of the basic airfare and may be reduced or removed

depending on the price of jet fuel in the market, in accordance with prevailing international practice," states Resolution No. 44.

LBC earnings erode to P5M loss in first semester

LBC Express Holdings, Inc. reported a net loss of P499.15 million for the first half of the year from a net income of P58.32 million in the same period last year, the reversal largely the result of the impact of the COVID-19 pandemic on its retail and corporate customers.

The logistics and remittance services provider's service revenues decreased 27% to P5.643 billion from P7.724 billion in the first half of 2019. The downturn is

attributable to the fall in demand in the second quarter of 2020 when much of the world went on lockdown, LBC said in a regulatory disclosure.

In the second quarter alone, service revenues dropped 54% to P1.843 billion from P4.007 billion in the same quarter last year.

LBC said select branches were opened and delivery remained operational during the period, but lead times were extended

due to safety, security and travel restrictions.

Cost of services dropped by 15% to P4.755 billion in the first half of 2020 from P5.585 billion in the same period last year, relative to lower volume of acceptance in the second quarter of 2020. Due to cancelled airline flights, LBC opted to use roll-on/roll-off services to transport cargoes from the National Capital Region to the Visayas and Mindanao and vice versa.

Despite the decrease in revenue, LBC's fixed expenses such as salaries and wages and depreciation expense went up by 3% or P45.36 million and by 6% or P34.57 million, respectively. Operating expenses also increased by 2% or P27.48 million, mostly from advertising expenses, provision for expected credit losses and donations.

LBC has a network of over 6,400 branches, hubs and warehouses, partners, and agents in over 20 countries.

DTI wants exporters to leverage Russia's preferential tariffs

THE Department of Trade and Industry (DTI) is encouraging Philippine exporters to sell to Russia and take advantage of the country's preferential tariffs under the Eurasian Economic Union Generalized System of Preferences (EAEU GSP).

"One of our strategies in expanding exports is to venture into non-traditional partners like Russia. Thus, we encourage

exporters to maximize the benefits from the EAEU GSP," DTI's Export Marketing Bureau (EMB) director Senen Perlada said in a statement.

The Eurasian Economic Union is a regional economic organization comprised of member states Armenia, Belarus, Kazakhstan, Kyrgyz, and Russia.

Products covered by the EAEU GSP are eligible for a 25% discount on customs

duties and include food, furniture, and industrial goods.

Form A to the customs authority.

In 2019, Russia was the Philippines' 21st trading partner, 32nd export market, and 18th import supplier. Exports to Russia increased by 18.81% from US\$86.07 million in 2018 to \$102.26 million in 2019.

Top Filipino exports consisted of industrial products like electronics, ignition wiring sets, activated carbon, new pneumatic tires, and watches as well as agricultural products such as desiccated coconuts, carageenan, and other fruits and nuts. Bananas, avocados, mangoes, pineapples, and papayas are among the Philippines' top fruit exports to Russia.

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30-Aug	CAPE ARAXOS v.128W	6-Sep	15-Sep	GRETE MAERSK v.037W	19-Oct	30-Oct

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The Philippines' only shipping and transport guide

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PH logistics demand to soar amid high cold storage, e-commerce use—report

PHILIPPINE logistics demand could grow by 56% in the next five years and by up to 125% in the next 10 years if the market can adapt to evolving demand especially for better quality facilities, according to research by JLL Philippines.

JLL Philippines' latest report, *The Evolution of Philippine Logistics: A Case for Better Quality Logistics*, said Philippine logistics "remained resilient during the pandemic despite headwinds in the early outbreak to date."

It has become an emerging sector as the COVID-19 crisis propels the rise in particular of cold storage demand and the growth of e-commerce, presenting opportunities for the industry, said the real estate and investment management service firm.

The report further sees the logistics sector as "the evolving asset class in the Philippines," with many eyeing increased exposure in the sector, particularly in cold storage.

More publicly refrigerated facilities are being required amid a "potential outward shift on demand for food logistics due to e-commerce grocery as an integral part of the 'next normal,'" said the report.

The Cold Chain Association of the Philippines (CCAP) projects a shortage in cold storage supply with the delay in the construction of pipeline projects amid the pandemic, JLL said.

CCAP expects the cold chain industry to grow by 9% annually, underpinned by increasing population and sales of frozen produce from supermarkets and e-commerce platforms.

SRA eyes export of surplus sugar to US

THE Sugar Regulatory Administration (SRA) is considering exporting surplus sugar for the crop year 2020-2021, preferably to the United States (US), to stabilize prices and supply.

SRA administrator Hermenegildo Serafica, in his report to Agriculture Secretary William Dar, said they are studying the possibility of exporting surplus sugar to the US to take advantage of Washington's preferential rate.

"We forecast that we will have excess sugar this crop year 2020-2021, which will need to be exported," Serafica said.

"We expect to produce 2,190,190

million metric tons (MMT) of sugar for crop year 2020-2021, higher than the previous year's output of 2,145,693 MMT," he added.

A sugar crop year in the Philippines starts in September and ends in August of the following year.

Earlier, local sugar producers urged the SRA to scrap sugar exports to the world market to ensure enough sugar in the country during the current coronavirus disease (COVID-19) pandemic.

Serafica, however, said that maintaining high stock inventory will only depress prices, especially now that sugar consumption and withdrawals from warehouses have slowed down.

Demand for sugar has been greatly reduced due to the limited operation of manufacturers of sugar-containing products, such as beverage companies, as well as industrial and institutional consumers like restaurants, he added.

"Export of domestic sugar will ease and help stabilize prices—at levels that are reasonably profitable to producers and fair to consumers," Serafica said.

The Philippines has not allocated sugar for non-US markets for several years now, as the US remains its top destination for local sugar because of better prices compared to the world market, Serafica noted.

The House of Representatives (HOR) ratified the bicameral conference report of Bayanihan 2 on August 24 while the Senate approved the report last August 20. The bill, which aims to fast-track Philippine recovery from the COVID-19 pandemic fallout, provides for a P165.5 billion subsidy that consists of P140 billion in regular appropriations and P25.5 billion in standby funding.

Once passed into law, it will effectively extend the validity of the government's COVID-19 programs and interventions under Republic Act No. 11469 or the Bayanihan to Heal as One Act. The Bayanihan Act lapsed last June 5.

HOR deputy speaker Luis Raymund Villafuerte, co-author of the Bayanihan 2 bill, said that while Bayanihan 2 has limited funding, it would create a multiplier effect on the economy by providing supplementary grants for COVID-19 testing, cash-for-work programs, repatriation and reintegration of overseas Filipino workers, and subsidies to transportation, tourism, and micro, small and medium enterprises (MSMEs), as well as to the agriculture and

the informal sectors.

Moreover, it would fund additional benefits for public and private health workers and teachers.

The P140 billion regular appropriations is broken down as follows:

P9.5 billion is allocated for assistance to the transportation industry

P3 billion for procurement of face masks, PPEs, shoe covers, and face shields

P4.5 billion for construction of temporary medical isolation and quarantine facilities, field hospitals, dormitories, and expansion of government hospital capacity

P4.5 billion for Office of Civil Defense or National Disaster Risk Reduction and Management Council isolation facilities and other requirements including billing of hotels, food and transportation used by COVID-19 patients

P13.5 billion for the Department of Health to employ emergency human resources for health

P820 million as fund for Overseas Filipinos under the Department of Foreign Affairs

P13 billion for the government's cash-for-work program and other support programs for impacted sectors

P600 million as subsidies and allowances for students severely impacted by



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larger distribution centers to better manage and monitor operations, the report continued.

And due to disruptions in the supply chain, companies, including country administrators, are also likely to re-evaluate their logistics networks to mitigate any risk from future calamities. This is expect-

ed to lead to the strengthening of local supply chain and increased redundancy in sources of raw materials, focused on strategic expansions of logistics facilities.

Moreover, limited movement of the population due to local quarantine rules pushed up the use of e-commerce plat-

Turn to page 5

tion and withdrawals from warehouses have slowed down.

Demand for sugar has been greatly reduced due to the limited operation of manufacturers of sugar-containing products, such as beverage companies, as well as industrial and institutional consumers like restaurants, he added.

"Export of domestic sugar will ease and help stabilize prices—at levels that are reasonably profitable to producers and fair to consumers," Serafica said.

The Philippines has not allocated sugar for non-US markets for several years now, as the US remains its top destination for local sugar because of better prices compared to the world market, Serafica noted.

The Philippines, which has been a consistent and reliable sugar exporter, is one of the select countries given an annual allocation of sugar export to the US market at a premium under a tariff-rate quota. In the previous crop year 2016-2017, the Philippines had a US quota of 136,827 MT. The volume may increase depending on Washington's requirements during a particular season.

Tariff-rate quotas allow countries to export specified quantities of a product, like sugar, to the US at a relatively low tariff.

Interior and Local Government to hire more contact tracers

P2.5 million for the computer-based licensure of the Philippine Red Cross

P10 million for the research fund of the Health Technology Assessment Council, which was created under the Universal Health Care Law

P15 million for University of the Philippines-Diliman's Computational Research Lab

As for the standby fund of P25.5 billion, P10 billion of this will be for COVID-19 testing and procurement of medication and vaccines; and P15.5 billion as additional capital infusion to government banks.

The bill instructs the Department of Trade and Industry to accelerate and promote online commerce and digitalization of MSMEs.

It also again orders that deadlines and timelines for the filing and submission of documents, payment of taxes, fees, and other charges be moved to ease the burden on individuals under community quarantine.

Exemption from import duties for personal protective equipment will be determined by the Bureau of Customs and Bureau of Internal Revenue, provided that local preference is ensured.

the pandemic

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P39.472 billion as capital infusion to government banks

P24 billion to assist the agricultural sector and the Plant, Plant, Plant initiative under the Department of Agriculture

P4 billion for the tourism industry and another P100 million for tourist guides' training and subsidies

P3 billion to develop smart campuses across the country

P1 billion for Technical Education and Skills Development Authority scholarships

P6 billion for Department of Social Welfare and Development's assistance to individuals in crisis situations

P4 billion for the Department of Education's implementation of digital education

P1.5 billion as assistance to local government units (LGU), with another P2 billion as subsidy for the payment of interest on loans secured by LGUs from government banks

P5 billion for the Department of the

					
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Nordmarsh	20004N	9-Sep	10-Sep	18-Sep	19-Sep
MBX - Manila - Nansha - Shekou - Hongkong					
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Jan	20003N	29-Aug	31-Aug	6-Sep	8-Sep
Sinar Sangir	20020N	5-Sep	7-Sep	13-Sep	15-Sep
BMX - Manila - Lianyungang - Qingdao					
LCT CARGO: NORTH / MON 0400H • SOUTH / TUE 1700H					
FEEDER VESSEL	VOY.	ETD MNL (NTH)	ETD MNL (STH)	ETA LYG	ETA TAO
ALS Juventus	OKREYN	27-Aug	29-Aug	3-Sep	5-Sep
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Zante	080E	30-Aug	3-Sep	5-Sep	7-Sep
APL England	OFDOUE1MA	6-Sep	10-Sep	12-Sep	14-Sep
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LCT: CARGO: NORTH SAT 0500H / SOUTH FRI 1000H					
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BH Mahia	036W	1-Sep	2-Sep	-	-
Vivaldi	037W	8-Sep	9-Sep	-	-
CH1 - Manila North - Shanghai					
LCT: CARGO: FRI 0700H					
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Navios Nerine	0QA6MN	29-Aug	5-Sep	5-Sep	
CMA CGM Amber	0QA6ON	5-Sep	12-Sep	12-Sep	
IA3 - Manila North - Taichung					
FEEDER VESSEL	VOY.	ETD MNL (NTH)	ETA TAICHUNG	ETA XIAMEN	ETA YANTIAN
Navios Lapis	034N	1-Sep	6-Sep	7-Sep	9-Sep
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ALS FAUNA	083N	SEP 4	SEP 6	083S	SEP 11	SEP 11	SEP 11	SEP 13	SEP 18
SEASPA NEW YORK	005N	SEP 11	SEP 13	005S	SEP 18	SEP 18	SEP 18	SEP 20	SEP 27
ALS FAUNA	084N	SEP 18	SEP 20	084S	SEP 25	SEP 25	SEP 25	SEP 27	OCT 4

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	ETA	ETD	ETA	ETD	ETA	ETD				
BARRY TRADER	0041E	AUG 20	AUG 21	0041W	AUG 26	AUG 27	AUG 28	AUG 30	SEP 3	SEP 4
CAPE ARAXOS	0CS1DR1N	AUG 27	AUG 28	0CS1DR1N	SEP 2	SEP 3	SEP 4	SEP 6	SEP 10	SEP 11
BARRY TRADER	0042E	SEP 3	SEP 4	0042W	SEP 9	SEP 10	SEP 11	SEP 13	SEP 17	SEP 18
CAPE ARAXOS	0CS1FR1NC	SEP 10	SEP 11	0CS1FR1NC	SEP 16	SEP 17	SEP 18	SEP 20	SEP 24	SEP 25
BARRY TRADER	0043E	SEP 17	SEP 18	0043W	SEP 23	SEP 24	SEP 25	SEP 27	OCT 1	OCT 2

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Northbound section of Skyway Extension finished by Dec

SAN Miguel Corp (SMC) expects to finish construction of the P10-billion Skyway Extension project northbound section by December.

Construction of the northbound section, which runs from Soldiers' Hills area to the Sucat Mainline Toll Plaza, is now at an "accelerated pace" to meet the target date of completion, SMC president and chief operating officer Ramon Ang said in a statement.

"Because of the delays and restrictions brought on by the lockdown, we've had to make a lot of adjustments. But we are on track to deliver the entire northbound section of the Skyway Extension by end of this year," Ang said. Originally, the section had a target completion of July 2020, but this was pushed back due to the enhanced community quarantine imposed starting mid-March.

With the construction, SMC will have to close the northbound Skyway on-ramp section before Sucat near Amkor Anam starting August 24. Northbound class 1 vehicles (ordinary cars) may continue to access the steel ramp towards the elevated section of the Skyway. All class 2 vehicles including buses and vans should take the at-grade section, SMC said.

A new traffic scheme will be implemented to ease travel conditions during the closure of the northbound on-ramp.

Open 24/7 are steel ramp (for class 1 vehicles only), Hillsborough Southbound ramp, and Alabang-Zapote Southbound ramp.

The steel ramp Southbound will be open from 4:00 p.m. to

PH logistics demand to soar amid high...

forms. Manpower was also immediately expanded to address the spike in demand for deliveries of various goods, including food, medicine, and groceries, among others.

Growth forecast

Because of the accelerated adaptation to e-commerce platforms, strengthening supply chain risk management, and expansion of last-mile fleet, the report forecasts the logistics sector to grow by 56% in the next five years and a triple-digit increase of 125% in the next 10 years.

However, this outlook requires that "a sustained improvement in e-commerce platform should take place along with the growing trade balance with other countries and favourable manufacturing sector," according to JLL Philippines head of research and consultancy Janlo de los Reyes in a separate statement.

Logistics space developers and operators should "adapt with the evolving demand brought by technology innovations and thus, build modern facilities to achieve the projections," de los Reyes added.

As of the first quarter of 2020, logistics stock in the Philippines stood at 1.7 million square meters, with about 424,000 square meters of upcoming supply scheduled for completion through 2021. Dry storage makes up two-thirds of the existing supply, while cold storage and cold and dry storage contribute 21% and

12%, respectively.

"While there is a positive demand for logistics space in the country as reflected in the uptick in transaction activity in recent years, there is an increasing demand for better quality facilities, mostly from e-commerce firms and third-party logistics (3PLs) requiring high-specification warehouses that utilize technology and digital tools as part of their operations," JLL Philippines' director for industrial and logistics Tom Over said.

Evolving asset class

"The logistics sector is currently seen as the evolving asset class in the Philippines, with a number of established developers looking to increase their exposure in the sector. Focus on efficiency, specification, sustainability, and amenities puts the market at a turning point for growth and improvement in quality," Over added.

Demand for logistics space in the Philippines has been generally positive, but addressing the increasing demand for better quality facilities from new entrants in the logistics industry could translate to approximately 160,000 square meters per annum of new demand in the next 10 years, according to JLL's report.

A lower take-up, however, is anticipated by end-2020

reflective of the impact of the COVID-19 pandemic.

"Nevertheless, a possible rebound may take place in 2021 given the pipeline build-up due to deferred transactions. The overall growth in logistics take-up is anticipated to outpace the current pipeline of identified stock, suggesting a possible supply gap in the market in the coming years," the report said.

Key pillars that should be addressed to meet the demand for better quality logistics facilities include efficiency, consolidation, decentralization, workforce, and sustainability.

As the majority of total logistics costs arise on transport element, increasing the efficiency of operations across the real estate can reduce lag or waiting times for loading/unloading.

To further optimize costs, logistics operators require larger, more voluminous warehouse space in a single site, instead of multiple smaller facilities across geo-

raphies.

Key logistics, fast-moving consumer goods and e-commerce players are looking for opportunities outside Metro Manila due to rising land values and rental values brought by continued urbanization. While CALABARZON is observed to be the dominant area for logistics activities, JLL projects that growth direction is going towards Central Luzon. Meanwhile, Davao Region is seen to rise to a double-digit rate from below a percent record at present.

For the workforce, large distribution centers employ a supply chain team to organize and manage the operations and therefore modern facilities require fully fitted and integrated two-story offices. JLL said operators need to create comfortable workplaces to attract talent.

Lastly, logistics developers are continuing to reduce carbon footprint and reduce energy costs for the occupiers. —
Roumina Pablo

New report reveals 4 key logistics challenges of COVID-19

THE pandemic has disrupted global supply chains and presents vast logistics challenges everywhere, but solutions also exist, at the heart of which are technology and people, according to a new analysis by Agility.

The challenges are imposing, ranging from much-reduced air and ocean cargo capacity and a rapid shift from in-store buying to e-commerce to the COVID-19 "bullwhip effect" on inventories and supplies.

"Never have so many businesses and consumers had to adjust, improvise and innovate so rapidly," said the report released this month.

The logistics company lists four key logistics challenges that spurred the search for new solutions.

Evaporation of capacity

The pandemic initially curtailed the supply of manufactured goods out of Asia, then rippled across the world and sent demand for goods shipped by ocean freight plummeting.

Ocean carriers responded by removing shipping capacity from the market: cancelling sailings and eliminating "strings" where vessels call on several ports before reaching a final destination.

Air freight capacity also dropped, partly because much of air cargo flies in the bellies of passenger flights, many of which were cancelled as passenger traffic dried up. Meanwhile, driver shortages and cross-border restrictions shrank road freight capacity in certain places and led to long backups and delays.

A number of other answers have emerged, including:

- Shift of ocean cargo to air, despite higher shipping rates and a scramble for space. Makers of tech products—laptops and headsets—saw demand soar as millions around the world left the office and began working from home for extended periods
- Use of air charters for urgent, high-value cargo that would otherwise go aboard freighter aircraft or in the belly of widebody passenger flights
- Conversion of empty passenger aircraft to "passenger-freighters" that can carry cargo in specially packed passenger cabins, in addition to belly cargo;
- Charter sharing and freight consolidation among forwarders or shippers that might normally be competitors
- Alternative modes such as rail from China to Europe, then long-haul trucking across borders
- Alternative airports, ports, and trucking routes where there is extra capacity

Fluctuating demand

COVID-19 has turbocharged the consumer shift to online buying. In Italy, e-commerce sales of consumer products rose by 81% in a single week; McKinsey forecasts 55% of consumers in China will continue shopping online as the crisis eases—for example, buying cars without ever visiting a showroom.

Businesses weathering the storm include those with omni-channel inventory strategies that have pivoted to BOPIS (buy online, pick up in store) models, and smaller firms such as restaurants that transformed their websites into points-of-sale and converted themselves into delivery-led operations.

The retail-to-go approach presents logistics hurdles. E-commerce demands rapid fulfillment and delivery that is also inexpensive for the con-

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ALS FAUNA	079S	07/19	07/24	HAMBURG EXPRESS	038W	07/30	08/19	08/22	08/29																																													
SEASPA FRASER	006S	07/26	07/31	TBA		08/06	08/26	08/29	09/05																																													
ALS FAUNA	080S	08/02	08/07	UMM SALAL	021W	08/13	09/02	09/05	09/12																																													

HOW TO READ THIS SCHEDULE:	
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HAMBURG, GERMANY	
ABC COMPANY, INC.	(02) 123-4567

CONSOLIDATOR**PHONE NO.**

SKY FREIGHT FORWARDERS, INC.

DUBAI, UAE

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 AIRTROPOLIS CONSOLIDATOR PHILS., INC. (02) 8852-7944
 ASIA PACIFIC EXPRESS CORP. (02) 8825-8434
 K LINE LOGISTICS PHILS. INC. (02) 8825-1854
 SKY FREIGHT FORWARDERS, INC. (02) 8851-7092
 TRANSMODAL INTERNATIONAL INC. (02) 8527-1414

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 TRANSMODAL INTERNATIONAL INC. (02) 8527-1414

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 PAC-ATLANTIC LINES (PHILS.), INC. (02) 8843-6689
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 TRANSMODAL INTERNATIONAL INC. (02) 8527-1414

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 FREIGHT CONNECTION PHIL. (02) 8527-6780
 MERCURY FREIGHT INT'L INC. (02) 8820-2033
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Capinpin port joins Manila, Subic as crew change hub

THE ports of Manila, Subic in Zambales and Capinpin in Bataan have been activated as Philippine hubs for crew change as the country seeks to establish itself as a crew change capital of the world.

This is part of a project that seeks to facilitate the speedy and safe travel of seafarers and change of crew during the coronavirus disease (COVID-19) pandemic.

Port Capinpin in Bataan on August 19 joined the Port of Manila as a crew change hub, while Subic port was formally activated on August 22. Other ports set for activation include Batangas, Davao, and Cebu, according to the Department of Transportation (DOTr).

The Inter-Agency Task Force for the Management of Emerging Infectious Diseases (IATF) had earlier approved DOTr's proposal to dedicate Subic port and other ports nationwide as hubs for international crew change.

The Philippines is one of 13 countries which earlier committed to the International Maritime Organization (IMO) to facilitate crew changes and achieve key worker designation for seafarers.

IMO noted this "represents significant progress to help resolve a growing crisis facing the maritime industry, and enable hundreds of thousands of stranded seafarers to go home or join ships."

In a joint statement, representatives

from 13 countries expressed deep concern about the current manpower crisis. They acknowledged that "the inability of ship operators worldwide to conduct ship's crew changes is the single most pressing maritime operational challenge to the safe and efficient movement of global trade."

DOTr noted that crew change is essential to seafarers' safety, health, welfare and employment as they can only serve on board a vessel without leave for a maximum of 11 months based on the International Labour Organization 2006 Maritime Labour Convention (MLC).

It added that ships around the world are operated by around 1.5 million seafarers, of which 378,000 or 25% are Filipinos.

"To guarantee that the health and safety of seafarers and the public are protected while we work on this endeavor, the DOTr and its attached agencies are activating hubs in close coordination with various government agencies and units involved in crew changes," officer-in-charge Transport assistant secretary for maritime Narciso Vingson, Jr.

Office of Transportation Security (OTS) undersecretary Raul Del Rosario said Subic Bay is strategically located for crew changes due to its proximity to countries with high trading activities.

With an active maritime industry, excellent port facilities and safe harbor,

Subic Bay can offer everything shipping principals are looking for in a crew change hub, he continued.

A One-Stop Shop (OSS) has also been established to ensure that the health requirements are met, he added.

The crew change hub abides by established health and quarantine protocols of the Department of Health (DOH), according to Philippine Coast Guard Commandant George Ursabia, Jr.

"To ensure the smooth flow of operations, we have conducted a dry run which was witnessed by the public," Ursabia said.

Meanwhile, MARINA administrator Robert Empedrad underscored the need to establish crew change hubs in the country especially during the pandemic.

Seafarers of all nationalities are already experiencing immense physical and mental fatigue brought on by overstaying onboard ships at sea, and if this is allowed to continue, it could affect delivery of essential cargo, Empedrad said.

"Having crew change hubs in the country will solve this problem and give our seafarers the advantage of swift processing due to the established protocols," he said.

Aside from facilitating the transfer of stranded marine personnel off their vessels, crew change hubs in the country can also generate economic activities and revenues in local areas through the collection of port

dues and charges from ship dockage or anchorage, Philippine Ports Authority (PPA) general manager Jay Daniel Santiago stated.

"By becoming a crew change capital of the world, we would not only prime up our seafaring and maritime industry. We also expect to boost our hospitality industry," Santiago said.

In the last four months, a total of 734 ships had docked or anchored in the Port of Manila for crew change. A total of 34,000 seafarers were served, wherein 28,000 seafarers disembarked while 5,800 joined the ships.

For ship turnaround, cargo ships usually stay for about 6 to 12 hours while cruise ships stay for a week up to a month if they serve as quarantine facilities.

"We can look forward to the same maritime traffic in other hubs as more foreign shipping principals are expected to patronize our ports for crew change," Santiago said.

He added that aside from opening Philippine ports for crew change, the Joint Circular for Green Lane for seafarers provides for the speedy movements of seafarers in the country.

"Three major shipping companies of Japan already bannered our green lane program in the conduct of crew change. We expect other flags to follow their lead," he said.

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New report reveals 4 key logistics challenges...

sumer. Among the solutions is alternative inventory storage: more warehousing close to point-of-origin or destination, conversion of stores into storage as distribution and fulfillment hubs, or strategic use of ocean freight as "floating storage" through careful timing of orders and deliveries.

said the Agility report. At the start of the pandemic, when China shuttered production, some US fashion retailers said more than 70% of their stock was sourced from the country. Disruption to its industries has left electronics retailers facing delays of 10 weeks on shipments. The same is true for brands producing in other nations.

In reaction, some US manufacturers appear to be looking at bringing produc-

tion closer to home, mainly in Mexico. For many, it will be hard to cut or loosen ties to China, where supply chains are highly efficient, the labor force large and skilled, the market vast and growing. Chinese production is deeply integrated with inputs from and production in other Asian markets.

Inventory management

This is another challenge in view of

the COVID-19 "bullwhip effect"—the changes in consumer demand that ripple through the supply chain at ever greater magnitudes, creating long-term problems for production and supply. This can be seen in the one-off surges in demand for toilet paper—stockouts one week, then excess inventory buildup the next. From goods delayed to goods unwanted, the pandemic has created inventory chaos.

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