

T Caymanian Times

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CAYMAN NATIONAL

New RCIPS Helicopter to Arrive Soon

His Excellency The Governor, Martyn Roper and the Honourable Premier, Alden McLaughlin announced that the new RCIPS helicopter, which is being jointly funded by the Cayman Islands and the UK, will be arriving on island within days. Following recent damage to the existing helicopter, during a forced landing caused by a technical fault, the Air Operations Unit has reached agreement with Airbus Helicopters for the fast tracking of the delivery of the new aircraft. This will now be on island within the next few days.

The new aircraft, an H145 will be used alongside the Unit's existing aircraft once this is returned to service and in the meantime will provide vital air support to the RCIPS. The H145 will boost Cayman's capability in the areas of search and rescue, law enforcement and border protection operations. The aircraft will also be used to respond to disasters and other emergency situations in the other UK Caribbean Overseas Territories.

The Governor commented "we are grateful to the Air Operations Unit (AOU) and Airbus Helicopters for their work to ensure that the new helicopter can be deployed so quickly. This will help to ensure the safety and security of the territory whilst the existing helicopter is out of ac-



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Republic Group takes ownership of Cayman National

Having first announced its move to take over Cayman National Corporation in September last year, the Trinidad & Tobago based Republic Group revealed this week that its purchase has been approved and authorised, and is now final.

An announcement from CNC stated that, having received all required government and regulatory approvals, the partial offer to purchase Cayman National shares by Republic Bank Trinidad & Tobago (Barbados) Limited, expired on Friday, 8th, 2019, paving the way for final ownership by Republic Bank to take place.

The announcement was made by CNC's President and CEO, Stuart Dack, and its Chairman of the Board of Directors, Truman Boddin. In a joint statement, they said:

"We are delighted that Cayman National will now be part of the extended Republic family whilst still retaining our own unique identity. We will continue to provide our local touch, with the mainly Caymanian team providing high levels of services throughout all three of our Islands. As previously

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New vision for UCCI President



► Dr. McAfee takes the oath of office as the new President and CEO, led by Mr. Anthony Ritch

With the theme: "Charting our future, guided by our heritage, faithfully negotiating new possibilities the new University College of the Cayman Islands President and CEO, Dr. Stacy R. McAfee, was officially inaugurated. There was much talk and excitement in all the speeches about the new, fresh vision that Dr. McAfee will bring to the role.

After the official procession of student, staff, faculty and alumni representatives, plus representatives and partners from overseas universities, as well as dignitaries from the Cayman Islands Government had settled in their places, the speeches began.

Mr. Anthony Ritch, Chairman of the UCCI Board of Governors said: "This is a special ceremony as it marks the first investiture ceremony in the history of the University and secondly, Dr. McAfee is our first female President. Dr. McAfee has big dreams for the University College and she has been working extremely hard to share her vision na-

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EDITORIAL

The work has just begun

The Cayman Islands this week avoided being classified by the European Union as being among jurisdictions deemed to be uncooperative on tax and transparency matters. But, and there is a but, have been placed in a purgatory of sort by being told to continue hitting a shifting target.



So, while kudos are in order for those who have vigorously fought to ensure Cayman's number one industry is protected and those making the necessary legislative and regulatory reforms, there is much work to be done.

There is still the prospect of Cayman being blacklisted over the troublesome issue of the European and British desire to ensure that registers containing beneficial ownership details of all companies registered here are publicly accessible. That's despite Cayman already having a verified system that is open to law enforcement and relevant authorities worldwide.

There will be another review in the coming months to determine if the European Union will look more favourably at Cayman and other jurisdictions but with the target continuously moving, who knows what position they will take.

At Caymanian Times, we urge those in Government, CIMA and the financial services industry to continue doing what it takes to develop and protect the sector of the economy that provides the most revenue for government and provides upwards of 4,000 jobs for Caymanians. That's in addition to several other spill over benefits to these islands.

We may be small but we are mighty. Cayman has been built up on the backs of decisions of wise men and women over the years. They did not build this foundation so our house could collapse today.

So while there are some sighs of relief in the Government Administration Building, there quite likely some nervous fingernail biting. The challenges will always prevail but should never be stronger than the desire of Cayman's power brokers to ensure economic harm is not brought to these islands.

COMMUNITY NOTICES

Department of Agriculture and RCIPS Clarify Actions Taken Following Seizure of Dogs

Following allegations made on social media with respect to a recent operation where three dogs were surrendered and later euthanized, the Department of Agriculture and RCIPS would like to issue the following clarification of events, and provide some insight into the policies in dealing with such matters.



► Brian Crichlow, Acting Director for the DOA

On Thursday, 7 March, the DOA's Senior Animal Welfare Officer and RCIPS Community Police Officers from West Bay attended a residence on Watercourse Road following numerous complaints about three roaming and aggressive dogs that chased passersby and cyclists, causing fear to those in the area and in one known instance, an injury to a passerby. When they arrived, officers found the dogs at the location unsecured and roaming freely.

The owner of the dogs was spoken to and it was established that he had been warned by the DOA on two previous occasions for having the same dogs unsecured at a prior address. On the second occasion, in late 2018, the dogs were impounded by the DOA, who then worked with the owner to license the dogs, and also allowed the owner to make adjustments to the property in order to be able to properly secure the dogs. The dogs were then returned to the owner.

The owner had since moved to the current location and again failed to keep the dogs secured, resulting in the concerns of other members of the community. The dogs were also missing the license identification tags that they had been provided. Based on these circumstances, the owner agreed to surrender possession of the dogs to DOA custody and signed the "Agreement for Surrendering Animals" form. It should be noted that in doing so the ownership of the dogs was transferred to the DOA. In

accordance with the law, dogs surrendered to the DoA that are of prohibited breeds are euthanized by the Licensed Veterinarian. The owner was informed of this when the dogs were surrendered.

The owner later asked the DoA to hold the dogs while a home in Ontario, Canada was secured for them. The DoA informed the owner that this would be considered, however it was not department policy. After assessing the dogs, and based on their breed, behavior, previous complaints of harassing and causing injury to the public, and the fact that Ontario does not accept prohibited breeds, a decision was made to proceed with euthanizing the dogs.

"While this situation is unfortunate, and we sympathize with the feelings of the former owner, we have followed Department of Agriculture policy and the law," said Brian Crichlow, Acting Director for the DOA. "This is why it is especially important to follow the law when it comes to securing your animals. While we do work with members of the public as much as possible to educate and provide opportunities for them to come into compliance, as we did in this case, at a certain point education must be followed by enforcement. Unfortunately, it is often the animals that end up paying the price."

COMMUNITY NOTICE

RESTRICTION OF BOEING 737 MAX AIRCRAFT IN CAYMAN AIRSPACE

Following the second catastrophic accident of a Boeing 737 Max aircraft, the Civil Aviation Authority of the Cayman Islands (CAACI) on Tuesday issued a safety directive to all air transport operators restricting operation of any Boeing 737 Max 8 or Boeing 737 Max 9 aircraft in the airspace of the Cayman Islands, effective 12 March 2019 at 5:00pm. This safety directive will remain in place until further notice.

The CAACI has full designation for safety oversight as a UK OT, and is one of only two OTs to enjoy such delegation. The CAACI is responsible for both financial and economic regulation of the Cayman aviation industry. In addition,

the Cayman Islands is classified as Category 1 by the USA Federal Aviation Administration under their "International Aviation Safety Assessments" programme that evaluates a country's civil aviation authority's ability to effectively regulate its aviation industry. This rating enables commercial air transport operators registered in Cayman to conduct international air transport operations into the USA, i.e., Cayman Airways, Ltd. The requirement for such rating lies with the CAACI being assessed as having technically qualified and highly experienced staff to effectively oversee the aviation industry in accordance with established standards and recommended practices of the International Civil Aviation Organisation (ICAO).



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Ministry Partners to Host Bullying and Young Men at Risk Meetings

The Ministry of Community Affairs in conjunction with the Alex Panton Foundation is hosting a series of community presentations on "Bullying" and "Young Men at Risk" starting this month.

The 10 sessions will start on Thursday, 21 March 2019 at Webster Memorial Church Hall, Bodden Town with an evening presentation on Bullying by the Foundation's clinical psychologist, Dr. Yvonne Lam, followed by a question and answer session.

"This collaboration, to initiate community engagement on issues impacting at risk young people, follows on from last year's presentations on self-harm and suicidal idealisation," said the Ministry of Community Affairs' Chief Officer Teresa Echenique.

"The upcoming presentations similarly tie in with Government's broad policy outcome of 'helping build strong communities and supporting the most vulnerable' identified in the Civil Service 5-Year Strategic Plan.

We will provide information on the latest research on these topics, and will give an overview of the practical and clinical support available locally," she added.

These presentations will take place in the various districts and persons are being encouraged to attend these important sessions.

Bullying Presentations:

- Thursday, 21 March - Bodden Town - 6.30-8 p.m., Webster Memorial Church Hall
- Tuesday, 9 April - West Bay - 6.30-8 p.m., John Gray Memorial Church
- Tuesday, 30 April - East End - 6.30-8 p.m., East End Civic Centre
- Wednesday, 8 May - North Side - 6.30-8 p.m., North Side Civic Centre
- Tuesday, 21 May - George Town - 6.30-8 p.m., South Sound Civic Centre

Young Men at Risk Presentations:

- Wednesday, 5 June - Bodden Town - 6.30-8 p.m., Bodden Town Civic Centre
- Wednesday, 19 June - West Bay - 6.30-8 p.m., John Gray Memorial Church Hall
- Wednesday, 3 July - East End - 6.30-8 p.m., East End Civic Centre
- Wednesday, 7 August - George Town - 6.30-8 p.m., South Sound Civic Centre
- Wednesday, 28 August - North Side - 6.30-8 p.m., North Side Civic Centre

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CIFS New Deputies Announced

The Ministry of Financial Services and Home Affairs is pleased to announce the appointment of three Caymanians as the new Deputy Chief Fire Officers for the Cayman Islands Fire Service (CIFS).

Mr. Roy Charlton is the Deputy Chief Fire Officer for Domestic; Mr. Brevon Elliot has been appointed to the role of Deputy Chief Fire Officer for Aviation and Ms. Tina Choy is the Deputy Chief Fire Officer for Administration. These senior officers were selected following the completion of a rigorous open recruitment exercise.

Chief Officer Dr. Dax Basdeo announced the promotions at a CIFS all-staff meeting on Thursday, 7 February 2019, which was also attended by the Hon Deputy Governor Franz Manderson.

The Home Affairs Ministry has been supporting the CIFS on its journey to becoming a world class uniformed service, an essential element of which has been a strategy to provide essential training opportunities with a focus on leadership development for those who have identified a wish to be taken on such roles within the organisation.

All three Deputies participated in the first round of coaching that was delivered by RESOLVE, a local company that the Ministry partnered with in early 2018 to assist personnel with the development of essential leadership and interpersonal skills.

In response to the announcement of the appointments, Minister for Financial Services and Home Affairs, Hon. Tara Rivers, said: "We are extremely pleased to have three experienced and highly capable Caymanian officers fill these critical senior management roles within the Fire Service. I am confident that they will continue to work hard, strive for excellence and be the ambassadors of our mission to develop and promote the highest quality of fire officers and create a world class fire service."

In addition to coaching with RESOLVE, the successful candidates took advantage of a variety of leadership development opportunities provided by the Ministry, as well as several other training initiatives provided to civil servants, to strengthen their knowledge and skill-set before applying for their new roles.

As Deputy Chief Fire Officer - Domestic, Mr. Charlton will provide strategic direction for all domestic operations, and effectively manage and support operational personnel. He will also assume the role of Incident Commander as required and be responsible for the provision of an inshore marine search and rescue.

Having served with CIFS for 31 years, primarily in the Domestic Division, Mr. Charlton is passionate about the organisation and the function that it plays in the community. With a degree in public administration, he continues to further



► (left to right) Deputy Chief Fire Officer for Aviation, Brevon Elliot; Deputy Chief Fire Officer for Administration, Tina Choy and Deputy Chief Fire Officer for Domestic, Roy Charlton (Photo by Jamie Hicks, GIS)

his rescue and fire-fighting knowledge by completing a number of technical training courses, primarily focused on incident command, mass casualty management and emergency response.

Within his new role as Deputy Chief Fire Officer - Aerodrome, Mr. Elliot will lead and provide strategic direction for all aerodrome fire services, and ensure the division is effectively managed, equipped, staffed, trained and operational in accordance with the various statutory requirements.

Mr. Elliott is an academically and technically accomplished fire officer who has spent the last few years working primarily in Fire Safety and Inspections. He has a bachelor's degree in business administration and is currently pursuing a further degree in fire science. When previously acting in his new role, Mr. Elliott worked closely with the Aerodrome Team to develop programmes to address all deficiencies in training and competency.

Ms. Choy has had a wide-ranging career with the CIFS having served for more than 21 years in many areas including Domestic Operations, Fire Prevention and Investigations, and most recently, acting as the Deputy Chief Fire Officer - Administration.

Her administrative responsibilities include monitoring of the CIFS budget; overseeing provision of Fire Prevention and Investigation services, fleet and facilities management; training and develop-

ment and the development of policies and procedures to support the achievement of the aims and objectives of the CIFS.

Ms. Choy continues to invest in her fire service career, as she is currently enrolled in a degree programme majoring in Fire Administration and Fire Investigations.

In supporting the new appointments, Deputy Governor and Head of the Civil Service, Hon. Franz Manderson, said: "I commend the three officers for answering the call to serve in these key leadership positions within the Fire Service. We depend on the Fire Service, together with other first response agencies, to ensure the safety of the people of the Cayman Islands and its infrastructure. I am confident that Deputies Charlton, Elliot and Choy will continue to have a positive impact on the Fire Service, and drive the agency forward to achieve world-class status."

Dr. Basdeo added that these internal promotions will create significant sta-

bility and support to all staff members and contribute to the success of the newly shaped organisation by fostering a culture of leadership development.

"As the Ministry continues to recruit qualified persons to fulfil other essential roles within the Fire Service we will ensure that officers continue to be provided with a variety of professional development opportunities so that they are well equipped to compete for promotional opportunities and can take on the same with pride and confidence."

The CIFS recruitment interview panel included the CEO of the Cayman Islands Airport Authority, Albert Anderson and retired Fire Chief, Jeffrey Piechura, who successfully led several fire agencies in the U.S. during his career. The Ministry was represented by the Chief Officer, Dr. Basdeo and the Acting Chief HR Officer, Dr. Josette Kimlon Lawrence.

All three fire officers took up their new posts on 4th March 2019.



Labour Force Survey 2019 Starting Sunday, 10th March 2019

The 2019 Spring Labour Force Survey (LFS) will be conducted by the Economics and Statistics Office (ESO) starting Sunday, 10th March 2019.

The LFS collects data on the employed and unemployed persons, as well as those who are not in the labour force.

Trained interviewers, with identification cards from the ESO will visit 1,500 randomly selected households in all districts.

The interviews are confidential in accordance with the Statistics Law (2016 Revision). No individual data will be published or disclosed. Survey data are exempt from Freedom of Information requests.



For further information on any aspect of the survey, please contact the ESO hotline 516-3329.

Republic Group takes ownership of Cayman National

... Continued story from page A1

announced, lending decisions will continue to be made in the Cayman Islands, and the majority of the board will continue to be comprised of Caymanian directors, but we will now be backed by the resources of a global financial player."

The two bank executives called the move a "major milestone in the history of Cayman National" and said it was "a very favourable step towards securing the stability of the organisation for years to come".

CNC joins an entity that is quickly growing in the region, as Republic Group is one of the region's largest financial institutions, with assets in excess of US\$9.4 billion and equity of US\$1.4 billion, 117 branches and 5,574 staff across the Caribbean and Ghana.

Staffing

According to CNC, its staff members would not be laid off as a result of the take-over, at least not any time soon.

"Republic has committed not to institute any employment layoffs or restructuring that will materially reduce employment within the first year following the completion of the Offer. Further, Republic has committed to maintain the majority of the workforce currently employed by Cayman National and each of its subsidiaries within the Cayman Islands, and not institute systemic layoffs or redundancies, unless there is a signif-

icant adverse economic change or compelling business reason to do so, for at least five years following the completion of the Offer," a statement from Cayman National revealed last year.

However, former Cayman National Bank president, Ormond Williams, is suing Cayman National Bank for alleged wrongful termination, having been let go last November. Former Deutsche Bank (Cayman) Ltd head Janet Hislop has been appointed as Mr Williams' successor. Ms Hislop has a long association with CNC, as her father, Benson Ebanks, is one of the entity's founding shareholders and long serving past Chairman.

It was also stated that Republic Bank T&T had committed to maintain all of Cayman National's current operational branches in all three Cayman Islands, and all of its subsidiaries, for at least three years unless a significant adverse economic change or other unforeseen and compelling business reason forces any significant operational change. The name will still remain the same for the next five years as well.

Shareholders resident in the Cayman Islands and entitled to consideration under the Partial Offer can collect their cheque from 12pm (Cayman Islands time) on 13 March 2019 at Cayman National Securities Ltd., 2nd Floor, Suite 6201, 62 Forum Lane, Camana Bay, Grand Cayman. Thereafter, cheques will be available for collection at the same address during regular business hours.

Chamber of Commerce welcomes exclusion from EU 'Blacklist'

The Chamber of Commerce on Tuesday said it welcomed news that the Cayman Islands was not included on the recent European Union's (EU) revised list of non-cooperative tax jurisdictions, while noting that given the Cayman Islands history of commitment to cross border cooperation this result was expected.

"The Cayman Islands has always struck the right balance between meeting truly global international standards while ensuring that the jurisdiction remains attractive to legitimate international business," said Chamber President, Mr. Chris Kirkconnell.

Mr. Kirkconnell said that various representatives of the Chamber have been working with the government as part of a number of industries working groups over the past months on the EU initiative. "The Chamber of Commerce remains committed to working closely with the public sector and other industry bodies to ensure that the jurisdiction maintains its success as a leading international financial services centre", he added.

"Congratulations to all of the various industry association representatives and government officials on this result," said Mr. Kirkconnell.



► Chamber of Commerce President, Mr. Chris Kirkconnell

Cayman avoids EU blacklist

A meeting of European Finance Ministers last Tuesday has resulted in a broadening of the EU's blacklist of what they deem to be tax havens, but the Cayman Islands has not been included in that list. However, Cayman's close competitor and British Overseas Territory, Bermuda, has been placed on the list, along with the Dutch Caribbean island of Aruba, Barbados, Belize, Fiji, the Marshall Islands, Oman, the United Arab Emirates, Vanuatu and Dominica. These countries join five countries already placed on the list, which are Samoa, Trinidad and Tobago, and three US territories of American Samoa, Guam, and the US Virgin Islands.

The expansion of the blacklist comes after the EU gave countries a year to ensure their legislation met with EU requirements on dealing with harmful tax practices.

Even though the Cayman Islands has not been placed on this blacklist, it is not in the clear as it must amend its legislation by the end of this year if it is to fully comply with EU demands that Cayman shows entities registered in Cayman are actually doing business in this jurisdiction.

The Cayman Islands government welcomed the news that Cayman had avoided inclusion in the list and said that it had not come as a surprise.

"This was expected as the Cayman Islands has lived up to the Decem-



► EU Reaffirms Caymans Cooperation

ber 2017 commitments made by the Government to implement legislation to introduce substance requirements for relevant Cayman entities; to remove the restriction on certain types of Cayman companies from conducting business locally; and to introduce additional accounting and regulatory requirements for Cayman entities," a statement from the government advised.

It appeared from this latest push to regulate offshore financial centres that the goal posts were changing with regard to what the EU found to be acceptable. The government acknowledged that the EU had expressed concerns regarding economic substance requirements for collective investment funds (CIVs), but said this was not an issue first highlighted by the OECD when it set

standards for dealing with what they termed harmful tax practices.

"While the Government has committed to continuing its engagement and dialogue with the EU on this issue, it should be borne in mind that the global standard requiring economic substance for relevant financial and corporate entities, set by the OECD's Forum on Harmful Tax Practices, does not include CIVs. As such, Cayman's legislation is based on the global standards, and we will continue to adhere to global standards with regard to economic substance requirements for relevant entities," they said.

For those countries placed on the blacklist it is expected that they will face some kind of EU sanctions, but EU member states have so far not been able to agree on what those sanctions ought to be.

CIAA Meets with Students Interested in Aviation Careers

Representatives of the Cayman Islands Airports Authority (CIAA) met with students interested in aviation careers at UCCI (University College of the Cayman Islands) Monday, March 11, 2019.

The meeting was initiated by Leader of the Opposition the Hon. Ezzard Miller and coordinated by Mrs. Lorna Blackman, UCCI's programme facilitator for

Year-12 CIFEC (Cayman Islands Further Education Centre) students who are also attending classes at UCCI.

Commonly referred to as "dual enrolment", the year-12 option available at UCCI for public school students aims to "significantly ensure a greater chance of success and transition into college life," according to authorities. CIFEC students

admitted into the UCCI programme would have already gained a number of passes in external examinations, while the CIFEX option enables them to add to their complement of subjects passed, especially in the compulsory mathematics and English.

CIAA representatives participating in Monday's meeting were Mr. Mario Ebanks, CIAA Chief HR Officer; Mr. Robert Boggess, supervisor, CIAA Air Traffic Control; and Capt. Peter Schmid, temporary HR officer (recruitment). Also attending the meeting was Mrs. Martha Bush, CIAA HR officer and training coordinator, and Ms. Lena Thorpe, business development and communications assistant.

Dr. Allan Young, UCCI's director for the pre-college and dual enrolment programmes and special projects, attended and commented briefly that he was pleased to see students exploring these non-traditional career options.

Following a video presentation on the responsibilities and daily routines of air traffic control officers, Mr. Boggess engaged students in a discussion of his career path and duties, from a work-ex-

perience opportunity while he was still in high school, through internship and training, and to his role today as a supervisor.

A question and answer session followed the presentation. At the close of the meeting some of the students signed up for a tour of the CIAA Air Traffic Control Tower and took home with them further information and application forms.

"I was happy to see that as many as ten students indicated an interest in aviation careers, from aviation mechanics to air traffic controllers to pilots," Mr. Miller said, adding: "I will be following up with them to see how they get along."

Mr. Miller offered to coordinate a follow up meeting for other students who might be interested and thanked the CIAA and Mrs. Blackman for the initiative.

Speaking at the meeting, Mr. Mario Ebanks said that while his team was "not hiring today, we can start the process today."

Mr. Ebanks said that once he received the application forms, they could "start the ball rolling" towards recruitment of suitable candidates.



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To review the General Rules and Guidelines and complete an Application Form, visit The Thomson Leadership and Innovation Award page under the "Careers" tab on CUC's website (www.cuc-cayman.com) or e-mail pntscholarships@cuc.ky for further information. Deadline for applications is Friday, April 12, 2019.



► The Hon. Ezzard Miller speaks with students at the start of the CIAA presentation. Mr. Miller is flanked by Mr. Robert Boggess, left, supervisor, air traffic control, and Mr. Mario Ebanks, CIAA Chief HR Officer



► Mr. Robert Boggess, supervisor, Air Traffic Control, Cayman Islands Airports Authority (CIAA) (seated at right) discusses air traffic control career tracks with UCCI students. Dr. Allan Young, director of UCCI's pre-college and dual enrolment programmes and special projects, sits at left

The Democratic Parliament: the How and Why



► Dr. Livingston Smith is a Professor at the University College of the Cayman Islands. He is also Director of the CXC Education Volunteer programme

In this column I advance the view that a democratic parliament, characterized by transparency, representativeness, accountability, effectiveness and accessibility, is best able to meet the needs of citizens which includes the advancement of integrity in public and private life.

Drawing from the work of Professor Manuel Balan and also David Beethan's **Parliaments and Democracy in the 21st Century**, I propose, certainly not exhaustive, specific indicators that can be used to measure the extent to which these characteristics are actually present.

There is a common myth held by some, that the fact a parliament was voted in, is a sufficient indicator of its democratic credentials. If this were so, then democracy would only be limited to the act of voting in representatives who then can govern without regard to the wishes and desires of the people.

However, the democratic idea goes far beyond the mere act of voting. There are two fundamental premises of democracy. The first is that the members of any group or association should have the determining influence and control over its rules and policies, through their participation in deliberations about the common interest.

The second is that in doing so they should treat each other, and be treated, as equals. These principles, properly applied, explain why many believe that democratic systems are superior to other forms of governments in their ability to manage and deliver on the desires and needs of the citizenry.

Beethan asserts that a democratic parliament has five key characteristics. They should be representative, transparent, accessible, accountable and effective.

Representativeness has to do with being socially and politically representative of the diversity of the people and ensuring equal opportunities and protections for all its members. Transparency means the extent to which Parliament is open to its people in the conduct of its business. Accessibility of parliament concerns the involvement of the public, including the associations and interest groups in the society- the involvement of civil society in the work of parliament.

Accountability speaks to the extent to which members of parliament are being answerable to the electorate for their performance in office and equally important, their integrity of conduct. The fifth, effectiveness, refers to the level at which parliament conducts its business in accordance with these democratic values, and the performance of the legislative and oversight functions of parliament in a manner that serves the needs of the entire population.

One of the most important characteristic of a democratic parliament is undoubtedly transparency. A government, which is open, is much less likely to be corrupt especially when citizens have access to information whether of proceedings or to documents. It is vital that as far as is possible, all of government functions be open to scrutiny.

We can tell the extent to which a parliament is transparent. A transparent parliament believes in maximum exposure and provides for freedom of information within the constitution itself. Other measurements of how open and transparent a government is include proceedings open to the public; openness to press and broadcasting personnel; facilitates journalists and other media in reporting the activities of parliament; encourages freedom of expression; live parliamentary debates; parliamentary websites, which are constantly updated, etcetera.

Having explored the importance of transparency, I now consider the fact of participation and representativeness. Balan explains that:

'The participation of the population is key in influencing and controlling government action, as people become increasingly involved in shaping the priorities of government and policy-making, in resource allocation, and in access to public goods and services.'

A flourishing democracy needs free and fair electoral systems and processes but it also needs its parliament to be representative. A representative democracy, explains Beethan, has mechanisms to ensure the rights of the political opposition and other political groups, and to allow all members to exercise their mandates freely and without being subjected to undue influence and pressure.

As useful as democracy is, even the Athenians who invented it had to deal with the issue of the other side. In any election, a significant portion of voters would not have voted for the government and a country can become ungovernable if it lacks representativeness.

A parliament's level of representativeness can be measured by the number of women representativeness; minority representation; use of the second chamber for greater representation and inclusion and the inclusiveness of oversight committees.

It can also be measured by the extent to which chairs for specific committees are given to the opposition or minority members; the ability of backbenchers to introduce private bills; the involvement of civil society and other people's movements in the work of parliament; pre-legislative scrutiny by the public; public right of petition, etcetera.

A third characteristic of a democratic government related to its ability to deliver and promote integrity in doing so, is accountability. Balan defines accountability as 'The ability to ensure that public officials are both answerable, having to justify and inform the citizenry, as well as responsible for their behavior and having to eventually be sanctioned for violations.' He explains further that:

'Through accountability, public officials and their representatives are held to standards of conduct that are clearly in the public interest. This requires rules of conduct that are transparent, straightforward and broadly accepted in society, as well as administrative and legal processes to discipline or remove officials who do not respect such rules.'

He explains that when people know that their actions are being scrutinized, they know that they cannot get away with improper behavior. Hence, independent and thorough oversight of state actions is crucial in promoting integrity and probity in public life. This is a responsibility shared by the citizenry and government institutions, including parliament.'

The following rather lengthy quote from Balan details the importance of accountability and ways to accomplish this.

'Parliament's oversight role includes mechanisms such as questioning ministers about their activities and priorities, to holding ministers accountable

for any failures to implement the access to information law in their ministries, to maintaining the national budget. Parliament has an opportunity to play an

oversight role with the independent administrative bodies and can play a leading role with respect to appointments and funding of government bodies.

Oversight involves monitoring the appointment process of officials to ensure that government is conducted in a transparent and ethical manner'

SPECIAL NOTICE

TO REAL ESTATE (AGENT & PROPERTY DEVELOPERS) AND DEALERS IN PRECIOUS METALS AND STONES

As the Supervisory Authority for Real Estate (including Agents & Property Developers) and Dealer in Precious Metals and Stones for Anti-Money Laundering and Counter Terrorism Financing, the Department of Commerce and Investment (DCI) is the body responsible for ensuring compliance with obligations relating to Anti-Money Laundering and combating the Financing of Terrorism.

The Anti-Money Laundering (Designated Non-Financial Business and Professions) (Amendment) (No.2) Regulations requires that every person who carries on, or intends to carry on, any of the following, in or from the Cayman Islands, must apply to register with DCI as soon as possible:

- Real Estate Agents and Property Developers (buying and selling of real estate)
- Dealers in Precious Metals and Stones

**Application Deadline:
Wednesday, 29 May 2019**

Registration of DNFBP-RE & DPMS application forms can be found at www.dci.gov.ky or the DCI counter at the Government Administration Building.

For further information or other relevant information please contact enforcement@dci.gov.ky.



CAYMAN ISLANDS
GOVERNMENT

DCI | DEPARTMENT OF
COMMERCE & INVESTMENT
CAYMAN ISLANDS GOVERNMENT



Welcome to the Brac

By Shakir Khan

Residents awoke on Monday morning to the arrival of the first cruise ship of the year to the island, "The Hamburg," out of Germany.

The ship which is designed to accommodate a maximum of 470 passengers, had 274 passengers along with a crew of 171 when it docked. The stop here on

Cayman Brac followed its stay at Cienfuegos, Cuba.

The passengers predominantly made up of Germans, were delighted to arrive on Cayman Brac as part of their 9-day cruise.

As passengers disembarked the vessel, they were greeted by officials from District Administration and the Ministry of Tourism and as they strolled along

and mingled with each other, they were serenaded by live music from the local band. It was a delight to see some of them trying their dancing moves.

This was the second voyage for the ship's captain who visited in the 1990's onboard the vessel, DELPHIN. Chevala Burke, head of Marketing at Admin, indicated that her father, Captain Isaac Lawford Tatum was a pilot at that time.

The pilot on Monday was Mr. Raymond Scott and the Shipping agent was Boddien Shipping Company.

On site to provide valuable information and instruction were 5 local vendors with the Information Table hosted by District Administration and Ministry of Tourism.

Many of the passengers were delighted to be able to take in the cool breeze, and, enjoyed some fun time in the sparkling waters at the bathing and snorkelling area at the dock. Many of them strolled around the island with some even visiting nearby shopping venues.

Here are a few remarks from the visitors:

Barbel Mallach (Germany) - "Beautiful island, very breezy and the beach is just amazing. Would like to return sometime soon."

The Kings (Tennessee) - "Lovely island and awesome atmosphere. People are very friendly and this occasion is a great idea."

The vessel set sail for Port Antonio, Jamaica around 1:30 p.m. that afternoon.



Yello2Green Launches Annual Community Recycling Programme

2019 Goal is to create Home Insulation for 15 Homes!

Yello Media Group is proud to launch their annual Community Recycling Programme Yello2Green. Starting Monday, March 11th to Sunday, March 31st, Yello invites the community to participate in one of the most impactful environmental initiatives within the Cayman Islands, on both Grand Cayman and Cayman Brac. Yello2Green School Challenge is underway and Yello2Green recycling bins are conveniently located at four Foster's IGA locations and Hurley's Supermarket.

An island-wide annual event, Yello2Green is an eco-friendly programme that has saved more than 200,000 directories from the George Town landfill. Over the next three weeks, the Cayman Islands community will come together to collect and recycle used phone books which will then be converted into reusable material. Yello puts their commitment to the Cayman Islands community

and environment into action by shipping used Yello directories to our sustainability partner GreenFiber.

FUN FACT: In 2018, Yello collected over 13,000 used directories, that translated into GreenFiber insulation for approximately 10 homes! Goal in 2019, 15 homes!

SO HOW DOES YELLO DO IT?

Step One: Education and Awareness
Yello shares the benefits of recycling with primary schools and encourages schools, students and parents to participate in the Yello2Green School Challenge. In addition, Yello places Yello2Green recycling bins at Foster's IGA and Hurley's.

Step Two: Packaging and Shipping
Yello palletizes the books and ships to GreenFiber's Tampa facility, which is



► Yello2Green School Challenge

closest to Cayman Islands. "It's a costly endeavor, but absolutely worth the investment" says Marketing Manager, Melanie Shambaugh.

Step Three: Recycling at GreenFiber
GreenFiber makes its home insulation from blends of various paper products in order to accommodate different housing needs. Directories are blended with cardboard, newspapers, shredded papers, confidential documents, etc. The manufacturing process consists of shredding and fiberizing the paper back to original fibers before being treated with natural chemicals to make it fire retardant and pest resistant. Then it's packaged for retail! Green Fiber supplies insulation to home improvement stores including Home Depot and Lowes along with big builders who are working on developments. They also sell to private homeowners who choose DIY!

Yello2Green School Challenge

Primary schools compete in a friendly challenge to win prizes. The school that collects the most directories, per student body, wins! Prizes include \$1,500 for 1st Place, \$1000 for 2nd Place and \$700 for 3rd Place. In addition, each participating primary school will reward the class that collects the most directories with a celebratory Subway sandwich party. In addition, the student to collect the most directories at each school, will win a \$100 gift certificate for school supplies. To date, we have nine primary schools participating in Grand Cayman and three schools in Cayman Brac.

• Grand Cayman: Cayman Academy, Cayman International School, Cayman Prep, Edna M. Moyle Primary School,

First Baptist Christian School, John A. Cumber Primary School, St. Ignatius Catholic School, Triple C School, Truth for Youth School and Wesleyan Christian Academy.

• Cayman Brac: Creek & Spot Bay Primary School, Layman E. Scott Senior High School and West End Primary School

We wish to thank and recognition our community partners: Foster's IGA, Hurley's Supermarket, Tropical Shipping, Lemmie's Trucking and HOT 104.1 and X107.

For information about how to get involved in Yello2Green, please contact Melanie Shambaugh at 345-814-1762, via email mshambaugh@yellomg.com or www.FindYello.com.

About Yello Media Group

Yello Media Group is the leading provider of digital media and marketing solutions operating across 20 countries in the English speaking Caribbean and Central & South America. Their digital solutions and directory products create seamless connections with businesses and their customers online and offline.

With decades of advertising expertise, Yello is the most celebrated Google AdWords Partner in the Caribbean, Central & South America receiving three consecutive awards for Google Display and Mobile Champions. Yello's diverse mix of digital solutions such as SEM, Website Development, Social Media Management, Online Videos and Display Advertising helps businesses build awareness, expand reach and generate leads.

In 2018 they were one of five companies recognized internationally by Google for their innovation in Search & Display Advertising in the Caribbean and Latin America.



COLLECT USED DIRECTORIES DROP OFF TODAY!

LOCATIONS

- Foster's IGA Supermarkets
- Hurley's Supermarket
- Primary Schools (Participating)
- Yello Office

TURNING DIRECTORIES INTO REUSABLE RESOURCES

In 2018, Yello2Green turned directories into insulation for **10** homes!





PICK-UP 2019 GO GREEN DIRECTORY TO LEARN ABOUT CAYMAN'S GO-GREEN PROGRAMS.
Directory made from 100% Recycled Paper.

COMMUNITY EVENTS

St. Patrick's Day 5K Irish Jog

15 March: The 27th. Annual St. Patrick's Day 5K Irish Jog takes place on Friday 15 March at the Britannia Green Space beginning at 5:30pm. The course is 3.1 miles. Entry fee is CI\$10 and all proceeds will go to the Alex Panton Foundation. Participants can register at Butterfield Place, Governors Square Banking Centre or the Britannia Green Space on the day of the jog. For additional information go to caymanactive.com, email irishjog@butterfieldgroup.com or call 815 - 7607.

Esso 3 Mile Walk /Run

16 March: Walk or run 3 miles with ESSO and the Cayman Islands Diabetes Association (CIDA) to raise funds to help raise awareness, provide diabetes education and improve the lives of diabetics and their families. All proceeds will go to CIDA. The event begins at 6am and the start and finish are at the BARCAM Esso Station. This event will not be timed and well behaved and on-leash dogs are welcomed!

MS Foundation - "Pretty on the Outside" fundraiser

16 March: This cocktail style event will be held on Saturday

16 March at the National Gallery starting at 6pm. Tickets are available for purchase at www.eventpro.ky and includes a welcome cocktail, a campaign t-shirt and a selection of bites. Contact info@msfcayman.com for more information.

On Golden Pond

16 March: Theatre lovers are in for a treat with Cayman Drama Society presentation of "On Golden Pond" at the Prospect Playhouse playing every Friday and Saturday until the end of March. The husband and wife team of Peter and MaryAnne Kosa play the aging couple Ethel and Norman Thayer who spend each summer at their home - On Golden Pond. The production is rated PG for mild language. Showtime is 7:30pm and the cost is \$25 for adults and \$15 for students.

Colour Me Purple

17 March: Join the FRC on Sunday 17 March for their annual Honouring Women's Month - Colour Me Purple - 5K Fun Run/Walk. Venue is Seven Mile Public Beach and start time is 6:30am. Registration is CI\$25 and includes a t-shirt, raffle prizes and light refreshments. For more information go to caymanactiv.com

Plastic Free Cayman Monthly Beach Cleanup

17 March: March is Ocean Conservation Month and Plastic Free Cayman has teamed up with the Guy Harvey Ocean Foundation to help clean up Save Haven Drive, opposite North Sounds Golf Club. Bring a reusable bottle, reusable gloves and as many friends as possible. For more information visit caymanactiv.com or www.plasticfreecayman.com.

FIESTA

17 March: The Cayman National Orchestra presents Fiesta for one night only - a concert featuring Spanish and Latin American music. The full orchestra and special guests will present musical pieces like Bizet's Carmen and Argentinian Tango. The concert takes place on Sunday March 17th at the Harquail Theater. The ticket price is \$40 for adults and \$20 for children. When tickets are also purchased for the Cayman National Choir's concert- A Choral Cabaret-on March 23rd, there is a \$10 discount. Tickets can be purchased from www.EventPro.ky

St. Ignatius Golf Scramble

22 March: St. Ignatius Golf Scramble is back on Friday 22 March at the North Sound Golf Club and open to the public! It's a four-person scramble that can accommodate up to 22 teams. Proceeds from this event will benefit facility de-

velopment at St. Ignatius School. Tee time is 1pm. Registration cost is \$175 per person and the big prize of the day is USD\$50,000 if a player scores a hole in one at a selected par three. Email st.ignatius.golf.scramble@gmail.com for more details.

Red Sky at Night

23 March: The F.J. Harquail Cultural Centre will once again host the 7th. Annual Red Sky at Night Festival. This rich, cultural event will showcase life performances from dancers to storytellers; an array of local cuisine and creative works of art from many local artists. From 4pm to midnight, the grounds of the Harquail Theatre will be transformed into a colourful, cultural mecca. Entrance cost is CI\$15 for adults and CI\$10 for children under 17 and adults over 65. Call 949 - 5477 for more information.

KiwaniBike

24 March: The Kiwanis Club of Grand Cayman is having its 37th. Annual KiwaniBike on Sunday 24 March at 7:00am. Join them for this 20 Mile Bike Ride from the Blow Holes in East End to Smith Cove in South Sound. For more information visit www.kiwanis.ky



► Colour Me Purple - 5K Fun Run/Walk

Public Holiday

28 March: Thursday 28 March has been declared a public holiday to mark the Royal Visit of TRHs Charles, Prince of Wales and Camilla, Duchess of Cornwall to the Cayman Islands. The Royal Couple will participate in a number of activities and the holiday will enable members of the public to better participate in this visit.

Glow Run 5K

30 March: The National Trust's annual Glow Run returns on Saturday 30 March. This year's course begins at Harbour Drive in front of Margaritaville and winds along South Church Street turning on Denham Thompson to Walkers Road, then back to the start via Edward Street and Fort Street. Participants will not be timed. Registration is CI\$25 for National Trust Members, CI\$35 for Non-Members and CI\$10 for children 5-12 years old. Register online at https://nationaltrust-qtxdx.formstack.com/forms/national_trust_glow_run.

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Get a glimpse into your future.

EY Cayman Islands is where you put theory into practice and start to stretch yourself. Where you're encouraged and supported to succeed. Where you can start to make your ambitions a reality. The EY Scholarship is designed to help you achieve that potential from day one.

The EY Scholarship is awarded annually and is valued at up to US\$30,000 a year. The scholarship is renewable for a maximum of five years, provided the recipient meets the required criteria. Recipients will have the opportunity to gain meaningful and dynamic work experience during school breaks and will be eligible for consideration for full-time employment upon graduation.

For more information or to submit your application, email us at: bbc.scholarships@bm.ey.com.

The deadline for applications is 15 April 2019.

EY
Building a better working world



CIG Department of Sports Honours Marlene West "Legend". Consistency

By Flynn Bush

"It's easy to think of my accomplishments and my world ranking of #71 first. However, I think the two things that stand out the most for me is the legacy of my work ethic, and that I stayed at it long enough for my children to experience and appreciate the benefits of that instead of just hearing, and trying to learn from, stories of 'back in the day'. They have witnessed me sweat/hurt and sometimes cry; they have lived the hours I have put in and they have witnessed the success that has come from it." That is the answer given by Marlene West when asked what she is most proud of with regard to her involvement in sport/fitness. When athletes are asked that question, the common tendency is to recount specific accomplishments achieved or accolades received. However, Ms. West is a lifelong athlete who has achieved extremely high heights in multiple sports, and one who has worked hard to prolong her level of prowess, so her answer is definitely fitting.

Swimming was the first competitive sport for Marlene as a child. She rose to the level where she was able to represent Jamaica as a national swimmer for ten years. She was even the Captain of the national Jamaican water polo team. About swimming, she says that, "Many positive lifelong attributes were learnt as a result of that sport."

Eventually, there was a shift to squash where Marlene's pattern of achieving national prominence was repeated. She was so successful that she ended up as a National representative from 1987 to present day (Jamaica from 1987 to 2006 and the Cayman Islands from 2010 to present). The list of achievements by Marlene in this sport reads like an old Encyclopedia Britannica but, a small summary of them would be in order. She won medals at multiple CAC games (Mixed Doubles Gold Medalist in 2014 and Silver Medalist in 2018); earned medals in several Island Games (Triple Gold Medalist in Team, Mixed & Women's Doubles in 2013, and Team Bronze Medalist and Mixed Doubles Silver Medalist in 2011); and competed in several Commonwealth Games. Was ranked either number 1 or number 2 in the Caribbean region from 1993 to 2004 (#1 from 1993 - 1995 & 1999 - 2004 and #2 from 1995 - 1998). Notably, her success attributed to her attaining a World ranking of #71, as well. Most recently, Marlene won a Mixed Doubles silver medal in the Pan American Championship held here in Cayman last year. With all this success and the plethora of accomplishments that could not be listed in an article this length, Marlene West has ascended to 'Legendary' status in this region.

While still being involved in competition and training for competition, in one sport is a lot for anyone, Ms. West did not settle there. Over her entire tenure as an

athlete, she has been developing in other aspects of sports as well. She has been coaching in one form or another for decades including as a football coach (another sport she played) and assistant national swim coach for the Cayman Islands at the 1996 to 1998 CARIFTA Games. Evolution led Marlene to branch out and to begin coaching in the fitness realm as well. Beginning in 1995, she has amassed many different coaching certificates in areas ranging from aquatic exercise to fitness to indoor cycling (spinning) to CrossFit. As to frequency of her application of these certifications, Marlene says, "I Coach & instruct everyday with the exception of Sunday. My training varies from 5 - 10 sessions a week depending on whether I am training for an event or just general health and fitness." Her success as a coach, trainer, and entrepreneur means that she has been able to help a multitude of women, children and men.

There is little doubt that Ms. West has achieved greatly as an athlete, and that she has given back to the community as a coach/trainer/entrepreneur. However, the consistency with which she is able to stay at the top of her game in all of these facets, and to endure the test of time, is remarkable. This fact is inspiring and is the main reason why the Cayman Islands Department of Sports has chosen to highlight her and to name Marlene West as a 2019 Honouring Women's Month (HWM) award recipient. 🇻🇪

Star-studded Gala Raises Funds for PAWS

The Protection of Animal Welfare Society (PAWS) recently celebrated its 8th Annual PAWS Under The Stars fundraising dinner at Grand Old House. With almost 200 guests, this year's event marked one of the largest in the charity's history.

In keeping with the star-studded theme, guests were greeted by the talented students of Centre Point Dance Studio as they arrived at the venue. After receiving a complimentary prosecco, guests perused the dozens of silent auction items up for bid, including colourful Talavera pottery, fine wines and spirits, and handmade jewellery.

The MCs for the evening were the talented Andrew Bacon and Kelly Rooney. Mrs. Rooney even sported a stunning black dress purchased from the PAWS Thrift Shop for the occasion!

The students of Centre Point Dance Studio opened the entertainment portion of the evening with a dance performed to "Don't Rain On My Parade", the hit song from the musical *Funny Girl*. Continuing the theme, crowd-favourite "Queen" Angela Adams performed "Don't Rain On My Parade", "My Man" and "He's Sure The Boy I Love".

After a delicious buffet dinner, Mr. Bacon picked up the mic again to launch the live auction. The highlights of the live auction were stays at three luxury properties in Franschoek, South Africa, Paris, France, and Algarve, Portugal, donated by Duncan and Amy Spence, the owners of Ricketty Bridge Wine Estate. Bidders also fought hard to claim a dinner for eight with wine pairings prepared in-house by local celebrity chef Keith, donated by Ristorante Pappagallo and The Lighthouse Restaurant

Next up was the "off-broadway" show performed by PAWS Founder Giuseppe Gatta, Natasha Clark, Andrew Kronick, Radames Tognazzo, Cristian Crescente, Edward Gayod, Mark Edmunds, Ron Hargrave and James Dutton — a group of intrepid gentlemen who are always willing to put on a show for a good cause! This year, the men performed a song and dance number by ABBA from the hit movie "Mamma Mia!". The sequined amateurs had help from Anita, Sophie Gough and Natasha Clark of Centre Point Dance Studio who helped choreograph the performance.

Although the attendees of the annual PAWS Under The Stars fundraiser always leave the event happy, the truth is that there is a very serious cause behind the event. Mr. Gatta explained to guests that the funds raised throughout the

evening would benefit PAWS important animal welfare work in the eastern districts.

"This is our biggest fundraiser for the year," he explained. "This is what will enable us to continue to fund our spay and neuter programme, our feral cat shelters, and, most importantly, our financial assistance programme."








Mr. Gatta said that PAWS currently assists approximately 30 families with more than 100 pets by providing monthly medication and food supplies.

"Preventative medication, like Heartgard and NexGard, are essential to reducing costly visits to the vet in the future," he said. "It is one less bill for them to have to worry about."

The date for the 9th Annual PAWS Under The Stars dinner has already been set so mark your calendars for the lucky date — Saturday, 20 March, 2020! 🇻🇪



WEEKLY WEATHER FORECAST

Friday	Saturday	Sunday	Monday	Tuesday	Wednesday	Thursday
						
81°/78°F	81°/78°F	81°/78°F	81°/77°F	79°/77°F	79°/76°F	76°/74°F
Partly sunny, a stray shower	Sunshine and patchy clouds	Sunshine; pleasant	Mostly sunny; pleasant	Mostly sunny	Partly sunny	Mostly sunny

CRUISE SHIP SCHEDULE — WEEK — MARCH 17 - 23



Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
17	18	19	20	21	22	23
Celebrity Silhouette	Island Princess	Carnival Magic	Carnival Horizon	Carnival Dream	Island Princess	Seven Seas Explorer
	Caribbean Princess	Carnival Freedom		MSC Armonia	Rotterdam VI	
		Disney Fantasy		Empress of the Seas	Carnival Miracle	
					Celebrity Edge	
Total Passengers	Total Passengers	Total Passengers	Total Passengers	Total Passengers	Total Passengers	Total Passengers
2,886	5,050	10,664	3,936	7,814	8,952	818

Use this to achieve ANY goal

We are living in a have-it-all, have-it-now world. Access to anything you desire is literally a key stroke away.

There's one-click ordering. There's food delivery in 30 minutes or less. There's credit available with the swipe of a card.

More so than any time in history, we have forgotten the art of sacrifice.

Can you blame us? Mainstream marketing tells us hundreds of times each day that we should have it all, and that we should have it right now.

The problem with this have-it-all-right-now mindset is that real accomplishments require sacrifice and delayed gratification. And these real accomplishments are where true satisfaction is found.

Think about it for a moment. When was the last time that you felt proud of something that you've done? I doubt that it was for the shoe purchase that you just one-click ordered online :) More likely it was for a big project that you tackled at work, or a meal that you cooked for your family, or an 8K (or marathon!) that you finished.

Those proud moments have one thing in common: they all required sacrifice and delayed gratification. You gave up your time, you invested your attention



► Ernest Ebanks

and efforts, you put in the miles.

And then you achieved your goal and experienced that sweet satisfaction.

Learning how to sacrifice and delay gratification, rather than getting something right now, is a skill set. This skill set can grow as you use it more often. Just like a muscle

that becomes stronger under resistance, your ability to sacrifice your immediate needs in favor of a larger accomplishment will improve the more you use it.

Sacrifice and delayed gratification are the name of the game when it comes to getting into great shape. Get comfortable with sacrifice and you'll achieve any goal.

I know that's not what any of us want to hear. We'd prefer the one-click-to-dream-body button over months of a controlled diet plan and challenging workouts. But by embracing and enhancing your ability to sacrifice you'll gain traction on all of your big life goals, including getting that dream body.

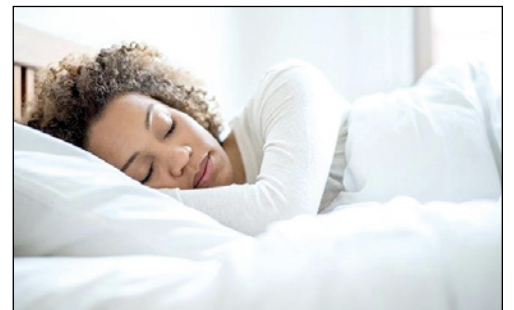
I'm here to help you achieve your fitness goals. Yes, it's going to require that you put in hard work and sacrifice, and I'll be there with you every step of the way. Call Ernest at 325-8696 or email me at bodyshaperscayman@gmail.com today to get started.

BETTER SLEEP - BETTER HEALTH

As stated in my previous article it's extremely essential to get enough good sleep. Millions of people around the world suffer from insomnia. We know now that sleep quality is very important for great health. Great sleep is crucial because it prevents health problems and make the quality of life simply amazing. Just recall how refreshed, revived and rejuvenated you feel when you climb out of a really good night's sleep. You can take on the world it would seem. The Keto diet, as well as, low carb diets have been proven to improve better sleep. So here are some things you can do to get a good night's sleep.

MAKE A SCHEDULE - Your body has its own internal clock that is called the, "circadian rhythm." This clock will adjust according to your schedule just as how an overnight nurse gets accustomed to sleeping during the day. When you go to bed the same time each night your body will come to know, "sleep is on its way."

EXERCISE REGULARLY - Among other things, exercise plays an integral part in the amount of sleep you get. When you exercise your core temperature rises. Studies show that the drop-off, or return from that elevated temperature helps promote sleep quality. Also a good workout gives your muscles reason to want to relax.



BEDTIME ROUTINE - Apart from my first recommendation, having a set routine for bed sends signals to your brain and body that rest time is imminent. 20- 30 minutes of reading, a warm to hot shower, stretching or other low-key activities, each night before bed will help induce really good sleep.

NO AFTERNOON COFFEE - Some may have a cup before bed and are fine, while others will have problems. Caffeine has a half-life of about 6 hours. This means if you ingest about 150 mgs at noon, 75% of it will still be present at 6 p.m.

HERBAL SUPPLEMENT - Sleep is only one of a few areas of your health that is both free and within your control. Taking them about 30 minutes before bed will enhance sleep. An excellent supplement is by Warrior Made called, "SLEEP SUPPORT" It contains a variety of well-known and powerful herbs including Valerian and Chamomile. Good night.

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CAYMAN ISLANDS

VS




MONTSERRAT

FRIDAY MARCH 22, 2019

ED BUSH STADIUM

6:30 PM KICK OFF
TICKET PRICE CI \$10.00

MOMENTS OF INSPIRATION



PEACE-COLOSSIANS 1:19-29

In the days of Adam and Eve, peace was lost. As soon as they ate the forbidden fruit and realized their nakedness, they started blaming each other, and introduced conflict to a peaceful planet. Sadly, all of their descendants, including us, have followed their bad example. We blame others for our own bad choices and become angry when no one will accept the guilt.

Blaming others for our unhappiness breaks apart families, churches, and nations. We can't make peace because we are pre-occupied with placing the blame. When we accept forgiveness from God, we lose our desire to withhold it from others. And when we live in peace with God, we are eager to make peace with others. No wonder Jesus says, **"BLESSED ARE THE PEACEMAKERS."**


OBITUARIES

Churchill's

Funeral Home

We have been asked to announce the passing of Ms. Nora Gonzalez, who passed away on Monday, March 11, 2019. Details of a Thanksgiving Service will be Announced at a later date.

Condolences can be registered at churchillsfuneralhome.com




Churchill's

Funeral Home

We have been asked to announce the passing of Mrs. Cora Rhoda Dixon, who passed away on Monday, March 04, 2019. A Thanksgiving Service will be held at Church of God Universal, East End on Sunday, March 17, 2019 at 3:00 p.m. Viewing: Closed Casket Interment at: East End Cemetery

Condolences can be registered at churchillsfuneralhome.com




Churchill's

Funeral Home

We have been asked to announce the passing of Ms. Neva Rosedean Jackson, who passed away on Thursday, March 07, 2019. A Thanksgiving Service will be held at Savannah United Church, Grand Cayman on Saturday, March 16, 2019 at 2:00 p.m. Viewing will be from 1:00 – 2:00 p.m. In lieu of flowers please make donations to Hospice Care/Jasmine. Interment at: Spotts Cemetery

Condolences can be registered at churchillsfuneralhome.com





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Caymanian Times

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► The UCCI Choir sings a spiritual medley

New vision shared at UCCI President Inauguration

... Continued story from page A1

tionally. She has made clear her commitment to educational excellence and to the UCCI becoming a more student-centered institution.”

H.E. The Governor Martyn Roper OBE said, in a written message, “Dr. McAfee brings a bold vision of change to enhance the learning environment and expertise of UCCI students, to advocate for the level of resources the university needs to carry out its mission, and to expand the positive and multifaceted impact that the university can have on many aspects of life in the Cayman Islands.”

Hon Premier Alden McLaughlin said, “It gives me great pleasure to welcome Dr. Stacy R. McAfee...she comes with a distinctive vision focused on the treasures of this institution and its students. Prior to taking up her post here in January, she served as Associate Vice President for External Relations, Strategic Partnerships and Presidential Initiatives for the University of Pacific. I trust you will join me in offering a warm Caymanian welcome.”

Hon. Franz Manderson Deputy Governor of the Cayman Islands said: “I have been struck by Struck her passion, and get on board with her vision and what she wants to achieve and I very much look forward to working with her.”

In her Keynote Address, Dr. Bilita Mattes, Provost of Harrisburg University, said:

“It is an honor and a privilege to be here. It’s a true opportunity to build on the foundation built by Mr. Bodden and his team, and an opportunity to move to the next step and create a world class education for graduates who are globally competitive...What she (Dr. McAfee) brings most of all is a different point of view To make Dr. McAfee’s vision, hopefully the community’s vision, a reality, there has to be some embracing of change.

Dr. Pamela A. Eibeck, President of the University of the Pacific, said: “It is clear that the University College of the Cayman Islands is one of those treasured universities, ready to transform those opportunities for the economy and the community of the Cayman Islands.”

During the official ceremony, Mr. Anthony Ritch then led the new Pres-

ident in an oath of office, hand raised, as she promised to do the best for the students and staff for the UCCI. Then she was officially presented with the emblems of office, including the Academic Regalia, Presidential Regalia, Institutional Seal, Presidential Medallion and the University Mace, which is the symbol of the institution’s governing authority.

Dr. McAfee said: I am honored beyond all measure to lead this fine institution through the next phase of transformation. I am overwhelmed by the outpouring of support. I’d just like to say that an important responsibility of a president and CEO is to remove barriers, so the talented employees can accomplish what they are able to do.”



► Dr. Stacy McAfee, the UCCI's new President and CEO



► Mr Anthony Ritch

INVITATION TO TENDER



The Tourism Attraction Board invites licensed Production Companies to submit a proposal to purchase the exclusive rights to organize and deliver the **2019 Pirates Week Festival Street Dance**.

Interested companies are required to submit a proposal to provide full production for live entertainment and bar management services on **Friday, November 8th and Saturday, November 9th, 2019** in **George Town**.

A detailed Request for Proposal (RFP) document will be provided upon request from the Pirates Week Office by emailing events@piratesweekfestival.com or mmcfield@piratesweekfestival.com.

Completed proposals may be hand delivered, mailed, or emailed to the address below:

Tourism Attraction Board
 Pedro Castle Road, Savannah
 P.O. Box 305
 Grand Cayman, KY1-1501
 CAYMAN ISLANDS
 (345)949-6999
director@tab.ky

Submission deadline: All proposals must be submitted by **Friday, March 29, 2019 at 4:30 p.m.** Late submissions will not be considered.

New RCIPS Helicopter to Arrive Soon

... Continued story from page A1

tion and is a significant step-up in our law enforcement capability. I would also like to commend the two pilots from the AOU who managed to land their aircraft safely after what was an unforeseeable technical failure. That manoeuvre clearly took some skill and quick thinking and I am relieved that nobody was seriously injured”.

Premier Alden McLaughlin said “I appreciate the expediency of the arrival of the new helicopter to help pick up the work of the damaged aircraft to aid in our continued efforts of providing support for security, law enforcement and disaster response for the Cayman Islands and our Caribbean Overseas Territories. The new helicopter will be an invaluable tool to help support our new Coast Guard agency as well as our broader security groups.”

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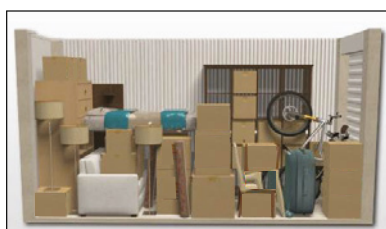
- Chairs
- Small desks
- Filing cabinets
- Files
- Bookcases
- A few boxes

A **6 x 9** (approx. 50 sq. ft) storage space can hold the contents of one room such as:



- Couches
- Chairs
- Chest of drawers
- Lamps
- A few boxes

A **6 x 13** (approx. 75 sq. ft) storage space can hold the contents of two rooms such as:



- Mattress sets
- Sofas
- Chest of drawers
- Bookcases
- Desks

A **10 x 10** (approx. 100 sq. ft) storage space can hold the contents of three rooms such as:



- Mattress sets
- Sofas
- Armchairs
- Dining room sets
- Multiple boxes

A **10 x 15** (approx. 150 sq. ft) storage space can hold the contents of four rooms such as:



- Mattress sets
- Sofas
- Armchairs
- Dining room sets
- Chest of drawers

A **10 x 20** (approx. 200 sq. ft) storage space can hold the contents of five rooms such as:



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- Refrigerators
- Washers/dryers
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SPORT



Zidane must clear Real mess

Real Madrid's turbulent season looks as if it is over with the return as head coach of Zinedine Zidane.

Just 10 months after telling Real he would stay only under his terms, the charismatic Frenchman has returned to the Santiago Bernabeu hot seat.

He left after winning three Champions Leagues in a row and a league title, and now returns to a club in disarray - a club with nothing left to play for this season other than qualification into next season's premier European competition... and pride.

Zidane surprisingly walked out on the club that after two and a half years in charge: "This was the moment and the best for everyone," he said.

He is the club's third coach of the season after Julen Lopetegui, who lasted until Oct. 29 and Santiago Solari, who in less than a week oversaw a collapse of monumental proportions.

In what is probably the worst six days in the club's history Real were knocked out of the Copa del Rey by Barcelona

with a 3-0 home loss and a 4-1 aggregate defeat, finally lost any slim remaining chance they might have held of winning the league (a 1-0 loss to Barcelona), and suffered humiliation and elimination against an unfancied Ajax in the Champions League (4-1 defeat at home, 5-3 on aggregate).

The 4-1 win against Real Valladolid on Sunday was never going to be enough to save Solari's skin and moves were afoot to appoint a successor before the match had kicked off.

Zidane felt he could not improve the ageing team's ability, but he was also frustrated by club politics and squabbles. Club president Florentino Perez has promised Zidane control over the big decisions the team requires to entice him back. The idea that he would have decided to return without such a pledge is unthinkable.

Which is bad news for some, not least Gareth Bale. The Welshman and Zidane do not get on. When Bale needed an arm on his shoulder and someone telling him



► Eden Hazard is likely to join Real Madrid this summer

he was not just good, but one of the best in the world, Zidane gave him silence.

The relationship broke down by the time the 2017-18 season finished, hence Bale telling the world he was considering his future at the end of last season's Champions League final.

Zidane does not want to work with Bale but it will not be easy to get rid of him. About to be 30, who will pay more than \$75m for him and the \$12m net he is earning?

Tottenham chairman Daniel Levy tried to bring him back to the club with a one-year loan deal and a payment of not much per week, a cheeky proposal that did not reach Real Madrid as everybody knew what the answer was going to be.

Bale is deflated, unable to find the passion that should take him to the levels he can reach. He needs someone to motivate him to push himself again. Zidane is not likely to, but if nobody pays

what it is required to take him away, he will have to test his managerial skills with someone who has the potential to win games despite their past.

It will very probably be good news for Eden Hazard and, if so, very bad news for Chelsea. Hazard has made no secret of his desire to join Los Blancos as well as play under Zidane. Real Madrid might try to exchange Bale for Tottenham's Christian Eriksen, another summer target, but Spurs cannot afford Bale's wages. And right now, he is not willing to reduce them.

While Real's eyes have been focused for a long time now on the talents of Neymar and Kylian Mbappe, Paris St-Germain's steadfast refusal to agree to the sale of either player, combined with Zidane's desire to bring Hazard to Spain, might become one of the first tangible examples of the new coach's strengthened hand. 🌐



► Zinedine Zidane is seen as a saviour

Williams now relishes bench role

When Lou Williams started his pro career in 2005 coming off the bench in Philadelphia, he felt some "resentment" and a burning desire to prove people wrong about his reserve role.

Thirteen seasons later, Williams is not only the reigning Sixth Man of the Year but now he has scored more points off the bench than anyone in NBA history.

On Monday, the Clippers' super sub passed Dell Curry for most career points scored by a reserve with 9 minutes, 54 seconds remaining in the fourth quarter of a 140-115 blowout win over the Boston Celtics.

"Anytime you can say to have 'of all time' next to your name, no

matter what it is, it's special," Williams said of becoming the NBA's most prolific scorer off the bench. "With being a sixth man and being a career bench player, to have an opportunity to be something that says ever at the end of it is special to me."

"It's amazing just watching him play. Even tonight, just his pace and his speed," Clippers coach Doc Rivers said. "The way Lou does it with his size and how often he gets in the paint and finishes over big men is amazing."

Williams is only 32, still young enough to continue improving that magnificent record. 🌐



► Lou Williams no longer resents being on the bench

Ferrari fastest in testing

Mercedes team principal Toto Wolff says he expects his team to be "pushed to our limits" by this year's World Championship fight.

The season starts with the Australian Grand Prix on Sunday and Mercedes go to Melbourne with evidence that Ferrari were faster in pre-season testing.

"Judging from the performance in Barcelona, it looks like we will have a proper fight on our hands," Wolff said. "But an F1 season is not just about who comes out of the blocks quickest."

He added that new regulations, particularly concerning the design of the front wing after an attempt by rule makers to make overtaking less difficult, would mean the season would be about "who is able to adapt best to the new rules and the new tyres and all the challenges we will have to master during the year".

"The most adaptable and agile team will come out on top this season," Wolff said.

"We have shown in the past that we are fast and flexible and that we can handle every curveball thrown at us. We're ready



► Sebastian Vettel could regain his world title

for the fight and look forward to the crazy rollercoaster of a new F1 season."

Last year, Ferrari had the fastest car for much of the season, but Mercedes driver Lewis Hamilton won his fifth world title with two races still to go after a series of errors by his rival Sebastian Vettel and his team.

Wolff said: "Last year, we had to give it absolutely everything to come out on top."

"From what we have learned so far, this year will be even tougher. It will push us to our limits - and that's an exciting prospect for every single one of us." 🌐

Holder and Bishop remain upbeat

Skipper Jason Holder says while West Indies' batting was a huge disappointment in the T20 series, it could not overshadow the massive strides made by them during the overall tour against England.

West Indies crumbled for record lows in the two final T20 Internationals at Warner Park to suffer comprehensive defeats, and ultimately, a 3-0 series whitewash.

But with the Windies — written off by pundits before the tour — stunning England 2-1 in the three-Test series to regain the Wisden Trophy, and coming from behind in the one-day series to earn a 2-2 draw in the five-match rubber against the world number one side, Holder said there was little reason for his side to be ashamed.

"The Test series was exceptional, the ODI series was equally as good," Holder said. "We arguably let ourselves down in the ODI series, but England still played some very good cricket as well, and the T20 series just wasn't ours. To be fair we were outplayed, but overall I'm pretty pleased."

Former Windies fast bowler Ian Bishop believes that fans have good reason to be optimistic now. He said: "I walked around after the various wins and West Indian shoulders and chests are puffing out, they are encouraged."

Bishop described Holder's side as a "work in progress".

Asked how optimistic he was, the 51-year-old Trinidadian said: "I would say that after this Test series win and the drawn ODI series, probably more so than I've seen in the last maybe 10 years."

"This has been a much better year so far than we've had previously."

West Indies came through qualifying in March 2018 to secure a place in the 2019 World Cup, which begins in England on May 30.

"If Chris Gayle continues getting runs, it will feed down the chain," Bishop said of West Indies' World Cup chances.



► Jason Holder is optimistic his World Cup chances

"If they pick the right bowlers as well, I think they could be competitive. They're starting to build a one-day team with the right personnel." 🌐

GLOBAL NEWS BRIEFS

Philippines fears rise of Isis

The Philippines is alarmed by the rise of Islamic State across its southern islands where its black flag is flying over what the group considers its East Asia province. Men in the jungle, two oceans away from the arid birthplace of Islamic State, are taking the terrorist brand name into new battles.



► Isis has a strong hold in southern Philippines islands

As worshippers gathered in January for Sunday Mass at a Catholic cathedral, two bombs ripped through the church compound, killing 23 people. Islamic State, also known as Isis, claimed a pair of its suicide bombers had caused the carnage. An illustration circulated days later on Islamic State chat groups mocking President Rodrigo Duterte of the Philippines.

Islamic State's territory in Iraq and Syria has shrivelled after four years of US-backed bombing and ground combat by Kurdish and Shia militia fighters. What is left is a tiny village in southeast Syria that could fall any day.

But far from defeated, the movement has sprouted elsewhere. And in the Mindanao island group of the southern Philippines, long a haven for in-

surgers because of dense wilderness and weak policing, Islamic State has attracted a range of militant jihadis.

"Isis has a lot of power," said Motondan Indama, a former child fighter on the island of Basilan and cousin of Furruji Indama, a militant leader who has pledged loyalty to the group. "I don't know why my cousin joined, but it's happening all over."

The group first made a big push for southern Philippines recruitment in 2016, circulating videos online beckoning militants who could not travel to its self-proclaimed caliphate in Iraq and Syria. Hundreds of fighters poured in from as far away as Chechnya, Somalia and Yemen, intelligence officials said.

Canada sees spike in illegal migrants

Canada saw almost 1,000 people cross into the US illegally from the northern border with Canada last year, according to data released from Customs and Border Protection.



► Canada's illegal migrant problem is worsening

While that number is a tiny fraction compared to the migration across the border with Mexico, it represented a 91 percent increase from the prior fiscal year, the data showed.

The Trump administration's rhetoric on border security has largely homed in on the southern border, which has seen an influx of thousands of families with children from Central America seeking asylum in the United States.

But officials have also seen an increase of illegal crossings on the northern border in the last fiscal year, according to the data. In 2017, immigration agents apprehended 504 people crossing illegally from Canada, compared to 963 in 2018.

A large percentage of that spike came from the Swanton border patrol sector — along the border of New Hampshire, Vermont and New York — where agents apprehended 548 people in 2018, up from 165 in all of 2017.

Border Patrol Agent Richard Ross, who runs the station in Newport, Vermont, part of the Swanton sector, said that the type of apprehensions agents were seeing were "very organised," sometimes using smuggling organisations.

Mr Ross said he believed there may be a perception that travelling from Canada was "safer" and easier and the increase could be attributed to recent immigration changes in Canada that allow those from some countries, such as Mexico and Romania, to enter without a visa.

He said some immigrants looking to get into the US illegally could pay a few hundred dollars for a flight to Canada, pay a small electronic travel authorisation fee and make their way into the United States.

Cuba's high-end market grows

Cuba's luxury tourism market is expanding fast, especially in the hotel trade. In Havana, there's a shop selling a camera for more than US\$25,000 - roughly 850 times the average monthly wage in Cuba.



► Gran Hotel Manzana caters for the wealthy

The exclusive camera store and other boutiques featuring A-list brands like Versace and Armani are in a shopping gallery on the ground floor of the swanky Gran Hotel Manzana.

The mere existence of the shops certainly seems incongruous in a country that has been governed as a one-party communist state since 1959, and where the average wage is \$30 a month.

But the hotel isn't exactly looking for locals to buy in -- it attracts "a clientele of private airplanes... princes and celebrities," according to general manager Xavier Destribats.

The Gran Hotel Manzana, the first ever five-star establishment in Havana, opened in 2017 in a sumptuous historic building that was, at the beginning of the 20th century, the island's first shopping mall.

"It's the first hotel with a 1,000-square-meter spa," Mr Destribats said. All the rooms are at least 40 square meters (430 square feet), with prices ranging from US\$370 for a basic room

in low season to US\$5,000 for the presidential suite.

"There was a certain type of clientele that didn't travel to Havana, or Cuba, because there wasn't the standard of luxury five-star hotel like in cities such as Paris or London," Mr Destribats added.

The Kempinski group, which hopes to open two or three more hotels in Cuba, is not the only chain to show an interest in the ultra-luxury market.

In September 2018, Spain's Iberostar opened its second five-star hotel, the Grand Packard.

However, there is a slight catch: in every case, the hotels are owned by Gaviota, the Cuban army's branch dedicated to tourism.

American tourists are technically banned from staying in the hotels - but the restriction can be easily circumvented by either paying in cash or booking through travel agents.

Honduras sweetens chocolate market

Honduras is developing its chocolate industry to help its economy, just as it has done with its coffee. Honduras president Juan Orlando Hernández has officially opened the Cooperativa Agrícola Santalaría Limitada - a chocolate producing co-op that will export to Holland, France and Chile.



► The Honduras chocolate market is increasing

Supported by the World Bank, the co-op will benefit 534 cocoa producers in Honduras, creating 35 permanent jobs, 15 temporary jobs and 6,500 indirect jobs.

The chocolate factory, in the town of La Entrada in the Copán region in the north west of Honduras, received an investment of 50 million lempiras (KY\$2m) from sources including the Honduran national bank and small business funders The José María Covelo Foundation and The Rural Competitiveness Project(ComRural), which is financed by the World Bank.

The co-op will produce at least 18 varieties of world-class gourmet chocolate under the XOL brand, which will

be exported to European and American countries.

President Hernández said: "Cocoa should replicate the model of quality coffee that is exported around the world. I am sure that because of the high quality of the cocoa we produce at the heart of the Mayan civilisation, we are going to export the best chocolate in the world to other markets."

Cooperativa Agrícola's general manager, José Serrano, said: "The new plant is a dream come true, thanks to help from ComRural, the World Bank, the Covelo Foundation and the National Coffee Fund."

Venezuela suffers from outage

Venezuela's government has ordered schools and businesses remained closed as a power cut dragged towards a week. The opposition says at least 17 people have reportedly died because of the blackout. Residents in the capital, Caracas, talked of their growing despair.



► Venezuela's power outage has increased its problems

Each hour that passes without power in Venezuela brings more havoc and stress to a country already on edge.

Pro-government motorcycle gangs, known there as "colectivos", roam the dark streets enforcing order at gunpoint while there were sporadic episodes of looting amid the desperation.

By its very nature, a clear picture of the blackout has been difficult to obtain over the time of the power cut.

Many parts of the country are still cut off and it is hard to get a full account of their situation. Even when the electricity returns, it is often patchy and only lasts for a few hours before dropping out once again.

What is clear, though, is that since the power outage hit on Thursday, huge swathes of Venezuela have been struggling to cope.

Without internet, mobile phones, banks, credit-card machines, electric cookers or air-conditioning, ordinary life is bordering on the unbearable for many people, especially in low income communities.

Little wonder some are ready to snap. "I have a two-year-old son. Yesterday evening there was nothing to eat," Majorie says, visibly angry outside a supermarket in the Terrazas del Club Hípico neighbourhood in Caracas. She is one of the many millions having to endure these conditions.

Windrush victims still betrayed in UK

Victims of the Windrush scandal in the UK are still homeless and being betrayed by the Home Office, MPs warn - almost one year after Prime Minister Theresa May acknowledged their suffering.



► The UK's Windrush kids are having a hard time as adults

A report comes 11 months after the Windrush scandal engulfed the government, forcing the prime minister to apologise - in front of Commonwealth leaders - for the harsh impact of her policies as home secretary.

It was revealed how British citizens had been deported, detained, sacked from their jobs and made homeless because they could not provide correct documents to employers, landlords and the NHS acting as "de facto border guards".

Ministers are accused of a shameful failure to provide the help promised to people trapped by the prime minister's "hostile environment" crackdown, leaving them unable "to rebuild their lives".

Many remain "homeless or having to rely on family members", while a prom-

ised compensation scheme has yet to start and an "urgent" hardship fund took eight months to set up, a damning report says.

Sajid Javid, the home secretary, has also failed to investigate cases from Commonwealth countries outside the Caribbean - while his officials admitted they may still be using incorrect data.

"It is simply not taking ownership of the problems it created", said Meg Hillier, the chairwoman of the Commons public accounts committee (PAC), of the department.

The affair claimed the scalp of Amber Rudd, bringing Mr Javid to the home office promising a "fairer, more compassionate immigration system".

Jamaica's Chief Justice Promises World Standard Judiciary in Six Years

Chief Justice Bryan Sykes has committed to implementing measures to improvements that he says will make Jamaica's judicial system the best in the region and among the best in the world.

Among these, he says, are steps to ensure the delivery of outstanding judgments in the Supreme Court by the end of this year.

"I am making it my mandate for us to have excellent courts," Justice Sykes said in a televised national address last night, identifying those pillars as trial and hearing date certainty; efficiency; and a culture of service among staff and judges.

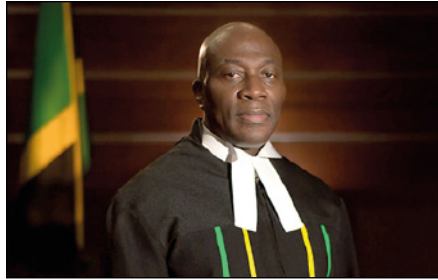
"My vision is for our judiciary to be the best in the Caribbean region in three years and among the best in the world in six years beginning March 1, 2019. To support this vision, I give my commitment to put in place measures so that by December 31, 2019 all outstanding judgments in the Supreme Court will be delivered. As of 2020 a judgment should be delivered within 90 days, and in exceptional cases 180 days, following completion of the case," he added.

"Courts will start on time and trial time productively utilized. All stakeholders – judges, court staff, witnesses, jurors, attorneys at law, police officers and others, despite the many challenges they face, must resolve to come to court to assist in the administration of justice," he added.

Justice Sykes further indicated that the Court of Appeal's case disposal rate should also increase.

Among the other commitments he made was the issuance of a decree absolute in divorce matters within 16 weeks, once the documents are submitted error-free, while advising that by December 31, 2019, "there will be no outstanding divorces".

In relation to matters of probate and letters of administration intend-



► Chief Justice Bryan Sykes

ed to establish the validity of wills and dealing with the estates of persons who have died without leaving a will, Justice Sykes indicated that once all relevant documents are submitted error-free, the Supreme Court's staff will ensure these are settled within 12 weeks.

Meanwhile, the Chief Justice advised that ongoing training is being facilitated for court staff to improve their basic customer service and stress management skills.

This, he pointed out, is in keeping with the judicial system's Customer Service Charter, which articulates that court staff will be courteous, respectful and prompt.

"Research has shown that the perception of court users is influenced by how they are treated and not only by the outcome of their cases. This [training] will continue as we aim for First World standards," he added.

Sykes, who took up the post of Chief Justice last year, contended that Jamaica's attainment of developed country status by 2030 requires a judiciary that "remains strong and maintains its integrity", and he paid tribute to his predecessors and other judges for their role in this regard.

He sought to assure that "the judiciary that I lead will ensure that Jamaica is the place of choice to live, work, raise families, do business and retire in peace and safety".

Barbados Records Solid 2018 Tourism Performance

CEO of the Barbados Tourism Marketing Inc. (BTMI), William 'Billy' Griffith, has revealed that the island enjoyed a 2.7 per cent increase in stay-over arrivals last year, compared to the corresponding period in 2017.

During the course of 2018, the Grantley Adams International Airport (GAIA) welcomed 681,197 visitor arrivals – 17,686 more than 2017. Over at the Bridgetown Port Inc. (BPI), the island's cruise tourism was significantly impacted by the effects of vessel redeployments following on from the hurricanes of 2017. This was due to the fact that Puerto Rico, the primary homeport for US based sailings to the southern Caribbean, was severely affected. However, Barbados has been resilient, and through new homeporting business, saw a performance of 826,267 arrivals for both transit and homeporting visitors combined, tourism officials reported.

"I am delighted by this news and what it says about Barbados' tourism product," said Griffith. "It is never easy as a mature tourism destination to maintain growth at these levels in the competitive business landscape in which we operate, but I am pleased that through strategic marketing efforts we have once again proven Barbados' value as shown by the record number of arrivals at both the air and sea ports throughout 2018."

Of the five markets, the United States registered the strongest growth with 8.4 per cent, producing 204,830 visitors to the island compared to the 189,022 arrivals in 2017. Other Caribbean followed, contributing 4.6 per cent growth of business with 77,149 arrivals for the year. Canada grew by 1.8 per cent to 86,723 arrivals, and the United Kingdom contributed 1.4 per cent growth of the business, and recorded 225,519 arrivals, compared to the 222,346 recorded in 2017.

Griffith attributed the destination's noteworthy performance to a number of strategic and integrated marketing initiatives which were deployed across Barbados' top source markets.

"I must commend our tourism teams both here and in our global offices, whose efforts were instrumental in us achieving this record 2.7 per cent growth. They did a great job individually, and that's reflected when we look at our overall reporting," he said.



► CEO of the Barbados Tourism Marketing Inc. (BTMI), William 'Billy' Griffith

Griffith also acknowledged the contribution of the new business that the recently opened Sandals Royal located on Maxwell Beach has already brought to Barbados.

Describing the island's new attractions as "integral" in differentiating destination Barbados, he added: "I am happy to say that a number of new attractions have come on stream – attractions that will differentiate the product offering we have here in Barbados. There's the Nikki Beach club that opened at Port Ferdinand, and last December we experienced the grand opening of Virgin Holiday's Departure Beach. The first of its kind, the beachfront departure lounge allows Virgin customers to spend their last moments in paradise."

Most recently, visitors to Barbados have been able to take a trip back in time and experience riding the railway line from St. Nicholas Abbey and up the picturesque Cherry Tree Hill. The first trip on the Heritage Railway was on January 21, 2019.

Looking ahead, Griffith said: "We are already full-steam ahead with our plans to make sure that 2019 is an equally promising year of growth for Barbados tourism. We have high hopes for our new airline partnerships, new hotel accommodations, new product development, and other new marketing activities in which we will be engaging across our source markets."

"We have packaged 2019 as the Year of Wellness and Soft Adventure, where we will be highlighting the different accommodations, attractions and activities the island has to offer to support the growing and lucrative wellness industry," he added. "And I am confident that with all the new festivals and events centered on health and wellness, we will once again be celebrating a record year come January 2020."

Cayman Airways Suspends Use of Same Model Plane Involved in Ethiopian Airlines Crash

Cayman Airways has suspended the use of its two new Boeing 737 Max 8 aircraft, following yesterday's fatal crash of that same type of plane operated by Ethiopian Airlines.

The crash of Ethiopian Airlines Flight 302, which crashed yesterday morning shortly after take-off from the airport in Addis Ababa, killing all 157 people on board, was the second fatal crash of the model in less than six months.

"While the cause of this sad loss is undetermined at this time, we stand by our commitment to putting the safety of our passengers and crew first by maintaining complete and undoubtedly safe operations and, as such, we have taken the decision to suspend operations of both our new Boeing 737 Max 8 aircraft, effective from Monday March 11, 2019, until more information is received," said Cayman Airways President and CEO Fabian Whorms in a statement issued yesterday evening.

He added that the airline is currently working in coordination with both the Boeing Corporation and the Civil Aviation Authority of the Cayman Islands to monitor the investigation into Ethiopian Airlines Flight 302.



► Cayman Airways only put the Boeing 737 Max 8 aircraft into service earlier this month

"We offer our valued customers our continued assurance that all prudent and necessary actions required for the safe operation of our Max 8's will be accomplished before the aircraft are returned to service," Whorms said, adding that some relatively minor, but necessary schedule and capacity changes will be needed over the next few days to manage the flight schedule in instances where the national airline may be short on available aircraft.

It was only on March 2 that Cayman Airways officially launched the Denver, Colorado route – the longest commercial nonstop flight in the airline's 50-year history – on the Boeing 737 Max 8 plane.

Millions of Venezuelans in Need of Protection

By Tharanga Yakupitiyage

The international community must extend protections for Venezuelans in light of a growing humanitarian crisis with no end in sight.

Human Rights Watch has urged governments in the Americas to provide temporary protection to the millions of Venezuelans fleeing a severe humanitarian crisis.

"The humanitarian crisis in Venezuela is a classic case of the need for blanket temporary protection," said Human Rights Watch's refugee rights director Bill Frelick.

"This is not the time to be deporting Venezuelans," he added.

According to the United Nations, more than three million people have fled Venezuela in recent years, representing 10 per cent of the population.

The exodus is largely due to the severe shortages of medicine and food, leaving millions of Venezuelans in distressing and worsening living conditions.

According to the Pharmaceutical Federation of Venezuela, the country is experiencing an 85 per cent shortage of medicine.

The ongoing economic crisis has also impacted access.

In 2018, inflation in the South American nation was at a staggering 1,698,488 per cent. The International Monetary Fund (IMF) estimates that the rate will reach 10,000,000 per cent in 2019.

As the official minimum wage in Venezuela is US\$6 per month, many are unable to afford basic goods.

"During Nicolas Maduro's presidency, the government has failed to address the crisis while making heavy-handed efforts to deny and conceal its severity," Human Rights Watch said.

Among those efforts is Maduro's government imposed aid blockade. The government even ordered to close its borders with Brazil, noting that Venezuelans are "not beggars" and do not need aid.

As a result of the escalating situation, the number of asylum applications by Venezuelans has increased significantly.

According to the U.N. Refugee Agency (UNHCR), over 414,000 asylum claims were made by Venezuelans around the world, nearly 60 per cent of them during 2018 alone.

Between July and September 2018, Venezuelans were the leading nationality seeking asylum in the United States as they represented 30 of all asylum applications in the three-month period.

However, despite the crippling humanitarian situation, the United States continues to deport people back to South American nation.

Immigration and Customs Enforcement reportedly deported 336 people to Venezuela in 2018, a 35 per cent increase from the previous year. Meanwhile, the U.S. has not resettled a single Venezuelan refugee.

Human Rights Watch urged the U.S. to provide Temporary Protected Status (TPS) to Venezuelans due to the deteriorating conditions in their home country. TPS allows foreign-born individuals to remain in the U.S. until conditions, caused by natural disasters or war, improve back home. Approximately 300,000 people have received those protections.



► "Humanitarian aid now. We need it," read a banner during a massive demonstration in Caracas on February 12, demanding that international aid blocked at the border of neighboring countries be allowed into the country. The demonstrations were held in 50 towns and cities around the country, in support of Juan Guaido as acting president and demanding that President Nicolas Maduro step down. (Credit: Humberto Marquez/IPS)

Though the current administration has made several attempts to end TPS, a buck has blocked the most recent efforts and extended TPS for people from Sudan, Nicaragua, Haiti, and El Salvador.

"Some Venezuelans will qualify for asylum based on a well-founded fear of being persecuted if returned," Frelick said.

"Temporary Protected Status is the best available way to offer protection for people who do not qualify as refugees or are not seeking asylum but who nevertheless should not be sent back to their country because of generally unsafe conditions there," he added.

A group of 24 senators including Chuck Schumer and Marco Rubio also asked President Donald Trump to designate Venezuela for TPS.

"Venezuela clearly meets the standard for TPS as it is obviously too dangerous for Venezuelan nationals to return...granting TPS to Venezuela is a concrete measure your Administration can immediately take to alleviate the suffering of innocent Venezuelan civilians and to demonstrate our nation's commitment to supporting a safe democratic transition in Venezuela so that individuals can safely return home soon," they wrote in a letter.

Human Rights Watch also urged Venezuela's neighbours to grant region-wide temporary protection, providing Venezuelans legal status for a fixed period.

Colombia is among those who have opened their doors, now hosting over 1 million Venezuelan refugees and migrants, the highest proportion in the region.

The Colombian government has developed programmes to support fleeing migrants, such as a border mobility card which allows people to move between the two countries as well as a special work permit which provides Venezuelans temporary residence and work for two years.

The response has been starkly different in Brazil where tensions have escalated, leading to riots against refugee camps. In one case, riots forced over 1,000 Venezuelans to flee back over the border.

In 2015, Brazilian President Jair Bolsonaro called refugees "scum of the earth."

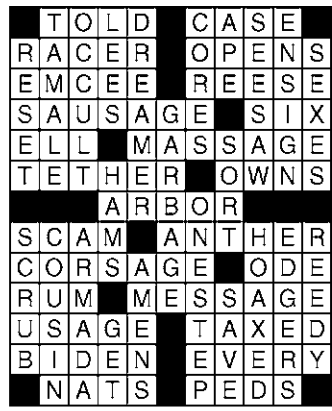
Though the country is continuing to accept arrivals at the border, it is uncertain for how much longer.

UNHCR stressed the urgency of international support, appealing for US\$738 million to support 2.2 million Venezuelans and 500,000 people in host communities across 16 countries.

CROSSWORD

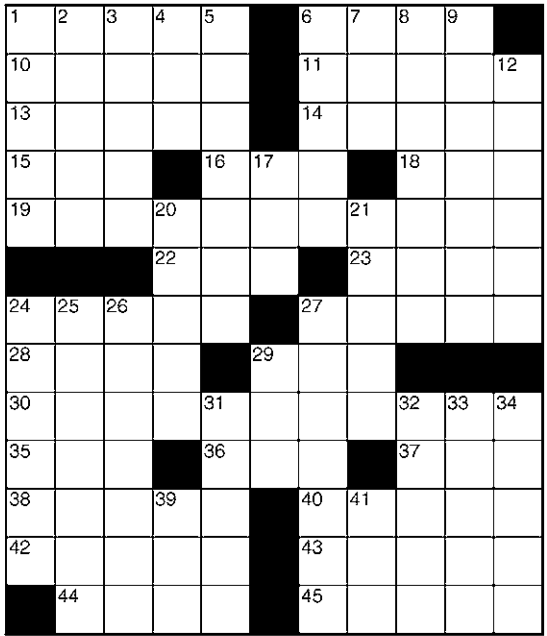
By **THOMAS JOSEPH**

- ACROSS**
- 44 Lasso
 - 1 Soda fountain orders
 - 6 Manual reader
 - 10 Love, in Lombardy
 - 11 Trees with needles
 - 13 Referred to
 - 14 Barrel piece
 - 15 Industrious insect
 - 16 Salt Lake City player
 - 18 Fellows
 - 19 Workers with axes
 - 22 Mystery writer Stout
 - 23 Too
 - 24 Moving about
 - 27 Scrooge, for one
 - 28 Loafer or sneaker
 - 29 Football's Marino
 - 30 They've abandoned cable TV
 - 35 Possess
 - 36 Nonsense
 - 37 Cut off
 - 38 Sparkly crown
 - 40 A Perón
 - 42 Car type
 - 43 Barber's tool
- DOWN**
- 1 Bright parrot
 - 2 Protein-building acid
 - 3 Game with a drawing
 - 4 Three, in Torino
 - 5 Don Juan, for one
 - 6 Surprise win
 - 7 Use a chair
 - 8 Some paints
 - 9 Car gear
 - 12 Detecting device
 - 17 Groom's wear
 - 20 Used a towel
 - 21 Sully
 - 24 Fancy ties
 - 25 More glitzy
 - 26 Twister
 - 27 Is important
 - 29 Twosome
 - 31 Origami bird
 - 32 "My Fair Lady" role
 - 33 Copter part
 - 34 Inspiration
 - 39 Drake's music
 - 41 Big tub



Saturday's answer

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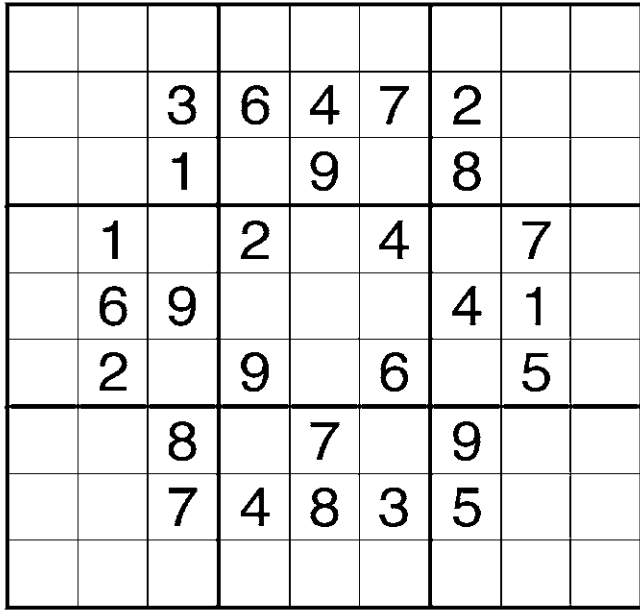
7-16

SUDOKU

Sudoku is a number-placing puzzle based on a 9x9 grid with several given numbers. The object is to place the numbers 1 to 9 in the empty squares so that each row, each column and each 3x3 box contains the same number only once. The difficulty level of the Conceptis Sudoku increases from Monday to Sunday.

Conceptis Sudoku

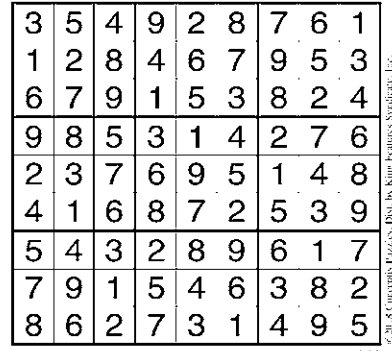
By Dave Green



Difficulty Level ★★

6/19

Answer to previous puzzle



Difficulty Level ★

Word Search



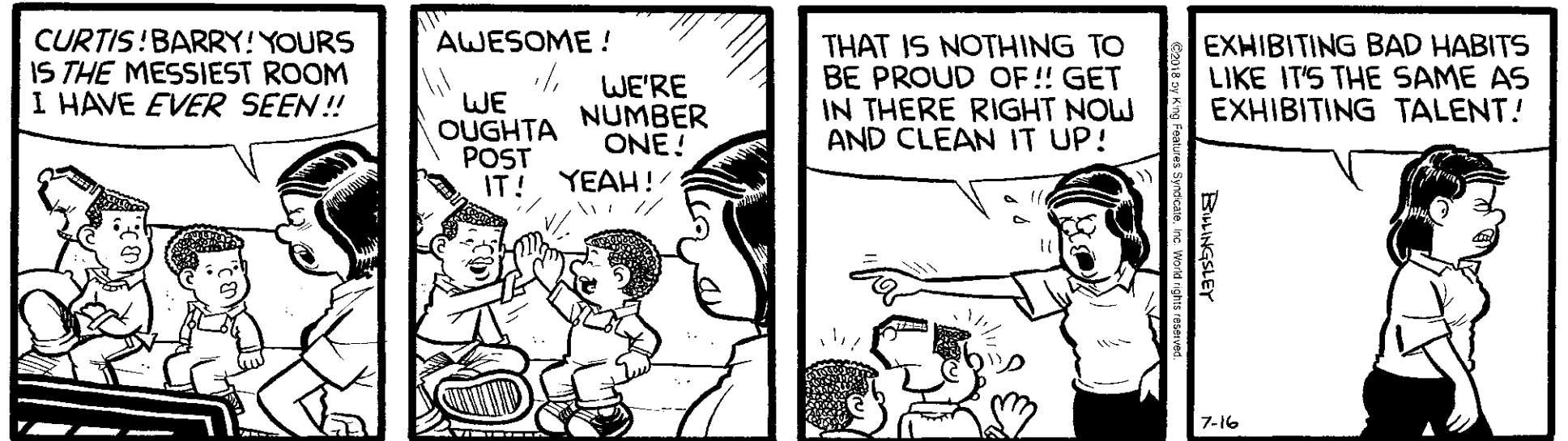
Find the listed words in the diagram. They run in all directions - forward, back, up, down and diagonally.

- Bellow
- Dos Passos
- Dreiser
- Faulkner
- Fitzgerald
- Hemingway
- James
- Lewis
- London
- Mailer
- Melville
- Oates
- Roth
- Salinger
- Twain
- Updike
- Vidal
- Vonnegut
- Walker
- Welty
- Wharton
- Wolfe



CURTIS

By Ray Billingsley



THE AMAZING SPIDER MAN

By Stan Lee



JUDGE PARKER

By Woody Wilson & Mike Manley



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