

COOPERATIVE REPUBLIC OF GUYANA

MINISTRY OF PUBLIC WORKS AND
COMMUNICATIONS

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Executive Summary

In 1996 the Honourable Prime Minister continued to be responsible for the efficient functioning of the Ministry of Public Works and Communications. He was ably assisted by Mr. Harripersaud Nokta, who was transferred to the Ministry of Local Government during the latter part of 1996 and was succeeded by Mr. Anthony Xavier who was appointed Minister in the Ministry of Public Works and Communications. The work load of the Ministry comprising all the Divisions and Agencies was distributed between the political directorate and each one of them was assigned specific areas of responsibilities.

In addition, the Prime Minister had direct responsibility for:

- Guyana Electricity Corporation
- Guyana Post Office Corporation
- Geology and Mines Commission
- Linden Mining Enterprise
- Berbice Mining Enterprise
- Bauxite Industry Development Company

During the year under review the Ministry focussed on the following activities:

- (i) Promoting high technical standards in the construction industry, in electrical installations and certification.
- (ii) Building and maintaining roads and bridges and supervising the construction of roads done by contractors.
- (iii) Rehabilitating ferry vessels and maintaining stappings and wharves
- (iv) Rehabilitating and improving sea and river defences and also maintaining the existing ones; and
- (v) Maintaining Timehri International Airport (now Cheddi Jagan International Airport, Timehri) and Aerodromes

A review of the activities of the Ministry for 1996 was a reflection of a collaborative and dedicated approach of the various Divisions and Agencies that fall under the Ministry of Public Works and Communications. Some of the more important areas in which the Ministry was involved were the following:

(a) ROADS DIVISION

The foreign funded road projects continued to be managed by the Project Executing Unit during the year but with some difficulties.

- (i) **Essequibo Coast Road** - Following the termination of the original contract with Paranapanema, arrangements were put in place for the maintenance of the road pending the selection of another contract which was awarded on December 17, 1996 to a Greek Firm - Technodomi.

2.

The work was divided into two lots (Supenaam to Affiance - Affiance to Charity) and work will go on simultaneously. Work is scheduled to begin in 1997 and will cost about US\$11,276,173.00. Duration is 12 months.

- (ii) **Main Road Rehabilitation Project - Lot 1 Georgetown - Timehri** - This road is about 75% completed and is expected to be completed during 1997. The project sum is \$673,015,420.00. Work has not progressed as planned but all steps are being taken to ensure that the road is completed in 1997.
- (iii) **Lot II Georgetown - Mahaica and Railway Embankment** - This project was underway and work was in progress along the Railway Embankment and preparatory work has begun on the East Coast Public Road.

Work was nearing completion for abutments, bridge widening and installation of reinforced concrete pipe culverts along the railway embankment between Sheriff Street and Enmore. This project will cost about US\$13,882,721.00.

- (iv) **Lot III Mahaica - Rosignol** - Bids were received late last year and evaluation was now being carried out. This project included about 42 miles of preventative maintenance of existing road between Mahaica to Rosignol and will cost in the vicinity of US\$1.2M.

During the year the Roads Division effected repairs, rehabilitation works and construction of new roads in various parts of the country.

(b) **SEA AND RIVER DEFENCE**

The foreign funded sea defence projects continued to be managed by the Project Executing Unit during the year under review.

Under the European Union the rip rap works measuring 1.56 kilometres were executed at Three Friends to Aberdeen and 1.15 kilometres were done at Anna Regina costing \$1.5B with counterpart funding amounting to \$22M. On the Essequibo Coast there were two slip failures, each measuring 100 metres in length. Remedial work will be carried out in 1997.

Three contracts for sea defence were being executed during last year with funds provided by the Inter-American Development Bank.

Lot I 400 metres at 77/78 Villages for \$146,930,000

Lot II 640 metres at 78/79 Villages for \$191M

Lot III 375 metres at Mon Repos for \$118,100,000

In November last year the Sea Defence at Mon Repos was breached and over topping caused much flooding in the residential area resulting in the suspension of the works. The President of the Republic of Guyana visited the site and ordered a Commission of Enquiry to determine the cause/s of the flooding and also the question of culpability.

Under the Jumbo Plan involving funding from the IDB, International Development Association and the Caribbean Development Bank, bids were being assessed to execute works in the following areas:

- (i) Reconstruction of 3 kilometres of sea defence within the 76-83 Villages Corentyne amounting to US\$11.M.
- (ii) Upgrading and reconstruction of 3.5 kilometres of sea defence along the East Coast of Demerara at Turkeyen, Mon Repos, Lusignan, Annandale and Lowlands amounting to US\$3.9M.
- (iii) Reconstruction of 2.0 kilometres of sea defence within the Bel Air to Mon Choisi Villages and 3.0 kilometres of earth sea defences within the Brahman - No. 41 Villages West Coast Berbice amounting to US\$6.0M.

In keeping with its mandate the Sea and River Defence Division executed a number of maintenance and capital works throughout the country. Full details are set out in the Summary Review of Current Year's Programme.

DEMERARA HARBOUR BRIDGE

Major rehabilitation works continued during 1996 under the Demerara Harbour Bridge Rehabilitation Project, which is being co-financed by the European Union and the Government of Guyana.

Under the 7th European Development Fund, the European Union had allocated a total of \$8M. E.C.U for the financing of the Project. The Government of Guyana was expected to provide counterpart funding and during 1996, a total of US\$300M was allocated for Capital Works and \$69M. for Current Operations.

There were a few minor accidents none of which resulted in damages to the Bridge.

The following revenue was collected:

●	Vehicular Toll	-	\$75,393,490
●	Marine Toll	-	\$ 730,500

Total expenditure for the year was:

●	Capital	-	\$227,108,802
●	Current	-	\$ 59,041,322

TRANSPORT AND HARBOURS DEPARTMENT

The Transport and Harbours Department had a very successful year during 1996 making a surplus of over \$50M. The department dry-docked several vessels and did major repairs to its stellings. It increased its fleet of vessels and continued to provide an efficient service to commuters including a 24 hour service at the Rosignol/New Amsterdam crossing. In spite of its improvement no fare increases were granted to meet increases in wages and salaries.

The services offered by the Timehri International Airport (now the Cheddi Jagan International Airport, Timehri) improved during the year. Several improvements were put in place including the installation of Baggage X-ray Machine and extension of the Baggage Claim/Customs Area.

Phase II of the Renovation of the Timehri International Airport (now the Cheddi Jagan International Airport, Timehri) started during April of 1996. The contract was awarded to Kishan Bacchus Construction Company for \$280M. Construction work was progressing satisfactorily.

Several Government Aerodromes were rehabilitated during the year.

In addition the Ministry successfully completed the following:

- Executing and monitoring special projects in Georgetown and the Regions.
- Rehabilitating Government Buildings and routine maintenance to many others
- Investigating causes of fire
- Conducting electrical inspections in the Regions.

The Ministry suffered a severe setback after fire destroyed one of its main buildings in Fort Street, Kingston, Georgetown on February 8, 1996. Included in that building were the:

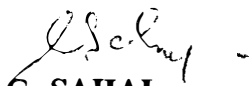
- Roads Division
- Accounts Section
- Registry Section; and
- Personnel Section

As a consequence great adjustments had to be made to accommodate staff and also to reconstruct lost records. Much assistance was obtained from Government Agencies including the:

- Auditor General's Office
- Accountant General's Department; and
- Public Service Management, Office of the President

The Ministry continued to experience a dearth of trained and experienced staff to execute its functions. Cognizant of its limitations, the staff worked individually and collectively and as a unified team motivated and led by the Honourable Prime Minister and Minister was able to achieve most of the Ministry's targets set for the year.

I am greatly indebted to the political directorate within the Ministry and the staff for their selfless and unstinting support given in 1996.



G. SAHAI
PERMANENT SECRETARY
JUNE 18, 1997

2.0 MISSION STATEMENT

PUBLIC WORKS

To promote high technical standards in the construction industry, in electrical installations and certification, and to co-ordinate and monitor policies and activities with respect to the public infrastructure in roads, buildings and sea defence.

COMMUNICATIONS

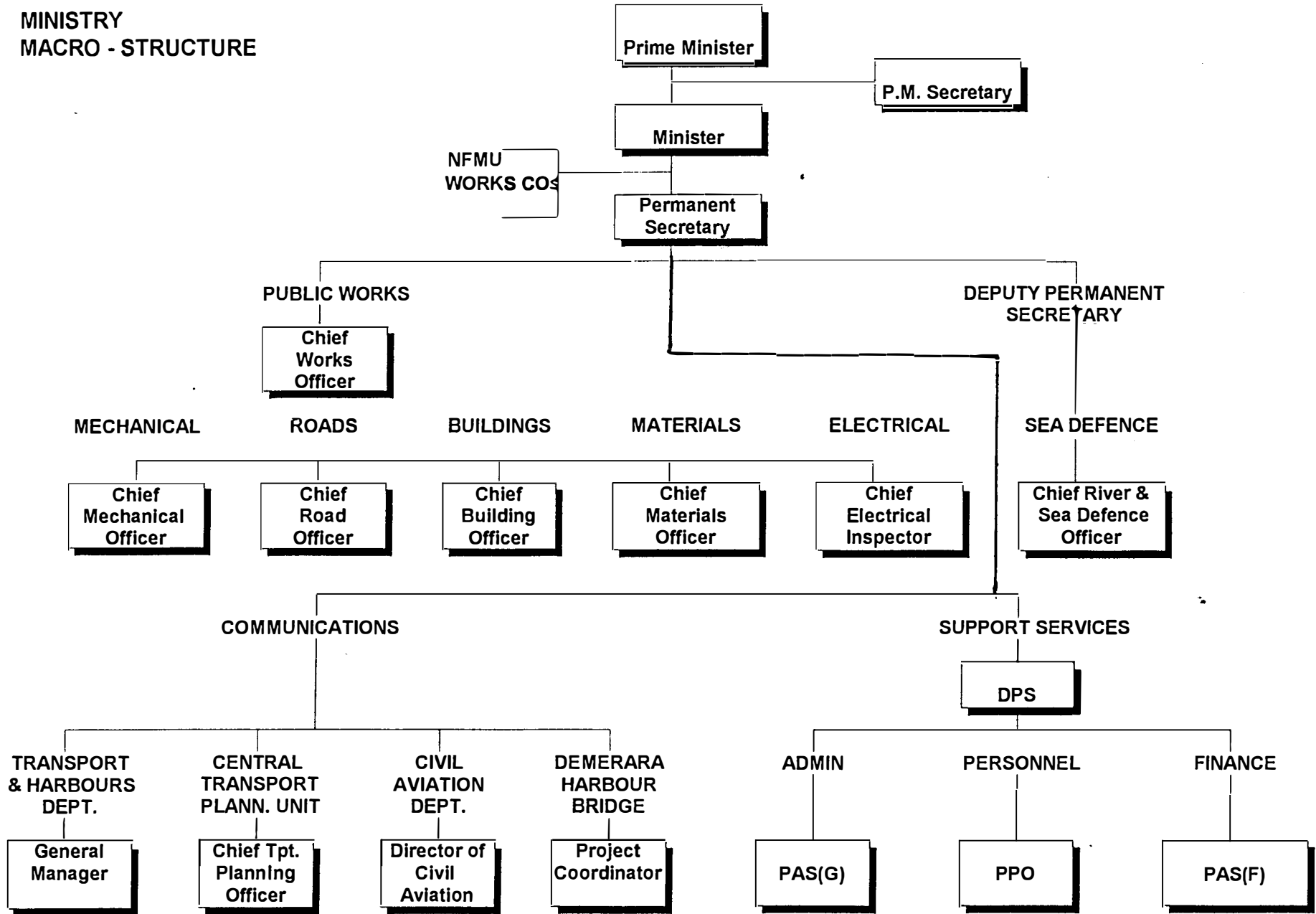
To ensure the provision of safe and efficient transport and communication services.

6.

ORGANIZATION AND MANAGEMENT

MINISTRY OF PUBLIC WORKS AND COMMUNICATIONS

MINISTRY
MACRO - STRUCTURE



3.1 DESCRIPTION OF DIVISIONS AND DEPARTMENTS

3.1.1 GENERAL ADMINISTRATION

The goals and objectives of the Ministry of Public Works and Communications are as follows:

3.1.1.1 PUBLIC WORKS

To develop a safer and more efficient road network and to maintain standards in road construction and maintenance.

To construct and maintain government buildings to acceptable standards.

To rehabilitate and improve existing sea and river defences

To ensure quality control in the carrying out of the Ministry's work functions.

To inspect and certify all electrical installations and to maintain electrical and certain other installations (air- conditioning and refrigeration equipment) in government buildings.

3.1.1.2 COMMUNICATIONS

To develop and maintain orderly, adequate and effective air, land and water transportation systems within Guyana.

To provide aviation services, both in the air and on the ground, so as to enable those who travel by air do so in a safe and orderly environment and in an efficient and comfortable manner.

To manage Timehri International Airport (now the Cheddi Jagan International Airport, Timehri) in accordance with national and international standards and regulations, as a safe and efficient undertaking.

To operate the Demerara Harbour Bridge in an efficient and economical manner and to ensure, through maintenance and rehabilitation works, that the bridge is kept in a satisfactory state of repair.

3.1.1.3 PRIME MINISTER'S SECRETARIAT

To assist the Honourable Prime Minister in carrying out his responsibilities by ensuring that problems and constraints encountered are remedied with the least delay.

3.1.1.4 GENERAL

To develop policies and plans for the efficient performance of the Ministry as a whole.

To give such technical advice and guidance to the regions as may be required from time to time.

During 1996, the Secretariat comprised a Permanent Secretary, two (2) Deputy Permanent Secretaries, one (1) Principal Assistant Secretary (G), one Principal Assistant Secretary (F), three (3) Accountants, one (1) Senior Registry Supervisor, one (1) Senior Personnel Officer, one (1) Principal Personnel Officer aided by a number of accounting, personnel, registry and stores staff.

The staff establishment for the Ministry was five hundred and seventy-five persons of which two hundred and forty-seven positions were vacant at the end of the year.

In addition to assisting in the co-ordination of plans, programmes and activities of the constituent divisions, the Secretariat was also responsible for co-ordinating the programmes of the:

- Roads Division
- Buildings Division
- Electrical Division
- Mechanical Division
- Sea and River Defence Division
- Central Transport Planning Unit
- Demerara Harbour Bridge
- Transport and Harbours Department
- Civil Aviation Department
- Prime Minister's Secretariat

Further, the Secretariat through its operating units discharged the following responsibilities:

- a) Managing the funds appropriated by Parliament for the provision of goods and services, by ensuring that monies were properly disbursed; also maintaining close contact with the Ministry of Finance and the State Planning Secretariat in the exercise of controlling and monitoring expenditure;
- b) Auditing stores and revenue collection and reporting accidents, losses and other irregularities;
- c) Effecting personnel and registry services including the recruitment, placement, disciplining etc., of staff and maintaining close liaison with the Public Service Commission, Public Service Management, Office of the President and Recruitment and Placement Division, Ministry of Labour, Human Services and Social Security.

- d) Handling matters relating to provision of houses and offices for Government Officers and Ministries and also expatriates;
- e) Responsible for matters relating to security, losses and accidents, vehicles, audit queries, electricity, rates and taxes, telephones, firearm licences and monitoring community activities and visits to places of interest.

Organizational Charts of the Administrative Division, Accounts Division and Personnel and Registry Divisions are shown at Appendices 1, 11 and 111 respectively.

3.1.2 ROADS DIVISION

The Roads Division focussed on the development of more accurate methods of design and construction of roadways in addition to developing a safer and more efficient road network throughout Guyana.

While it was structured to permit evaluation of the overall roadway network in Guyana, it also examined and analyzed all road traffic statistical information and design to ensure construction of adequate facilities based on the factors of traffic, economics, environment, durability and general safety.

The Roads Division was charged with the following responsibilities:

- (1) Maintaining all public roads, bridges and appurtenances in Guyana.
- (2) Constructing new roads and bridges as decided by the Government of Guyana.
- (3) Advising the ten (10) regions on technical matters relating to roads and bridges and in some instances hiring and supervising contractors for emergency works.

For the year 1996 the Division effected repairs, rehabilitation works and construction of new roads in the various parts of the country. Maintenance works were done mainly in Georgetown, East Bank and Linden Highway. The Project Executing Unit monitored all Road Projects funded by the Inter-American Development Bank and World Bank.

3.1.2.1 CONSTRUCTION

The construction section was managed by the Chief Road Officer. There were several construction projects executed during the year.

3.1.2.2 MAINTENANCE

The section was supervised by an acting Engineer and entailed the maintenance of :

- (1) Georgetown Declared Public Roads
- (2) Declared Public Roads in Guyana
- (3) A few City Council Projects

3.1.2.3 STAFF

The staff establishment of the Road Administration Division was seventeen of which eleven positions were vacant at the end of the year.

An Organisational Chart of the Division is shown at Appendix IV

3.1.2.4 FOREIGN FUNDED PROJECTS

3.1.2.4.1. ESSEQUIBO COAST ROAD

Following the termination of the original contract with Paranapanema arrangements were put in place for the maintenance of the road pending the selection of another contract which was awarded on December 17, 1996 to a Greek Firm - Technodomi.

The work was divided into two lots (Supenaam to Affiance - Affiance to Charity) and work will go on simultaneously. Work is scheduled to begin in 1997 and will cost about US\$11,276,173.00. Duration is 12 months.

3.1.2.4.2 MAIN ROAD REHABILITATION PROJECT - LOT 1 GEORGETOWN - TIMEHRI

This road was about 75% completed and was expected to be completed in 1997. The project sum is \$673,015,420.00. Work has not progressed as planned but all steps are being taken to ensure that the road is completed in 1997.

3.1.2.4.3 LOT II GEORGETOWN - MAHAICA AND RAILWAY EMBANKMENT

This project was underway and work was in progress along the Railway Embankment and preparatory work has begun on the East Coast Public Road.

Work was nearing completion for abutments, bridge widening and installation of reinforced concrete pipe culverts along the railway embankment between Sheriff Street and Enmore. This project will cost about US\$13,882,721.00.

3.1.2.4.4 LOT III MAHAICA - ROSIGNOL

Bids were received late last year and evaluation was now being carried out. This project included about 42 miles of preventative maintenance of existing road between Mahaica to Rosignol and will cost in the vicinity of US\$1.2M.

3.1.2.4.5 MISCELLANEOUS ROADS

Regions No. 2,3,4,5,6 and 10 benefitted under this Programme which had a total allocation of \$550M. Among the most significant roads under this programme were the Wakenaam, Leguan and Mara Roads. Works on a number of the roads have rolled over into 1997.

3.1.3 THE BUILDINGS DIVISION

The main objective of the Buildings Division was to construct and maintain Government Buildings to acceptable standards in keeping with the Public Health and Buildings Regulations.

It also rendered services and advice to other Ministries and Government Agencies in Georgetown and the Regions.

The Division comprised three (3) sections:

- Administrative
- Contract
- Direct Labour

3.1.3.1 ADMINISTRATION

The Administrative Section was responsible for the planning, co-ordination and control of the day to day activities and operation of the entire Division, and in particular had responsibility for the following:

- (a) Monitoring the Works of Consultants and Contractors engaged on Projects under Capital and Current Expenditures.
- (b) Attending to Government Agencies requesting information and advice on building matters.
- (c) Inspecting Cinemas and Public Buildings of Entertainment and preparing reports on structural soundness, so that proprietors could obtain licences.
- (d) Undertaking inspections upon request from the Regional Administrations.

3.1.3.2 CONTRACT

The Contract Section prepared departmental estimates, minor drawings, schedule of works, tender/contract documents, valuations and practical completion certificates based on inspection and precise assessment of completed contract works.

3.1.3.3 DIRECT LABOUR

The Direct Labour Section was responsible for the rendering of minor maintenance works to Government Buildings, Compounds and Paths especially in emergencies.

3.1.3.4 STAFF

The staff establishment for the Buildings Division was forty-one persons of which twenty-seven positions were vacant at the end of the year.

An Organizational Chart of the Division is shown at Appendix V.

3.1.4 SEA AND RIVER DEFENCE DIVISION

In January 1996 the Ministry of Public Works and Communications assumed responsibilities for the Sea and River Defence Division from the Ministry of Agriculture.

The main objectives of the Sea and River Defence Division were to rehabilitate and improve existing sea and river defences and also to maintain the existing ones.

The Project Executing Unit, Guyana Sea Defences also executed sea defence works which were being financed by international financial institutions and the Government of Guyana.

3.1.4.1 EMERGENCY WORKS

The Project comprised of eight major areas in the country where works continued to progress through the months of January to December 1996. The areas were as follows:

- Essequibo Coast - Supenaam to Charity - Region 2
- Wakenaam - Entire Island - Region 3
- Leguan - Entire Island - Region 3
- Den Amstel - West Coast Dem. - Region 3
West Bank Dem.

- | | | | | | |
|---|--------------------|---|--------------------------------------|---|----------|
| ■ | Paradise | - | East Coast & East Bank Demerara | - | Region 4 |
| ■ | West Coast Berbice | - | Mahaica to Rosignol | - | Region 5 |
| ■ | Springlands | - | N/A to No. 83 Village N/A to Everton | - | Region 6 |
| ■ | Head Office | - | Georgetown | - | Region 4 |

In a variety of ways the Sea and River Defence Division continued to support the activities of the Ministry of Agriculture and the Transport and Harbours Department so that they could better realize their objectives.

3.1.4.2 MAINTENANCE WORKS WERE AS FOLLOWS:

Access Road
 Earthwork
 Sealing of cavities
 Sand crete bag protection
 Temporary rehabilitation with boulders
 Weeding of Sea Dam
 Sand fill protection
 Reconstruction of Sea Dam

CAPITAL WORKS

Rip Rap Construction
 Construction of Greenheart Bridge
 Construction of Timber and Steel Sheet Revetment
 Other works included Supplies Contract for Boulders, Cement and Wooden Materials

3.1.4.3 EMERGENCY WORKS

Construction of 84 lin. ft. of Steel Sheet Pile Revetment at Enmore.
 Reconstruction of 3 miles of Sea Dam at Wakenaam (Zeelandia, Calendonia)
 Construction of 80 lin. ft. of Toe Beam at Mon Repos
 190 lin. ft. of Slope and Wave Wall at Hague, West Coast Demerara
 Reconstruction of 1 mile Sea Dam at Esplande, New Amsterdam
 Construction of Slope and Wave Wall at Ogle
 755 lin. ft. Rip Rap Construction at Elizabeth Ann, Leguan
 Construction of Access Bridge at Cottage, West Coast Berbice
 Steel Sheet Pile Revetment at Parika, East Bank Essequibo
 Revetment at Vitrowen Koker, Leguan
 Weeding of Sea Dam at Leguan
 Contract for Revetment at Charity

Contract for Revetment at Supenaam
Contract for Rip Rap work at La Belle Alliance, Essequibo Coast
Contract for Rip Rap Work at Sparta, Essequibo Coast
Contract for Revetment work at Palmyra, Wakenaam
Contract for River Dam and Koker at Good Intent/Sisters, West Coast Demerara
Contract for Revetment at La Grange, West Bank Demerara
Contract for Reconstruction of River Dam at Cambridge, Mahaica
Contract for Greenheart Timber Revetment at Overwinning, West Bank Berbice
Contract for Greenheart Timber Revetment at Edinburgh, West Bank Berbice
Contract for Greenheart Timber Revetment at Fort Ordnance, Canje, Berbice
Contract for Greenheart Timber Revetment at No. 66 River Dam, Corentyne, Berbice
Contract for Greenheart Timber Revetment at No. 2 Sluice, Crabwood Creek
Construction of SSP Revetment at New Hope, East Bank Demerara
Contract for weeding of Sea Well, Sea Dam, Corentyne, Berbice
Contract for Revetment at Providence, East Bank Demerara
Reconstruction of Sea Dam at Bush Lot, Berbice by Force Account

3.1.4.4 SUPPLIES CONTRACT

Contract for the supply of Boulders in Region No. 2 to 6
Contract for the supply of Cement
Contract for the supply of Greenheart Material at Leguan

3.1.4.5 STAFF

The staff establishment of the Sea and River Defence was twenty-five of which fifteen positions were vacated during the year.

An Organizational Chart of the Division is shown at Appendix VI.

3.1.4.6 GUYANA SEA DEFENCE PROJECT EXECUTING UNIT

The Guyana Sea Defence Project Executing Unit executed Sea Defence works with funds from the following Agencies:

- European Union (EU)
- Inter-American Development Bank (IDB)
- International Development Association (IDA)
- Caribbean Development Bank (CDB)

3.1.4.7 EUROPEAN UNION PROGRAMME

Work under that programme comprised the reconstruction of 3.5 kilometres of sea defences at West Demerara/East Bank Essequibo and 2.7 kilometres on the Essequibo Coast. Those works were contracted by an Italian joint Venture Firm, PAC/GELFI in November 1994. During last year rip rap works measuring 1.56 kilometres were executed at Three Friends to Aberdeen and 1.15 kilometres were done at Anna Regina on the Essequibo Coast costing 1.5B with counterpart funding amounting to \$22M.

Unfortunately there were two slip failures during last year - each 100 metres in length at Anna Regina and at Henrietta on the Essequibo Coast. Remedial work will be executed during 1997.

3.1.4.8 INTER-AMERICAN DEVELOPMENT BANK EMERGENCY WORKS

Under that programme, three contracts were executed in 1996

- Lot I - 400 metres of sea defence reconstruction at 77/78 Villages, Corentyne
- Lot 2 - 640 metres of sea defence reconstruction at No. 78/79 Villages Corentyne
- Lot 3 - 375 metres of sea defence reconstruction at Mon Repos, East Coast Demerara

Lot I was awarded to Guyana Construction Company Ltd. for \$146, 930,000 which was substantially completed on August 31, 1996. Outstanding works were topsoiling and grassing of the embankment.

Lot II was awarded to Guyana Construction Company Ltd. for \$191M. and should have been completed on April 2, 1997. The unavailability of rocks to site had impeded the progress of that contract and consequently works were expected to be completed behind schedule.

Lot III was awarded to Sanmick Civil Works for \$118,100,000.00 and should have been completed last year. By the end of November 60% of the works were completed when the contractor encountered an area under laid by poor sub-strata leading to embankment slope failure over an area 50 metres in length.

In November the sea defence was breached and over topping caused much flooding in the residential area. As a result, construction work was suspended pending re-designing of the works.

The President of the Republic of Guyana visited the site and ordered a Commission of Enquiry to determine the cause/s of the flooding and also the question of culpability.

3.1.4.9 IDB MAIN CONTRACT - 76-83 VILLAGES, CORENTYNE AND CLONBROOK, EAST COAST DEMERARA

Bids, which were being assessed, were received for the reconstruction of 3 kilometres of sea defence within the 76-83 Villages Corentyne and 1.5 kilometres at Clonbrook, East Coast Demerara. Estimated budget was US\$11.0M.

3.1.4.10 INTERNATIONAL DEVELOPMENT ASSOCIATION

Bids were also being assessed for upgrading and reconstructing 3.5 kilometres of sea defence along the East Coast Demerara at Turkeyen, Mon Repos, Lusignan, Annandale and Lowlands. The budget was US\$5.9M but was reduced to US\$3.9 with US\$2.0M transferred to the Essequibo Road Project, also being financed under that Programme.

3.1.4.11 CARIBBEAN DEVELOPMENT BANK

Under that programme bids were being assessed for the reconstruction of 2.0 kilometres of sea defences within the Bel Air to Mon Chosi Villages and also armour layer protection to 3.0 kilometres of earth sea defences within Brahman - No 41 Villages, West Coast Berbice. The budget for those works was US\$6.0M.

3.1.5 ELECTRICAL DIVISION

The main objective of the Electrical Division was to inspect and certify all electrical installations in the country, to maintain electrical installations and equipment in Government Buildings, including the public address system in Parliament, to supply standby power to key Government Institutions, to service radios at schools, refrigerators and air conditioning units and to ensure that planning and estimating of new installations in Ministries, Regions and other Public Service entities were done in accordance with established practices.

The Electrical Division was serviced by the following five (5) Units:

- Electrical Inspection
- Electrical Maintenance
- Lighting Plant
- Radio
- Refrigeration and Air Conditioning

3.1.5.1 STAFF

The staff establishment for the Electrical Division was twenty-nine of which fifteen positions were vacant at the end of the year.

An Organizational Chart of the Division is shown at Appendix VII.

3.1.6 THE MECHANICAL DIVISION

The objective of the Mechanical Division was to repair and maintain mobile mechanical equipment owned by the Ministry of Public Works and Communications. Those equipment include:

- Motor vehicles
- Road construction equipment; and
- Workshop Equipment

The division also extended technical advice in relation to procurement, inspection and evaluation of unserviceable equipment and vehicles, also their disposal by way of auction or sealed tender to various Ministries and Regions.

3.1.6.1 STAFF

The staff establishment of the Mechanical Division was twenty-two. There was no vacant position at the end of the year.

An Organizational Chart of the Division is shown at Appendix VIII.

3.1.7 CENTRAL TRANSPORT PLANNING UNIT

In a variety of ways, the Unit was able to advise on the development of adequate, efficient and economical transport country wide.

The Central Transport Planning Unit under the direction of the Chief Transport Planning Officer (ag) was assisted by an Environmentalist on contract for the World Bank funded Infrastructure Rehabilitation Project. The responsibility for coordinating the Transport System in Guyana identifying weaknesses and guiding and assisting in the formulation of plans and policies for the improvement of the system rested on the Chief Transport Planning Officer (ag) in the main.

3.1.7.1 ROAD

The Unit continued to monitor the progress of road rehabilitation/maintenance projects coordinated by the Project Executing Unit.

The Demerara Harbour Bridge toll review was incomplete due to inadequate data. Updating the Working Paper on Vehicle Operating Cost was halted for another assignment.

3.1.7.2 WATER

The Unit participated in the Regional Workshop on Transportation for the Amazon Region held in Venezuela. The objectives of the workshop were:

- a) to discuss various aspects concerning environmental analysis and evaluation in order to define a proposal for Transportation Network for the Amazon Region.
- b) to provide a general framework for the development of various projects which respond to the integration needs of the Amazon region.

The Unit reviewed Transport and Harbours Department fares and freight rates and recommended increases in most of its services.

The two workstudy students attached to the unit were engaged in:

- a) putting some order to the documents in the Unit's Data Bank
- b) a survey of traffic on the Demerara river crossing. That exercise was intended to achieve two main objectives.
 - i) to indicate the modal split of traffic crossing the river
 - ii) to assess the impact of tariff increase on the traffic

The second objective was not achieved since T&HD tariff increase was not implemented.

3.1.7.3 AIR

The usual support services were provided to the Air Transport Advisory Board. Regular attendance at Board meetings was maintained.

3.1.7.4 GENERAL

The Unit participated in the Meeting on the Protection and Development of the Marine Environment held in Jamaica. (United Nations Environment Programme). The objective of that meeting was to examine marine pollution in the wider Caribbean.

Environment Counterpart to the consultants, SNC Lavalin, provided services for the Secondary Towns Infrastructure Development Project.

Completion of the final component of the Linden/Lethem Road Environment Impact Assessment - Public Forum at Lethem, was conducted.

Counterpart to the consultants engaged in the Institutional Strengthening of the Unit. Upgrading the Transport Plan and designing a computerized Transport Data Bank formed part of the Terms of Reference.

3.1.7.5 STAFF

Staff establishment of the Central Transport Planning Unit was twelve of which ten positions were vacant at the end of the year.

An Organizational Chart of the Division is shown at Appendix IX.

3.1.8 DEMERARA HARBOUR BRIDGE

Major rehabilitation works, which commenced in 1995, continued throughout 1996 under the Demerara Harbour Bridge Rehabilitation Project, which is being co-financed by the European Union and the Government of Guyana.

The main aim of the Project was to increase the life span of the Bridge by another 15 years after which the Government of Guyana is expected to erect a more permanent structure.

Another aim was to improve current operations and maintenance procedures by establishing new systems for increased efficiency and effective maintenance practices.

The final aim of the Project was to make recommendations for establishing an autonomous organization for effective management of the Bridge after Rehabilitation

3.1.8.1 SCOPE OF THE PROJECT

- (i) The replacement of all 119 pontoons (piers) below the bridge.
- (ii) Replacement of the anchorage systems.
- (iii) Rehabilitation of electro/mechanical systems.
- (iv) Repair all facilities and installations including generator houses, toll station, sheds etc.
- (v) Update and improve toll collection system including recommending appropriate toll tariffs for cost recovery.
- (vi) Calibrate and establish improved Bridge Management system for future implementation.

3.1.8.2 FINANCING

Under the 7th European Development Fund, the European Union had allocated a total of 8M-ECU for the financing of the Project. The Government of Guyana was expected to provide counterpart funding and during 1996, a total of G\$300M was allocated for Capital works and G\$69M for current operations.

3.1.8.3 MAJOR CONTRACTS

Main Contract - Replacement of pier

The Open Tendering system was employed on an international basis and the contract for supply and replacement of 103 piers was awarded to Damen Shipyards of Holland at a cost of G\$967,535,321. The works also included the supply and installation of new anchorage systems. The contract commenced officially on 23rd March 1995 and was scheduled for completion on 6th November 1996. An Administrative (Variation) Order was however issued for the supply of 3 additional pontoons and 37 anchorage systems and that also included an extension of the completion date to 31st March 1997. The cost of the variation works were No 1 G\$7,000,000 and No 2 G\$51,000,000.00.

Damen Shipyards also employed local sub-contractors including:

Linmine	-	For fabrication of pontoons
E.C. Vieira Industries Ltd.		Installation of pontoons and anchorage components.
Industrial Engineering Ltd.		Manufacture and supply of winches.

3.1.8.4 UPDATE

In 1995, mobilization was completed and one new pontoon installed.

During 1996, all works under the original scope of contract was completed as scheduled and Damen also completed and delivered two of the additional pontoons under the Administrative Order.

The contract was progressing satisfactorily and was expected to be completed in January 1997, two months ahead of schedule. There have been some disputes and claims for additional costs and these are being examined by the MMU.

3.1.8.5 TECHNICAL ASSISTANCE

A contract for Technical Assistance for the Project was awarded on a selective tendering basis to Sociedad Limintada de Consultores Espanoles (SLCE) of Spain to the amount of G\$78,220,246.

Under that contract, the Project would be supervised by personnel provided by SLCE as follows:

- 21 months (1) Project Manager/Team Leader - Mr. Juan Domingo
- 3 months Electro/Mechanical Specialist - Mr. Lloyd Rose
- 6 months Quality Control Specialist - Dr. Charles Garrett
- 8 months Bridge Management Specialist - Mr. M. Martinez

Mr. F. Zamarbide was originally sent as Project Manager from April - September 1996 but was replaced by Mr. Domingo in November 1995.

All Specialists were in place and working by the end of the year. The contract for Technical Assistance was scheduled to be completed in December 1996, but due to extension of time given to the Main Contractor, the contracts for the Project Manager and BMS specialist were extended to February 1997.

3.1.8.6 CURRENT MAINTENANCE AND OPERATIONS

The main contractor for maintenance and operations was General Construction Co. Ltd., a Government owned company which was established since 1978 for that purpose. GCCL executed the following contracts:

1. Traffic Management - Supervision of operations
- Toll Collection
- Operating the Retractor Spans
2. Electrical Maintenance - Ensuring all electrical equipment and systems were functional
3. Mechanical Maintenance - To all Bridge equipment and systems
4. Structural Maintenance - Repairs and replacement of damaged components
5. Water pumping - Removal of water from corroded piers on a 24hrs basis
6. Miscellaneous - Emergency and unforeseen smaller maintenance works

3.1.8.7 SECURITY

Security was provided by two companies

- (i) Special Constabulary - For traffic and security of Toll Revenue
- (ii) Guyana Security Service For security of the bridge and offices

An attempt was made to have the Special Constabulary responsible for all aspects of security and an offer was made to the Assistant Commissioner for the new arrangement. That however did not materialize as the Special Constabulary was unable to complete recruitment of the required personnel by the end of the year.

3.1.8.8 OTHER WORKS

(a) Upgrade of Electrical Power Supply

That contract was awarded to L. G. Engineering of Trinidad and Tobago for 64 MGD, by selective Tendering, after Pre-Qualification. The contract basically involved replacement of all power supply cables and the supply of mains power from the West End of the Bridge. The project was 95% completed at the end of the year.

(b) Superstructure Repairs

Two major welding contracts were awarded to GCCL for replacing damaged decks, re-welding all deck plates in position and repairs to structural components (swaybraces) below decks. The objective of those contracts was to eliminate vehicular accidents from occurring due to loose deck plates.

The contracts, at the end of the year were, about 30% completed.

Contract Sums were 33MGD and 11MGD.

3.1.8.9 ACCIDENTS

A few minor accidents occurred, none of which resulted in damages to the Bridge.

3.1.8.10 EXPENDITURE

Total expenditure for the year was:

Capital \$227,108,802

Current \$ 59,041,322

3.1.8.11 REVENUE COLLECTED

Vehicular Toll	\$75,393,490
Marine Toll	\$ 730,500

3.1.8.12 STAFF

The staff establishment of the Demerara Harbour Bridge was twenty-four (24)

An Organizational Chart of the Demerara Harbour Bridge is shown at Appendix X.

3.1.9 TRANSPORT AND HARBOURS DEPARTMENT

The objective of the Transport and Harbours Department was to provide a reliable and efficient service to the Community in the following areas:

**Passenger and Cargo
Pilotage
Harbour Facilities**

The Transport and Harbours Department was headed by a General Manager who had overall responsibilities for the smooth execution of the Department's affairs. He was assisted by a Deputy General Manager, who had the responsibility for the co-ordination of the activities of the Harbours and Personnel Sections and who acted as Head of the Department in his absence. There were also the Operations and Administrative Sections of the Department. The Operations Section was headed by an Operations Manager, who had responsibility for the efficient running of the Engineering, Marine and Traffic Sections, while the Administrative Manager had the responsibility for the Accounts, Stores and Security Branches.

Despite the many problems during 1996, the Department made a surplus of over \$50M. Passenger Traffic for the year was 3,786,741 and cargo conveyed totalled 159,098 tons.

Ferry service along with the Harbours continued to be the main sources of revenue. Other sources included costal and riverain shipping, pontoon hire and special services.

During the year, the Department did some fabrication and extensive rehabilitation in order to keep its vessels and other equipment operable. Funds and materials were readily available which contributed to the meeting of deadlines for repairs and maintenance programmes.

3.1.9.1 STAFF

During 1996, staff turnover was very high owing to low salaries and wages paid to workers. seventeen persons retired, seven resigned, two came off medically unfit, ten died and forty persons were dismissed. Eighty persons were also recruited to maintain the efficiency of the Department.

Of a staff establishment of nine hundred and thirty-eight positions ten positions were vacant at the end of the year.

An Organizational Chart of the Department is shown at Appendix XI.

3.1.10 CIVIL AVIATION DEPARTMENT

The Civil Aviation Department in 1996 was divided into four (4) operational sections - Licensing and Airworthiness Section, the Aerodromes Section, the Air Traffic Services Section and the Airport Management Section.

The overall mission statement of the department is to provide aviation services both in the air and on the ground so as to enable those who travel by air do so in a satisfactory and orderly environment and in an efficient and comfortable manner.

3.1.10.1 LICENSING AND AIRWORTHINESS

The Licensing and Airworthiness Section was responsible for the licensing of all aviation personnel who required licences, the registration of all local aircraft ensuring airworthiness of all locally registered aircraft through the issue of certificates of airworthiness, ensuring that all applicants for operation permits met the requirements and that all operations maintained a safe operation, and the investigation of all aircraft accidents and serious incidents.

Those functions were carried out by an Aviation Inspector and an Assistant Aviation Inspector, along with contracted local personnel and the United Kingdom Civil Aviation Authority.

3.1.10.2 AERODROMES

The Aerodromes Section in 1996 was mandated to develop and maintain strategic aerodromes to provide for continued safe and reliable air transportation to facilitate service and development of hinterland areas and to ensure that all aerodromes open for use are generally safe for aircraft operations.

That section experienced a good year in 1996 in terms of achieving its objectives. Increased budgetary allocation resulted in inspection and maintenance of all Government airstrips with greater efficiency and regularity.

The situation with respect to developmental works was not so good, as the funds allocated were highly inadequate and 87% of the allocation was diverted to Ogle Aerodrome.

3.1.10.3 AIR TRAFFIC SERVICES

The Air Traffic Services Section was tasked with providing Air Traffic Control Services, Flight Information and Alerting Services, Aeronautical Information Services and with the provision and maintenance of Communication and Navigation equipment, for safe, efficient and regular air transport.

The above was carried out by a team headed by Supernumerary Deputy Director and consisting of an Aviation Inspector and two senior Air Traffic Control Officers.

During 1996, 3 new Air Traffic Control Assistants (ATCA'S) were trained to bring the total to 11 out of a complement of 15.

There were 11 Air Traffic Control Officers on staff, of a complement of 15.

The third edition of the Guyana Aeronautical Information Publication was drafted and would be disseminated in 1997.

A VHF-DF was acquired and installed. Staff were also trained to use this equipment, which will assist in search and rescue operations.

3.1.10.4 AIRPORT MANAGEMENT

The Airport Management during 1996 was tasked with the monitoring, co-ordination and management of operations at Timehri International Airport (now the Cheddi Jagan International Airport, Timehri) so as to facilitate those who use the Airport, do so in a safe environment, and in an efficient, expeditious and orderly manner.

The Section was run by a management team consisting of a Supernumerary Deputy Director, an Airport Manager and 3 Assistant Airport Managers.

During the year, nine (9) international airlines operated into and out of the airport. However, three (3) of those ceased operations before year end.

There were several VIP flights during the year, involving His Excellency the President Dr. C. Jagan, Caricom Heads of States, Honourable M. J. Nyerere of the South Centre, and the Honourable Prime Minister, Mr. Sam Hinds.

STAFF

The staff establishment of the Department was two hundred and thirty-one of which eighty-eight positions were vacant at the end of the year.

An Organizational Chart of the Department is shown at Appendix XII.

3.1.11 THE PRIME MINISTER'S SECRETARIAT

The Office of the Prime Minister was a Secretariat within the Ministry of Public Works and Communications. Its main objectives were to facilitate the execution of the constitutional and political functions associated with the Prime Minister. That was done through providing administrative, managerial and logistical support services and inter agency co-ordination with the agencies that fell under the purview of the Prime Minister.

The Secretariat was headed by a Principal Assistant Secretary (Administration) and consisted of the following sections:

- Confidential Secretariat
- General Administration Section
- Political Division
- Utilities and Mines Section

3.1.11.1 CONFIDENTIAL SECRETARIAT

The day to day supervision of that unit was the responsibility of the Confidential Secretary to the Prime Minister who was assisted by the following staff.

- One Confidential Secretary
- One Typist Clerk II/I
- One Telephonist
- One Office Assistant

During the period under review, the unit functioned under the general direction of the Prime Minister.

The re-organisation of the Guyana Electricity Corporation (GEC) which was spearheaded by the Hon. Prime Minister dominated the work of that section during the period. It necessitated the staff working long hours under stressful conditions to ensure the effective scheduling of the Prime Minister's time, efficient typing, record keeping and other secretarial services being made available as requested. General performance of that unit throughout the year under review was quite outstanding as a high quality of reports and correspondence relative to the Prime Minister fulfilling his mandate were accessible in a timely manner.

3.1.11.2 GENERAL ADMINISTRATION SECTION

The Principal Assistant Secretary (G) directly supervised that unit with assistance from the following staff.

- One Supply Expeditor
- Two Vehicle Drivers
- One Office Assistant
- Two Cleaners
- One Supervisor of Household
- Three Personnel Attendants
- Two Cooks/Maids

The successful management of both the Current and Capital budgetary provisions of the Secretariat was among the major achievements of that unit during the period under review. All physical plant and infrastructure at both the Office and the Official Residence of the Prime Minister, were generally maintained in a timely and effective manner, while essential services at both locations were efficiently handled. The Oath of Office was administered as requested to public officials by the Prime Minister with assistance from that section, while requests from organizations and individuals for donations and prizes were made available within limits of financial constraints. The staff at the Official Residence of the Prime Minister performed very well to ensure that all official functions hosted at the Official Residence were well co-ordinated and executed. Overall performance by the entire unit merited a good rating during the reporting period.

3.1.11.3 POLITICAL DIVISION

That section which was directly supervised by the Prime Minister consisted of four assistants namely:

One Personal Assistant

One Special Assistant; and

Two Political Assistants

During the reporting period, one officer was based in Region No. 10 while another operated from Region No. 1 and two functioned from head office. Their general responsibilities were as follows:

1. To foster the attainment of the political and other objectives of the Government by rendering technical and other assistance to the Prime Minister in areas for which he had responsibility.
2. To meet and interview members of the public with a view to:
 - Screening persons who may be desirous of having an audience with the Prime Minister on matters which may not necessitate his direct intervention.
 - Through inter agency co-ordination with other government and non-governmental agencies, assist members of the public to get problems attended to expeditiously.
 - Investigate complaints directed to the Prime Minister and take follow up action.
 - Facilitate community development through establishing links with groups and other agencies
3. Render logistical and other support services including protocol to the Prime Minister on his official visits, meetings and other functions to which he attended or hosted.
4. Gather and document information relative to matters under the purview of the Prime Minister.
5. Respond in an appropriate manner to matters referred by the Prime Minister.

The Division had a productive year as members of the public utilized the services offered to the fullest, while fruitful relations were established and maintained with many agencies both in the Public and Private Sector. The Prime Minister made an official visit to the Peoples Republic of China, represented Guyana at the inauguration of the President of

Suriname in Suriname and made a private visit to Trinidad and Tobago during the period under review. Those overseas trips necessitated staff of that unit making the usual logistical arrangements. He also visited various communities throughout the ten Administrative Regions of Guyana where community meetings concerning issues relative to the respective areas were raised and discussed, and follow up action taken by staff of this unit as necessary. Generally, performance by the unit was quite satisfactory although it would seem that the present complement of staff was inadequate for effectively service community meetings between the Prime Minister and community groups.

3.1.11.4 UTILITIES AND MINES SECTION

That section was serviced by the same staff from the Political Division and they worked under the general direction of the Prime Minister. During the year under review, the Prime Minister was required to convene numerous meetings and liaise frequently with Senior Management, the Directorate and interested groups associated with the mining sector and several Public Utilities that fell under the umbrella of the Prime Minister.

3.1.11.5 UTILITIES

The re-organisation of a New Guyana Electricity Corporation (New GEC) consumed a great deal of time and energy of the Prime Minister. In an international bidding process that was both transparent and competitive, involving participants from Australia, the United States, the United Kingdom, India, Canada and Guyana only three entities submitted bids by the closing date set by the Government. A bid review committee appointed by President Dr. Cheddi Jagan and Prime Minister Samuel Hinds, evaluated the bids in accordance with criteria established by Government and considered Sask Power Commercial Inc. to be the most favourable bid.

3.1.11.6 NATIONAL FREQUENCY MANAGEMENT UNIT

During the year, the Prime Minister issued Radio Communication Licences for Aircraft, Ship Stations, Amateur Stations, Fixed and Mobile Stations in Guyana.

Following allegation of certain mal-practices at the Unit, the Prime Minister asked that an investigation be carried out and a report from the Auditor General is being awaited.

3.1.11.7 MINING

The transformation of the bauxite industry and communities engaged much personal attention by the Prime Minister during the year. Memoranda inviting a strategic core investor for Linmine was sent out to interested parties who were required to consider also the electricity supply for LINMINE and the Linden area.

Production at OMAI Gold Mines Limited (OGML) recommenced during the year after the Company satisfied criteria laid down by the Government following the submission of the Commission's Report by its Chairman, former Chancellor Kenneth George.

With the achievement of most of the targets set during the reporting period, the overall performance of the secretariat was quite good.

Team effort and the motivation of the team leader (Prime Minister) contributed immensely to the achievements.

3.1.11.8 STAFF

The staff establishment of the Prime Minister's Secretariat was thirty-six of which eighteen positions were vacant at the end of the year.

An Organisational Chart of the Prime Minister's Secretariat is shown at Appendix XIII.

**SUMMARY REVIEW OF CURRENT YEAR'S
PROGRAMME**

4.0 SUMMARY REVIEW OF CURRENT YEAR'S PROGRAMME

The various Divisions/Units comprising the Ministry of Public Works and Communications had to scale down their programmes of work originally prepared because of the cut back in budgetary allocation.

The review herein reflected their performance during 1996.

- Shortage of qualified and trained staff.
- Thin resources including staff and money to travel.
- Inability to attract and retain staff at all levels because of poor remuneration.

4.1 ADMINISTRATION
4.1.1 SECRETARIAT

ITEM NO	TARGETS SET FOR YEAR	TARGETS ACHIEVED	ANALYSIS OF SUCCESS OR FAILURE
1.	To prepare annual report for 1995.	100%	Accepted and laid before the National Assembly.
2.	To attend to general correspondence	90%	Some matters were pending due to inadequate information.
3.	To prepare Cabinet papers	100%	Cabinet papers were prepared and appropriate action taken.
4.	To rent Government Buildings.	100%	Special emphasis placed on activity.
5.	To keep accurate record of Recurrent and Capital Expenditure for the period January to December, 1996.	100%	Regular checks on Vote Ledgers by Supervisors.
6.	To prepare estimates for 1997 Current and Capital expenditure and Revenue on time.	100%	Staff worked diligently to complete exercise.
7.	To keep records of all deductions, balance them and pay them monthly to the relevant agencies.	100%	Staff worked diligently to complete exercise.
8.	To pay salary, overtime and allowance to all employees up to 1996-12-31.	100%	Staff worked diligently to complete exercise.
9.	To keep records of warrants issued to other departments and to monitor expenditure for the period January to December 1996.	100%	Checks made by Supervisors on a regular basis.
10.	To keep accurate record of warrants received from other departments and to submit monthly Financial Returns.	100%	Proper monitoring by Supervisors.
11.	To maintain register of Contractors' earnings and submit information to the Commissioner of Inland Revenue.	100%	Overtime work was done to meet deadline.

ITEM NO	TARGETS SET FOR YEAR	TARGETS ACHIEVED	ANALYSIS OF SUCCESS OR FAILURE
12.	To submit earnings of all employees for 1995 to the Commissioner of Inland Revenue by 1996-02-28.	100%	Overtime work was done to meet the deadline.
13.	To maintain Cheque Order Register and clear all cheque orders.	85%	Delays in procurement and processing of bills.
14.	To pay over all NIS contributions to NIS for the period January - December, 1996.	100%	Staff worked diligently to complete exercise.
15.	To reconcile Accountant General for Permanent Secretary, Ministry of Public Works and Communications Main Bank Account No. 929.	70%	Shortage of staff to carry out exercise. Completed February - September, 1996
16.	To reconcile Accountant General for Permanent Secretary Ministry of PW&C Imprest Account No. 930.	75%	Inadequate staff. Officers commenced working overtime on that exercise. Completed January -September, 1996
17.	To reconcile Accountant General for Permanent Secretary Ministry of PW&C Salaries Account No. 1011.	70%	Inadequate staff. Completed February - September 1996.
18.	To effect payment of electricity as per bills submitted from the Guyana Electricity Corporation.	100%	Special emphasis was placed on that exercise.
19.	To effect payment of Rates and Taxes to the Mayor and City Council (Georgetown).	100%	Special emphasis placed on activity since early payment was requested by Mayor and City Council.
20.	To effect payment of rent for 16 Government Offices.	100%	Funds were available.
21.	To receive payment of rent for 36 Government Quarters.	80%	Some tenants were not paying readily as per contract.
22.	To effect payments of telephone accounts.	100%	Payments were made in time in accordance with Ministry's Budgetary Allocation.

ITEM NO	TARGETS SET FOR YEAR	TARGETS ACHIEVED	ANALYSIS OF SUCCESS OR FAILURE
23.	Processing 50 matters on current and outstanding losses and accidents.	40%	Information required from Commissioner of Police for finalizing matters was not forthcoming despite repeated requests.
24.	To collect all Revenue and bank same and to submit Collectors Cash Book Statements to the Accountant General.	100%	Daily routine work.
25.	To submit Certificates of Due Compliance to the Secretary to the Treasury for period January - December 1996.	100%	Special emphasis was placed on that matter.
26.	To process 500 contracts for payment.	100%	Submitted promptly for payment.
27.	To process Audit Queries.	80%	Delays in procurement and processing of bills.
28.	Ledger Reconciliation with statement from Data Processing Unit. Revenue Deposit payment Deposit receipts Vote Ledger Remittances Imprest	0%	No data processing unit statements received from the Accountant General's Department for the entire year.
29.	Filling of vacant positions through recruitment and promotion	40%	Inability to recruit staff because of poor salaries.
30.	Processing duty, responsibility, acting and other allowances.	100%	Priority given to those tasks to maintain motivation.
31.	Processing of retirements/superannuation benefits for employees.	100%	Cooperation from staff.
32.	Updating staff lists and records of service.	90%	On-going exercise.

ITEM NO	TARGETS SET FOR YEAR	TARGETS ACHIEVED	ANALYSIS OF SUCCESS OR FAILURE
33.	Processing disciplinary matters relative to staff.	100%	Co-operation from staff.
34.	Dealing with miscellaneous matters eg. secondments and transfers.	100%	All matters handled as they occurred.
35.	Processing resignations from members of staff.	100%	All matters handled as they occurred.
36.	Maximum use of training courses offered both locally and overseas.	90%	Every effort was made to take advantage of available courses which were being run both locally and overseas in order to develop officers on the job effectiveness and efficiency.
37.	Classify, filing, indexing and routing of files to action officers.	100%	Special emphasis placed on activity after the recent fire.
38.	Receiving, recording and circulating incoming mails and dispatching outgoing mails.	100%	Done on a daily basis.
39.	Typing memoranda, letters, reports etc. and cutting stencils for forms, circulars etc.	100%	Adequate planning and coordination among staff.
40.	Maintaining remittance book in the prescribed manner.	100%	Remittance book maintained and examined regularly by supervisors.

4.2 ROADS DIVISION

ITEM NO	TARGETS SET FOR YEAR	TARGETS ACHIEVED	ANALYSIS OF SUCCESS OR FAILURE
	<u>On Going Projects from 1995</u>		
1.	To do repair work on Mon Repos Squatting Area	100%	Funds and materials were readily available.
2.	Black Bush Polder (two Contracts)	100%	-do-
3.	Islington/Mara	100%	-do-
4.	Rose Hall Canje Road	100%	-do-
5.	6th Street Cummings Lodge	100%	-do-
6.	Best Old Road (Tamarind Dam)	100%	-do-
7.	Mon Repos (two projects)	100%	-do-
8.	Parika to Morashi	100%	-do-
9.	Leguan Road - Stelling to Hospital - Stelling to Maryville School	100%	-do-
10.	Wakenaam Road - Stelling to Hospital	100%	Completed as per contract. Patching of road.
11.	Cane Grove Road Phase III	100%	-do-
12.	Buxton Company Road	100%	-do-
13.	Bartica/Issano/Mahdia Road	100%	-do-
14.	Nootenzuil Bridge	100%	-do-
	<u>Projects Started during 1996</u>		
15.	Busbee Dam	0%	Contract awarded in 1996 but will start in 1997.
16.	Craig Dam	95%	Shortage of materials.
17.	First Street Grove H/Scheme	0%	Contract awarded in 1996 but will start in 1997.
18.	South Success Road	0%	-do-
19.	North Vryheid's Lust	63%	Works moved slowly.
20.	Lusignan Access Road	100%	Funds and materials were readily available.
21.	Courbane Park Road	37%	Awaiting Base Material.

ITEM NO	TARGETS SET FOR YEAR	TARGETS ACHIEVED	ANALYSIS OF SUCCESS OR FAILURE
22.	Friendship Middlewalk	0%	Contractor did not start the work.
23	BV Access to Agric. Road	0%	-do-
24.	Repaha Road	0%	-do
25.	Liliendaal Main Road & 3rd St.	20%	Work moving slowly.
26.	Cane Grove Virginia Road	10%	Contract started Dec.
27.	Enterprise Charlotte St.	10%	Contract started Nov.
28.	Stratsphey (South)	0%	Award made late
29.	Stratsphey (North)	100%	Funds and materials were readily available.
30.	Enmore North (Logwood)	100%	-do-
31.	South Vryheid's Lust	15%	Work moving slowly.
32.	Mahaica (1) Goodhope (2) Koker Road (3) Cemetry Road	57% 83% 100%	Work moving slowly. -do- Cooperation from staff.
33.	Golden Grove West Side Line Dam	2%	Contract awarded late.
34.	Hope West Road	0%	Contract at Tendering Stage.
35.	Temple Street La Jalousie	15%	Awaiting materials
36.	Anna Catherina (North)	0%	Contractor to start work.
37.	Anna Catherina (South)	0%	-do-
38.	Leonara	33%	Contract awarded late
39.	Hague Long Road	0%	Contract awarded late .
40.	Weigh Bridge Parika	80%	Contractor started job late.
41.	Wakenaam Road - Zeelandia to Bank Hall Bank Hall to Maria's Pleasure	100%	Completed as per contract to base level.
42.	Leguan Road- (a) Dom Haag to Uniform (b) Dom Haag to Enterprise (c) Maryville to Osterdeck	100%	Completed as per contract to base level.

ITEM NO	TARGETS SET FOR YEAR	TARGETS ACHIEVED	ANALYSIS OF SUCCESS OR FAILURE
43.	Mara/Islington	5%	Bidding process completed, to start in 1997.
44.	Black Bush Polder	15%	The 1996 award to be completed in 1997.
45.	Dr. Miller Road	10%	Work started late to be completed in 1997.
46.	Maintenance of five bridges Linden H/way	100%	Funds and materials were readily available.
47.	Reconstruction of Madewini Bridge Linden H/way	10%	Scheduled to be completed in 1997.
48.	Rehabilitation of Mon Repos Bridge	100%	Funds and materials were readily available.
49.	Rehabilitation of #28 Bridge	70%	Contract awarded late.
50.	Rehabilitation of Mandela Avenue Bridge	95%	Maintenance period still in effect.
51.	Lining for Grove Bridge	95%	Variation works to be completed.
52.	Maint. Garraway Stream Bridge	100%	Funds and materials were readily available.
53.	Alexander St. Lacytown	30%	Contractor's inefficiency and problem with Consultant
54.	Brutus Street Agricola	85%	Shortage of materials.
55.	Independence Boulevard	95%	Variation works to be completed.
56.	Lamaha Street	100%	Funds and materials were readily available.
57.	Cummings Lodge	100%	-do-
58.	Durban Street	0%	Contract awarded in 1996 but will start in 1997.
59.	West/East Front Road	45%	Contractor moving slowly.
60.	Footpath Aubrey Barker Road	2%	Contract awarded in 1996 but will start in 1997.
61.	Princess Street	15%	Contractor moving slowly.
62.	Bartica/Issano/Mahdia	90%	Contract awarded late.
63.	Mabura Road	100%	Funds and materials were readily available.

4.3 BUILDINGS DIVISION

ITEM NO	TARGETS SET FOR YEAR	TARGETS ACHIEVED	ANALYSIS OF SUCCESS OR FAILURE
1.	Painting, decorating and the paving of Compound of UNDP Complex, Brickdam	100%	Funds and materials were readily available.
2.	Maintenance works to Caricom Annex Office Building, Duke Street, Kingston.	100%	-do-
3.	Rehabilitation works to Prime Minister's Residence 52/53 Main Street.	100%	-do-
4.	Maintenance Works to Oranapai Towers.	100%	-do-
5.	Minor repairs/replacement works to Buildings and Compound in Echilibar Villas.	100%	-do-
6.	Rehabilitation works to Flat #4 Echilibar Villas, Campbellville.	100%	-do-
7.	Rehabilitation works to Flat #14 Echilibar Villas, Campbellville.	100%	-do-
8.	Repairs to Flat #20 Echilibar Villas Campbellville.	100%	-do-
9.	Repairs to flat 88 Carmichael Street living quarters.	100%	Funds and materials were readily available.
10.	Minor repairs/replacement works to New Market Street Government Flats.	100%	-do-
11.	Repairs and completion works to the office of the Ombudsman.	100%	-do-
12.	Minor works to office buildings, Water Street Kingston.	100%	-do-

4.4 SEA & RIVER DEFENCE

ITEM NO	TARGET SET FOR YEAR	TARGETS ACHIEVED	ANALYSIS OF SUCCESS OR FAILURE
1.	Region No. 2 Essequibo Maintenance Works Construction of Access Roads 5,300 lin. ft.	22%	Change in programme to facilitate emergency works.
2.	Earth Works - Sea Dam - 4,600 yd ³	14%	-do-
3.	Sealing of Cavities - 311 lin. ft.	76%	-do-
4.	Temporary rehabilitation with boulders - 639 lin.ft.	100%	Funds and materials were readily available.
5.	Weed Sea Dam - 20,200 rods.	100%	Cooperation from staff.
6.	Capital Works - Rip Rap Construction - By Contract and Force Account - 4,545 lin. ft.	4%	Slow progress by Contractor and shortage of supply of boulders affected progress.
7.	Construction of G.H. and steel sheet pile revetment - 800 lin. ft.	0%	Contracts were not awarded in 1996.
8.	Maintenance Works - Region 3 Wakenaam Sealing of Cavities - 300 lin. ft.	100%	Funds and materials were readily available.
9.	Maintenance of G.H. Revetment - 500 lin. ft.	58%	Change in programme to facilitate emergency works.
10.	Temporary rehabilitation with boulders - 270 lin. ft.	80%	Change in programme to facilitate emergency works.
11.	Reconstruction of Sea Dam - 14,000 lin. ft.	47%	Mechanical problems affected work programme.
12.	Weeding of Sea Dam - 86,000 lin. ft.	41%	Change in programme to facilitate emergency works.

ITEM NO	TARGETS SET FOR YEAR	TARGETS ACHIEVED	ANALYSIS OF SUCCESS OR FAILURE
13.	Region 3 - Leguan Earth Works - Sea Dam at Clairmont, Success, Henrietta, Pheonix, Teweksbury, Louisiana, Maryville, Blenheim, Enterprise & Kingston - 19,400 lin. ft.	10%	Change in programme to facilitate emergency works.
14.	Sealing of Cavities at La Bagatelle, Enterprise, Louisiana, Belfield, Blenheim, Pheonix, Endeavour, Maryville, Success and Kingston 1,000 cu yds.	48%	-do-
15.	Maintenance of G.H revetment - 500 lin. ft.	17%	-do-
16.	Sandbag Protection/Sandcrete at Enterprise, Louisiana, Belfield, Maryville and Blenheim - 632 ft.	100%	Funds and materials were readily available.
17.	Temporary rehabilitation with boulders - 600 ft.	95%	Shortage of materials.
18.	Weeding of Sea Dam at Belfield, Endeavour, La Bagatelle, Blenheim, Enterprise, Louisiana and Maryville - 36,000 lin. ft.	67%	Change in programme to facilitate emergency works.
19.	Repairs to access dam - 400 ft.	100%	Funds and materials were readily available
20.	Capital Works - Greenheart Revetment - 160 ft.	100%	-do-
21.	Rip Rap - 1,000 lin. ft.	100%	-do-
22.	Region 3 - Den Amstel Sealing of Cavities - West Coast Demerara and West Bank Demerara - 1,650 yd	70%	Change in programme to facilitate emergency works.

ITEM NO	TARGETS SET FOR YEAR	TARGETS ACHIEVED	ANALYSIS OF SUCCESS OR FAILURE
23.	Earthworks - Sea Dam - West Coast and West Bank Demerara - 52,800 lin. ft.	70%	Change in programme to facilitate emergency works.
24.	Temporary rehabilitation with boulders - West Coast and West Bank Demerara - 1,000 lin. ft.	70%	-do-
25.	Weeding of Sea Dam - West Coast and West Bank Demerara - 40,000 lin. ft.	70%	-do-
26.	Sandcrete bags - West Coast and West Bank Demerara 1,000 lin. ft.	70%	Change in programme to facilitate emergency works.
27.	Capital Works - Rip Rap Construction - 150 lin. ft.	100%	Funds and materials were readily available.
28.	Construction of G. H. Access Bridge.	100%	-do-
29.	Construction of Access Road at Lowlands, Chapman Grove and Lusignan -2,000 lin. ft.	100%	--do-
30.	Earth Works - Sea Dam Mon Repos, Providence and Good Success - 1,850 lin. ft.	87%	Programme changed to facilitate emergency works.
31.	Sealing of Cavities at Enmore - 86 yds.	100%	Funds and materials were readily available.
32.	Maintenance of G.H. revetment at Providence and Mahaica - 70 lin. ft.	100%	-do-
33.	Sandbag Protection/Sandcrete at Mon Repos and Turkeyen - 8,211 ft.	100%	-do-
34.	Temporary rehabilitation with boulders Lusignan and Mon Repos - 620 ft.	100%	-do-
35.	Reconstruction of Sea Dam - 3,500 lin. ft.	0%	Contract awarded in December 1996, no work done due to rainfall.
36.	Construction of concrete Wall - 950 lin. ft.	65%	Programme changed to facilitate emergency works.

ITEM NO	TARGETS SET FOR YEAR	TARGETS ACHIEVED	ANALYSIS OF SUCCESS OR FAILURE
37.	Region 5 - W.C.B. - Temporary rehabilitation with boulders - 1,500 ft.	23%	Mechanical failure and non supply of boulders.
38.	Weeding of Sea Dam - 132,000 lin. ft.	0%	Contract not yet awarded.
39.	Packing boulders at toe of revetment - 2,229 ft.	21%	Shortage of boulders affected work Programme.
40.	Capital Works - Construction of two Timber Bridges	50%	Change in Programme to facilitate emergency works.
41.	Region 6 - Springlands Construction of Access Road at No. 79 Village - 1,000 ft.	100%	Worked done early to gain access to sea defence.
42.	Earth Works - Sea Dam at Fort Canje, Bush Lot, Crabwood Creek and Esplanade - 10,000 lin. ft.	100%	Fund and materials were readily available.
43.	Sealing of Cavities at No. 76/87 Villages - 300 cu. yds.	100%	-do-
44.	Maintenance of G.H. Revetment at Seawall, Bush Lot, No. 76 Village, Crabwood Creek and Nos. 79/83 Villages 494 lin. ft.	100%	-do-
45.	Sandbag protection/Sandcrete at New Amsterdam and No. 76 Village - 20,000 bags.	22%	Work programme changed to facilitate emergency work.
46.	Temporary rehabilitation with boulders at No. 83 Village - 1,500 lin. ft.	16%	Non supply of boulders affected work programme.
47.	Weeding of Sea Dam at Seawall No. 71, 76 and 83 Villages - 3,701 rods.	100%	Cooperation from staff.
48.	Capital Works - Construction of G.H. and steel sheet pile revetment - 650 lin. ft.	100%	Funds and materials were readily available.

4.5 ELECTRICAL DIVISION

ITEM NO	TARGETS SET FOR YEAR	TARGETS ACHIEVED	ANALYSIS OF SUCCESS OR FAILURE
1.	1800- Inspections targeted for the year.	100%	Staff worked overtime.
2.	1800 - Maintenance of Electrical installations in Government Buildings.	16.5%	Inadequate supplies, shortage of experienced staff.
3.	1800 - Maintenance of Air Conditioning Units targeted for the year.	8.3%	Shortage of technical staff and materials.
4.	Maintenance & Repairs to Emergency Lighting Plants at key Government Buildings.	50%	Lack of spares.
5.	Maintenance and repairs to Parliament Building Public Address System.	100%	Special emphasis placed on activity.
6.	To collect \$114,283.00 revenue, accrued from inspection forms, sale of inspection forms and issue and renewal of contractor's licences.	100%	Increase in buildings and rehabilitation works.

4.6 MECHANICAL DIVISION

ITEM NO	TARGETS SET FOR YEAR	TARGETS ACHIEVED	ANALYSIS OF SUCCESS OR FAILURE
1.	Maintenance of workshop plant and equipment.	90%	Some of the equipment were non-operational due to replacement parts and mechanical problems. More tools for the Workshop are needed to enhance better production.
2.	Maintenance of mobile mechanical equipment.	85%	Unavailability of replacement parts; more funds needed for the section. Shortage of skilled staff (2) Mechanics (1) Welder.
3.	Sale of unserviceable equipment.	95%	Some applicants felt that prices were too high.

4.7 CENTRAL TRANSPORT PLANNING UNIT

ITEM NO	TARGETS SET FOR YEAR	TARGETS ACHIEVED	ANALYSIS OF SUCCESS OF FAILURE
1.	Policy guidance on transportation.	100%	Data readily available.
2.	1995 Annual Report	100%	-do-
3.	Review of Tolls		
	(a) Demerara Harbour Bridge	60%	Data outstanding.
	(b) T&HD Tariff	100%	Data readily available.
4.	Monitor Guyana/Suriname Ferry Project	10%	Assigned to another Officer.
5.	Update Working Paper on Vehicle Operating Cost	70%	Officer otherwise engaged.
6.	Review penalties for road offences.	20%	Data not readily available.
7.	Support services to:	100%	Regular attendance at meetings.
	(a) ATAB		
	(b) National Food & Nutrition Council	100%	-do-
8.	Research on Bus Franchise	35%	Data not readily available.
9.	Update Working Paper on Passenger/Freight miles.	0%	Inadequate Staff.
10.	Secondary Town Infrastructure Development Project (EIA)	100%	Special emphasis placed on activity.
11.	Linden/Lethem Road (EIA)	100%	Special emphasis was placed on that activity.

4.8 DEMERARA HARBOUR BRIDGE

ITEM NO	TARGETS SET FOR YEAR	TARGETS ACHIEVED	ANALYSIS OF SUCCESS OR FAILURE
1.	Upgrading Electrical Power Supply System.	95%	Delayed by variation works.
2.	Welding Decks.	30%	Satisfactory progress - to be completed in 1997.
3.	Welding swaybraces.	30%	-do-
4.	Computerization of Toll System	5 %	Tender evaluation in progress. Late completion of documents by Consultants.
5.	Improvement of access road.	0%	Deferred in favour of other priorities.
6.	Improvement to Toll Station.	75%	Delays due to problems with importation of materials.
7.	Toilet facilities for the Public, Cyclist Sheds, Bus Sheds.	60%	Satisfactory progress - Contract awarded late.
8.	Construction of new Generator Houses.	100%	Contractors worked to schedules.
9.	Construction of Storage Facilities for spares.	90%	Contract awarded late.
10.	EUROPEAN UNION FINANCED ACTIVITIES	95%	Work schedule to be completed in March 1997.
	Supply, install 106 pontoons		
11.	Provision of Technical Assistance.	100%	Cooperation from donor agencies

4.9 TRANSPORT AND HARBOURS DEPARTMENT

ITEM NO	TARGETS SET FOR YEAR	TARGETS ACHIEVED	ANALYSIS OF SUCCESS OR FAILURE
1.	To obtain \$700M in revenue and expend \$690M.	100%	Close monitoring of projects/operations coupled with prudent spending of funds.
2.	To construct a new self propelled Barge for the Parika/Adventure Service.	100%	Funds and materials were readily available.
3.	To dry dock:		Funds and materials were readily available.
	Tug Aruka	100%	
	M.V. Kimbia	100%	
	M.L. Thompson	100%	
	M. V. Malali	100%	
	Dredge Steve N.	100%	
4.	To construct a self propelled Barge for the Georgetown/Vreed-en-Hoop Service.	100%	Funds and materials were readily available.
5.	To execute maintenance and repair works to:	100%	Funds and materials were readily available.
	New Amsterdam Stelling		
	Parika Stelling		
	Blairmont Stelling		
	Rosignol Stelling		
	Leguan Stelling		
	Wakenaam Stelling		

4.10 CIVIL AVIATION DEPARTMENT

ITEM NO	TARGETS SET FOR YEAR	TARGETS ACHIEVED	ANALYSIS OF SUCCESS OR FAILURE
1.	Processing of applications for issue of Student Pilots' Licences.	100%	Work was done on a continuing basis.
2.	Issue of Student Pilots' Licences	100%	-do-
3.	Processing of applications for issue of Private Pilot's Licences	100%	-do-
4.	Invigilation and marking of examination for the grant of Private Pilots' Licences.	100%	-do-
5.	Issue of Private Pilots' Licences.	100%	-do-
6.	Processing of applications for renewal of Private Pilots' Licence.s	100%	-do-
7.	Renewal of Private Pilots' Licences.	100%	-do-
8.	Processing of applications for issue of Commercial Pilots' Licences	100%	-do
9.	Invigilation and marking of examination for the grant of Commercial Pilots' Licences.	100%	-do
10.	Issue of Commercial Pilots' Licences	100%	-do
11.	Processing of applications for renewal of Commercial Pilot's Licences.	100%	-do-
12.	Renewal of Commercial Pilots' Licences.	100%	-do-
13.	Processing of applications for issue of Airline Transport Pilots' Licences	100%	-do-
14.	Invigilation and marking of examinations for the grant of Airline Transport Pilots' Licences.	100%	-do-
15.	Issue of Airline Transport Pilots' Licences.	100%	-do-
16.	Processing of applications for renewal of Airline Transport Pilots' Licences.	95%	Operation affected by slow response by maintenance personnel.

ITEM NO	TARGETS SET FOR YEAR	TARGETS ACHIEVED	ANALYSIS OF SUCCESS OR FAILURE
17.	Renewal of Airline Transport Pilots' Licences	100%	Work was done on a continuing basis.
18.	Processing of applications for endorsements/extensions of Professional Pilots' Licences	100%	-do-
19.	Invigilation and marking of examinations for the grant of Flight Radio Telephony Licence.	100%	-do-
20.	Issue of Flight Radio Telephony Operators' Licences	100%	-do-
21.	Renewal of Flight Radio Telephony Operators' Licences.	100%	-do-
22.	Processing of applications for validation of Pilots' Licences.	100%	-do-
23.	Validation of Pilots' Licences.	100%	-do-
24.	Processing of applications for the grant of Aircraft Maintenance Engineers' Licences.	100%	-do-
25.	Invigilation of examination for the grant of Aircraft Maintenance Engineers' Licences.	100%	-do-
26.	Issue of Aircraft Maintenance Engineers' Licences	100%	-do-
27.	Processing of applications for renewal of Aircraft Maintenance Engineers' Licences.	100%	-do-
28.	Renewal of Aircraft Maintenance Engineers' Licences	100%	-do-
29.	Processing of applications for extension/endorsement of Aircraft Maintenance Engineers' Licences.	100%	-do-
30	Invigilation of exams for extension/endorsement of Aircraft Maintenance Engineers' Licences.	100%	-do-

ITEM NO	TARGETS SET FOR YEAR	TARGETS ACHIEVED	ANALYSIS OF SUCCESS OR FAILURE
31.	Extension/endorsement of Aircraft Maintenance Engineers' Licences	100%	Work was done on a continuing basis.
32.	Processing of applications for validations of Aircraft Maintenance Engineers' Licences.	100%	-do-
33.	Validation of Aircraft Maintenance Engineers' Licences	100%	-do-
34.	Continuation of establishment of Airworthiness Unit.	100%	-do-
35.	Processing of applications for issue of Certificate of Registration.	100%	-do-
36.	Issue of Certificate of Registration.	100%	-do-
37.	Preparation and updating of the Guyana Register of Aircraft quarterly.	75%	Problems with copying delayed scheduled release intervals, thus resulting in only 3 issues.
38.	Processing of applications for issue of Certificate of Airworthiness.	100%	Work was done on a continuing basis.
39.	Issue of Certificate of Airworthiness.	100%	-do-
40.	Processing of applications for renewal of Certificates of Airworthiness.	100%	-do-
41.	Renewal of Certificates of Airworthiness.	100%	-do-
42.	Processing of requests for extension of Certificates of Airworthiness.	100%	-do-
43.	Extension of Certificate of Airworthiness.	100%	-do-
44.	Investigation of complaints against/by Air Traffic Control Officers.	100%	-do-
45.	Investigation of Aircraft Incidents.	100%	-do-

ITEM NO	TARGETS SET FOR YEAR	TARGETS ACHIEVED	ANALYSIS OF SUCCESS OR FAILURE
46.	Investigation of Aircraft Accidents	100%	Work was done on a continuing basis.
47.	Compiling reports of Aircraft Accidents.	75%	Out of 4 accidents for 1996, one was still awaiting external input before the report is compiled.
48.	Coordination of quarterly UK Civil Aviation Authority visits.	80%	Cooperation from staff.
49.	Inspection of overseas maintenance facilities used by local authorities.	20%	Due to scheduling and time constraints it was not possible to inspect all such facilities.
50.	Inspection of Government Aerodromes in Region 1	100%	Funds and transportation were readily available. All Aerodromes inspected.
51.	Inspection of Government Aerodromes in Region 7	93%	All usable Aerodromes in Region 7 inspected.
52.	Inspection of Government Aerodromes in Region 8	80%	Some Aerodromes abandoned due to disuse.
53.	Inspection of Government Aerodromes in Region 9	92%	-do-
54.	Inspection of Government Aerodromes in Region 10	100%	All Aerodromes inspected
55.	Inspection of Private Aerodromes	79%	Inspections done as required.
56.	Maintenance of Aerodromes in Region 1.	100%	Funds and materials were readily available.
57.	Maintenance of Aerodromes in Region 7.	86%	Aerodromes closed after inspection due to erosion.
58.	Maintenance of Aerodromes in Region 8.	100%	Aerodromes in satisfactory condition.
59.	Maintenance of Aerodromes in Region 9.	92%	All usable Aerodromes were maintained.
60.	Maintenance of Aerodromes in Region 10.	67%	Aerodromes restricted to Military only.
61.	Fabrication of Runway Markers.	100%	Markers made as necessary.
62.	Fabrication of Windsock Poles and Swivels	100%	Done as requested.

ITEM NO	TARGETS SET FOR YEAR	TARGETS ACHIEVED	ANALYSIS OF SUCCESS OR FAILURE
63.	Painting of runway visual marks on paved interior airstrips.	100%	All paved interior airstrips painted.
64.	Processing of applications to construct new airstrips.	100%	Full co-operation of staff.
65.	Processing of applications for issue of Aerodrome Licences.	100%	Licences issued as required.
66.	Updating of list of usable Aerodromes in Guyana.	100%	Completed as required.
67.	Construction of new Aerodrome at Kurupung.	0%	No funding available.
68.	Upgrading of Paramakatoi Airstrip.	45%	Due to late start and limited funds.
69.	Additional rehabilitation of Aishalton Airstrip.	90%	Limited funding available.
70.	Upgrading of Mahdia Airstrip.	100%	Funding were readily available.
71.	Upgrading of Ogle Aerodrome.	100%	In keeping with available funds.
72.	Purchase of one 4 wheel drive vehicle.	0%	No funding available.
73.	Purchase of air-portable trailer.	0%	-do-
74.	Purchase of attachment for bobcat.	0%	-do-
75.	Purchase of Hydraulic ladder.	0%	-do-
76.	Purchase of portable compactor.	100%	Funds by Public Administrative Project.
77.	Approach and Aerodrome Control Services at Timehri Control Tower.	100%	Special emphasis placed on activity.
78.	Provision of Aerodrome Control Services at Ogle Control Tower.	100%	-do-
79.	Provision of Flight Information and Alerting Services.	100%	Cooperation from staff.
80.	Provision of Aeronautical and Communication services.	90%	Less applications received than last year.
81.	Operation and maintenance of Hinterland NDB's.	80%	Less exams applied for or needed.

ITEM NO	TARGETS SET FOR YEAR	TARGETS ACHIEVED	ANALYSIS OF SUCCESS OR FAILURE
82.	Operation and maintenance of UIT beacon.	60%	Constant breakdown of the UTI generator had affected the service of this beacon.
83..	Repairs to roof of second floor and cab of Timehri Tower.	50%	Leaks still occurring in Conference room and Communications Centre. Repairs done to the roof of the cab had become undone. Repairs affected by slow response of maintenance personnel.
84.	Repairs to Ogle Tower.	25%	Inadequate funds.
85.	Construction of vehicle parking area.	100%	Funds were readily available.
86.	Repainting of Offices.	100%	-do-
87.	Operations and maintenance of standby generator at Ogle.	100%	Cooperation from staff.
88.	Restructure/Repaint of AIP in accordance with new ICAO format.	80%	Printing and dissemination still to be done.
89.	Flight inspection of navigational aids at Timehri.	100%	Special emphasis placed on activity.
90.	Fencing of Control Tower Compound.	0%	To be done under the Cariforum Project in 1997.
91.	Rehabilitation of security shed at Control Tower.	0%	-do-
92.	Rehabilitation of ATC facilities.	0%	No work done in view of impending Cariforum Project.
93 .	Maintainance of air-condition units.	80%	Maintenance of air-conditioners in Communications Centre and Control Tower cab affected by slow response of contracted personnel.
94.	Maintainance of office equipment.	100%	Funds were readily available.
95.	Evaluation of ATCA I's.	100%	Special emphasis placed on activity.
96.	Provision of uniforms for staff.	80%	Guyana Stores unable to adequately meet requirements.

ITEM NO	TARGETS SET FOR YEAR	TARGETS ACHIEVED	ANALYSIS OF SUCCESS OR FAILURE
97.	Maintain computer system.	100%	Cooperation from staff.
98.	Establish communications link -	50%	Equipment already purchased
99.	Repairs to Ogle Tower and AFS.	80%	Work affected by slow response of GEC and equipment limitations.
100	Clean and paint exterior walls of Timehri Control Tower.	100%	Funds were readily available.
101.	Establish and maintain ATS library.	60%	Documents and Annexes available, library shelves to be built.
102.	Implementation of new ILS/DME approach procedure.	50%	Draft of the Approach Chart completed, awaiting flight check.
103.	Acquire and install VHF-Df and training of staff on its use.	100%	Special emphasis placed on activity.
104.	Acquire and install PC-Network.	90%	Installation in progress.
105.	Training of ATS staff on PC-Network.	0%	Awaiting completion of installation.
106.	Acquire equipment and extend emergency radio network.	70%	Equipment acquired, set up and being tested.
107.	Acquire equipment and install multiplexer.	50%	Equipment acquired, installation affected by slow response of T&N.
108.	Acquire and install additional ATC voice recorders.	80%	VHS cassettes are presently being acquired to complete implementation.
109.	Rehabilitate lighting systems at the Control Tower.	100%	Cooperation from contractor.
110	Implementation of Cariforum, project.	0%	Affected by slow response of contracted personnel.
111.	Complete ATCA I's training course.	100%	Special emphasis placed on activity.
112.	Completion of Air Traffic Control Assistant Training Course started December 1995.	100%	Course completed in April 1996 as schedule.
113.	Acquire overseas training courses for Area, Approach, & Aerodrome Control.	0%	No funds available.

ITEM NO	TARGETS SET FOR YEAR	TARGETS ACHIEVED	ANALYSIS OF SUCCESS OR FAILURE
114.	Research operational procedures for Direction Finding. Prepare Training Program.	40%	Research started. Program not completed due to unavailability of some information.
115.	Research and Develop New Airspace Configuration, Area Control System, Area Control Procedures.	50%	Airspace configuration completed. Area Control System still under development.
116.	Prepare Training Programme for Aerodrome and Approach Control Course. To commence December.	100%	Programme prepared. Did not start due to DDCA's decision.
117.	Prepare training programme for ATCA I/II course. Commencement dependent on recruitment.	100%	Programme prepared. Recruitment in 1997.
118.	Coordinate the preparation of the New Restructured Guyana AIP Inspection visits to overseas maintenance facilities used by local operators.	90%	Projects experienced delays in drafting.
119.	Coordination of the WGS84 Airport Project, Phase I & II. March & April.	100%	Project completed without delays.
120.	Survey on the use of specific ICAO terminology in ATC clearance.	100%	Questionnaire prepared, distributed, collected and analyzed. Report submitted.
121.	Investigation of Near-miss incident.	100%	Corrective action recommended.
122.	Preparation and execution of corrective training programme for ATCO involved in near-miss incident.	90%	Preparation and theoretical programme OK. Simulation extended due to lack of available staff.
123.	Perform facility competence checks on Trainee ATCA IIs./ AIS and Com. Center.	100%	3 ATCA' successful. Appointment recommended.
124.	Develop and implement system for the preparation of summary of Ogle landing for GUYSUCO.	100%	System implemented.

ITEM NO	TARGETS SET FOR YEAR	TARGETS ACHIEVED	ANALYSIS OF SUCCESS OR FAILURE
125.	Prepare reports and recommendations on ICAO and other matters, including: <ul style="list-style-type: none"> <li data-bbox="289 436 716 506">(a) Extension of ATS route UB680 <li data-bbox="289 541 716 575">(b) Installation of PAPI. <li data-bbox="289 611 716 709">(c) Implementation of GPS/GNNS Navigation in Guyana <li data-bbox="289 745 716 814">(d) Comparison of portable Runway Lighting Systems <li data-bbox="289 850 716 949">(e) Proposal for Roraima helicopter flights around Georgetown. <li data-bbox="289 984 716 1083">(f) Reduction in Interior landing fees for private operators. <li data-bbox="289 1119 716 1218">(g) Suitability of BWIAs Airbus 321-100 for operation at Timehri. 	100%	Cooperation from staff.
126.	Airbus 321-100 for operation at Timehri etc.	100%	Cooperation from staff.
127.	Investigation of Aircraft incident reports in August.	100%	Reports and recommendations implemented.
128.	Investigation and reporting on status of systems and procedures in the AIS and Communication Centre.	100%	Special emphasis placed on activity.
129.	Research on Airport Emergency Planning.	10%	Ongoing research.
130.	Installation of 600kw generator.	70%	Installation delayed by electrical circuit breaks which arrived late.
131.	Installation of Baggage X-ray machine	100%	Funds were readily available under the Public Administration Project

ITEM NO	TARGETS SET FOR YEAR	TARGETS ACHIEVED	ANALYSIS OF SUCCESS OR FAILURE
132.	Extension of Baggage Claim/Customs Area.	90%	Work started late.
133.	Installation of New Baggage Conveyor System	100%	Funds were readily available under the Public Administration Project.
134.	Installation of New Public Address System and Flight Information Displays	100%	-do-
135.	Installation of Precision Path Approach Indicator (PAPI).	50%	Management problems between foreigner and local contractor.
136.	Acquisition of equipment such as mobile ladder, scrubbing machine etc.	100%	Funds were available under the Public Administration Project.
137.	Computerized Security/Pass ID System.	100%	-do-
138.	Purchase of Garbage Disposal Truck.	30%	Truck supplied did not meet the required specification.
139.	Purchase of Apron & Security Lights.	30%	Designs being finalized. Implementation expected in early 1997.
140.	Purchase of Portable 30kw Generator	100%	Funds were readily available under the Public Administration Project.
141.	Purchase of Motorized Lawn Mower.	100%	-do-
142.	Purchase of Utility Loader with Sweeper.	100%	-do-
143.	Establish and maintain the standards and recommended practices in accordance with the International Civil Aviation Organization.	75%	Inadequate levels of trained and skilled staff.
144.	Monitor and coordinate the provision of all services at the Airport.	100%	Operation of 20 hours coverage of Airport Duty Officer/Duty Manager.
145.	Maintain and operate a safe and fully functioned Airport.	75%	Inadequate security services and shortcomings with some facilities.
146.	Coordinate and facilitate the expeditious flow of passengers, mail and cargo.	100%	Cooperation from passengers and staff.

ITEM NO	TARGETS SET FOR YEAR	TARGETS ACHIEVED	ANALYSIS OF SUCCESS OR FAILURE
147.	Formulate and recommend for implementation systems and facilities for the improvement of the Airport.	30%	Recommendations made to the Director, Civil Aviation Department.
148.	Provide adequate security coverage for all property, equipment, buildings and installations, aircraft, passengers and other persons, mail and cargo at the Airport.	70%	Inadequate security coverage. Lack of quantity and quality of security personnel.
149.	Establish and maintain anti-hijack checks and procedures in accordance with ICAO and other international regulations.	100%	Special emphasis placed on activity.
150.	Provide effective maintenance of buildings, structures, movement areas, roads, lawns, gardens, fences and grounds.	100%	Cooperation from staff and contractors.
151.	Maintain adequate staff and Services to ensure that the Terminal Building, Offices facilities and washrooms are in a clean and sanitary condition.	100%	Major services contracted out.
152.	Provide and manage a Red Cap Service.	100%	Regular checks made.
153.	Issue permits for taxis to operate the Airport Taxi Service and to ensure a satisfactory service is provided.	100%	Cooperation from operators.
154.	Manage the demand for and collection of all revenue accrued for airport operations.	75%	Inadequate staff. Lack of effective collection system.
155.	Compile and maintain statistical data base on aircraft, passenger mail and cargo movement.	100%	Done regularly.
156.	Maintain adequate quantities of materials, supplies for airport operations.	100%	Budgetary provision available.

ITEM NO	TARGETS SET FOR YEAR	TARGETS ACHIEVED	ANALYSIS OF SUCCESS OR FAILURE
157.	Maintain inventory of all materials, supplies and fixed assets.	100%	Cooperation from staff.
158.	Conduct daily inspections of Timehri Aerodrome.	100%	Special emphasis placed on activity.
159.	Maintain a continuous supply of electrical power and water.	100%	-do-
160.	Administer and manage the Maintenance Section.	100%	-do-
161.	Coordinate the provision of crash, fire and rescue services.	100%	24 hour watch provided by the Aerodrome Fire Service.
162.	Ensure that emergency and safety facilities are in a high state of readiness.	100%	Special emphasis placed on activity.
163.	Prevent the unauthorized entry of persons and vehicles into restricted areas.	60%	Inadequate security coverage in terms of manpower available.
164.	Enforce the Airport identification programme.	100%	Issue of new ID cards and renewal of expired ones.
165.	Provision of additional washroom facilities for Works Branch Staff.	100%	Funds were readily available.
166.	Rehabilitation of washroom facilities in the Incoming Immigration area.	100%	-do-
167.	Repainting of exterior of Timehri Control Tower.	100%	-do-
168.	Repainting of Airport Terminal Building.	85%	Late start of works.
169.	Repainting and minor repairs to Navigational Aids Shelter.	100%	Funds were readily available.
170.	Rehabilitation of Ticket Booth for Car Park.	100%	-do-
171.	Construction of room for Baggage X-ray machine.	100%	Special emphasis placed on activity.

ITEM NO	TARGETS SET FOR YEAR	TARGETS ACHIEVED	ANALYSIS OF SUCCESS OR FAILURE
172.	Construction of covered container base for storage of left luggage.	100%	Special emphasis placed on activity.
173.	Repainting of markings on Runway 06.	50%	Late start of work.
174.	Repainting of Car Park and roadway markings.	100%	Funds were readily available.
175.	Provision of new security booth.	100%	-do-
176.	Provision of fence at the GAC domestic area to facilitate domestic check-in.	100%	-do-
177.	Rehabilitation of airfield and terminal building signs.	50%	Signs made. Placement in progress.
178.	Rehabilitation of access roads leading to navaid sites.	100%	Funds were readily available.
179.	Repairs to building T114	100%	-do-
180.	Correction of leaks in the Hydromet Office.	50%	Late start of works.
181.	Repainting of viewing gallery	50%	-do-
182.	Correction of eroded areas on movement areas.	50%	-do-
183.	Maintain standby generators to ensure continuous electrical power supply.	100%	Special emphasis placed on activity.
184.	Provision of airfield and apron lighting.	75%	Taxiway lights unserviceable. Some problems experienced with runway lights.
185.	Maintain and operate vehicle fleet for the conduct of airport operations.	75%	3 Vehicles out of service. Shortage of spares.
186.	Provision of facility for processing arriving domestic passengers	60%	Facility under construction. Late start.
187.	Repairs to covered landslide walkway.	100%	Funds and materials were readily available.

ITEM NO	TARGETS SET FOPR YEAR	TARGETS ACHIEVED	ANALYSIS OF SUCCESS OR FAILURE
188.	Carryout scheduled preventative maintenance on all Telecommunications and Navigational Aids equipment		
	a) Air Traffic Control Console	60%	Cannot check all parameters due to age of equipment.
	b) Airband Receivers	90%	Shortage of staff, involvement in repairs and unplanned activities.
	c) Airband Transmitters	90%	-do-
	d) Mobile Radios	70%	Some vehicles unserviceable and were under repairs.
	e) FM Link, PAE 4004	50%	Shortage of staff.
	f) HF TX	0%	Equipment out of service due to defective landlines.
	g) HF RX	0%	Receivers not used due to transmitters being unserviceable.
	h) Instrument Landing System Localiser and Glide path.	100%	All maintenance work done on ILS as a result of work done on the system to correct defects.
	i) VOR & Distance Measuring Equipment	80%	Shortage of staff.
	j) Outer Locator, Timehri, Kamarang and Kaieteur Non Directional Beacons (NDB)	100%	The maintenance on locator beacons were very important for interior flights.
	k) Tape Recorders	100%	Maintenance on recorders given special emphasis.
	l) X-Ray Machine	80%	Shortage of staff, involvement in repairs and unplanned activities.
	m) Walk Thru Detector	80%	-do-
189.	Repairs to Localiser #2 Transmitter	80%	Parts to complete repairs are not yet received.
190.	Repairs to Localiser #1 Monitor	80%	Purchases of meters not approved.
191.	Repair Glide Path #2 Transmitter.	80%	Parts to complete repairs were not yet received.
192.	Repair NDB Modules	90%	Parts exhausted.

ITEM NO	TARGETS SET FOR YEAR	TARGETS ACHIEVED	ANALYSIS OF SUCCESS OR FAILURE
193.	Repair #2 RF PA Unit for HP DME	90%	Repairs done, awaiting new tubes.
194.	Repair Bench Power Supply	0%	Parts not available.
195.	Repair RCMU for ILS and reconnect same.	50%	Repairs done, landline unserviceable.
196.	Calibrate VOR & Instrument Landing System for Flight Inspection.	100%	Works satisfactorily completed.
197.	Repair VOR #1 Transmitter Control Circuit.	75%	Parts to complete repairs are not yet received.
198.	Replace defective meters on ILS GP/LOC.	0%	Purchase of meters not yet approved.
199.	Replace NDB/Localiser landline.	0%	Landline ordered, installation to be done as soon as it is received.
200.	Purchase parts for ILS, DME, NDB and HH radios	90%	Some items required was not available.
201.	Assist in installation of equipment acquired under PAP and CARIFORUM.		
	a) PAPI	50%	Installation incomplete.
	b) VHF DF	100%	Work satisfactorily completed.
	c) ATC Console	0%	Equipment not yet received.
	d) Voice Recorders	60%	Final installation to be done when ATC Console is installed.
	e) Terminal PA/FID system	60%	Pending completion of the new check-in Area.
	f) VHF FM Communications Network.	95%	All systems in place, radios to be assigned to key officers.
201.	Provide training for staff on: PAPI	100%	Cooperation from staff.
	Voice Recorders	0%	Training not provided.
	ATC Console	0%	Equipment not yet supplied.
	VHF DF	100%	Cooperation from staff.
	Terminal PA/FID System	50%	Training not provided, self training done.
	Cutting vegetation at nav aids sites.	100%	Funds were readily available.

4.11 PRIME MINISTER SECRETARIAT

ITEM NO	TARGETS SET FOR YEAR	TARGETS ACHIEVED	ANALYSIS OF SUCCESS OR FAILURE
1.	Scheduling meetings, appointments and press briefings with Prime Minister.	100%	Co-operation from staff.
2.	Recording incoming mails and dispatching other mails.	100%	-do-
3.	Photocopying documents, reports, lettering and other correspondence required by the Prime Minister.	100%	-do-
4.	Coding and filing correspondence.	100%	-do-
5.	Dealing with complaints and problems raised by members of the public.	100%	-do-
6.	Undertaking research and documentation as required by the Prime Minister.	100%	-do-
7.	Responding to requests made by organizations and individuals for donation of prizes and financial assistance.	100%	-do-
8.	Administering the oath of office to Public Officials.	100%	Done as the need arose.
9.	Planning, organizing and co-ordinating Cocktail Reception hosted by the Prime Minister to mark the 27th Anniversary of Independence.	100%	Co-operation from staff. Funds were readily available.
10.	Putting in place protocol arrangements for the Prime Minister's public appearances.	100%	Special emphasis placed on activity.
11.	Entertainment of Guests by the Prime Minister.	100%	Co-operation from staff.
12.	Preparing daily schedule and weekly calendar of events.	100%	Co-operation from staff.

ITEM NO	TARGETS SET FOR YEAR	TARGETS ACHIEVED	ANALYSIS OF SUCCESS OR FAILURE
13.	Maintenance of Office equipment and furniture.	100%	-do-
14.	Ensure that all expenditure incurred was properly recorded and accounted for.	100%	Special emphasis placed on activity.
15.	Ensure the internal surroundings of the office were kept clean and tidy.	100%	Funds and materials were readily available.

ITEM NO	TARGETS SET FOR YEAR	TARGETS ACHIEVED	ANALYSIS OF SUCCESS OR FAILUE
1.	Belladrum Bridge decking	100%	Funds and materials were readily available.
2.	Mahaica Bridge Hole repair	100%	-do-
3.	Improvement to Grove Bridge	10%	Slow work by contractor.
4.	Access Bridge for Guywa (Mahaica)	1%	Contract started late Dec.
5.	Repairs to bridges for Reg#5 (a) Rosignol (b) Blairmont Factory Road (c) Mahaicony Branch Road	100%	-do-
6.	Dredging of Outfall River View Canal, Ruimveldt	100%	Funds and materials were readily available.
7.	Excavate Approach Canal River View, Ruimveldt	100%	-do-
8.	Replacing Sluice Gate: (a) Cowan Street, G/T (b) Young Street, G/T	100% 70%	-do- Project started late; to continue in 1997.
9.	Desilting Approach Young Street, G/T	80%	-do-
10.	Mainteance Carpentry, Painting and Plumbing Works to De Winkle Building, Transport/ Security and Canteen Buildings.	100%	Those works were made to accommodate staff of the Ministry due to the fire in February 1996.
11.	The provision for Guard Hut and toilet facilities at Plaisance Living Quarters.	100%	Funds and materials were readily available.
12.	The demolition of the burntout building and disposal of remains debris etc.	100%	Special emphasis placed on activity.
13.	Rehabilitation of Building to House the Ministry's Canteen, Water Street, Kingston.	100%	Funds and materials were readily available.
14.	Construction of 84 lin. ft. of steel sheet pile revetment at Enmore.	100%	-do-

ITEM NO	TARGETS SET FOR YEAR	TARGETS ACHIEVED	ANALYSIS OF SUCCESS OR FAILURE
15.	Reconstruction of 3 miles of Sea Dam at Wakenaam (Zeelandia, Calendonía)	70%	Project started late; to continue in 1997.
16.	Construction of 80 lin. ft. of toe beam at Mon Repos	100%	Funds and materials were readily available.
17.	190 lin. ft. of slope and Wave Wall at Hague, West Coast Demerara	30%	Project started late; to continue in 1997.
18.	Reconstruction of 1 mile Sea Dam at Esplanade, New Amsterdam	100%	Funds and materials were readily available.
19.	Construction of Slope and Wave Wall at Ogle	40%	Project started late; to continue in 1997.
20.	755 lin. ft. Rip Rap Construction at Elizabeth Ann, Leguan	0%	Unavailability of materials.
21.	Construction of Access Bridge at Cottage, West Coast Berbice	100%	Funds and materials were readily available.
22.	Steel Sheet Pile Revetment at Parika, East Bank Essequibo	30%	Project started late; to continue in 1997.
23.	Revetment at Vitrowen Koker, Leguan	20%	-do-
24.	Weeding of Sea Dam at Leguan	100%	Funds and materials were readily available.
25.	Revetment at Charity	5%	Preparation of documents, work to start in 1997.
26.	Revetment at Supenaam	5%	-do-
27.	Contract for Rip Rap work at La Belle Alliance, Essequibo Coast	10%	Work commenced late; to continue in 1997.
28.	Contract for Rip Rap Work at Sparta, Essequibo Coast	5%	Bidding process completed work to start in 1997.
29.	Contract for revetment work at Palmyra, Wakenaam	100%	Funds and materials were readily available.

ITEM NO	TARGETS SET FOR YEAR	TARGETS ACHIEVED	ANALYSIS OF SUCCESS OR FAILURE
30.	Contract for River Dam and Koker at Good Intent/Sisters, West Coast Demerara	100%	Funds and materials were readily available.
31.	Contract for Revetment at La Grange, West Bank Demerara	10%	Work started late; to continue in 1997.
32.	Contract for Reconstruction of River Dam at Cambridge, Mahaica	40%	Awarded late; to continue in 1997.
33.	Contract for Greenheart Timber Revetment at Overwinning, West Bank Berbice	20%	Contract awarded late; to continue in 1997.
34.	Contract for Greenheart Timber Revetment at Edinburgh, West Bank Berbice	20%	-do-
35.	Contract for Greenheart Timber Revetment at Fort Ordnance, Canje, Berbice	20%	-do-
36.	Contract for Greenheart Timber Revetment at No. 66 River Dam, Corentyne, Berbice	20%	-do-
37.	Contract for Greenheart Timber Revetment at No. 2 Sluice, Crabwood Creek	100%	Funds and materials were readily available.
38.	Construction of SSP Revetment at New Hope, East Bank Demerara	5%	Project started late; to continue in 1997.
39	Contract for weeding of Sea Well Sea dam, Corentyne, Berbice	100%	Funds and materials were readily available.
40.	Contract for Revetment at Providence, East Bank Demerara	70%	Project started late; to continue in 1997.
41.	Reconstruction of Sea Dam at Bush Lot, Berbice by Force Account	70%	-do-

REVIEW OF SPECIAL INITIATIVES

5.0 REVIEW OF SPECIAL INITIATIVES

5.1 INDUSTRIAL RELATION

The industrial relation climate throughout the year continued to be favourable. Management Meetings were held as well as meetings with the various Divisions comprising the Ministry. In addition:

- (a) Regular games' activities were held and that helped to create a more friendly relationship among staff members which helped to foster a more competitive spirit among staff members.
- (b) The canteen continued to provide meals to staff at subsidized prices.
- (c) The Ministry assisted in bringing employees to work in the morning and taking them back in the evening in the Georgetown area and also on the East Coast Demerara. That helped tremendously in retaining a certain number of staff in the Ministry.

5.2 ENVIRONMENT

Every effort was made to ensure that staff worked in a pleasant and congenial atmosphere and so enhanced production and productivity. In that regard, office accommodation was improved, furniture repaired and greater security given to staff dealing with cash.

5.3. TRANSPORT & HARBOURS DEPARTMENT

The Department held its Annual Presentation of Awards Ceremony and held its Inter-Athletic Sports and Family Fun Day during the year. The Department also continued to take home pensions to the homes of old and incapacitated persons during the year.

5.4 TRAINING

The Ministry placed heavy emphasis on training and took advantage of courses offered both locally and overseas. It was necessary, especially in light of the very high attrition rate and the rapid promotion of junior staff into senior positions to give persons the relevant training so as to enable them to carry out their functions in an efficient and effective manner.

In 1996 the following staff benefitted from training courses:

NAME	COURSES	DURATION	REMARKS
Joelle Easton Roy Williams Deborah Licorish	MS-DOS, DBase III+ WordPerfect, PRKS	96-05-06 to 96-05-17 96-05-28 to 96-06-12 96-11-08 to 96-12-13 97-01-06 to 97-01-24	Successfully Completed
Lloyd Younge	Personnel Management	96-04-30 to 96-07-31	-do-
Candace Janniere	English Language and Communication for the Office	96-03-04 to 96-03-08	-do-
Bronwen Williams	Registry Management	96-05-02 to 96-05-03	-do-
Colleen Ramsay Sharda Rooknarine	Professional Secretariat Practice	96-01-14 to 96-10-18	-do-
Celine Wood	Proficiency in Typewriting	96-06-17 to 96-06-21	-do-
Carl Peters Rosamund Springer	Basic Certificate in Accountancy	96-09-07 to 97-08-16 (Saturdays only)	In progress
Linda Hodge	Foundation Certificate in Accountancy	96-09-02 to 97-05-30	In progress
Leon Patoir	Advanced Report Writing	96-04-08 to 96-04-10	Successfully Completed
Roxanne Jonas Shonnet Taylor	Office Assistants Seminar	96-07-04 to 96-07-05	-do-
Chanmattie Bridgela	Accounting for Accounts Supervisors	96-06-04 to 96-06-06	-do-
Phillip David	Supervisory Management Interpersonal Relations & Staff Conflict	96-07-08 to 96-07-12 96-08-12 to 96-08-16	-do-

Below is a statistical description of staff at the end of 1996.

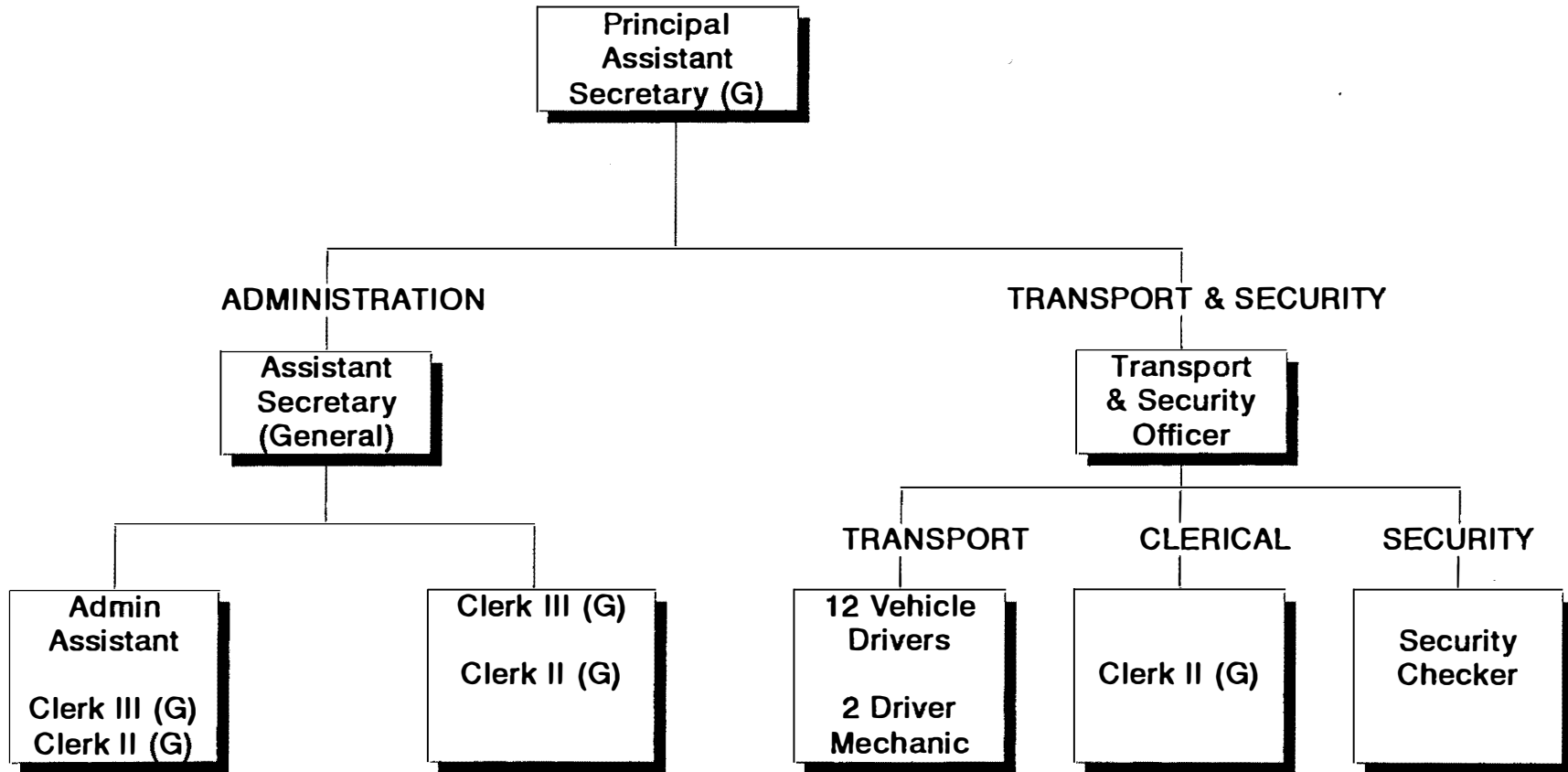
DIVISION SECTION	STAFF COMPLEMENT	ACTUAL	RECRUITED	DISMISSED	RETIRED	RESIGNED
Administration and Support	36	14	J. Gabriel - Office Assistant			
Accounts	55	34	J. Madray A. Thomas L. Willis - (Accounts Clerk II) M. Sampson (Stores Clerk II)			
Personnel	71	45	S. Marks (Clerk II) (G) C. Ramsay (Typist Clerk I) R. Jonas (Office Assistant)	K. Sandiford (Office Assistant)	R. Sewcharran (Cleaner)	D. Morgan - Senior Registry Supervisor
Roads	17	6				

DIVISION SECTION	STAFF COMPLEMENT	ACTUAL	RECRUITED	DISMISSED	RETIRED	RESIGNED
Buildings	41	14	M. Gurrick Quantity Technician I R. Naughton - Carpenter/Joiner I			
Electrical	29	15				
Mechanical	22	22		N. Purai - Mechanic II		
CTPU	12	2				
Civil Aviation Department	231	143	S. Jagernauth - Heavy Vehicle Driver S. James - Electrical Technician J. Phoenix - Airport Attendant I	M. Archer - Mechanic III B. Sampat - Welder C. Peters - Labourer	A. Mekdeci - DCA H. Felix - Painter Y. Gilkes J. Yarris (Airport Attendant II)	

DIVISION SECTION	STAFF COMPLEMENT	ACTUAL	RECRUITED	. DISMISSED	RETIRED	RESIGNED
Office of the Prime Minister	36	18	D. Burnett - Assistant Cook/Maid C. Marcus - Personal Attendant I D. Hazel - Office Assistant	S. Clarke - Office Assistant		
Sea and River Defence	25	15				

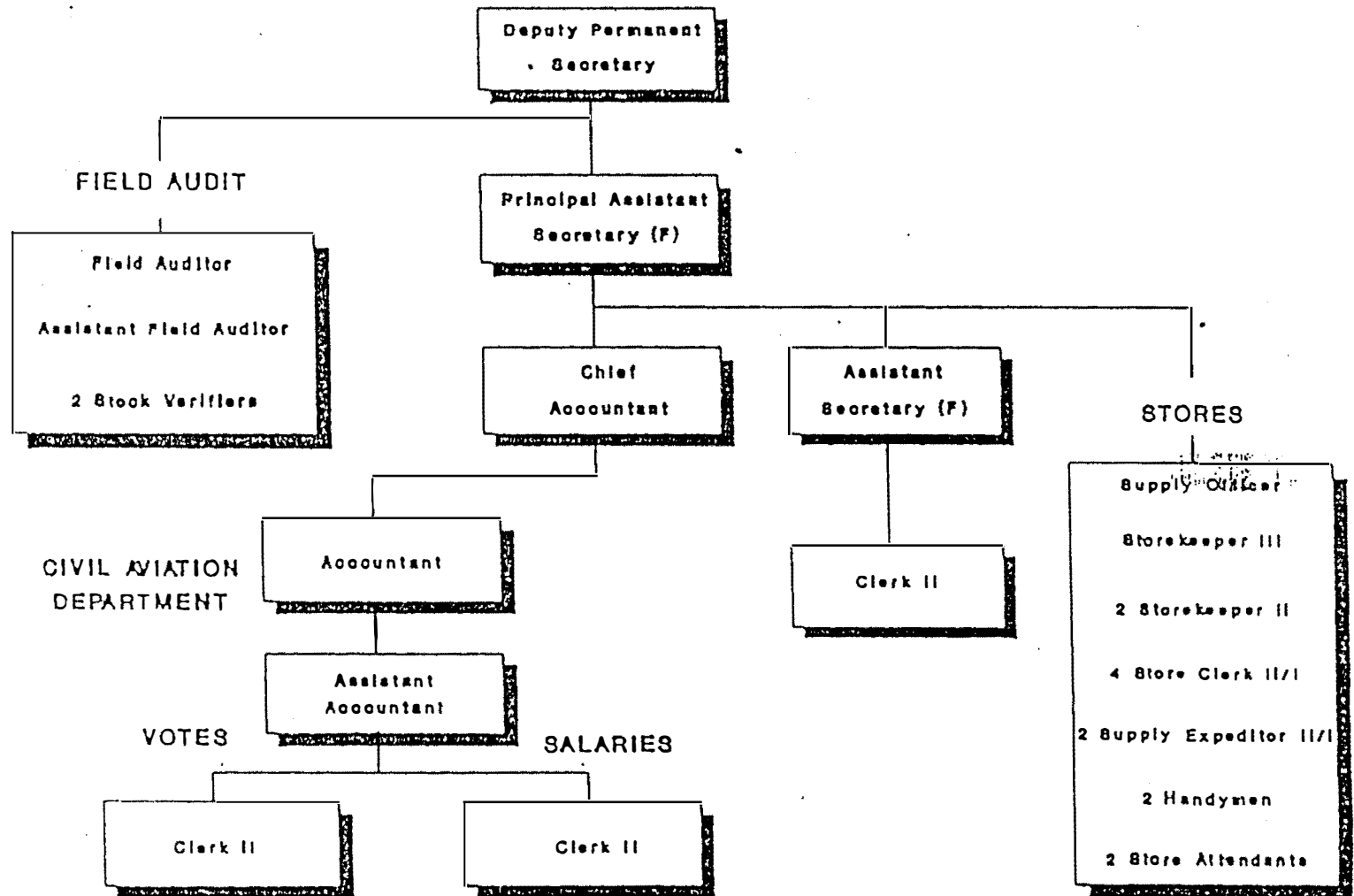
**APPENDICES -
ORGANIZATIONAL CHARTS**

ADMINISTRATION DIVISION

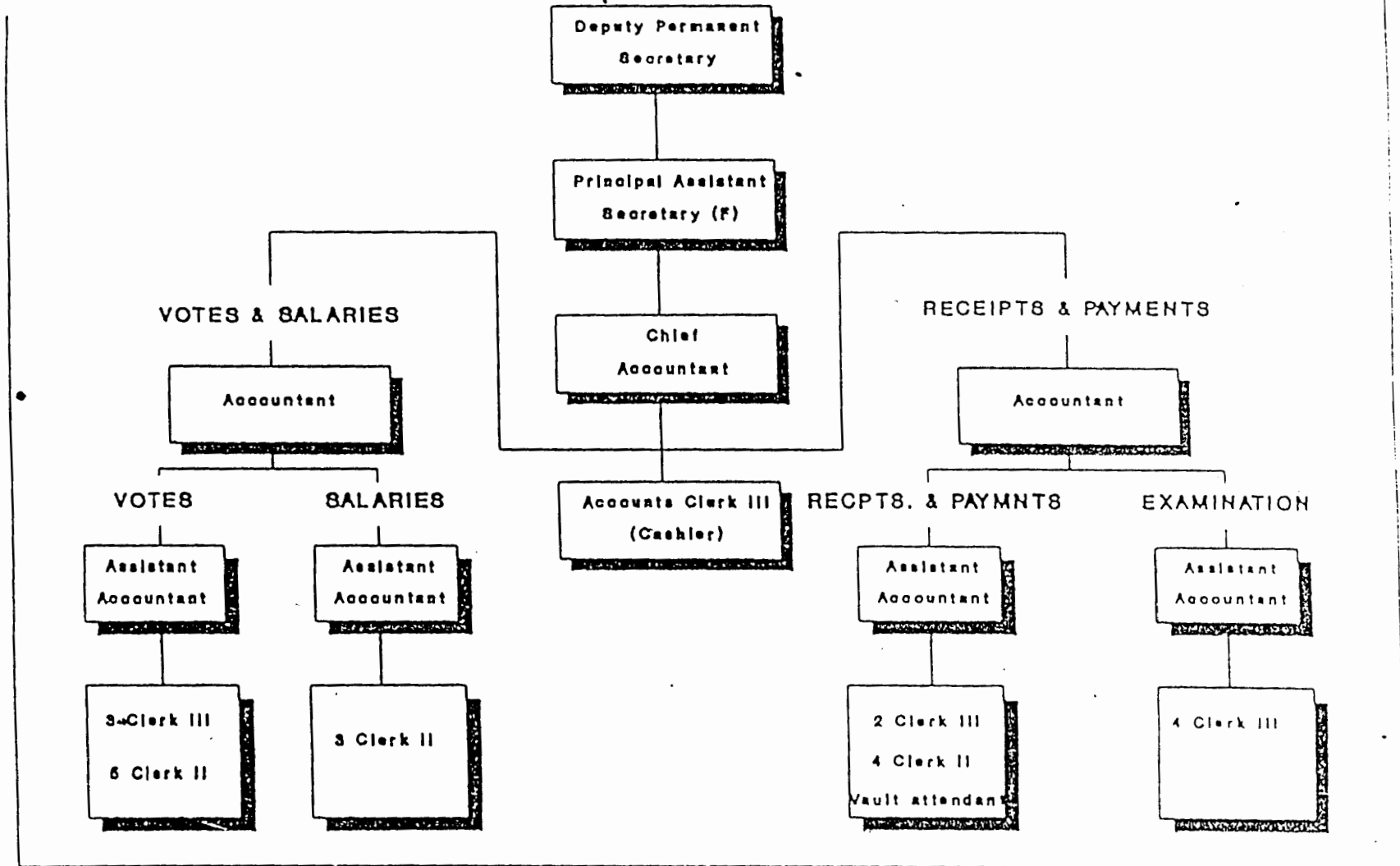


6.2

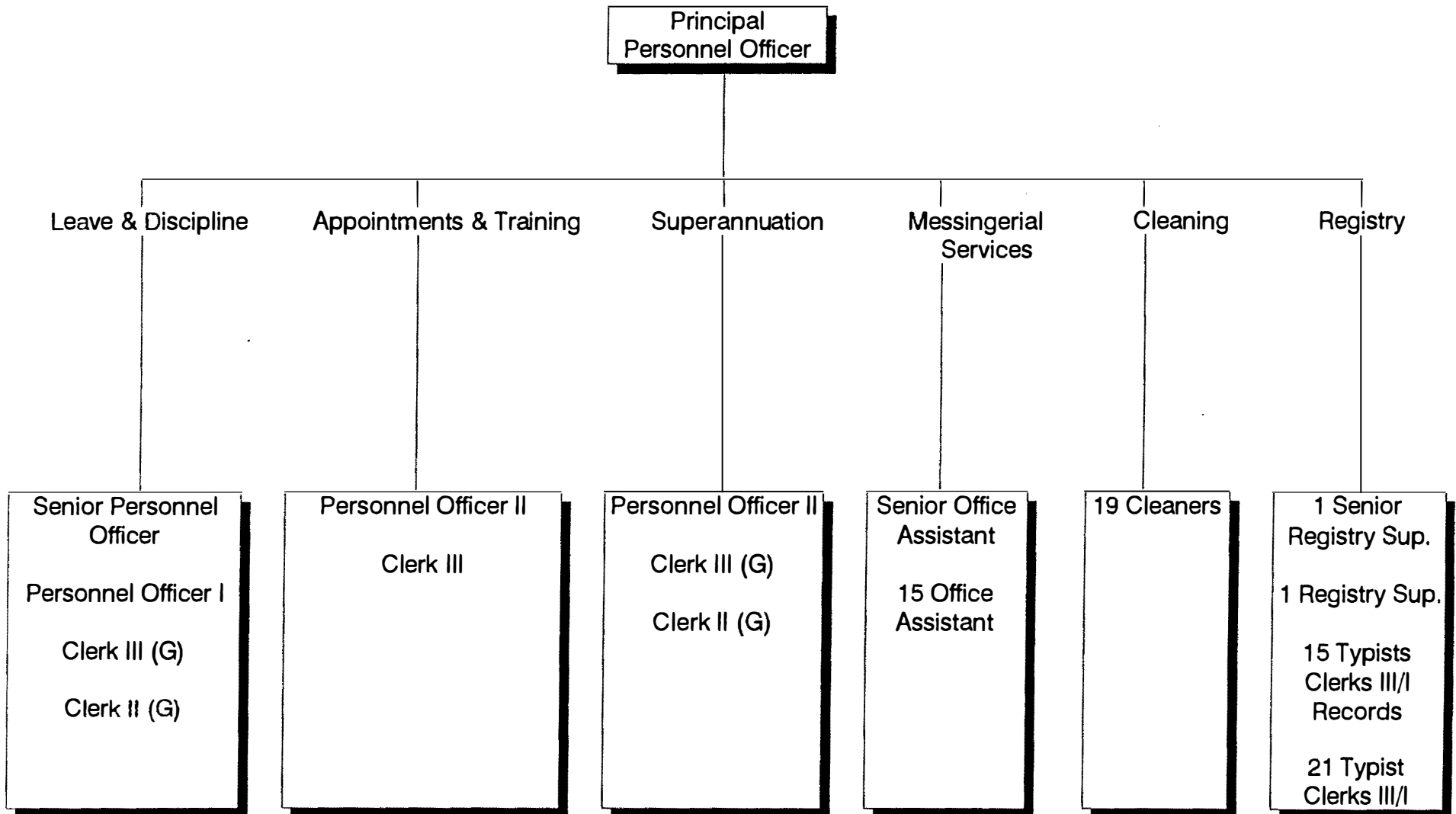
FUNCTIONS AND
ACCOUNTS DIVISION



6.2

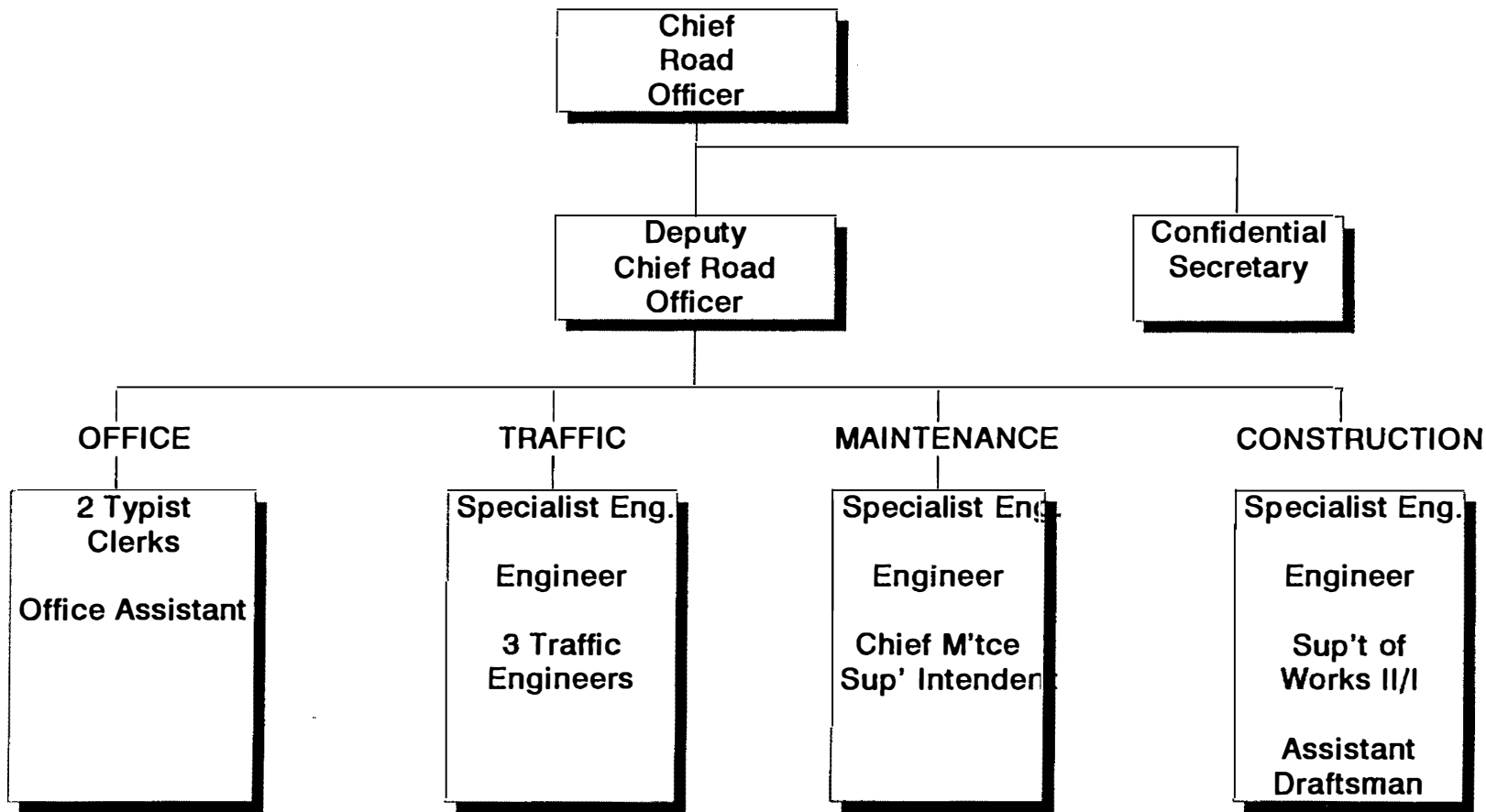


PERSONNEL & REGISTRY DIVISION



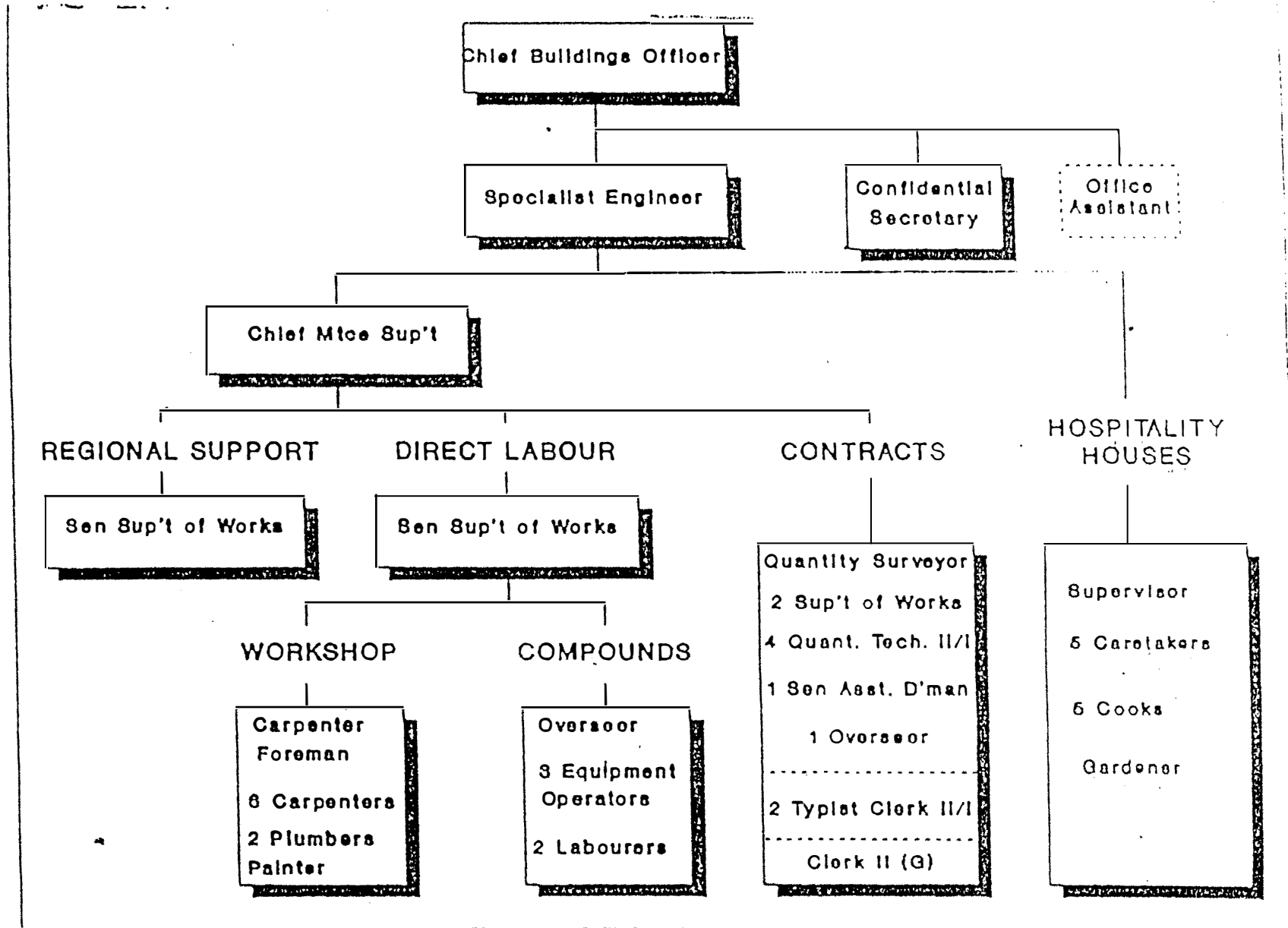
ROADS DIVISION

6.4

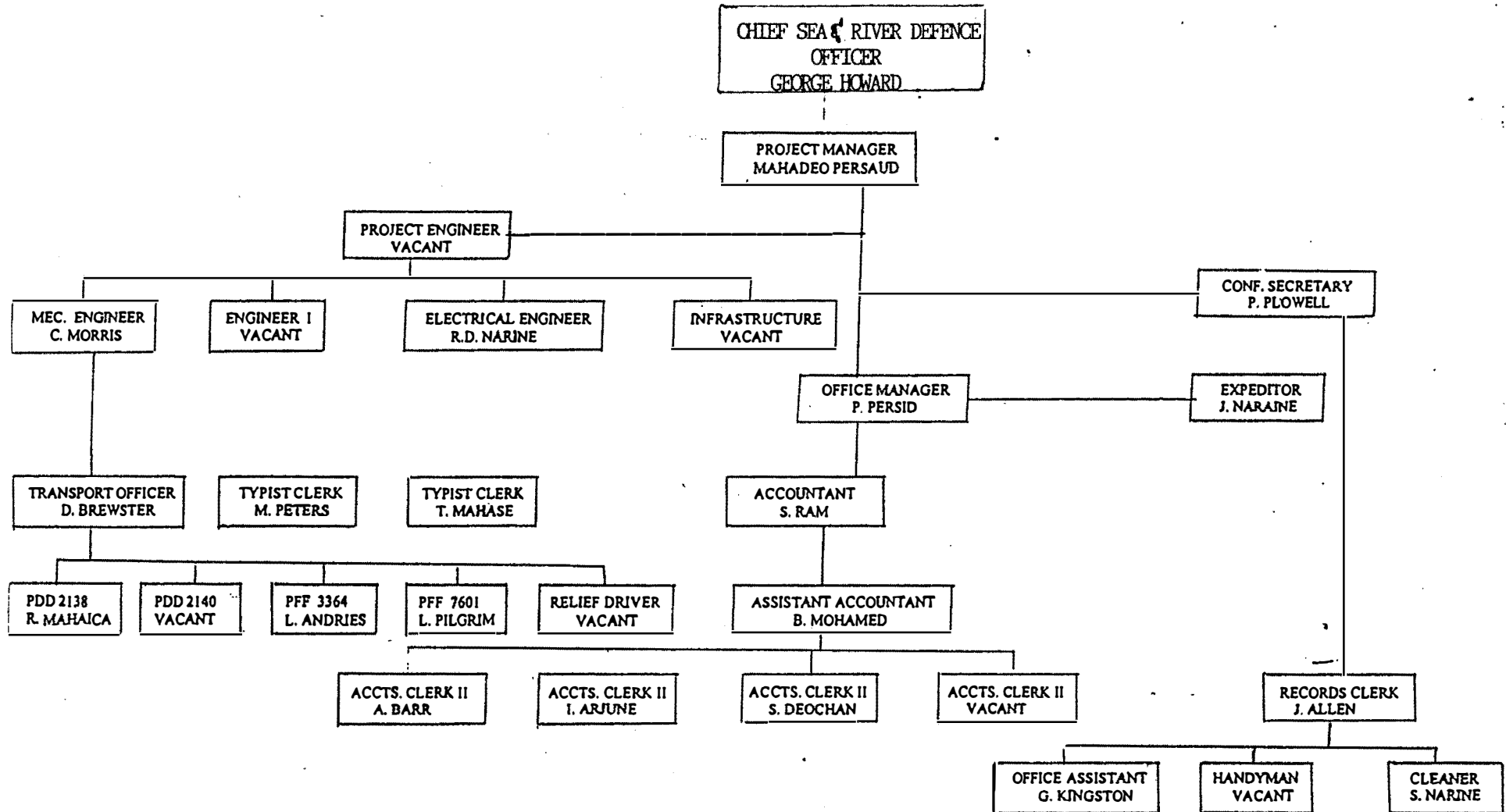


6.5

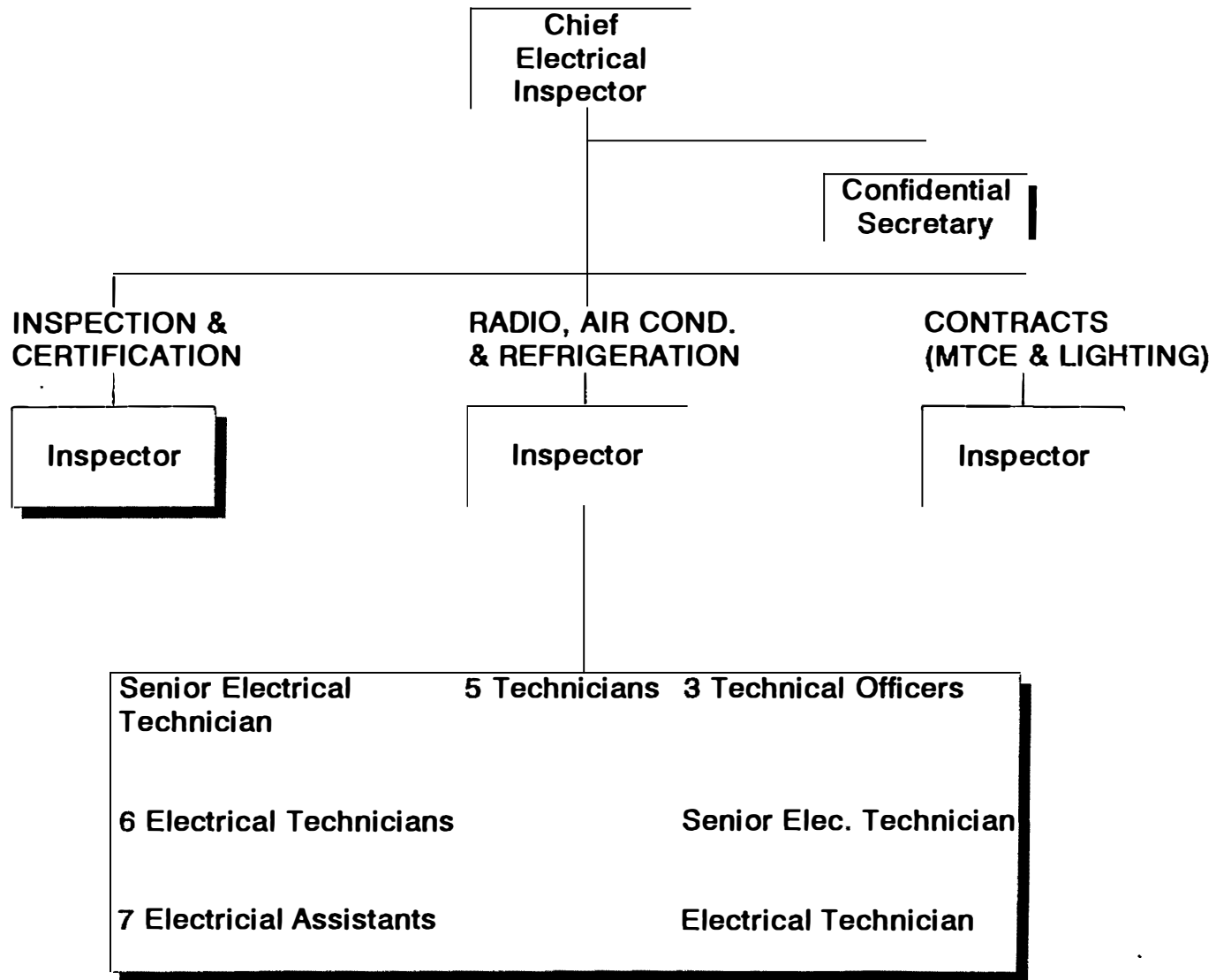
BUILDINGS DIVISION



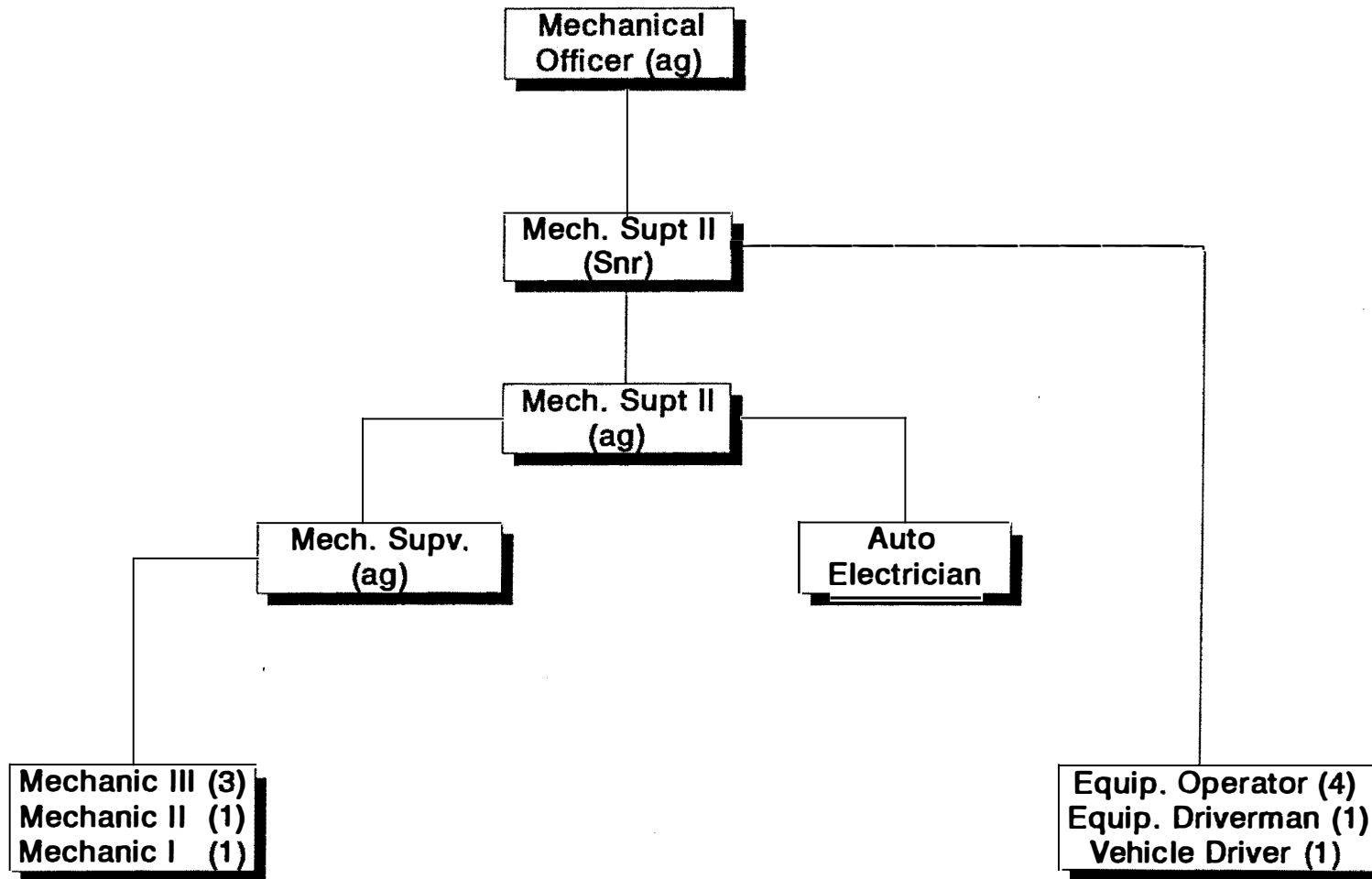
SEA AND RIVER DEFENCE DIVISION



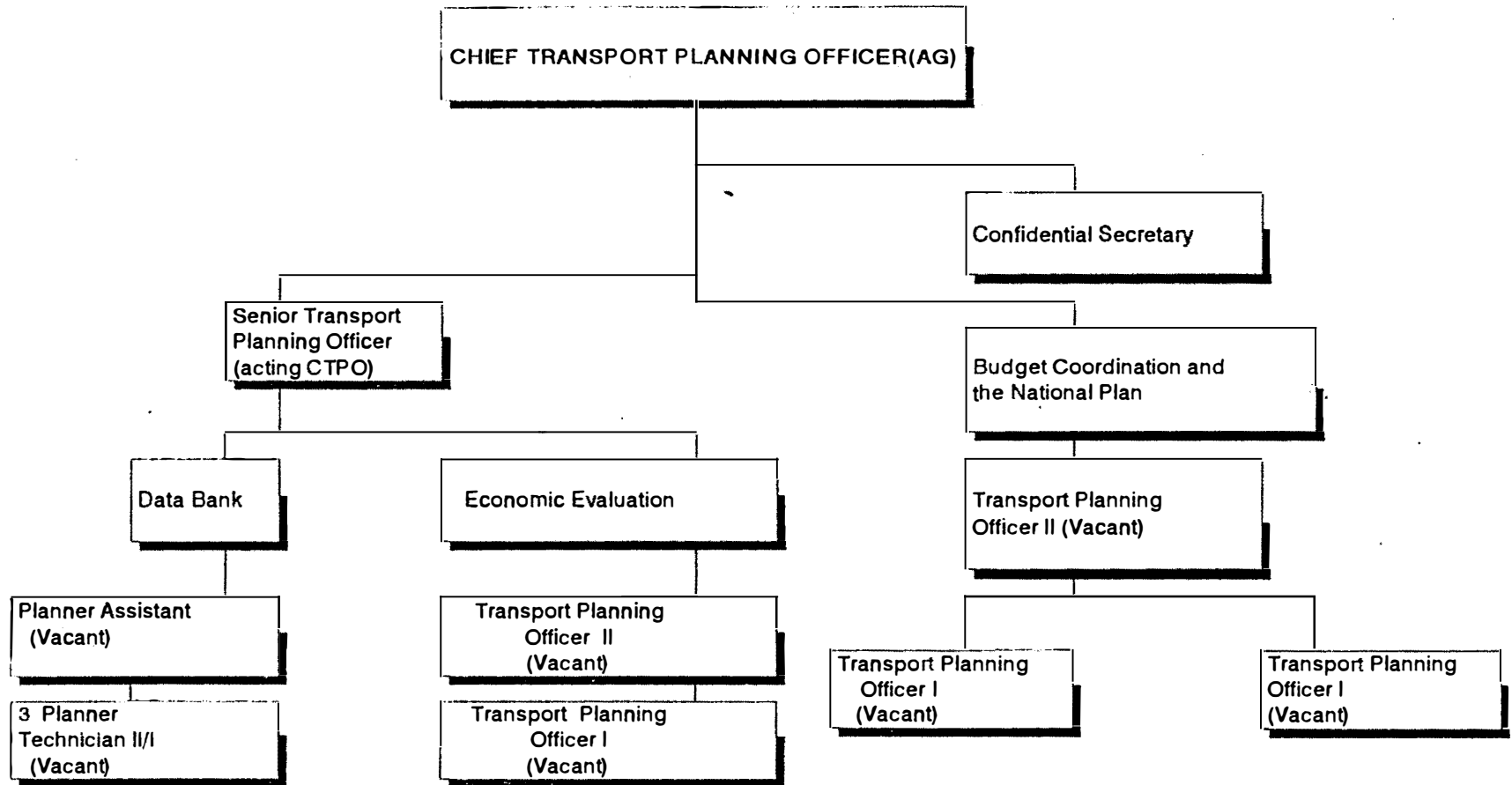
ELECTRICAL DIVISION



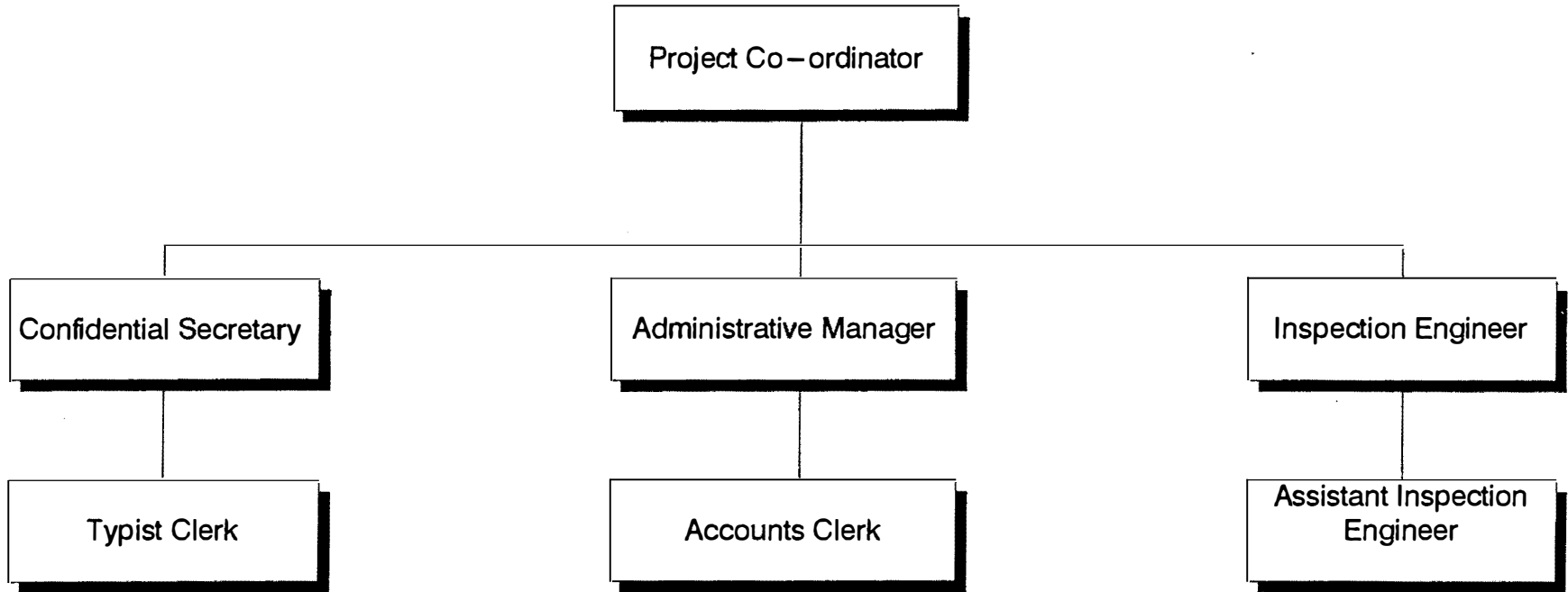
MECHANICAL DIVISION



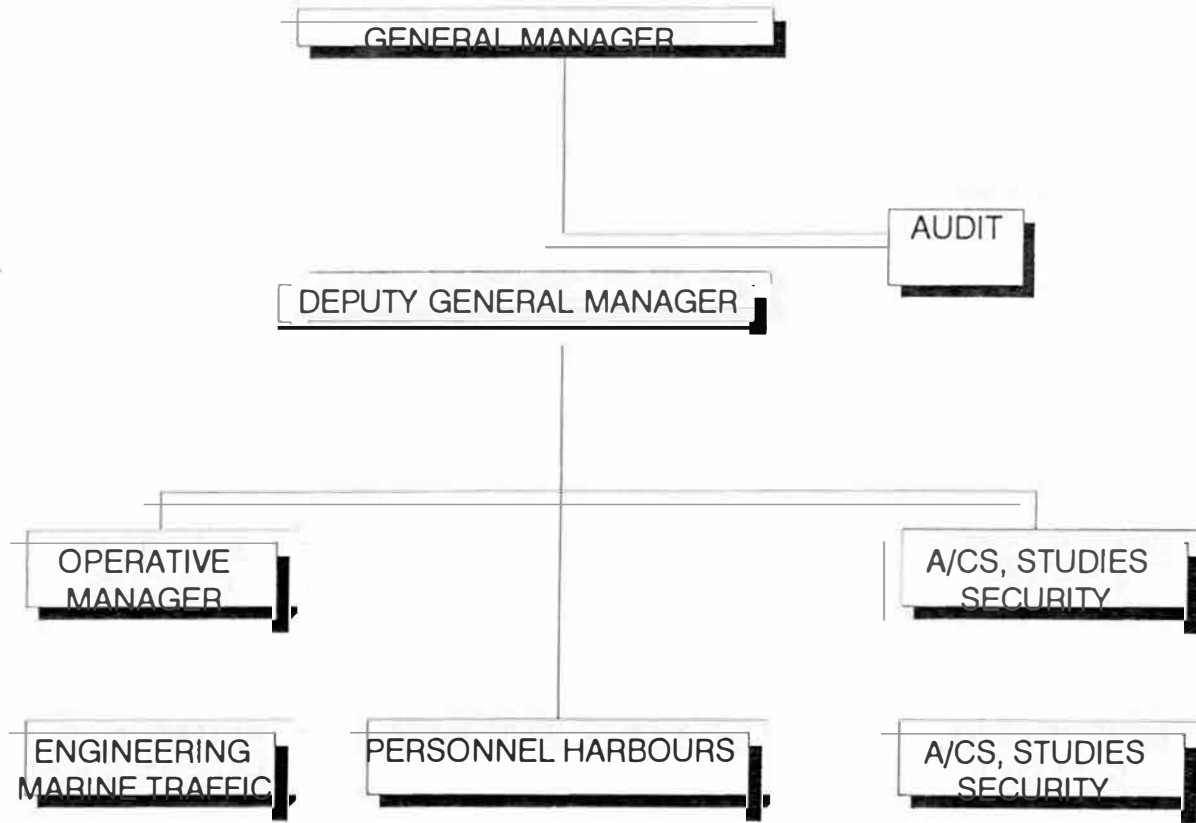
CENTRAL TRANSPORT PLANNING UNIT



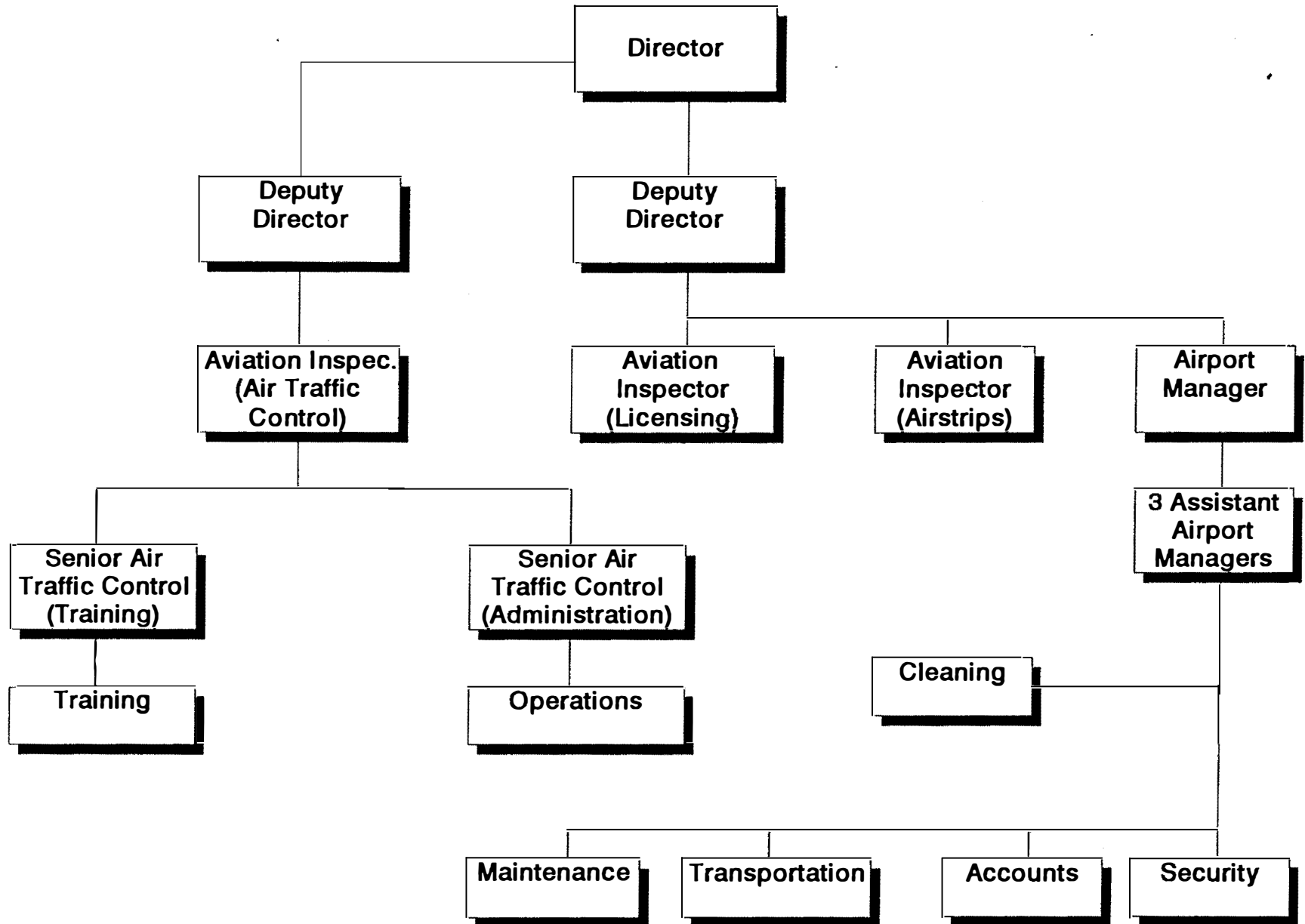
DEMERARA HARBOUR BRIDGE



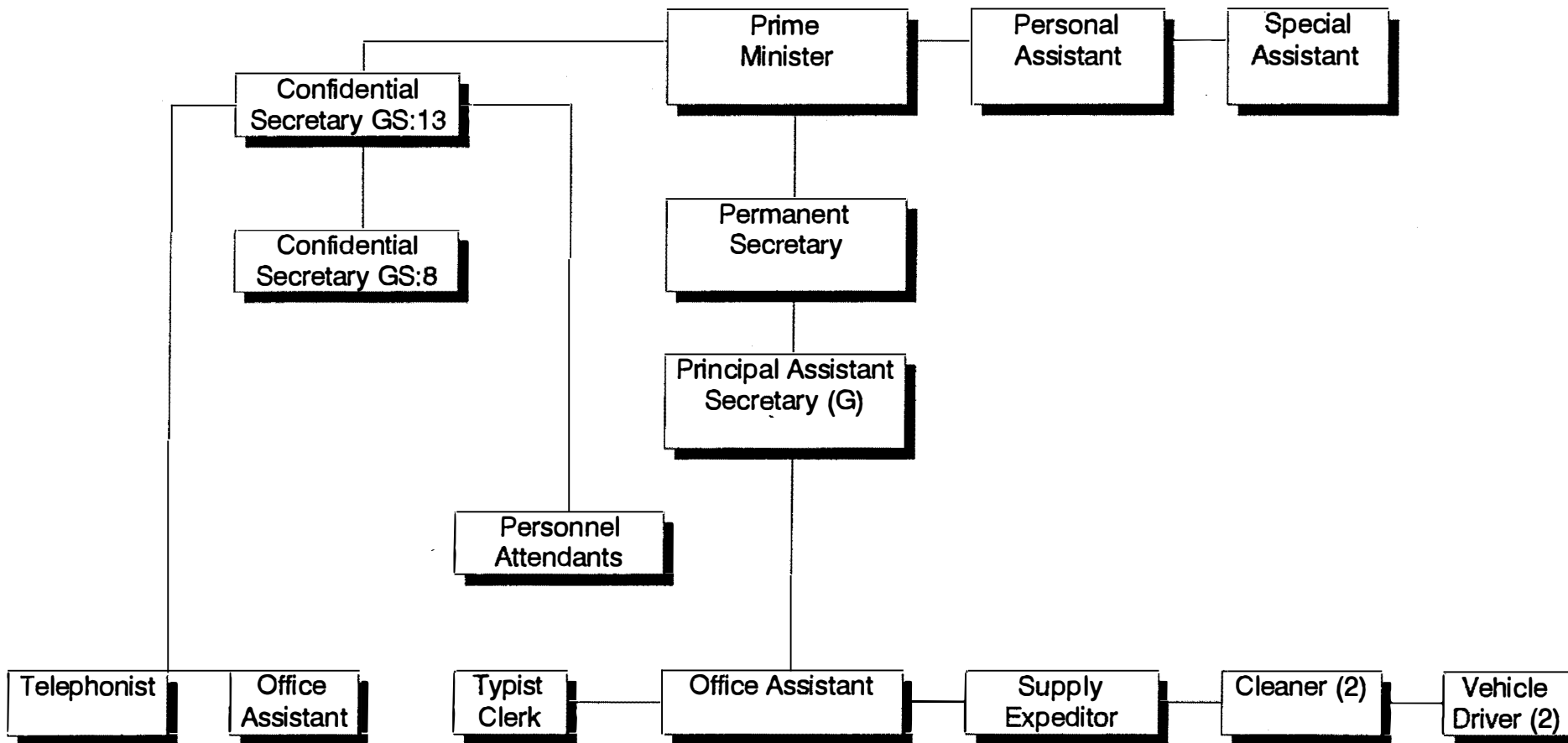
TRANSPORT AND HARBOURS DEPARTMENT



CIVIL AVIATION DEPARTMENT



PRIME MINISTER'S SECRETARIAT



HEAD 52: MINISTRY OF PUBLIC WORKS AND COMMUNICATIONS
CURRENT APPROPRIATION ACCOUNT FOR
THE FISCAL YEAR ENDED 31/12/96

SUB HEAD	ACCOUNT CODE	DESCRIPTION	APPROVED ESTIMATES 1996	VIREMENT +(-)	SUPPLEMENT PROVISION	REVISED ESTIMATES	TOTAL EXPENDITURE 1996	UNDER THE REVISED ESTIMATES	OVER THE REVISED ESTIMATES
		TOTAL APPROPRIATION EXPENSES	794,402	Nil	Nil	794,402	790,744	3,658	Nil
		TOTAL EMPLOYMENT COST	29,480	-405	Nil	29,075	26,942	2,133	Nil
		TOTAL WAGES AND SALARIES	20,077	+100	Nil	20,177	19,183	994	Nil
101	000	Administrative	6,084	-500	Nil	5,584	5,453	131	Nil
102	000	Senior Technical	2316	Nil	Nil	2316	2134	182	Nil
103	000	Other Technical & Craft Skill	4,146	+1005	Nil	5,151	4,933	218	Nil
104	000	Clerical & Office Support	4,557	Nil	Nil	4,557	4,255	302	Nil
105	000	Semi-Skilled Operatives & Unskilled	2,974	-405	Nil	2,569	2,408	161	Nil
		EMPLOYMENT OVER-HEAD EXPENSES	9,403	-505	Nil	8,898	7,759	1,139	Nil
201	000	Other Direct Labour Cost	5,198	Nil	Nil	5,198	5,182	016	Nil
203	000	Benefits and Allowances	1,705	Nil	Nil	1,705	1,121	584	Nil
204	000	National Insurance Scheme	2,500	-505	Nil	1,995	1,456	539	Nil

HEAD 52: MINISTRY OF PUBLIC WORKS AND COMMUNICATIONS
CURRENT APPROPRIATION ACCOUNT FOR
THE FISCAL YEAR ENDED 31/12/96

SUB HEAD	ACCOUNT CODE	DESCRIPTION	APPROVED ESTIMATES 1996	VIREMENT +(-)	SUPPLEMENT PROVISION	REVISED ESTIMATES	TOTAL EXPENDITURE 1996	UNDER THE REVISED ESTIMATES	OVER THE REVISED ESTIMATES
		TOTAL OTHER CHARGES	764,922	+405	Nil	765,327	763,802	1,525	Nil
302	000	Materials Equipment & Supplies	7,252	Nil	Nil	7,252	7,191	061	Nil
	001	Drugs & Medical Supplies	061	Nil	Nil	061	061	Nil	Nil
	002	Field Materials & Supplies	2,585	Nil	Nil	2,585	2,578	007	Nil
	003	Office Materials & Supplies	3,942	Nil	Nil	3,942	3,900	042	Nil
	004	Print & Non Print Materials	664	Nil	Nil	664	652	012	Nil
303	000	Fuel & Lubricants	7,500	Nil	Nil	7,500	7,085	415	Nil
304	000	Rental & Maintenance of Buildings	74,223	Nil	Nil	74,223	74,186	037	Nil
	001	Rental of Buildings	53,372	Nil	Nil	53,372	53,371	001	Nil
	002	Maintenance of Building	20,000	Nil	Nil	20,000	19,975	025	Nil
	003	Janitorial & Cleansing Services	851	Nil	Nil	851	840	011	Nil

7.0

HEAD 52: MINISTRY OF PUBLIC WORKS AND COMMUNICATIONS

CURRENT APPROPRIATION ACCOUNT FOR
THE FISCAL YEAR ENDED 31/12/96

SUB HEAD	ACCOUNT CODE	DESCRIPTION	APPROVED ESTIMATES 1996	VIREMENT +(-)	SUPPLEMENT PROVISION	REVISED ESTIMATES	TOTAL EXPENDITURE 1996	UNDER THE REVISED ESTIMATES	OVER THE REVISED ESTIMATES
305	000	Maintenance of Infrastructure	30,900	Nil	Nil	30,900	30,684	216	Nil
	001	Maintenance of Roads	24,600	Nil	Nil	24,600	24,574	026	Nil
	005	Maintenance of Other Infrastructure	6,300	Nil	Nil	6,300	6,110	190	Nil
306	000	Electricity Charges	15,000	-5300	Nil	9,700	9,606	091	Nil
307	000	Transportation, Travel & Postage	11,070	Nil	Nil	11,070	10,766	304	Nil
	001	Local, Travelling & Subsistence	6,000	Nil	Nil	6,000	5,981	019	Nil
	003	Postage Telex & Cables	070	Nil	Nil	070	013	057	Nil
	004	Vehicles Spares & Services	5,000	Nil	Nil	5,000	4,772	228	Nil
308	000	Telephone Charges	409	+705	Nil	1,114	740	374	Nil
309	000	Other Services Purchased	15,000	+5000	Nil	20,000	19,979	021	Nil
311	001	Rates, Taxes & Subventions	54,000	Nil	Nil	54,000	54,000	Nil	Nil

HEAD 52: MINISTRY OF PUBLIC WORKS AND COMMUNICATIONS
CURRENT APPROPRIATION ACCOUNT FOR
THE FISCAL YEAR ENDED 31/12/96

SUB HEAD	ACCOUNT CODE	DESCRIPTION	APPROVED ESTIMATES 1996	VIREMENT +(-)	SUPPLEMENT PROVISION	REVISED ESTIMATES	TOTAL EXPENDITURE 1996	UNDER THE REVISED ESTIMATES	OVER THE REVISED ESTIMATES
312	000	Subs & Contribution to Local & International Organisation	548,568	Nil	Nil	548,568	548,568	Nil	Nil
	001	Contributions to Local Organisations	535,000	Nil	Nil	535,000	535,000	Nil	Nil
	002	Contribution to International Organisation	13,568	Nil	Nil	13,568	13,568	Nil	Nil
314	000	Other	1,000	Nil	Nil	1,000	994	006	Nil
		UNDER THE ESTIMATES	3,658						
		DEDUCT OVER THE ESTIMATES	Nil						
		NET OVER THE ESTIMATES	Nil						
		ISSUE FROM CONSOLS FUND	792,719						
		EXPENDITURE 1996	790,744						
		DUE TO CONSOLS FUND	1,975						

[Signature]
 Sd/- Ministry of Public Works
 G. S. Raj & Communication
 Permanent Secretary
 Sd/-



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HEAD 4: OFFICE OF THE PRIME MINISTER
CURRENT APPROPRIATION ACCOUNT FOR
THE FISCAL YEAR ENDED 31/12/96

SUB HEAD	ACCOUNT CODE	DESCRIPTION	APPROVED ESTIMATES 1996	VIREMENT +(-)	SUPPLEMENT PROVISION	REVISED ESTIMATES	TOTAL EXPENDITURE 1996	UNDER THE REVISED ESTIMATES	OVER THE REVISED ESTIMATES
		TOTAL APPROPRIATION EXPENSES	20 664			20 664	20 457	207	Nil
		TOTAL EMPLOYMENT COST	2 522			2,522	2,407	115	Nil
		TOTAL WAGES AND SALARIES	1 511	Nil	Nil	1 511	1 455	056	Nil
101	000	<u>Administrative</u>	368	Nil	Nil	368	368	Nil	Nil
103	000	<u>Other Technical & Craft Skill</u>	091	Nil	Nil	091	091	Nil	Nil
104	000	<u>Clerical & Office Support</u>	498	Nil	Nil	498	485	013	Nil
105	000	<u>Semi-Skilled Operatives & Unskilled</u>	554	Nil	Nil	554	511	043	Nil
		EMPLOYMENT OVER-HEAD EXPENSES	1,011	Nil	Nil	1,011	952	059	Nil
201	000	<u>Other Direct Labour Cost</u>	633	Nil	Nil	633	621	012	Nil
203	000	<u>Benefits and Allowances</u>	138	Nil	Nil	138	118	020	Nil
204	000	<u>National Insurance Scheme</u>	240	Nil	Nil	240	213	027	Nil

**HEAD 4: OFFICE OF THE PRIME MINISTER
CURRENT APPROPRIATION ACCOUNT FOR
THE FISCAL YEAR ENDED 31/12/96**

SUB HEAD	ACCOUNT CODE	DESCRIPTION	APPROVED ESTIMATES 1996	VIREMENT +(-)	SUPPLEMENT PROVISION	REVISED ESTIMATES	TOTAL EXPENDITURE 1996	UNDER THE REVISED ESTIMATES	OVER THE REVISED ESTIMATES
		TOTAL OTHER CHARGES	18,142	-	-	18,142	18,050	092	Nil
302	000	Materials Equipment & Supplies	999	-100	Nil	899	897	002	Nil
	001	Drugs & Medical Supplies	034	-	-	034	034	Nil	Nil
	003	Office Materials & Supplies	667	-100	-	567	565	002	Nil
	004	Print & Non Print Materials	298	-	-	298	298	Nil	Nil
303	000	Fuel & Lubricants	1,800	-	-	1,800	1,779	021	Nil
304	000	Rental & Maintenance of Buildings	158	-	-	158	156	002	Nil
	003	Janitorial & Cleansing Services	158	-	-	158	156	002	Nil
306	000	Electricity Charges	720	-	-	720	720	Nil	Nil
307	000	Transportation, Travel & Postage	4257	-224	-	4033	3996	037	Nil
	001	Local, Travelling & Subsistence	1300	-200	Nil	1100	1084	016	Nil
	003	Postage Telex & Cables	040	-24	-	016	014	002	Nil

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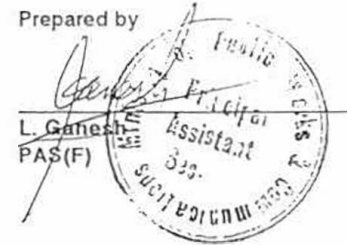
**HEAD 4: OFFICE OF THE PRIME MINISTER
CURRENT APPROPRIATION ACCOUNT FOR
THE FISCAL YEAR ENDED 31/12/96**

SUB HEAD	ACCOUNT CODE	DESCRIPTION	APPROVED ESTIMATES 1996	VIREMENT +(-)	SUPPLEMENT PROVISION	REVISED ESTIMATES	TOTAL EXPENDITURE 1996	UNDER THE REVISED ESTIMATES	OVER THE REVISED ESTIMATES
	004	Vehicles Spares & Maintenance	2917	-	-	2917	2898	019	Nil
308	000	Telephone Charges	1078	-530	-	548	548	Nil	Nil
309	000	Other Services Purchased	797	+130	Nil	927	919	008	Nil
314	000	Other	8,333	+724	-	9,057	9,035	002	Nil
		UNDER THE ESTIMATES	207						
		DEDUCT OVER THE ESTIMATES	NIL						
		NET OVER THE ESTIMATES	NIL						
		ISSUE FROM CONSOLS	20,616						
		EXPENDITURE 1996	20,457						
		DUE TO CONSOLS	159						

[Signature]
/S : in st. y of Public Works
& Communication
Permanent Secretary

Prepared by

[Signature]
L. Ganesh
PAS(F)



HEAD 54: CIVIL AVIATION DEPARTMENT
CURRENT APPROPRIATION ACCOUNT FOR
THE FISCAL YEAR ENDED 31/12/96

SUB HEAD	ACCOUNT CODE	DESCRIPTION	APPROVED ESTIMATES 1996	VIREMENT +(-)	SUPPLEMENT PROVISION	REVISED ESTIMATES	TOTAL EXPENDITURE 1996	UNDER THE REVISED ESTIMATES	OVER THE REVISED ESTIMATES
		TOTAL APPROPRIATION EXPENSES	229,512	-	-	229,512	208,807	20,705	Nil
		TOTAL EMPLOYMENT COST	45,913	-	-	45,913	40,213	5,700	Nil
		TOTAL WAGES AND SALARIES	34,295	+200	Nil	34,095	30,537	3,558	Nil
101	000	Administrative	7,818	-500	7,318	6,183	1,135	Nil	Nil
102	000	Senior Technical	9740	Nil	9740	9740	9012	728	Nil
103	000	Other Technical & Craft Skill	10,972	Nil	10,972	10,972	9,530	1,442	Nil
104	000	Clerical & Office Support	1,320	+300	1620	1,620	1,605	15	Nil
105	000	Semi-Skilled Operatives & Unskilled	4,445	Nil	4445	4,445	4,207	238	Nil
		EMPLOYMENT OVER-HEAD EXPENSES	11,618	Nil	Nil	11,618	9,676	2,142	Nil
201	000	Other Direct Labour Cost	6,650	Nil	Nil	6,650	4,652	1,998	Nil
203	000	Benefits and Allowances	3,448	Nil	Nil	3,448	3,351	097	Nil
204	000	National Insurance Scheme	1,520	+200	Nil	1,720	1,673	047	Nil

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HEAD 54 : CIVIL AVIATION DEPARTMENT
CURRENT APPROPRIATION ACCOUNT FOR
THE FISCAL YEAR ENDED 31/12/96

SUB HEAD	ACCOUNT CODE	DESCRIPTION	APPROVED ESTIMATES 1996	VIREMENT +(-)	SUPPLEMENT PROVISION	REVISED ESTIMATES	TOTAL EXPENDITURE 1996	UNDER THE REVISED ESTIMATES	OVER THE REVISED ESTIMATES
		TOTAL OTHER CHARGES	183,599	Nil	Nil	183,599	168,594	15,005	Nil
302	000	Materials Equipment & Supplies	16,008	Nil	Nil	16,008	13,742	2,266	Nil
	001	Drugs & Medical Supplies	155	Nil	Nil	155	129	026	Nil
	002	Field Materials & Supplies	11,633	Nil	Nil	11,633	9,709	1,924	Nil
	003	Office Materials & Supplies	2,850	Nil	Nil	2,850	2,844	006	Nil
	004	Print & Non Print Materials	1,370	Nil	Nil	1,370	1,060	310	Nil
303	000	Fuel & Lubricants	7,896	Nil	Nil	7,896	7,773	123	Nil
304	000	Rental & Maintenance of Buildings	15,200	+2000	Nil	17,200	16,610	590	Nil
	002	Maintenance of Building	8,200	+2000	Nil	10,200	9,785	415	Nil
	003	Janitorial & Cleansing Services	7,000	Nil	Nil	7,000	6,825	175	Nil
305	000	Maintenance of Infrastructure	26,000	Nil	Nil	26,000	25,975	25	Nil
	001	Maintenance of Roads	2,000	Nil	Nil	2,000	1,976	24	Nil

HEAD 54: CIVIL AVIATION DEPARTMENT
CURRENT APPROPRIATION ACCOUNT FOR
THE FISCAL YEAR ENDED 31/12/96

SUB HEAD	ACCOUNT CODE	DESCRIPTION	APPROVED ESTIMATES 1996	VIREMENT +(-)	SUPPLEMENT PROVISION	REVISED ESTIMATES	TOTAL EXPENDITURE 1996	UNDER THE REVISED ESTIMATES	OVER THE REVISED ESTIMATES
	005	Maintenance of Other Infrastructure	24,000	Nil	Nil	24,000	23,999	01	Nil
306	000	Electricity Charges	12,500	Nil	Nil	12,500	12,000	500	Nil
307	000	Transportation, Travel & Postage	18,750	+50	Nil	18,800	17,744	1,056	Nil
	001	Local, Travelling & Subsistence	885	+50	935	935	925	10	Nil
	003	Postage Telex & Cables	265	Nil	265	265	119	146	Nil
	004	Vehicles Spares & Services	5,750	Nil	5,750	5,750	4,850	900	Nil
	005	Other	11,850	Nil	11,850	11,850	11,850	Nil	Nil
308	000	Telephone Charges	1,500	Nil	Nil	1,500	854	646	Nil
309	000	Other Services Purchased	80,000	-2200	Nil	77,800	68,034	9,766	Nil
312	000	Subs & Contribution to Local & International Organisation	5,000	Nil	Nil	5,000	5,000	Nil	Nil
	002	Contribution to International Organisation	5000	Nil	Nil	5000	5000	Nil	Nil
314	000	Other	745	+150	Nil	895	862	33	Nil

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HEAD 54 : CIVIL AVIATION DEPARTMENT
CURRENT APPROPRIATION ACCOUNT FOR
THE FISCAL YEAR ENDED 31/12/96

SUB HEAD	ACCOUNT CODE	DESCRIPTION	APPROVED ESTIMATES 1996	VIREMENT +(-)	SUPPLEMENT PROVISION	REVISED ESTIMATES	TOTAL EXPENDITURE 1996	UNDER THE REVISED ESTIMATES	OVER THE REVISED ESTIMATES
		UNDER THE ESTIMATES	20,705						
		DEDUCT OVER THE ESTIMATES	NIL						
		NET OVER THE ESTIMATES	NIL						
		ISSUE FROM CONSOLS FUND	225,228						
		EXPENDITURE 1996	208,807						
		DUE TO CONSOLS FUND	16,421						

G. Sahai
P/S Ministry of Public Works
& Communication
 G. Sahai
 Permanent Secretary
 E/c.

Prepared by

L. Ganesh
 L. Ganesh
 PAS(F)



DIVISION: 520 MINISTRY OF PUBLIC WORKS AND COMMUNICATIONS
CAPITAL APPROPRIATION ACCOUNT FOR THE FISCAL YEAR ENDED 31/12/96

HEAD CODE	SUB HEAD CODE	DESCRIPTION	APPROVED ESTIMATES 1996		VIREMENT + (-)	SUPPLEMENTARY PROVISION	REVISED PROVISION	TOTAL EXPENDITURE 1996	UNDER THE REVISED ESTIMATES	OVER THE REVISED ESTIMATES
			LOCAL	SPECIFIC						
Div 520	11001	Demerara Harbour Bridge	300,000,000	800,000,000	-	-	1,100,000,000	1,100,000,000	Nil	Nil
	12001	Government Buildings	70,000,000	-	-	-	70,000,000	46,812,993	23,187,007	Nil
	12002	Buildings Health	20,000,000	-	-	-	20,000,000	6,529,947	13,470,053	Nil
	12002	Timehri Air-Port	120,000,000	-	-	42,000,000	162,000,000	161,011,898	988,102	Nil
	14001	Mabura/Lethem Road	40,000,000	-	-	-	40,000,000	33,909,249	6,090,751	Nil
	14004	Black Bush Polder Roads	75,000,000	-	-	-	75,000,000	60,649,311	14,350,689	Nil
	14005	Barfca Issano Mahida	25,000,000	-	-	-	25,000,000	4,489,073	20,510,927	Nil
	14006	Bridges	60,000,000	-	-	-	60,000,000	31,576,095	28,423,905	Nil
	14007	Miscellaneous Roads	550,000,000	-	-	-	550,000,000	268,572,013	281,427,987	Nil
	14008	Urban Roads & Drainage	80,000,000	-	-	-	80,000,000	28,102,045	51,897,955	Nil
	14009	Hinterland Airstrip	30,000,000	-	-	-	30,000,000	25,104,750	4,895,250	Nil
	14015	Amerindians Development	30,000,000	-	-	-	30,000,000	27,044,930	2,955,070	Nil
	16002	Equipment Civil Aviation	20,000,000	170,900,000	-	-	190,900,000	186,782,890	4,117,110	Nil
	16003	Stellings	40,000,000	-	-	-	40,000,000	40,000,000	Nil	Nil
	17001	Minor Works	5,000,000	-	-	-	5,000,000	4,954,746	45,254	Nil
	19001	Infrastructure Development Buildings	125,000,000	-	-	-	125,000,000	125,000,000	Nil	Nil
25001	Office Equipment	1,500,000	-	-	-	1,500,000	1,438,320	61,680	Nil	

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DIVISION: 520 MINISTRY OF PUBLIC WORKS AND COMMUNICATIONS
CAPITAL APPROPRIATION ACCOUNT FOR THE FISCAL YEAR ENDED 31/12/96

HEAD CODE	SUB HEAD CODE	DESCRIPTION	APPROVED ESTIMATES 1996		VIREMENT + (-)	SUPPLEMENTARY PROVISION	REVISED PROVISION	TOTAL EXPENDITURE 1996	UNDER THE REVISED ESTIMATES	OVER THE REVISED ESTIMATES
			LOCAL	SPECIFIC						
	26001	Navigational Aids	20,000,000	-	-	-	20,000,000	20,000,000	Nil	Nil
	27001	Reconditioning of Ships	150,000,000	-	-	-	150,000,000	150,000,000	Nil	Nil
	27003	Reconditioning of Ferry Vessels	90,000,000	-	-	-	90,000,000	90,000,000	Nil	Nil
	27004	Ferry Services	500,000	-	-	-	500,000	Nil	500,000	Nil
	19002	Urban Rehabilitation Programme	2,500,000	-	-	-	2,500,000	2,015,000	485,000	Nil
TOTAL			1,854,500,000	970,900,000	-	42,000,000	2,867,400,000	2,413,993,260	453,406,740	Nil

• 12007 \$30,000,000 Financial Paper #3/96 D/D 31/12/96
 \$12,000,000 CFAW #21/96 D/D 96/12/20

[Signature]
 F/S Ministry of Public Works
 & Communication

U. SAMAHI
 PERMANENT SECRETARY

PREPARED BY

[Signature]
 J. BANES
 PASC



HEAD 31: HYDRAULICS DIVISION

CURRENT APPROPRIATION ACCOUNT FOR
THE FISCAL YEAR ENDED 31/12/96

SUB HEAD	ACCOUNT CODE	DESCRIPTION	APPROVED ESTIMATES 1996	VIREMENT +(-)	SUPPLEMENT PROVISION	REVISED ESTIMATES	TOTAL EXPENDITURE 1996	UNDER THE REVISED ESTIMATES	OVER THE REVISED ESTIMATES
		TOTAL APPROPRIATION EXPENSES	70,290		Nil	70,730	14,297	56,439	(6)
		TOTAL EMPLOYMENT COST	3,183	+ 140	Nil	3,323	2,785	544	Nil
		TOTAL WAGES AND SALARIES	2,697	Nil	Nil	2,697	2,240	457	Nil
102	000	Senior Technical	1,483	Nil	Nil	1,483	1,483	Nil	Nil
103	000	Other Technical & Craft Skill	504	Nil	Nil	504	293	211	Nil
104	000	Clerical & Office Support	534	Nil	Nil	534	406	128	Nil
105	000	Semi-Skilled Operatives & Unskilled	176	Nil	Nil	176	58	119	Nil
		TOTAL EMPLOYMENT OVERHEAD EXPENSES	486	140	Nil	626	545	87	(6)
201	000	Other Direct Labour Cost	130	+56	Nil	186	163	023	Nil
203	000	Benefits and Allowances	150	+84	Nil	234	240	Nil	(6)
204	000	National Insurance Scheme	206	Nil	Nil	206	142	64	Nil

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HEAD 31: HYDRAULICS DIVISION
CURRENT APPROPRIATION ACCOUNT FOR
THE FISCAL YEAR ENDED 31/12/96

<i>SUB HEAD</i>	<i>ACCOUNT CODE</i>	<i>DESCRIPTION</i>	<i>APPROVED ESTIMATES 1996</i>	<i>VIREMENT +(-)</i>	<i>SUPPLEMENT PROVISION</i>	<i>REVISED ESTIMATES</i>	<i>TOTAL EXPENDITURE 1996</i>	<i>UNDER THE REVISED ESTIMATES</i>	<i>OVER THE REVISED ESTIMATES</i>
		TOTAL OTHER CHARGES	67,107	- 140	Nil	67,407	11,512	55,895	Nil
302	000	Materials Equipment & Supplies	656	- 127	Nil	529	516	013	Nil
	001	Drugs & Medical Supplies	018	Nil	Nil	018	010	008	Nil
	003	Office Materials & Supplies	633	- 127	Nil	506	506	Nil	Nil
	004	Print & Non Print Materials	005	Nil	Nil	005	Nil	005	Nil
303	000	Fuel & Lubricants	700	+ 200	Nil	900	358	542	Nil
304	000	Rental & Maintenance of Buildings	375	Nil	Nil	375	197	178	Nil
	002	Maintenance of Buildings	300	Nil	Nil	300	156	144	Nil
	003	Janitorial & Cleansing Services	075	Nil	Nil	075	041	034	Nil
305	000	Maintenance of Infrastructure	60,000	Nil	Nil	60,000	6,088	53,912	Nil
	005	Maintenance of Other Infrastructure	60,000	Nil	Nil	60,000	6,088	53,912	Nil

HEAD 31: HYDRAULICS DIVISION
CURRENT APPROPRIATION ACCOUNT FOR
THE FISCAL YEAR ENDED 31/12/96

<i>SUB HEAD</i>	<i>ACCOUNT CODE</i>	<i>DESCRIPTION</i>	<i>APPROVED ESTIMATES 1996</i>	<i>VIREMENT +(-)</i>	<i>SUPPLEMENT PROVISION</i>	<i>REVISED ESTIMATES</i>	<i>TOTAL EXPENDITURE 1996</i>	<i>UNDER THE REVISED ESTIMATES</i>	<i>OVER THE REVISED ESTIMATES</i>
306	000	Electricity Charges	1,125	Nil	Nil	1,125	306	819	Nil
307	000	Transportation, Travel & Postage	1,360	+300	Nil	1,660	1,354	306	Nil
	001	Local, Travelling & Subsistence	600	Nil	Nil	600	507	93	Nil
	004	Vehicles Spares & Services	740	+300	Nil	1,040	847	193	Nil
	005	Other	020	Nil	Nil	020	Nil	020	Nil
308	000	Telephone Charges	072	Nil	Nil	072	49	23	Nil
309	000	Other Services Rendered	1,452	-200	Nil	1,252	1,156	96	Nil
314	000	Other	1,807	-313	Nil	1,494	1,488	006	Nil

HEAD 31: HYDRAULICS DIVISION
CURRENT APPROPRIATION ACCOUNT FOR
THE FISCAL YEAR ENDED 31/12/96

SUB HEAD	ACCOUNT CODE	DESCRIPTION	APPROVED ESTIMATES 1996	VIREMENT +(-)	SUPPLEMENT PROVISION	REVISED ESTIMATES	TOTAL EXPENDITURE 1996	UNDER THE REVISED ESTIMATES	OVER THE REVISED ESTIMATES
		UNDER THE ESTIMATES	56,439						
		DEDUCT OVER THE ESTIMATES	6						
		NET OVER THE ESTIMATES	Nil						
		ISSUE FROM CONSOLS	45,336						
		EXPENDITURE 1996	14,297						
		DUE TO CONSOLS	31,039						

G.S.
 7/3 Ministry of Public Works
 G. Sahai & Communication
 Permanent Secretary

Prepared by

L. Ganesh
 L. Ganesh
 PAS(F)



REVENUE APPROPRIATION ACCOUNT AS AT 31/12/96
MINISTRY OF PUBLIC WORKS AND COMMUNICATIONS

HEAD	SUB HEAD	DESCRIPTION	APPROVED ESTIMATES 1996	AMOUNT COLLECTED 1996	AMOUNT PAID INTO CONSOLS FUNDS	AMOUNT DUE TO CONSOLS	UNDER THE ESTIMATES	OVER THE ESTIMATES
		FINES, FEES ETC						
V	20	120 Tolls Demerara Harbour Bridge	78,000	72,274	72,274	NI	5,726,000	-
	21	121 Electrical Inspector	265,000	158,000	158,000	NI	107,000	-
	22	122 Civil Aviation	28,000	29,312	29,312	NI	-	1,312,000
		RENT & ROYALTIES ETC						
VII	8	243 Other	8,100,000	4,281,000	4,281,000	NI	3,819,000	-
		MISCELLANEOUS RECEIPTS						
X	351	001 Aerodrome Charges	115,000,000	143,075,000	143,075,000	NI	-	28,075,000
	353	003 Timehri Min Rev	9,800,000	7,833,000	7,833,000	NI	1,967,000	-
	362	012 Sundries	30,597,000	26,761,000	26,761,000	NI	3,836,000	-
		TOTAL	269,762,000	283,694,000	263,694,000	-	15,455,000	29,367,000

[Signature]
 P/S Ministry of Public Works
 G. Saha
 Permanent Secretary
 & Communication

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CAPITAL APPROPRIATION ACCOUNT FOR THE YEAR ENDED 31ST DECEMBER 1996

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HEAD CODE	SUB HEAD CODE	DESCRIPTION	APPROVED ESTIMATES 1996		VIREMENT + (-) \$'000	SUPPLEMENTARY PROVISION \$'000	REVISED PROVISION \$'000	TOTAL EXPENDITURE \$'000	UNDER THE ESTIMATE \$'000	OVER THE ESTIMATE \$'000
			LOCAL \$'000	SPECIFIC \$'000						
		TOTAL APPROPRIATION EXPENSES	525,500.00	974,600.00	0.00	751,250.00	2,251,350.00	2,253,476.53	158,284.93	168,661.75
521	14001	Essequibo Coast Road	58,000.00	300,000.00	0.00	0.00	358,000.00	286,464.19	71,535.81	0.00
	14002	Georgetown/Timehri/Rosignol	318,000.00	572,000.00	0.00	575,000.00	1,465,000.00	1,614,050.04	0.00	157,300.33
	14003	Soesdyke Linden Highway	10,000.00	5,000.00	0.00	0.00	15,000.00	1,947.38	13,052.62	0.00
	14004	Road Maintenance	1,500.00	17,110.00	0.00	29,250.00	47,860.00	47,530.90	329.10	0.00
	14005	Road Design & Maintenance	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	14006	National Port Authority	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	14007	Environmental Studies	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	14008	Highway Finance Study	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	14009	Technical Assistance CTPU	0.00	1,490.00	0.00	20,000.00	21,490.00	22,779.41	0.00	1,289.41
	14010	Supervision and Administration	12,000.00	28,000.00	0.00	7,000.00	47,000.00	57,072.01	0.00	10,072.01
	14011	Internal Audit	0.00	1,000.00	0.00	0.00	1,000.00	0.00	1,000.00	0.00
	14012	Weight Control Programme	10,000.00	0.00	0.00	0.00	10,000.00	9,985.38	14.62	0.00
	14013	Road Maintenance Fund	100,000.00	0.00	0.00	0.00	100,000.00	43,134.48	56,865.52	0.00
	19001	Secondary Towns	16,000.00	50,000.00	0.00	120,000.00	188,000.00	170,512.73	15,487.27	0.00

Under the Estimates	158,284.93	10,129,615.00
Over the Estimates	168,661.75	139.42
Net Under the Estimate	(10,376.82)	
Issues from the Consolidated Fund	526,350.00	
Expenditure for 1996	530,386.48	
Due to Consolidated Fund	(4,036.48)	

Included in issues from the Consolidated Fund, is an amount of G\$13,850,000.00, which represents the encashment of the Performance Guarantee of Donzenac Co. Ltd, the maintenance contractor on the Essequibo Coast Road.

Balance Brought Forward from 1995	96,395.91
Due Consolidated fund	92,359.43
Paid to the Accountant General	92,359.43
Difference	0.00

Subhead	Exp 1996	Exp 1995	Void Checks	Total Exp	Releases	Net Balance	Bal B/F Nov 95	Due Fund
14001	132,874.93	3,812.56	(26.48)	136,761.01	58,000.00	(78,761.01)	64,918.10	(13,842.91)
14002	312,341.56	5,937.98	(71.98)	318,207.56	318,000.00	(207.56)	18,948.85	18,741.28
14003	1,947.38	0.00	0.00	1,947.38	10,000.00	8,052.62	5,509.02	13,561.64
14004	1,375.70	0.00	0.00	1,375.70	1,500.00	124.30	110.86	235.16
14010	14,216.50	4,760.69	0.00	18,977.19	12,000.00	(6,977.19)	6,909.08	(68.11)
14012	9,985.38	0.00	0.00	9,985.38	10,000.00	14.62	0.00	14.62
14013	43,131.78	0.00	0.00	43,131.78	100,000.00	56,868.22	0.00	56,868.22
19001	0.00	0.00	0.00	0.00	3,000.00	3,000.00	0.00	3,000.00
Donzenac Bond	0.00	0.00	0.00	0.00	13,850.00	13,850.00	0.00	13,850.00
Total	515,873.23	14,611.23	(98.46)	530,386.00	526,350.00	(4,036.00)	96,395.91	92,359.91

DIVISION 519: PROJECT EXECUTION UNIT & EMERGENCY WORKS (SEA DEFENCES)
CAPITAL APPROPRIATION ACCOUNT FOR THE
FISCAL YEAR ENDED 31/12/96
G\$'000

Head Code	Subhead	Description	Approved Estimates 1996		Virement + (-)	Supp Provision		Revised Provision		Total Exp Local	1996 Specific	Under the Local	Revised Specific	Over the Revised
			Local	Specific		Local	Specific	Local	Specific					
519	15001	Essequibo & West Demerara	6,000,000	650,000,000		16,000,000	400,000,000	22,000,000	1,050,000,000	19,210,191	796,554,622	2,789,809	253,445,378	
	15002	Corentyne & Essequibo	56,000,000	400,000,000		11,000,000	0	67,000,000	400,000,000	56,532,405	248,905,900	10,467,595	151,094,100	
	15003	East Coast Demerara	25,000,000	100,000,000		0	0	25,000,000	100,000,000	5,488,347	17,169,392	19,511,653	-82,830,608	
	15004	West Coast berbice	15,000,000	100,000,000		0	0	15,000,000	100,000,000	1,141,904	18,125,928	13,858,096	81,874,072	
	15005	Emergency Works	550,000,000							319,849,984			230,150,016	
	15006	Shorezone Management	1,000,000	5,000,000		0	0	1,000,000	5,000,000	1,000,000	0	0	5,000,000	0
	47001	Admin & Manag	20,000,000	0		0	0	20,000,000	0	20,000,000	0	0	0	0

Note : The original budget allocation for IDA was G\$ 45,000,000 but was later reduced to offset Supplementary request for other subheads of expenditure
Also the original budget for CDB was G\$30,000,000 and was reduced for same reason mentioned above

[Signature]
Minister of Finance
13/6/97