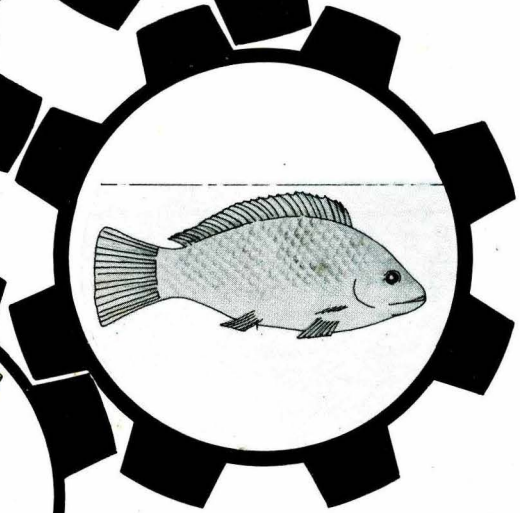
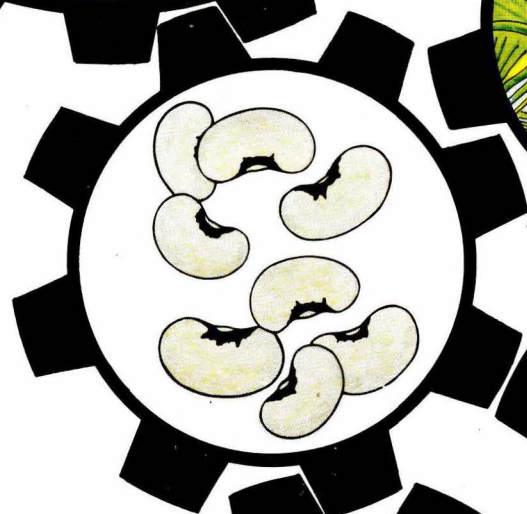




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GUYANA SUGAR CORPORATION LIMITED

REPORT & ACCOUNTS 1979



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REPORT AND ACCOUNTS 1979



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GUYANA SUGAR CORPORATION LIMITED

BOARD OF DIRECTORS

Chairman	H B Davis, CCH, MA, BSc.
Vice Chairman	Yesu Persaud, AA, FCCA.
Directors	J S L Browman, DECIAF, BSc., MSc, DPA. B Chandra, DECIAF A Y Luck, FCA I A McDonald, MA F Sukdeo, MA, BSc, D Phil. W E H Tyrell J R Vieira, AA V M Young-Kong, BSc.
Secretary (Ag.)	V J Correia

CHAIRMAN'S STATEMENT



1979 marks the first full year for a report which covers the totality of the operations of the Corporation including crops other than sugar.

The year could be regarded as the second year of the years of recovery. Whilst we have accomplished much, we did not complete the replacement of varieties highly susceptible to Smut, and having gone a far way towards completing the harvesting of over-ripe cane, we were suddenly faced with a new sugar cane disease — Rust.

1979 turned out to be the difficult year we anticipated. The adverse effects of the short-fall in production down by 8.17 per cent on 1978, rising inflation and increased borrowing with its concomitant high interest charges were somewhat alleviated by increased sales revenue per ton, mainly due to the better molasses price obtained during 1979, the strength of the pound sterling, vis-a-vis the U.S. dollar, and to a lesser extent, the improved world market sugar prices which obtained towards the end of the year. Financial controls exerted by every level of management and the relatively stable Industrial Relations climate which prevailed throughout the year were also important contributory factors.

Against this background Group sales for the year were \$ 259.2M compared with \$ 261.4M in 1978, and \$ 191.0M for 1977. The net income from operations before taxation was \$ 2.0M compared with \$ 4.2M the previous year, and net income after taxation \$ 1.1M, compared with \$ 3.5M the previous year. Income before taxation represents a return on capital employed of 1.7% compared with 3.8% in 1978. This is the product of

low production which we experienced in 1979, coupled with continuing low world market sugar prices for most of the year, and inflation.

The low production is attributed to —

- (a) Unseasonal weather;
- (b) Inopportune cropping patterns;
- (c) The effect of Smut and Rust.

However, in viewing the returns of the Corporation, one must bear in mind the fact that the subsidy borne by the Industry in respect of local sugar sales amounted to \$ 17.1M in 1979. This compares with \$ 17.0M in 1978. If this subsidy in 1979 alone were to be measured as a return on capital, it would show a 10.8% as a return on investment after tax. On the other hand, if the Corporation had earned this subsidy as revenue, our after tax surplus would have been \$ 14.3M or a return on capital employed of 11.5%.

The low return on capital employed is far from satisfactory to the management, and therefore our aim must be to, on the one hand increase our production and productivity, and on the other hand to continue to exercise strict control on our expenditure. There are however certain things which must be done, if we are to improve our yields and if the future of the organisation is to be well and truly laid during the coming year.

Our total foreign exchange earnings amounted to \$ 226.6M. (1978 — \$ 239.1M) or 87% of total revenue (1978 — 91%). Capital expenditure for the year was \$ 13.3M. This compares with \$ 23.8M in 1978. Of the \$ 13.3M — \$6.1M was financed externally. Expenditure was essentially concentrated on the replacement of agricultural equipment, plant and machinery which amounted to \$ 10.6M. Capital expenditure for 1980 is projected at \$ 26.0M of which \$ 5.9M is already contracted.

Our total borrowing position at the end of 1979, stood at \$ 89.7M. This represents an increase over the preceding twelve months of \$ 15.3M. Low production and inflation, both local and imported took its toll on our liquidity position. The combined effect of these two factors necessitated our increased borrowing. This situation was compounded by the high interest rates we suffered from both our local and overseas lenders. I expect in 1980 that with improved production, better prices for our commodity and even tighter financial controls to see improvement in this area.

All our employees, both managerial and non-managerial responded admirably in the difficult year which we have just passed. We fell short however, by some 17.2% of the original target of 360,351 tons of sugar and by 7.9% of the revised target of 324,000 tons of sugar. Our production was 298,268 tons of sugar. Of this amount cane farmers produced 44,237 tons of sugar, or 14.8% of the total production.

Rainfall for the year was 89.9 inches compared to 79.5 inches in 1978, and 87.7 inches for the past 68 years historical average. Though this was marginally more than the historical

CHAIRMAN 'S STATEMENT Continued

average, the rain fell in such a manner as to deleteriously affect harvesting operations and juice quality.

Juice quality further suffered because of the composition of the age of the canes harvested. 15% of the crop was reaped outside of the desired maturity range, and the loss of the soil tilth arising from reaping under adverse weather conditions will be in evidence in the 1980 crop. Our desired objective is to replant 20% of the cultivation each year. Because of the weather patterns we achieved only 16.4%. Our work, however, in breeding and selection, and in pest and weed control continue apace. Our Plant Protection Unit was firmly established during the year under review, and I have no doubt that this unit will make a significant contribution in the early recognition and control of diseases in the industry.

Considerable work was also done in the improvement of our drainage systems on all locations and during the latter half of the year we were made responsible for the Boerasirie Conservancy. At the time of writing plans have been completed for the integration of the East Demerara Drainage and Irrigation systems into the estates' drainage and irrigation systems. It is my belief that even though it places additional work on our Hydraulics Division, it will redound particularly to the benefit of the villages surrounding the estates.

Our relationship with Cane Farmers has shown some improvement. With the restructuring of the National Cane Farmers Committee which in effect reflected the changes which were created by the establishment of the Cane Farmers Liaison Committees on estates, it is our belief that Cane Farmers should get better services from this committee than previously. It is our hope that steps would be taken this year to assist farmers to improve the conditions of their drainage and navigation trenches.

The Corporation continues to make its contribution towards the production of food. Again, the weather affected this area of our activity. It is interesting to note that we produced 233,040 lbs of corn in 1979 as against 195,000 lbs in 1978; 580,539 lbs. cassava flour in 1979, as against 415,800 lbs in 1978; 52,853 lbs pumpkins as against 28,315 lbs in 1978; 9,351 lbs. of fish in 1979, compared with no fish production in 1978. However, there was a noticeable drop in blackeye peas production: 288,788 lbs in 1979, as against 648,388 lbs in 1978.

These figures taken as a whole, indicate a serious under achievement of our projections mainly due as earlier pointed out to the unseasonal weather.

Experimental work continues in the production of carrots, onions and peanuts. The Indian Legume Agronomist continues to make a significant contribution and his work concentrated at Rose Hall and Blairmont, as we had planned, will help us in the future development of our Legume Programme comprising of blackeye, urid and pigeon peas.

Generally speaking, the standard of factory performance was maintained at the 1978 level. However, there have been disappointments in factory utilisation. I pointed out last year

that even at an improved factory utilisation over 1977, it fell below our objective of 80% utilisation. 1979 fell to 58.5% due mainly to mechanical and operational problems, out of cane, and reduced throughput. It must be recognised that the unseasonal weather which prevailed also had an adverse effect on factory operations. The result was that the factories were in operation for 41 weeks of the year, when ideally we would wish our factories to be operative for a maximum period of 35 weeks per annum. We have had serious problems at Diamond and this factory, together with Uitvlugt, Rose Hall and Blairmont accounted for the greatest factory downtime. The other mechanical problems were due to the absence of spare parts, and failure of certain parts, as well as a chronic shortage of cane cutters on three locations, which all helped to increase the operational hours lost from being out of cane.

Notwithstanding these problems however, factory performance can be said to be as good as in 1978. We concentrated on quality control which was work begun in 1977. Our polarisation was maintained at an average of 98.06% – a satisfactory polarisation for our sales overseas and for which we get an extra premium. The quality of white sugar has improved and this has been due to the success of the Talofloc process which we have been using on a trial basis.

Whilst on the one hand, we have established our punt repair centres on all estates and this has proved highly satisfactory to our needs, as well as economical, we were on the other hand unable to establish the Reclaim and Rebuild Workshop due to a decision taken to use the Versailles factory building for other purposes. The savings of foreign exchange which we would have achieved did not therefore materialise and the effect has been that we suffered some loss, because of the long lead times in replacing certain factory parts. However, we have now obtained a site, and we believe that we will be in a position during 1980 to establish this Reclaim and Rebuild Workshop.

We have made some significant progress in economising on the use of petroleum products and the work begun in 1979 on energy conservation which proved so successful will be intensified in 1980.

During the year under review, Guyana continued to face problems in the marketing of sugar. However, we were able to meet all our major marketing objectives. Guyana played a full part in the administration of the International Sugar Agreement as a member of the Executive Committee of the International Sugar Organisation. There is no doubt that the mechanisms of the International Sugar Agreement, since its establishment in 1978 have gradually brought greater stability in the world sugar market and played a part in the recent strengthening of world sugar prices. Guyana will continue to be a strong supporter of the I.S.A. In sugar marketing there are problems which Guyana cannot face alone. In meeting these problems our links with others in the Sugar Association of the Caribbean (SAC), in the ACP Group and with the countries of the Latin American and Caribbean Group of Sugar Exporters (GEPLACEA) are vital. These links are important to developing countries in the struggle to obtain a better deal for their commodities like sugar. In 1979, the country's representatives were particularly

CHAIRMAN'S STATEMENT Continued

active in strengthening our international ties.

Our representatives played a full part in the meetings of GEPLACEA in Argentina and Mexico to plan export strategy and discuss technical co-operation, and later in the year the Chairman of GUYSUCO was elected Chairman of the Sugar Association of the Caribbean, Incorporated, (SAC) which body co-ordinates the sugar policies of the sugar producing countries of the Caricom region. By the end the year all the strenuous efforts to survive and contrive in the extremely difficult period 1976/79 seemed to be on the brink of bearing fruit. There were encouraging prospects for better prices and stronger markets.

We, like other Corporations, have suffered loss of staff, though the loss of members is not as great as is generally thought. What we lost is experience. It is to be noted that of the twenty-three staff members lost, at least ten were due for normal retirement. We were, however, able to recruit young Guyanese staff and other Guyanese staff have been upgraded. The successful up-grading of staff was due to our manpower development policy which enabled us to cushion the effects of the loss of experienced staff. The momentum in our manpower development programme was not intensified as much as we had hoped even though individual estates did some significant work. External training was of a high order while our apprenticeship programme continues to produce young craftsmen of a high quality. The further intake of female apprentices brings the total to eighteen (18) of whom twelve (12) were recruited during the course of the year. Two of our 1979 graduating apprentices obtained bronze medals at the City and Guilds examination.

Considerable progress was made in our communications programme, and whilst we still have not achieved the objective of getting the Unions' participation in our worker participation models there is evidence that a sizeable portion of our work force support our worker participation programme.

Our Honours Roll Scheme launched during the year can be regarded as a success and can also be regarded as a tribute to those workers — management and non-management alike — who worked so hard to ensure the establishment of the Scheme, which has certainly helped to develop a spirit of pride and cohesion among workers on each estate. We believe that as the Scheme continues to gain further momentum it will certainly lead towards higher levels of production. Our radio programme, like our house journal, has helped considerably in establishing our connections with the larger Guyana community. The resuscitation of drama, initiated by the formation of the Head Office Drama Group, together with the successful and vibrant sporting activities have also played an important part in helping to bring about camaraderie among all levels of employees. The morale in the Corporation continues to remain high.

There is evidence that the safety performance of factories had shown some improvement whilst the safety programme in the field did not improve on 1978. Unfortunately, we have to record that there were fourteen (14) fatal accidents during the year. Our special sympathies go out to all those families

who during 1979 lost their loved ones under such tragic circumstances. Attention needs to be paid to the quality of supervision and the preparedness of foremen and supervisors to discharge effectively their safety responsibilities.

The codification of safety rules for factory and field operations is still to be completed and we will during the course of 1980 direct our attention to this aspect of our industrial welfare programme. Indeed, it is my wish that we resuscitate the following competitions —

1. Good Housekeeping (Factory)
2. Efficiency Competition (Factory)
3. Safety Competition (Field and Factory)

It is my belief that the resuscitation of these competitions will go a long way towards achieving the objectives which have been set.

Industrial relations for 1979 have been relatively stable, and we continue to work in collaboration with the unions in the industry. Given the co-operation and with the help of the Agreements recently signed between the two unions and ourselves, we hope that we should have stability in 1980. If the weather runs true to form and the existing high morale and stable industrial relations are maintained there is no reason why the objective of 335,000 tons of sugar which the Corporation has set should not be achieved.

THE FUTURE

The difficulties of the 1976 to 1979 era are not completely over. However, there are some welcome signs that sugar prices are moving upward and this will have the effect of helping us to achieve some of the goals which we have set ourselves. I will therefore like to think of the year 1980 as a year of consolidation during the period of recovery. It is my hope that all the correct agricultural activities will be undertaken in order to improve our yields and to set the stage for an improved agricultural organisation in the years ahead. Naturally, we will continue to work hard to eliminate the diseases which can ravage us. The search for improved varieties continues, and all of this could result in increased production if the weather conditions are favourable and if labour conditions continue to be stable.

I have no doubt that the mechanisms of the I.S.A. will continue to operate. Naturally, our fortunes must be linked to the international scene. It is crystal clear that we have to work harder with our ACP colleagues so as to maintain access for our sugar to the U.K.

With the final integration of what was the Other Crops Division into the organisation, we are well on the road to making a greater contribution as a food production unit. The developments in aquaculture, the legume and corn programme, the continued search for new varieties of legumes adaptable to Guyana conditions, the development in the production of plantains and root crops, the expansion of Wauna Oil Palm

CHAIRMAN'S STATEMENT Continued

Project, and as a consequence the future satisfaction of the Guyana community with crude palm oil, and the development of the Particle Board Factory, together with our continued research and development programme in the sugar industry for new and high yielding varieties are all areas of excitement, challenge and change in the Corporation.

This is evidence of the fulfilment of our mission, enunciated in 1979. This is to "Transform a monoculture organisation into a diversified agro-industry in such a manner that it would make its contribution to the nation in terms of minimising the total foreign exchange of not only Guysuco but the nation as a whole. We believe that Guysuco's mission also is to be an efficient agro-business, while at the same time demonstrating and giving to the communities around its operating units techniques which flow from our very well integrated and clearly defined agro-business Corporation . . ."

I have not minimised the challenges which face us in 1980, but at the same time I believe that the future, given the increase in yields and the consequential capturing of the markets available to us together with an increase in prices, looks reassuring.

Guysuco as an organisation within the community faces the same constraints which other organisations face. We have a major constraint of finance. We will have to continue to borrow for the immediate future, but this is something which we must monitor so that the interest burden does not take away too much of the gains which we have made.

I am of the view that all our employees are dedicated and committed to the tasks which face us. I have detected an upsurge of commitment and loyalty among all levels of staff and I think that once the morale can be maintained at its present level our work performance will improve and our responsibilities to both the Corporation and to the nation would have been discharged.

With this new image which is shown by the improved relationships between ourselves and the communities around us, I have no doubt that we will make every endeavour to achieve our production goals, but we cannot be complacent. We have to work for improved relationships between ourselves and the Unions. It will be true to say that we have not reached the level of understanding in our participative models as we would have liked, but nevertheless there is great evidence among our workers that this participation has in fact helped us in achieving the level of performance during 1979, which though low, was due to factors beyond our control.

We continue to restate our commitment to developing and improving our worker participation models and I look forward to continued strides in this particular area of our concern.

Guyana faces difficulties, and Guysuco as part of the nation cannot escape them. In this year of effort, we in Guysuco will in our concept of consolidation endeavour to rise to the occasion. I believe that most of our employees — managerial and non-managerial alike — appreciate the problems. I believe that our efforts in motivating our employees have been successful and given the continued opportunity of motivating and

managing, I am confident that we will achieve the goals set, thereby helping the nation to achieve growth which the economy must achieve if the benefits the people as a whole expect are to be realised.

We move forward therefore with confidence that we will make this Food Production Corporation a success. In the face of difficulties, the Corporation could not have made the step forward without the help and assistance given to me and the Corporation by so many persons, both nationally and internationally.

To the Ministers of Government, the Board of Directors, the Members of the Management Committee for their continued guidance and support, and above all to all our employees both managerial and non-managerial, I wish to record my personal gratitude.

I know that I can count on their commitment, dedication and loyalty to achieve better results in 1980 and the years ahead.



Cde. Pakoo receiving the Medal of Service from His Excellency The President of Guyana.

REVIEW OF OPERATIONS

AGRICULTURE SUGAR

Production: 298,268 long tons of sugar was produced in 1979 compared with a production of 324,805 tons in 1978: 110,299 tons in the 1st Crop and 187,969 tons in the 2nd Crop. The estates produced 254,031 tons and cane farmers 44,237 tons or 14.8% of the total production. Production for the year was 17.2% below the target of 360,351 tons.

Reasonably good industrial relations prevailed during the year. However the ill effects of the 1977 strike on the crop ratios were still being felt and the heavy rainfall experienced from mid-March until the end of August curtailed the excellent reaping conditions and reduced the very good juice quality which obtained at the commencement of the 1st Crop. Of the 112,968 acres of cane harvested, 5,847 acres were overaged and 11,140 acres underaged. A total of 16,987 acres or 15% of the crop was therefore reaped outside of the desired maturity range. This adversely affected the average juice quality of the crop and tended to debilitate the cane stools. The adverse effects of debilitated stools and the loss of soil tilth arising from reaping the crop under wet conditions will be in evidence in the 1980 Crop.

Rainfall and Water Control: The total precipitation of 89.90" over the sugar belt during 1979 was slightly above average and 10.42" higher than in the previous year. Rainfall during January 1979 was 50% below average; February with less than 1.0" rain was very low, while rainfall recorded in March and April was each in excess of 9.0". Although April, May, June and July experienced somewhat above normal rainfall, the rest of the year was comparatively dry with good rainfall distribution and concluded with the normal end-of-year rains in late December. During the first six months 50.87" of rain fell while 39.03" was recorded during the latter half of the year. Over similar periods in 1978, 37.85" and 41.63" of

rainfall were recorded compared with the historical average of 48.29" and 39.70" of rain respectively.

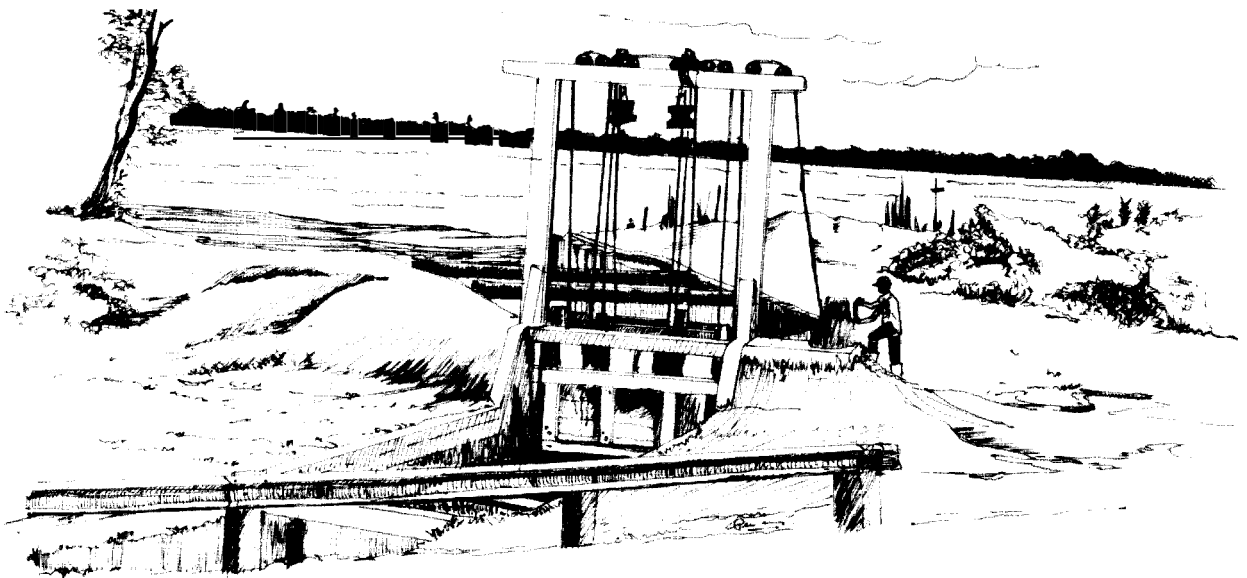
Well distributed rainfall during the second half of 1979 provided reasonable growing conditions for cane which would be harvested in the 1st Crop 1980 and gave an ideal start to cane which would be harvested early in the 2nd Crop.

The drainage systems on all locations were monitored and, where necessary, these were modified to improve their effectiveness especially for wet years. Deficient sluices at Wales and Leonora were replaced by larger and better designed ones, and a new sluice is under construction at Providence, Berbice. An aqueduct at Uitvlugt was replaced by a new one with superior hydraulic parameters.

Mechanical Tillage and Replanting: A total of 16,438 acres or 72.2% of the tillage programme was achieved in 1979. The major constraints were the heavy rainfall which commenced in mid-March and the unavailability of prime movers at the beginning of the Crop.

84.3% of the routine and 35.5% of the expansion programmes were planted during the year: an overall total of 19,022 acres or 81.8% of the planting programme: 9,031 acres or 47.5% were planted in the 1st Crop and 9,991 acres or 52.5% in the 2nd Crop.

Pilot Project, Diamond Estate: The establishment of this pilot project to test the techniques and viability of a totally mechanised approach to the planting, cultivation, and harvesting of sugarcane was commenced in 1977. The area was mechanically harvested in the latter part of the 2nd Crop, using a whole stalk harvester, infield loaders and trailers. The cane



The New Sluice Serving Wales Estate

REVIEW OF OPERATIONS Continued

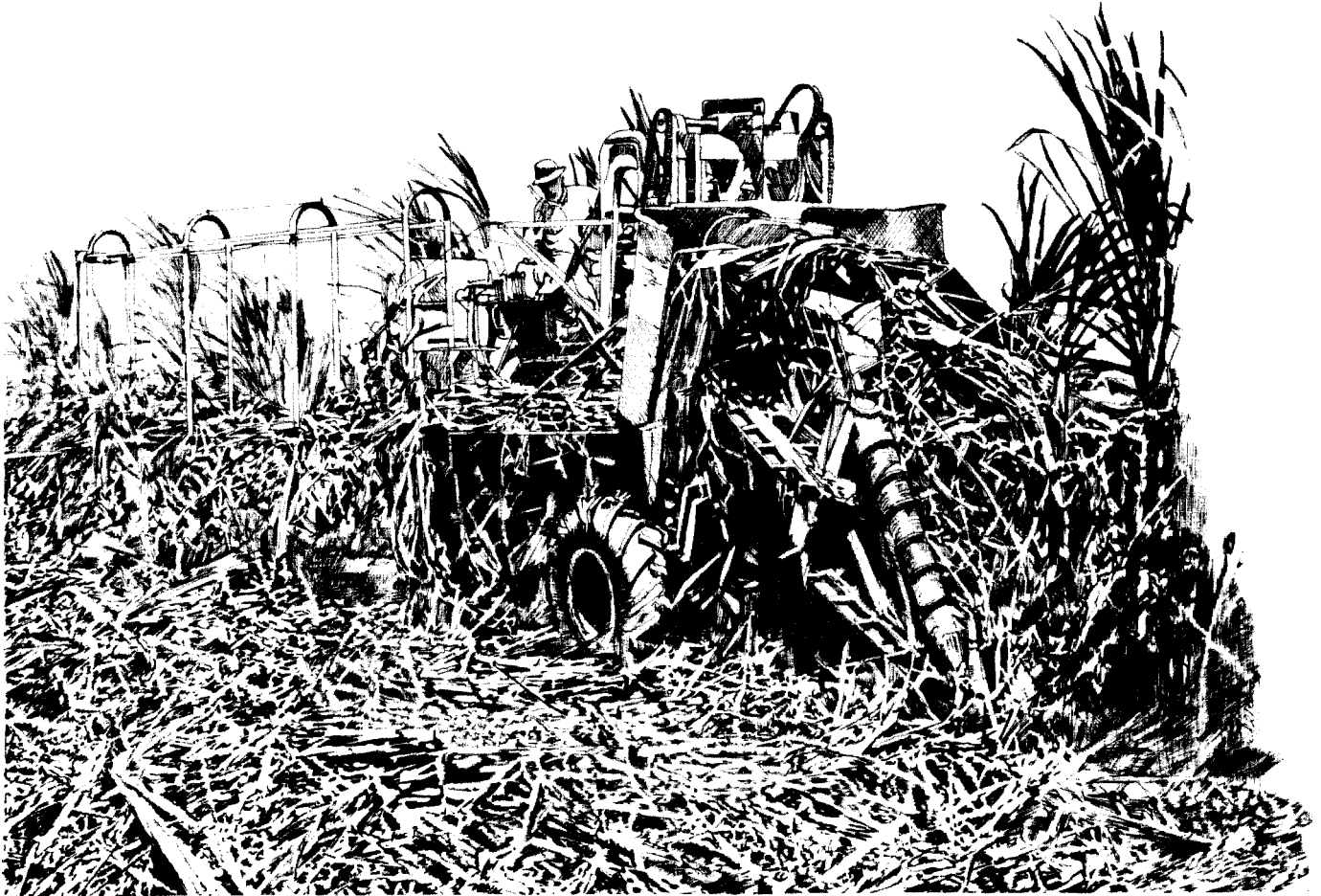
was then transloaded mechanically into punts.

Two very poor fields were rehabilitated mechanically and served as a good experience for the staff concerned. The mechanical application of fertilisers was also a success and augurs well for the future.

A Special Co-ordinating Committee had been appointed to monitor the progress of harvesting and follow-up operations.

theoretical and practical course for Operators and Supervisory staff was held. The objective of this course was to identify for selection, Operator/Instructors to train Operators in the use and maintenance of the field machines and equipment, to achieve an improvement in land preparation and other mechanical agricultural practices.

Breeding and Selection: With the assistance of the technical personnel from the West Indies Central Sugarcane Breeding



The Whole Stalk Harvester in Operation

Field Equipment: The decision taken to replace the old TD18's and BTD20's by the Caterpillar D6SA's will reduce routine maintenance costs which had increased because of constant breakages, increased cost of spares and other reasons. Some increased efficiency had been achieved in the operation of the Central Workshop at Albion. Added to this the bulk purchase and issuing of spares to the Field Workshops were being monitored to effect economies in purchasing and prevent inadvertent accumulation of spares on some estates to the detriment of others.

Field Equipment Experimental Unit: In addition to designing and constructing paddle tugs, lifting bridges and labour transport trailers, this Unit embarked on a training programme for Agricultural Machine Operators. To this end, a one week

Station, certain refinements were introduced in the crossing programme of the Guyana Sugar Experiment Station. It is hoped that these refinements will provide larger quantities of high quality seed. 340 crosses were completed during the year. This was a record for the industry.

The mutation breeding programme for the selection of shy-flowering and smut resistant varieties has not yet produced any commercial variety. All mutants from HJ 5741 and D 158/41 were of poor vigour and were discarded before the trial stage. However, three and four mutants respectively from the varieties B 57150 and B 60267 were selected for yield trials in the 1st Crop of 1980.

A total of 29,778 Demerara and Demerara/Barbados seedlings

REVIEW OF OPERATIONS Continued

were planted out in the Chateau Margot fields. Of these 6,874 were tested for juice quality in the plant cane cycle.

Thirteen variety trials had been successfully harvested during the year. Emerging from these trials were two vigorous, shy-flowering, smut resistant varieties DB 70/172 and B 69566, both of which have good commercial possibilities.

Resistance to smut and rust diseases greatly influenced the selection of varieties for the estates planting programmes. The acreages planted to B 41227, the major variety in the industry, were further increased primarily because of the unavailability of adequate seed material of other suitable varieties and its all round resistance to the fungal pathogens. DB 66/113, a high yielding variety, resistant to both smut and rust was planted extensively. Less extensively planted were D 158/41, D 141/46, D 38/57, DB 513/62, D 511/31 and B 63118.

Because of their susceptibility to rust, B 51116 and B 60122, two varieties planted extensively on pegasse soils, were eliminated from the estates planting programmes. A temporary halt to the planting of D 42/58 was also imposed until its true reaction to rust could be determined. Varieties D 49/46, DB 420/60 and DB 596/61 were distributed for multiplication. B 60177 was being rapidly propagated for extension on organic soils.

Diseases, Pests and Weed Control

Smut (*Ustilago Scitaminea*): Despite the constraints, it is heartening to report that since the outbreak of smut in November 1974, the industry has removed more than 21,000 acres of highly susceptible varieties from the cultivations, replacing them with resistant ones. This disease should be under control by the end of 1980. Unfortunately, rust arrived in September 1979.

At the beginning of the year, the smut policy was revised and roguing in commercial fields was discontinued since this had proved ineffective in suppressing the spread of the disease. However, seed fields are still being rogued to avoid propagation of diseased material.

9,533 clones were inoculated and put into resistance trials for evaluation. Evaluation of fungicides against smut by dipping and foliar application was initiated. Experiments in the chemical roguing of the disease were also being carried out.

One heritability trial was still in progress. Data collection continued from the stage 1 clones of the Demerara-Barbados 1975 and Demerara 1976 series.

Rust (*Puccinia erianthi*): Sugarcane rust, which was first discovered in Guyana at the Sugar Experiment Station on 26th September, 1979, has now been reported on all locations with the exception of Versailles, Blairmont and Albion. Two chemical screening trials had been laid down at Uitvlugt and LBI estates to monitor the effectiveness of five fungicides on the control of the disease.

Sixty-seven varieties had so far been tested in an inoculum of 4×10^6 spores/cc. The results showed that 80.6% of these varieties have a high degree of resistance to the disease.

Leaf Scald (*Xanthomonas albilineana*): Apart from re-evaluating some of the techniques used in resistance testing of this disease, an experiment in cleaning affected seed pieces chemically was carried out.

Pests: Research was confined mainly to laboratory studies of insect life cycles, rearing techniques for *Diatraea centrella* and *Spodoptera frugiperda*, an evaluation of a new promising rodenticide and rearing immature stages of unknown pests for identification. Field testing of various rat bait formulations was also done.

The pests which most affected sugarcane in 1979 were frog-hoppers — *Aenolamia flavilatera*, caterpillars — *Spodoptera frugiperda* and *Mocis punctolaris*, the large moth borer — *Castnia licoides* and the savannah rat — *Holochilus brasiliensis*.

The prolonged mid-year rains and the intermittent showers during the 2nd Crop helped to produce ideal conditions for the survival and multiplication of froghoppers. The worst infestation was at Enmore, where it affected over 3,000 acres. Large acreages at Enmore and Uitvlugt were also affected by caterpillars. Severe damage was done to newly planted fields at Enmore. Except at Wales, where considerable stalk infestation was recorded, the incidence of large moth borers was generally within tolerable limits. The pattern and intensity of attack of the small moth borer had not changed. Rose Hall, Enmore and Diamond estates were still seriously affected by this pest.

The savannah rat continued to be a pest to be reckoned with at Blairmont, Diamond, Wales and Uitvlugt estates. Only low or moderate damage by this pest was reported by the other estates. The removal of overage cane and organised baiting at Blairmont resulted in a significant reduction in the rat population and activity.

Weeds: A comprehensive review of the literature on weed control, with particular reference to sugarcane cultivation, was done by the Agronomist appointed in May, 1979. The review included a careful study of all recorded weed control trials previously carried out to obviate unnecessary duplication.

Several herbicides were screened against noxious terrestrial and aquatic weeds.

Fertiliser Practices: Based on the low levels of nitrogen values revealed from a detailed examination of foliar data from ratoons from 1976–1978 compared with previous years, it was decided to revert to the policy of applying Sulphate of Ammonia to the ratoons at the rate of 4 cwts per acre for up to the third ratoon and for subsequent ratoons estimated to yield in excess of 25 tons cane per acre. This change in policy was also designed to effect economies by reducing the costly aerial application of fertilisers to supplement deficiencies in basic applications and to minimise yield losses due to this and the problems milita-

REVIEW OF OPERATIONS Continued

ting against the timely application of supplementary fertilisers by air.

The comparison of the foliar data from the application of Sulphate of Ammonia and that from Urea trials which started in 1978, was continued in 1979. The preliminary results suggest that there is very little difference in the response of the crop to the application of one or the other form of nitrogen. It is proposed to carry out further experiments on this, based on a design format laid down by a Soils Chemist temporarily employed for this purpose. Final yield data which would be available in 1980 would indicate the cost/benefit advantage of using either of the nitrogen carriers. In the meantime, however, the costs of both Sulphate of Ammonia and Urea have increased.

Until a suitably qualified candidate could be identified for appointment as Nutrition Agronomist, Agricultural Superintendents were assigned the responsibility to lay down, monitor and report on the progress of a new series of formal N-P-K fertiliser experiments, based on a design prepared by the Manager of the Agronomy Department.

Commercial Pilot Plots: Reasonable success attended two of the three Commercial Pilot Plots of approximately 100 acres each, which had been established at Uitvulgt, Wales and Enmore estates to demonstrate the increased productivity which could be achieved from the application of proper cultivation practices and management of the cane crop. The status of these pilot plots would be reviewed at intervals and the experiment would be extended to other estates as suitable land became available.

CANE FARMING

During the year 23,439.4 acres were under sugarcane cultivation by three private estates at Houston, Versailles and Lochaber, twenty-one Co-operative Societies (Marketing and Producers) and individual farmers. 20,492.5 acres were harvested from which 44,237 tons sugar was produced, an increase of 373 tons sugar over the production in 1978. With the exception of Blairmont, all of the Corporation's estates were involved in processing farmers' cane.

With the National Cane Farming Development Corporation in voluntary liquidation, the main source of loan finance for cane farmers was the Guyana Co-operative Agricultural and Industrial Development Bank. This change, together with the change in the ownership of the factories which processed farmers' cane and the establishment of Cane Farming Liaison Committees on those estates, resulted in the restructuring of the National Cane Farming Committee to reflect these changes. The Chairman of the National Cane Farming Committee is now a farmer elected by those farmer representatives appointed to the Committee from the Cane Farming Liaison Committees. The National Cane Farming Committee is thus admirably structured to deal with the financial needs of farmers and the administration of the Cane Farmers' Rehabilitation Fund.

Steps had been taken during the year to encourage farmers to

rehabilitate their cultivations, the condition of which had declined over the years. At the same time, it was decided that the Cane Farmers' Rehabilitation Fund would no longer provide loans to individual farmers, but would be used instead to finance projects which would benefit communities of farmers. It is hoped that in collaboration with the Cane Farming Committees on the estates and the National Cane Farming Committee, plans would be drawn up to improve the condition of dams, roadways, bridges, drainage and navigation trenches in the farming communities.

OTHER CROPS

In the course of the year these operations were more closely integrated with the activities of the Corporation by the assignment of responsibility for Other Crops to the newly appointed Director of Agricultural Operations in the restructured Agricultural Department of the Corporation.

The Corporation's crop diversification programme includes the production of cassava flour and its by-products; the cultivation of corn and legumes; the cultivation of oil palm and the extraction of oil therefrom and the cultivation of fish in flood-fallowed sugarcane fields and conventional ponds.

Cassava: In June 1979, the mill at Look Out was handed over to the Guyana Pharmaceutical Corporation, but Guyana Sugar Corporation continued to operate the cassava mills at Charity and Kaituma. The mill at Charity operated continuously during the year but still well below its production capacity due to the supply of wet cassava roots. On the other hand, the Kaituma mill operated only between March-May when wet cassava roots were available. Production for the year was 580,539 lbs of cassava flour. In addition, the following cassava by-products were produced: 185,828 lbs of cassava middlings, 5,102 lbs of starch and 212 gallons of cassareep. 23,548 lbs of plantain flour was also produced by the Look Out Mill.

The cassava nursery established at Diamond, suffered from larceny and flooding. Of the 12 acres planted, only 1.5 acres were harvested yielding 10,715 lbs of wet roots. Sticks from five high-yielding varieties from Diamond and one variety from Suriname were planted on a 16-acre plot at Enmore, the first phase of a 60-acre multiplication unit to be established there. Sticks from a 3-acre nursery established at Kaituma had been planted on farmers' plots for multiplication. 75 acres of the 200-acre Kaituma State Farm had been cleared and by the end of the year 10 acres had been planted.

Oil Palm: The cultivation and processing of Oil Palm continued at the two locations at San Jan on the Demerara River and at Wauna in the North West District. The area under cultivation at San Jan is 183.5 acres, while at Wauna only part of 2,100 acres was cultivated. In addition, about 150 acres are cultivated by farmers in the Wauna area.

At Wauna 400 acres had been cleared during the year, of which 139.5 acres had been planted in palms bringing the cultivation to 1,428.5 acres compared with 1,289 at the end of 1978. In addition, 47,240 seedlings had been established in the 25-acre field nursery for transplanting in 1980. Germin-

REVIEW OF OPERATIONS Continued

ation of pre-heated seed imported from Nigeria was continuing.

Towards the end of the year a topographical survey of the Wauna area was in the course of preparation to delineate the boundaries of the present cultivation and to determine the siting of roads, factory, etc., having regard to the availability of suitable land for expanding the cultivation in the area.

The factory at San Jan suffered considerable downtime during the year and this was reflected in the low throughput of fresh fruit bunches compared with the field production. Of a field production of 648 short tons of fresh fruit bunches, 179 short tons was harvested of which 157 short tons of fresh fruit bunches was processed. This yielded 23.6 short tons of pericarp oil, an extraction rate of 16.5%.

Production from the older trees at Wauna increased to 67 short tons and 3 short tons of fresh fruit bunches was purchased from the farmers in the area. When processed this yielded 10.25 short tons of pericarp oil, an extraction rate of 17%.

The crude oil produced on both locations was sold in Georgetown for refining. Based on advice and recommendations received from a visiting TPI consultant, steps have been taken to improve on the extraction process at both locations.

Intercropping of the palms under three years old continued during the year. 26 short tons of pumpkins was reaped despite heavy field losses. At the end of the year, 5 acres of peanuts had been planted for harvesting in 1980.

Corn/Legumes: The State Farm at Blairmont continued to be used for the production of corn and legumes. The crops were, however, badly affected by the weather. Of the 447.9 acres of corn planted in the first crop, 69.9 acres were flooded out. The crop from the remaining acreage produced 116.5 short tons of dry grain, a yield of 615 lbs per acre. 205 acres of corn were planted in the second crop for harvest in February/March 1980.

Three crops of blackeye peas, using the variety California 5, were planted in March, September and November/December 1979. Apart from the inherent constraints of the variety used to cope with excessive rainfall, 251 acres of the 837.5 acres planted in the first two crops were lost because of flooding of the fields due to rain. 209,187 lbs of dry peas was harvested from the remaining 586 acres, a yield of only 35.7 lbs per acre. The third crop did not fare any better in that 121 acres were destroyed by heavy rainfall shortly after planting leaving 65 acres which were planted on flat beds and 17 acres which were planted in ridge and furrow fields. This crop was due to be reaped early in 1980.

45,860 lbs of grain from the second blackeye peas crop has been reserved for use as seed. Experiments are continuing on the cultivation practices and varieties of both corn and blackeye peas to determine those best suited to conditions in Guyana.

Manarabisi: Work on land clearing and infrastructural develop-

ment of this State Farm was severely curtailed by the weather during the year. It is proposed to plant corn and blackeye peas in this area in 1980.

Fish: The conventional ponds and three flood-fallowed fields totalling 43.7 acres which had been stocked with tilapia were harvested during the year yielding 9,351 lbs fish. The recovery of fish was disappointingly low. The conventional pond, 10 acres, and 23.7 acres of flood-fallowed fields had been restocked with both tilapia and hassar and steps have been taken to prevent the unauthorised removal of fish. These areas would be harvested in 1980.

FACTORIES

Taken as a whole, the standard of factory performance was maintained at the 1978 level. The disappointing areas continued to be loss of factory time due to mechanical and operational problems, out-of-cane and throughput. Because of these factors the factories were in operation for 41 weeks of the year which left inadequate time for proper maintenance.

Factory utilisation fell from 64.5% in 1978 (Versailles excluded) to 58.5% in 1979.

Of the Corporation's factories, Diamond, Uitvlugt, Rose Hall and Blairmont accounted for 57% of the factory downtime.

A major effort was made during the year to improve the mechanical and operational performance of Diamond. Two boilers were completely overhauled during the first half of the year. The factory personnel were also assisted by a group of selected workers from other estates to rehabilitate the factory.

There were, however, certain maintenance works still to be done, the main one being the improvement of the factory's raw water supply which is not only inadequate, but its poor quality tends to cause serious corrosion of the system.

The steam supply at Uitvlugt was the main contributory factor to operational time loss.

Steps were taken to correct the decline in the quality of general maintenance at Rose Hall which gave rise to most of the problems at this factory. With the loss of the factory's No.4 boiler, the disposal of bagasse also posed a problem.

Although Blairmont experienced a high loss of operational time, its performance in 1979 was an improvement on that attained in 1978. It was hoped that the problems arising from the failure of the cane carrier chains would be corrected by the rehabilitation of the pre-milling area in 1980.

Generally, factories experienced some problems in the pre-milling preparation of cane, cane carriers and fracture of knife bosses. In addition, two major boiler failures occurred, one at Rose Hall and the other at Leonora.

Skeldon experienced continuous problems with its cane hoist.

There was an increase in the operational hours lost from the

REVIEW OF OPERATIONS Continued

factories being out of cane. This was mainly due to the prevailing inclement weather which impeded the transportation of cane to the factories. Apart from this, other contributing factors were the inadequate utilisation of punts at Albion and the chronic shortage of cane cutters at LBI, Diamond and Wales.

Although the total performance of the factories showed some improvement, only Enmore achieved its rated throughput. Problems with cane knives affected the Berbice estates, while general operational process problems were experienced at LBI and Diamond. Uitvlugt, on the other hand, could not achieve its rated mill feed because of the limitations of the cane hoist to load an adequate amount of cane when average punt weights fell below 6 tons.

Process Control: The quality of cane, as in 1978, continued to show low trends in polarisation, and high fibre content. This affected process control and the situation was aggravated by a shortage of sugar boilers. On a few locations excessive extraneous matter in the cane caused problems in the boiling house. Steps have been taken to improve the supply of trained sugar boilers.

Quality Control: The average polarisation of 98.06% and a colour value of 150 were the result of improvements in sugar quality achieved by all the estates with the exception of LBI and Diamond. Despite this all round performance, penalties were incurred at certain outturn ports in the USA. Steps have been taken to ascertain whether the deterioration had taken place in storage or in transit.

Modification and Expansion: With the exception of Albion, equipment was installed at all factories. The major works included the installation of additional bulk storage capacity

at Skeldon; diesel generating plants at LBI and Wales; switch-board panels for Turbo Alternators at Diamond, Leonora and Uitvlugt; a Turbo Alternator at Enmore; and a Bigelow Boiler at Wales.

Engineering services would continue to be provided to the Other Crops activities by strengthening the staff of the Factory Operations Department.

Development: Trials in the use of the Talofloc process in the production of white sugar were completed during the year. The sugar produced is of a higher quality.

The evaluation of locally fabricated knife bosses showed good results and led to their expanded use at Skeldon, Albion, Rose Hall and Blairmont.

The establishment of a "reclaim and rebuild" workshop did not take place as planned in 1979, because of a decision to use the Versailles factory building for a project undertaken by another Corporation. The execution of this project will, however, take place in 1980 as soon as a suitable site has been decided on.

Energy Conservation: A close monitoring system on the use of energy and petroleum products had been introduced. The results so far have been encouraging.

Constraints and Prospects: The execution of the factory maintenance programme was hindered by the long grinding periods and the unavailability of certain basic materials. This latter constraint severely taxed the skill of the factory personnel.

Bottlenecks, which had restricted the throughput of the factories at Skeldon, LBI, Diamond, Leonora and Uitvlugt, have been identified for remedial action in 1980.



The Factory at Albion, the 1979 Champion Estate

REVIEW OF OPERATIONS Continued

MARKETING

SUGAR

In 1979 Guyana again faced difficult problems in the marketing of sugar. Though at the end of the year the world market price for sugar was beginning to strengthen, the fact is that, on average, the world price during 1979 remained at an extremely low level, continuing to be well below the cost of production as it has been since 1976. The average ISA daily price for 1979 was only 9.65 US cents per lb as compared to 7.81 cents in 1978, 8.10 cents in 1977 and 11.51 cents in 1976.

The USA continued to deny Guyana, along with other countries, Generalised System of Preference (GSP) terms for sugar.

The annual negotiations with the EEC regarding price were again unsatisfactory and the effective price increase for 1979/80 quota sugar was minimal. In addition, strong lobbying against ACP sugar continued within the EEC and threw some doubt on the absolute security of access for our sugar in this market.

In 1979 Guyana was again able to meet all its major sugar marketing objectives. The vital EEC quota commitment was met. All commitments under the International Sugar Agreement were also met. Guyana played a full part in international activities as a member of the Executive Committee of the International Sugar Organisation and as holder of the Chairmanship of the ACP Sugar Committee. The Nation's credibility and reputation as a sugar exporter was fully maintained.

Marketing Policy: In 1979 the Sugar Marketing Committee, with the Minister of Trade and Consumer Protection as Chairman, continued to agree the broad lines of sugar marketing policy. Efficient sugar marketing very much depends on the close and constructive relationship which is maintained between the Minister and his officers and Guysuco.

Our production of 298,268 long tons was marketed as follows:

<u>Market</u>	<u>Long tons</u>
Home	31,501
Caricom	800
UK (EEC Quota)	
— Bulk	150,006
— Specials	2,810
Canada	75,225
U.S.A.	37,470
Losses	<u>456</u>
	<u>298,268</u>

Home Market: In 1979 the home market was fully supplied with all its requirements. The price of DC sugar remained at \$260.85 per ton and the price of white sugar remained at \$560.00 per ton. The subsidy to the consumer in 1979 amounted to an estimated \$ 17.1M.

Caricom: Exports to Caricom in 1979 were again very disappointing. Guyana makes every effort to encourage exports but,

again, during the year the sugar-importing countries in Caricom could get their supplies at cut-rate world prices and were therefore reluctant to buy at the higher price set by the Caricom Council of Ministers. No doubt this situation will change as the world price increases.

EEC Quota: We must again emphasise how vital the quota we receive under the Sugar Protocol of the Lomé Convention is to Guyana. Sugarcane is a crop with a long cycle and sugar is a long-term industry. It therefore needs to have the assurance of secure long-term outlets. In addition the free market price of sugar has proved extremely volatile and many years go by when this price is below the cost of production. This is why the assurance under the Lomé Convention of an outlet for over 50% of our exports for an indefinite period at a reasonably remunerative price will always remain vital.

In 1979 Guyana fully met its EEC quota commitment by 30th June 1979, and by the end of 1979 we had already supplied the larger part of our 1979/80 quota.

In 1979, together with other ACP colleagues, we fought hard to make sure that our access to the EEC, through the U.K. refiners, was not undermined. This battle will continue because the campaign by the EEC beet producers against ACP sugar remains as strong as ever. The present EEC surplus — which has badly damaged world sugar markets over the past four years — has nothing to do with imports of ACP sugar. The EEC surplus results from over-production by EEC beet growers. It is encouraging therefore that the EEC Commission has proposed for its new sugar regime a reduction in production quotas to a more reasonable level. However, these proposals have already been attacked by the EEC beet producers and their supporters. Guyana will play its full part in the battle which must continue in 1980 to reduce EEC beet sugar quotas and encourage the EEC to play a more responsible part in international sugar marketing.

International Sugar Agreement: In 1979, Guyana continued to observe fully the provisions of the International Sugar Agreement (ISA). The country's export quota commitments, including the allocation arising from the shortfalls of other countries, were met. Guyana also met its stock obligations and established special stocks of 10,391 metric tons as required under the ISA. As also required, a progress report was given on our expansion projects.

U.S. Market: In 1979, Guyana sold 37,470 tons sugar to the United States. This compared with 54,484 tons sold in 1978 and 11,000 tons odd in 1977. Guyana's exports to this market remained low in comparison with the recent past — in 1974/75 Guyana sugar exports to the USA averaged 100,000 tons. Again in 1979, Guyana did not enjoy GSP treatment for its export of sugar — though the case for Guyana being included in the list of countries receiving GSP treatment for sugar remains very strong.

Canada: In 1979, Guysuco sold 75,225 tons of sugar to Canada compared with 53,965 tons in 1978, 20,296 tons in 1977, 8,480 tons in 1976 and nil in the period 1972 - 75. The

REVIEW OF OPERATIONS Continued

Canadian market remains an attractive one because of preference received over world price, because of good freight opportunities, and because Guyana sugar has built up a good reputation with the Canadian refiners. Efforts to strengthen links in this market continued in 1979 and, in particular, the Chairman paid a highly successful visit in October to hold discussions with the refiners.

New Markets: Guysuco is eager to develop new markets for its sugar. In the recent past, we have sold sugar to China, Portugal and Algeria amongst other countries. Any favourable opportunities which arise through Government contacts and trade missions are investigated and followed up. In 1979, possible sales of sugar to North Korea and Iraq were actively discussed. The search for new markets will continue.

Molasses: The molasses market continued to strengthen in 1979. Guyana's exports of molasses were 16.1 million gallons compared with 19.6 million gallons in 1978 and 12.2 million gallons in 1977. The price received in 1979 was 95 cents per gallon, compared with 56 cents per gallon in 1978 and 32.5 cents per gallon in 1977.

Our sales to distilleries in Guyana in 1979 were 5.3 million gallons, compared with 5.9 million gallons in 1978 and 5.8 million gallons in 1977. The price we receive from the distilleries is the same as the export price.

OTHER CROPS

1979 saw some degree of improvement in both the production and marketing of Other Crops. Most importantly, in 1979 the aquaculture production came on stream. Also, experiments were carried out with certain legumes and root crops including urid, mung, pigeon peas, carrots and onions.

In the disposition of all produce, maximum use was made of co-operatives in close proximity to the farm gate, as well as of supermarkets and other retail outlets in both the public and private sectors. Also, produce was made available to staff both on estates and in Georgetown.

The marketing of one product needs to be singled out for specific mention. This is cassareep. Because of circumstances prevailing during the earlier part of the year, the latter part of the year found the Corporation faced with the problem of virtually having no bottles in which to market its cassareep. The situation was alleviated somewhat when relatively large quantities were taken up by staff members. The problem will be resolved in 1980.

Finally, a market survey carried out in the Caribbean during the earlier part of 1979 established that there were outlets overseas both for crops being produced as well as for crops which can be produced by the Corporation. These include peanuts, yams, pumpkins, plantains. Overseas markets are also being sought for ornamentals which the Corporation contemplates producing.

PERSONNEL

Staffing: During the year under review, the Corporation lost

23 staff members. Of these, one died, ten were due to normal retirements, the rest were due to resignations.

Two staff members were elevated to the Corporation's Board of Directors in 1979 compared with one in 1978. Some 60 other staff members were upgraded and 18 young Guyanese and one Commonwealth citizen were recruited into senior managerial positions in the Corporation's structure.

Morale remained extremely high throughout the year in spite of the difficulties under which we operated.

Communications: The Central Communications Committee, in this its first full year of operations, held seven meetings and concerned itself among other things with:

- monitoring and reviewing all areas of communications;
- devising new strategies for communications;
- improving the existing mechanics of the communications system;
- work on special projects such as Guysuco Production Honours Roll Scheme, communication with Socio/Economic Groups and Exhibitions;
- increasing the number of participative forums and improving the existing ones.

The Estates Communications Committee, the main arm of the Central Communications Committee on estates, met regularly and co-ordinated all communications activities on these locations. In addition, it served as the Editorial Board of the Estates News Bulletin.

The Estates Communications Committee is also a participative forum with its membership drawn from management and non-management workers in the same way as Works Councils, Productivity Committees, Sports Committees, Safety Committees and Committees responsible for the functioning of such facilities as Swimming Pools and Canteens. These Committees continued to function on all estates with varying degrees of success.

Despite the constraints of shortages of printing material, estates showed considerable ingenuity in achieving an average of at least one publication of their News Bulletin every two months. The Other Crops Division and the Head Office added their publications to the list during the year.

To a certain extent, the Corporation's House journal "Sugar News" helped to disseminate estates' information in the absence of Estate News Bulletins. A survey carried out during the year disclosed that this publication not only reached most of the workers in the industry, but that it also enjoyed a significant circulation among the external public. In fact, there has been an increase in the demand for the publication both locally and overseas.

The radio programme "Sugar and the Nation", continued to

REVIEW OF OPERATIONS *Continued*

complement the House Journal by providing information on Guysuco's operations in addition to meeting the educational, informational and entertainment needs of the workers. Unfortunately, financial constraints dictated that the programme be reduced from a 45-minute to a 30-minute weekly programme. This in some measure has affected the scope of adapting the programme to satisfy its growing audience.

The Guysuco Production Honours Roll Scheme, which was introduced during the 1979 first crop, was most successful in fostering and developing a spirit of pride and cohesion among all estate workers and a keen competitive spirit was in evidence among estates. Albion/Port Mourant estate was declared the Champion Estate for the year.

Under this Scheme, the selection of the best workers on each estate provided another opportunity in worker participation in the industry. Cde. S. Rampersaud was adjudged the industry's champion worker for the year.



Cde. Seelall Rampersaud, Guysuco's Champion Worker in 1979.

Head Office personnel scored a first in resuscitating drama in the industry by the formation of a Drama Group. During the year the Group staged plays at the Theatre Guild, Albion/Port Mourant, LBI, Wales and Uitvlugt estates.

Industrial Welfare: A Welfare Co-ordinating Committee was appointed under the Chairmanship of the Personnel Services Officer. This Committee was charged with the responsibility

of monitoring welfare activities on estates as well as advising on welfare functions in the Corporation. These activities included Safety and Accident Prevention, Sports, Visiting the Sick and Pensioners, Canteen Supervision and counselling workers and preparing them for retirement.

Safety: While the safety performance of Factories could be regarded as satisfactory, safety performance in the Field had not improved on that of 1978.

Factory safety performance in 1979 improved by 0.6 percent over that for 1978 and reported accidents dropped by 4.7 percent. In the field, however, there was a 39.77 percent deterioration in performance compared with 1978, with an increase of 29.27 percent in reported accidents.

The frequency of lost time accidents in the industry increased by 60 and 39 percent in the Factory and Field respectively, over 1978.

There were 14 fatal accidents during the year, an increase of 40 percent over 1978. Two deaths occurred in and around the factories; one person died by drowning and eleven persons died in accidents involving motor vehicles. While there was a decrease of 11.38 percent in the number of vehicular accidents compared with 1978, the incidence of such accidents continues to cause concern. In an effort to correct this situation, greater care will be exercised in the selection and training of drivers and more attention paid to the daily checks required to be carried out on vehicles.

An assessment of the earplugs issued to Power House Operators and Boiler Operators was carried out. The responses received from estates indicated that some persuasion and education of workers on the desirability of using such a safety device was needed before its suitability for use in the industry is determined.

The Corporation has so far been unable to acquire a suitable respirator hood and other protective clothing to further its efforts in testing them for use by workers in the field and Aircraft Pilots engaged in the application of chemical sprays.

70 outbreaks of fire were reported. In addition, the estates' fire units responded to 26 community calls during the year. New fire-fighting units were acquired for Blairmont and Albion/Port Mourant estates. A Land-Rover-type fire-fighting unit, together with a fire tender, was acquired for use by the Aircraft Department at Ogle. Discussions were held with the Guyana Fire Service to man this facility. The Guyana Fire Service also continued to assist in the training of the estates fire-fighting crews.

During the year the Occupational Health Nurse and Hygienist, appointed in 1978, inspected and assessed the adequacy of the workers health and welfare facilities in field and factory as well as the level of performance and the standards of the Dispensaries on all locations. As a result, steps were taken to upgrade the equipment and supervision at the Dispensaries; recommendations were made by the Safety Officer, in collaboration with the Nurse, to upgrade the canteen facilities; and a programme of worker education was suggested as a means of obtaining the

co-operation of workers in maintaining the sanitary and washing facilities provided in the Factory premises in a satisfactory condition.

In collaboration with the Ministry of Health, arrangements have been made for the Corporation's trained Nurses and Dispensers to upgrade their training under the Medex Scheme. A number of these Medex-trained personnel are now functioning at estates' Dispensaries.

Sport: The Central and Regional Sports Committees organised and successfully implemented another varied Sports Programme in 1979. The Inter-Departmental, Inter-Estate and Inter-Regional Guysuco Games culminated in the Public Sector Games, in which the participants were teams from Guysuco, Guystac, Public Service Union and Guyana Liquor Corporation. The Championship Shield in the Public Sector Games was won by Guystac.

Cde John Joseph from Enmore estate was the athletic discovery of the year, excelling in the 5,000 and 10,000 metres as well as the marathon. He was eventually selected to represent Guyana at the Pan American Games in Puerto Rico. Unfortunately, he was injured while in Puerto Rico and did not participate in any of the events.

Cde Joseph and Cde Bidwattie were respectively named Guysuco Male and Female Sports Personality of the year.

Medical Care: At the formal opening of the Ogle Diagnostic Centre on 30th June, 1979, the Corporation announced its decision to upgrade its medical services into an Occupational Health Plan with emphasis on preventative health care. This would include an active training programme for improving the training of the medical staff and the recruitment of additional doctors. It was also proposed to undertake minor surgery and some physiotherapy at the Ogle Diagnostic Centre.

The Plan would at first cater for all sugar workers, cane farmers and their families and would continue to offer emergency treatment and ambulance services to the communities in which the estates are located. Eventually, the Corporation's facilities would be integrated with the country's Medical Services.

Manpower Development: The Manpower Development Programme continued to include planned experience development through coaching, classroom teaching, attachments and attendance at institutions of higher learning.

Although the approved Training Plan was not fully implemented, the following main objectives of the Plan had been achieved:

1. Ninety participants drawn from every section of the organisation attended Capital Budgeting Courses held at the Central and Regional levels;
2. One hundred and twenty Supervisors attended Regional



Left to right: Cde. Frank Nelson and Cde. Marva Amour, Best Actor and Best Actress, Head Office Drama Group, with Chairman

REVIEW OF OPERATIONS Continued

Courses aimed at educating them in their duties which were an integral part of the Managerial chain of command;

3. Mounting a number of courses aimed at improving the standards of management and performance of the Field Workshops;
4. Training 16 young Managers to be Trainers;
5. The Annual Personnel and Industrial Relations Managers' Conference, which this year had as its main topic the Review of the 70's.

All estates continued to conduct information sessions and training courses to improve technical and supervisory skills of different levels of workers. Courses were also conducted with the aim of solving specific operational problems. These courses catered for over 4,600 workers.

Cadetship Scheme: The twelve Cadets appointed in 1978 for training in Agricultural, Mechanical and Electrical Engineering, Agronomy and Accountancy, were placed in institutions of higher learning after completing their year of National Service.

Apprentice Training: The Port Mourant Training Centre continued to train persons to meet the Corporation's need for technically trained personnel. The Centre also continued to make available places in its Apprentice Training Scheme for persons from other public sector agencies.

During the year 68 apprentices were admitted to the Port Mourant Training Centre (PMTTC), 59 males and 9 females, of which 8 of the apprentices were from other public sector agencies. Of the 63 apprentices from the 1974 intake, 58 graduated in September 1979. Two of the graduating apprentices were awarded bronze medals by the City and Guilds of London Institute — one in the automotive and the other in the mechanical Basic Engineering Courses. The number of apprentices from the industry who graduated totalled 654 at the end of 1979. Of these, 384 are still in the Corporation's employment — a retention rate of 58.72%. The retention rate for those apprentices who graduated in 1978 and 1979 is 100%.

Worker Development: During 1979 six students graduated from the Guyana School of Agriculture, and seven new students were sponsored.

Two students graduated from the Eastern Caribbean Institute of Agriculture and Forestry in 1979 and four new candidates selected by the Corporation gained admission to the Institute.

Assistance to Study Scheme: This Scheme continues to be an aid in training workers. In 1979, 8 workers made use of the Scheme to study in the fields of Automotive Technology, Mechanical Engineering and Accounting. Refunds and awards under the scheme were made to 13 successful students, all in

the field of Accounting.

Guysuco Scholarships: Three awards of Guysuco Scholarships were made in 1979 — one in the field of Biology and two in Chemistry, by the Scholarship Committee of the University of Guyana.

These scholarships were part of an offer of three scholarships a year for ten years made by the industry when the country became a Republic in 1970.

INDUSTRIAL RELATIONS

Industrial Relations have been relatively stable throughout the year. 215,737 man days were lost through work stoppages and strikes with a loss in workers' earnings amounting to \$3.6M.

Of the days lost in 1979 through work stoppages and strikes, 131,486 days with a loss of earnings amounting to \$ 2.1M were due to a strike called by the three Unions recognised in the industry, allegedly in support of workers in the Bauxite Industry. Only 84,251 days with a loss of \$ 1.5M in earnings can therefore be attributed to industrial action arising from causes solely related to the industry. This compared with 154,879 days lost in 1978 with a loss of \$ 2.1M in earnings.

For the first time, the Corporation held joint discussions with all three Unions recognised in the industry, to fix Annual Production Incentives. An Agreement was concluded for a Production Incentive on the basis of 8 days' pay for a production of 302,500 tons sugar and 10 days' pay for 312,500 tons. The industry achieved a production of 298,268 tons sugar which qualified for a Production Incentive payment of 7 days' pay. Albion, Rose Hall and Wales were awarded 8 days' pay based on the individual achievement of these estates.

Agreements in relation to Conditions of Employment were concluded with Guyana Agricultural and General Workers Union and Guyana Field Foremen and Supervisors Union. These Agreements were signed in January 1980. Unfortunately, a similar Agreement was not concluded with the National Association of Agricultural, Commercial and Industrial Employees, and it is likely that this matter might be referred to Arbitration.

HEAD OFFICE ANNEXE

On the morning of Wednesday, 11th July, 1979, the Corporation's Head Office Annexe at 201 Camp Street was destroyed by fire. Until suitable accommodation was restored there, the staff was temporarily housed at the Management Training Centre, Ogle. During this time, BIDCO kindly allowed the Corporation to hold its Board and Management Committee Meetings in their Board Room.

The Corporation is grateful to BIDCO for coming to our assistance and to all those who, in one way or another, commiserated with us in our loss.



ACCOUNTS 1979

REPORT OF THE AUDITORS

**TO THE MEMBERS OF
GUYANA SUGAR CORPORATION LIMITED**

We have examined the accounts set out on pages 20 to 29 which are in agreement with the books of the company, and have been prepared under the historical cost convention, including the revaluation of the fixed assets as explained in Note 6 on page 27. We have obtained all the information and explanations we have required.

In our opinion these accounts give under the accounting convention stated above, a true and correct view of the state of affairs of the company at 31 December 1979, and of the net income and source and application of funds for the year then ended, in accordance with generally accepted accounting principles applied on a basis consistent with that of the preceding year.

THOMAS STOLL DIAS & CO.
Member Firm
TOUCHE ROSS INTERNATIONAL
5 America Street
Georgetown
Guyana.

29 February 1980

STATEMENT OF NET INCOME

For the year ended 31 December 1979

	Notes	1979	1978
		\$000	\$000
SALES	1	<u>259,157</u>	<u>261,405</u>
NET INCOME BEFORE TAXATION	2	2,049	4,200
TAXATION	3	<u>1,104</u>	<u>851</u>
NET INCOME AFTER TAXATION		945	3,349
VALUATION SURPLUS ON DISPOSAL OF FIXED ASSETS TRANSFERRED FROM RESERVES		<u>120</u>	<u>151</u>
NET INCOME		<u>1,065</u>	<u>3,500</u>

STATEMENT OF RESERVES

	Total	Operating	Sugar Industry Rehabilitation Fund	Valuation
	\$000	\$000	\$000	\$000
Balance at 1 January 1979	41,031	(11,979)	3,268	49,742
Receipt from Sugar Industry Rehabilitation Fund	3,587	—	3,587	—
Net Income for year	1,065	1,065	—	—
Less: Valuation surplus on disposal of fixed assets transferred to Income Statement	<u>(120)</u>	<u>—</u>	<u>—</u>	<u>(120)</u>
BALANCE — 31 December 1979	<u>45,563</u>	<u>(10,914)</u>	<u>6,855</u>	<u>49,622</u>

BALANCE SHEET

At 31 December 1979

	Notes	1979	1978
		\$000	\$000
SHARE CAPITAL			
AUTHORISED			
72,000,000 ordinary shares of \$1.00 each		<u>72,000</u>	<u>72,000</u>
ISSUED AND FULLY PAID			
48,536,775 ordinary shares of \$1.00 each		48,537	48,537
RESERVES			
CAPITAL AND RESERVES			
		94,100	89,568
DEFERRED LIABILITIES	4	18,299	13,566
NON-CURRENT LOANS	5	<u>10,252</u>	<u>8,085</u>
		<u>122,651</u>	<u>111,219</u>
REPRESENTED BY			
FIXED ASSETS	6	127,288	126,650
INVESTMENTS	7	167	167
DEFERRED RECEIVABLES		29	14
DEFERRED CULTIVATION COSTS		1,434	2,202
NET CURRENT LIABILITIES	8	<u>(6,267)</u>	<u>(17,814)</u>
		<u>122,651</u>	<u>111,219</u>

Directors :

Harold B. Davis

A. Y. Luck

I A. Mc Donald

STATEMENT OF SOURCE AND APPLICATION OF FUNDS

For the year ended 31 December 1979

	1979	1978
	\$000	\$000
SOURCE OF FUNDS		
Net Income before taxation	2,049	4,200
Depreciation – Non-cash item	<u>11,297</u>	<u>10,225</u>
FUNDS GENERATED FROM OPERATIONS	13,346	14,425
FUNDS FROM OTHER SOURCES		
Issue of Share Capital	–	559
Receipts from the Sugar Industry		
Rehabilitation Fund	3,587	400
Disposal of Fixed Assets	1,395	392
Non-Current Loans	2,167	4,118
Deferred Liabilities	4,733	–
Deferred Receivables	–	118
Deferred Cultivation Costs	<u>768</u>	<u>1,165</u>
TOTAL SOURCE OF FUNDS	<u>25,996</u>	<u>21,177</u>
APPLICATION OF FUNDS		
Taxation paid	836	7
Deferred Liabilities	–	747
Purchase of Fixed Assets	13,330	23,769
Investments	–	41
Deferred Receivables	<u>15</u>	<u>–</u>
TOTAL APPLICATION OF FUNDS	<u>14,181</u>	<u>24,564</u>
INCREASE/(DECREASE) IN WORKING CAPITAL	<u>11,815</u>	<u>(3,387)</u>
REPRESENTED BY		
Increase in Stocks and Unsold Produce	9,503	12,385
Increase in Debtors	3,204	9,301
(Increase)/Decrease in Creditors	12,238	(5,970)
(Increase) in Loans repayable within one year	<u>(11,386)</u>	<u>(15,053)</u>
	13,559	663
Movement in Net Liquid Funds	<u>(1,744)</u>	<u>(4,050)</u>
	<u>11,815</u>	<u>(3,387)</u>
Cash in Hand and at Bank	38	(1,242)
Deposits and Treasury Bills	–	(6,000)
Bank Overdraft	<u>(1,782)</u>	<u>3,192</u>
	<u>(1,744)</u>	<u>(4,050)</u>

SUMMARY OF ACCOUNTING POLICIES

1. FIXED ASSETS AND DEPRECIATION

Fixed assets vested on 26 May 1976 are stated at the book values of the predecessor owners, which were in excess of compensation price by \$ 50,055,942, less provision for depreciation and amortisation computed on those values. All fixed assets acquired after that date are stated at cost less provision for depreciation and amortisation.

The excess of book values over compensation price referred to in the preceding paragraph, was set up as the opening balance of the valuation reserve.

Depreciation is provided on the straight line basis calculated to write off each asset over its estimated useful life as follows:

Freehold buildings	Over 50 years
Leasehold properties	Over the lives of the leases
Land expansion costs	Over 10 years
Plant and equipment	From 5 to 16 years
Motor vehicles	Over 4 years
Aircraft	Over 3 years

The value of ratoon crop is recognised only when reaped, thus all costs for this item have been written off at the balance sheet dates.

2. INVENTORIES AND UNSOLD PRODUCE

Unsold produce is valued at estimated realisable value less deductions for Sugar Industry Special Funds contributions, shipping and selling expenses, where applicable.

Consumable spares and supplies are valued at standard cost, which approximates average cost.

The value of standing cane is not included in inventories.

3. DEFERRED CULTIVATION COSTS

Cultivation costs related to newly developed land are written off against revenue in the first year in which income is generated.

4. DEBTORS

Provision is made for doubtful accounts of debtors as required, while bad debts are written off against income when determined.

5. RESEARCH AND DEVELOPMENT

Research and development expenditure is charged against revenue in the year in which it is incurred.

6. FOREIGN CURRENCY TRANSACTIONS

Foreign currency transactions are recorded in Guyana currency at the rates of exchange ruling at the dates of such transactions. At the balance sheet date, foreign currency assets and liabilities were translated at the rates of exchange ruling at that date and resulting gains and losses were recognised in the income statement.

7. SALES

Sales represent the amounts received and receivable from the sale of sugar and molasses produced during the year, net of Sugar Industry Special Funds contributions, stevedoring and loading charges. Sales also include amounts received and receivable from the sale of other crops produced during the year.

NOTES ON THE ACCOUNTS

	1979	1978
	\$000	\$000
1. SALES		
Sugar and Molasses	258,159	261,103
Other Crops	<u>998</u>	<u>302</u>
	<u>259,157</u>	<u>261,405</u>
Export Sales Levy		
Amount payable	97,318	99,193
Remitted by Government	<u>(97,318)</u>	<u>(99,193)</u>
	<u>—</u>	<u>—</u>
	<u>259,157</u>	<u>261,405</u>

Under Section 6 (1) of the Financial Administration and Audit Act, the Government of Guyana has agreed to remit \$ 97,317,696 (1978 – \$ 99,192,984) of the Sugar Levy payable pending amendment of the Sugar Levy Act 1974.

2. NET INCOME BEFORE TAXATION	<u>2,049</u>	<u>4,200</u>
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This amount is determined after the following items have been dealt with:

EXPENSES

Depreciation	11,297	10,225
Audit Fees	146	127
(Surplus)/Deficit on Sale of Fixed Assets	(340)	241
Loss on Exchange	548	227
Interest Expense – net	10,871	5,614
Property Tax	546	555
Research and Development	<u>649</u>	<u>371</u>

3. TAXATION

Income Tax at 20%	465	380
Corporation Tax at 25%	582	470
Capital Gains Tax at 20%	<u>57</u>	<u>1</u>
	<u>1,104</u>	<u>851</u>

Losses carried forward which can be set off against future income amounted to \$ 8,459,457. However, utilisation of such losses is restricted to 50% of the chargeable income of the particular year.

No provision has been made for deferred taxation arising out of capital allowances claimed in advance of depreciation as the credit for losses carried forward exceeded the charge.

NOTES ON THE ACCOUNTS Continued

	1979	1978
	\$000	\$000
4. DEFERRED LIABILITIES		
Guyana Agricultural Products Corporation	4,733	—
Demerara Sugar Company Limited	<u>13,566</u>	<u>13,566</u>
	<u>18,299</u>	<u>13,566</u>
5. LOANS		
The following loans are guaranteed by the Government of Guyana:		
(a) NON-CURRENT		
(i) Tennant Guaranty Limited		
Loan I: A sterling loan repayable in equal half yearly instalments ending in December 1980. Interest is payable at the rate of 7% per annum.	1,077	2,027
Loan II: A U.S. dollar loan repayable in equal half yearly instalments ending in December, 1982. Interest is payable at the rate of 7.25% per annum.	5,241	3,727
Loan III: A U.S. dollar loan repayable in equal half yearly instalments ending in September 1984. Interest is payable at the rate of 7.25% per annum.	3,368	—
(ii) Citizens and Southern International Bank.		
A U.S. dollar loan repayable in equal half yearly instalments ending in December 1982. Interest is payable at a rate of 2% per annum over the Bank's prime rate, which, at 31 December 1979, was an effective rate of 13.7% per annum.	1,140	1,520
(iii) Chase Bank International — Chicago		
A U.S. dollar loan repayable in equal half yearly instalments ending in April 1983. Interest is payable at a rate of 9% per annum.	904	1,163
(iv) Lloyds Bank Limited		
A Sterling loan repayable in equal half yearly instalments ending in October 1983. Interest is payable at a rate of 7½% per annum.	3,707	2,959
(v) Guyana Co-operative Agricultural and Industrial Development Bank.		
The loan is repayable in sixteen (16) equal half yearly instalments ending in December, 1987. Interest is payable at the rate of 10% per annum.	<u>531</u>	<u>531</u>
Carried forward	15,968	11,927

NOTES ON THE ACCOUNTS *Continued*

	1979	1978
	\$000	\$000
5. LOANS		
(a) Non-current (Cont'd)		
Brought forward	15,968	11,927
Less:		
Loans repayable within one year	<u>5,716</u>	<u>3,842</u>
Total Non-current loans	<u>10,252</u>	<u>8,085</u>
(b) CURRENT – REPAYABLE WITHIN ONE YEAR		
(i) Royal Bank of Canada		
A U.S. dollar loan repayable in February 1980. Interest is payable at the rate of 1¼% over LIBOR which at 31 December 1979 was an effective rate of 12 ⁷ / ₈ % per annum.	15,395	15,395
(ii) The Chase Manhattan Bank (National Association)	—	5,385
(iii) Lloyds Bank Limited		
A U.S. dollar loan repayable by deduction of 30% of sale proceeds of sugar exported on or after 1 July, 1979. Interest is payable at the rate of 1¼% over the London Market daily average rate which at 31 December 1979 was an effective rate of 15 ⁷ / ₁₀ % per annum.	21,802	17,398
(iv) Local Insurance Companies and others	10,493	—
(v) Loans repayable within one year (per (a) above).	<u>5,716</u>	<u>3,842</u>
Total current loans – repayable within one year.	<u>53,406</u>	<u>42,020</u>

NOTES ON THE ACCOUNTS Continued

	TOTAL	LAND AND BUILDINGS			LAND EXPANSION COSTS	PLANT MACHINERY & EQUIPMENT
		Freehold	Leasehold	State Lands		
	\$000	\$000	\$000	\$000	\$000	\$000
6. FIXED ASSETS						
COST OR VALUATION						
At 1 January 1979	150,835	34,334	2,632	18,799	7,272	87,798
Reclassification	—	(2)	2	—	—	—
Additions	13,330	1,480	—	—	520	11,330
Disposals	<u>(1,590)</u>	<u>(534)</u>	<u>—</u>	<u>—</u>	<u>—</u>	<u>(1,056)</u>
At 31 December 1979	<u>162,575</u>	<u>35,278</u>	<u>2,634</u>	<u>18,799</u>	<u>7,792</u>	<u>98,072</u>
Comprising:						
Valuation	111,391	32,789	2,549	18,799	6,554	50,700
Cost	<u>51,184</u>	<u>2,489</u>	<u>85</u>	<u>—</u>	<u>1,238</u>	<u>47,372</u>
	<u>162,575</u>	<u>35,278</u>	<u>2,634</u>	<u>18,799</u>	<u>7,792</u>	<u>98,072</u>
DEPRECIATION						
At 1 January 1979	24,185	716	237	—	2,059	21,173
Provision for year	11,297	313	95	—	855	10,034
Retirements and Disposals	<u>(195)</u>	<u>(20)</u>	<u>—</u>	<u>—</u>	<u>—</u>	<u>(175)</u>
At 31 December 1979	<u>35,287</u>	<u>1,009</u>	<u>332</u>	<u>—</u>	<u>2,914</u>	<u>31,032</u>
NET BOOK VALUES						
31 DECEMBER 1979	<u>127,288</u>	<u>34,269</u>	<u>2,302</u>	<u>18,799</u>	<u>4,878</u>	<u>67,040</u>
31 DECEMBER 1978	<u>126,650</u>	<u>33,618</u>	<u>2,395</u>	<u>18,799</u>	<u>5,213</u>	<u>66,625</u>

NOTES ON THE ACCOUNTS Continued

	1979	1978
	\$000	\$000
7. INVESTMENTS		
ASSOCIATES		
Lochaber Limited		
1,280 ordinary shares of \$ 20.00 each (37%) Approximate equity value \$ 154,000	23	23
Cane Farming Development Corporation Limited		
18,500 'B' ordinary shares of \$ 5.00 each (25%) Approximate equity value \$ 31,000 (This Company is in liquidation. No provision has been made for any possible losses arising therefrom).	92	92
	<u>115</u>	<u>115</u>
OTHER		
Livestock Development Company Limited		
55,000 ordinary shares of \$ 1.00 each (8%) Approximate market value \$ 42,000	50	50
Government of Guyana 7% equated annuity debentures repayable half yearly	<u>2</u>	<u>2</u>
	<u>52</u>	<u>52</u>
	<u>167</u>	<u>167</u>
8. NET CURRENT LIABILITIES		
Stock, stores and goods in transit	43,125	29,814
Unsold produce	41,974	45,782
Debtors	26,675	23,471
Cash in Hand and at Bank	<u>393</u>	<u>355</u>
	<u>112,167</u>	<u>99,422</u>
Less:		
Creditors	37,853	50,091
Loans repayable within one year	53,406	42,020
Bank overdraft	26,046	24,264
Taxation	<u>1,129</u>	<u>861</u>
	<u>118,434</u>	<u>117,236</u>
NET CURRENT LIABILITIES	<u>(6,267)</u>	<u>(17,814)</u>

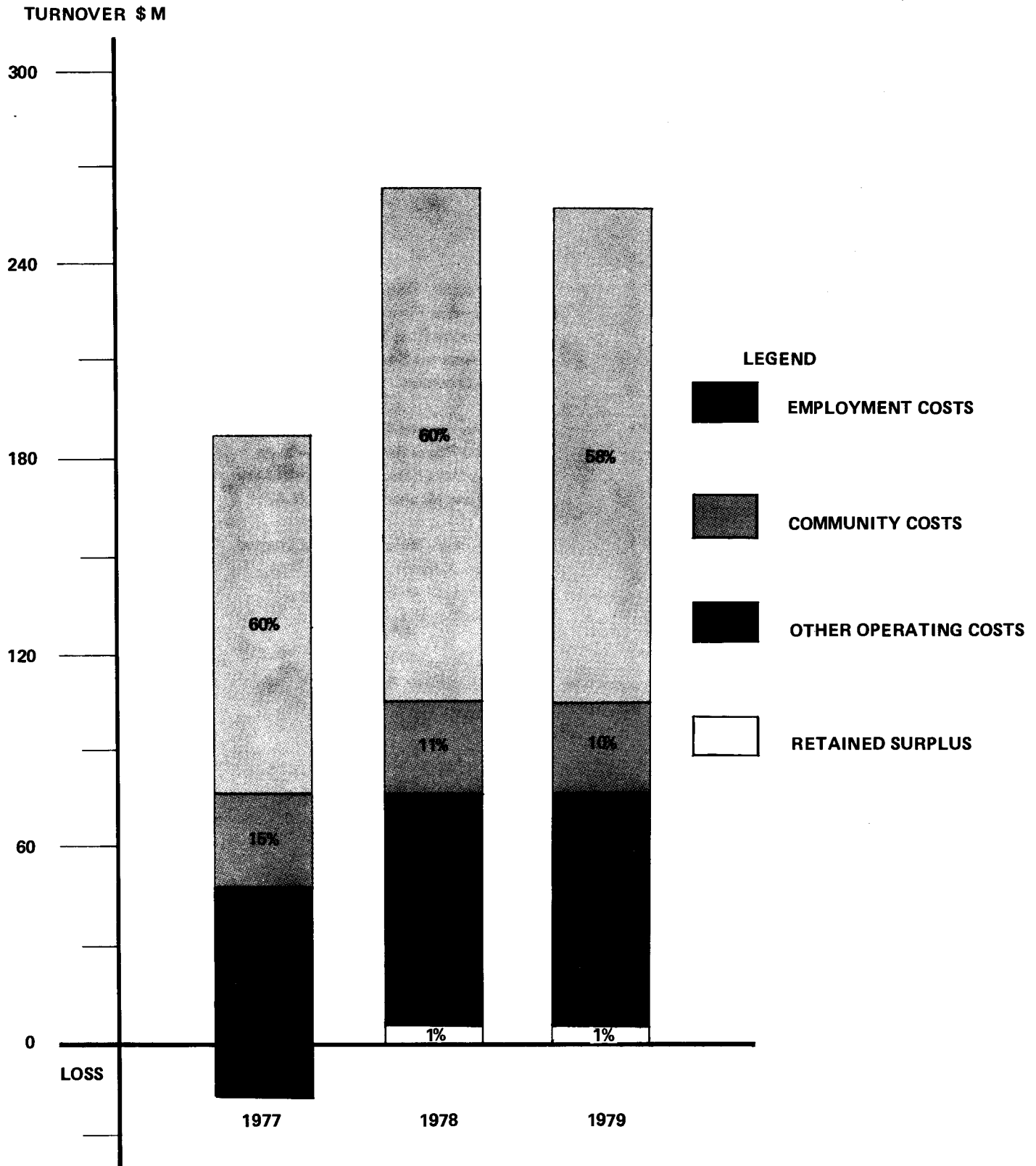
NOTES ON THE ACCOUNTS *Continued*

	1979	1978
	\$000	\$000
9. CONTINGENT LIABILITIES		
Guarantees given to Banks and Insurance Companies in respect of staff loans	40	57
10. FUTURE CAPITAL EXPENDITURE		
Expenditure authorised by the directors and contracted	5,934	6,445
Expenditure authorised by the directors but not contracted	20,066	13,555

STATEMENT OF EMPLOYMENT AND COMMUNITY COSTS

	1977	1978	1979
	\$M	\$M	\$M
EMPLOYMENT COSTS			
Direct Employee Benefits			
Wages and Salaries	93.9	132.3	124.9
Incentive Payments	5.6	6.5	3.8
Other Employee Benefits	11.3	11.8	14.9
Labour Transport Costs	<u>3.8</u>	<u>5.3</u>	<u>6.0</u>
	<u>114.6</u>	<u>155.9</u>	<u>149.6</u>
COMMUNITY COSTS			
Central Government Taxation and Levies	1.3	1.6	1.5
Local Government Rates and Taxes	0.8	0.8	0.9
Local Sugar Sales Subsidy	20.4	17.0	17.1
Sugar Industry Special Funds	5.6	7.8	7.1
Community Services	<u>1.0</u>	<u>1.1</u>	<u>0.7</u>
	<u>29.1</u>	<u>28.3</u>	<u>27.3</u>
TOTAL	<u>143.7</u>	<u>184.2</u>	<u>176.9</u>
NUMBER OF EMPLOYEES	33,545	31,651	33,067
TONS SUGAR PRODUCED	241,527	324,805	298,268

SHARING OF EARNINGS



GUYANA SUGAR CORPORATION LIMITED



22 Church Street, Georgetown, Guyana.

Telephone 66171. Cables 'SUGARCANE' Georgetown, Guyana. Telex GY2265

Auditors	Thomas, Stoll, Dias & Co. Member Firm Touche Ross International 5 America Street Georgetown.
Bankers	The Guyana National Co-operative Bank. The Royal Bank of Canada. Barclays Bank International Limited. Chase Manhattan Bank, N.A.
Marketing Agents	Bookers Sugar Company Limited The Adelphi John Adam Street London W C 2.
Solicitors	Clarke and Martin 7 Brickdam & Manget Place Georgetown.