

GUYANA CIVIL AVIATION AUTHORITY 2022

Annual Report

**This report captures the activities of the Guyana Civil
Aviation Authority as at December 31, 2022**



Report Statement

This annual report has been prepared in accordance with:

- Sections 26(a), 26 (b), and 27 of the Civil Aviation Act 2018

This Annual Report on the performance of the Guyana Civil Aviation Authority is presented for the calendar year 2022.

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Message from the Chairman of the Board of Directors

The vision for aviation in Guyana has always been to continuously move towards a system that is compliant with international standards to enable safe, secure, and sustainable air transport for the socio-economic benefit of all. Despite the challenges created by the COVID-19 pandemic, Guyana took a resolute approach to crossing the hurdles presented. The future of aviation in Guyana is even more promising than ever before.

Guyana being an Oil and Gas producer has helped to further investment in the aviation industry and the thrust towards making Guyana a regional and international hub for travel. Foreign investment continues to facilitate both an influx of resident foreign workers and growing offshore helicopter operations. The Board of Directors continues to work closely with the management and staff of the Authority as Guyana continues its infrastructural and regulatory expansion.

The Board of Directors is committed to ensuring the GCAA's continued resilience and responsiveness to the changing needs of the aviation industry. The Board provided oversight for the prudent fiscal management of the GCAA's limited financial resources to ensure sustainable management of regulatory operations. In accordance with our key strategic perspectives, we focused on the Authority's core business by strengthening safety, security and economic oversight with full ICAO compliance while remaining flexible to innovation and supporting the aviation's sector development.

The Board also facilitated resource mobilization, particularly with respect to the continued work to establish a permanent headquarters and state-of-the-art training facility and sustainable financial viability. Growth and development were another key strategic focus area for the Board. We have worked diligently alongside management to strengthen human resource management capabilities, build accountable and transparent practices, ensure adequate succession planning and the removal of silos.

Looking ahead for the next year, the Board will continue to support the modernization of the communications, navigation, and surveillance systems of the Air Navigation Services arm of the Authority; and continue with the digitization drive within other areas of the GCAA. The Board will support the oversight and surveillance activities in 2023 and onwards by ensuring the full implementation of a safety data collection and processing system to support the implementation of Guyana's State Safety Programme, in keeping with the requirements of the International Civil Aviation Organisation (ICAO). We commit to positioning the GCAA to provide even greater value to our burgeoning civil aviation industry.

Mr. Javed Shadick
Chairman, Board of Directors



Message from the Director General

The GCAA always considers aviation safety as its primary responsibility and has implemented solid measures in this regard. The concept of safe development has been applied comprehensively throughout the GCAA and the responsibilities of safe operation have been implemented.

No aviation regulator can perform credibly without the full support of the Government. In this regard, both Minister Bishop Juan Edghill and Minister Deodat Indar have led from the front and provided tremendous support to the work of the GCAA and the industry in general.

The Authority rose to the challenges and exerted itself to respond to operating difficulties. In this regard, our Management team has performed well over the last year.

During the past year, we focused on developing a positive culture, systems, policies, and processes to make sure we can operate as an effective aviation safety and security regulator. This has included a restructuring programme into our ongoing activities. We have clarified responsibilities and revitalized our approach to governance, strategy, risk and assurance, staffing, information technology, finance, and property. In accordance with our strategic goals, we have:

- Piloted the development of the several regulations, progressed a number of matters to improve the civil aviation rules, and maintained a clear focus on understanding and acting on priority policy and operational issues.
- Continued to undertake certification, licensing, monitoring, inspection, investigation, passenger and aerodrome security activities.
- Continued to implement the Safety Management System (SMS) approach which is one of the foundations of fully implementing an intelligence-led and risk-based approach to regulatory delivery; and,
- Established clear operating procedures and started to build the capacity and capability to ensure that the aviation industry can be regulated effectively.

Finally, I commend the commitment, creativity, and resilience our staff have shown during this extraordinary period of unprecedented growth in aviation activities. They have frequently gone the extra mile and I do not underestimate the significance of their efforts. Our commitment is to provide the best possible leadership and support to ensure that participants in, and users of, the aviation system remain safe and secure.

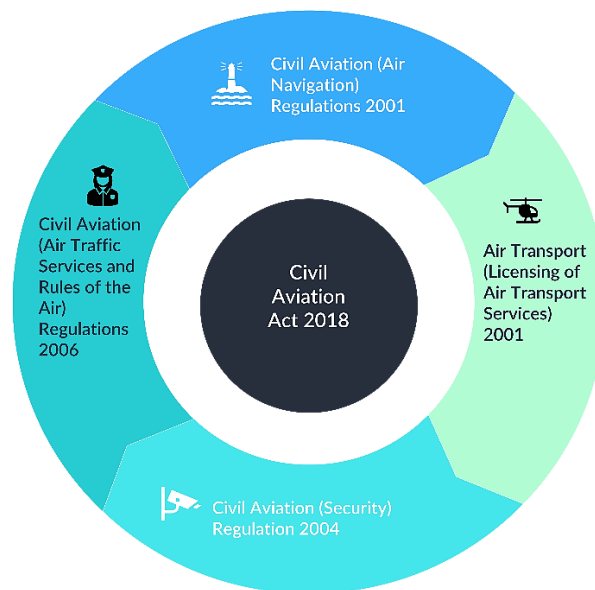
Lt. Col. (Ret'd) Egbert Field, A.A
Director General

Introduction

The Authority has a key role to play

The Guyana Civil Aviation Authority (GCAA) is a semi-autonomous body which came into effect in March 2002 through enactment of legislation – the Civil Aviation Act 2000 (subsequently repealed by the Civil Aviation Act 2018). The GCAA is an operational aviation regulatory

organization that has the primary objective of keeping aviation safe and secure (why the Authority exists). The GCAA is also Guyana's only provider of Air Navigation Services. The work of the Authority (what the Authority does) is shaped and guided by the Civil Aviation Act 2018 (primary legislation) and subsidiary legislation as follows:



The GCAA is governed by a Board of Directors responsible for ensuring good corporate governance and proper management and control of the affairs of the Authority. The main functions of the Board are to:

- **Formulate** policies and strategies to enable the Authority to exercise powers.
- **Ensure** that the Authority complies with and gives effect to the approved performance standards.
- **Ensure** that the Authority has adequate systems of internal controls, both operational and financial and that it follows sound financial policies and procedures.

- **Formulate** good and workable policies on human resources and labor relations, including the approval of remuneration and other conditions of services for all employees of the Authority; and
- **Diligently** exercise its powers and discharge its functions conferred and imposed upon it under the Act.

The Director General, who is the Chief Executive Officer of the Authority, is responsible for the day-to-day management and operation of the Authority. The Director General is accountable directly:

(a) To the Minister in regards to issues relating to civil aviation safety and security oversight.

(b) To the Board regarding the management and administration of the Authority; implementation of governance policies; Board decisions and accounting for money received and payments made by the Authority.

The Director General of Civil Aviation has independence from the Minister and the Board in respect to operational regulatory decision-making.

GCAA Strategic Perspectives

Our strategic framework for positioning ourselves to deliver



About the Authority: Who We Are

Our Vision

Towards a Civil Aviation Authority that is compliant with international standards to enable safe, secure, and sustainable air transport for the socio-economic benefit to all.

Our Mission

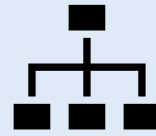
To be a regulator that is facilitating, adaptable, forward looking, and compliant with ICAO, that creates a safe, secure, economically viable and environmentally sound aviation system.

Our Strategic Objectives

1. Regulating the Air Transport Industry.
2. Ensuring safe operating practices by all entities involved in aviation.
3. Providing aviation services in the air and on the ground.
4. Allowing those who travel by air to do so in a satisfactory and orderly environment and in a safe, efficient, and comfortable manner.
5. Promoting environmental protection for the Civil Aviation System that is consistent with the Low Carbon Development Strategy 2030



Responsible
to the Minister of
Public Works



Governed
by a board of between
four to eight members



Primary Objective
is the safety and
security of aviation in
Guyana

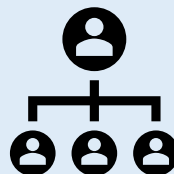
Regulatory Functions

The GCAA is divided into two Divisions (Regulatory Affairs and Corporate Administration), each headed by a Deputy Director General. Under Regulatory Affairs, there are three Directorates reporting to a Deputy Director General:

1. Aviation Safety and Security Regulations
2. Air Navigation Services
3. Quality and Compliance Monitoring

Under Corporate Administration, there are two Directorates reporting to a Deputy Director General:

1. Air Transport Management
2. Finance and Administration



Organization of the Guyana Civil Aviation Authority

Aviation Safety and Security Regulations: The Directorate's safety and security objective is to ensure that Guyana's aviation safety and security standards are established through regulations and that the industry achieves and maintains compliance with the Standards and Recommended Practices published in Annexes by the International Civil Aviation Organisation.

To this end, the GCAA must review, amend, maintain, and enforce the appropriate regulations as soon as changes to the International Civil Aviation Standards are published to maintain a high compliance level. For Aviation Security, the directorate's objective is to ensure that all commercial operators, all service providers, and all aerodromes in Guyana are in compliance with the Guyana Civil Aviation Security Regulations, the National Civil Aviation Security Programmes, and the Standards and Recommended Practices of ICAO's Annex 17 and 9.

Full compliance is necessary to achieve and maintain the highest possible level of security to safeguard the passengers and crew of all aircraft operating in Guyana's airspace from acts of unlawful interference or terrorism.

Air Navigation Services: The Air Navigation Services (ANS) Directorate provides Air Traffic Services, Telecommunications Services, Aeronautical Information Services and other related services to ensure safety, efficiency and regularity in civil air navigation for all aircraft operating within Guyana's National Airspace, and also trains air navigation services personnel.

Quality and Compliance Monitoring: This Directorate carries out its functions under two

units, Quality Assurance and Regulatory Compliance. The Quality Assurance unit audits the internal processes and procedures to determine whether the organisation is fulfilling its mandatory obligations and whether the processes and procedures are being adhered to by the safety directorate staff.

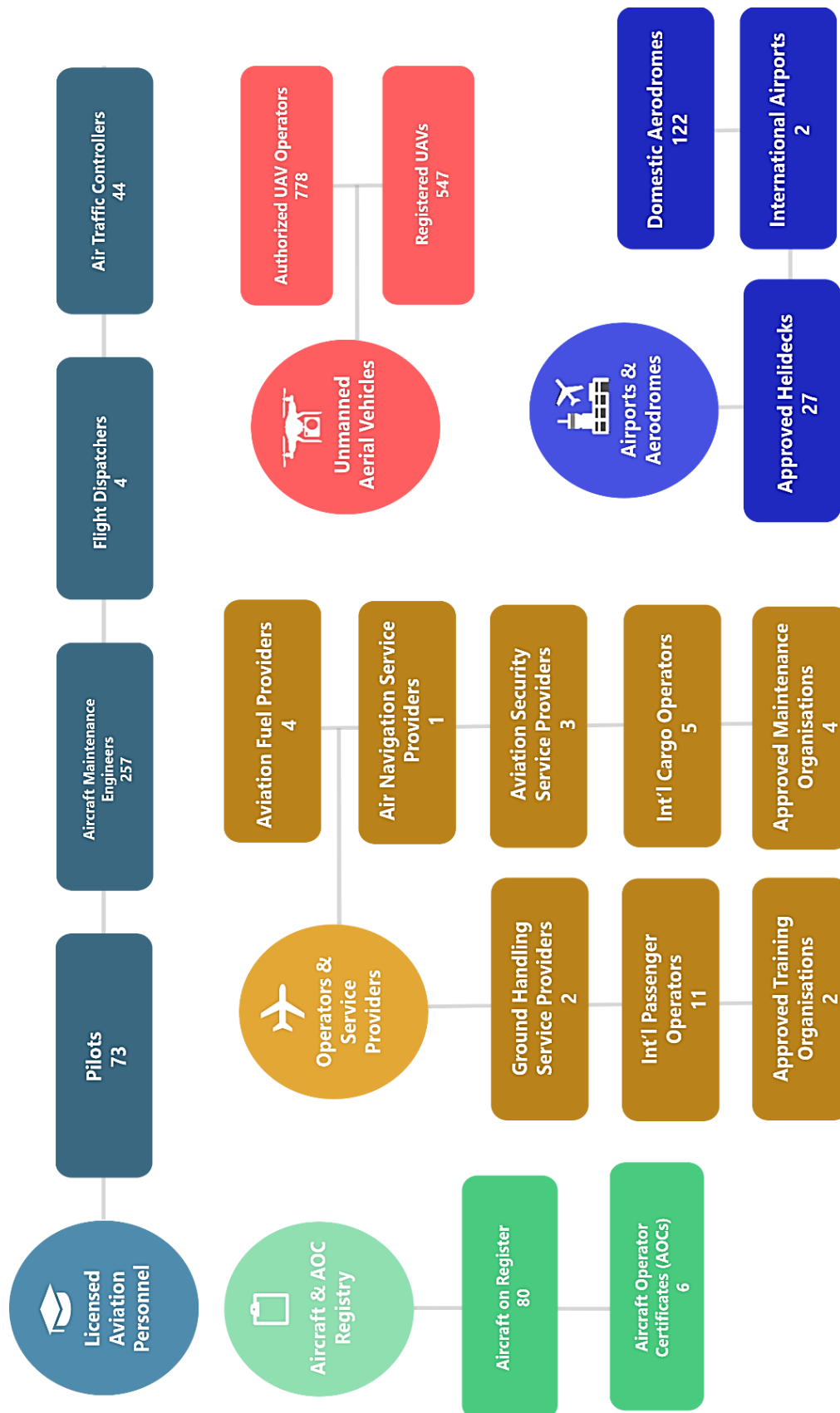
The Compliance unit focuses on the external compliance requirements, coordinating and monitoring the continuous improvement of Guyana's compliance with ICAO, coordinating the development of the State Safety Programme and related National Aviation Safety Plan.

The Directorate monitors the institutional health of the GCAA to assure stakeholders that the organization is meeting its obligations to maintaining or increasing Guyana's aviation safety posture and supporting the aviation industry's growth and development.

Air Transport Management: This Directorate is responsible for economic regulation of airports and air transport undertakings through the granting of licenses and permits; negotiation of air services agreements; aviation statistics, environmental protection and coordination of consumer complaints with the Consumer Affairs and Competition Commission.

Finance and Administration: This Directorate ensures that the GCAA is provided with the human resources, tools and equipment, finance and essential administrative support in the management and operation of the GCAA. Central registry for documentation, property management, maintenance and procurement of services and goods are also facilitated by this Directorate.

Figure 1: Key Industry Highlights



Divisional Reports

Aviation Safety and Security Regulations



Directorate Mission

The Aviation Safety & Security Directorate (ASSD) is a critical department within the Guyana Civil Aviation Authority (GCAA) which carries out its oversight obligations for the State of Guyana in compliance with the requirements of the International Civil Aviation Organisation (ICAO).

The Directorate strives to meet its mandate to ensure that safety of civil aviation and air travel in Guyana are maintained to a high degree through a continuous Annual Surveillance Programme. This programme is operationalized through a comprehensive series of surveillance, audits, inspections, and investigations of infringement of the legislation and regulations. The Directorate is also involved in the investigation of incidents, accidents, and other occurrences, and seeks resolution of safety concerns as well as enact enforcement actions and measures where necessary.

The ASSRD's mission is to strive to meet all its obligations in a timely manner and to better serve the aviation sector. To achieve this, the ASSD aims to have a full complement of trained and qualified technical team of Inspectors and other complementary staff to carry out its mandates.

Composition of the Directorate

The Directorate consists of the following Departments:

- ✈ Flight Operations Inspectorate, including, Remotely Piloted Aircraft Systems (RPAS/Drones), and Cabin Safety and Dangerous Goods.
- ✈ Airworthiness Inspectorate.
- ✈ Air Navigation Services (including MET, AIS, PANS OPS, SAR, CNS, and MAPS & CHARTS), and the Aerodromes Inspectorate.
- ✈ Licensing Department, including Personnel Licensing, Aircraft Registry, and the Technical Library.
- ✈ Aviation Security and Facilitation Department

Responsibilities

It is the responsibility of the Safety Directorate to ensure that safety and security requirements in civil aviation are complied with by aviation stakeholders. The Directorate is required to investigate issues of non-compliance and where necessary identify areas for improvements or alternatively take enforcement action whenever there is an infringement or breach of the civil aviation laws/requirements. Consequently, resolution of safety concerns is necessary and must be done expeditiously to prevent any recurrence.

Additional Responsibility

Suitably trained and qualified Inspectors from the Airworthiness Department and the Flight Operations Department of the Directorate also carry out the functions of Aircraft Accident Investigators and thus, assist the Guyana Aircraft Accident Investigation Unit (GAAIU) to meet its mandate when conducting ICAO's Annex 13 type accident or incident investigations.

Sufficiency of Staff

The oil and gas sector in Guyana has been increasing steadily and so too is the demand for helicopter operations, as well as an increase in helipads and offshore operation. Likewise, the aviation sector continues to signal their intent to increase fixed wing aircraft and to enhance their fleet size and better improve their air transportation services as well as increase their services to the agriculture sector. Consequently, there has been a constant need for more Inspectors such as Airworthiness, and Flight Operations Inspectors to be recruited and trained.

During the year, we have had one (1) Airworthiness Inspector that exited the department thereby creating the need to recruit and training additional Inspectors. We have also had two (2) Flight Operations Inspector (Trainees) that exited the Operations Department with one (1) trainee and one delegated Inspector.

Given the developments, the Directorate remains technically deficient by Inspectors. As such, serious consideration must be given to recruitment and training of competent personnel

to meet the demands of the growing local aviation sector. The table below shows the current staffing strength of the Directorate, as well as deficiencies and the needs.

Table 1: Staff Needs of the Directorate

No.	Position	Staff Level		
		2022	Min. Req.	Deficiency
1	Director Aviation Safety & Security	1	1	-
2	DASS Secretary	1	1	-
3	Administrative Assistant	1	1	-
4	Chief Inspector Airworthiness	1	1	-
5	Airworthiness Inspector - Delegated	5	7	2
6	Chief Inspector Flight Operations	1	1	-
7	Flight Operations Inspector - Delegated	1	4	3
8	Flight Operations Inspector – Not Delegated	1	1	-
9	Cabin Safety & Dangerous Goods Inspector	1	2	1
10	Drones Operations Officer	1	1	-
11	Drones Technical Assistant	1	2	1
12	Chief Inspector ANS-AGA	1	1	-
13	ANS Inspector – AIM, ATS & SAR	1	1	-
14	ANS Inspector – CNS & Pans Ops	1	1	-
15	ANS Inspector – Maps & Charts	-	1	1
16	ANS Inspector - MET	-	1	1
17	Aerodromes Inspector	2	5	3
18	Manager Personnel Licensing	1	1	-
19	Personnel Licensing Officer	1	2	1
20	Assistant Personnel Licensing Officer	1	1	-
21	Technical Assistant	1	1	-
22	Administrative Assistant	1	1	-
23	Librarian/Documentation Officer	1	1	-
24	Manager Aviation Security	1	1	-
25	Aviation Security Inspector	2	5	3
26	Secretary/Clerical Assistant	1	1	-
Total		32	47	16

Staff Employment

In order to ensure that the Directorate of Safety and Security perform at an optimal level of efficiency and effectiveness, there is a need for additional human resources to staff several critical areas in the department.

The Flight Operations Department is a very crucial department which is necessary to regulate the aviation sector. The department remains gravely understaffed at the moment and requires the recruitment and training of additional Flight Operations Inspectors to replace the existing two (2) Trainee Inspectors and Inspectors who are in line to retire or would have exited the Authority. There is a need to hire younger vibrant personnel who will complement the oversight system over

the long term. However, the training (formal and OJT) of a Flight Ops Inspector can take as much as 12 – 18 months before he or she can be fully delegated and be utilized by the department.

The Personnel Licensing Department will require a replacement Assistant Personnel Licensing Officer given that the current officer plans to transition to another department. The level of drone activities in Guyana continues to increase; and a “fees and charges” system for drones have been introduced. This continues to increase the workload; hence, the need for additional staffing should be examined.

General Safety Oversight Activities

The main role of Directorate is to ensure that civil aviation in Guyana is regulated in a manner compliant and concomitant to the Civil Aviation Act (2018) and all aviation safety and security-related Regulations. Despite the constraints faced during 2022 such as limitations caused due to manpower issues in Flight Operations, the Safety and Security Directorate managed to conduct surveillance activities during 2022 and was able to carry out other routine safety related duties such as inspections, audits, ram inspections, and

general surveillance activities of the aviation industry.

Other activities included the renewal of Air Operator's Certificates (AOCs), renewal of and issuances of Foreign Operation Specifications (FOS), approvals for Aviation Training Organizations (ATOs), and Aviation Maintenance Organizations (AMOs). Other inspections included spot inspections, aircraft inspections and inspections of their associated records, as well as aviation security inspections. The level of the main activities for 2022 is captured in the table below.

Table 2: Oversight Activities

No.	Activities In 2022	Target		Analysis	Remarks
		Sched.	Achieved		
1.	Certificate of Airworthiness Renewal	40	40	Satisfactory	100%
2.	AMO Certificate Renewal	2	2	Satisfactory	100%
3.	AOC Renewal	1	1	Satisfactory	100%
4.	ATO Certificate Renewal	1	1	Satisfactory	100%
5.	Foreign Ops. Specs. Renewal/Issuance	8	10	Satisfactory	100%
6.	Aircraft Records Review & Evaluation	40	40	Satisfactory	100%
7.	Aircraft Inspection	40	40	Satisfactory	100%
8.	Spot Inspection	8	8	Satisfactory	100%
9.	Dangerous Goods Surveillance	5	5	Satisfactory	100%
10.	Ramp Inspection – Int'l & Domestic	21	21	Satisfactory	100%
Aerodromes Inspection- International Airports					
11.	SYCJ	12	7	Unsatisfactory	58%
12.	SYEC	12	9	Satisfactory	75%
13.	Aerodromes Inspection- Domestic	55	26	Unsatisfactory	47%
Audits					
14.	AMO	2	2	Satisfactory	100%
15.	ATO- AME	1	1	Satisfactory	100%
16.	ATO- ANS	1	1	Satisfactory	100%
ANS Servicer Provider Inspection					
17.	ATS	20	13	Unsatisfactory	65%
18.	AIS	5	4	Satisfactory	80%
19.	MET	2	1	Unsatisfactory	50%
20.	SAR	3	1	Unsatisfactory	33%
21.	CNS	4	4	Satisfactory	100%
22.	PANS OPS	2	0	Deferred	----
23.	Aeronautical Charts	2	0	Deferred	----
24.	License Renewal – Airman/AME/ATC	-	398	Satisfactory	----

Note: Some surveillance activities were curtailed given that there has been a resurgence of applicants for FOS, AOCs, AMOs, etc.

The Airworthiness Inspectors assisted the Personnel & Licensing Department (PEL) with AME Oral Exams during 2022. They also approved

several Air Operator's manuals and other aviation documents. The Directorate also assisted the Guyana Aircraft Accident & Investigation Unit

(GAAIU) with the provision of expertise to close five (5) aircraft accident investigations in 2022 which occurred in 2021. The Directorate also assisted in conducting or conducted several aircraft accident or incident investigations which

occurred in 2022 and which resulted in enforcement action on Pilots, and remedial training before resumption of duties. Some of these are captured in the matrix below.

Table 3: Status Update – Accidents & Incidents

No.	Aircraft	Details	Status
1.	GDF Aircraft (8R-GGK)	<ul style="list-style-type: none"> April 7th, 2022, Skyvan (8R-GGK) enroute to CJIA (SYCJ) from Mabaruma (SYMB) experienced failure on starboard engine at approximately 15 miles on approach to SYCJ at an altitude of 5000ft. The pilot landed safely. Pilot subjected to re-training requirements during suspension period. 	Accident-Closed
2.	GDF Skyvan (8R-GGK)	<ul style="list-style-type: none"> Aug. 20th, 2022, aircraft taxied along main runway and turned into taxiway Alpha at EFCIA resulting in excursion from taxiway edge. Flight Crew subjected to recurrent Crew Resource Management training during suspension. Crew to be rated for night operation. Flights to be conducted within conditions of 'Certificate of Airworthiness'; aircraft to be equipped with demisting capability. 	Accident-Closed
3.	JAGs BN-2A (8R-GGT)	<ul style="list-style-type: none"> Sept. 21st, 2022, approx. 20:20 UTC (16:20 Hrs. GST), Britten Norman BN-2A-26 Islander sustained substantial damage in runway excursion upon landing at Eteringbang. Pilot required to review Flight Operations Manual (FOM) with the Chief Pilot during suspension. Specific emphasis placed on pertinent procedures regarding stabilized approach philosophy and landing. Pilot to demonstrate 10 (ten) practice approaches and short-field landings at maximum take-off weight; and complete 10 (ten) hours under supervision of Chief-Pilot prior to release for single crew operations. 	Accident-Closed
4.	ASL's Cessna 208B aircraft (8R-ASL)	<ul style="list-style-type: none"> November 26th, 2022, aircraft landed at EFCIA with 13 passengers on board encountered a puncture (right wheel). The aircraft was towed to the ASL Hangar for maintenance; punctured wheel was replaced. 	Incident-Closed
5.	ATC (Ogle Tower)	<ul style="list-style-type: none"> May 17, 2022, at approx. 22:00z two aircraft (TGY 7463 and 8R-GBK) were inbound to SYEC and appeared to pass close to each other while operating in rainy weather conditions (aircraft converged in vicinity of the Ogle Traffic Zone, Southern boundary). Remedial training recommended for ATC. 	Incident-Closed
6.	World Atlantic Airlines DC9-83 (N802TR)	<ul style="list-style-type: none"> June 27, 2022, World Atlantic Airlines N802TR (operating for Suriname Airways) aircraft tail cone came off on CJIA's tarmac resulting in minor injuries to two ground handling staff. The cone was replaced and aircraft released for operation. 	Incident-Closed

Following Airworthiness and Flight Operations inspections, the PEL department also reviewed and processed Aircraft Operators Certificates (AOCs), Foreign Operation Specifications (FOS),

Certificate of Registrations (CoRs), and several aircraft Certificate of Airworthiness (CoAs) throughout the year. These are captured in the table below.

Table 4: Certifications and Renewals

No.	Certificates	Issued	Renewed
1	Certificate of Airworthiness	2	40
2	Certificate of Registration	5	
3	Air Operator Certificate	1	
4	Aviation Maintenance Org.		2
5	Aviation Training Org.		1
6	Approved Check Airman Approvals		9
7	Aerodrome Licenses		27

During 2022, twenty-seven (27) domestic aerodromes licenses (private and government owned) were renewed; and 12 approvals for helidecks were issued.

Personnel Licensing Department

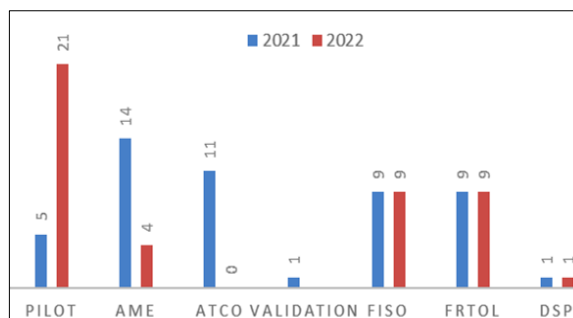
The Personnel Licensing Department has successfully completed another year of airman licensing related activities. The impact of COVID-19 continues to have an effect on Aviation related and licensing activities. The local sector has shown signs of recovery in the latter part of 2021 which continued into 2022.

For instance, there was a notable increase in the issuance of pilot licenses by 320% during 2022.

On the contrary, we have seen a decline in Aviation Maintenance Engineers licenses. The Department also noted that the number of candidates from AW&HW Aeronautical Engineering School who would apply for examinations dropped dramatically during 2022 when compared to previous years. ***The Oil and Gas sector is noted for recruiting young aviators and engineering students; hence, the possible reason for the drop in applicants for licenses from GCAA.***

The Licensing Department, in collaboration with Inspectors from Flight Operations and Airworthiness Departments, continued the

administration of knowledge, skill and oral



examinations to applicants who are applying for Pilot licenses, Aircraft Maintenance Engineer licenses, Flight Dispatchers licenses, and ratings.

The Licensing Department has revised the license and certificate format for Pilots, Air Traffic Controllers, Maintenance Engineers, and Flight Dispatchers to better monitor the existing license categories and satisfy regulatory requirements. The airmen (Pilots, Aircraft Maintenance Engineers, Air Traffic Controllers, and Flight Dispatchers) operating in Guyana have been issued or reissued with the revised (plastic) licenses and certificates. More importantly, a significant number of licenses have been issued or renewed during the year as reflected in the table below.

Table 5: Personnel License Issuances and Renewals

No.	Details/Categories	Licenses Issued	Renewal of Licenses
1.	Pilots	21	221
2.	Aircraft Maintenance Engineers	4	100
3.	Air Traffic Controllers	0	24
4.	Flight Dispatchers	1	4
5.	Restricted Radiotelephony Operator licenses	9	49
6.	Flight Information Services Officer Authorizations	9	0

The Licensing Department continued to work with the Avionics Inspector to update the avionic electronic question bank. During the year, 36 Pilot examinations and 103 Aircraft Maintenance Engineer examinations were administered. L&TR Department also recorded over G\$21 million

dollars in revenue (fees) collected within the ASR Directorate during the reported period.

Among the challenges experienced by the Department are the lack of examiners to conduct skill tests for Pilots (fixed and rotary wing) and Aircraft Maintenance Engineer examiners to

conduct oral examinations. The absence of suitably qualified examiners to conduct evaluations in some Avionics disciplines also hinders the efficient execution of the department's mandate.

It is also important for succession planning to be placed in motion to allow adequate time for mentoring and training of younger licensing experts. Outsourcing and delegating skill tests and language proficiency tests for pilots and skill tests for Aircraft Maintenance engineers, to suitably qualified individuals or entities in the aviation sector should be considered, at least in the short term, since the Authority finds it challenging to efficiently execute these functions due to limited and in some cases non-existent expertise.

The Licensing and Examination system requires new and additional computer systems which remain to be addressed despite numerous requests. This has adversely affected the preparation of licenses, setting of examinations, and updating the databases, etc. The installation of security and surveillance systems for the examination room, procurement of digital cameras and signature pad, and upgraded card printers also remains outstanding.

ANS Inspectorate

The Directorate also carried out inspections of the Air Navigation Service Provider (ANSP), Aerodromes, issued approvals for helipads and helidecks, and renewed licenses for the Airports. The Air Navigation Services (ANS) Inspectorate comprises two (2) Inspectorates: Air Navigation Services (ANS) and Aerodrome & Ground Aids (AGA). During the year 2022, two ANS Inspectors (Trainees) were hired and currently undergoing training. ANS Inspectors will amount to four (4) once the trainees are delegated.

ANS Oversight activities, specifically inspections, were conducted in five (5) of seven (7) areas of ANS, namely ATS, AIS, MET, SAR, and CNS. A total of fifteen (15) inspections were conducted during 2022 in the various areas of ANS. Oversight activities were also conducted at the Civil Aviation Training School (CATS). These activities included the observation of ATC Simulator Evaluations for ATCO Trainees. During the period, the ANS Directorate submitted several manuals for review and approval; and seven (7) were deemed acceptable or approval. See table below:

Table 6: Manual Submissions and Review

No.	Title of Manual	Date of Acceptance
1	AIS QMS Manual	January 31, 2022
2	CATS Quality Manual	January 31, 2022
3	CATS Curriculum Amendment	January 31, 2022
4	CNS Operations Manual	Awaiting Resubmission
5	Common Core Content for Initial CNS Training	Awaiting Resubmission
6	CATS OPS Admin Manual Amendment	March 31, 2022
7	Review of ANS MANSOPS	October 31, 2022
8	ANSP Facility Security Manual	July 31, 2022

Inspections were conducted at various Government hinterland aerodromes and their Aerodrome Licenses were renewed. A total of 26 domestic aerodromes were inspected: 19 Government and 7 Private.

Forty-eight (48) Government licenses had expired. A request was made to renew the forty-

eight (48) licenses but only 19 were renewed. Seven (7) private Aerodrome Licenses were renewed. The number of inspections was reduced for the year 2022, due to the lack of funding available to the Ministry of Public Works. Government hinterland aerodromes are inspected in conjunction with the Ministry of Public Works. The GCAA also conducted interim

inspections at both international airports; and CJA Aerodrome Certificate was extended to accommodate the Airport Operations Manual revisions and approval. Both certified aerodromes requested and were granted extensions for their respective Aerodrome Certificates.

The ANS-AGA department processed thirteen (13) helidecks applications to service the Oil and Gas industry. Only twelve (12) were granted approval to operate. Also, twenty-three (23) obstacle applications were reviewed and sixteen (16) were granted No-Objections. The GCAA received a request for “No Objection” from Central Housing & Planning Authority” (CH&PA) which intimated that Blue Bridge Inc. Was planning to construct a hotel in Liliendaal.

Following a preliminary analysis, the proposed height of the Hotel would infringe on an obstacle limitation surface (OLS) of the Eugene Correia (Ogle) International Airport. Guidance was provided by ICAO’s SAM Regional Office to

conduct an aeronautical study. This study indicated that all the proposed mitigation measures, when fully implemented, will result in an acceptable operational impact on aircraft operation within the Ogle Aerodrome Traffic Zone. Therefore, the Blue Bridge Hotel project may proceed and coexist with Eugene F. Correia International Airport without significantly affecting the safety and regularity of flight operations.

UAV/Drones Unit

During 2022, the UAV Department successfully processed three hundred and twenty-one (321) UAV Applications received from industry stakeholders and entities within the private and public sectors to conduct UAV flight operations for both commercial and non-commercial purposes. The approvals included: UAV Permits; UAV Provisional Approvals; No Objections Letters to Customs (Approvals to Import); and UAV Special Flight Approvals. The information is captured in the table below.

Table 7: UAV/RPA Permit Issuances

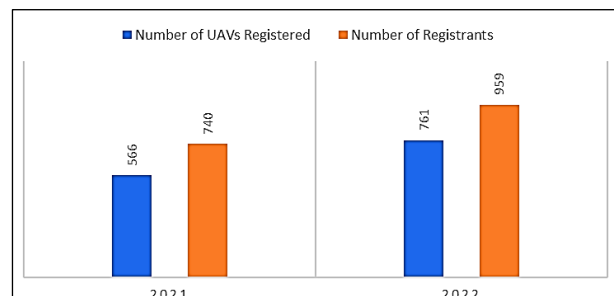
No.	Details	Total
1.	UAV/RPA permits issued	269
2.	No Objections Letter to Customs (<i>Import Approvals</i>)	30
3.	UAV Provisional Approvals	12
4.	UAV Special Flight Approval	10

Supporting activities included the preparation of formal requests (to the Guyana Police Force) for background checks to be carried out on prospective permit holders. This has amounted to two hundred and twenty-eight (228) for the year 2022 and is reflected in the table below.

There was a 31% increase in the number of UAVs registered by the GCAA for 2022 which may serve to indicate that there is greater compliance by stakeholders.

The UAV Department recorded one hundred and fifty-nine (159) new UAVs in its register and two hundred and nineteen (219) new operators/registrants for the year 2022. The total

figure at the end of 2022 was seven hundred and sixty-one (761) UAVs along with nine hundred and fifty-nine (959) operators/registrants. See chart below. ***UAVs registered in Guyana stood at five hundred and sixty-six (566) along with seven hundred and forty (740) operators/registrants in 2021. See chart below.***



UAV Department was able to introduce fees and charges for UAV applications along with an Advisory Circular outlining the requisite procedures for prospective applicants to navigate the application process; this which took effect from October 1, 2022. Submission of a UAV Emergency Regulations was also made to Attorney General's Chambers for review.

Security Regulatory Oversight

The Aviation Security department carried out oversight activities during 2022 which involved audits, inspections, tests, investigations, and assessments (threat, risk, vulnerability, and security). Despite being understaffed the Department was able to achieve 98% of its security surveillance schedule for 2022.

Table 8: AVSEC Oversight Activities

No	Activities (2022)	Target	Achieved	Sat. or Non-Sat.	Completed
1	AVSEC Inspections	37	37	Satisfactory	100%
2	AVSEC Audits	20	20	Satisfactory	100%
3	AVSEC Tests	11	9	Satisfactory	81%
4	Instructor Training Evaluations	-	4	Satisfactory	100%
5	Risk Assessments	1	1	Satisfactory	100%
6	Security Programme reviews	-	10	Satisfactory	100%
7	Training Programme reviews	-	2	Satisfactory	100%
8	Quality Control Programme reviews	-	2	Satisfactory	100%
9	Instructor Profile Reviews/Approvals	-	13	Satisfactory	100%
10	Training/ Webinars/Seminars	-	17	Satisfactory	100%

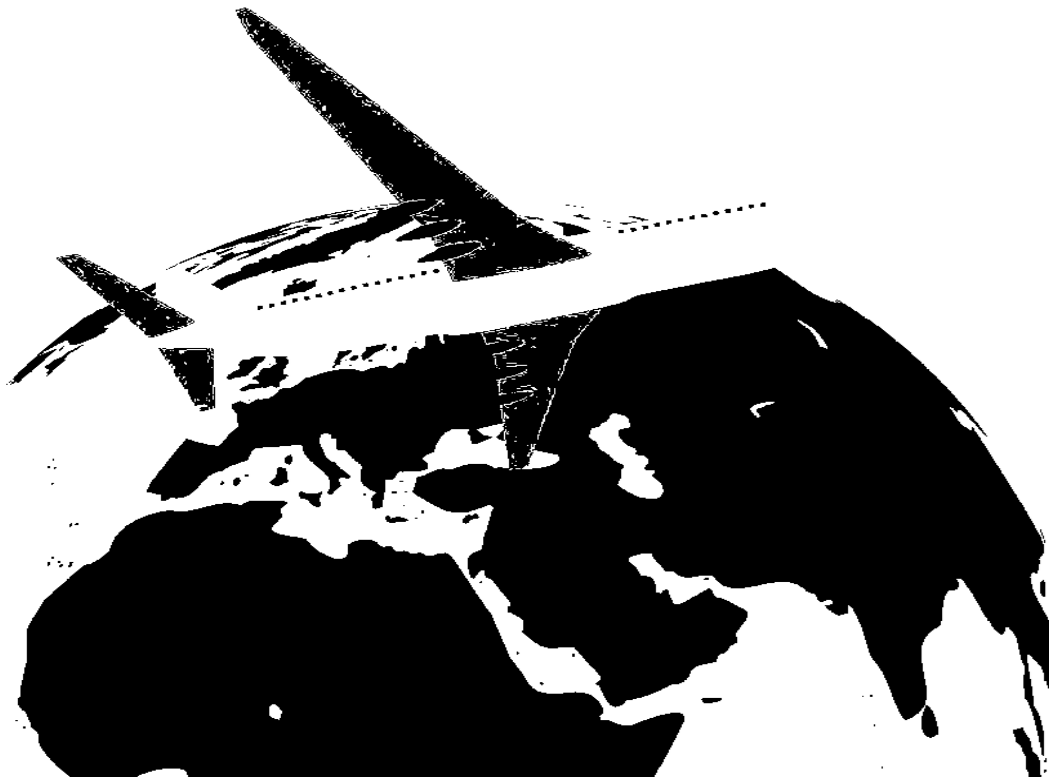
The department also conducted various unscheduled activities which included the drafting of Aviation Security Directives to enhance aviation security measures at the airports; reviewed, processed, and approved nineteen (19) aviation security instructors, carried out three (3) security-related investigation, and revised and amended the various National Civil Aviation Security Programmes and policy documents to enable Guyana to meet new requirements of ICAO.

Conclusion

Post-Covid-19, Regulators and Operators are adapting to the new normal and have found ways to rejuvenate air travel and aviation operation globally. Considering the deficit created by challenges presented by COVID-19, the current level of activities is commendable. The level of aviation activities is expected to increase in the upcoming year (2023).

The year 2022 brought unique challenges for the Directorate. However, the Directorate took on a confident approach to cross some of the hurdles created by the challenges and the results were generally favourable. The year also saw that a favorable amount of scheduled activates and unscheduled activities were successfully conducted to a satisfactory level. The Directorate hopes to continue its positive performance as it meets the challenges and demands of 2023. The expectation is to have adequate technical staff, continuous training, and if necessary, increase the oversight and surveillance activities.

Air Navigation Services



Overview of Air Navigation Services

The Air Navigation Service Provider (ANSP) arm of the GCAA is mandated to provide Air Navigation Services to ensure safe, efficient, and expeditious movement of aircraft within Guyana's airspace. The responsibilities include the operation and maintenance of Communication, Navigation, Surveillance Systems to support the delivery of Air Traffic Management Services (Airspace design, Air Traffic Flow Management and Air Traffic Services) to all users of the Airspace.

Although the COVID 19 Pandemic had significantly impaired the growth of global aviation which is on the rebound from statistical data for 2021 during the latter part of 2022 aircraft movement began to increase gradually surpassing the budgeted amount for the fiscal period.

The Director- ANS Attended ICAO 41st Assembly and SAMIG/28 virtually, both of which were very informative and provided a wide scope of guidance materials through the many working and information papers.

Table 9: Aircraft Traffic Distribution

Total Traffic Distribution	Total
International Overflights	14,870
International Arrivals & Departures	6,600
Domestic Arrivals & Departures	46,738
Other (offshore) Arrivals & Departures	6,245



Air

Air Traffic Services (ATS)

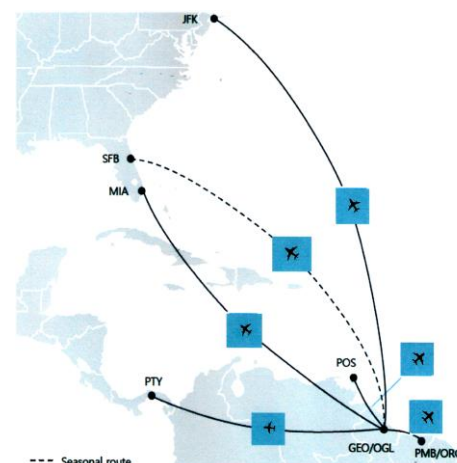
Air Navigation Services was provided to a total of **74,453** aircraft during the year within the Georgetown Flight Information Region (FIR). This represents an **8%** increase in total aircraft movement when compared to 2021 based on an analysis of the flight data collected. There were no interruptions to the provision of ANS during the year.

- ✈ During the year there were additions to various levels of staff complement with the licensing of eight ATCOs (Aerodrome and Approach) which alleviated the deficit in that area for part of the year in the ATS.
- ✈ Implementation of new ANS charges for Off- shore flights.

Aeronautical Information Management

The Aeronautical Information Management (AIM) Department engaged in the following activities for the year 2022:

- ✈ 17 persons completed the ATCA/AIMO training and commence regular scheduling in the Guyana AIS.
- ✈ Aeronautical Products were developed and disseminated with minimal hitches.
- ✈ Proficiency Testing for the Senior AIS Officers in the AIS commenced for the first time in the AIS, followed by the necessary remedial training.
- ✈ AIS officers including both supervisors participated in the SAM Regional meeting on the New Edition Document 8126 7th edition.
- ✈ All ATCAs were offered skill enhancement training in the Georgetown ACC during November.
- ✈ Shortlisting bidders to create a Flight Statistics Database (FSD) was completed and forwarded to the Ministry Public Works Tender Board, followed by the award of contact to Mercantile. The necessary steps were put in place to continue the procurement process and complete the project by May 2023.



CNS-Communication Navigation Surveillance & Technical Support

The CNS Department accomplished the following for the period in review:

- ✈ Replaced damaged transformer bank secondary cable at the Control Tower; cable was supplied by CJIA.
- ✈ Replaced defective batteries for the VHF communication rack in Ogle Tower as they were causing communication shutdown during a power failure.
- ✈ Conducted maintenance works to Port Kaituma, Kamarang and Annai sites.
- ✈ Capital Projects 2021- Hardware/Software Upgrade CNS/ATM Equipment.
 - Installed and configured DLAN switch in the CNS equipment room.
 - Video Streaming hardware installation completed for the ADS-B system.
 - The VHF/ADS-B & FPSO installation and testing.
- ✈ Routine Flight Inspection on VOR/DME, ILS completed.
- ✈ Armored cable procured by the MOPW for the supply of main power to Glide Path site was acquired, for installation in early 2023.

CATS-Civil Aviation Training School

The Civil Aviation Training School (CATS) successfully completed the following training courses and the other accomplishments listed for the year 2022:

Table 10: CATS Training Courses

No.	Training Courses	No. of Persons Trained
1	Area Control (Procedural/Surveillance)	4
2	Aerodrome Control	10 (ongoing)
3	Flight Information Service/Alerting Service	11
4	Ab initio to ATC	8
5	Airside Vehicle Operations	10
6	Refresher	All ATCOs

Staff development and Administration

With the aim of furthering staff development, all the Instructors decided to pursue Undergraduate Training Programs by utilizing the Government of Guyana's Goal Scholarship Program. Additionally, the Librarian and Administrative Assistant were exposed to the Professional and Ethics program which was hosted by the Public Service Ministry. During the year, the training school (CATS) received Accreditation status from the National Accreditation Council as well as an official statement of recognition and equivalency for its programs under the National Qualifications and Credit Framework (NQCF).

Safety Management Occurrences

There was a total of twelve (12) reported occurrences, inclusive of air-proxies, unprofessional conduct, and loss of separation. Eleven of the twelve reports were investigated.

Inspections

Four of five planned ad hoc inspections were conducted at Ogle and Timehri.

Fire drill

Three fire-drills were planned, two were completed, both at Head Office.

SMS Manual

This document is 80% completed.

Safety Seminar

Four were planned and three were executed, the remaining one was postponed due to the lack of attendance by participants.

Quality Assurance

The quality section was able to complete 60% of its work for year 2022. Inspections were conducted in four sections of ANS, and the reports generated to correct the identified deficiencies. Contributions were made in the development of several manuals (AIS quality and ATM security manuals) that were approved by the regulatory section of the GCAA.

Following inspection reports by the AS&S Directorate and the development of the

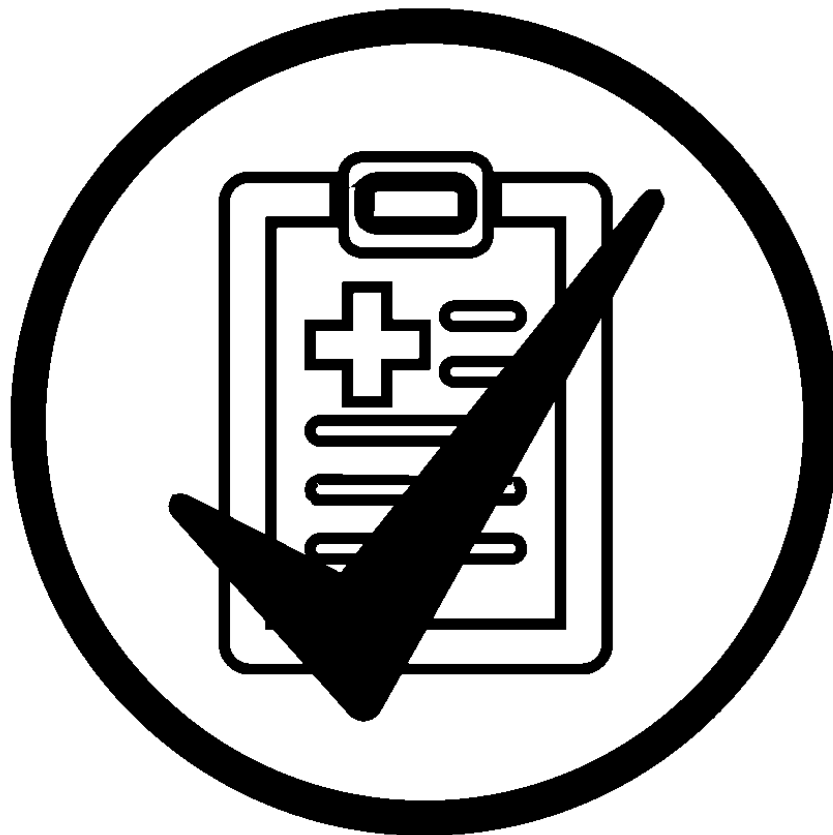
corrective action plan for ANS, the QAS continuously monitored to ensure that the necessary actions were implemented.

Conclusion

The ANS Directorate was able to achieve its mandate in providing safe, efficient, and uninterrupted services despite the many challenges faced. We are proud of the hard-working staff, which is our most valuable asset.

We anticipate the upcoming year to be one that opens avenues for improvement and solutions to the challenges identified. ANS is committed through its planning mechanism to provide clear direction on the safe, cohesive, efficient, and collaborative management through the development of ATC procedures, publications, safety, quality management systems that will incorporate new entrants (UAV, RPAS) with the use of new technology, that will ensure a sustainable and environmentally friendly airspace operation.

Quality and Compliance Monitoring



Introduction

This annual report covers the calendar year 2022 and comprises activities that were covered by the former Corporate Development Unit and the newly established Quality and Compliance Monitoring Directorate.

The Quality and Compliance Directorate was established in April 2022. At the time of formation, only the Director was in the section. In April, the SSP Coordinator's Secretary was reassigned to the Directorate and subsequently in June a Quality Assurance Auditor I and Quality Assurance Auditor II were appointed.

The Director was previously nominated to head the ICAO Compliance Project in 2021 and was subsequently designated as the National Continuous Monitoring Coordinator in February 2022. New Focal Points were nominated and approved by the Director General. Most Focal Points were not responsive to requests for reports and feedback.

The Director reviewed instruments of approval prior to the Director General's signature and affixation of the GCAA seal. Several memos were penned regarding inconsistencies. Subsequent to the establishment of the Quality and Compliance Directorate, the Director requested that this function be removed in view of this being considered a conflict with the functions of the new Directorate.

ICAO Compliance Project

Considering most of the Focal Points were new to the OLF, the NCMC arranged with ICAO for a half-day familiarization session on the platform. Most Focal Point were not giving the Project any priority. Requests for updates and reminders were sent without an acknowledgement or response except for PEL. OPS and AIG did not commence any work on the Project. The State

Aviation Activity Questionnaire was updated from 62% to 87%, while the Self-Assessment was increased from 32% to 45%. Three reminders were sent to the focal points as of

August 11, 2022, for them to provide their respective updates on the OLF. However, no updates have been provided as of December 31, 2022.

Updated Organisation Structure

Requests were made to HRM for the updated organization's structure. The DG indicated that he is seeking clarification on the organization structure, and the project is ongoing. The department was unable to update the OLF with respect to the organization structure.

State Safety Programme

Consequent to a review of the Civil Aviation Act 2018 to ensure the inclusion of the protection of safety data and safety data sources, it is observed that there is no provision for such protection. In addition, there is no Aircraft Accident Investigation Act that could include such a provision. It is recommended that the Civil Aviation Act be amended to include such provision, which will also assist in improving the compliance with ICAO SARPs.

SMS Implementation

Except ANS, all service providers that require SMS in accordance with ICAO Annex 19 have submitted their respective SMS manual to the Authority. Requests were made to the various inspectorates for a report on the implementation of SMS by the various service providers under their purview. There was no feedback, except from Personnel Licensing.

NASP iPACK Deployment

The project was completed. Fifteen persons from within the GCAA and the industry were invited to

attend the training and participate in the project. Only four service providers took the opportunity, however, active participation was not forthcoming except to some extent from the GCAA participants. Nonetheless, a draft NASP was developed under the guidance of the ICAO Subject Matter Expert assigned to the project. A recommendation was made for a meeting to be convened with stakeholders prior to finalizing and submission of the document to ICAO.

Quality Assurance Audits

The review of internal procedures and processes is ongoing. A review of the Safety Inspectors training files was completed. Among the findings are many programmes contained in the TPM, the requisite number of hours and contents of courses are not consistent with the training courses completed by Inspectors. In addition, the OJT conducted in some instances was completed by other Inspectors who do not possess the requisite background. Reports submitted to the DG for further action.

Audit of Civil Aviation Act 2018

The project is ongoing. An initial report on the functions and responsibilities of the authority was sent to the DG's Office.

HR Policy and Procedures Manual

The manual is under review, and the project is ongoing. However, since the establishment of the Quality and Compliance Directorate, the issue of conflict of interest has arisen and the Director is no longer part of the review team.

ICAO South American Region Safety Plan

The review of the draft Plan is ongoing, and the project is ongoing. As part of the SAM Working Group, the GCAA attends weekly meetings to assist in the review of the Regional Safety Plan.

ICAO USOAP Workshop

The workshop was held in Lima, Peru, on December 12th-16th, 2022. A report is to be submitted.

CARRG Taskforce

This taskforce has its first face-to-face meeting in May. Names were submitted for the participation of the two international airports on this taskforce to complement the GCAA's.

Training

Below is a matrix of training completed by the staff Directorate.

Table 12: Quality and Compliance Monitoring Training Activities

Course		Persons Attended	Date	Institution
Managing Compliance with ICAO SARPs		Chaitrani Heeralall Ahmad Nizamudeen Sylvester Hiralal	15-21 July 2022	ICAO IGAT
Introduction Workshop	OLF	Chaitrani Heeralall Ahmad Nizamudeen Sylvester Hiralal	3 Aug 2022	ICAO SAM
Customer Experience		Elena Seepersaud	16-19 Aug 2022	PSM
ADREP ECCAIRS Phase I		Chaitrani Heeralall	22-26 Aug 2022	ICAO SAM Office
PSM Change Management		Ahmad Nizamudeen	23-26 AUG 2022	PSM
Sexual Harassment Workshop		Chaitrani Heeralall Ahmad Nizamudeen Sylvester Hiralal Elena Seepersaud	30 Aug 2022	Ministry of Social Protection
NASP iPACK		Chaitrani Heeralall Ahmad Nizamudeen Sylvester Hiralal	2 Sept – 16 Nov 2022	ICAO
ADREP ECCAIRS Phase II		Chaitrani Heeralall	Oct 2022	ICAO SAM Office

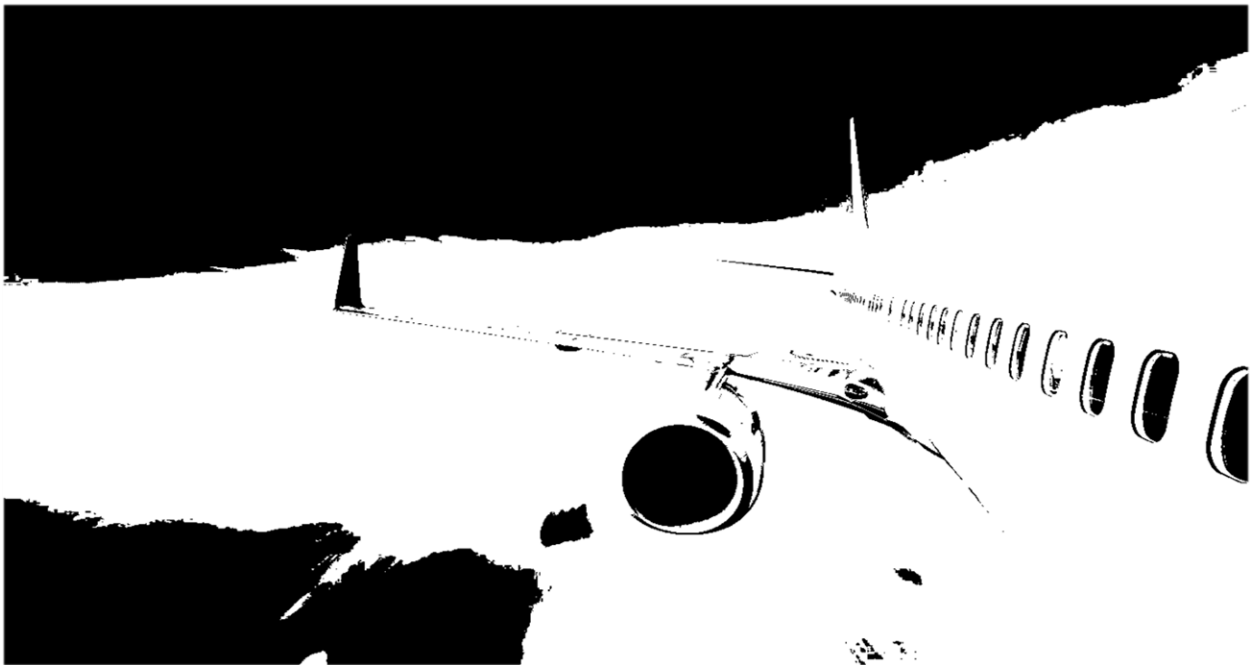
Achievements

Notable achievements throughout the reporting year include:

- ✈ Increased the ICAO USOAP-CMA SAAQ percentage from 62 to 85%
- ✈ Increased the Self-Assessment on the USOAP-CMA from 32% to 45%.
- ✈ Completed the NASP iPACK Deployment project.
- ✈ Completed draft National Aviation Safety Plan 2023-2025
- ✈ Completed review of Safety Inspectorate Training files and submitted report.
- ✈ Completed and submitted the Guyana Annual Aviation Safety Report 2021 to ICAO.

- ✈ Arranged for familiarization training on the On-Line Framework with ICAO SAM Office.
- ✈ Increased SSP deliverables from 15% to 23% with evidence.
- ✈ Established SSP coordination and implementation group and team.
- ✈ Contributed to the development of the SAM Safety Plan 2023-2025.

Air Transport Management



Overview: Economic Regulation

Economic regulation of commercial air services is the core business of the Directorate through the granting of licenses and permits. The Directorate regulated both domestic and international air services within (and to and from) Guyana.

The statutory mandate of the regulatory function of the Authority is specified in Section 5(l & m) of the Civil Aviation Act 2018 which allows it to provide the economic regulation of aerodromes, airports, air transport including the grant of air services licenses and permits and the regulation of aerodrome charges: and to participate in the negotiation of air service agreements with other countries.

Other functions, such as negotiation of air services agreements, are contained in the Civil Aviation Act 2018 Section 5 (c) and (d). The administration of some of these functions is governed by the Civil Aviation (Licensing of Air Transport Service) Regulations 2001.

Functions of the Air Transport Management Directorate

Given the legal mandate of the Directorate, and in anticipation of the growth of Guyana's air transport industry, the Directorate performs the following main functions:

1. Issuing licenses and permits for commercial air services.
2. Economic oversight of airlines and airports.
3. Economic oversight of air navigation services rates and charges.
4. Collection, analysis, and forecasting of air transport statistics:
5. Negotiation and implementation of air services agreements with foreign states.

6. Passenger Consumer Affairs
Coordination with the Consumer and
Competitive Affairs Commission;
and,
7. Aviation Environmental Matters.

The Air Transport Industry

In Guyana, the civil aviation system has primarily four groups of stakeholders: Air Transport Providers, Airports, Aviation Services In Guyana, air transport provides many economic and social benefits including facilitating cross border of movement o people and goods, creating employment, facilitating trade and tourism, enabling foreign investment opportunities, as well as playing an essential role in humanitarian assistance to the hinterland regions of Guyana.

The airline industry is divided into two broad groups: domestic aviation and international aviation. Domestic operators are all those airlines that provide flights within the borders of Guyana and serve the transportation needs of hinterland and coastland travelers, moving their goods and personnel to different parts of Guyana. Offshore transport to oil rigs is also classified as domestic operation.

As at December 31, 2022, there were eight (8) domestic commercial operators on register:

1. Trans Guyana Airways
2. Air Services Ltd
3. Roraima Airways Ltd
4. Jags Aviation
5. Guyana Defense Force
6. AG Air Inc. (Agricultural Operations)
7. Bristow US LLC (foreign registered).
8. Omni Taxi Aereo S.A (foreign registered)

There are also domestic operators providing general aviation service in Guyana, in private category, such as Domestic Airways/ Captain Orlando Charles.

International airlines are airlines that engage in cross-border flights, transporting cargo, mail, and passengers from Guyana to other countries and

are subject to international civil aviation regulations. As of December 31, 2022, there are eleven (11) international operators in Guyana:

Table 13: Passenger and Cargo Operators

Operator	Passenger	Cargo
Caribbean Airlines Ltd	✓	✓
Surinam Airways	✓	
American Airlines	✓	
JetBlue	✓	
GUM Air	✓	
Trans Guyana Airways	✓	✓
COPA Airlines	✓	
InterCaribbean Airways	✓	
Aruba Airlines	✓	
Fly Always N.V.	✓	
Amerijet International		✓
Norther Air Cargo (Laparkan and Caribbean Airlines Ltd)		✓
Roraima Airways (Fedex)		✓

International Route Network: Destinations and Frequencies

International routes are cross-border destinations flown by airlines, Guyana is generally an Origin-Destination market, meaning there is limited connecting traffic out of Georgetown.

Guyana is connected by international flights to the English-speaking Caribbean (Trinidad and Tobago and Barbados), South America (Surinam and Brazil), Central America (Panama) and North America (Toronto in Canada and New York and Miami in the United States). As of December 31, 2022 the following airlines were operating the following schedules:

- ✈ **American Airlines** operates once daily flights on each of the GEO/JFK and GEO/MIA routes.
- ✈ **JetBlue** operates daily flights on the JFK/GEO route.

- ✈ **Surinam Airways**, despite some equipment and financial challenges since the commencement of the pandemic, currently operates twice weekly flight using wet leased A320 aircraft.
- ✈ **InterCaribbean Airways** operates service between Georgetown (CJIA) and Barbados daily flights using Embraer 145 aircraft.
- ✈ **Caribbean Airlines** operates four (4) times weekly between Ogle and Barbados using the ATR aircraft and three (3) times weekly on the POS/OGL routes.
- ✈ **COPA Airlines** operates four (4) times weekly flights between Georgetown (CJIA) and their hub in Panama.

- ✈ **Caribbean Airlines** operates three times weekly flight to Toronto from Guyana. This operator is the only operator conducting direct flights to this destination from Guyana.
- ✈ **Caribbean Airlines** operates daily flights between Guyana and New York.
- ✈ **Caribbean Airlines** operates fourteen (14) weekly flights between Port of Spain and Georgetown.
- ✈ **Trans Guyana Airways** operates six (6) weekly flights between Zorg-en-Hoop and Ogle using the Cessna 208 Caravans.
- ✈ **Trans Guyana Airways** operates one weekly flight between Johan Pengel (PBM) and Ogle using the Beech 1900D aircraft.
- ✈ **GUM Air** operates six (6) weekly flight Zorg-en-Hoop and Ogle using the Cessna 208 Caravans.
- ✈ **Aruba Airlines** recommenced twice weekly scheduled flights between Guyana, Aruba and Cuba in January 2022.

Throughout the year, given the seasonal nature of air travel and the challenges of the Covid-19 pandemic, there were significant engagement between the Directorate and the airlines for schedules adjustment (addition, deletion, slot/time changes and cancelation).

Cheddi Jagan International Airport (CJIA)

As of December 31, 2022 New York is the most frequented market with at least three flights per day on this route. This New York market is serviced by three operators: Caribbean Airlines, American Airlines and JetBlue. Copa Airlines services the market of Panama with connectivity

to Latin America and other destinations.

Caribbean Airlines is the sole provider of flights to the Toronto market. The Miami Market is served by Surinam Airways and American Airlines. Surinam Airways offers Non-Stop Service Paramaribo.

Caribbean Airlines is the only operator with flights between Port of Spain and Georgetown. Fly Always commenced weekly flights to Havana from the CJIA using their wet-leased A320 aircraft. Caribbean Airlines, Amerijet and Northern Air Cargo operates cargo flights between Miami, Trinidad, and Suriname.

Eugene F. Correia International Airport (EFCIA)

As of December 31, 2022 the international passenger operations out of Eugene F. Correia International Airport are only to Suriname of South America and Barbados and Trinidad of the Caribbean. Caribbean Airlines is the sole service provider of scheduled flights to Barbados and Trinidad.

GUM Air and Trans Guyana operates passenger flights to Zorg-en-Hoop in Suriname. Trans Guyana operates a weekly flight also to Paramaribo, Suriname.

Issuance of licenses and permits for commercial air services.

The Authority issued licenses and permits during the year 2022 to Trans Guyana Airways, Aruba Airlines, Fly Always and InterCaribbean Airways. There were over 316 permits issued for the year 2022, a decrease from 2021 due to the return of scheduled flights and reduction in the need for charter flights with the return of scheduled air services. Frequently operated charter flights operated in a more regular pattern than in an ad-hoc manner as traffic pattern normalized, this allowed for multiple flights to be included on one permit.

Roraima Airways operates cargo flights to Trinidad and Suriname for FEDEX and Trans Guyana Airways operates cargo flights to Trinidad for DHL.

✈ **Roraima Airways** was granted permit to operate charter flights for FEDEX between Trinidad, Suriname, to and from Guyana.

✈ **GUM Air** was granted approval for the operation of charter flights between Zorg-en-Hoop and Ogle.

Licenses

✈ **Trans Guyana Airways** was granted a license to conduct scheduled flights on the OGL-BVB route, however this service is yet to formally commence.

✈ **Aruba Airlines** was granted a license to recommence scheduled flights between Guyana, Cuba, and Aruba.

✈ **Fly Always** was granted license to operate scheduled flights between Guyana and Havana, Cuba, and Guyana, Suriname, and Barbados.

✈ **InterCaribbean Airways** license to operate scheduled air services was renewed for flights between Georgetown, Providenciales and Santo Domingo and Guyana and Barbados.

Permits

✈ **Northern Air Cargo** was granted a permit to continue to operate non-scheduled air cargo services on the MIA/POS/GEO and MIA/GEO/PBM routes. They currently operate the cargo services for Caribbean Airlines and Laparkan.

✈ **Trans Guyana Airways** was granted permit to operate charter flights for FEDEX between Trinidad, Suriname, to and from Guyana.

In total there were 162 clearances issued for itinerant landings at both airports and 316 non-scheduled permits issued to carriers that operated throughout the year.

Exits from the Market

2022 was a better year for aviation in comparison to 2021. The industry is still in recovery mode. There were no airlines which exited the market in 2022.

Domestic Operations, Private Operators and Prospective Operations

There is one (1) approved flight operator: Captain Orlando Charles/Domestic Airways Inc.

Prospective Operators

During the year, the Authority met with several operators that indicated their willingness to commence international operations out of Guyana. With the emerging Oil and Gas Sector, several Helicopter operators met with the Authority expressing interest in operating.

Hopkinson Mining Logistics, currently a private operator, expressed an intent to commence commercial air services in Guyana and has begun the process for obtaining an Air Operator Certificate with the Authority.

British Airways has commenced the process to commence scheduled air services between London Gatwick and Georgetown with an

immediate stop for traffic in St. Lucia with a proposed date of operation in March 2023.

Galistair in collaboration with Fly Always have already made significant progress with an intent to operate charter flights between Guyana and Toronto using their A320 aircraft. Engagement with Virgin Atlantic also continues.

Importation of Aircraft

During the year the following operators were granted approval for aircraft importation:

- ✈ **Roraima Airways** to import one (1) Cessna 208B EX Caravan.
- ✈ **Captain Orlando Charles** was granted approval to privately operate Cessna 182 with US registration N70609.
- ✈ Approval was granted for **Peter Lewis** to operate R66 helicopter in Guyana for private use.
- ✈ Approval was granted for **Ameir Ahmad** to import for private use, a Bell 505 helicopter in Guyana.

Military State and Diplomatic Flights

The Directorate coordinates approvals for State, Military and Diplomatic flights with the Ministry of Foreign Affairs and the Office of the President.

Air Services Agreements (ASAs)

The current policy for negotiation of Air Services Agreements is to negotiate open skies (liberal) Air Services Agreements with other countries, granting up to sixth freedom traffic rights for passenger traffic and up to seventh freedom for all cargo traffic.

Generally, countries sign bilateral agreements to trade services in air transport by ensuring that

their airlines expand their route network and enter new markets. This is also the legal mechanism for facilitating foreign air operators in Guyana.

Exemption to Guyana's policy on air services agreements were granted to the United Kingdom and Suriname. The United Kingdom and Guyana agreed for InterCaribbean Airways be granted seventh freedom traffic rights for the operation of flights between Guyana and Barbados. Additionally, the Governments of Guyana and Suriname both agreed Fly Always NV to be granted seventh freedom traffic rights for the operation of passenger flight between Guyana and Cuba.

Signing of Air Services Agreement with the Saudi Arabia- Guyana has signed an Air Services Agreement with the Kingdom of Saudi Arabia to promote and facilitate the expansion of international air services opportunities between the two countries.

The Agreement was signed in Riyadh, Saudi Arabia on Monday by H.E. Saleh bin Nasser Al-Jasser, Minister of Transport and Logistic Services, Kingdom of Saudi Arabia, and the Hon. Bishop Juan Edghill, Minister of Public Works.

The agreement addresses matters pertaining to the Grant of Rights; Designation and Revocation; User Charges; Recognition of Certificates and Licenses; Tariffs; Commercial Opportunities; and Fair Competition and Environmental Protection, among other matters.

Guyana was invited by the Kingdom of Saudi Arabia to sign the Agreement and to also participate in the Future Aviation Forum, which was held in Riyadh, during the period May 9-11, 2022. The forum sought to shape the evolution of international air travel by uniting international leaders from the private and public sectors,

international CEOs, and regulators, and haven't them openly discuss and put forward new solutions to grow and revolutionize the sector.

Signing of Air Services Agreement with the China-

It is now possible for airlines to provide a scheduled service between Guyana and China as both governments have signed an air service agreement. The agreement which has been in the pipeline since 2019, was signed by Minister of Public Works, Bishop Juan Edghill, and Ambassador of China to Guyana, Guo Haiyan this year.

The agreement outlines matters relating to the grant of rights, airline designation, and authorization, revocation, suspension of an authorization, capacity and frequency provisions, recognition of certificates and licenses, aviation safety, and tariffs, among others.

Guyana has signed more than 50 air service agreements, most recently with the Netherlands, Colombia and the Kingdom of Saudi Arabia.

Consumer Affairs

In light of the evolving travel landscape, its requirements, and the potential difficulties to air travellers, the Guyana Civil Aviation Authority, through the Air Transport Management Directorate, initiated inter-agency consultations with the relevant government agencies to address pertinent areas of concern regarding air travel, consumer protection and tourism. The invited agencies were the Competition and Consumer Affairs Commission (CCAC), the Guyana Tourism Authority through its Director of Business.

Among other things, the forum addressed the need to determine a collaborative method for handling air travel related consumer complaints, as well as the need for a collaborative air

passenger educational campaign. At the meeting it was determined that the ATMD would spreadhead the design and development of a potential educational brochure. The forum also addressed the need for increased collaboration between with local air and tourism operators and trade associations such as the Tourism and Hospitality Association of Guyana (THAG).

The Directorate held follow-up inter-agency meetings with the Competition and Consumer Affairs Commission (CACC), the Guyana Tourism Authority (GTA), and the Ministry of Tourism through its Director of Business regarding air travel-related consumer protection. The ATMD also presented its in-house designed educational brochure for review and commentary.

Working Papers and Information Papers

The Directorate drafted and submitted two Working Papers to the ICAO SAM Regional Office Secretariat in preparation for their consideration and review upcoming ICAO 41st General Assembly to be held from 27 September- October 7, 2022, in Montreal, Canada.

Environment

The first working paper titled 'Progress on Aviation Environmental Protection Activity Engagement in the Cooperative Republic of Guyana centered on Guyana's progress on the ICAO's environmental protection program initiatives.

It presented an update on Guyana's endeavors with respect to CORSIA implementation and deliberated the need for ICAO to continue in its capacity building efforts for small and developing States. Moreso, the paper emphasized Guyana's status as a small State with relatively low emissions from international aviation; it chronicled Guyana's work done at the time

regarding the State CO2 Action Plan initiative; and it outlined the capacity building projects that Directorate has availed itself of at that time.

Statistics

The second working paper titled 'Examination of Key Issues Related to ICAO Statistics Program' noted ICAO's work done with respect to its Statistics Program and big data analytics, presented an assessment of ICAO's key offerings with respect to aviation data and statistics, and proposed that ICAO review its mandatory user subscription charge in this regard.

Specifically, the working paper discussed the improved importance of monitoring aviation data and statistics stemming from the need to track the Covid-19 pandemic impact; it presented on international air passenger traffic levels; it is recognized ICAO's work done on the dissemination of multiple series of civil aviation statistics; and it emphasized the need for increased access to data and information.

Guyana-Nigeria Collaboration

Additionally, the Directorate developed a Working Paper which presented an examination of the potential areas of cooperation between Guyana and Nigeria for deeper bilateral cooperation between the two countries. This paper emanated from Guyana's participation the last ICAO ICAN 2021 Event in Colombia during the period December 6-10, 2021, where the Nigerian Minister of Aviation and Guyana Minister of Public Works met and agreed to explore and exchange visit to deepen bilateral cooperation in different sectors.

The paper examined Nigeria's geographical, demographical, and political landscape and governance structure. It is also focused on Nigeria's economy and the state of its air transport sector in particular. The paper recommended several areas of bilateral cooperation including signing of the Bilateral Air

Services Agreement, improved connectivity and tourism, and human resources capacity building for specialized skills acquisition. The paper also noted Nigeria's developed competencies in the offshore oil and gas industry and the potential for strategic partnerships in this arena.

Environmental Matters

GCAA-LCDS

The GCAA submitted comments to the LCDS Consultant for aviation to be included as an area/sector under the Low Carbon Development Strategy (LCDS) 2030 given the work done by ICAO for the start of the pilot-phase for the Caribbean Offsetting and Reduction Scheme from International Aviation (CORSIA) and because Guyana is a participating member State under the pilot-phase of the CORSIA.

EU Capacity Building project and CORSIA

Additionally, Guyana has availed itself of the European Union's (IEU) invitation to participate in its Capacity building for CO2 mitigation from international aviation Africa and the Caribbean (CORSIA Africa and the Caribbean) project. The project will run from 2021-2024 and it aims to promote the mitigation of greenhouse gas emissions from the civil aviation sector in Africa and Caribbean states, via the provision of assistance in the implementation of the Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA). The project consists of multiple capacity building workshops and meetings.

In particular, the EU EASA project conducted a Regional Workshop on climate change in the aviation sector for the Caribbean Region in which the DATM participated. The primary objectives of the workshop were to raise knowledge and understanding and promote engagement with national transport/aviation and environment/climate entities as well as regional participation and to provide a broader

understanding of aviation climate impacts and associated policy measures as applied to the international and domestic aviation sectors, including solutions on new technologies, sustainable aviation fuels, more efficient operations, and better infrastructure.

Guyana has also been supported by CORSIA-related training coordinated by the Caribbean Aviation Safety and Security Oversight System (CASSOS) office via their collaboration with ICAO and other country partners.

Air Transport Statistics

Air Transport Reporting (ATR)

The Air Transport Management Directorate continued its efforts in its systematic and recurring collection and analysis of air transport statistics from the key industry stakeholders: domestic and international operators, airports and the ANSP. This program is aligned with ICAO’s Statistics Program.

Under the air transport statistic program, the country’s two main airports as well as the local and foreign air operators that provide air services

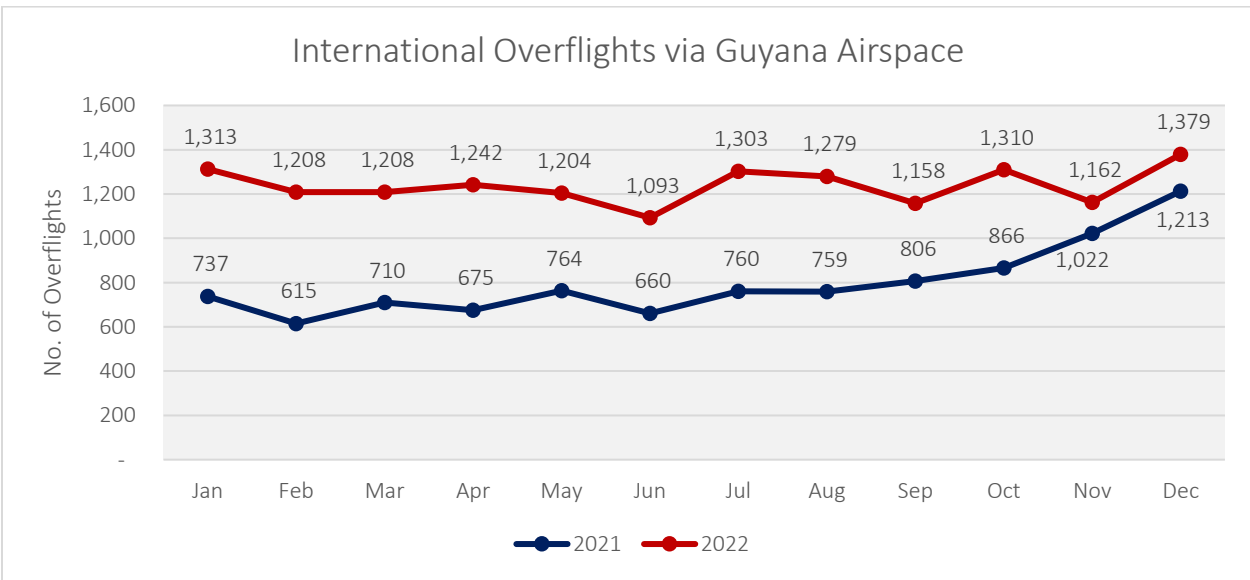
within and to/from Guyana are required to submit air transport statistics using specified Air Transport Reporting (ATR) Forms.

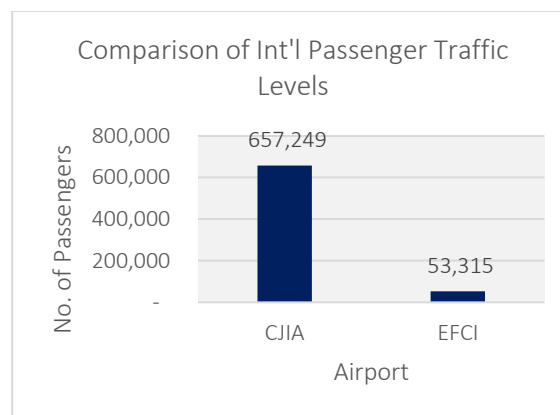
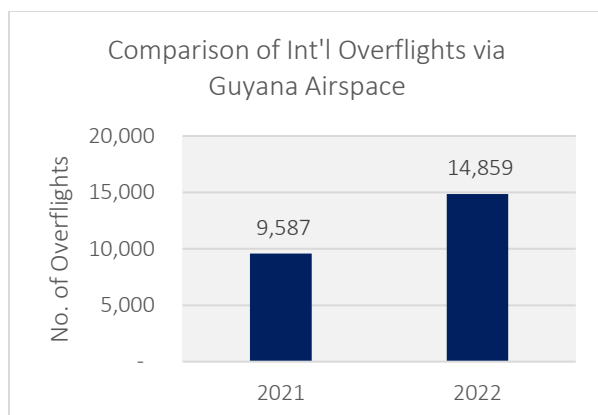
Commercial Air Carriers form to the ICAO Statistics Division located at ICAO headquarters in Montreal in line with reporting requirements.

International Overflights

According to the Authority’s aeronautical flight data repository, total international overflights continued their increasing trajectory from its post-pandemic recovery phase. International overflights through Guyana’s sovereign airspace increased by approximately 55% in 2022 compared to the previous year, 2021, i.e. there was a year-on-year increase from 9,587 international overflights to 14,859 overflights. For every month of 2022, there were double-digit increases in the number of overflights, with the highest increase occurring in the month of February, approximately 96.4%.

Figures 1 and 2 demonstrate the evolution of international overflights throughout Guyana’s airspace.

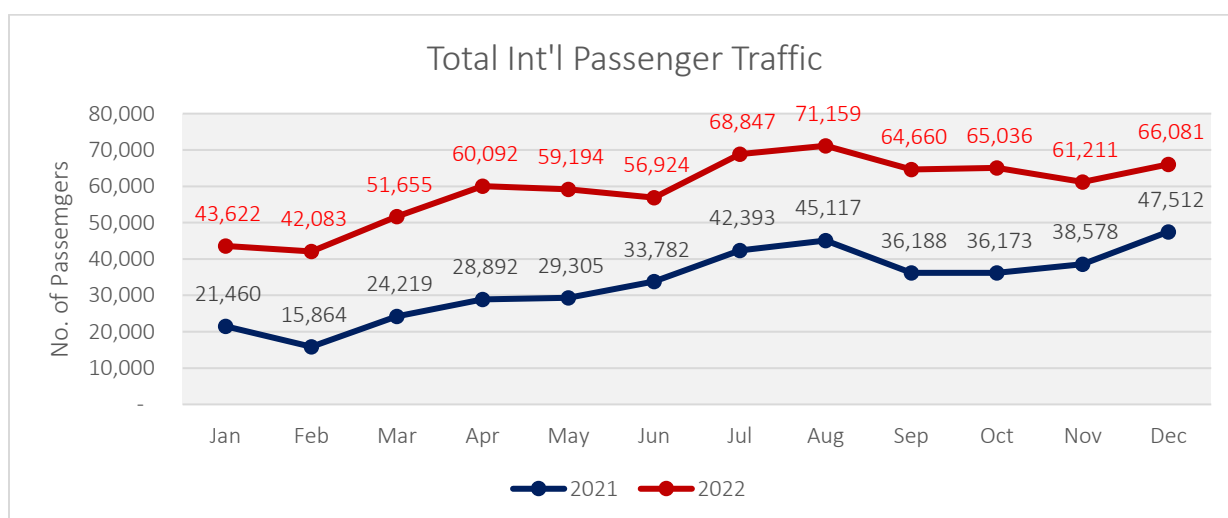




Passenger Traffic

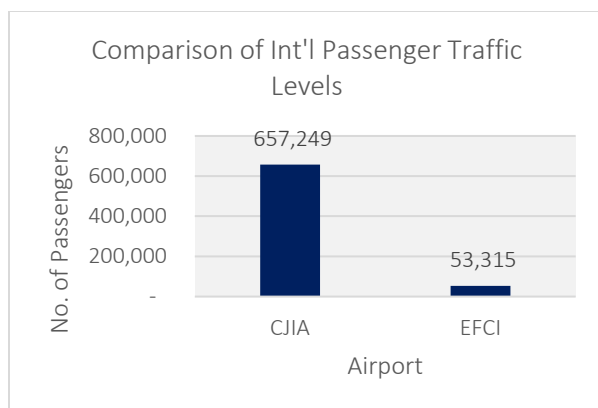
At the Eugene F. Correia International Airport (EFCIA), total domestic passenger traffic grew by approximately 27%, up from 156,711 domestic passengers in 2021 to 199,194 in 2022. In similar fashion to the overflights, almost every month of the year 2022 featured double-digit increases in the number of domestic travelers.

International passenger traffic, as shown in Figures 4 and 5, also experienced continued growth from 2021 to 2022. At the EFCIA, total international passenger traffic grew by approximately 82% in 2022 to 53,315, up from 29,296 in 2021.



At the CJIA, international passenger traffic posted a similarly dramatic upward trend. Total international passenger traffic increased by approximately 77.5% in 2022 to a total of 657,249

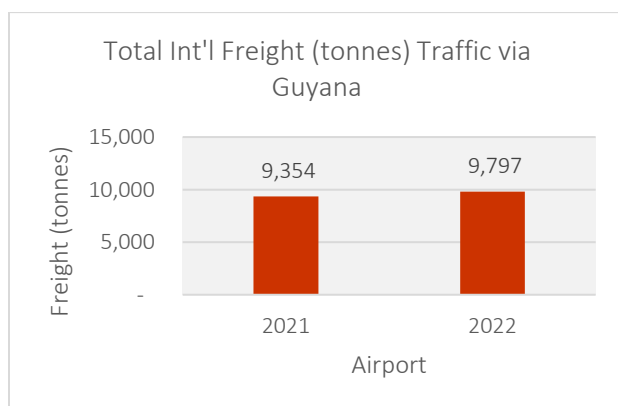
passengers for the period under consideration, up from 370,187 passengers in 2021.



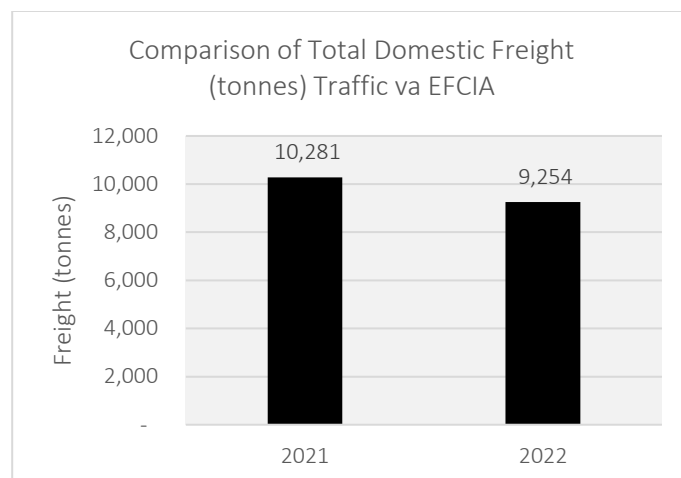
Overall, the total international passenger traffic to and from Guyana experienced a growth rate of approximately 77.9%. During the year, total international traffic increased from 399,483 passengers to 710,564 passengers in 2022.

Freight Traffic

In 2022, total international freight traffic experienced a mild increase compared to passenger traffic. International freight traffic grew by approximately 4.7% to 9,797 metric tons, up from 9,354 metric tons in 2021.



Unlike international freight levels, total domestic freight passing through the EFCIA declined by approximately 10% to 9,254 metric tons in 2022 as compared to 10,281 tons in 2021.

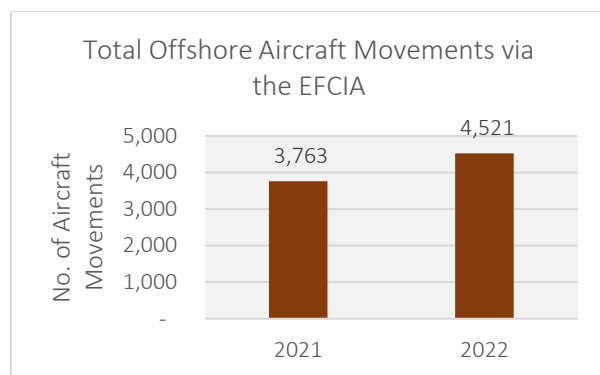


Offshore Aircraft Movements

Of the domestic aircraft movements that occur at the EFCIA, aviation support services in the form of offshore flights for the growing local oil and gas industry operations are of increasing importance.

Helicopter services are critical in ensuring the continued operations of the oil and gas industry. Helicopters are used as the primary means of installations for employees to and from offshore installations for exploration and development activities. Helicopters are also utilized for other services such as cargo lifts and inspection and monitoring of oil rigs, they're also used for drilling, production, relocation, decommissioning and medical evacuation operations. A range of light to heavy helicopter types are used in these services. In Guyana, the Sikorsky and AgustaWestland helicopter makes are predominantly used.

Total recorded offshore-related aircraft movements at the EFCIA grew by 20% in 2022 compared to the previous year. Total aircraft movements, where an aircraft movement refers to both an aircraft landing and takeoff, increased from 3,763 movements in 2021 to 4,521 movements in 2022; this gives an average of over 370 such flights per month in 2022.



Airfare Monitoring

The Directorate has commenced the regular compilation and analysis of international airfares from Guyana to all international destinations/routes currently served from airlines (both local and foreign) operating within Guyana.

These fares are based on international itinerary fares and are derived from bookings made from commonly used, established third-party booking sites. These fares are generated from two-week round trips, starting at each of the country's international airports, the Cheddi Jagan International Airport (IATA code GEO) and the Eugene F. Correia International Airport (IATA code OGL).

The fares are based on the total price which includes the economy base fare charged by the airline plus taxes and fees levied by external entities such as governments and airports at the time of purchase: travel facilities tax, environmental tax, departure tax, passenger charges, airport security charges, etc. The applicable third-party site transaction service fees which can be up to USD\$35 on a per-passenger per-ticket basis is also included. Fares do not include optional fees such as additional baggage fees or seating assignment fees. These fares cannot represent all possible airfares but can be accepted to be representative of the prevailing ticket prices at the time of booking for the booking period, i.e. the general prevailing market prices.

The following tabulations and charts present a brief analysis of last year's international fares from the period of commencement of monitoring to year end. Notably, it is an observable fact that the Toronto market air ticket prices are significantly higher than those of the other travel destinations; the average round-trip fare from Georgetown (GEO) to Toronto (YYZ) for the recorded period is more than twice the average cost of the second highest priced destination, New York City (JFK).

Fuel Price Monitoring

About Aviation Fuels

Aviation fuels are petroleum-based fuels which are used for aircraft propulsion, i.e. to power the aircraft, run on-board systems and to keep the aircraft cabin properly conditioned. The different types of aviation fuel are jet fuel also referred to as Avjet (Jet A-1, kerosene), kerosene-gasoline mixture (Jet B), aviation gasoline (avgas) and sustainable aviation fuels such as biofuels or biokerosene fuel mixtures.

Jet fuel is used globally in turbine engines (jet engines, turboprops) in civil aviation. Aviation gasoline is typically used in the older piston engines of smaller aircraft that require lead fuel with a high-octane number.

Importance of Aviation Fuel Price to Air Operators

Airlines are very sensitive to fuel costs. According to ICAO and industry reports, fuel costs can account for up to 20%-25% of operating expenses for airlines and can sometimes even exceed 30% of costs. Therefore, fuel costs can significantly impact an airline's profit margins; increased net profits for carriers have been linked to lower aviation fuel expenditure.

Aviation fuel prices were at record highs globally in 2022. Rising global oil prices have placed upward pressure on global aviation fuel prices, and these prices are expected to remain high. Recent major global crises including the war on

Ukraine have resulted in increased oil prices due to sanctions imposed on Russian oil and gas. Moreover, reports indicate that some refineries have shifted their capacity away from producing aviation fuels towards other fuels.

Fuel costs have seen triple-digit increases in countries (as compared to 2021) such as the United States of America, from which Guyana imports much of its aviation fuel. Aviation fuel is also traditionally imported from Trinidad and Tobago. Most recently however, in 2021 and 2022, jet fuel has been imported from countries such as Kuwait, Algeria, Greece, India, Qatar and Saudi Arabia.

Fuel price increases can present significant challenges to air carriers, and rising fuel costs can be passed onto passengers in the form of increased ticket prices. Guyana-based air operators, as well as foreign operators who conduct technical stops for refueling or charter flights, have been continuously experiencing rising fuel prices at the local pump.

Aviation Fuel Price Action in Guyana

Currently within Guyana there are four aviation fuel providers. The following table presents a snapshot of the monthly average fuel prices for 2022, measured in Guyana dollars per litre across the fuel providers in Guyana. The data for this report was provided by the Guyana Energy Agency (GEA).

Table 14: Avjet and Avgas Average Retail Price per Litre

		2021	2022
AVJET	Annual Average	\$225.41	\$336.87
	Highest Monthly Average in year	\$245.93	\$378.71
	Lowest Monthly Average price in year	\$202.45	\$246.64
	% YoY Annual Change	11.1%	49.4%
AVGAS	Annual Average	\$345.1	\$439.03
	Highest Monthly Average in year	\$384.04	\$496.73
	Lowest Monthly Average price in year	\$304.64	\$377.67
	% YoY Annual Change	13%	27.2%

Other Engagements

ICAO States Today

The Directorate personnel also acted s Focal Point for the curation and submission of data and information for a Guyana State Profile document submission to ICAO for publication in their ICAO States Today magazine. The ICAO States Today magazine is a compilation of profiles of all ICAO Member States and other aviation-relevant information.



Airport Security Review

The Director headed an Airport Security Review Task Force for a period of seven (7) days commencing from November 5, 2022. This Task Force was convened by the Hon. Minister of Public Works following the discovery of an aircraft-related security incident on October 28, 2022 at the Cheddi Jagan International Airport (CJIA).

A United State registered aircraft was discovered to have been broken into with items stolen from it. Emanating from the incident, the Hon. Minister directed the formation of a task force whose was to conduct a full review of the security system at the airport and matters surrounding the incident which would be chaired by the Director. The task force included representatives from multiple public agencies: GCAA, CJIA, Customs, Immigration, Guyana Police Force (GPF), Customs Anti-Narcotics Unit (CANU), Guyana Defence Force (GDF), and the Guyana Fire Service (GFS).

More specifically, under the auspices of the Director, the task force engaged in the following activities: reviewed the relevant security related circumstances concerning the aircraft incident and other related security incidents at the CJIA; it reviewed the various established legislative frameworks which provide for the airport security systems, policies, procedures, and processes; it evaluated the security measures, standard operating processes and procedures to identify any possible gaps or inefficiencies ; it requested and reviewed documents, including but not limited to audit reports, statements, and manuals from the CJIA Corporation, Ground Handlers and the GCAA which may have assisted with the task force's deliberations; it evaluated the squatting situation (residents and vendors) surrounding the CJIA and its threat to airport security; and, it made such recommendations the task force deemed fit and necessary to strengthen the security measures and eliminate threats at the CJIA.

Human Resources



Introduction

The Human Resources Department's (HRD's) main function is to manage people. It also enriches the organization through recruitment procedures. The Department also ensures that members of staff follow a general direction by frequently clarifying and reminding them of the organization's goals.

In addition, the HRD is tasked with the responsibility of ensuring that a high degree of discipline exists, good employees' relationship, safety, benefits, and incentives and more importantly, through training and development of its employees. Therefore, the management of Human Resources plays a very important role in determining the extent of effectiveness of our organization in achieving its goals.

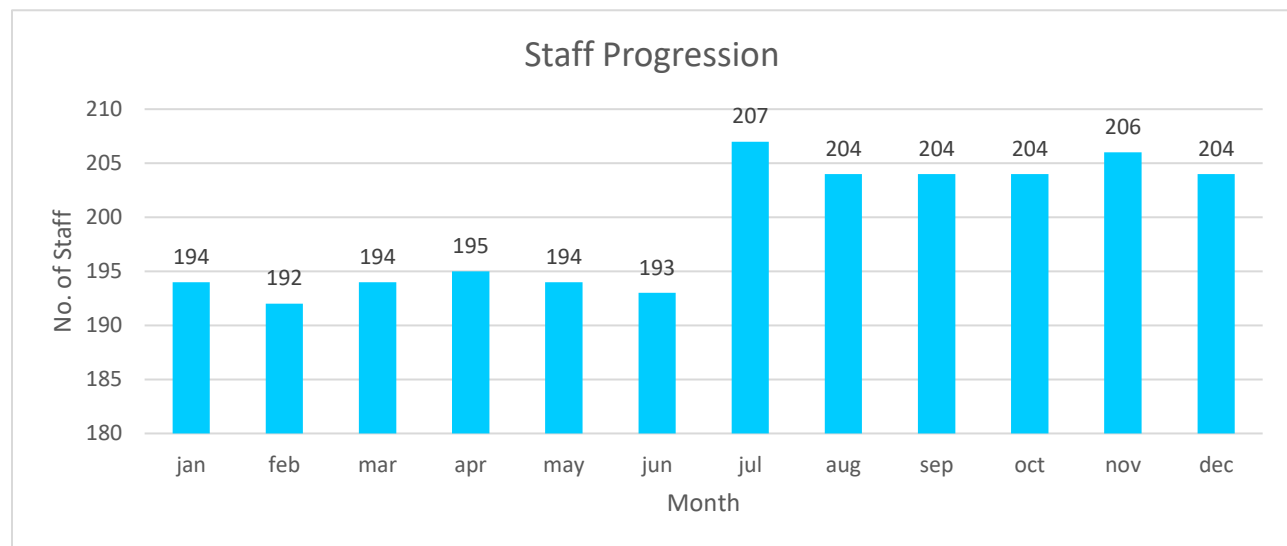
Given the wide-ranging impact of human resources on the Authority's objectives and its ultimate success, this Annual Report will provide a concise account of the work of the Human Resources Department for

the year 2022, such as Organizational Growth and Development, Organisation Policy, Systems and Processes, Training and Development, Staff administration, Enhancing Corporate Communication, Human Relations Strategy, and Industrial Relations Strategy.

Further, the accomplishments of the HRD as well as its challenges will be highlighted and projections for 2023 will be discussed.

Organizational Growth and Development

Given the anticipated growth in Civil Aviation, the Human Resources Department (HRD) sought to help the Authority achieve its optimal employment level through recruitment. The Graph below outlines Staff Progression for the year 2022.



Organizational Policy

The Organizational Policy is codified in the Administration and Human Resources Policy Manual (the Manual). It contains the tools that managers and supervisors use to inform

their actions and direct their resources as they work to deliver on their strategic objectives. Reliance on these policies and procedures has resulted in the efficient and

effective manner in which the HRD performed.

Systems and Processes

The paperless systems/operations adopted by the aviation industry was a direct response to the new-technology systems introduced globally. Rising to this challenge, the HRD embarked on a quest to automate the systems and processes used to carry out its day-to-day functions. Accordingly, the Human Resources Management Information System (HRMIS) was developed and implemented.

Due to non-payment, the system usage was curtailed for the latter part of the year, 2022.

This causes some set back since; the Human Resources Department has to revert to completing some of its tasks manually.

Training and Development

Table 15: International Training Courses/Workshops Attended by Staff

Department/Directorate	Events
Air Navigation Services	5
Aircraft Accident Investigation	1
Aviation Safety and Security	18
Quality and Compliance	7
Information Technology	3
Director General	1

The table below represents training courses undertaken by staff for the period January – December 2022. The programmes include local, international, technical, and non-technical training which were completed via virtual, classroom and in-house delivery modes.

All staff members were exposed to Sexual Harassment in the Workplace training which was paramount for the safety of workers.

Many of the courses were not undertaken because of budgetary constraints. Notwithstanding, staff attended Government-funded training which enhanced their knowledge and enabled them to perform better in the execution of their duties.

The graphs below outline the Training Courses/Workshops attended by staff in 2022.

Table 16: Local Training Courses/Workshops attended by staff

Department/Directorate	Events
Air Navigation Services	6
Human Resources	1
Administration	2
Aviation Safety and Security	7
Quality and Compliance	2
Information Technology	3
Legal	1

Staff Administration

The HRD provided professional, reliable employment-related service to all staff of the Authority on all employment-related matters. This included attendance, punctuality, requests for annual, special, sick, no-pay, compassionate leave as well as leave to attend to urgent private affairs. In addition, National Insurance Scheme Sickness Claims, deductions for the GCAA Pension Scheme and Claims in respect of the Group Health Insurance Scheme were prepared and remitted to the relevant institutions.

The Authority expects exemplary conduct in respect of attendance and punctuality of its employees. The Graphs below chronicles Attendance and Time Loss for 2022.

Table 17: Summary of Attendance for the Year 2022

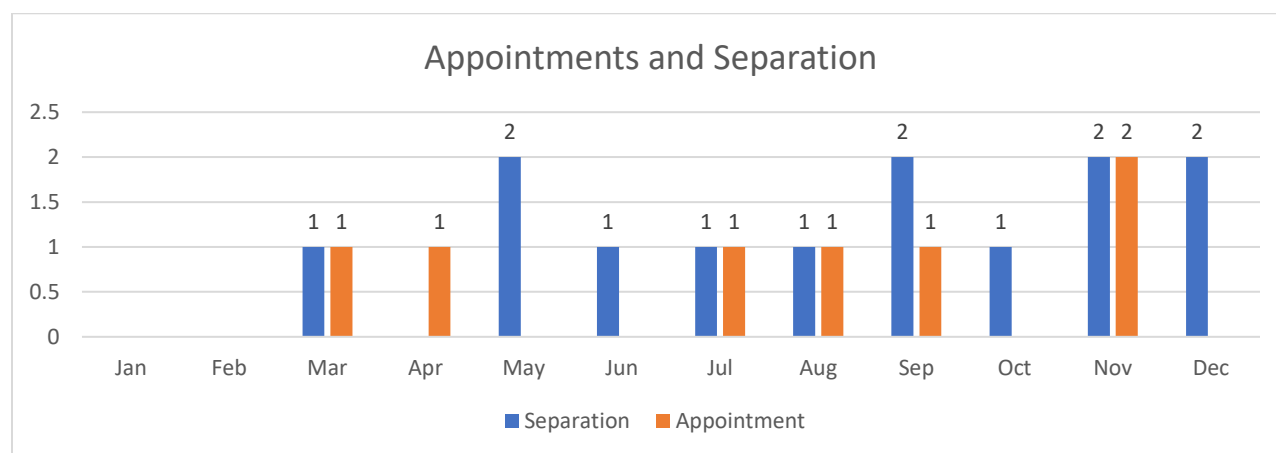
Type of Leave	Total Days
Uncertified Sick Leave	608
Certified Sick Leave	809
Special Leave	90
Compassionate Leave	18.5
No-Pay Leave	66
UPA Leave	128

Employment

Given the dynamic nature of the Authority's business, it was necessary to create the type of environment in which the capacity within could be utilized efficiently and effectively in a manner that best suits the Authority's needs. Therefore, Appointments were made to ensure adequate coverage of departmental functions

and optimal use of human resources in order to facilitate continuous improvements in the Authority's operations as it adjusts to the changing needs of the industry.

The graph below shows the number of persons that were appointed and separated from the Authority in 2022 respectively.



Summary of Appointments and Separation for the year 2022

- 13 Separations
- 7 Appointments

Generally, the attrition rate is a clear indication of the corporate culture in an organization. A high attrition rate may indicate internal issues worth investigating while a low attrition rate may speak of employee satisfaction.

Enhancing Corporate Communication

A fundamental pillar in nurturing employee morale and ensuring the overall success of organizational initiatives is adequate and effective consultation and communication with them. Effective communication facilitates greater collaboration, engagement and it enhances overall employee satisfaction. Throughout the year, the Authority used several platforms/media to engage stakeholders: social media (Facebook), newspapers, website, internal platforms such as newsletters, memos etc.

Human Resource Strategy

The Authority recognizes the contributions of its employees and treats each individual employee fairly and consistently in all matters, with uniform application of targeted strategies. The following ensued during 2022:

- The best qualified people were recruited in order to maintain a pool of human resources in accordance with the manpower and planning requirements of the Authority.
- Well-performing employees were either promoted or transferred in order to fill vacancies. Consequently, they were provided with opportunities which allow for extensive exposure and career development.
- Reduction of the '*attrition by resignation*' rate.

- Increase in employee satisfaction levels.
- Increase in the closure rate of employee relations matters.

This resulted in a cadre of highly motivated, competent, and professional employees performing with excellence.

Industrial Relations Strategy

This strategy generally outlines the employer/employee relationship. The HRD and Management worked together to plan and implement appropriate programmes and performance management strategies to influence employee behavior and maintain the desired workplace culture. Thus, a stable industrial relations climate was created. However, to maintain the status quo, the Authority did the following:

Major Accomplishments

From January to December 2022, the Department accomplished the following:

- Establish collaborative partnerships with Directorates/Departments to plan, anticipate, and respond in a cost-effective way to changes and priorities in classification, compensation, recruitment and selection as well as staffing trends and successions planning efforts.
- Actively recruited qualified candidates for vacant positions in the Authority.
- Complete review of the Administration and Human Resource Policy Manual
- Punctuality improved during the latter part of the year due to system

warning letters issued to delinquent employees.

- The creation of the Ministry of Public Works Human Resources Management Team by the Hon. Minister for all HR Managers to collectively work together for efficiency and effectiveness with regards to all Agencies of the Ministry of Public Works
- The utilization of earned vacation leave for 2021 stands at 99%
- Successfully hosting of Sexual Harassment Prevention Workshops (facilitated by the Ministry of Human Services and Social Security), and workshop on Professionalism and Ethics in the workplace for Air Navigation Services Staff by facilitators from the Public Service Ministry.
- Resuscitated the Joint Safety and Health Committee (Occupational Safety & Health Committee)

Projections for 2023

It is envisaged that if the Authority is to improve on its current standing, the points outlined below must be embraced:

Effective Leadership, Management and Supervision

HRD will endeavor to assist managers and supervisors to assume leadership roles in order to encourage staff under their supervision to

work collectively towards achieving the Authority's strategic goals.

Effective Organizational Communication

HRD will strive to acquire the processes, tools and techniques needed to manage communication within the organization in order to achieve the Authority's strategic goals.

Good Corporate Culture

"While an employee helps define the culture of an organization, his/her actions are also heavily influenced by that same culture". A healthy corporate culture lends to an atmosphere of cooperation and positivity. This translates into a relatively satisfied workforce willing to work with and for the organization towards the realization of its strategic goals. HRD will operate in accordance with this belief.

To achieve its projection the following needs to be addressed:

- Update/amendment of the Organizational Structure
- Filling of all key and critical vacancy
- The utilization of the HR Software (HRMIS) for more effectiveness and Training of Staff to utilize same.
- The implementation of the Human Resources Policy Manual which was reviewed in 2022.
- Complete staffing of the Human Resources Department.
- Resuscitation of the Events Committee and Uniform Committee.

Finance and Administration



Achievements

1. The Audited Financial Statements for the year ended December 31, 2019 were transmitted to the Ministry of Public Works on August 26, 2022, for submission to Cabinet for approval prior to same being laid in the National Assembly. On September 27, 2022, a letter was received from Office of the President stating that Cabinet had approved the laying of the audited Financial Statement for 2019 before the National Assembly.
2. To improve the efficiency in relation to receivables, the invoicing and collection of revenue for international overflights, and international arrivals and departures, which represents approximately 90% of the Authority's cash inflows, were transferred to the International Air Transport Association (IATA), with effect from January 1, 2022.
3. A compilation of the Draft Fixed Assets Register was completed and is currently under review.
4. A first draft of the Finance Division Policy Manual was completed and submitted to the Board of Directors for review.

Incomplete Projects/Goals

1. Submission of draft Financial Statements for the years ended 31 December 2020 and 2021- The financial statements for the year ended 31 December 2020 and 2021 were drafted. However, submission of these documents to Audit Office of Guyana was delayed as a result of efforts to improve the reliability of the statements. Since 2002, the Auditor General has consistently issued "disclaimer" or "qualified" opinions due to the inability of the auditor to satisfactorily audit fixed assets and receivables. A Draft Fixed Assets Register is currently under review to facilitate implementation and consequent revision and submission of Financial Statements for the years ended December 31, 2020 and 2021.
2. Implementation of an approved Fixed Assets Register.

Unaudited Financial Statements

GUYANA CIVIL AVIATION AUTHORITY

UNAUDITED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

FOR THE YEAR ENDED 31 DECEMBER 2022

	<u>Notes</u>	<u>2022</u> G\$	<u>2021</u> G\$
Income			
Revenue	5 (a)	1,110,340,042	800,232,497
Other income	5 (b)	8,245,546	7,981,068
		<hr/>	<hr/>
		1,118,585,588	808,213,565
Less expense:			
Administrative expenses	6	(1,514,621,467)	(1,449,971,842)
Operating expenses	7	(133,693,314)	(160,461,400)
		<hr/>	<hr/>
Net deficit for the year		<u>(529,729,193)</u>	<u>(802,219,677)</u>

'The accompanying notes form an integral part of these financial statements'

GUYANA CIVIL AVIATION AUTHORITY

DRAFT NOTES TO THE FINANCIAL STATEMENTS

	<u>2022</u> G\$	<u>2021</u> G\$
5 (a) Income		
Licenses	6,479,000	4,976,000
Airworthiness certificates	26,390,000	25,625,000
ATM charter	6,919,768	8,699,837
Aircraft maintenance organizations	1,160,001	4,025,000
AOC's	750,000	6,106,000
International overflights	622,874,814	378,078,406
International arrivals and departures	283,640,806	193,748,918
Itinerants	76,341,600	67,873,230
Domestic flights	49,878,300	48,427,800
Offshore Flights	7,299,855	
Fees and fines	7,765,064	8,576,353
AIP	176,785	91,119
Other	10,204,205	38,454,060
Foreign Operators Certification	10,459,844	15,550,774
	<u>1,110,340,042</u>	<u>800,232,497</u>
5 (b) Other income		
Customer bank charges	4,665,531	5,425,509
Exchange gain	3,580,015	2,442,555
Miscellaneous Income		113,004
	<u>8,245,546</u>	<u>7,981,068</u>
6 Administrative expenses		
Employment cost	1,268,828,313	1,226,971,251

	Transport, travel and postage	16,545,807	17,743,924
	Utility charges	21,111,870	43,557,623
	Training	5,664,726	11,050,207
	Bad Debt	60,860,046	6,000
	Depreciation	107,068,188	113,747,218
	Depreciation of Right of Use Asset	23,412,750	23,412,750
	Interest (Lease Liability)	11,129,767	13,482,869
		<u>1,514,621,467</u>	<u>1,449,971,842</u>
7	Operating expenses		
	Materials, equipment and supplies	14,463,247	15,406,705
	Fuel & lubricants	17,237,499	10,376,637
	Rental & maintenance of building	1,619,564	2,694,636
	Maintenance of infrastructure	-	-
	Other goods and services purchased	70,266,635	123,126,990
	Other operating expenses	30,106,369	8,856,432
	National Aviation Master Plan	-	-
		<u>133,693,314</u>	<u>160,461,400</u>

Properties, Equipment, Maintenance and Procurement Management

The Administration Department is responsible for the procurement of goods and services, transportation and logistics, the management, maintenance and security of all facilities and vehicles owned and or operated by the Authority. Additionally, this Department is responsible for housekeeping and registry, as well as maintenance of all utility services.

During 2022 several projects were undertaken in keeping with the mandate of the Administration Department:

Transportation

1. In September, daily service for ANS staff was relinquished to the Air Navigation Services (ANS) Directorate, as directed by the Honourable Minister of Public Works. Three (3) buses (1 30-seater and 2 15-seaters) used were operated by and from ANS at Timehri.
2. Routine services were provided for banking, purchasing and mail delivery from Head Office.

Procurement

1. The Open Tender process was used for the following works: Upgrade of Communication, Navigation, Surveillance and Air Traffic Management (CNS/ATM) Systems Hardware and Software. The GCAA received G\$292M to execute this project, which was awarded to Intelcan Technosystems Inc. of Canada.
2. Routine procurement for office supplies and maintenance services were conducted by restricted tendering and request for quotation methods.

Facilities

1. The exterior of the Head Office was washed and repainted; expense borne by the Landlady.
2. Three (3) split air conditioning units were replaced at the Timehri Control Tower.
3. Installation of One (1) 225 Amp, 3-pole automatic transfer switch (ATS) at Ogle Control Tower.
4. The Finance Manager was relocated from the office on the reception area, to the office occupied by the former Director of Finance and Administration.
5. Security services were provided by the Guyana Police Force at Head Office, and Kalibur Security Services at the Director-General's residence.
6. Routine housekeeping, which included scheduled sanitization of the Head Office, Timehri and Ogle Control Towers.
7. Pest Control treatments at all locations.

Equipment/Vehicle Maintenance

1. Routine maintenance of six (6) standby power generating sets – one set, a 16 KVA Caterpillar ran prime, as there was no main (GPL) power to the Glide Path.
2. Coordinated scheduled maintenance works on a fleet of seven (7) vehicles.
3. Mechanical repairs completed PWW 255, PWW 3067 and PXX 2597; due to vehicular accidents.
4. Variable Refrigerant Flow (VRF) AC units were maintained by quarterly service; split AC units at Timehri were done both monthly (24-hour operation) and quarterly.

Utilities

1. Guyana Power & Light supplied main power to:
 - Head Office
 - Timehri Control Tower
 - Localizer Site
2. Guyana Water Inc.:
 - Head Office
3. Guyana Telephone & Telegraph Company Limited
4. Digicel provided mobile service
5. National Data Management Authority provided data services

Challenges

- Among the challenges experienced are the lack of examiners to conduct skill test for Pilots (fixed and rotary wings) and Maintenance Engineer examiners to conduct oral examinations for some Avionics disciplines. There is need for additional resources such as computers to complete the required complement of the Licensing and Examination system; the absence of this continues to hamper the efficiency of the examination functions.
 - There is need for the Safety Regulations to be revisited and revised to ensure that the span of safety oversight is accurately reflected in the regulations. Additionally, there is need for aspects of the GCARs and the GARs to be aligned with each other.
 - There continues to be in excess of 120 airstrips in the hinterlands; there is need for additional human resources to inspect and license all aerodromes. Also, there is need for additional personnel for Air Navigation Services Oversight.
 - The current UAV/drone directive is inadequate to thoroughly regulate drone operations in Guyana. Fines and penalties with respect to unsafe or in appropriate use of drones/UAVs has to be developed and promulgated. A draft Drones/UAV regulations which is based on ICAO's model template is being reviewed and refined. Many of the background checks conducted by the Guyana Police Force for applicants are still to be forthcoming.
 - Surveillance of the aviation sector was significantly affected due to the ongoing pandemic (COVID-19). The number of on-site inspections, including ramp inspections and audits were affected.
- Inspectors and staff levels at the workplace were on occasions, rotated, to reduce the spread of Covid-19.
- The redesignations of one ATCO 1, one ATOC 111 and two ATCA, in addition there were transfers of three ATCO111 to head office; there was a significant increase in the overtime hours to maintain the provision of ATS in the facilities.
 - No overseas training was approved for the improvement of the Search and Rescue Services in Guyana.
 - No contract was established for the Instrument Flight Procedure Design Services.
 - The burnout transformer cable caused damages to the central UPS, which resulted in an excessive amount of fuel consumed by the generator that ran on a 24hr. basis.
 - Approval process for the replacement of damaged parts were lengthy due to the various procurement procedures.
 - Shortage of qualified CNS technicians, only seven out of 18 are on staff.
 - Delay in appointment of the school's Principal in accordance with its Procedural Manual.
 - There is need for course development training for Instructors.
 - Need for acquisition of TRAINAIR Plus accreditation.
 - Need for upgrade of simulator equipment.
 - Limited resources
 - Lengthy procurement process to obtain approval for capital projects which impacts the timely delivery of the project.
 - Extensive time to process MSRs and to recoup petty cash vouchers.
 - Transportation continues to be a sore point due to several factors which

includes, inadequate drivers, downtime due to wear and tear of vehicles etc.

- Late submission of documents to the HRD by other units/divisions and individuals such as leave application forms, resumption forms, medical certificates for Sickness Benefit Claims.
- Delayed responses from other/external agencies in respect of requests and /or authorisation to conduct certain activities, especially training courses.
- Poor Internet and Network connectivity
- Lack of funding curtailed some training programmes.
- Need for additional staffing for Compliance Directorate.
- Challenges
- Following a meeting on November 17, 2021, between the Ministry of Finance and Ministry of Public Works in relation to Budget 2022, the Guyana Civil Aviation Authority (GCAA) was advised to revise budgeted revenue to reflect existing revenue streams. Consequently, a Revised Budget 2022 was submitted on November 30, 2021. However, upon review of the budgetary allocation for the

Authority, it was observed that the initial request for budgetary support – recurrent sum of \$348.70M was allocated, while the revised requested amount of \$645.79M was not allocated- a reduction of \$297.09M. In view of the foregoing, the availability of funds to sustain the operations of the Authority was adversely impacted by the cashflow for the year 2022. However, this was remedied in December when the Authority received a sum of \$297.09M from the Government as Supplementary Recurrent Funding to meet its recurrent financial obligations.

- Need to activate and upgrade the accounting software, QuickBooks, to accurately extract Financial Statements.
- Reducing the level of outstanding debt in a material way, continues to be a challenge as some of which predates the establishment of the GCAA.
- Current Head Office building not well ventilated- quarterly steam cleaning of fabric walls and fumigation conducted.
- Floor space (19,344 square feet) not adequate for current establishment.

These challenges will be addressed in 2023.