

**GUYANA**

**ADEQUATE HOUSING AND URBAN ACCESSIBILITY PROGRAM  
(GY-L1031) – 2741/BL-GY-3 AND**

**PROGRAM TO SUPPORT CLIMATE RESILIENT ROAD INFRASTRUCTURE DEVELOPMENT  
(GY-L1081)**

**Transport Division (INE/TSP)**

**SUPERVISION AND SPECIAL IDENTIFICATION MISSION**

**I. BACKGROUND**

- 1.1 An Administrative Mission took place from March 14-17, 2022, with the objective of engaging the Ministry of Public Works which is the Execution Agency (EA) on the planning and execution of the Sheriff - Mandela Road Project. The specific objectives were to: (i) supervise the progress of works towards completion and verify the status of defects corrective works of the Sheriff - Mandela Road Enhancement Project; and (ii) conduct site visits and meetings related to the identification of the works that will be included in the new operation GY-L1081. Participating in the mission on behalf of the Inter-American Development Bank (IDB) were Pablo Guerrero, Mission Leader (INE/TSP); Christopher Persaud, Alternate Team Leader (INE/TSP) and Sizwe Jackson, Consultant (INE/TSP); Patricia Henriquez, Social Specialist (VPS/ESG), Jodi Johnson Environmental Consultant (ESG/CJA); along with Lorena Solorzano, Chief of Operations (CGY/CCB) and Country Office members including Clevern Liddell, Operations Associate (CGY/CCB), Yamilee Payen (VPC/FMP), Procurement Specialist, and Ravena Gildharie, Communications Consultant (CGY/CCB).
- 1.2 To achieve its objectives, the mission team met with Government representatives (**as outlined in Annex I**). The mission team gratefully acknowledges national authorities that met with the mission team, for their contribution and support during the course of the mission.
- 1.3 General data and status of the loan is as follows:
  - **2741/BL-GY-3 Loan Amount:** US\$35 million
  - **Effective Date:** December 7, 2017
  - **Final Disbursement Date:** December 11, 2022
  - **Disbursement to Date:** US\$31,964,950
  - **GY-L1081 Loan Amount:** US\$100 million
  - **Expected approval Date:** November 2022
  - **Expected effective date:** January 2023

## II. DISCUSSION AND AGREEMENTS

### A. Meeting at the Ministry of Finance

- 2.1 The Ministry of Finance provided a general overview of the country's Road Transport Investment Programme for 2022. It was noted that the Corentyne Highway Project will be fully funded by the Government of Guyana.
- 2.2 The Country's two main airports will be connected via a highway. The first phase of 7.7 Km from Ogle, East Coast Demerara to Eccles, East Bank Demerara for an estimated value of US\$100 M will be jointly funded by the Government of India and Guyana is expected to commence within the second quarter of 2022. Additionally, the Islamic Development Bank is financing the Rehabilitation of the Linden Soesdyke Highway which is approximately 80 Km and the budgeted expenditure for 2022 is US\$12.3 M. The Caribbean Development Bank is financing Linden to Mabura Road, Region 10 which is 122 Km at a cost US\$190 M. As part of the 2022 Urban and Miscellaneous Road Rehabilitation Program the Government of Guyana is expected to expend a further US\$73 M to improve roads in all the various regions of the country.
- 2.3 The Ministry of Finance further noted that the Guyana will continue to partner with the Bank to roll out its overall investment programme and as such the primary focus for 2022 will be upgrade of the Diamond to Timehri Road.
- 2.4 The Ministry provided a brief overview of the proposed project. It was noted that the existing road will be widened by approximately 1m on both sides, concrete drains will be constructed at certain sections and the other areas will have earthen drains. The road will remain as a single carriage in each direction thus reducing the potential for adverse impacts to the environment. With a widen roadway along the main artery to the country's airport it is expected to significantly reduce the travel time for commuters.
- 2.5 **Update designs and supervision consultant procurement.** The Bank noted that in-order to advance the approval process of the new Loan, an update on the existing studies focused on economic analysis, quantities and cost, and environmental and social studies is needed. This update will be financed by non-reimbursable resources (¶2.7). As for bidding the works, the studies will need to be updated to a final design standard.
- 2.6 **Retroactive financing.** The Bank noted that it is possible to undertake the update of these studies as part of the scope for the supervision services. It was also noted that the cost for the payment for the updating the studies can be paid retroactively after the approval of the Project Profile expected for second week of May. WSG will prepare a timeline for bidding process and will send it back to the Bank for discussion.
- 2.7 **Technical cooperation.** A Bank-executed technical cooperation (TC) in the sum of approximately US\$350,000 will be processed by the Bank to fund engineering studies and updated such as economic feasibility, cost estimates, socio-environmental studies, and climate adaptation analysis. Given the nature of the project the Bank will execute the resources and conduct procurement of all activities on the non-reimbursable resources.

### B. Meeting at the Ministry of Public Works

- 2.8 The Bank noted that the primary focus of the meeting was the status of the Sheriff Mandela Road Project; the implementation of the communication plan for the final stages of the Sheriff Mandela



Project and the Public Relation Campaign Project; and the New Operations – Diamond to Timehri Road Improvement.

- 2.9 Hon Minister Juan Edghill welcomed the team and noted the Bank's role in ensuring the overall success of the Sheriff Mandela Road Project. The Minister noted that with current increase of vehicle registration 10,000 vehicles in 7 months, the upgrade and expansion of the country's roads is of primary importance and thus major focus of the current Administration. The Minister noted that with the inclusion of cycle lanes along the Sheriff Mandela will require an urgent update to the regulations that govern the traffic laws.
- 2.10 The Bank noted that as part of the road safety component of the current loan in execution, a local consultant is examining the existing legislation and will recommend which areas will need to be updated to ensure that all the potential gaps are removed. The Bank noted that a traffic model can be developed with technical cooperation resources. A traffic model is key to effectively determine traffic flow dynamics and to highlight the effect the new infrastructure and capacity expansion will have (¶2.7). This feature will allow the engineering team at WSG to better understand the behavior and impact that a particular design will have on the overall traffic flow within a certain region or city.
- 2.11 It was also noted the strategic importance of a National Transport Plan as a potential key component in the new loan. This will coordinate decision making processes and align future expansions with road and transport capacity increases.
- 2.12 **Road Safety.** As critical complementary activities, the Loan Program is financing the development of a Road Safety Action Plan using two phases: firstly, a national legal consultant is examining the existing legislation and will recommend which areas will need to be updated to ensure that all the potential gaps are removed. Secondly, a comprehensive and comparative road safety diagnostic study including recommendations (firm consultancy). During the Mission, the Bank met with the national legal assessment consultant and the Ministry to discuss the initial workplan and approach of the consultancy. The second phase is currently under procurement with a signed contract expected by Q2 of 2022.
- 2.13 The discussions identified several areas for concern on road safety that will be addressed under the aforementioned consultancies and the new loan under preparation. These areas include use of the roundabout and new road features by different types of road users, issues with speeding and the need to articulate legislation to support enforcement with police involvement. A Road safety investment plan for the new loan operation could address speed enforcement, alcohol level testing, users' behavior campaigns, and electronic speed and ticketing enforcement. Training and engagement with law enforcement and road users will be crucial.
- 2.14 **Resolv IMS System.** The Bank noted that as part of the overall communication plan a traffic alert system which forms part of the Resolv Incident Management System (IMS) was developed and is ready to be commissioned. The Minister noted that a demonstration of the system was performed, and that the implementation of the system will receive the full support of the Ministry.
- 2.15 **Public Relations Plan.** A public relations (PR) consultant has been hired to facilitate implementation of a strategic PR campaign and action plan designed to support the S-M Road Project Team and the WSG in enhancing public knowledge and awareness for effective traffic management and road safety. This intervention acknowledges new design features introduced to Guyana's road network and the imperatives for education among road users.



- 2.16 The campaign will include graphic and visual PR content, tailored to help address some of the main traffic and road safety issues identified by the project team and WSG. Social media, mass media, and small group stakeholder engagements will be utilized to reach target audience.
- 2.17 Moreover, the intervention integrates pilot start-up of the RESOLV system to support dissemination of traffic alerts and communication messages to road users using a technology tool powered by artificial intelligence (AI). The PR Campaign intends to brand and advance RESOLV as a disruptive tool to enhance road safety and traffic management.
- 2.18 The PR Consultant will coordinate with WSG and S-M Project Team to develop/produce graphic and visual content within two (2) weeks after the March 15, 2022, meeting. In this aspect, WSG will also coordinate engagements and technical inputs required from the Police Traffic Department and Ministry of Housing to develop the PR content.
- 2.19 Ceremonial press launch of RESOLV will inaugurate PR campaign. This will be officiated by the Minister of Public Works and the IDB Country Representative.

### **III. Sheriff Mandela Road Project**

#### **A. Defects List and Corrective Works**

- 3.1 The Supervision Consultant presented an overview of the status of the corrective of defects. It was noted that defects and punch list was divided into two segments namely, Environmental Issues and Construction Defects. As it relates to the Environmental Issues, the Supervision Consultant noted that of the original twenty-one (21) items observed and recorded the Construction has completed seventeen (17). It was also noted that three (3) issues were cancelled and one (1) deemed partially completed pending verification by stakeholder. As it relates to the Construction Defects, the Supervision Consultant reported that fifty-eight (58) or 75% items are completed of the seventy - seven (77) issues recorded. It is anticipated that all the corrective works will be completed within the next two weeks. A status report is presented in **Annex 2**.
- 3.2 The Bank noted the progress of the corrective works and presented some additional issues observed during a site visit on March 14, 2022. A list of pending items to complete the project is highlighted below:
  - Missing Traffic Signs along Sheriff Street between 0+000 to 1+250.
  - Overall improvement of the aesthesis for the internal area of the roundabout at 0+550. It is recommended that a hard surface be placed within the internal part. The area should be cleaned and keep free of weeds until a final surface is installed.
  - Improvement Works at the intersection between Mandela Avenue and the Access Road Container Terminal. It is recommended that drainage works and paving work be done along the Container access road so as to prevent the accumulation of water and hence the deterioration of the road pavement this critical intersection.
  - Improvement to the Access Road at Duran Street, Tucville. It is recommended that the following options be examined, and the best option implemented. A coarse aggregate with a cement mix finish or a coarse aggregate with a bitumen finish. The final decision will be based on the cost to undertake the works by the Contractor.

- Completion of Construction Joint and Final surface of pedestrian walkway at all three bridge locations. It is recommended that the construction between the bridge slab and the abutment be advanced and completed as to prevent the hairline crack visible at the section asphalt surface.
- Completion of abutment protection of the Arapaima Bridge, this item has been flagged several times and is still pending.
- Revetment Works at Culvert near Arapaima Bridge- It was noted that the absence of a timber of sheet pile revetment at this location is likely to have an adverse effect on the integrity near this structure.

#### **B. Completion of Works**

- 3.3 The Bank noted that it is now imperative that the Supervision Consultant and WSG continues to exert maximum pressure on the contractor to complete all the outstanding works namely – Traffic Signals, Road Markings, Road Widening works, corrective works and suggested improvement works before the April 17, 2022, completion date and current contract expiration date.
- 3.4 It was noted that the current Supervision Consultant Contract concludes on March 31, 2022. It is important that the contract is extended to ensure the project continues to comply with the Banks' Policies.

#### **C. IPC Verification and Final Project Cost**

- 3.5 The Supervision Consultant presented an overview of the estimated final project cost. The Original Contract Sum being \$31,027,627.36 is expected to increase to \$39,202,139.80 representing an increase of 26.3%. The increase in cost is expected to cover the construction of the concrete drains, change in contract quantities, road widening works and a potential claim from the Contractor for the loss of profit and adjusted to the original contract rate for certain works.
- 3.6 It was noted that IPC # 25 will be reviewed and approved after WSG receives the next disbursement which is awaiting the submission of the signed Addendum # 10.

### **IV. New loan operation**

#### **A. Indicative loan preparation timeline and implementation risks**

- 4.1 An indicative project preparation timeline was presented for discussion. The project Team will begin the formal process of project preparation with three key milestones: (i) the approval of the Project Profile, the Analysis Mission, and the Negotiation of the loan. The first is scheduled for the second half of May and the date will be confirmed as the team finalizes its information gathering. Secondly, the Analysis Mission, which is scheduled for the second half of August, but will depend on the availability of the project's Social and Environmental Study, which should be published by that date. Finally, the Loan negotiation is scheduled for the second half of September and approval in the first week of November. The team will work to shorten the dates; however, the update of the Social and Environmental Study and the update of the social baseline is the priority in order to maintain the identified dates.
- 4.2 **Institutional Capacity Assessment.** The Bank expressed concern about WSG's implementation capacity, and the volume of tasks and activities assigned to it. The substantial increase in the



volume of investment in the Ministry, which will be executing ~US\$86 M in 2022 alone (or ~US\$8 M a month), was noted. The need to carry out an Institutional Capacity Assessment (ICAP) of WSG and determine the needs for improvement was discussed. It was clarified that an ICAP is a requirement for loan approval and to incorporate the necessary financial resources into the programme components. Based on the results of the ICAP, the Bank determines the fiduciary risk and defines the conditions prior to first disbursement or signing of works contracts.

- 4.3 One of the critical issues identified is that contracts are becoming increasingly higher value, more complex in nature and require a solid management structure. Priority activities identified the need to: (i) improve capacity in project management, (ii) contract administration, and (iii) works and engineering management. The need to allocate loan resources to strengthen management capacity and increase staffing was ratified.
- 4.4 The Ministry of Finance mentioned the creation as part of the financing contract with the Caribbean Development Bank (CDB) of a management and administration support through the contracting of a project management and planning company. This scheme to be implemented at WSG would be expanded to also include services for the Bank's lending. The terms of reference for this procurement as well as the confirmation of servicing the IDB loan will be submitted by March 30<sup>th</sup>, 2022.
- 4.5 **Prequalification of Contractors.** Preliminary discussions were held on the bidding strategy for the works. The Bank suggested moving forward with a strategy of pre-qualification of contractors. Pre-qualification allows to align contractors and ensure that contractors with the capacity to execute the project on time and on budget will be invited to bid for the construction of the works. The pre-qualification process takes on average three and a half months. Once the construction firms are identified, while in parallel the tender documents are being prepared, the pre-qualification process will enable equipment availability to be identified and contractors to present sub-contractors from the outset. This is important to make the tendering process more transparent and to optimise construction.
- 4.6 **Utilities Relocation.** The need to precisely identify the budget for the relocation of networks along the project route was identified. The value of this item is expected to be very high and will possibly make the construction more expensive and require additional funding. It was agreed that WSG will have a meeting with the utility companies and will inform them of the project and determine the planned network expansion or upgrade plans. This will allow the project to be aligned with the needs and expansion plans of the utility companies.
- 4.7 It was discussed that WSG request a required budget for the network relocation, sign a Memorandum of Understanding with the utilities, and the value of the relocation be included as part of the works contract.
- 4.8 A follow-up meeting on March 23, versed on the utilization of ground penetrating radar (GPR) equipment so to fully mapped in a georeferenced GIS underground infrastructure. This GIS mapping only started in the country recently for new projects and digital records that are older than 5 years would only exist as drawing schematics that are not to scale. For pipeline relocation, the utility relies on either using contractors or in-house resources for piloting via excavator equipment and this method is time consuming and from time-to-time results in damages to the water infrastructure as the exact location and depth is unknown. Additionally, it is dependent on the availability of resources (personnel with the institutional knowledge and excavator) and piloting covering short distances using this method can often take several days.



- 4.9 It was further noted that the utility has a general idea of the spatial location of the infrastructure, but the confidence level is +/- 1meter on most cases and in some cases, it can exceed +/- 2meters. In addition, there is also some pipeline infrastructure that is underground but not represented in any of the schematics in some locations and piloting results in updating of the map records.
- 4.10 The Bank noted the imperative need to proceed with GPR analysis and procurement including training on the use of the equipment as standalone or as a part of the studies update.
- 4.11 **Climate change resilience.** As part of the preparation of the operation, the Bank will initiate the development of a climate change vulnerability assessment of the area of influence of the road. This analysis models rainfall under historical and climate change scenarios, determines the maximum runoff volumes and models the effects of flooding in the area. With this information, the culvert sections and the drainage and works of art design is updated for their design capacity.
- 4.12 **Public space design and construction manual.** It was discussed as part of the preparation of the operation, that the Bank will articulate with other divisions and units to manage the preparation of a design and construction manual. This manual will define the technical specifications for each of the components of the footpaths and other areas in accordance with the criteria of quality, safety, sustainability, durability, functionality, and economy.
- 4.13 The Bank explained the importance that in the design of the public space adjacent to the road, certain bases or (premises) must be considered to guarantee the functionality and durability applied to curbs, and complementary components of the drainage system and its coverage. The manual will focus on the design of prefabricated parts. The Bank will initiate the identification of sources that can carry out this task as part of the preparation of the operation.

## **B. Project components and description**

- 4.14 **Project Objective.** The objective is to improve the quality, accessibility, resilience, and safety conditions of Guyana's road transport infrastructure through an increase in paved road coverage, climate resilient interventions and the rehabilitation and upgrading of national roads that connect the capital Georgetown to the international airport. The program will also promote efficiency improvements in the sector by incorporating the works into road maintenance management systems, investment in technology for traffic and road asset management, and by building capacity at the Ministry of Public Works.
- 4.15 **Project Components.** Preliminary agreement was reached on the following project components and indicative costs:

Components	IDB funding (US\$)
Component 1. Direct Costs for road interventions	*93.0 M
Component 2. Strengthening planning and investment	3.0 M
Component 3. Road Safety support	2.0 M
Administration	2.0 M
<b>TOTAL</b>	<b>100.0 M</b>

- 4.16 Preliminary Description of Project Component Activities
- 4.17 **Component 1: Direct cost for road interventions (USD\$93.0M).** The GOG emphasized its priority for the loan to fund the rehabilitation of the road from Golden Grove to Timehri at 25.1 Km of length. Interventions will include road rehabilitation, supervision costs, and traffic management



plan and temporary interventions required during construction. The cost for rehabilitation and the utilities relocation cost has been preliminary estimated and therefore the funding value of this component is not final.

- 4.18 **Component 2: Strengthening planning and investment (USD\$3.0M).** This component will finance the development of a new Transport Infrastructure Master Plan for the country that will define, quantify and structure investments in the sector over a 15-year horizon. This master plan will also define investments in infrastructure capacity and in traffic management and urban mobility systems. It also foresees the financing of two pre-investment studies of priority infrastructure projects for the country.
- 4.19 **Component 3: Promoting road safety management and efficiency (USD\$2.0M).** This component will finance mobile equipment and fixed cameras for speed enforcement. In addition, it will finance the acquisition of equipment for breathalyser control and awareness campaigns for behavioral change and road safety education. It will also finance the acquisition of a mobile scale for axle weight in motion and dimension control.
- 4.20 **Project Administration Budget (USD\$2.0M).** Preliminary agreement was reached on the allocation of USD\$2.0M towards project administration, which would include funding of the Executing Agency (EA), operational/logistical expenses, impact evaluation(s) and other expenses.

### **C. Social and environmental issues**

- 4.21 ESG informed that the new Environmental and Social Policy Framework (ESPF) of the Bank became effective on October 31, 2021 (<https://www.iadb.org/en/mpas>). The specialists did a brief presentation on the overview and key elements of the 10 environmental and social (E&S) Performance Standards of the ESPF and the milestones for compliance during loan preparation. According to ESPF, the executing agency (EA) should prepare an E&S Management System (ESMS), which has 7 components: project specific environmental and social framework; identification of risks and impacts; management programs; organizational capacity and competency; emergency preparedness and response; stakeholder engagement; and monitoring and review. The ESMS includes specifically the Environmental and Social Analysis and Environmental and Social Management Plans (ESA/ESMP) of the works to be financed by the project.
- 4.22 It was discussed that the ESA/ESMP prepared in 2015 would need to be updated considering the new ESPF, and particularly to include an assessment of resettlement impacts which were not part of its original scope (considering all the types of impacts covered by ESPS 5 which includes potential loss or disruption of livelihood). The Bank will provide resources to hire a consulting firm that will help the EA to: (i) draft the ESMS (including update of the ESA/ESMP and prepare any specific plan required); and (ii) carry out the consultations (for the project in general and specific events with project-affected people, especially those potentially impacted by resettlement through livelihood disruption e.g., but not limited to, vendors or business owners along the right-of-way). It was highlighted the close coordination required between the consulting firm and the EA throughout the consultancy. Thus, there should be designated environmental and social focal points on the EA side to accompany this process together with the Bank's team. The EA was also informed of training courses which were available to familiarize with the new policies and to enhance general capacity on topics such as consultation, disaster risk assessment and ESIA review.
- 4.23 "Fit-for-disclosure" E&S documents (ESMS, ESA/ESMP, Livelihood Restoration Plan, etc.) should be disclosed before analysis mission. Consultations should be carried out before OPC (IDB internal



review committee). Final E&S documents should be disclosed before OPC or, if not possible, during execution (included as part of Environmental and Social Action Plan). Nonetheless, disclosure before OPC of updated E&S documents should include results of consultations, and the consultation reports.

4.24 In annex via electronic format the PowerPoint files are included.

## V. NEXT STEPS

5.1 The date for the next mission will be scheduled for April 20<sup>th</sup> to 22<sup>nd</sup> 2022. A virtual meeting session will be scheduled for March 30<sup>th</sup>.

	Agreement	Completion Date
	<b>Technical and Financial</b>	
5.2	WSG is to follow up with the National Procurement Tender Board as it relates to the extension of the Supervision Works Contract (EGIS / SRKN'gineering) for the Sheriff Mandela Road Project. to March 31,2022. WSG is to also work on ensuring a further extension is approved until April 17, 2022.	WSG by March 30, 2022
5.3	WSG is to conclude all contractual issues relating to the Civil Works Contract and issue the practical completion certificate – Road Widening Works, Additional Corrective Works, Outstanding Works, Updated Defects Lists and Final Project Cost.	WSG April 17, 2022
5.4	WSG is to conclude all contractual issues relating to the Supervision Consultant – Approval of Final Report, Approval of As Built Drawings, Approval of the Final Payment to Civil Work Contractor.	WSG April 17, 2022
5.5	Bank-executed technical cooperation (TC) is available to fund engineering studies and updated such as economic feasibility, cost estimates, socio-environmental studies, and climate adaptation analysis for the New Operations	IDB April 2022
5.6	WSG is review the Story Board article presented by the Bank as it relates to the use of the Roundabouts and other road features. Ceremonial Launch of Resolv /IMS	March 31, 2022
5.7	WSG to finalize procurement of studies update and supervision consultant. The following are the key steps: <ul style="list-style-type: none"> <li>o Prepare Expression of Interest and submit to the Bank</li> <li>o Prepare RFP and issue to Consultancy Firms</li> <li>o Review RFP and Evaluation Report</li> </ul>	July 15, 2022* March 31, 2022 May 15, 2022 July 10, 2022
5.8	Bank to start WSG's ICAP	April 1, 2022
5.9	WSG to send Terms of Reference used to hire the Program Management Firm for the CBD loan.	March 25, 2022
5.10	Ministry of Finance to confirm inclusion that Program Management Firm will also support IDB loan execution	March 30, 2022

## Environmental and Social



5.11 As next steps, ESG will prepare the terms of reference for drafting the ESMS and updating the ESA/ESMP and identify potential consulting firms familiar with working in Guyana. The EA agreed to begin compilation of any available E&S content/information, including lessons learned from other IDB projects (such as GY-L10312741/BL-GY currently in execution and approaching completion) which could provide input for the development of the ESMS.

March 25, 2022

5.12 Recommendation: Use the existing plans as a guide and commence the collection of the key stakeholders including vendors and businesses along the proposed route.

Incorporate the lessons learnt from the Sheriff Mandela Project to assistance in the mitigation of the adverse impacts the project may have on these stakeholders.


Use of the IMS Software must be included as a key responsibility of the Supervision Consultant to management the grievance mechanism for the new Operations.

The use of the Captu Data software must be included a tool to management the progress of the works.

Georgetown, Guyana  
March 17, 2022




Mr. Tarachand Balgobin  
Director  
Project Cycle Management Division  
**Ministry of Finance**



Mr. Vladim Persaud  
Permanent Secretary  
**Ministry of Public Works**



**MP**  
Pablo Guerrero  
Senior Transport Specialist  
**Inter-American Development Bank**



Ron Rahaman  
Coordinator (a.g.),  
Works Services Group  
**Ministry of Works**





## Annex I

The mission met with the following Government representatives:

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Institution	Persons
Ministry of Finance	Mr. Tarachand Balgobin
	Mr. Donald De Clou
	Ms. Ronette Hetsberger
	Ms. Mainakshi Jaiprasad
Ministry of Works	The Honourable Minister Juan Edghill
	Mr. Vladim Persaud
	Mr. Ron Rahaman
	Mr. Mark Greene
	Ms. Lloyd Amsterdam
	Mr. Clarvis Williamson
	Mr. Jamall Blair
	Mr. Andy Mahadeo
Supervision Consultant	Mr. Aldo Sampaio
	Ms. Sheleza Reid