



Certificate of Conformity

Bureau of Standards Jamaica dba National Certification Body of Jamaica
has assessed the Quality Management System of:

National Works Agency

140 Maxfield Avenue, Kingston 10

(Hereinafter called the Organization) and hereby declares that the
organization is in conformance with:

ISO 9001: 2015
Quality Management System

This certificate is valid for the following scope:

*"Project Management Service, including the initiation, planning, execution and
closure of major projects over Two Hundred and Fifty Million Jamaican
Dollars (J\$250M), and including but not limited to bridge/road construction
and rehabilitation. The scope excludes: Force Account projects, Emergency
projects and Periodic & Routine Maintenance projects"*



**National
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Jamaica**

Nielline

Authorized Signature

National Certification Body of Jamaica
A Unit of the Bureau of Standards Jamaica
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Telephone #: (876) 618-5793; Email: info@ncbj.org.jm
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This certificate given is valid only to the Organization and its related processes, having been verified only at the address above.
This Certification is granted subject to the rules of the system governing the certification referred to above, and the Organization
hereby covenants with the National Certification Body of Jamaica to observe and comply with the said rules. This certificate will
remain valid subject to the company maintaining its system to the required standard and when accompanied with Annex 1 of 1 to
certificate number **NWA-011821-001.1**.

Initial Certification Date: **18 January 2021**; Recertification Date: N/A Re/ Issue Date: **8 February 2021**;
Expiry Date: **17 January 2024**; Certificate No: **NWA-011821-001.1**

CONGRATULATIONS TEAM NWA!

ROADSTER



Volume 34, Issue 59
March 2021

A Publication of the Communication
and Customer Services Department

"Paving the Way"



20 YEARS PAST
Towards a Future of
Structural Innovations,
Engineering Creations
and Epic Relations



An aerial view of the
newly improved
Manor Park,
St. Andrew

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Three Miles Intersection: From Roundabout to Signalised Intersection to Three-Tiered Roadway

If you can remember as far back as the year 2000, then you may be able to remember when the Three Miles intersection in Kingston was characterised by a massive roundabout in the middle of the juncture. This feature was as much a staple, as was the Willane Texaco gas station, the bakery or the Seaview Gardens taxi stand.

Journeys towards the intersection along Hagley Park Road, Marcus Garvey Drive or any side of Spanish Town Road were often lengthy, with traffic backed up for miles (kilometres came afterwards). This, while road users tried to decipher how to manoeuvre the circular roadway, how to pass the bus or taxi parked in the roadway, or just whose right of way it was. Pedestrians, also, had quite a task trying to move across the road, as according to Jamaican culture, "if you don't drive, you shouldn't be in the road".

Fast forward to present day, only to discover that Three Miles now has three levels, and although it took a little while to get there, if you blinked twice you would definitely have missed it. Let us take the journey a little slower and build to that climactic occurrence.

In 2001, the National Works Agency (NWA) came into existence and so did the announcement that Three Miles was going to be improved to a four-way signalised intersection. It all sounded so grand: traffic signals; three lane approaches along Spanish Town Road; median strips to separate the carriageways and shoulders to facilitate pedestrians. It was definitely the subject of many dreams of commuters who stood in crowded buses in traffic, after having left Spanish Town at 5:30 a.m., every morning, just to get to Parade in Downtown Kingston by 7:00 a.m.



A throwback view of Hagley Park Road from Spanish Town Road



An aerial view of the 4-way signalised intersection at Three Miles



An artistic representation of Three Miles as a three level roadway

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The Staff Development & Welfare Programmes, training opportunities (across job levels), along with the Rewards and Recognition Programme have all been developed and would have met the general expectations of their main objectives/rationale. Additionally, the construction of a new Parish Office in Hanover as well as the Materials Testing Lab are great improvements for the Western Region.



WINSTON HARVEY

The NWA's increasing emphasis on road safety is commendable. Road safety has been a mark of the work of the Agency. The installation of several traffic lights at critical intersections has helped to improve the safety of road users.



WESLEY MILLER

The Agency has grown over the years, becoming more technologically advanced. This has helped to simplify tasks and streamline operations.



PATRICK CAMPBELL

At the start of the Agency I was unsure of what to expect but was happy to be a part of the new NWA. The Agency has grown over the years and I have enjoyed carrying out my duties and interacting with people in the communities across the different areas where I have worked. I am happy to see how my parish has developed, as a lot of work has been done by the NWA. There have been major road improvements over the years including the Scott's Cove to Smithfield Bridge, Ferris to Mackfield and Paradise Bridge projects.



PHILIP CLARKE

At the inception of the National Works Agency in 2001, I applied for the position of Parish Manager and was successful. After coming onboard, I felt at home and thoroughly enjoy serving my country and fellowmen. We have implemented several local rehabilitation works throughout my tenure as well as the construction of community roads, and flood mitigation programmes.

Overall, my twenty years working with the National Works Agency is one that I truly enjoy. I strongly believe however, that more emphasis and resources should be allocated to the routine maintenance of our main road networks and gullies.

"Some people dream of success, while other people get up every morning and make it happen"

Public Works Department and its satellite projects such as "RRIP" and "Urban Roads" to the National Works Agency, not knowing what was in store for us in this new dispensation, especially regarding our terms of employment which bore no clarity at the time of transition. The idea of an influx of new personnel and professionals however, would enable growth in the knowledge and skills of the new entity.

The positive outlook of the Agency can be attributed to the hard work by the Team inclusive of prudent management and a dedicated and hardworking work force. The fact that we are now ISO compliant speaks volume to the long road we have travelled and the benefits of this will be far reaching in our progress.

One of the flagship project of the Agency has been the National Road Improvement Project (NARIP) between 2001 and 2003. The project set out to rehabilitate 56 urban and rural roads island wide and ended with us achieving the rehabilitation of 108 roads. The introduction of project management in the implementation of our road reconstruction project was also one of the highlights of this programme.



CLOVER JOHNSON

At the commencement of the National Works Agency (NWA), the new staff members were full of excitement. I came on as an Administrative Assistant and looked forward to how the Executive Agency would

be modernized and also the better wages. Everyone was anticipating a better tomorrow for their families.

The National Works Agency has changed a lot during these twenty (20) years of existence. They continue to modernise their way of doing business to their clients and the public by implementing new measures to suit the clients. Such as providing water for dust nuisance, sometimes they are on the radio giving advice and taking care of requests. We still have shortfalls, but we are still pursuing the Agency's mandate. Today, we are in the Prime Minister's office (Ministry of Economic Growth and Job Creation).

Our main achievement is obtaining the International ISO Certification (ISO 9001:2015 QMS Certification) where the work and quality of the job functions would be modernized for all staff. This would be done by implementing a share folder for internal staff to process quality control documents. This would create more efficiency on the job. Another achievement is the implementation of the Human Resource

Management Information System (HRMIS) where staff can access their personal data.

As it relates to a noteworthy change: we have moved from Force Account labourers to using contracted Contractors that are PPC/TCC and TRN qualified. Instead of using small labourers we have started to use qualified contractors to do the work.



WAYNE COVER

At the beginning of the National Works Agency, the staff members were excited and eager to work at their new locations, learn the element of changes and to use the knowledge and experience acquired during the PWD era to assist in achieving the Agency's

mandate.

The Agency has seen numerous changes with the addition of special projects to the Directorate of Regional Implementation, which saw us moving from just monitoring maintenance contractors to being involved in project management. We were also exposed to procurement guidelines.

The project that stands out for me is the Rehabilitation of Hagley Park Road. This project drew a lot on our technical expertise and design, based on the location and the amount of traffic that uses that corridor. The construction of the overpass at the Portia Simpson-Miller Square, which is a part of the project, saw a new dimension and vision of traffic management being introduced to our main road network.



NEVILLE ANDERSON

At the birth of the National Works Agency, I can recall that a number of persons were initially apprehensive about the transition; especially, because of some misconception and uncertainties; one of which, was job

security and tenure. I was among those employees, who were given the option by the parent Ministry of secondment, for a period of one year; I opted for the 'new' organization; and proudly, I am part of the 'foundation staff members' who are still making meaningful contributions.

Noteworthy changes during the period include the development of a customer complaints system as well as that of the Quality Assurance Directorate. The collective and joint-efforts towards ISO certification cannot go unnoticed.

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Three Miles Intersection: continued from page 3

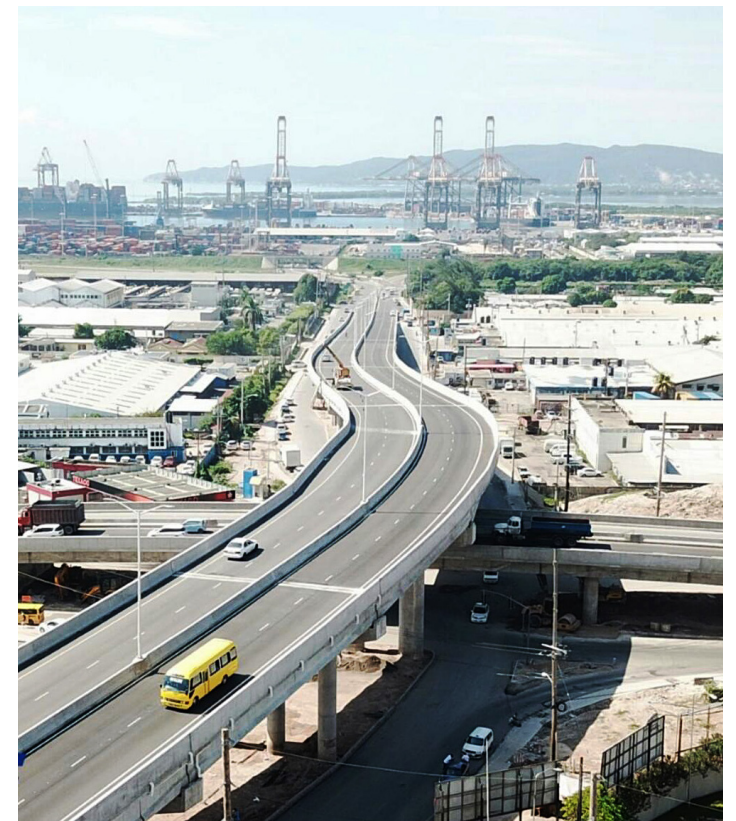
Of course many thought it would never happen but the optimists among us looked forward to the days when crossing the roadway from Hagley Park Road to the Spanish Town bus stop, at the top of Marcus Garvey Drive, would not be a life or death decision. Long story short, it happened! Three Miles became a signalised intersection. Motorists now had to wait to enter the intersection and pedestrians learned how to read the lights and watch the movement of traffic to be able to make it safely across the roadway.

The change was enjoyed for over a decade, to the point where many persons completely forgot that Three Miles used to be a roundabout, like many other major junctures across the island. Just as persons started to make peace with it, and finally learned how to safely use the area, an announcement came that the dreamers among us visualized Three Miles as a three-tiered roadway. It would be the first of its kind in the island and the now monikered 'Portia Simpson Miller Square' was a fitting location for such an innovation, having been named after the only female Prime Minister Jamaica has ever had.

This time, many persons were a little less sceptic that this could be achieved, although many worried about how it would be achieved. This is because the Three Miles intersection is one of the most used in the island and everyone involved was aware that major changes would have to be endured. There was, of course, much intrigue, and news outlets and YouTube channels had material, for many months, as they watched the roadways literally raise to the skies.

The three tier was achieved by the construction of two overpass bridges and was constructed as part of the Hagley Park Road Improvement. It was one of six "legacy projects" undertaken under the now defunct Major Infrastructure Development Programme (MIDP). The project commenced in 2018 and was substantially completed by the end of 2019.

It is interesting to see how motorists, especially those heading towards the Portmore Causeway, appear to enjoy not having



An aerial view of the three tiered roadway at Portia Simpson Miller Square

to stop in Three Miles. Views from atop the highest bridge are spectacular, and even the lower bridge is not to be outdone, having been the site of a marriage proposal, endorsed by some members of the Jamaica Constabulary Force, in December 2020.

Many motorists are still becoming accustomed to using the new roadways. Pedestrians are having the easiest time they have ever had, at that location, with multiple pedestrian facilities now in place, and complaints about that area have slowed to almost nonexistent. The journey from a roundabout to roadways above us is definitely one we should not forget and as we move forward in our journey of developing roads, this can be considered one of our highest achievements.

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876-926-3210-9

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Kupius Bridge Widens the Connection of the Pennants Community in Clarendon

The National Works Agency's continuous efforts to fulfil its mandate of "providing a safe reliable and quality main road network" gave focus to the construction of a new bridge in the district of Pennants in Clarendon. The completion of the Kupius Bridge within the contracted period, in early January 2017, was a manifestation of this progress. This bridge now offers relief for thousands of residents, pedestrians and motorists across Clarendon, significantly improving their safety.

The Government of Jamaica had entered into contract with the China Ex-IM Bank and secured a loan that enabled the contract with China Harbour Engineering Company (CHEC) to construct this new Kupius Bridge at Pennants in Clarendon. The construction of the bridge was done under the Major Infrastructure Development Programme (MIDP). The contract amount was US\$5,537,200 with work on the bridge starting on January 9, 2016 and completed in 14 months' time. The bridge spans the Rio Minho, which is the second longest river on the island.

The works were prompted when a bridge inspection revealed an advanced state of corrosion and continued deterioration of the old bridge. Added to that, the limited vehicular and carrying capacity had made rehabilitation uneconomical hence the need for a new modern structure with new alignment and increased load bearing capacity was warranted.

The scope of work of this project included the construction of a two span, 62 meters long pre-stressed concrete bridge to accommodate two lanes of traffic plus two sidewalks for pedestrians; the construction of 640 meters of approach roads for the bridge; armor rock scour protection along with the installation of street lights, road signs and road marking. The new bridge replaced a 100 year old single lane steel structure which was visibly corroded and increasingly vulnerable especially because of truck loads as heavy as 45 tonnes.



New Kupius Bridge

At the official opening of the bridge, Prime Minister Andrew Holness stated that "one of the critical things to bring Jamaica from poverty to prosperity is connectivity and the road to development starts with a road". Chief Engineer for the project Yanqiang Gao stated that he was big on community development and CHEC had also contributed to other areas of the community by trucking top soil to both Pennants and Crooked River football fields. The contractors also brought skills training where several workers learned welding and steel work on the job.



The old Kupius Bridge

and also multiple chemical waste and sewage soak away pits underground. The entire building had to be gutted and generated waste materials had to be disposed of in the appropriate manner and subsequently flushed to eliminate poisonous chemical residues in the structure left from previous chemical production that happened in the building. For this process the entire building had to be enclosed and the specialists undertook their jobs in hazmat suits which was something not normally seen in the industry here.

In the case of the Ministry of Foreign Affairs building, this was constructed on the shoreline of Port Royal Street and, as such, significant designs went into the shoreline protection to facilitate protection of the building's lower levels from sea and storm surges as well as the massive foundation that was constructed. Also the project saw the collaborative efforts of all technical disciplines working with international and local standards to achieve a modern building with efficient engineering facilities in place.



STEPHANIE GREEN

At the inception of the Agency we were working under the theme 'Creating a Culture of Excellence' so I got up each morning with so much tenacity to get to work. I did not just want to go to work for the sake of going, but I was happy and even happier serving my nation in my own small way while

doing something that I am good at and love, which is giving excellent customer service.

I was empowered by a strong conviction that the NWA was heading for greatness with a very strong, customer oriented CEO at the helm. With this in mind, I was highly motivated and my morale was on an all-time high. We were not just coworkers, but true team members who really felt like family. I enjoyed our annual staff retreats where our team leaders were our voices and were result driven.

General staff and departmental meetings were a priority and team/group leaders always had a seat at the Directors' meetings. This was a very important exercise for me as a staff member as this was where my grouses, concerns or even accolades, would be aired.

One thing that made the Agency stand out for me, in the earlier years, was the then management team. They did not just command respect, but worked very hard to have the respect and the support of the staff. They knew our names,

shared meal tables with us, and even hung out playing dominoes. This was good as it created a sense of belonging.

In my opinion, the Agency is certainly not the same as it was when we first started. Owing to the breakdown in staff morale, management's inability /unwillingness to show compassion, or even empathy, in addition to the high level of staff change over, I no longer feel energized as I literally have to 'will' myself to come to work. On the other hand, the NWA team has made great strides in fulfilling the portion of our mandate that speaks to the creation of a world class main road network, however, it has failed miserably with aspects of the NWA Quality Policy. This policy says 'Developing and nurturing strong quality principles in our NWA family. Can the Agency truly refute this? It seems there is no longer a priority to hold a general staff meeting, which even with the advent of modern technology, where staff members no longer have to leave their desk, the Agency has still failed to even make an attempt to have dialogue with us via this medium.

Staff retreat has gone into exile and general staff meetings are now a thing of the past and the voice of the staff members are now muted. This now begs the following question, 'is management a one sided affair where the staff no longer have a voice? Are we no longer a valuable asset as opposed to when we first began?' To resolve these concerns, we need to go back to the drawing board.

As it relates to NWA's achievements: there are two projects and one achievement, that stands out in my mind, with which I would say that the Agency has hit home runs. The signalisation of The Portia Simpson-Miller Square and the Mandela Highway Project.

Projects like these are what made the NWA a household name. People are happy, especially me, that I no longer have to leave my home, in Portmore, from 5 a.m. to get to work by 8:30, I now enjoy my 20 - 30 minutes ride to work in comfort via the newly installed bridge along the Portia Simpson-Miller Square and my now 30 minutes' drive via the beautiful expanded carpeted corridor known as the Mandela Highway.

Similarly, the NWA, becoming, ISO-9001- 2015 certified in 2021, in my opinion, is a great achievement to brag about. Congrats to us, Team NWA, well done!



KEITH BROWN

Many of us transitioned from the

the NWA and of course the GOJ to better manage, respond to and fix a lot of issues still being experienced on our road network. But alas, it was not to be, and as far as I'm aware, that application was the only application, then and now, that anyone could view and print out all control sections from any parish across the island!

Not being biased here but some of the best improvements that the NWA has made has been technologically. Where we once had separated, individual computer networks, telephone systems, Internet Access, Security Systems (Access Control System), Stand Alone Applications etc., at the parish offices, we now have centrally managed applications and systems in as much as seven (7) out of twelve (12) physical parish office locations via our Wide Area Network (WAN). The only reason we have not extended these services to all parish offices is that the physical facilities are not conducive to housing and protecting the necessary equipment (poor building infrastructure).



HALCYONE JOHNSON-HUGGAN

The transition to the NWA raised a number of questions in my head - would I be able to cope with the expectations of this new Executive Agency? I was unsure how it would affect my job description, as I had gotten familiar with the mode of operations at the Ministry of Transport

and Works, coupled with the fact that I would have to travel into Kingston and leave my young family behind. This caused some anxiety, yet when I commenced working, I found my colleagues to be supportive and over time, I adapted to my environment and soon felt like a productive member of the NWA family. Over the past two decades, the NWA has grown from strength to strength and I am pleased to have embraced the challenge that has made me into a better individual today.

In my opinion, the agency has evolved through the use of technology. The NWA's technological upgrade requires us as staff members to learn new and different ways of executing our daily tasks efficiently and effectively. As we now coexist with the Coronavirus, we also have to perform our duties differently; therefore, technology comes through for us by connecting us across the organization's network to conduct our meetings/ seminars/ training sessions virtually rather than physically, which streamlines the way we interact. In addition, through the implementation of information systems, managers/supervisors are able to set yearly targets and conduct performance appraisals for their staff on the HRMIS platform and the team can easily make

their application for various leave etc. that minimizes the utilization of paperwork.

Throughout the NWA's 20 years of existence, the agency has achieved numerous projects. I can remember when I had to traverse in traffic on public transport to work from the plains of Clarendon to Kingston every day, through Old Harbour, Spanish Town Bypass, Mandela Highway, 3 Miles then terminating at Halfway Tree. This tedious journey was approximately 3.5 hours. Fast forward to 2021, through the upgrading and rehabilitation of our main road network, travel time have reduced immensely therefore, this journey now takes approximately an hour and a half. That, I think is a revolution!



ALWYN HENRY

At the inception of the National Works Agency, it was a period of both uncertainty and excitement. The uncertainty was more so for longstanding members from the Public Works era who were concerned regarding job status and potential benefits or lack thereof. The excitement

was with newer technical members, like myself, who were seen as elements of change and personnel who would facilitate a positive outlook on the public sector workforce as well as the engineering profession in Jamaica, which at the time both were deemed to be inefficient and archaic.

The NWA has grown in its 20 years of existence from an initial entity viewed as a painted over version of the Public Works System with the same players and processes, to one that is now the principal technical arm of Government that now has international ISO certification and driving the infrastructural change and development of the country at large. I must add that we have achieved the certification and effecting positive development, utilizing limited resources assigned to us coupled with generating earnings from varied jobs from varied clients.

For me the two projects that come to mind are as follows;

- Refurbishing of Shirlhome Chemical Factory to house the Betting Gaming & Lottery Commission & the Jamaica Racing Commission
- The construction of the Ministry of Foreign Affairs Building on Port Royal Street in Downtown Kingston

Both of the projects required a lot of technical expertise (Environmental, Civil/Structural and Electrical and Mechanical) based on location and existing conditions on both sites. For BGLC the site was that of a chemical plant

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Mandela Highway: A Roadway Built on Stilts



The newly improved Mandela Highway

Mandela Highway is a very important thoroughfare in the nation's road infrastructure. It was estimated, based on statistics collected in 2015, to carry upwards of one and a half times more traffic than any other roadway in Jamaica. This is because it is the arterial link between Kingston and the northern, western and southern sections of the island.

The highway, before its recent improvement that was completed in 2019, was susceptible to flooding as it is located in an area where there is a high water table. As a result, the improvement of this roadway employed a rarely used technique, known as deep pile foundation, to address this issue and ensure that the collection of water on the roadway, during periods of rain, was a thing of the past.

Deep pile foundation is the use of relatively long, slender members to transmit the load of the road's foundation to a substrata that is more efficient at managing the weight of the roadway and the loads it is expected to carry. In essence, long stilts are what are responsible for the transference of the road's weight to a more stable footing. This type of foundation is used when suitable foundation conditions are not present at or near ground level. This is the case along sections of Mandela Highway where there is a high water table, especially in the swampy areas, and which could subject the subsoil to moisture movement or failure.



A Jamaica Urban Transit Company (JUTC) bus failed to maneuver floods on Mandela Highway, before its improvement

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Mandela Highway: A Roadway Built on Stilts continued from page 5

The piling technique (drill piles) that was used along the Mandela Highway involved the injection of cement into holes drilled deep beyond the topsoil and the loose subsoil to a firm strata. This soil mixing technique was also done to ensure that the foundation is at its strongest. This technique was utilized on the section of roadway between Tom Cringle Drive and a little beyond the Fresh River Bridge.

As per the design, the Mandela Highway was raised above the flood level, which is expected to remedy the previously existing issue of flooding that often occurred whenever there was consistent rainfall in the area. The driving lanes were increased from four (4) to six (6); two bridges were constructed: a new bridge at Fresh River and an Overpass Bridge to take traffic and pedestrians from one side of the road to the other; as well as a parallel service road that provides access / egress to persons who do business along the roadway. A box culvert was, also, installed at Salt River (also known as Duhaney River).

Travel times have greatly improved along Mandela Highway that was referred to, previous to the improvement, as a "national parking lot". There, also, now appears to be many more vehicles using the roadway as Portmore residents, and persons travelling beyond Spanish Town, sample this newer, free-use roadway. Flooding along the thoroughfare is currently non-existent and persons have lauded the much wider, more easily traversed roadway. There still exists the issue of pedestrians mixing with traffic at odd points as they try to get across the roadway but much development is occurring on both sides of the roadway and it is expected that this issue will be addressed in future developments.



Construction of a Box Culvert which is among new drainage features along the corridor.



Concrete being poured for the construction of a section of the Retaining Walls along the corridor.



Concrete Girders being positioned as part of the construction of the Overpass Bridge that facilitates travel to and from the Mandela Service road.

NWA Celebrates 20th: Longest Serving Employees Reminisce about Then Compared to Now

*"Looking back through the years down this highway
Memories, they all lead up to this one day."*

These words sung by Celine Dion are most apt on this occasion as the NWA celebrates its 20th anniversary and a few of the team members, who were here from inception, give their take on the evolution of the Agency. It is also fitting that the name of the song is **Only One Road** which also describes the NWA's mission to make travel across the island inclusive and unifying.

As part of our journey towards the Agency's mandate actualization, we took a trip back through history, via the memories of these valued employees who have contributed to the legacy of the National Works Agency. We congratulate and applaud the achievement, the commitment, and the service of our 20 year employees, all 109 of them.

For this feature, employees were asked three questions:

1. What was it like at the beginning of the National Works Agency, with it being a "new" organisation?
2. How, in your opinion, has the Agency changed in its 20 years of existence?
3. Is there any project or achievement of the Agency, in the last 20 years, that stands out to you or that you believe was new, different or revolutionary? Please explain.

These were the courageous few who ventured a response.



RICARDO BROWN

At the beginning of the NWA, it was exciting and very challenging as I was coming from the Ministry of Transport and Works' MIS department so I was very familiar with the resources, or rather lack of resources, that the NWA would have to begin with. It was additionally challenging because at that time I was the IT Supervisor, there was no Manager or Administrative Assistant, and I was given a former Administrative Assistant to convert to an IT client support technician along with one other staff member who

was a UWI computer science graduate. The IT department, therefore, started with only three staff members, and there was no structured or centralized anything, neither network nor internet. Suffice to say there were very few computers throughout the entire agency, from the Corporate Office to St. James to Portland and back - virtually non-existent.

I was, also, the only member in the department that owned a motor vehicle, so all the travelling and setting up of computer equipment and peripherals were mostly done by myself, once we began to procure and roll out equipment. A lot of that travelling introduced me to a lot of parishes/capitals/towns and wonderful out of town staff members (who are much nicer than the Corporate Office staff) and also I usually got food, either to eat or to take back. In addition, the scenery, while driving, was wonderful, especially the journey from close to Manchioneal to Port Antonio.

I think the Agency has devolved in the last 5 to 10 years. Staff morale has dwindled down to nothing and it has everything to do with the Administration of the Agency. The first 10 years were very staff inclusive, even when it were issues about remuneration. We had staff meetings at least once a year, staff excursions, mostly beach trips, and there were also other social events like sports - travelling to other parishes to play sports such as cricket, etc. With changes made in administration, we have had only one staff meeting in the last eight years, which has been detrimental to staff morale.

In terms of the NWA's core functions, varying degrees of influence has led to not much progress. Road Rehabilitation ceased to exist many years ago. I remember a pilot project to implement a computer application that would store the road furniture (control sections, bridges, signs, etc.), do planning and Bills of Quantities, road defects surveys (potholes etc.) for road projects, and produce payment certificates that was implemented 15 years ago. It included a specific server and proprietary application. This application was implemented at all the parish offices and installed on all computers.

This was a game changer then and would have benefitted

Voices of the People ... In Western
Jamaica continued from page 21



**THE VERY REVEREND CANON
THE HON. HARTLEY PERRIN,
Custos of Westmoreland**

I am praising the Lord for the 'highway' from Ferris to Mackfield. It is very impressive and has really improved the commute. It is an improvement I didn't think I would see in my lifetime.

Going forward, I think the NWA should focus on other roads such as the Withorn - Darliston roadway which has some horseshoe corners that should not exist in the 21st century. The sharp bends creates a challenge for trucks and trailers which traverse roadways such as these. Additionally the roadway needs to be widened as it is quite narrow.



**ELAINE ALLEN-BRADLEY,
WESTMORELAND**

**Past president of the Negril Destination
Assurance Council (DAC) and resident of Negril Westmoreland.**

The NWA has done some good work. The recent repair of the West End, Negril road readily comes to mind. Even the effort to have the NWC fix the faulty pipes before the roadway was resurfaced was commendable. And more of that needs to be done,

However much more work is need especially in the Resort areas which is the source of much of our revenue. Kingston is not Jamaica and we need to get rid of that mentality and build our rural areas. The 'voice of the people' needs to be considered in the choice of projects and the Agency has to ensure that contractors are held accountability for shoddy workmanship.



**DEVON MALCOLM, HANOVER
Civil Servant**

I have seen increased work on several roads in Hanover. This has been quite refreshing and is a welcomed move by the NWA. What is most commendable is the work on interior roads like the Dias to Cacoon roadway which I travel on daily. It has shortened my commute by at least 20 minutes. It would be good if the NWA could continue these works and also expand the scope of projects to include the widening of roads and to also pay keen attention to the drainage systems along the road. Without good drains roads won't last. It is also important to correct the problem with the leaking pipes beneath the roads. Some communities hardly get water and we fear that when regular water supply returns then these pipes will leak and damage the roads that have been fixed.

The Rehabilitation of Tombstone to Gutters Revitalises Travel through St. Elizabeth

The road rehabilitation and drainage works that was completed along the Tombstone to Gutters main road in North East St Elizabeth is the largest project that the National Works Agency has undertaken, in the parish, within the last 15 years. This 22.4 kilometre roadway, that was riddled with large potholes, is the major thoroughfare that links the South Coast to Kingston and is used by thousands of vehicles daily. The section from Santa Cruz to Gutters became renowned after heavy rains, some time ago, due to flooding caused by blocked drains along the corridor.

The source of funding for this elaborate project was from the Major Infrastructure Development at a cost of \$431,790,040. The work,

The completed roadway at the border of St Elizabeth and Manchester, Gutters



Programme (MIDP) contracted to S & G Road Surfacing Limited, started on August 8, 2016 and was completed as of November 2017. The National Works Agency was focused on the complete rehabilitation of this roadway to include extensive drainage improvement and repairs, along with road marking.

As part of the comprehensive scope, the bushing and trimming of verges and overhanging trees were done. There was drainage improvement to include drain cleaning, the construction of drains and kerbs, the construction of absorption pits and the placement of grills over catchments. The project also included the construction of random rubble retaining walls, the construction of sidewalks, the reshaping and asphaltting of the roadway with asphaltic concrete completed with the installation of pedestrian crossings, road markings and raised pavement markers.

The first phase of the work commenced at Tombstone and moved in an easterly direction towards Santa Cruz. Since the works have been done vehicles have been moving along this section with relative ease. Road markings and a pedestrian crossing in the vicinity of Park Mountain School have greatly improved the safety of that area, as has the widening of the intersection of the Santa Cruz Bypass and Main Street in



Completed road section in the vicinity of Rocky Hill

Continued on page 19

The Rehabilitation of the Alligator Pond Roadway in Manchester

The National Works Agency (NWA) completed rehabilitative works along the Downs to Alligator Pond roadway in Southern Manchester which was started on Wednesday February 19, 2020 and was completed in the early days of the COVID-19 pandemic. This busy roadway is the main access to Mandeville and St Elizabeth from Alligator Pond and was littered with several potholes. In late November 2019, public transport operators plying the route from Alligator Pond to Mandeville protested the deplorable state of the corridor. The then Member of Parliament for the Manchester South constituency, Michael Stewart told the commuters that he had made appeals to the Prime Minister and the National Works Agency and that his advocacy assisted with the fast tracking of the rehabilitation of this busy road.

A section of the 1.3 kilometers of road rehabilitative work was contracted to S& G Road Surfacing and Material Limited at a cost of over 21 million dollars. The scope of work along the corridor included bushing and site clearance; the cleaning of side drains and earth drains; scarifying, grading, shaping, rolling and compacting of the roadway; prime coat, base course, sheet patching, and asphaltic concrete overlay.

The rehabilitative work that was done allows for the easier movement of residents travelling to and from communities such as Kingston, Santa Cruz, Plowden, New Forest, Junction, Lititz, Mandeville, Spring Ground and Prospect. Maurice Harrison, a returning resident of Alligator Pond, was extremely happy about this accomplishment. He stated that at the time that he was constructing his house he had spoken to the Member of Parliament about the poor road condition. He was surprised at the quick response and the professionalism exhibited by the contractors as well as their willingness to listen to residents.



Paving in Alligator Pond Square



Scarification Works being undertaken



A completed section of the roadway in the vicinity of Bunch of Grapes Restaurant

Voices of the People ... In Western Jamaica



JANET SILVERA, ST. JAMES
President, Montego Bay Chamber of Commerce:

Over the years the NWA has made some marked contributions to the parish of St. James. The Elegant Corridor is one of the better roads to travel on. Except for the reckless drivers, it is a pleasure to traverse as there is no traffic congestion.

I would like to see the NWA pay more attention to traffic management within the city centre as congestion is a serious cause of concern. There is also a need for overhead bridges to stem the congestion caused by pedestrian traffic at particular locations and also to increase pedestrian safety.



HORACE HINES, TRELAWNY
Journalist and resident of Falmouth, Trelawny:

One of the most impactful interventions by the NWA was the installation of Trelawny's first traffic light at the Florence Hall intersection. This was a positive move and helped to improve safety along that particular stretch of roadway. More lights are now needed along the highway, especially along the Bogue gate area.

It is also critical that the NWA considers reopening the Rock Bridge in Trelawny. This is a critical roadway and needs to be dealt with urgently.



DELROY CHRISTIE, TRELAWNY
Immediate past President of the Trelawny Chamber of Commerce.

The work of the NWA in Trelawny is commendable, especially when one considers the work to repair the slippery surface in the Rio Bueno area. The micro-surfacing work which was done there has greatly reduced the incidents of accidents along that particular stretch. Additionally, the recent work to re-mark sections of the highway and also install cat eyes is greatly appreciated.

I would like to see the Rock Bridge in Falmouth reopened, as its closure is killing the Rock community.

NWA West ... 20 Years Later

Twenty Years! A milestone year for the National Works Agency. It has been a period of many wins, but also one fraught with several challenges. One thing, however, reigns supreme ... the landscape of the Western Region has definitely changed over the past twenty years. There have been a number of road improvement projects over the years which have had an overwhelmingly positive impact on the lives and livelihoods of the citizens across the West.

Segments 1 and 2 of the North Coast Highway extending from Bengal Bridge, Trelawny to Negril, Westmoreland is a living legacy of the stewardship of the NWA. The highway has greatly improved travel along the North Coast. Since the construction of the highways the Agency has continued, in this vein, with works to upgrade roads along the south coast, including the Ferris Cross to Scott's Cove Bridge roadway, as well as the repair of several roadways across the West under various routine maintenance and other targeted road repair programmes.



An aerial view of the Ferris to Mackfield roadway which was completed in 2019.

In recent years, the US\$24.9 million construction of the Ferris to Mackfield road in Westmoreland is another enduring example of the legacy of the Agency. This roadway is a critical component of the North-South link, in the parish, taking residents to the city of Montego Bay, St. James; the town of Savanna La Mar, Westmoreland and the neighbouring parish of St. Elizabeth. Other enduring legacies include the installation of the first traffic signal in Falmouth Trelawny in 2019.

Over time, there has also been a significant push towards rehabilitating community roadways, some of which have been in a state of disrepair for some time. Among the roads which have received attention in recent times are the Flankers roadway in the hills of South Trelawny; Ika Lane in St. James; the stretch of roadway from Askenish to Coldspring in Hanover; and the Orange Hill roadway in Western Westmoreland. These projects have received overwhelmingly positive feedback from residents and other stakeholders in these communities.

The NWA has also boosted its capabilities through the construction of a state of the art materials testing laboratory in Flankers, St. James. The facility was borne out of the need to provide ease of access and speedier processing times to clients in the Western end of the island. This facility serves the western parishes of Trelawny, St. James, Hanover, Westmoreland and St. Elizabeth.



Senior Soils and Materials Technician, Glendon Brown, conducts a California Bearing Ratio Test at the Western facility.

National Works Agency's 20 Years of Achievements

This year the National Works Agency (NWA) celebrates 20 years of service dedicated to the development of roads, flood control and traffic management systems across the island of Jamaica. These 20 years were not void of challenges and there are still aspirations that are yet to be met. Despite all of that, the Agency has, in this relatively short time, been able to positively impact the lives and livelihoods of Jamaicans through the implementation of various targeted programmes, which have transformed the landscape of Jamaica.

Undoubtedly, we have made significant progress since our inception on April 1, 2001. Hundreds of corridors across the island and numerous bridges have been constructed, or improved, to the point where even regular users do not remember how they managed with what existed before. Traffic management systems, road safety, sea defence and river training have also been enhanced by numerous initiatives that help to guide road users to use the corridors safely and more efficiently.



Negril to Sheffield, Westmoreland

Of course, there were promises made such as "Pothole Free by 2003" that have proven to be slightly more challenging than expected. A "pothole free" road network, however, is still a goal that the NWA has committed to achieving, as we continue to strive to achieve our mandate of providing



Marcus Garvey Drive, Kingston



Fern Gully, St Ann

a "reliable, safe and efficient main road network and flood control system" in coming years.

It is well recognised and documented that a good road network is a great catalyst to economic development and targeted investment. National Works Agency, since its inception, has embarked on a plethora of programmes and projects which have not only improved the ease and safety with which road users are able to access roadways across the island, but also stimulated development and encouraged investment.

National Works Agency's 20 Years of Achievements ... Continued from page 9



Johnson River Bridge, St Thomas



Martha Brae Bridge, Trelawny



Barracks River Bridge, St. Mary



Soursop Turn to Chapelton, Clarendon

Road construction and safety technologies have also been introduced in our projects since the inception of the Agency. These include, but are not limited to spray patching, concrete pavements, a Geographic Information System (GIS) which digitizes images of the road network incorporating detailed data and Material Testing and Evaluation Units (MTEU) in both Kingston and St. James. We have also centralized the connectedness of our traffic management systems to a central control point and included close circuit television (CCTV) cameras across several parishes.



Material Testing and Evaluation Unit, St. James

Traditionally, our focus has been on the main road network and the bridge infrastructure across the island. In recent years, however, we have, from time to time, been directed to assist with the development of community roads, many of which have been neglected for some time. The presence of the NWA is undeniable and this is proven by the many major achievements over the past 20 years. This, of course, could not have been achieved, without the partnerships that we have forged with international governments and agencies, local contractors, consultants and corporate entities.

Over the years NWA, and its contractual partners, have been instrumental in changing the landscape and infrastructure of Jamaica through Road Construction Programmes; Major Bridge Infrastructure Programmes; the use of Road Construction and Traffic Management Technologies, many of which were made possible by international and local partnerships. In the last five years alone, NWA has spearheaded the improvement of major thoroughfares to include: Barbican Road; Marcus Garvey Drive; Hagley Park Road, Constant Spring Road, the Ferris to Mackfield Roadway in Westmoreland, West End Road in Negril, Gutters to Tombstone in St. Elizabeth; Mandela Highway and the Southern Coastal Highway Improvement Project (SCHIP-

Continued on page 11

The Rehabilitation of Tombstone to Gutters continued from page 7 the vicinity of Manifest House. Work in the central business area of Santa Cruz was stalled for weeks as the National Water Commission completed the installation of pipes and a drain at the stoplights by Coke Drive intersection.

The water works impacted the pace of work which slowed along the section from Santa Cruz to Gutters, but although the delays were an inconvenience to many, the end product has made a significant impact. After the installation of the water main, overlaying of asphaltic concrete followed and the project was completed.

Life was made easier for motorists on the once badly scoured Gutters to Lacovia main road which links Mandeville through Santa Cruz to Black River. Miss Beverley Page of Grills and Frills Restaurant on the Santa Cruz Bypass is happy with the removal of the embankment in the vicinity of Manifest House. She stated that trailers will now have easier access to the bypass than driving through the town, especially on Fridays and Saturdays, although she bemoaned



Removal of embankment at Manifest House Santa Cruz

the fact that when the stoplights were removed for repairs and new set of stoplights were installed, several accidents had taken place at the intersection. Mr. Gibb Samuels from Nation Pepper was joyous about the project. He is happy that there is no more potholes but pondering about the high speed of, especially, the taxi drivers along the corridor. He is, also, still requesting the installation of mirrors at the intersections of the corridor with Nation Road and Beadles Boulevard which he believes will improve visibility along the corridor.

**NWA
A
EVERY
TING
FI EVERY
BADI**

Fi Jamaican people NWA haffi do it all
If you need you garbage collected a we you a go call
If you have trouble with yu job, yu ago ring wi to
And although wi kyaa help yu, we a go guide yu

Sometime mi wonder if directory assistance no deh agen
Cause whenever people use di directory, a to NWA dem seem fi get sen
Plenty people have it fi say NWA no do notn
Yet fi apply fi a death certificate dem surely press wi button

Di other day a woman call fi get her car align
And mi start to ask mi self if this is a sign
Is it that dem no know or dem jus' no care?
Now parish council a bawl seh no project naa spare

Wi du road, wi do office, we do playing field
We do wall, wi du bridge, every burden we feel
And although we ongle get t'anks every now and agen
When Water Commission lef' yu inna traffic, guess who dem ago sen.



Mt. Oakley Portland



Georgia, St. Thomas



Troy, Trelawny



Llandewey, St. Thomas



Worthy Park, St. Catherine



Soapberry, St. Catherine

National Works Agency's 20 Years of Achievements ... Continued from page 10

Eastern Segment) which is now rehabilitating the roadway from Harbour View in Kingston through St. Thomas and into Portland.

With literally thousands of improvements and programmes undertaken within the last 20 years, here are some notable achievements:

MAJOR ROAD IMPROVEMENT / CONSTRUCTION

- National Road Improvement Project (NARIP) which saw the rehabilitation of approximately 150 roadways across rural Jamaica
- The improvement and widening of the Mount Diablo to Moneague Roadway
- Old Harbour Bypass
- Washington Boulevard and Red Hills Road improvements
- Cross Roads, St. Andrew
- Bogue Road, St. James
- Trafalgar Road Improvement
- Papine, St. Andrew
- Christiana Development Road
- Palisadoes Revetment Works
- Flankers, St. James
- Ferris to Belmont, Westmoreland
- Roselle Revetment Works in St. Thomas
- North Coast Highway Improvement that saw the rehabilitation of the roadway from Negril to Port Antonio
- Widening of Waterloo Road in Kingston 10
- Widening of corners of Mount Rosser roadway in St. Catherine
- Fern Gully Pavement & Drainage Works
- Bog Walk Gorge Concrete Pavement

MAJOR BRIDGE INFRASTRUCTURE PROGRAMMES

- **KINGSTON & ST. ANDREW:** Sandy Gully; Gordon Town Bridge; Waterloo Road Bridge; Riverton Bridge; Dry River Bridge (Harbour View); Cassia Park Bridge; Queensborough Bridge
- **ST. CATHERINE:** Bog Walk; Banbury; Worthy Park; Angels River; Wakefield; Agole; Salt Gully; Gobay
- **ST. THOMAS:** Yallahs Bridge; Johnson River; Georgia; Serge Island; Horse Savannah; Eleven Miles Box Culvert;
- **PORTLAND:** Alligator Church; Black River; Janga Gully; Rio Grande Bridge; East Palm
- **ST. MARY:** Stony River; Waters River; Pagee; Annotto Bay River; Westmoreland Bridge
- **ST. ANN:** Pedro River; Pear Tree River; Steer Town
- **CLARENDON:** Springfield; Milk River; Kupius;

- **MANCHESTER:** Comfort Hall
- **ST. ELIZABETH:** Black River Bridge
- **ST. JAMES:** Fairfield; Sevens River; Montego River; North Gully
- **HANOVER:** Queens River; White Gut; Maggotty; Lances Bay; Barbican
- **WESTMORELAND:** Styxx River
- **TRELAWNY:** Martha Brae Bridge; Bengal Bridge



Rentcombe Bridge, St. Catherine

With 20 years now behind us the NWA is committed to building on these achievements as we move towards the fulfilment of our mandate. The Agency forges into the future with plans to continue to improve the road network of the island, incorporating innovative techniques to aid in the national development of the country. As an engineering arm of government, we aim to guide our perpetual partners, in the form of local and international contractors, without whom much of our work could not have been done, as together we design and construct the roads to Jamaica's future.

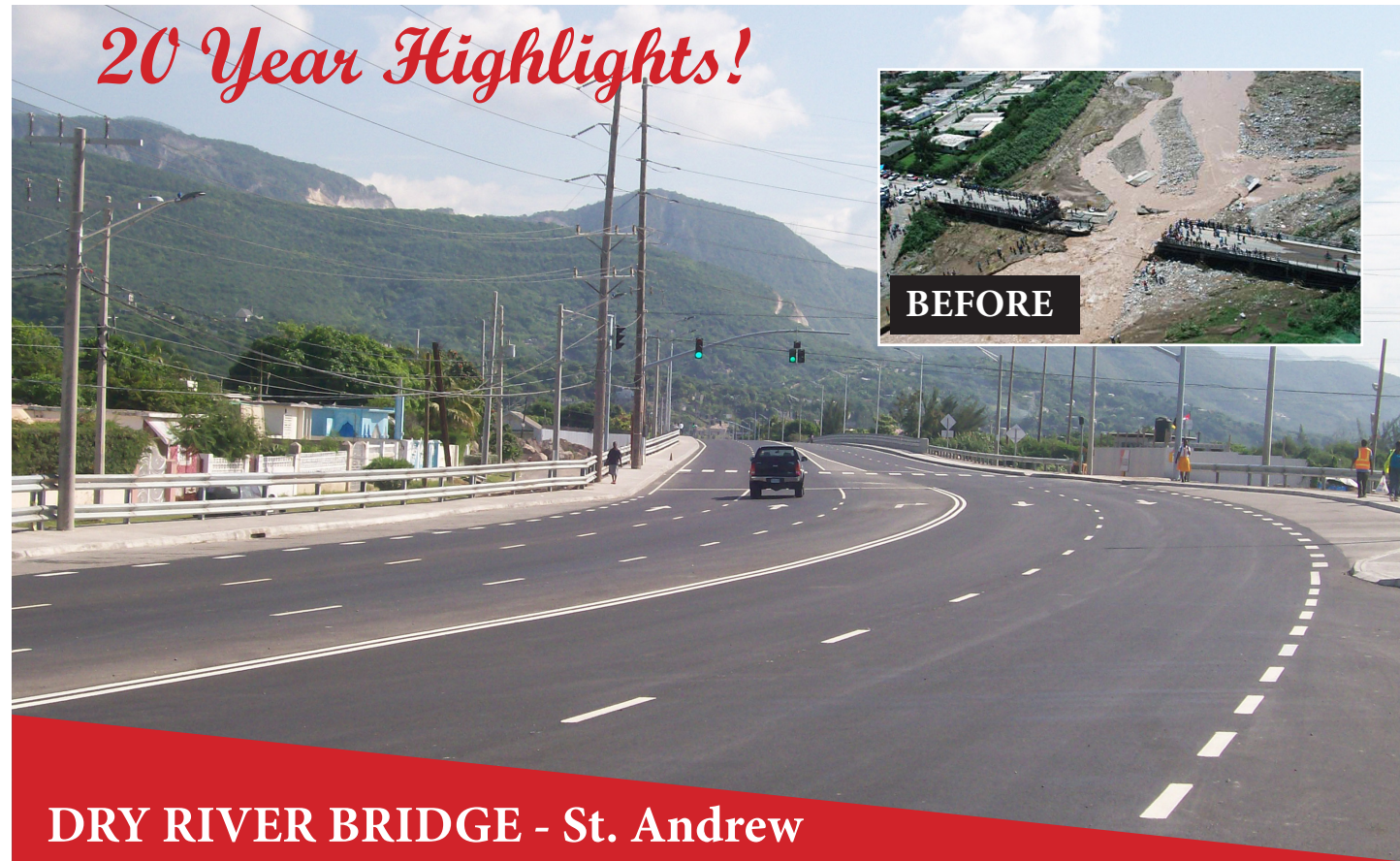
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Developing Safe, Reliable and Quality Roads*

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Irwin, St James



Enfield St. Mary



Dry River Bridge, St. Andrew



Little Annotto River (Janga Gully), Portland



Otram River Training, St. Mary



Shrewsbury, Portland

NWA and Natural Disasters

Since the inception of the National Works Agency (NWA) in 2001, the organization has had to respond to countless rain events, relating to hurricanes, storms and low-pressure systems. During this time, spanning 20 years, the agency would have impacted the lives of many through the cleaning of drains, river training works and sea defence.

All parishes would have benefitted from these activities as the force of nature spared none, even though some areas would have received more damage in certain events. The consistent thing however, was that the NWA

was always called up on to respond and that was done, given the mandate to develop safe, reliable roads and quality roads, as well as flood control systems.

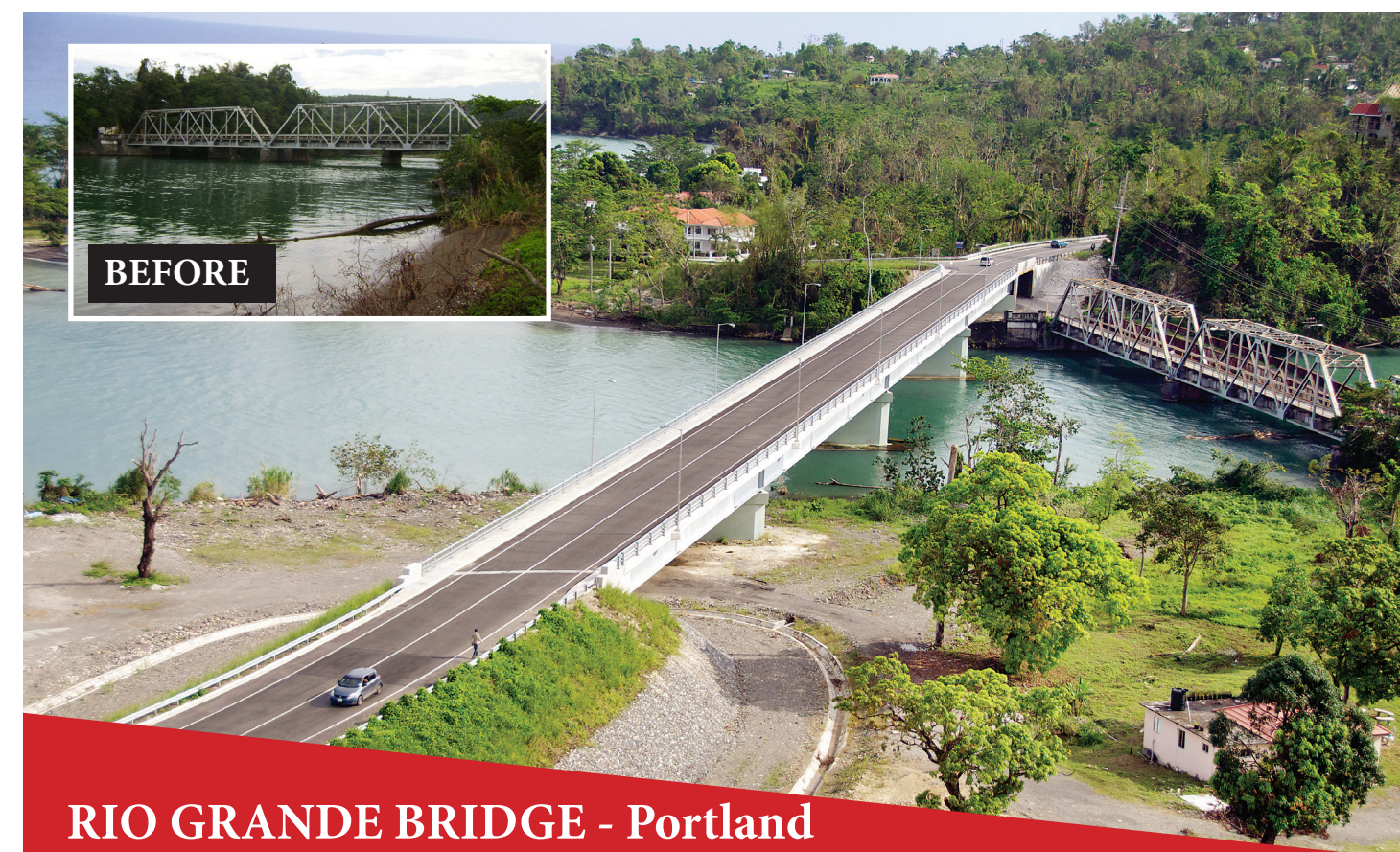
The agency has had to reroute rivers, rebuild embankments and install new drainage features in its bid to ensure that lives and livelihoods were protected and the impact of floodwaters mitigated.

The pictorial highlights some of the areas that would have benefitted from our undertakings.



Belvedere, St. Thomas

Continued on page 17





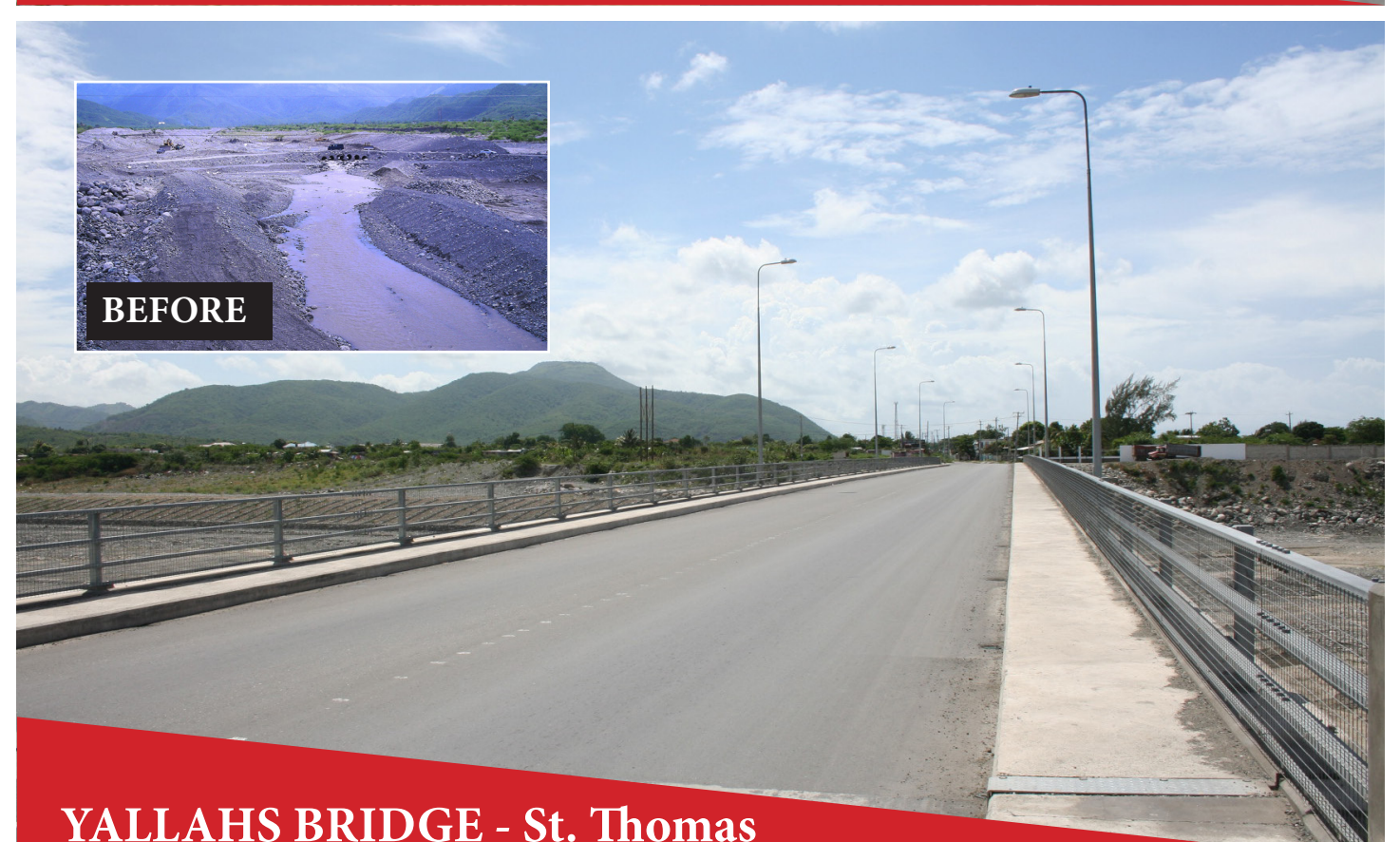
MANDELA HIGHWAY - St. Andrew



SEVEN RIVERS BRIDGE - St. James



THREE MILES - Kingston



YALLAHS BRIDGE - St. Thomas