

NWA SENIOR MANAGEMENT TEAM URGED TO BE RESOLUTE PROFESSIONALS



Minister of Transport, Works and Housing, Dr. Omar Davies (centre) addressing team members two days after taking over the reins of the Ministry. State Minister for Works Richard Azan is at left, with Minister in charge of Housing in the office of the Prime Minister; Dr. Morais Guy (right). [see related story on Page 3](#)

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End of Year Social 2011



Acting CEO - Earl Patterson congratulates and presents a Plaque and Certificate to Field Technician, Tyrone Francis – **Employee of the Year 2011**



Acting CEO - Earl Patterson (left), presenting the **CEO Award** to members of the Information Technology Department. Accepting on behalf of the Dept. are Systems Analyst - Hugh Bowman and Manager, IT Dept. Wade Brown)



Jamaica Regiment Band entertaining the staff



Communications Officer, Havenol Douglas giving the Vote of Thanks



Team Member enjoying the festivities

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NWA senior management team urged to be resolute professionals

Minister of Transport and Works, Dr. Omar Davies has urged the senior management team of the National Works Agency (NWA) to be of the highest integrity and be resolute professionals as they carry-out their duties on behalf of the government and people of Jamaica.

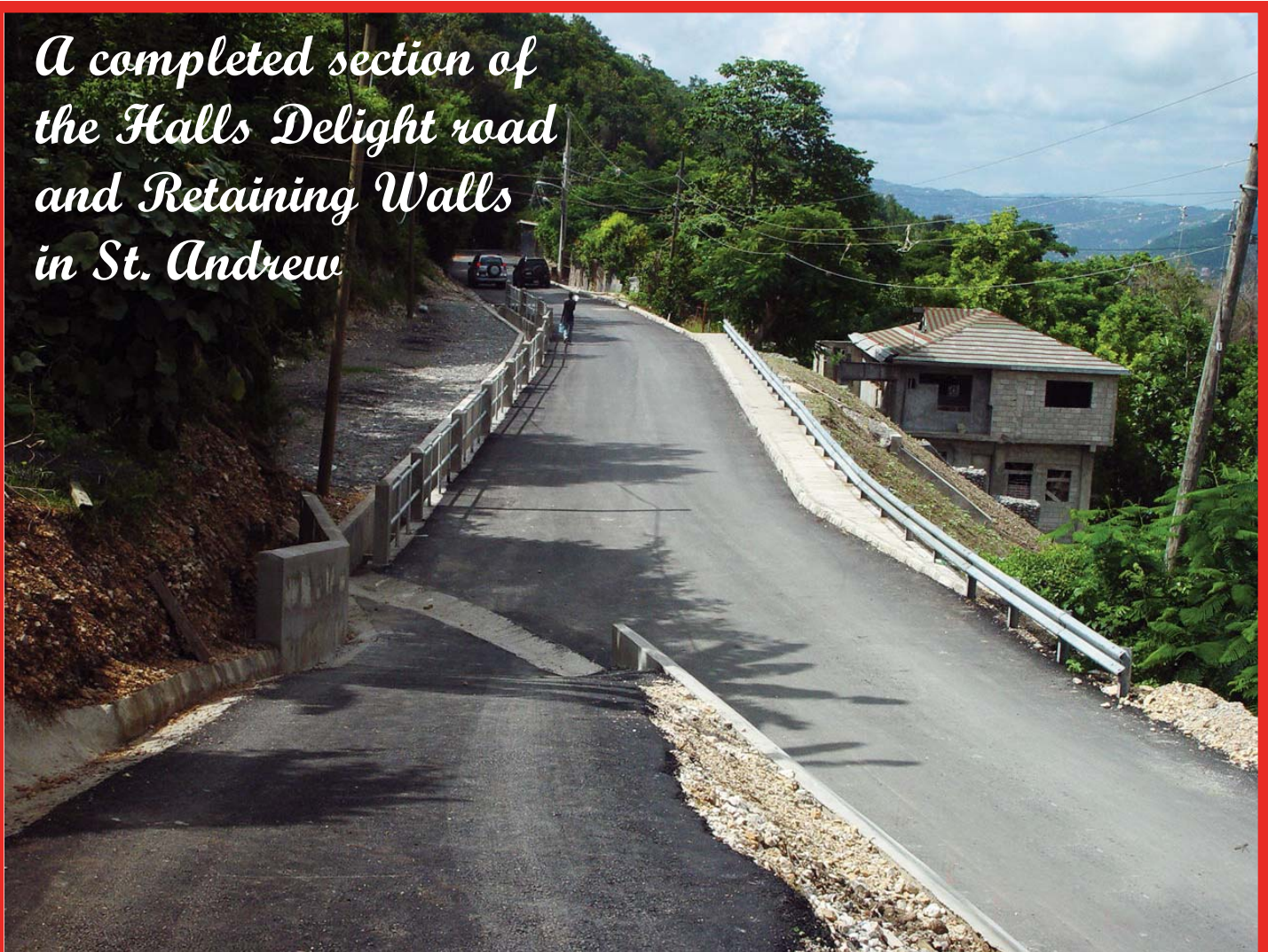
Addressing the management team at his first meeting since being assigned the portfolio, Minister Davies described himself as a "polytechnic" with the greatest respect for professionals. "The moment you give in to any demands that violate professional integrity that is the end of you," he said. Dr. Davies who was flanked at the meeting by State Minister, Richard Azan and Minister in the Office of the Prime Minister with responsibility for Housing, Dr. Maurice Guy told the NWA team that he expected staff to live up to the expectations of being professionals. "The last thing I want is a yes man/woman, I want to know what your profes-

sional view is," Dr. Davies said.

Speaking to the Jamaica Development Infrastructure Programme (JDIP), Dr. Davies said that the new government would not embark on a witch-hunt, but expects to find out how the resources expended so far under the programme were spent. The forensic audit into the programme, as was announced by former Prime Minister, Andrew Holness will be done, he said.

Minister Davies also spoke to what he said must be the professional treatment of customers of the NWA. Persons he said, notwithstanding their position or status in society must be treated with the same level of respect and service delivery. He said a proper system must be in place to ensuring that quality service is delivered at all times to customers.

*A completed section of
the Halls Delight road
and Retaining Walls
in St. Andrew*



New Dry River Bridge Officially Opened

The heat of the bright mid morning sun could not dampen the air of expectancy as over one hundred residents of the Harbour View community and its environs sat, waiting patiently in the gentle breeze, against the backdrop of the blue Caribbean Sea, for the official Opening Ceremony for the new Dry River Bridge on November 09, 2011.

The opening ceremony which was primarily planned by the National Works Agency's Communications Department in collaboration with the Major Projects Directorate was given kudos by those who were in attendance. The event was held on the grounds of the newly constructed Harbour View Weigh Station.

This marked the successful completion of eighteen months of construction, funded through a US\$8.9 million loan from the Inter American Development Bank.

Prime Minister the Honourable Andrew Holness was the Keynote Speaker. He, like other speakers had high praises for the contractor, the NWA and residents of Harbour View who exercised patience during the period of construction.

In his address, the Prime Minister, said that the project was a permanent solution to the challenges that were faced by residents from the eastern section of the island. He reminded the audience that this project was funded by the Inter-American Development Bank through a US\$50 Loan Agreement for the 4-year Transportation Infrastructure Rehabilitation Programme. He pointed out that these infrastructure works will stimulate investment opportunities along the eastern corridor of the island which could lead to increase employment and social benefits.

Prime Minister Holness congratulated all personnel and teams involved in the project, noting that it was constructed to the required specification, on time and within the Engineer's budget. The ceremony was chaired by Stephen Shaw, NWA's Manager of Communication and Customer Services who welcomed those persons in attendance and provided general background information about the project. Other participants in the ceremony included Reverend Leslie Hoo Sang, Minister of St. Boniface Church, Joseph Hibbert, Member of Parliament, East Rural St. Andrew, Ancil Brewster, Inter American Development Bank, Richard Havercroft, Kier Construction Limited, Patrick Wong NWA, Minister of Transport and Works Mike Henry and Mrs. Beryl Urquhart, President, Harbour View Citizen's Association who moved the vote of thanks.

Many individuals were recognized by those who spoke for their contribution to the project. Special mention was made of the contractor for bringing in the project on time, the bank for providing the funding, the NWA for managing the project and residents of Harbour View for their patience.

The large and appreciative audience was entertained in-between addresses by students from the Donald Quarrie Comprehensive



The Hon. Andrew Holness (right) prepares to cut the ribbon with Minister of Transport and Works, Mike Henry



A section of the New Dry River Bridge and Harbour View Main Road

High School and the Harbour View Primary School who entertained with song, poetry and dance. These were very well received.

Persons in attendance included the Commissioner of Police, Mr. Owen Ellington, Mrs. Joan Gordon-Webley of the National Solid Waste Management Agency (NSWMA) and Mr. Reford Hines, Principal of the Donald Quarrie Comprehensive High School.

The ceremony ended when the Prime Minister, accompanied by the large gathering, walked across to the bridge site, with an air of accomplishment, he symbolically cut the black and gold ribbon stretched across the roadway to officially open the new bridge.

Mark Richards PhD

A story of success and Determination

We often hear a story about someone, maybe a colleague who has achieved academic success. Most times we have no insight into what led to this success and how it was achieved. Yet, some people overcome significant challenges and achieve. So what does success mean to them and how did they achieve this success.

What internal strengths and characteristics do they possess? What advice do they have for others to build strength and overcome obstacles that many who pursue the demands of academia will no doubt face? Self determination is an important facet and I have no doubt that Dr. Mark Richards possesses this quality. So who is Mark Richards?

Mark was born over thirty years ago in Mandeville, Manchester and grew up in a little district called Malton, located near to Williamsfield. He lived in an extended family home with his single mother, who, according to Mark, "eventually had four children". He is the second child. There is an elder brother a younger sister and brother. The family home also consisted of his grandmother, grandfather, an aunt and an uncle. Mark says, "Cousins would come and go".

Malton, relatively speaking is a rural community. Many professionals are employed in the Bauxite Industry and there are lots of returning residents. Mark attended the community basic school and McIntosh Memorial Primary School which is located in the community.

Mark enjoyed growing up in Malton. He says, "The community was a nice community to grow up. There were a lot of wives who stayed home. They had adult children but had not yet begun having grandchildren. So the young children in the community became 'their children'. He recalls vividly, "eating three breakfasts some mornings before going to school". Those of us who know Mark are aware that he has a healthy appetite and now understand how this developed.

It is apparent that the residents of Malton subscribe to the African proverb, "It takes a

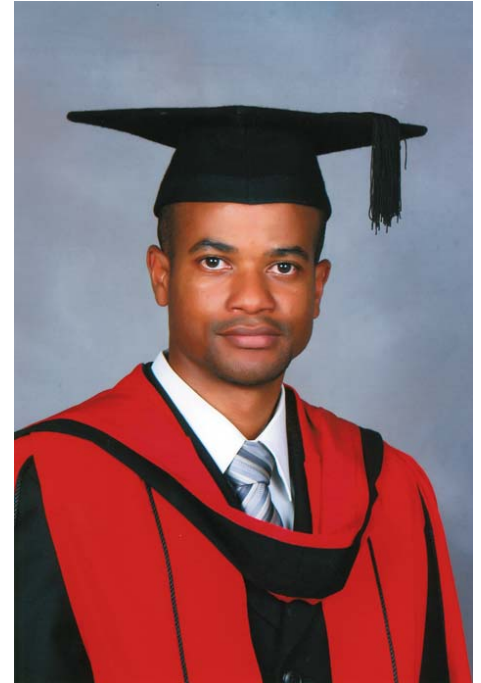
whole village to raise a child". We make this statement because according to Mark, "At some point my mother was told she could go to work and the neighbours would ensure that we were ready for school. It was a real situation of the kindness of the community growing the children".

Mark has excellent Recall. He says, "I started doing everything early (walking talking reading). I used to read everything I could put my hands on from a very early age. I have no idea where that impetus for reading came from. Probably going to church and Sunday school and hearing the bible stories being read and the songs from the hymn books. I love the stories from the bible and I may have read most of the bible by about age 10".

His tremendous potential must have been apparent from an early age. The reason for concluding that this was the case is based on his attendance at Basic school. "I think people saw my potential from very early because when I was leaving basic school my basic school teacher spoke to the primary school principal about me and she called me for a test at the school (maths, reading, structures). When I completed the test she praised by abilities and placed me into grade two saying it would be improper to place me into grade three".

He talks about his primary school years with fondness. "Primary school was great. There were mostly poor kids from the community so I didn't realize that we were missing a lot. Mommy provided everything we needed. We visited most of the industries in the area (the bauxite plant, the coffee factory, the cocoa factory, travelled on the train) so I had an idea that to get the top jobs school was important".

From an early age church was an important part of his life. "Going to church allowed me to interact with the older high school children and how they were treated in the church and by their parents and just the community in general made me know I had to go to high school". He also had dreams about what he wanted to do and the career path he would pursue. He developed a passion for success from early.



"I had always wanted to be a medical doctor so I knew I had to go to university and from what I knew then one had to be tops in high school to make it to university so this also added to my drive to pass common entrance and go to a good high school. At the time the top high schools were Manchester High, Munroe and Knox was considered good also. Of these Manchester was the most reasonable for my family".

He passed his Common Entrance Examinations, but not for the school of first choice. Mark was devastated. ". I passed for De Carteret College, not placed at any of those schools and I was devastated because in my head I was going to an under achieving school". His grade six teacher had to come to his rescue and comfort him. "My grade six teacher Ms. Maddan took me on her lap and lectured me for about an hour. Telling me the school doesn't make me, my abilities should enhance the school and she has faith in me to go there and make a difference and put the school on the map. She told me that she knew the principal and he is starting a programme to upgrade the school and I was a part of that programme".

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That talk made the difference. He learned an important lesson of how to deal with adversity. "I think I got a new perspective that day and I have moved forward with that motto contribute to the upgrade of any situation you are put in". He was now undeterred and actually enjoyed the time he spent at De Carteret College. "High school was also a great experience. Family and close family friends made the experience worth the while. My uncle took me to school every morning for high school and provided lunch money. I would be given my week's lunch money on Monday. So from this I learned to manage money and developed the discipline to stick to a plan. While my guidance councilor at school (a family friend) ensured that I had access to the government school feeding programme when the need arises. I would sometimes use that avenue to get lunch for some of my friends. I excelled in high school being in the top of the class on a number of occasions. I always wanted to be in science because of my dream of being a doctor so even when I topped the business class in third form there was never a conflict".

His ambition to become a doctor took a dramatic change of course on a visit to the hospital. For Mark it was a life changing experience. "However I went to the hospital once and I didn't like the place and seeing so many sick people made me feel out of place and I started to wonder if that's what I really wanted to do. I lost a little focus based on that however I had conviction enough to go to university. So I stayed focused and completed CXC and got seven subjects in the sciences".

Mark said that year De Carteret recorded its best passes in CXC in the entire history of the school. Entering sixth form at Manchester High School should according to Mark, "have been seamless, however teachers at De Carteret tried to put a spoke in my wheel by accusing me of running with a bad crowd that destroyed school property". He says that he was exonerated. "In the end, with the assistance of the teachers who believed in me, I was able to overcome and move on to sixth form and complete A' Levels without further incident". This incident taught him something important. "The lesson I learned was too much company can be fun but you are judged in many cases by the friends you are seen with". He says that today, "De Carteret College is now the top school in Manchester and the development started with our group".

In 1996 Mark entered the University of the West Indies at Mona, to read for a degree in Pure and Applied Chemistry. He applied for and received a student loan for three years of undergrad and was also awarded a grant for each year which he said was "quite helpful". His father also provided assistance. He worked during the summers and "whenever any work popped up". University was not without its challenges.

He says, "The challenge here was getting the full college experience and keeping the focus and achieve a degree. I lived on Taylor Hall so all my time was spent on campus so I ensured that I got as much done during school hours, understanding the concepts in class, prepping for labs before going to lab since the lab write ups were available from the senior guys. I had to work to help support myself and also family back home with school stuff. But sacrifices were made for me to get educated so I didn't see it

as a big deal sacrificing to ensure that my younger siblings got educated".

In 1999 he was awarded a BSc. in Pure and Applied Chemistry. In the same year he enrolled in the Masters of Philosophy course. He developed and used inexpensive measurement devices to measure concentrations of air pollutants gases such as carbon dioxide, sulfur dioxide and nitrogen dioxide in the Kingston atmosphere. He undertook this research in order to develop methods that could effectively measure pollutant concentration at a more affordable cost than that of the conventional methods normally used in more developed countries with considerable more resources at their disposal.

His Master of Philosophy was upgraded to a Doctor of Philosophy in 2002. He investigated the information about atmospheric particles obtained from glass slides exposed to the atmosphere and developed a method to obtain atmospheric dust concentration from the particles collected by the glass slides.

The challenges faced by Mark were never far away. He sought funding from the Environmental Foundation of Jamaica. It took a year for the application to be processed and approved and another year to purchase and obtain the equipment and apparatus. Equipment is damaged often. Samplers', detection systems and pumps malfunction or go 'bad'. So an integral component of the project was obtaining funds. A major focus was obtaining projects from industry and the University of the West Indies who provided funds that was used to help maintain equipment. Obtaining the funds was also an indication of the relevance of the project, so it was important to take on projects about subjects that were of relevance to industry or the country's development.

Another challenge faced was erroneous information from suppliers. "For instance, we bought a piece of equipment and the supplier provided a manual that suggested a certain pumping velocity. We ran the instrument for about a year at the suggested speed, however the results weren't looking as we had expected and so we decided to investigate the instruments used and calibrate them using basic principles. We found that the supplier had put an incorrect pumping speed so all the year of data was useless. The equipment started to malfunction shortly after so we only got limited useful data from the instrument but we were able to use this limited information and produce quite good measurements from our devices". Mark learnt another important lesson, which is this, "in-house quality control is paramount"

A major challenge faced by Mark was working, researching, studying and completing his thesis. You have to be able to compartmentalize, be well organized and be ruthless about sticking to the schedules that you set yourself. Long hours of work involved a lot of travelling, volumes of reading material in order to keep abreast of the latest developments in his field of study and long hours of research. His ability to maintain this level of activity and intensity is amazing, but maintain it he did.

Mark acknowledges that it was difficult. However, his ability to accomplish this was natural and a result of how he was socialized early in life. "This was accomplished by being disciplined and

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New Westmoreland Bridge to be Constructed

The old Westmoreland Bridge in Georgia St. Mary was damaged beyond repair by flood waters in late August 2008 associated with the passage of Tropical Storm Gustav. Two interior piers and an internal truss span collapsed. The Westmoreland Bridge afforded ready access to the town of Highgate and other adjacent communities.

Due to the collapse of the bridge, hundreds of residents were forced to use an alternative routes to Highgate and districts beyond. The alternatives have been considered onerous and result in considerable travel delays. Residents have to travel up to 26 kilometres or more.

Under JDIP a new bridge is to be constructed along the same alignment of the collapsed structure. The Jamaica Development Infrastructure Programme (JDIP), China Harbour Engineering Company (CHEC), the main contractor for the JDIP program was instructed to develop designs and put together a financial proposal for the construction of the new bridge.

The is to be comprised of six spans, 180 metres long and built from pre-stressed concrete. It will be twelve point five metres wide to accommodate two lanes of traffic and two sidewalks for pedestrian use. This project scope also include the construction of 444 metres of approach embankment. 1.6 kilometres of road reconstruction of the existing main road travelling in the direction of Annotto Bay and demolition of the old bridge. The 1.6 km stretch from Georgia to the Agualta Vale Round a bout is also to be reha-

bilitated to include the replacement of a defective bridge on this section.

This new Westmoreland bridge will be supported on five (5) reinforced concrete interior piers and two outer concrete abutments. Gabion Baskets will be used to provide scour protection for the bridge and one hundred and forty (140) metres of river training works along the Wag Water River to protect its eastern bank.

It is anticipated that construction of this new bridge will be completed within twenty months of the start date.



The Old Westmoreland Bridge in St. Mary

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wanting to complete a task that was initiated. This drive to finish what I started was ingrained in me growing up with my mother. She would get mad if you started to do something and didn't complete it, she actually thought it would have been better not to have started. So quitting isn't a part of my vocabulary. Keeping a smile on her face and keeping her feeling proud have always were driving forces behind my efforts".

His greatest challenge in this effort was writing up the result of his research for presentation of the thesis. This is how he describes this particular challenge. "My supervisor was a perfectionist so it was difficult to meet his style. Even when all other examiners (local and international approved) he wanted to revise and make it better. At one point I thought this would never end, but with patience and meticulousness we were able to meet his expectations and finish the document even though a bit delayed it was a good learning experience. I actually never thought of giving up; that's not in my nature but the thoughts of never being able to meet the

expectations of my boss began to creep in".

Mark has a deep understanding of the 'University System' and the "rigorous method of examination. "I was confident that the chances of that happening were low. So I spent more time getting his take on the project and his ways of expressing ideas and concepts".

He has learnt a great deal from this experience and his Supervisor. It has taught him, "that there is always a better way to do anything, however, one needs to be cognizant of the goals and objectives of the process and be able to appreciate when they have been effectively met. Therefore, setting goals and objectives are paramount to completing any project".

He was awarded the degree, Doctor of Philosophy in November 2011. His mother is extremely proud of his achievement.

"Self-determination is a belief that enables a person to engage in goal-directed, self-regulated, autonomous behavior. An under-

standing of one's strengths and limitations together with a belief in oneself as capable and effective are essential to self-determination. When acting on the basis of these skills and attitudes, individuals have greater ability to take control of their lives and assume the role of successful adults".

Mark says he has placed no limit on future possibilities. He has carried out a body of research in a field that is growing in importance. He enjoys working at the National Works Agency. "I am able to see projects from conception to implementation. I hope I can continue to contribute to the upgrading of the quality of the Agency's implementation of its mandate". We also hope so. Mark is overqualified for the job as an Environmental Engineer. Understandably, he surmises, "If management has a plan for me". He wants to make a significant contribution to the education sector and what he terms "the environment stewardship arena of the country".

Not bad for a boy who grew up in a little district called Malton in Manchester.

VOLUNTEER SERVICE

The Unexpected Benefits to the National Works Agency

There are many persons worldwide who take deep pride in giving of their services voluntarily and supporting what they consider to be noble causes. Volunteering is an act of serving others or a specific cause. It is an act of philanthropic activity that is of considerable benefit to people or organizations. Volunteer work also implies giving of one's self and services to an organization that is based outside your country.

Many volunteers will tell you that it is an extremely satisfying and rewarding experience to give time and effort to an organization that they believe in. For these individuals embarking on this journey there is no payment for their services. Their reward and fulfillment is the spectacular experience gained from taking on these works abroad and enhancing the organization with which the time is spent.

There are organizations that would be unable to make a difference in the lives of their citizens and contribute to the welfare of their societies without the assistance of volunteers who contribute immensely in rendering effective services to these countries.

Arguably, when many individuals consider volunteering, perhaps uppermost in their mind is making a contribution to improve conditions in the country to which they are sent and also develop a better appreciation of international issues from the standpoint of the particular country.

While many volunteers admit that they benefit considerably from the voluntary experience, they often underestimate the impact that their volunteerism has on the country and the people with whom they work. This article is testimony to the impact of a volunteer's services to our country.

Chuzo Tsuchiya, a senior volunteer with Geotechnical engineering expertise, was dispatched by the Japan International Cooperation Agency (JICA) to Jamaica for a two year term between September 2009 and 2011 in response to a request by the Government of Jamaica. The Japan International Cooperation Agency which is commonly known by its acronym, "JICA" is an independent government agency that coordinates "official development assistance"



Chuzo Tsuchiya (centre) seen here with Civil Engineers, Andre Nelson (left) and Kennar Webber.

(ODA) for the government of Japan. It is mandated with assisting economic and social growth in developing countries and the promotion of international cooperation through volunteers. Since 2005, the Agency has been led by Sadako Ogata, the former United Nations High Commissioner for Refugees.

Mr. Tsuchiya was expected during his term, to provide and pass on those techniques and knowhow, in particular slope stability of roads damaged by tropical storms or hurricanes, the state of these roads commonly referred to in Jamaica as "Road break-aways".

During his stay Mr. Tsuchiya was assigned to the National Works

Agency's Technical Services Department. This assignment was not unique to him since he had worked with engineers and officers prior to this in other countries. This assignment provided him with an opportunity to offer advice based on his years of experience in the field despite the fact that, with technological advance, there are always new problems in engineering and particularly in the field of geotechnical engineering.

Each new problem has to be treated appropriately and the NWA engineers must now make the best use of the knowledge and expertise that Mr. Tsuchiya was able to pass on. He hopes that his work will contribute to better geotechnical engineering by the NWA and lead to fruitful outcomes in addressing the many problems of the main road network.

Chuzo Tsuchiya, after graduating from university in 1967 with a degree in civil engineering began working at the Japan Highway Public Corporation. It was "a half governmental and half private agency in charge of planning, constructing and maintaining the rural toll expressway network of Japan and was privatized recently because of political developments".

Chuzo began his professional career at a large scale experimental embankment project in an area of southern Japan, Kumamoto prefecture where the soil is made up of weak, soft, volcanic clay. Various tests and investigations were conducted for constructing

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high fill and safe use of the soft material. Following the completion of the experiment they were required to turn their attention to highway construction, "using the best outcomes of the experiment that was carried out at the same site and under similar conditions" according to Chuzo. It was successful and turned out to be the first rural expressway section constructed in Japan after two major expressways, Meishin and Tomei that were constructed prior to this.

Following this he moved to a research laboratory where he began his research on soil mechanics. In 1974, after three and a half years of research, he was sent to the United States, University of Washington in Seattle, to continue his studies and received a Ph.D. degree in 1977. His dissertation is on "Soil Liquefaction of Fully and Partially Saturated Sand".

He returned to the Agency and continued his work at various offices from the Head office, Construction and Maintenance Bureaus and local offices and experienced all of the process of expressway construction and maintenance work. During thirty years of work at the Agency he had fifteen moves in Japan and foreign countries including USA and Thailand. Mr. Tsuchiya says "It is usual in Japan for an officer to have a move every two or three years at nationwide organizations at my Agency and Central government. It is thought necessary to gain enough experiences and to follow due career path of promotion."

In 1983/85, he was dispatched to Thailand through JICA as a highway expert and assisted with works in the Department of Highways (DOH) of the Thai government.

Chuzo Tsuchiya says, "I joined the Agency because of such circumstances in Japan as rising economy and rapid motorization move at that time". His motive was that "Through civil engineering you can participate in large scale projects contributing to social and economic life of the country and sometime you can change the highway map by your project."

Chuzo was born in 1944 just before the Second World War ended. His father was a central government official in the Agricultural Ministry and his mother a house wife. He has two elder brothers; the eldest is a Chemist and the other a Veterinarian. He says when he was a youngster there were of course no computers or video games and that this encouraged them to play outside games like baseball with other kids until dark.

He spent his school days mostly in Tokyo from elementary school to university except when he spent three years in Tohoku region following his fathers move there as a result of work he was assigned. Chuzo says that "Growing up in a large city like Tokyo one will have a better opportunity of selecting schools".

After completing Junior High School at 14, Chuzo then went on to High School and University through entrance examinations. He chose science and engineering courses considering his ability at Mathematics and Physics. He chose civil engineering as a career being influenced by his friend's father who was a professor in civil engineering at a University. Chuzo ended up attending Waseda University in Tokyo that is famous for engineering and political sci-

ence and economics. In fact many Japanese Prime Ministers including incumbent Mr. Yoshihiko Noda are graduates from the university. He spent four years at Waseda and graduated with a BSc in civil engineering in 1967.

Mr. Tsuchiya had been staying alone in Jamaica leaving his family in Tokyo. He has however had chances to see them when he returned home for a month in 2010. His wife came to Jamaica twice in 2010 and 2011 and his son visited with his wife last year. He says that they, "enjoyed the beautiful atmosphere of Negril for days". During his wife's second visit in March 2011 there was the great earthquake disaster that hit northern Tohoku Japan, the huge Tsunami and the associated destruction of Fukushima nuclear power plants. According to Chuzo, "We had an experience of large Tsunami in that area fifty years ago caused by a large earthquake in Chile. It had been believed they planned for a anticipated large Tsunami, but their presumption was, regrettably, not sufficient for the size and epicenter of the earthquake that occurred". He was also touched by the outpouring of sympathy from his Jamaican colleagues, acquaintances and the assistance from Jamaican people and government.

Responding to a question about a 72 year old engineer and pensioner, Yasuteru Yamada, who offered to come out of retirement to assist with the problems associated with the nuclear crisis at the Fukushima Power Station he said, "Of course I respect his decision, however there are so many nuclear professionals I believe who are doing their best to address the situation in related organizations already, so there may be some difficulty for him in getting into the organized professional field individually but I hope he can find a good way to make the best of his profession effectively."

Mr. Tsuchiya spoke of a "baby boom" in Japan, between 1945 and 1948 just after World War II. He says these persons are now around age 65 and going into retirement. "There will be increasing possibilities for these individuals, like me, to offer help to other countries". The Japanese population is now about 120 million and tens of thousands of civil engineers graduate from universities and technical institutes yearly who go into the private sector as consultants, construction companies, Local Government, Central Government Agencies, university or venture into other fields like financial groups. "It will be also the same in Japan that not all the graduates of civil engineering be so called "an engineer" but some would go to other field or do only administrative work until the retirement age. It needs some efforts to keep up with new technology developed and experiences through their working life".

He came to Jamaica because of a request from the Jamaican Government for assistance in slope stability (road breakaways) and bridge foundations. Following his arrival at the beginning of his tenure, he says, "I tried to understand the system of NWA first, the decision process, budgets, the number of engineers and so on. There would be a big difference between Jamaica and Japan that has 50 times in population, 40 times the land area, and 200 times in national budget, but both have advantages and disadvantages. I had always keep the difference in mind for the assistance works as well as considering to make the best of the existing small system".

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NWA Constructing Retaining Wall at Roache Gully in St. Thomas

The long awaited project to construct a Retaining Wall at Roache Gully, at White Horses in western St. Thomas is now a reality. A contract was signed on Tuesday, October 4, 2011 by former Minister of Transport and Works, Hon. Lester 'Mike' Henry at the Ministry of Transport and Works to undertake this project. Roache Gully is located along the main road approximately seven kilometers from Yallahs travelling in the direction of Morant Bay.

The contract was awarded to Rebar Construction Limited. It involves construction of 1,060 metres of Random Rubble wall approximately 50 metres in length. Construction of this retaining wall will add to the width of the roadway in the vicinity of the breakaway by approximately 1.5 metres.

This project is of critical importance to residents of communities in St. Thomas located in proximity to the breakaway as well as motorists who use this roadway.

The project and these works came about as a result of the damage caused at the location during the passage of Tropical Storm

Nicole in 2010. This project is scheduled to be completed at a cost of just over \$23 million.



Roach Gully break away

Volunteer Service - Continued from page 9

Midterm his stay he was relieved and more comfortable. On reflection he says, "Sometimes foreign advisers are always complaining about the system, but they must consider the difference in size and circumstances". Chuzo is quite satisfied with his achievements in Jamaica. "I am very satisfied with my work and my Jamaican counterparts. They are cooperative, very kind and warm hearted. They took me to many construction sites so often, over fifty times, as well as to places of pleasure, sea, rivers and mountains. I feel to come back to Jamaica again".

Chuzo says he faced no real challenges. "I think I am now accustomed to the Jamaican way". He wrote a book about his experiences titled "Geotechnical Engineering Practice at the National Works Agency in Jamaica". When he was about to get six volumes of his book printed he thought it would take about a week. "It took twenty days and 20 phone calls. I thought I have learned patience enough but not sufficient. Probably this is attributable here to a lack of completion that makes better service and cheaper prices".

Chuzo is soft spoken, polite and endearing. He impresses one as absolutely unpretentious and kind. Interestingly, like many Japanese, he loves Reggae music and he

is a fan of the Jamaican sprinter Usain Bolt.

Chuzo Tsuchiya has done considerable work, passed on a wealth of knowledge and carried out a great deal of training. When asked about this his response is typical, never one to blow his own trumpet, he says, "I am just an advisor, I am not doing the actual work. However, it is nice to hear my advice be materialized in the actual work of the project, for instance soil reinforcement technique at Richmond in St. Mary that was used for the first time in Jamaica".

Mr. Tsuchiya says, "It is not so much success just to adopt a new design but it is more important to learn the process of work and treat properly the situation not compatible to design conditions as well as good quality control. This is the same to other large size civil works like the Rio Grande Valley breakaways, Palisades Shoreline Rehabilitation works and Highway 2000 that provide very important chance for the NWA engineers". He says that in earthworks or civil works "It is not too much to say most new technology comes from the construction site by observing and investigating the process of actual work and not from someone's desk. It enhances your experience too".

He continued, "It is said civil works has very

much dependence on empirical rule and not only from theory that I also realized through my career".

Chuzo found his colleagues at the National Works Agency to be very good people, warm, kind hearted and very cooperative. Despite this, what exactly has he accomplished you might be wondering. The answer is quite simple. "There was much more than I thought that became possible and an opportunity to serve and share aspects of my reservoir of knowledge gained over many years".

He found his two year stay in Jamaica to be a unique and wonderful experience. He hopes that his work over these last two years will contribute to improved performance by the National Works Agency in Geotechnical engineering.

Volunteering to work abroad can be a life-altering experience. Moving overseas to work as a volunteer is a commitment to a new country, a new job and most of all new people. These individuals, who volunteer, leave family and friends behind. Undertaking a major life change is not easy. Those of us who benefit should make every effort to make these volunteers feel special and appreciated and we should take the time to properly thank them for their contributions to our country.



Ordinary People ...

Extraordinary Lives

In all walks of life there are great leaders with power and influence. They have the ability to change the world or even an organization positively. There are many stories about these individuals. There is however no doubt that the average person can feel humbled by the publicity recognizing the achievement of others. It is easy for you to think that your contribution is insignificant and you can't change anything.

This is not so. The reality is that you are part of the organization. You influence the quality of the life of others by what you do and the way you relate to others around you. You can have a positive impact even in the smallest way. It is the small things in life that matter most, a smile, a pleasant good morning a kind word of encouragement.

Ordinary people are just as capable of contributing to the success of the organization as the expensive talents brought in from outside or that which already exists inside the organization. So what do ordinary people do at the work place? Often times a story is not about the day-to-day role of an employee. It is really about the difference you can make by simply doing your job. Two employees that you may hear very little about are Michael "Power Man" Chambers and Lebert "Beefy" Bennett both employed as

Handymen at the National Works Agency. This is their story.

Michael Chambers affectionately called "Power Man" has been employed to the National Works Agency as a Handyman since 2002. Each morning he can be seen sweeping the courtyard and watering the plants. "I am responsible for sweeping the area between the Exit Security gate and the skips located to the rear of the NWA's Offices. That is my border". He is required to complete this task within an hour between 8 and 9 a.m. Invariably he starts much earlier, as early as 6:30 or 7:00 a.m. in order to complete cleaning those areas for which he has responsibility as those areas are used for parking vehicles driven by employees.

This aspect of his job involves sweeping up leaves that have fallen from trees, other garbage and disposing of them in garbage bins or the skips located to the rear of the compound. He also cleans the quadrangle. This is repeated each day, Monday to Friday. On Tuesdays and Thursdays he trims the hedges. The rest of each day is spent carrying out tasks as required. For example, if a computer needs to be removed from one office to another he has this responsibility. There are other odd jobs like cleaning bathrooms when they are blocked or the removal of dead animals like rats. 'Whenever offices are flooded out we are called upon to use buckets and mops and clean up these areas. We also travel in

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company vehicles to wholesales like Sampar to collect supplies and these we pack away in the storage areas at the Corporate Offices". According to Michael, "The work is a big challenge but as long as you hold your head high, you will get through in life".

The story of Michael's employment at the NWA is interesting. "Before I started working with the Agency, I was here in 2001 working with a contractor, Mr. Ashman also known as Ziggy, to refurbish offices on the compound. By working with the contractor I came to know Mr. Brissett and Mr. Christopher Campbell. They both liked how I worked with the contractor. From then time they knew that I had manners and I was willing to work an honest "bread". The contract was up but in 2002 they employed me to work with the NWA and I am here nine years now".

So what does working at the NWA mean to Michael Chambers? "This job means a lot to me. It sends my children to school. I can find a meal from it. I can also insure my children from this same organization".

One gets the impression that Power Man really enjoys working at the NWA. "Most of my friends are my NWA colleagues. The majority of them show me the right things from the bad things". He says that they have a "whole heap a respect for me. Nuff things me never used to know, a here me come know it. For example they introduced me to computer class. They also treat me with respect and manners".

Michael likes the NWA for all these reasons and more. However, he says, "Sometimes I feel upset and frustrated. According to Power Man several persons are calling on him to do things and "I can't do all at the same time and some tasks take a lot of time. These persons behave as if I am wasting time on one task and not doing as much as I could". He deals with these problems by getting the job done and ignoring these issues.

Power Man's philosophy of life is quite simple. "I am not a Rasta. I used to attend church as a boy but I don't attend now. However I still read my Bible". He says that growing up his life was a great challenge. His Father died when he was a young boy and his mother had several children. He had to learn from early to fend for himself. "My mother did not have any problems with me. I try to keep out of trouble and problems and live the life that I find suitable".

Michael works on weekends. When asked about this he says, "It is a challenge". We have a lot of trimming and cutting to do which is done on a Thursday. Sometimes it rains and I am unable to do any cutting or trimming. Sometimes you are called off what you are doing outside. There is also in-door work. So I have to work on week-ends to catch up with what was not completed during the week".

Michael says working on weekends and coping with family is not easy. "When I tell my family I am going to work on weekends they know that I am going to work. They don't question it because I am bringing in the 'food'. The overtime pay comes in handy. It provides lunch money for my kids or is put toward saving for something that we need at home.

He relaxes by playing a game of dominoes with his colleagues after work. If not, he heads home, hold a fresh, have something to eat then watch a movie. More often than not the movie ends up watching him. He up by five each morning and by six o'clock he is on his way to work to begin another day at the NWA.

Power Man is someone you can count on. He is dedicated to upholding the highest standards of punctuality, dependability and hard work. And he relates well to his Supervisor Mr. Audley Brissett, the Caretaker/Watchman.

To be added to a long list of employees at the NWA who have been identified for their outstanding work ethic is quite an honour for Power Man. He is one of the hardest workers on the compound. His work ethic is extraordinary and an example to everybody especially younger employees.

Lebert "Beefy" Bennett is another Handy Man employed to the NWA since its inception in 2001. His job is similar to that of Power Man. His 'border' is between the gate by the Child's Care Facility and the Skips to the rear of the building. Lebert Bennett worked at the Ministry of Transport and Works for six months in similar capacity as a Handyman. Mrs. Ethnie Moulton who is still employed to the Ministry of Transport and Works supervised him. Lebert says when the NWA came into existence there was an opening for a Handyman, he applied for the job, was successful and "I am here ten years". The job means a lot to him. "I can eat



Mr. Lebert Bennett at work

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Patching projects in Eastern Portland Cruise Along

Road travel still plays a dominant role in the life of residents of eastern Portland. Over the last year the main arterial road between Folly, just outside Port Antonio and the town of Hector's River, further east, has deteriorated considerably. The roadway is in very bad condition. More potholes have developed and even pedestrians were finding it difficult to use the roadway. Residents even criticised the water authority for digging up the roadway to repair burst or leaking pipes and leave them without restoring the roads properly. Operators of route taxis and mini buses complained bitterly.

In September 2011 the National Works Agency made concerted effort to improve the condition of this road. Emergency patching was carried out along twenty (20) kilometers length of roadway. The project was undertaken in two phases.

Phase I of the project began in September during which bushing of the roadway was completed. Hot Mix patching began in early October and lasted two weeks. During Phase I one hundred and fifty three (153) tons of Hot Mix was used to carry out 1,600M² of patching between Folly and Drapers and the community of Hector's River. This cost is \$7 million and was undertaken by one of the Agency's Force Account Teams.

Phase II of this project began on November 1, 2011. Patching was carried out along the road section between Drapers and Hector's River. One hundred (100) tons of Hot Mix was used to undertake 1,000M² of patching. This phase was also completed in two

weeks. It included three (3) days of preparation (bushing) and five (5) days of Hot Mix patching. This phase was also undertaken by one of the Agency's Force Account Teams.



A completed section of the Folly – Hector's River main road

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food, pay my rent, bus fare and look after my family. I haven't been able to purchase a house as yet but my sister died three years ago and savings from this job assisted me in burying her. If you are in difficulty you can go to HR or speak with Mr. Knight, get a loan and repay it fortnightly".

Lebert did not have to make any adjustments to his work habits when he began working at the NWA. "In the mornings when I come in, I know what to do". He knows the building inside out. According to Lebert, "I know every crevice and corner, I know what is happening and I know my duties". In fact he has won an Employee of the Quarter Award. He is extremely proud of this achievement.

He relates well to his colleagues. "We relate well. We have good relations with most of the people. I get on well with Power Man. All the Office Attendants know me and you can ask them about me. I get along with everybody. But a me and the lady dem mostly rap, I get on very well with them". Lebert enjoys working at the NWA. "I really like working here and I like the NWA, because I get my 'food' here. You can go to anyone with a problem and they will help you to solve it. It is like home".

He looks forward to the Agency's Annual Christmas party, where he can relax, meet friends he hasn't seen for awhile, have a drink and dance up a storm. Lebert Bennett in his younger years was a good 'all-round' cricketer. Today he is still an avid cricket fan, but he can only watch and participate from beyond the boundary. He also enjoys a game of one of Jamaica's most famous pastime, dominoes.

Lebert Bennett has been deeply influenced by rural Jamaican life. His philosophy of life is quite simple. He says that he is, "a country man from Thornton district in northern St. Elizabeth" and as you know, "country man nuh give no trouble more than so. So when you come a town you have fe behave yourself".

Lebert says, "I used to go to the Baptist Church. That is what I grew up in and I still attend church now and then. I am not a dance-hall man. But I may go to a party now and then. I don't go out a lot. I am the homely type. I like to hold my corners and spend time with my special lady". He works every day of the week. One wonders how he is able to maintain this. Bennett displays a high level of dependability and dedication. Individuals like Bennett often go unnoticed but they play a vital role at the work place. He knows his job very well. His work ethic is among the best. Employees like Lebert Bennett and Michael Chambers are an example to all of us.

May Pen to Trout Hall Main Road in Clarendon to be Repaired

The Government of Jamaica has acquired funds from the OPEC Fund for International Development (OFID) to undertake repairs of the road network from May Pen to Trout Hall in Clarendon. This agreement with OPEC will assist the Jamaican Government in rehabilitating a critical segment of the Jamaican road network located in central Jamaica. The Rural Road Rehabilitation Project falls within the framework of the Jamaican Government's efforts to provide the population with reliable and durable roads, particularly in rural areas.

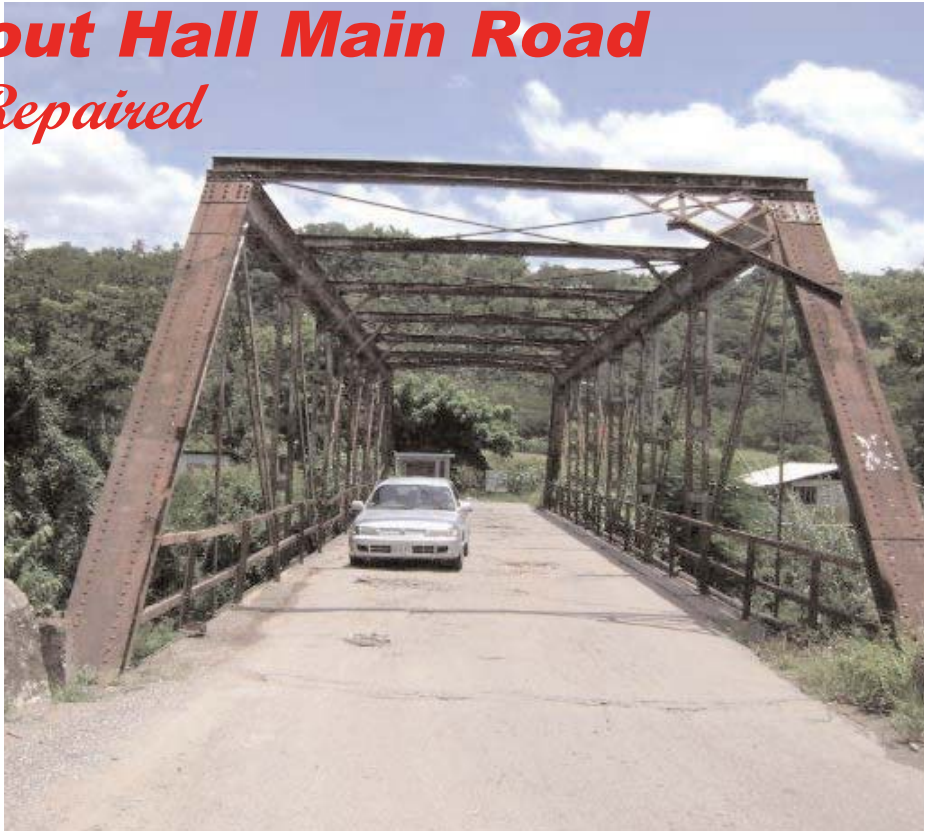
Jamaica has an extensive road network amounting to almost 20,000 kilometres. A considerable portion is considered to be in very poor condition. Many factors have led to the deterioration of the network. These include increased vehicle loads and damage associated with flooding caused by heavy rains.

Rural roads like May Pen to Trout Hall are faced with specific problems. This hampers the movement of agricultural inputs and produce from these communities that rely on agriculture for their livelihoods.

The May Pen to Trout Hall Project involves the rehabilitation of over thirty kilometres of roadway which has been divided into three construction packages. These are May Pen to Sour Sop Turn 8.5 kilometres, Sour Sop Turn to Danks 12.2 kilometres and Danks to Trout Hall 10.2 kilometres. The scope of works includes mainly road improvement which involves pavement upgrade. New drains and culverts will be installed to improve drainage. There will be excavation and road safety will be enhanced through the installation of sign posts, road markings, safety rails and other traffic management features.

When this project is completed travel cost and movement of goods and people will be cheaper and faster. Economic activity will be boosted as farmers will be better able to move their produce to market. The population located along the project area will also benefit from employment opportunities that will be created during the course of the project.

Once started, the civil works component of this project is expected to be completed within thirty months.



Kupius bridge May Pen - Danks



Badly rutted section of the corridor

JDIP makes progress in the Central Region

The National Works Agency has maintained a bevy of activities in the central parishes of Clarendon, St Elizabeth and Manchester where a number of infrastructural maintenance and rehabilitation projects have been underway. Some projects have been completed while works are still underway on others. The Jamaica Development Infrastructure Programme is responsible for the execution of these works.

MANCHESTER



Guard Rails along the Rocky Park Parochial Road

In Manchester the Christiana Development Road is the most prominent project. Eight roads in the Chudliegh Housing Scheme have been completed by Build Rite Construction Limited. This included Asphaltic Concrete overlay and the construction of V drains, Kerbs, Manhole Covers, as well as Rubble Wall.

Works are to be completed soon in a number of areas. These include Rocky Park, Retreat and Bourke Road. Just under 300 million dollars is being spent to rehabilitate these corridors.

CLARENDON



Gabion Wall along the Lower Chapleton main road



Drain cleaning along the Jacob Hut to Milk River Road

Thirteen of the 21 projects being undertaken in Clarendon have been completed. The projects include the construction of retaining walls, road rehabilitation and drainage improvement works. The projects have been completed at a cost of over 920 million dollars. The outstanding projects are over 80% complete and are expected to be finalized by the end of the financial year. Among these are the corridor from Chateau to Rock River, Smith Ville to Effort and Sangster's Heights.

ST ELIZABETH



Cherry Gardens parochial road

In St. Elizabeth, 50% of the projects undertaken have so far been completed. Completed projects are Barberry Hall to Cherry Gardens, Bellview to Queensbury, Leeds to Mount Plymouth and Mocho to Springfield. Just over 270 million dollars was spent on completing these projects. Works are expected to be completed during this Calendar year on the Lacovia to Carisbrook, Arlington to Ghetto, Crane Road to Parrottee and Newell to Hounslow corridors.

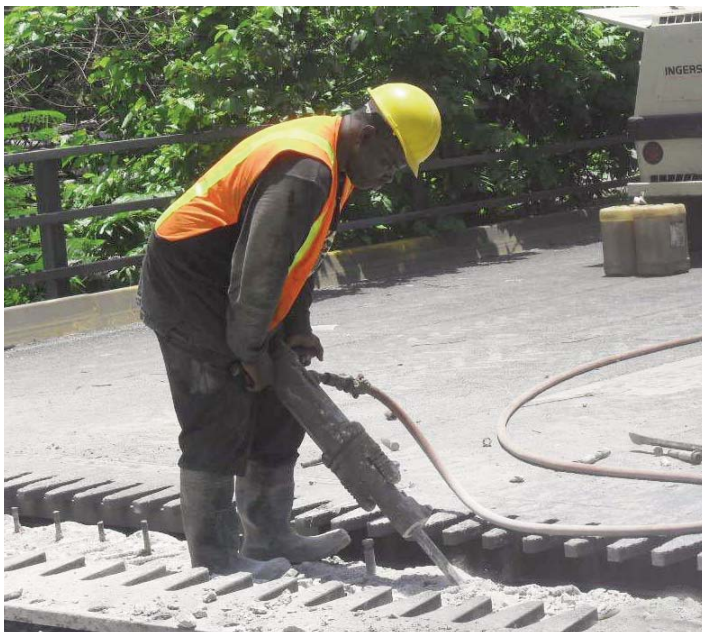
Multi-Billion Dollar Investment in the Road Infrastructure of Western Parishes

The year 2011 has proven to be quite an eventful one for the National Works Agency (NWA) as a raft of road improvement projects have been undertaken through the government's Jamaica Development Infrastructure Programme (JDIP). The Western region of the NWA, like all other regions across the island has benefitted tremendously from this programme, which is the first of its kind for Jamaica.

Throughout the year, citizens travelling through the western parishes of St. James, Trelawny, Westmoreland and Hanover have seen the activities associated with various road improvement projects. This has met the approval of many citizens who had long clamoured for attention to their local roadways. The JDIP which is to be executed over a five year period targets several parochial and main roads in these four parishes. This represents a departure from previous road improvement programmes which focussed heavily on developing the main road infrastructure.

In the first phase of this programme twenty major road improvement projects have been undertaken. While a total of forty nine roadways have benefitted from the periodic maintenance component of the programme.

Among the roadways which have received attention under this programme are the Palmyra to Cornwall roadway in St. James, the roadway between Martha Brae and Peru in Trelawny; the main road between Grange Hill and Little London in Westmoreland and the Riley to Glasgow roadway in the parish of Hanover.



Expansion Joint on the Montego River Bridge located along Howard Cooke Boulevard, Montego Bay, St. James being repaired



One of the two Box Culverts under construction at Johns Hall, St. James

These projects involve the complete rehabilitation of road sections, the improvement of drainage features, patching and local rehabilitation of sections of roadways as well as the construction of retaining walls. Additionally, focus is also being placed on the repair and construction of bridges.

To date several of the projects have been completed, while others are in an advanced stage of completion. These include works to the rehabilitate the Queens Drive and the roadway in the vicinity of the Sangster's International Airport Round-a-bout, as well as Parkway Crescent in Coral Gardens, St. James. Additionally the NWA has successfully completed the repairs to the heavily used Montego River Bridge in Montego Bay, St. James.

Residents and other road users in these communities are reaping the benefits of these much needed road improvement projects. In the parish of St. James for example, motorists are now able to travel with much more ease and safety along the Irwin main road, especially since the roadway which was reduced to single lane due to the severe erosion has been restored. The work along this corridor has also been bolstered with extensive river training works.

In the parish of Trelawny projects such as that which is being undertaken along the Martha Brae to Peru roadway is having a positive impact on the tourism product in this area, as this project has improved the road surface along this corridor which is used by many tour operators and tourists. Projects which are being undertaken in areas such as Martha Brae and Warsop are increasing the ease with which farmers transport their produce from their farms to their intended markets.

Road users in the parishes of Hanover and Westmoreland have also benefitted through the overall improvement in the road conditions along several corridors. These parishes have benefitted from the patching and local rehabilitation of several critical corridors. These projects are expected to be completed early in the New Year.



Director, Human Resource Management & Administration - Dr. Jennifer Henry, making a presentation to Assistant Parish Manager - Earl Wright, Retiree



Director of Major Projects - John Wright, presenting a gift to Service Technician - Michael Campbell, Retiree



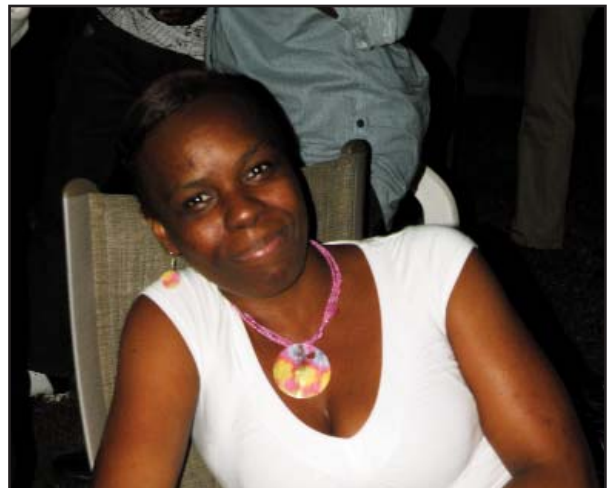
Regional Manager, Central Region - Errol Hunter presenting to Assistant Parish Manager - Kevin Barrett - Employee of the 4th Quarter, Central Region



Director, Corporate Services - Sharon Morgan Grindley making presentation to Blue Print Operator - Courtney White, Retiree



Clerical Officer, Damion Brown and Administrative Assistant Sharon Douglas



Administrative Assistant Althea Cole smiles for the camera

JOKES

Ha HA Ha!



*Team NWA
let your voice be heard!*

We welcome your
articles, poems,
inspirations, quotes, etc
send to: susanwebb@nwa.gov.jm

JAMAICAN SORREL RECIPE

Ingredients:

dried sorrel, dried ginger,
sugar, allspice

Recipe:

1/8 tea spoon ground all-
spice (pimento) or about
12 whole allspice (option-
al)
6 oz dried sorrel
2 rounded table spoon dry
ginger
8 cups water
2.5 cups water for re-draft
1.5 cups white sugar

Yields 8.5 cups of drink

1. Spread the sorrel out on
aluminum foil or a white
cloth which will make it
easy to spot and remove
any debris or unfit sorrel
pieces.

2. After you have cleaned the sorrel pour it into a large cooking pot
with 8 cups of water. Add the the two rounded tablespoons of gin-
ger.

3. Boil the mixture for 10 minutes after it begins to boil. Remove
immediately and pour through a strainer into a suitable container.

4. Return the remains from the strainer and return to the cooking pot
and add 2.5 cups of water. Bring to a rapid boil again and remove
after 10 minutes.

5. Strain the mixture and discard the residue.

6. Sweeten with 1.5 cups of white sugar or to taste.

7. Cool then serve over ice. Refrigerate the remainder.

