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STATEMENT *of* RESPONSIBILITY

As Permanent Secretary in the Ministry of Transport and Works, I am ultimately responsible for the preparation of the Annual Report and for the information set out within.

Additionally, I am also responsible for setting in place appropriate performance management and internal control systems from which the information has been derived.

I am satisfied that the information in this report is, in all material aspects, accurate and complete.



Alwin L. Hales Ph. D.
Permanent Secretary
Ministry of Transport and Works
Kingston Jamaica
October 29, 2004

CORPORATE PROFILE

The Ministry of Transport and Works came into being in January 1998, with the merging of some of the functions from the former local government and public utility ministries. The Ministry's primary responsibility is the country's land, marine and air transport as well as the main road network, including bridges, drains, embankments and other such infrastructure.

There are fifteen reporting entities that assist the Ministry in fulfilling its mandate to provide a safe and efficient transport system and the construction and maintenance of quality roads and attendant structures.

The Ministry has regulatory responsibility for the safety of all modes of transportation, whether publicly or privately operated. This includes airports, aerodromes, airline operators, seaports, shipping traffic, public transportation and road infrastructure.

The Ministry ensures the growth and development of the transport sector to meet the growing needs of the country.

Core Ministry

Head Office

1C - 1F Pawsey Road
Kingston 5
E-mail: ps@mtw.gov.jm
URL: www.mtw.gov.jm
Telephone: 754-2584-96
Fax: 920-8763

138 Maxfield Avenue
Kingston 10
Telephone: 926-3110-9
Fax: 933-5354

Reporting Public Sector Entities

Aeronautical Telecommunications Ltd.

Suite B7,
1 Braemar Avenue, Kgn 10
Tel: (876) 978-3974 / 978-4037 / 978-8096
E-mail: aerotel@cwjamaica.com

Airports Authority of Jamaica

53 Knutsford Boulevard, Kgn 5
Tel: (876) 926-2218
Fax: (876) 929-8171
E-Mail: aaj@cwjamaica.com

Caribbean Maritime Institute

Palisadoes Park.
Tel: (876) 924-8150 / 924-8159 / 924-8175
Fax: (876) 924-8185
E-Mail: jmi_admin@colis.com
URL: <http://www.colis.com/maritime>

Civil Aviation Authority

4 Winchester Road, Kgn 10
Tel: (876) 960-3965 / 960-3948
Fax: (876) 920-0194
E-mail: jcivav@jca.gov.jm

Island Traffic Authority

1 1/2 Manhattan Road, Kgn 5
Tel: (876) 926-8148 / 926-8298
Fax: 926-6210

Jamaica Railway Corporation

142 Barry Street, Kgn
Tel: (876) 922-6443
Fax: (876) 922-4539

Jamaica Urban Transit Company

1 Michael Manley Drive
Spanish Town
St. Catherine
Tel: (876) 749-3196

Ja. Ultimate Tyre Co.

104 Maxfield Avenue, Kgn 10
Tel: (876) 960-2705/926-5733
Fax: (876) 960-2434

Maritime Authority of Jamaica

Dyoll Life Building,
Seventh Floor,
40 Knutsford Boulevard, Kgn 5
Tel: (876) 929-2201 / 754-7260-1 /
Fax: (876) 754-7256
E-mail: htu@cwjamaica.com

Metropolitan Mgmt Transport Holdings

36 Trafalgar Road, Kgn 10
Tel: (876) 926-7968-70
Fax: (876) 926-7973
E-mail: als@cwjamaica.com

Montego Bay Metro

Bogue Industrial Estate
White Sands Beach PO
St. James
Tel: (876) 979-6264
Fax: (876) 971-6114
E-mail: acopeland@cwjamaica.com

National Works Agency

140 Maxfield Avenue, Kgn 10.
Tel: (876) 926-3210-9
Fax: (876) 926-5831
E-mail: nwa.gov.jm

Port Authority of Jamaica

15 Duke Street, Kgn.
Tel: (876) 922-0290
Fax: (876) 922-6516
E-mail: pajis@infochan.com
URL: <http://www.seaportsofjamaica.com>

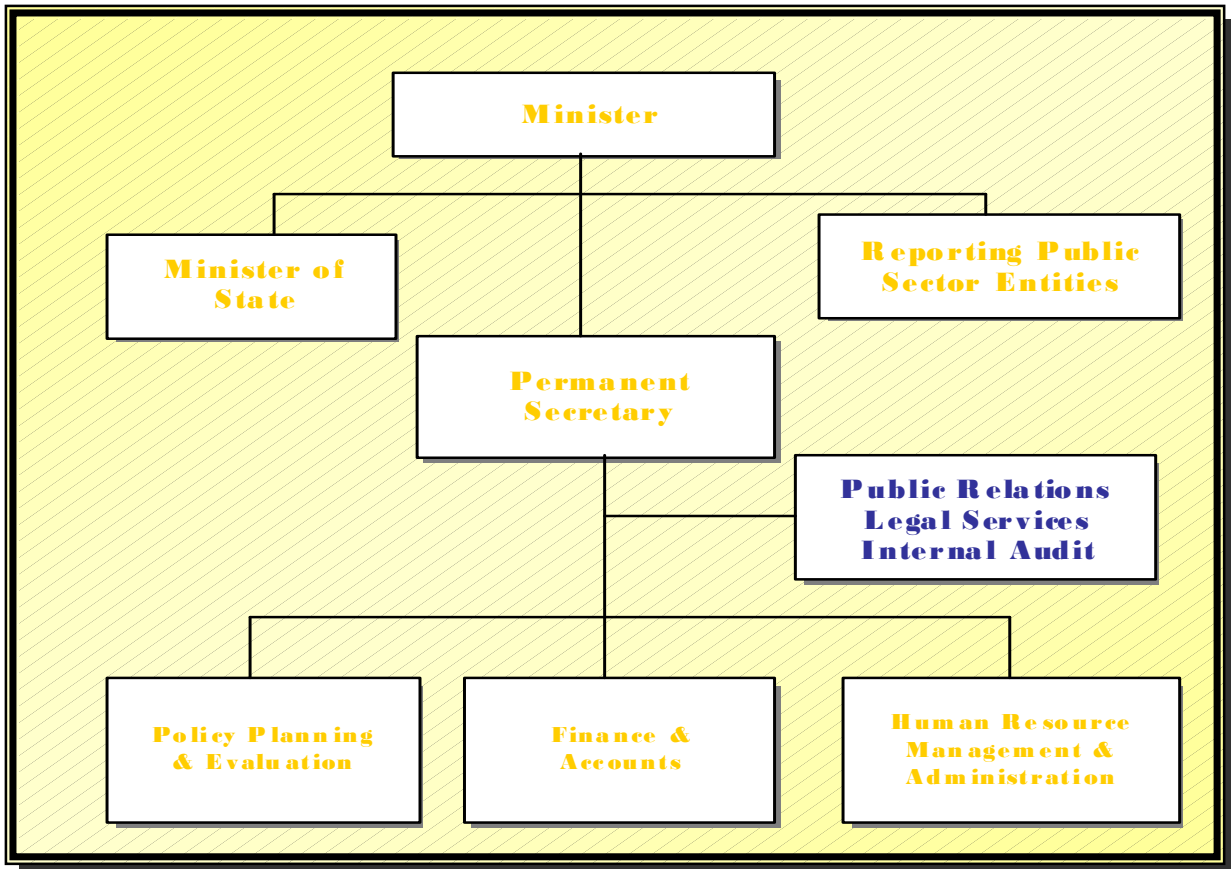
Ports Security Corps

14 Port Royal Street, Kgn.
Tel: (876) 967-5366-9
Fax: (876) 967-5358
E-mail: sysadmin@cwjamaica.com

Transport Authority

119 Maxfield Avenue, Kgn 10
Tel: (876) 929-4642 / 929-4114
E-mail: transauth@infochan.com

ORGANIZATIONAL STRUCTURE



MTW Senior Executive Management Committee
 L-R – Mrs. Barbara Cadoğan, Senior Director Human Resource Management & Administration, Mr Altius Williams, Principal Finance Officer, Mrs. Elsa-May Binns, Senior Director, Policy, Planning & Evaluation, Dr. Alwin Hales, Permanent Secretary, Mrs. C.P. Cumberbatch, Senior Legal Officer, Mr. Winston Rattray, Director, Island Traffic Authority



Strategic Objectives

of the

Ministry of Transport and Works

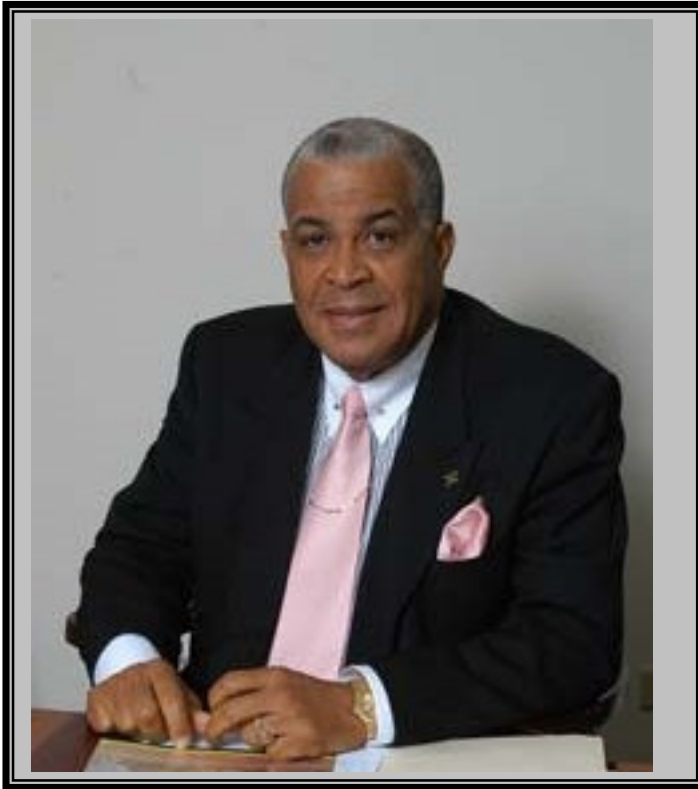
- Ensuring the provision of a linked, modern, sustainable transport infrastructure that fully supports economic and social development.
- Ensuring that quality, coordinated, integrated and efficient transport services are provided that meet the needs of transporters and passengers.
- Ensuring that adequate regulations are in place and are followed so that the transport of people and goods meet national and international safety and environmental standards;
- Ensuring that architectural, engineering and technical works and services are conducted to specified standards and procedures so that work is done safely and efficiently and to a uniformly high quality; and
- Recruiting and retaining highly developed and motivated staff that can formulate, monitor and evaluate policy and plans and provide advice on transport and works issues, utilizing efficient management information systems.

Portfolio Subjects

- *Air Traffic Telecommunication*
- *Air Transport*
- *Airports*
- *Civil Aviation*
- *Driver, Vehicle Testing and Certification*
- *Education and Training of Seafarers*
- *Explosives and Other Dangerous Substances*
- *Flood Water Control*
- *Land Reclamation*
- *Licensing Authorities*
- *Main Roads*
- *Port Security*
- *Public Passenger Transport*
- *Rail Transport*
- *Road Safety*
- *Sandy Gully Drainage System*
- *Sea Defence and River Training*
- *Seaports*

MESSAGE *from the*

MINISTER OF TRANSPORT AND WORKS



The financial year 2003/04 was one of challenges for us at the Ministry. However, true to the ingenuity and determination for which our people are widely recognised, we ended it with notable successes.

In the Land Transport sub-sector, the Government of Jamaica through this Ministry continued the process of administrative reform and infrastructure development at the Jamaica Urban Transit Company (JUTC). These continuing processes are vital to the delivery of even higher levels of passenger comfort and convenience in the country's two cities, Kingston and Montego Bay.

With regard to rail, the Government through its agent the National Investment Bank of Jamaica (NIBJ) is continuing to examine international investment options.

It is beyond debate that the most visible sector of our portfolio is the island's main road network. This sector has borne great challenges and notable successes. As we continue to strive to create an acceptable main road network across the country, I must pause and acknowledge the efforts of the National Works Agency, the Road Maintenance Fund and our international partners, Bouygues Travaux Publics of France, for their work on road rehabilitation, road maintenance financing and Highway 2000 respectively.

All these efforts are continuing, but cyclists, motorists and pedestrians have already experienced significant improvements in quality, not only of the road network, but also with regard to traffic management.

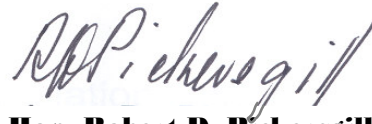
Less seen but equally important is the aviation sector. We have made considerable strides in this area, having invested millions in Private Aircraft Centres, and the general maintenance and improvement of our two international airports. Having invited international participation in the development of Sangster International Airport in 2003, we are pleased with the efforts of MBJ Airports Limited, the management entity formed by the concessionaire. In keeping with the basic model that informed that initiative, we initiated the legal framework in 2003, by which the eventual takeover of the functions of the Norman Manley International Airport will be facilitated. 2003/04 was a busy period in the sector, in which there were heavy investments in the fuel hydrant systems, incinerator systems, fleet maintenance and terminal development plans. I am confident that the sector will produce more and more achievements.

I am just as positive about the role and achievements of our marine sector, and, in particular, the Port Authority of Jamaica. This entity continues to pile on success after success. In 2003, the management of the Port Authority not only continued to operate a successful cargo

business, but made heavy investments in security, including High Mast Lights, more surveillance equipment including underwater X-ray cameras, and the hiring of international security consultants to provide training. With the Port Authority also being responsible for cruise shipping operations, it was my special pleasure to welcome cruise ship passenger number one million to Jamaica. This achievement reflected a 25% increase in cruise ship calls and a 30% increase in passenger traffic.

There is no doubt that challenges abound. We have tackled many of them, and we can be proud of our achievements.

The Ministry of Transport and Works is ready to continue the process of fulfilling our commitments to the people of Jamaica...on land, on the sea and in the air.



Hon. Robert D. Pickersgill, M.P.
MINISTER OF TRANSPORT AND WORKS

MESSAGE *from the* MINISTER OF STATE



The preceding financial year was a difficult, yet rewarding one. As Minister responsible for the operations of the National Works Agency (NWA), I can report that we have weathered the various storms that come with road infrastructure maintenance and rehabilitation, and we are ready to face the challenges ahead.

The activities of the previous financial year included implementing flood damage and drainage improvement programmes all over the island. Works were, and still are being carried out under the Caribbean Development Bank Funded Programme, the Inter-American Development Bank (IDB) Flood Damage Programme, the Urban/Rural Township Rehabilitation and Maintenance Programme and the Kuwait/OPEC Fund Assisted Road Rehabilitation Project.

The public is aware that we have been, and still are engaged in creating Segment II of the Northern Coastal Highway Improvement Project (NCHIP), which when completed, will connect the extremities of Montego Bay in St. James and Ocho Rios in St. Ann, a distance of 97 km.

At the same time, we intensified the pace of land acquisition for the final Segment of NCHIP, which will stretch between Ocho Rios and Fair Prospect in Portland, a distance of 120 km.

Throughout the year, we continued our efforts at river training, as part of the drive to effect road maintenance across the island. To this end, we were facilitated by the Road Maintenance Fund, which officially came into existence in November 2003. The Board of the Fund has approved millions of dollars for the maintenance and repair of roads and drainage systems in the Corporate Area and in rural Jamaica.

Much has been achieved, but there is even more to be done.

Challenges there are, but the country requires our efforts and we are ready to fight the good fight...on the road to development.

Hon. Dr. Fenton R. Ferguson, M.P.
MINISTER OF STATE
MINISTRY OF TRANSPORT AND WORKS

The PERMANENT SECRETARY'S REPORT



Continuity is perhaps the most important ingredient in any pursuit designed to promote development. It is against this background that I am particularly pleased to be associated with yet another publication of this Ministry's Annual Report.

Notwithstanding the challenges of the 2003/2004 financial year, the Ministry was able to draw on the collective spirit and work ethic of its employees as it made its contribution to the development of the nation.

Within the Ministry, the Public Sector Modernisation Project (PSMP) and the Employee Performance Management and Appraisal System (EPMAS) were two of the programmes that had significant impacts on the modus operandi of the organization. With respect to the PSMP, this resulted in a new organizational structure for the Ministry. This structure (an interim structure) was implemented June 1, 2003 and involved some positions being abolished and new ones being created. Sadly, it also resulted in some persons being separated from the organization. These changes saw the Ministry taking on a more policy focused and monitoring role.

Performance Management became a buzzword in the Ministry during the year. This system is based on a principle of setting individual goals and performance criteria linked to the organizational goals and objectives, development of performance measures, regular review, adjustment and feedback. The aim is to have employees signing performance standards and deliverables on which employees will be assessed.

Perhaps the most significant achievement of the year which is associated with this Ministry, was the official opening of Phase 1 of Highway 2000 on October 9. The 13km dual carriageway which stretches from Bushy Park in St. Catherine to Sandy Bay in Clarendon houses the historic Toll

Booth. This marked the inauguration of the modern Toll Road System in Jamaica. The Toll Plaza located at the Vineyards in St. Catherine consists of six Toll Booths, traffic control and security systems including cameras and dedicated mobile police teams. The Highway also features emergency telephones, road signs, perimeter fencing, road markings, safety rails, median barriers and cattle grids. A ten member Toll Authority and a Toll Regulator to oversee all aspects of the operations of the new toll road system was also established.

The official handing over of the San Jose International Airport in Montego Bay to Vancouver Airport Services Ltd. under a 30 year

concession agreement marked another major milestone in the operation of this Ministry.

I wish to salute the diligent and dedicated team of employees residing in this Ministry for their yeoman contributions to the organization. With your help, we have managed to observe our Vision of 'providing a modern, safe, reliable, efficient and sustainable transport system and works infrastructure.'

The next few pages of the report delve a little deeper into some of the areas I have already mentioned, as well as some of the other undertakings of the Ministry during the last financial year.

Public Sector Modernization Programme

The broad objectives of the Public Sector Modernization Programme (PSMP) are to improve the quality of service provided by the public sector by enhancing the efficiency and effectiveness of central government ministries and implementing transparency and accountability in procurement, contracting and financial management.

MTW is one of several ministries undergoing modernization under the PSMP, which is funded by GOJ and the International Bank for Reconstruction and Development (IBRD).

Early in the financial year, the Ministry reached an agreement with the Management Development Division of the Ministry of Finance and Planning for the operation of its interim structure. The structure, which is comprised of one hundred and thirty-nine positions, some of which are new, was designed to resemble, as closely as possible, the final structure that should result from the completion of the modernization process, and was officially implemented on June 1, 2003. The new positions were advertised within the Ministry and staff had first go at applying for these

positions. At the close of the financial year one hundred and thirty of the positions were filled.

The Ministry was also selected as one of six entities that would pilot the new Employee Performance Management and Appraisal System (EPMAS) which will see greater emphasis on the optimum utilization of human resources and a focus on results. Under this system, employees' job performance will be assessed based on standards previously agreed on by the employee and supervisor. The objectives agreed with each employee will be directly related to the department's and Ministry's objectives. Appraisals

will therefore be based on actual performance as opposed to the subjective opinion of the rating officer, bringing greater transparency to the process. The Ministry commenced its extensive sensitisation process, exposing staff to the various aspects of the

system, during the financial year. A pilot of the system was introduced, whereby, all departments were required to develop work plans for targets to be met during the final quarter of the 2003/ 2004



Senior Staff listening attentively in one of the EPMA sensitisation sessions

financial year. Full implementation of the system was slated for April 1, 2004.

Additionally, the next step in the modernization phase is the delegation of authority to the Permanent Secretary for human resource functions, under the Public Service Regulations 1961. This would mean that the Ministry would be empowered to take and implement decisions in respect of appointments separation, disciplinary matters and leave, whereas these decisions were

previously the mandate and responsibility of the Office of the Services Commissions, (OSC). The Ministry is expected to put a Committee in place that would have responsibility for presiding over the delegated functions. Additionally, a Human Resource Development Manual is to be developed as part of the process. The OSC will continue to perform a monitoring and auditing role, and will act as an avenue for appeal for persons who feel they have not been dealt with fairly.

National Transport Policy

Although operating for the most part from policy guidelines set by Cabinet and Parliament, the transport sector has been without a clear and comprehensive policy for quite some time. Given the gravity of the situation, the Government has seen the need for the development of a National Transport Policy, to guide the overall development of the transport sector and to ensure that transportation initiatives reflect the mission

of contributing to the economic and social development of Jamaica

The Ministry of Transport and Works has commenced the process towards the development of the Policy. The draft document has been widely circulated for comments and has now been forwarded to the Cabinet for consideration with respect to having it laid in the Houses of Parliament as a Green Paper.

Meeting the Social Need

Easter Reflection

The staff of the Ministry filled the main conference room on April 16, 2003 to reflect on the crucifixion and resurrection of the Lord.

In a 'ceremony' where praises went up in singing, poetry, and scripture reading, staff forgot about their cares and the world

of work for the moment, and became united in their focus on this one afternoon.

Ministry personnel and specially invited guests alike treated the staff to their own interpretations



Staff Members at the Easter Reflection

and expression of the gift of salvation. Later on staff enjoyed the traditional bun and cheese fare.

Annual Fun Day

On June 1, 2003, there was more fun on the agenda. Staff filled the bus provided as well as their personal vehicles, and headed off for the annual fun day, this time with a re-visit to James Bond Beach in St. Mary. It was a fun-filled day of games, music and wonderful camaraderie.

Independence Celebrations

August rolled around, and it was time once more for our independence celebrations. On Tuesday, August 5, 2003, staff members were treated to exquisite art and craft items, local cuisine, and photographs created by their colleagues. There was also a pictorial of last year's celebrations, and a comprehensive documentation of the transport system in Jamaica from the earliest times to present day was also on display.

The greatest attraction and most rewarding experience however, was the concert which featured JCDC gold medal winning performances in the areas of speech, dance and music, with students from the Seaward Primary and Junior High and the Balmaŕie Primary Schools. Former Gospel song contest winner George Gordon, and Ministry personnel also rendered performances well appreciated by the gathering.

The day ended with presentations to persons for their various contributions.

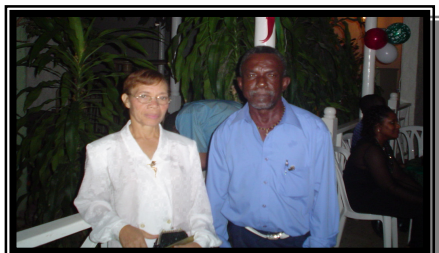


Ms. Ina Robinson receives her prize from the Minister

One member of staff Miss Ina Robinson who had items of needlework, clothing, food drink and artefacts walked away with a trip for two to a Caribbean destination or Miami, courtesy of Air Jamaica.

Christmas Party

The Ministry held its Annual Christmas Party on December 18, 2003, at the Devonshire Restaurant on Waterloo Road. Part of the festivities included recognition of two officers who had between them contributed over forty years yeoman's service.



Retirees Mrs. Gloria Lee Richards & Mr. Webster Brown

The staff enjoyed themselves thoroughly, and the party lasted into the wee hours of the following morning.



Pixie

The Ministry also saw the second staging of its pixie gift exchange activity. Here persons agreed to be cheered anonymously for a few weeks leading up to the final gift exchange where they try to guess who their pixie was all along.



Staff exchanging gifts

Staff Tours

As part of efforts to sensitise staff of the Core Ministry of the functions and responsibilities of some of the portfolio entities, staff tours were arranged.

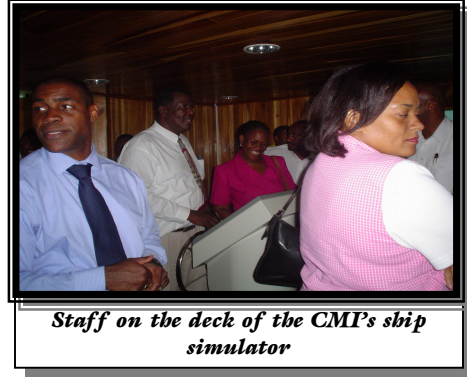
Our first visit was to Port Bustamante which is operated by APM Terminals Ltd. for the Port Authority of Jamaica. This took place on February 26, 2004

Staff were allowed to tour the facility with its two terminals, by bus.



View from the bus - a vessel coming in to be offloaded

Then it was on to the Caribbean Maritime Institute on March 11, 2004. The group first viewed a tape on the functions and origins of the Institute and then went on to view the facilities.



Staff on the deck of the CMP's ship simulator

The group found the simulators, which allow for hands on training, to be of particular interest. The Ship Simulator was definitely number one on many people's list

Legislation Programme

Sixteen new pieces of legislation were handled by the Ministry during the financial year. Drafting instructions were issued to the Chief Parliamentary Counsel in respect of thirteen of these items, while the process of development had just commenced on the remaining three. As a result, a number of substantial regulations were promulgated during the period; these included:

- The Toll Roads Act which sought to establish the Toll Authority and the Toll Regulator.
- The Airports (Economic Regulation) (Licence) Regulations which saw the introduction of the Airport Improvement Fee
- The Airport (Economic Regulation) (Expansion Fund) NMIA/SIA Regulations
- The Airports Authority (Public Parking Places) (NMIA/SIA) Regulations 2004

A compilation of the Acts and Regulations administered by the Ministry is shown below.

Works Related

The Advertisements Regulation Act
 The Architects Registration Act
 The Gun Powder and Explosives Act
 The Main Roads Act
 The Professional Engineers Registration Act
 The Quarries Control Act
 The Road Maintenance Fund Act
 The Roads Protection Act
 The Toll Roads Act

Air Transport Sector

The Airports Authority Act
 The Airports (Economic Regulation) Act
 The Airports (Economic Regulation) Regulations
 The Civil Aviation Act
 The Civil Aviation (Amendment) Act and Regulations
Pending
 The Carriage by Air (Montreal Convention) Act

Land Transport Sector

The Jamaica Railway Corporation Act
 The Public Passenger Transport (Kingston Metropolitan Transport Region) Act
 The Public Passenger Transport (Rural Area) Act
 The Road Traffic Act
 The Transport Authority Act

Marine Transport Sector

The Beach Control Act	The Harbour Fees Act	The Harbour Lights and Lighthouses Act
The Harbours Act	The Jamaica Maritime Institute Act	The Port Authority Act
The Shipping Act	The Marine Pollution Act	
The Port Authority of Jamaica Act	The Pilotage Act	
The Technical Safety Regulations	The Local Trade Regulations	
The Safety of Life at Sea (SOLAS) Act	The Shipping Fees and Registration Regs	
The International Convention on Oil Pollution Preparedness & Response Co- operation		
The International Convention on Civil Liability for Bunker Oil Damage		

General

The Financial Audit & Accountability Act
The Public Bodies Management & Accountability Act
The Companies Act
The Executive Agencies Act

Compliance & Accountability

The Auditor General's audit of the Core Ministry's accounting records for the previous financial year (2002/03) found a "generally satisfactory" state of affairs. In respect of the portfolio entities, three were named for actions which required

further exploration. In that regard, two entities responses were later accepted by the Auditor General, whilst discussions with the third entity continued up to the end of the financial year.

Cost Containment

Additionally, the Core Ministry has had 100% compliance with regard to the government's new comprehensive Motor Vehicle Policy. The measures employed by the Ministry, which include parking vehicles outside of working hours, have ensured containment within the budget for costs in relation to fuel and maintenance of the fleet. Savings of \$266,000 have been realised during the financial year.

In respect of the use of utilities and equipment and attendant costs, the Ministry continued its focus on containing expenditure and implementing sustainable environmental practices. The graphs below show savings realised in some of these areas.

Additionally, a rental policy has been adopted for photocopy machines, and

closer monitoring of the use of such equipment has been implemented.

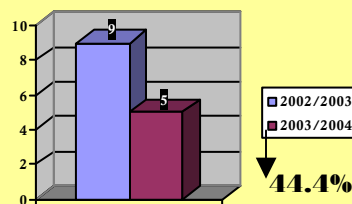


Fig. 1 - Reduction in Security personnel - savings of \$727, 280

One of the greatest areas of savings during the financial year, has resulted from the removal of the widespread dial "9" facility which was previously operated in the organization. The system lends itself to abuse, as it is difficult to identify the origin of calls, where the caller has not claimed responsibility. Savings of \$1.1m were realised as a

result of this change.

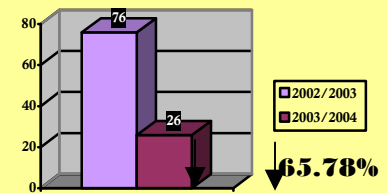
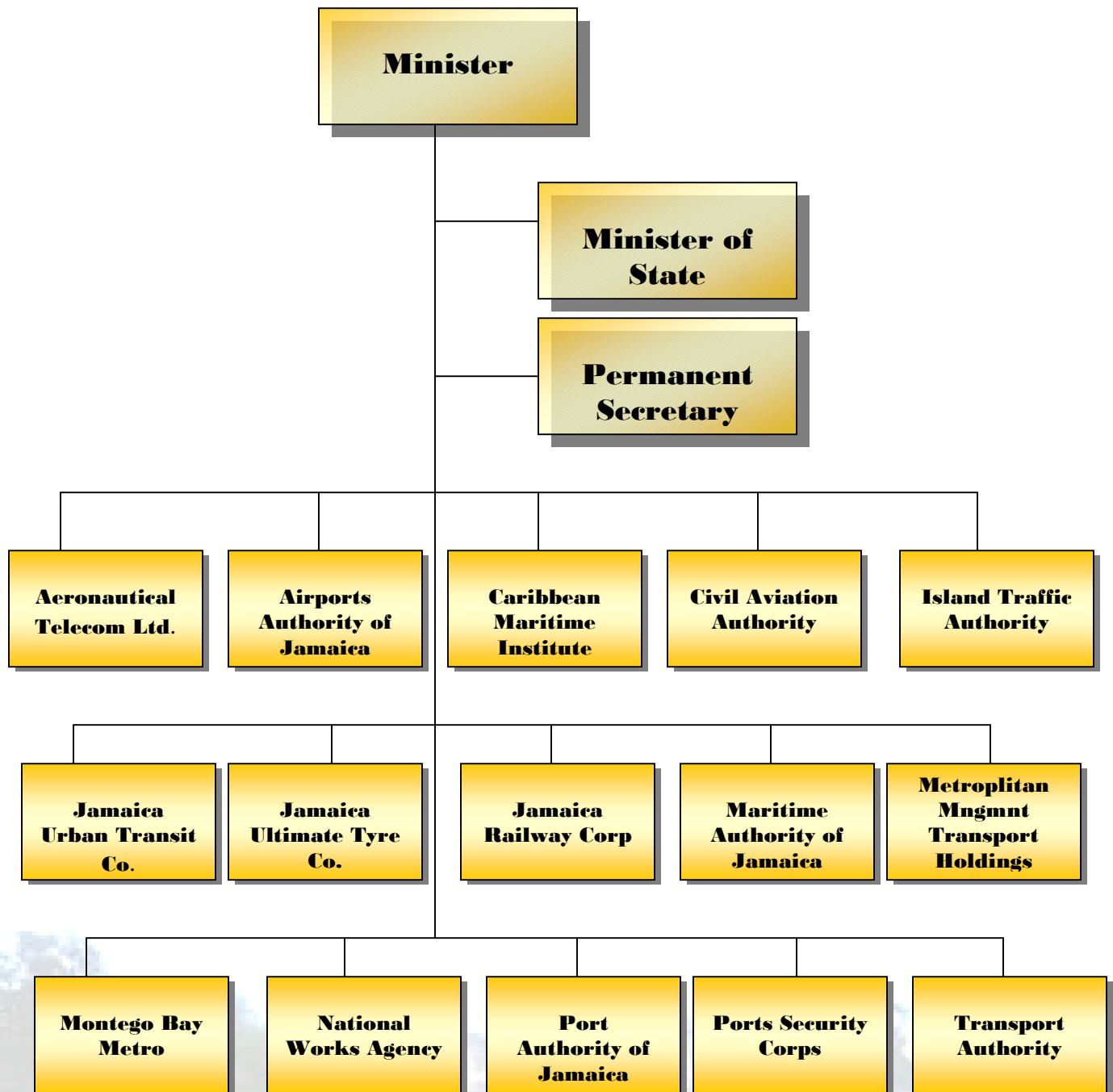


Fig. 2 - Reduction in Newspaper Purchase Savings of \$57, 920 realised.

The Ministry has commenced construction of new Corporate Offices at Maxfield Avenue - a move which is projected to save the Government \$8.5m.

PORTFOLIO PUBLIC SECTOR ENTITIES



Aeronautical Telecommunications Limited

Aeronautical Telecommunications Limited (AEROTEL) is a limited liability company incorporated in 1978. In 1998 Cabinet gave approval for the Company, which is responsible for the provision of aeronautical telecommunication network and radio services in Jamaica, to become a subsidiary of the Civil Aviation Authority (CAA).

AEROTEL's results for the year ended March 31, 2004 showed gross income of J\$174.82m and an estimated operating profit of J\$25.20m, which represents an approximate 24% increase over the previous year. There was an increase in the main source of income, Aeronautical Fixed Telecommunication Network (AFTN) of 22% over the previous year, due to exchange rate movements as well as some increase in the amount of billable flights. An increase of 66% was also reflected in miscellaneous income resulting from the space rental on the towers from customers such as Digicel and Oceanic Digital.

AEROTEL is the project manager for the installation of the new NMIA Instrument Landing System, which is to be commissioned shortly.

Airports Authority of Jamaica

Airports Authority of Jamaica (AAJ) is a statutory body that on July 31, 1974 was vested with the ownership, management and control of the nation's two international airports – Norman Manley International Airport (NMIA) and Sangster International Airport (SIA). The responsibility was extended in 1990 to the four domestic aerodromes:

- Tinson Pen
- Ken Jones
- Boscobel
- Neeril

In April 2003, the AAJ entered into a concession and lease agreement for the privatization of the SIA in Montego Bay. The NMIA in Kingston continues to function as a wholly owned subsidiary. AAJ provides oversight and contract administration for the concession agreements with respect to both international airports, and is currently positioning the NMIA to operate as an autonomous commercial entity, which in due course will also be privatized.

The international airports continue to make significant contributions to the economy, underpinning primarily the tourism and trade sectors. With

The Company performed creditably in respect of its growth rate in advertising income. It experienced a significant increase of 43% in advertising income from the radio station KOOL 97 FM compared to its target of 20%. This performance comes within the second full year of operations for the station.

While the overall financial results were less than anticipated by an estimated \$5m, the response from listeners and advertisers has been very encouraging. KOOL 97FM allows AEROTEL to diversify its income base and utilize existing sites and facilities. Other opportunities are also available in broadcasting, but substantial capital is required.

During the financial year AEROTEL has been able to achieve and maintain the targeted reliability of 99.95% in its communication links and systems. This success rate is attributed to the optimization of its technical manpower and routine maintenance.

the movement of over 4.5 million passengers and approximately 23.5 million kilograms of freight during the year, the airports are economic engines for employment and other social development, as well as for investment.

The airports form the first and last point of contact with the island for all stopover tourists, who spend approximately US\$1.2 billion per year on the island; making a contribution of more than 90% earnings from tourists.

The events of 9/11, wars and 'SARS', reinforced by the downturn in the economies of some of our major trading partners, have in recent times depressed the demand for air travel both locally and internationally. On a global scale, growth in passenger traffic was marginal at 1.6% for the calendar year, while aircraft movement declined by 0.8%.

Jamaica's performance, though reflecting the general trend for the Latin American and Caribbean region, was much better than that of a number of the

countries therein. Collectively, the international airports recorded a marginal growth of 0.87% in passenger traffic, with that for SIA increasing by 3.6% as against 1.3% in the region. Cargo traffic at the airports experienced a marginal decline of 0.5% as against 4.5% regionally. Industry leaders are expecting an upturn in airline traffic with the International Air Transport Association (IATA) predicting a 7% increase in global passenger traffic for the coming year.

Airport Privatization

The year marked the first centenary of machine powered flight and was celebrated worldwide and locally. During this year significant strides were made in the air transportation sub-sector in Jamaica, the most noteworthy of which was the culmination of the divestiture of the SIA. From as early as 1992, the Government recognized the need for a new mechanism for the modernization and development of the international airports, and decided that privatization, a policy which is in keeping with international trends, was the best available option. The SIA was the first candidate, given its primary role in the tourism sector, accounting for approximately 70% of the country's stopover visitors. The development of the facilities at the airport was needed to greatly increase the capacity of the airport, both in terms of the number of passengers as well as the number of aircraft that may be accommodated.

The negotiations between the Government of Jamaica's Privatization Enterprise Team and a consortium headed by Vancouver Airport Services Ltd. concluded in January 2003, with the formalization of the privatization agreement between the AAJ and the new operator of the SIA, MBJ Airports Limited. The agreement became effective on April 12, 2003 when the new operator assumed full responsibility for the day-to-day management and capital development of the airport facilities. Under the terms of the agreement, the airport is leased to MBJ Airports Limited for thirty (30) years, with the ownership of the facilities being retained by the Government and people of Jamaica.

The major expansion programme at the SIA is being carried out in three phases. AAJ commenced the development programme during the 1999/2000 period and completed a significant portion of Phase

1A works prior to the handover to the new operators during the year. In excess of US\$21.0m was expended by the Authority over the initial four-year period; with approximately J\$15.5m spent during the 2002/03 financial year, to augment the J\$354.6m allocated in the previous year.

Components of Phase 1A included:

- The reconstruction of the aircraft parking apron to include four additional aircraft gates and rehabilitation of sections of the apron taxiway;
- Construction of an apron and access taxiway for general aviation traffic together with the development of a Private Aircraft Centre;
- Expansion of the existing Immigration Hall, and construction of both a common use First Class Lounge and a Smoker's Lounge;
- Refurbishment of sections of the first floor of the Domestic Terminal Building to create additional airport administrative offices;
- Renovation of Gates 8 – 11, including an upgrade of the electrical and air conditioning system; and
- Installation of a new Fuel Hydrant System.

Under the agreement with the international consortium, MBJ Airports Limited, the entire expansion and upgrading works at the airport will be undertaken at a value of approximately US\$200 million. Mobilization for the completion of Phase 1A of the programme, valued at US\$13.1 million, commenced immediately on handover. In December 2003, six (6) passenger boarding jet bridges were installed at the existing airport terminal building, moving Jamaica one step closer to providing world-class facilities and superior customer service to the travelling public. At the end of March 2004, the additional contracted elements of Phase 1A that were completed included the:

- Rehabilitation of the North Ponds; and
- Expansion of the Immigration and Customs Halls, the Baggage Claim facilities and the Ground Transportation Hall.

Economic Regulation & Airport Improvement Fee

A critical requirement of the privatization process was the need to establish the requisite legislative framework to facilitate the operation of the airport by a private company. During the previous financial year,

several legal instruments were promulgated including the Airports (Economic Regulation) Act 2002. That legislation provides for the independent regulation of both international airports by the Civil Aviation Authority (CAA). As the Economic Regulator of these airports the CAA is now responsible for the setting of airport charges under the Act.

Section 6 (1) of the Act makes provision for the introduction of an Airport Improvement Fee (AIF), which was implemented in February 2003. At that time the fee was included in the cost of the airline ticket. The proceeds from the fees are being placed in a separate Airport Expansion Fund Account, specially designated for each airport's capital development projects as approved by the Minister.

As at March 2004, the AIF collected for the SIA amounted to US\$5.1m, of which a substantial portion has been disbursed for payments associated with the capital development programme already underway at that facility.

Revenue Collection System

In the previous year the financial administration of the international airports was enhanced with the introduction of a new revenue collection system, which saw the placement of passenger charges on airline tickets under the IATA Bank Settlement Plan. These charges, along with the AIF, are now being paid weekly by IATA in respect of travel on scheduled airlines.

NMIA remains the pre-eminent port of entry to the nation's capital, and is a significant catalyst for growth and development of the economy. Revenue per passenger from the NMIA has shown a steady increase and marginally higher returns as compared to SIA. For the period under review the NMIA accounted for a twenty percent (20%) increase in earnings per passenger. (See Fig 3)

YEAR	NMIA	SIA
1999/00	\$387/pax	\$273/pax
2000/01	\$398/pax	\$288/pax
2001/02	\$426/pax	\$325/pax
2002/03	\$465/pax	\$379/pax
2003/04	\$558/pax	

Fig. 3 - Revenue per passenger for the International Airports

In light of the successful completion of the privatization of the SIA

attention is now being placed on preparing NMIA for private investment and management.

To facilitate this process a new company, NMIA Airports Limited, (a subsidiary of the AAJ) was designated the approved airport operator for NMIA in October 2003.

The majority of the capital-intensive projects at this international airport has been facilitated under the Airport Reform and Improvement Programme (ARIP). The Programme, funded jointly by the Inter American Development Bank, the Japan Bank of International Corporation, the Nordic Development Fund and the Government of Jamaica, is valued at approximately US\$60m. During the 2003/04 period, the ARIP-funded undertakings were effected at a cost of J\$611.26 million with AAJ expending approximately J\$138.0 million on a number of other projects.

The ARIP works included:

- The installation of three (3) incinerators, with a combined capacity of 19 tonnes per day, and the construction of the requisite infrastructure.
- A fuel hydrant system enhancement project involving the repair and refurbishment activities, as well as the installation of a 'state of the art' Foam Fire Suppression System.

The Non-ARIP Works included:

- The construction of a new Electrical Substation, with the installation of a new transformer and the upgrading of the electrical distribution circuits.
- The installation of five (5) new Hi-Scan X-Ray inspection machines in order to upgrade the operations of the airport's Baggage Make-up Area. A new conveyor system was also installed with the existing one modified.
- The Installation of a Closed Circuit Electronic Surveillance System at a cost of J\$25m, to more adequately address the security needs at the airport.

Aero/Non Aeronautical Revenue

The AAJ is in the process of compiling an Airport Master Plan, which will, among other things, facilitate the targeted shift in income stratification through a reduction in the proportion of earnings from aeronautical services. The AAJ's target of achieving at



least 42% of earnings from non-aeronautical sources was not wholly achieved within this period (See Fig. 4).

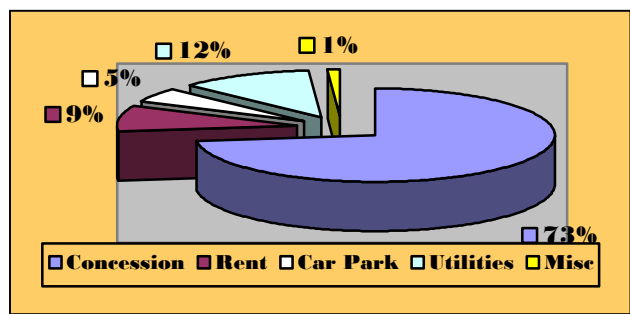


Fig. 4 - Non-aeronautical Revenue-AAJ 2002/2003

Parking revenue is a significant non-aeronautical revenue contributor for airports. On March 22, 2004 an Automated

Parking System was introduced at NMIA in line with the practice at airports internationally. Recently, a time based parking rate structure was introduced at both airports with significant material benefits already being realized. Fig. 5 depicts the revenue split in respect of earnings from aero/nonaeronautical sources

	Aeronautical Revenue	Non-Aeronautical Revenue
1999/00	60%	40%
2000/01	62%	38%
2001/02	62%	38%
2002/03	62%	38%
2003/04	63%	37%

over the last five (5) years.

Fig. 5 - Revenue distribution - AAJ-1999-2004

Caribbean Maritime Institute

In 1980, the Jamaica Maritime Institute was set up as a tertiary institution specializing in maritime education and training for professional seafarers and allied industry personnel through a joint venture between the Governments of Norway and Jamaica. It became a statutory body under the laws of Jamaica on January 4, 1993 and was renamed "The Caribbean Maritime Institute" in September 2001. The Caribbean Maritime Institute (CMI) is the only maritime training institution in the English-speaking Caribbean recognised by the International Maritime Organization (IMO) to deliver all the training required to take professional seafarers to the officer level and the training required for the land-based shipping and allied industries.

Since the Institute's establishment in 1980, it has provided professional maritime education and training to over 3,000 Caribbean seafarers and the land based shipping and allied industries of the region.

The programmes offered to professional seafarers over the last 24 years have exceeded the requirements of the IMO STCW-95 Convention. In collaboration with the Maritime Authority of Jamaica the Institute has met the Quality Standards of the Convention and is currently on the IMO "White List". It is recognised by the UK Marine Coast Guards Agency as an Institute of "Excellence" by providing equivalency in Certification. In addition, the Institute has received academic recognition for the Diploma in Shipping

Logistics from the World Maritime University and CARICOM has recognised the CMI as the preferred institution for regional maritime education and training since February 1998.

Academic & Regional Programme

The academic year September 2002 to August 2003 showed a 24% growth in student body with 370 students participating in various full/part time programmes at the Institute. This includes an increase of 12 foreign students on campus. To date the CMI has successfully provided the Regional Shipping Industry with 206 highly trained and qualified graduates in the Diploma in International Shipping and Logistics (DISL) Course.

The CMI has expanded its outreach by partnering with the Montego Bay Community College to conduct the DISL programme. A MOU is to be signed with the Community College in the 2004/2005 financial year. The College has already commenced conducting programmes in DISL with 11 participants and the Associate Degree in Industrial Systems, Operations and Maintenance with 23 students from September 2003. Additionally, the CMI signed a MOU with The Critchlow Labour College of Guyana to also conduct the DISL programme.

To date, 650 persons ranging from Managers/Supervisors to Operators in the Shipping and Allied Industries including the Military, Fisheries and

Hospitality successfully completed various Specialized/TRAINMAR and Customized Short Courses.

The CMI has acquired a state of the art TRANSAS Simulator Complex, which consists of a Full Mission Bridge Simulator, Marine Diesel Engine & Power Plant Simulator, GMDSS and Liquid Cargo Loading Simulators, which was commissioned in September 2003. The simulators will allow the institute to carry courses not offered before, such as Bridge Team Management, Piloting Training, Global Maritime Distress and Safety System training, as well as Automatic Radar Plotting and Electronic Chart Display training. Three hours of training on the simulators will be equivalent to one hour at sea and will help students fulfill the number of training hours needed to be licensed. To date 38 persons have been trained on the GMDSS, 18 in the Engine-room, and 11 in the Bridge Simulators.

The simulators cost a total of £440,000 and were purchased with a grant from the European Development Fund and a loan from the Caribbean Development Bank (CDB). Their acquisition forms part of an ongoing multiphase expansion at the CMI, which is funded by a 1.96 million euro grant secured from the European Union in 2000.

Retooling and Upgrading

The Engine Room Project was completed with the Engine Room Simulator installed and commissioned in August 2003. The HRD, Library Resources and the Engine-room Simulator were completed from a CDB Loan in the amount of US\$361,285.

New simulators were installed and commissioned and a new classroom for Engineering was completed in March 2004, which is to be commissioned shortly. This was done through the EU Grant Funding Project (Euro 1.96M). This project should be completed by December 2004.

Restoration of the Admiralty Houses Phase 1 in Port Royal was completed from the NORAD Grant of NOK2.0M. Phase 2 of House #1a is to be completed by October 2004 at a cost of J\$10.5m. The NORAD funds have been expended and additional funds are being sought to complete House #1 and to carry out stabilisation repairs to Building 2. The CMI Board has

approved \$2.0M for furnishing the accommodation and classroom.

A feasibility study was completed in collaboration with the MAJ at a cost of US\$40,000 for the purchase of a Trade/Training Ship, which would be used to provide improved hands on sea training for Basic Officers and MPR students. An offer (US\$10.8M) was made by the Dutch Government to grant 35% funding of the new Training Ship constructed to replace the 41-year old MV Jamaica Vessel.

Placement of Cadets

The International Crewing Agency Caribbean (ICAC) Programme helps to secure sea service placement for basic deck and engine and multipurpose rating personnel, who have undergone training at the Institute and are registered with them. Cadets are placed on board merchant trading ships or at power generation plants to gain hands-on experience and to acquire approved sea-time.

The CMI continues to encounter some difficulty in placing cadets for the mandatory sea service due to a lack of ships and to a lesser extent concerns about the movement of illegal drugs. Partnerships have been developed for placing, and rotating Graduates and Cadets with ten (10) shipping companies. The period 2003/2004 also saw 18 cadets being placed for sea service and 47 employed or rotated with other companies (Fig. 6.)

Type of Placement	Number of Cadets
Cadets placed for sea service	18
Officers employed at sea	8
Rotation with Jamaica Private Power Company at Rockfort (Engine Cadets)	15
Dr. Bird Power Plant	24
Hospitality Rating selected by Princess Cruises for employment	35

Fig. 6 - Placement of Cadets -ICAC

The placement of cadets on ships for mandatory sea service has remained fairly steady over the past three academic years. as shown in Fig. 7 below.



Academic Year	Number of Cadets	Number of Cadets Placed	Further Academic Studies	Re-sit Examination	Drop Out
2000/01	22	*18	5 (23%)	4 (18%)	3 (14%)
2001/02	21	*19	8 (38%)	0	1 (5%)
2002/03	31	*18	10 (32%)	5 (16%)	5 (17%)
Total	74	*55	23 (31%)	9 (12%)	9 (12%)

*Some Cadets were placed more than once during the calendar year

Fig. 7 - Placement of Cadets on Ships (2001-2003)

ISO Certification

A Gap Analysis for ISO Certification was completed at a cost of J\$180,000 and certification was applied for through ABS Quality Evaluators at a cost of \$45,000. A Quality Assurance System in accordance with STCW-95 Evaluation was extended to end in the first quarter of the next financial year.

Financial Summary

A comparison of the CMI performance for financial years ending March 2004 and March 2003 indicates that revenue grew by 13.5% and 19.4% in main and short courses respectively. For the 2003/04 academic year, the budgeted allocations for salary related expenses were \$59m and actual operational expenditure was \$27.8m.

Civil Aviation Authority (CAA)

The Civil Aviation Authority was established by the Civil Aviation Act of 1995 and became operational on May 6, 1996 under the former Ministry of Public Utilities and Transport. The Authority is responsible for regulating Air Navigation and all matters relating to safety in Civil Aviation in Jamaica.

The CAA fosters a regulatory environment that supports the objectives of the Airport Regulation. To this end, the authority facilitates greater synergy with MJB Airports Limited, which now manages the SIA. The Economic Regulatory Unit, which is responsible for this function has undergone a capacity strengthening exercise where officers participated in the IATA training programme on Commercial Management.

The Authority performed notably in the issuance of licences and permits for operators to continue or commence operations in Jamaica:

Flight Safety

The CAA continued to investigate incidents and address concerns within the industry. Through investigations, it was revealed that a major carrier, aircraft AJM A320, was damaged by a lift truck at MJB and remained out of service for

three weeks. Perimeter Security Inspections were also carried out at NMIA and SIA. One passenger was arrested on a London flight for unruly behaviour.

Surveillance was provided for all aviation operations in Jamaican airspace as well as for Jamaican operators overseas. One aircraft was removed from the register and registered in the United States. The last four Air Jamaica aircraft were transferred from the United States to the Jamaican Aircraft Registry. Three station inspections were performed. The targeted number of twelve ramp inspections was exceeded, as the CAA performed sixteen ramp inspections on foreign aircrafts. The targeted number of certificates for airworthiness was also above target, as a total of sixteen certificates were renewed versus the target of fifteen within this period. Operating manual reviews conducted totalled twelve, and included reviews of AJM Ramp Operation, TARA Maintenance PM, and AJM Flight Attendants manual.

The Caribbean Aviation Training Center, a Flight Training School located at Tinson Pen Aerodrome, received certification and is now operational. The Regional Aviation Safety

Oversight System/Association of Civil Aviation Authorities of the Caribbean (RASOS/ACAAC) was established, with Jamaica confirmed as the interim Headquarters. Jamaica was elected to chair the Aviation Security (AVSEC) Committee of GREPECAS for a three year term.

The CAA issued Licences and Permits for commercial air operations into Jamaica as follows:

- One hundred and forty-one permits were issued for Charter operations
- Twenty-three licences were issued for Scheduled operations
- Three hundred and sixty-seven over flights and landing clearance permits were issued for state, military and diplomatic flights.

(Fig. 8 provides a comparison of these figures with those for the previous financial year.)

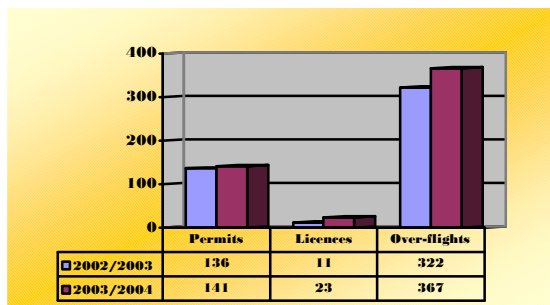


Fig 8- Licences and Permits – CAA-2002/3 & 2003/4

Training

Jamaica was one of the countries that received Inter-American Development Bank/Multilateral Investment Fund (IDB/MIF) funding to assist in the strengthening of aviation security at our international airports.

This funding is disbursed through the AAJ and the CAA and training provided by IATA. A number of courses were conducted, including:

- IATA Cargo Security
- Aviation Security
- Management of Aviation Security
- Aircraft Security Crisis Management Course
- The CAA in collaboration with Transport Canada and the ICAO
- AVSEC Implementation Workshop
- The CAA in collaboration with Air Jamaica

conducted 'Unruly Passenger Awareness' Employees from thirty-seven organizations have received aviation security training through the various training programs that have been arranged by, or coordinated through, the Civil Aviation Authority.

A Needs Assessment of the CARICOM States was undertaken for RASOS. One Flight Safety Inspector became the first Caribbean National trained and certified as an Aviation Security Inspector for ICAO.

The first locally compiled Airline Transport Pilot (ATP) written examination was introduced, along with a new ATP Air Regulations examination. Full Audits were carried out on Air Jamaica, Air Jamaica Express and Wings (Jamaica) Limited, with the Air Jamaica Express Audit being the first to be completely managed by a Jamaican.

Air Navigation Services

Construction of an Instrument Landing System (ILS) at NMIA was completed during the financial year. Enroute Radar Service was implemented as scheduled on October 31, 2003. Work has begun on the reclassification of the airspace in the Kingston Flight Information Region (FIR) to facilitate the implementation of Approach Radar service.

Additionally, the CAA completed the following:

- Establishment of Radar Services/operations in 2003 for users of the Kingston FIR and implemented full Radar Service at both NMIA and SIA.
- Implementation of Radar Services in Area Control Center (Enroute) Sectors.
- Signing of a Bilateral agreement (re Air Navigation Service Communication Circuit) with Columbia for improved communication between Kingston and Bogotá.
- Relocation of the CAA Training Institute (CAATI) from NMIA to the CAA Headquarters at Winchester Road, Kingston.
- Relocation of the operations of the Kingston Area Control Centre from NMIA to the new

Kinŕston Air Traffic Control Centre at Winchester Road, Kinŕston.

- A Radar Upŕgrading Training Programme with the delivery of Advanced Radar, Radar Conversion and Air Traffic Controllers Courses at CAATI.

- Installation and commissioning into service of a new Microwave System, Navigational Aids and three Radar Stations.
- Upŕgrading of the Aeronautical Information System (AIS) Services at both international airports.

Island Traffic Authority

The Island Traffic Authority (ITA) was established in 1938 under the Road Traffic Act to administer the provisions of the Act, which speak to the testing of vehicles to ensure fitness, road-worthiness and ŕeneral compliance with standards of safety. The ITA therefore plays a pivotal role in ensuring that a high standard of safety exists on Jamaica's roadways.

As a part of the Public Sector Modernisation Project the ITA is slated to be transformed into an independent statutory body having ŕreater responsibility and empowered to delegate any of its functions to a public or private entity or persons.

In September 1999 Cabinet ŕave approval for this transformation of the ITA, to a financially self-sufficient entity, having full responsibility for its finances and human resources. With the ITA being a statutory body, the vehicle inspection services will be privatised, while the remaining activities within the Authority will be modernised.

In this reŕard, preparation of the recurrent and capital budgets for 2003 - 2004 in accordance with the human and asset management requirements were completed, while work continued on the development of an Accounting Procedural Manual and a Financial Accounting and internal Audit Manual. Currently, approval has been ŕiven to make adjustments to the new Organizational Chart of the ITA and to establish right sizing strategies.

The finalisation of the Act to amend the Road Traffic Act by way of Parliamentary approval is in progress.

A comparison of the activities of the Authority over the last two years is shown below:

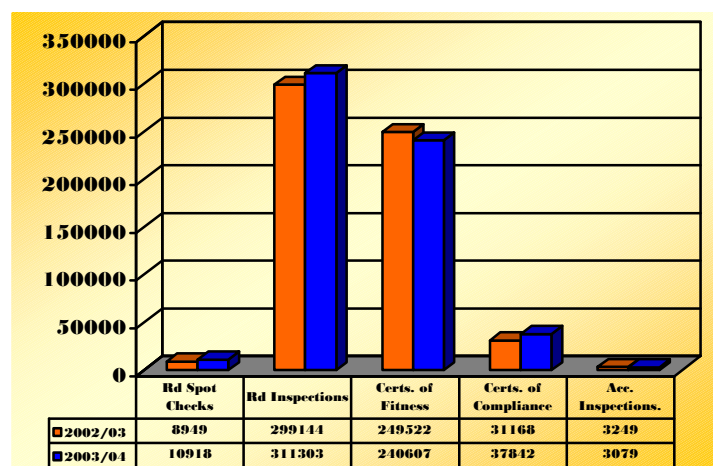


Fig. 9 - Driver Testing & Vehicle Inspection - ITA - 2002/03 & 2003/04

Improvement of Driver Testing Certification Capabilities

The ITA continued the review of existing driver/instructor/driving schools standards, with the aim of developing manuals and driving school standards. Two manuals were developed to address the maintenance of standards in driver teaching through the licensing and inspection of Driver Training Schools, while work continued on the development of a driver Training Manual and Road Code.



Jamaica Railway Corporation

The Jamaica Railway Corporation (JRC) was established in 1960 under the Jamaica Railway Corporation Act, to manage and operate the railway and to provide all reasonable facilities for carriage of passengers and goods. The Corporation has under its purview three hundred and thirty kilometers (330 km) of rail track, and has been able to cover its expenses in conducting its inescapable activities since the suspension of its services in 1992. It stands ready to continue the refurbishing and restoration of the Railway.

Within the 2003/4 financial year the Corporation pursued a number of programmes.

The Company recently signed a new Track User Agreement with Glencore Alumina Ja. Ltd., Jamaica Bauxite Mining Ltd. and Jamaica Railway Corporation, that replaced the Alcan/JRC Agreement of 1990.

The operation of the rail transport system between Port Esquivel and the Alumina Plants at Ewarton and Kirkvine has played an integral role

in the Bauxite mining and Alumina refining enterprise.

There is also a new initiative to restore the Appleton to Montego Bay section of the tracks to enhance the tourism product. Discussions are continuing in respect of the proposed rehabilitation of the Kingston to Spanish Town Track.

The Corporation remains committed to the revitalization of rail services and is assessing the provision of services outside the original system.

The Corporation within this financial year experienced increased activity through contracts with WINDALCO in respect of machining jobs.

There is a new initiative to restore the Appleton to Montego Bay section of the tracks to enhance the tourism product, and preliminary projections in terms of cruise ship passenger arrivals, additional land based attraction and returns are encouraging.

Jamaica Urban Transit Company

The Jamaica Urban Transit Company (JUTC) was established in 1998 under the Public Passenger Transport Act to operate public passenger transport in the Kingston Metropolitan Transport Region (KMTR). Fig. 10 provides a comparison of the main performance indicators for the reporting and previous financial year for the JUTC.

INDICATORS	2002/03	2003/04	VARIANCE
Passengers Carried (M)	88.5	90.9	-3%
Income (\$B)	2.2	1.8	22%
Total Expenses (\$B)	2.5	2.6	-4%
Trip Completion	951,193	996,701	-5%
Buses Dispatched as a % of scheduled # of buses	96%	92%	4%
Ratio of Staff to bus	6.65	7.36	10%
Ratio of Revenue to Cost Total	88%	69%	28%

Fig. 10 – JUTC Indicators 2003/04 & 2002/03

Several factors have influenced the above-mentioned developments. These include a fare increase granted to the Company in August 2003; the result of which

was an average increase of 24% in revenue for April 1, 2003 - March 31, 2004 compared to the same period last year.

A Sunday Half-Way-Tree (HWT) Transfer System was implemented resulting in the use of 6 less buses and a reduction of 182,000 km annually along the HWT road corridor and resulting in \$5.9M in savings. The Premium Express Service was expanded, increasing the Express routes from 11 to 15, an increase of 36%. The Service has consistently covered its costs and the rider-ship and revenue continue to exceed budgeted targets by 33% and 32% respectively. Market research led to the addition of new routes increasing total routes operated by 3 and increasing the market share of the JUTC. There was a significant injection of Single Operator Buses (20 MAN and 53 Volvo), increasing the Single Operator Buses to 16.7% of the total fleet. Reduced operating costs were also realized, as some 150 conductors were not needed to operate these units.

The JUTC has solidified its position as the only provider to adequately meet the transportation

needs of international events such as the World Netball Championships held in summer 2003 and was also approached to provide transportation for the Special Olympics for summer 2004. Luxury service transportation was also provided for the opening of Highway 2000, Port Royal Seafood Festival and the UDC summer programme. This has given the Company great visibility and improved goodwill, customer and service image.

The JUTC continues to provide for the needs of the children, elderly and the disabled as the concessionary passenger trips reflected an increase from 25% to 27% of the total rider-ship when compared with a similar period last year.

The Company also achieved a reduction in 'dead kilometers' of 59,000 KM that represents a 2% reduction over the prior period.

Maritime Authority of Jamaica

The absence of a focal point for the regulation of maritime transport and the development of shipping in Jamaica, prompted the Government to establish the Maritime Authority of Jamaica (MAJ) in January 1999 to implement the provisions of the Shipping Act of 1998 and to regulate matters relating to merchants' shipping and seafarers. The Authority accordingly, has responsibility for the wide-ranging activities regulated under the Act and ensuring that they are carried out in an efficient and sustainable manner.

In its regulatory capacity the MAJ is empowered under the Shipping Act 1998 to carry out inter-alia:

- Vessel registration
 - Examination and certification of seafarers
 - Survey and inspection of vessels for safety and marine pollution prevention standards
 - Approval of standards of training for seafarers
- Investigations into maritime casualties

As part of its mandate to provide for the establishment of a maritime administration, the Authority established a Shipping Registry in Jamaica following a series of Ship Registry launches in various parts of the world, during

This is equivalent to savings of \$5.8m.

The JUTC has embarked on improving the proficiency of its employees by providing additional training.

Seven hundred and seventy-four (774) employees were trained during the period.

Smart Cards

Marketing efforts to promote smart card sales reflected an increase from 123,000 passengers to 241,000 in one month. Total Smart Card locations have increased to 20. Popular locations make the product more accessible. The 20 locations account for more than 100% increase when compared to a similar period last year.

November 2000. Subsequently, Jamaica was added to the International Maritime Organization's (IMO) 'White List'.

The appearance of Jamaica on the "White List" signifies its recognition as an international shipping services center offering a quality shipping registry, seafarers of high caliber, as well as shipping services of the highest standards.

Legislative Framework

One of the primary objectives of the MAJ is to ensure the establishment of a modern and internationally recognized maritime legislative framework in Jamaica by facilitating the country's accession to critical International Conventions and incorporate them into Jamaican legislation. To achieve that objective, during the 2003/04, the Authority targeted the following aspects of a maritime legislative framework:

- 1988 Protocol to International Conventions on Load Lines 1966.
- 1988 Protocol to International Convention for the Safety of Life at Sea 1966.
- 1991 Amendment to the IMO Convention International Convention on the Limitation of Liability for Maritime Claims 1976 and its Protocol of 1996.

- International Convention on Civil Liability for Bunker Oil Damage 2001.

Specifically, the following pieces of Legislation were promulgated during the year.

- Shipping (Amendment) Act to incorporate the provisions of the ISPS Code
- Shipping (Registration) Regulations 2003
- Shipping (Fees) Regulations 2003
- Shipping (Pollution Prevention and Control) Bill 2002
- Shipping (Local Trade)(Amendment) Regulations

The Shipping (Local Trade) Regulations 2003 were promulgated however an amendment will be required to exempt the carriage of transshipment cargoes. The Draft Shipping (Fees) Regulations 2004 and the Shipping (Registration) Regulations 2004 were brought to their final stage and should be promulgated in the first quarter of the 2004/05 financial year.

Jamaica presented its instruments of accession to the IMO relative to the 1988 Protocols to the SOLAS and Loadlines Conventions, and the International Convention on Civil Liability for Bunker Oil Damage 2001.

Despite resource constraints the Authority continued to participate in key IMO meetings contributing to the development of important maritime standards that affect Jamaica and are to be adopted under local legislation.

Developing Jamaica as an International Shipping Centre

During the year the Authority attended major international shipping conferences to promote the Jamaica Ship Registry (JSR) and to build its international visibility. Jamaica was represented at the Connecticut Maritime Association International Shipping Conference, and the Nor Shipping Conferences. The JSR's representation was broadened by the appointments of Deputy Registrars in Hamburg, Germany and in Malta, an experienced shipping executive in German and a highly respected maritime attorney in Malta.

A maritime supplement was published and

circulated to over 11,000 shipping executives worldwide and utilized to promote the registry at international maritime conferences attended. In addition, in November 2003, the first quarterly issue of a regular newsletter, '*Jamaicaships News*', was produced to enable the Maritime Authority to keep international and local maritime interests abreast of developments in Jamaica as well as developments on the international scene concerning shipping matters.

During the year, the Authority was successful in achieving certification under the International Standards Organization (ISO) 9001:2000 quality standards. This enabled Jamaica to submit its report to the IMO on the quality standard system in place for the administration of seafarer training and certification by the February 1, 2004 deadline.

Maritime Safety & Prevention of Marine Pollution

During the year, Seventeen Million and Twenty Eight Thousand Dollars (J\$17.028 million) was collected from the registration and inspection of vessels and related services, which represented earnings of approximately 82% in excess of that originally budgeted. Much was achieved by way of increasing the number of vessels that were surveyed and inspected for safety and marine pollution prevention, as well as the addition of small vessels to the ship registry. A total of 1,258 small vessels were inspected and 177 new small vessels added to the register during the year.

Seventy-five (75) Port State Control inspections were conducted on foreign vessels using Jamaica's ports thus meeting its Port State Control quota of inspecting a minimum of 15% of the foreign vessels visiting Jamaican ports.

A series of workshops were held with the MAJ staff as well as personnel from the relevant government agencies to review the new maritime security code (ISPS) and to identify its implications for Jamaica and the necessary actions to effectively implement its provision in time for the July 1, 2004 deadline. The Maritime Authority has ensured that all Jamaican Flagships,

as required, are in compliance with the ISPS Code.

IMO's White List

Of the 140 member states in the IMO which are parties to the International Convention Standards Training and Certification of Watchkeepers (STCW), Jamaica was among 17 of 42 that submitted their reports, that have to date been approved as having maintained their status on the IMO's White List.

National Works Agency

In October 1999 the Government endorsed the establishment of the National Works Agency (NWA), and accorded it Executive Agency status on April 1, 2001. The Agency is responsible for the management of the island's public works infrastructure, including maintenance of the national road network and associated structures.

National Road Improvement Programme (NARIP)

The roads selected for repair and rehabilitation under this project were in 13 parishes across the island. The works were designed to protect the pavement against water damage, which has been a major factor in the deterioration and failure of our roads in the past. The location of these roads ranged from the flat coastal plain to the steep rugged mountains and carry traffic volume loads varying from 2000 to less than 100 vehicles per day.

The road furniture inclusive of retaining walls, parapet walls, culverts and drains were given priority attention. Contracts for the rehabilitation of 150 roads were subsequently awarded to two main contractors, who were aided by more than 20 subcontractors and local consultants. The level of competence of the sub-

contractors and consultants ranged from quite good to very poor and a number of them had to be terminated for poor performance. Of the 150 roads targeted for rehabilitation under the programme, 73 have been substantially

completed (96-100%), 29 practically completed

Licensing & Certification of Seafarers

During the year, a total of twenty-six (26) STCW '95 Certificates of Competency, seven (7) endorsements and, fifty-two (52) coxswain licenses were issued, and one hundred and twenty eight (128) examinations were conducted for CMI students.

(Completion Certificates issued) 28 were prepared for paving, (75-96%) and only 20 were not started during the period. (See Fig.11)

Caribbean Development Bank Flood Damage Programme

Approximately 80 civil works contracts were awarded under this programme. These works, which included restoration of critical sections of road infrastructure island-wide damaged by the flood rains of June 2002 and Hurricanes Lili and Isidore of September 2002, are now at various stages of completion. Damaged roads have been restored, retaining walls have been built, river training works have been undertaken and gully sections have been reinstated island-wide.

Inter-American Development Bank Flood Damage Programme

Well do we recall the devastation that visited Clarendon, Manchester, St. Elizabeth, St. Catherine and St. Thomas. These parishes were declared disaster areas in September 2002 after the passage of hurricanes Lili and Isidore. Seventeen of the island's main roads in these parishes totalling some 181km were damaged and needed immediate restoration. The IADB provided a loan of US\$20M and these works were awarded in February and March 2003, with a GOJ component of \$4M. The contracts originally had a completion date of December 2003, but the programme was extended to March 2004.

Flood Damage Emergency Repairs (GOJ)

The heavy rains of May 2003 and again in October/November 2003 did substantial damage to the parish council road network. The NWA was

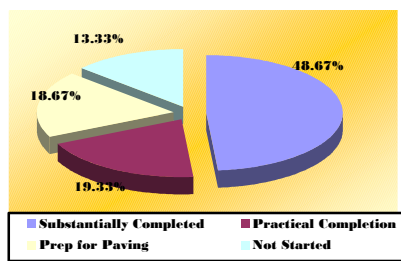


Fig. 11- NWA's NARIP 2003/04



mandated by Cabinet to re-open the blocked roads and later rehabilitate them and restore drains and gullies. During the period under review, the following was achieved:

- Approximately 11.77 kilometres of road were reconstructed.
- Just over 11,000 square meters were patched.
- Just over 11,000 square meters of drains were cleared.
- Approximately 3,906 square meters of concrete drains were constructed.
- 1,803 square meters of retaining walls were built

Urban/Rural Township Rehabilitation and Maintenance Programme

The Urban/Rural Township Rehabilitation and Maintenance Programme was implemented primarily to address upgrading of the main roads in the parish capitals and major townships across the island. Approximately 275 roads totalling 200km belonging to the Parish Councils in every parish capital and some major towns across the country were targeted for repairs at a cost of just over \$1.2B. Twenty contracts were awarded between June and November 2002 and by March 2004 the project was 99% complete. This programme has been properly executed, coming out within budget.

Kuwait/OPEC Fund Assisted Road Rehabilitation Project

This is jointly funded by the Government of Jamaica and Kuwait in the ratio of 30/70. Under this contract five roads were selected for total rehabilitation namely, Stony Hill –Toms River in St. Andrew, the Spanish Town By-Pass in St. Catherine, Mandeville – Mark Post, Williamsfield to Greenvale via Mandeville and Whitney Turn to Trinity in Manchester. The contracts for these roads covering some 40.2 km were valued at approximately \$1.2B. The Manchester roads are all 96 % complete, Stony Hill to Toms River 18% and Spanish Town By-Pass 6%.

The OPEC funded aspect of the programme is

now in progress. OPEC is funding 87% and the GOJ 13%. This project will cost approximately \$236M. The roads that are being upgraded include Luana to Sandy Ground in St. Elizabeth, Truro Gate to Locust Tree and Torrington to Galloway in Westmoreland. These works are progressing slowly and as at the end of March their completion ranged from 2% to 7%.

Northern Coastal Highway Improvement Project Segment 1

This Segment, which saw the construction of the 71.2 km stretch of roadway between Negril and Montego Bay, was officially opened in September 2002. The approaches to the bridges had begun to settle, but the Consultants, Stanley Consult Int. has indicated its agreement to undertake the necessary remedial work.

Segment 2

This 97 km stretch from Montego Bay to Ocho Rios is well underway. The land Acquisition and utility relocation has been advanced to 90%, while the affected persons have been fully resettled. The creation of the Falmouth, Duncans, Cooper's Pen and Rio Bueno By-Passes has reduced land acquisition costs and traffic congestion in the resort areas. There has also been a reduction in travel time between destinations. Road safety has been enhanced and the reservation has been expanded to facilitate future lane expansion.

Approximately 50km of NWC pipe lines are being realigned to the new road shoulder to ensure that repairs or extension excavation in the future do not affect the roadway.

Segment 3

This 120 km stretch of roadway from Ocho Rios in St. Ann to Fair Prospect in Portland involves reconstruction and rehabilitation. It is expected that work will be primarily restricted to the existing alignment.

The project is being funded by the European Union and they have given strict guidelines for the grant funds. These include clear and unrestricted access to the contractor, the acquisition of all

necessary lands, resettlement of the affected persons and the relocation of the utilities.

As at March 2004, 99% of the land has been acquired, 96% of the utilities has been relocated, 96% of the resettlement of affected persons has been completed, 9 community meetings were held and the necessary Environmental Permit was granted by NEPA, paving the way for the project to begin by August 2005.

The Port Authority of Jamaica

The Port Authority of Jamaica (PAJ) is a Statutory Corporation established by the Port Authority Act (1972). It is the Government's principal maritime agency responsible for regulating and fostering development of Jamaica's ports and shipping industry.

In its regulatory capacity, the Authority is responsible for the safety of all vessels navigating the ports of entry and the regulation of the tariffs for the movement of goods over the public wharves. In its developmental role, the Authority fosters the expansion and upgrading of port facilities and is responsible for the development of the public sector export free zones. The Port Authority is concentrating on maximizing capacity utilization of the transshipment port facilities through growth in container volumes.

In its developmental role, the Authority fosters, facilitates and participates in the commercial development, expansion and upgrading of the country's ports and allied services. In addition, the Authority owns and operates several business units and support services under varying management arrangements. These include the Kingston and Montego Bay Free Zones, Kingston Container Terminal, the Port of Montego Bay and the cruise shipping terminals at Ocho Rios and Port Antonio and the Boundbrook Development Company. The Authority also owns and operates several lighthouses strategically located throughout the island to facilitate the safe navigation of vessels to and from the island.

In the fiscal year 2003/04, growth was sustained in the areas below as a result of the Port

Authority's implementation of various projects and programmes over that period:

- Infrastructure and equipment capacity
- Transshipment throughput
- Advanced technology in terminal operations
- Total vessel calls to ports
- Domestic cargo

Port & Shipping Sector

The Port and Shipping Sector is critical to the country's economic development. Its development has been the focus of major attention and indeed the transshipment Port of Kingston is now approaching the mega port category and is ranked 63rd in the world.

During the fiscal year there was a marginal increase of approximately 0.15% in the number of ships calls made to Jamaican ports, with a total of 3,847 calls as against 3,841 in 2002. As in previous years, cargo ship calls dominated overall ship calls and the Port of Kingston, the country's major international maritime gateway, had the greatest

number of calls - 2,518 out of the total of 3847. These are detailed in Fig. 12.

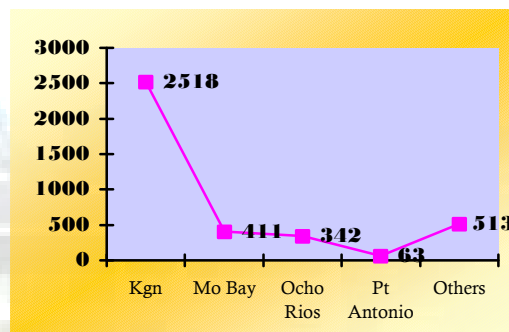


Fig 12. - 2003 Ship Calls by Port -PAJ

Cargo Volume

Cargo volume passing over the ports, including transshipment, amounted to 25.26 million metric tons. The Port of Kingston handled a total volume of 12.79 million metric tons. Of that volume, domestic cargo of 4.76 million metric tons represented 37.21% of the Port's cargo throughput. Cargo ship calls totalled 411 as against 408 in 2002, an increase of 0.73%. (See Fig. 13)

Port	2002	2003	% Change
All Ports	23.92m metric tons	25.26m metric tons	▲ 5.3%
Port of Kingston	11.62m metric tons	12.79m metric tons	▲ 10.06%
Port of Montego Bay	623,388 metric tons	676,203 metric tons	▲ 8.5%

Fig. 13 - Cargo Volume 2002 & 2003 -PAJ

Cruise Shipping and Passenger Traffic

The year was a special one for Cruise Shipping, as the island welcomed the one millionth cruise passenger. Four hundred and ninety-one (491) cruise ship calls were made to our ports transporting 1,124,918 visitors. This reflected an increase of 25.2% in cruise ship calls and an increase of 30.3% in passenger traffic compared to the previous year (See Fig. 14 below).

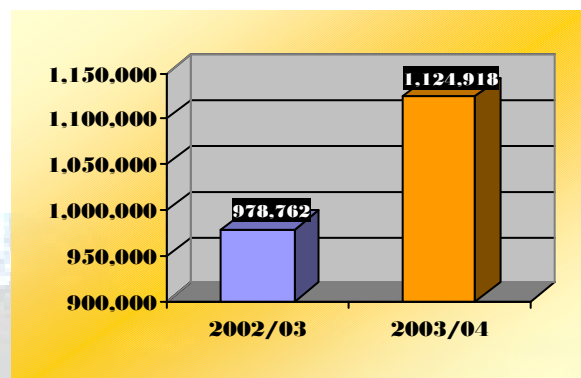


Fig. 14 - Cruise Passenger Arrivals 2002/03 & 2003/04- PAJ

In February 2004, the Port Authority signed a contract with Carnival Corporation, which guarantees Jamaica 500,000 passengers per

annum over the next five years. According to the terms of the contract, Carnival will deliver minimum total cruise passengers of two and a half million over the contract period.

In addition to growth from the traditional North American cruise partners, significant growth was realised out of the European arena. Over the three year period 2002-2004 the Port Authority is projected to secure 180 European cruise ship calls and in excess of a US\$2.2 million contribution to the economy.

The Port Authority has also begun preliminary work on projects designed to upgrade the cruise shipping facilities at the Ports of Montego Bay, Ocho Rios and Lucea. The Port of Montego Bay is being expanded to accommodate two ultra voyager ships by 2006, while the Lucea port will see the construction of a new cruise ship facility.

Kingston Container Terminal

The Kingston Container Terminal has continued positive performance, demonstrating growth in container throughput, ships calls, regional market share and productivity.

For the port and shipping sector, the year was also a special one, as the cargo throughput at the Transshipment Port achieved one million plus TEUs (Twenty Foot Container equivalent). The Terminal recorded container throughput of 1,049,262 TEUs as against 949,541 in 2002, reflecting an increase 10.5%.

The fourth phase expansion (extension of South Terminal and extension and Reconstruction of North Terminal) of the container port commenced in June 2003 and included the design and planning stages as well as deposit on the cranes and consultancy at a total cost of J\$542 Million. This expansion when completed will add an additional capacity of 300,000 TEUs, representing a 25% increase. Total capacity after the completion in 2006 will be 1.5 Million TEUS.

Port Antonio Marina

A California based company, Westrec Marinas, became the new management of the Port Antonio Marina on November 1, 2003. The first phase of the Port Antonio West Harbour development

Project, which features the construction of the Marina at Port Antonio was completed and officially opened on September 12, 2002. Phase two of the project which will be implemented during the 2004/05 financial year will see the reconstruction of the old Port Antonio marina, which will operate as a membership yacht club.

Port Security

During the financial year, the PAJ ensured that security at the ports continued to be highlighted, in order to protect foreign trade, particularly exports and the transshipment market, from the contamination of narcotics. The main focus of the Authority in readiness for the implementation of the ISPS Code was on the major ports which are engaged in commercial and cruise shipping activities – Port Bustamante in Kingston and the ports of Ocho Rios and Montego Bay. The Authority however, worked closely with all the small ports and sufferance wharves to ensure their readiness for the July 1, 2004 certification deadline set by the IMO/ISPS Code.

In light of its commitment to provide the safest cargo and cruise ports and facilities in the Caribbean, the PAJ has established two major objectives in respect of security, that is, to obtain certification of security measures at the ports by U.S. Authorities, and to improve the security at ports so as to increase the marketability of the ports.

A number of the specific targets designed to enhance Jamaica's security system which have been undertaken by the PAJ are outlined below:

- Eleven x-ray units, five pallet units to x-ray break bulk cargo and six to examine containers, were purchased. Five of these units arrived in Jamaica in January 2004. The remainder was expected to start arriving in September 2004. These units scan an average of 2,000 containers on a weekly basis. So far, twenty U.S. Customs and Law Enforcement officials have been employed to operate these machines, along with fourteen specially selected local Customs Officers.
- The installation of closed circuit television system was 90% completed at the close of the

financial year. Completion is expected in the early part of the 2004/05 financial year. This system will see round-the-clock surveillance of the ports.

- An Electronic Access Control & Badging System which will be linked to the Police's Criminal Records Office for security clearances of all persons going on the port, including truckers, terminal staff and Customs officers.
- Underwater Surveillance Cameras, which are now in operation at the ports of Montego Bay and Ocho Rios, were strategically placed to inspect the hull of ships on arrival in port and before leaving the ports. Personnel from the Police Marine Division and JDF Coast Guard have recently completed an intensive training programme in the care and operation of these cameras.
- Floating Barriers were acquired and are now being used to form a cordon around the cruise vessels in port in Ocho Rios and Montego Bay. Harbours Rule of 2001 states, "No person shall enter into or remain in the sea within a distance of 100 meters from any vessel."
- Patrol Boats are now being used by the JDF Coast Guard to escort cruise ships in and out of the port. While vessels are in port, the patrol boats remain in the basin in order to patrol the waterside. This will supplement patrols by the Marine Police.
- The use of a K-9 Service operated by a private security company. Port Bustamante utilizes the services of highly trained narcotic dogs, which are kept on a special location on the port, to sniff selected packages and containers, prior to being loaded on the vessel.
- High Mast Lights which completely illuminate the port during the nights and compliment the CCTV operation for night-time viewing, have been installed at Port Bustamante.

National Security Plan

A National Security Plan has been completed and meetings and training workshops have been conducted with all port operators and other Maritime interest groups to sensitize them on the contents and operations of this national plan.

Financial Summary

The fiscal year 2003/2004 was another successful

year for the Port Authority financially. Three Billion Two Million Dollars (\$3.2 Billion) income was earned for the year, which represented an increase of 20% relative to the levels achieved last year. One Billion Seven Million Three Hundred Thousand Dollars (\$1.73B) worth of surplus, generated from operations, was recorded, representing an increase of 11% from the previous fiscal year.

Ports Security Corps

In April 1989 the Ports Security Corps (PSC) was established as the agency responsible for providing security at the island's air and sea ports and the free zones. The services of the corps were eventually expanded to include the provision of security services to the major tourist resorts of Negril, Ocho Rios, Port Antonio and Montego Bay, Government Residences, as well as for the four JUTC bus depots in the KMTR.

The main objectives of the PSC therefore are to ensure the safety of passengers on Aircraft leaving our island's international airports by the prevention of guns, bombs and other explosive devices from getting onboard by passengers and to significantly reduce the movement of illegal drug activities through Jamaica's Sea and Airports. These are achieved by ensuring that all international conventions and local legislations governing air and seaport security are enforced.

Currently, the Corps deploys over 650 Officers at 17 locations across Jamaica. A primary function of the PSC is to reduce the trade in illicit goods through air and seaports and to implement a program for restricted access to these sensitive areas.

Security at Airports

The Ports Security Corps is actively working with MBJ Airports Limited and NMIA Airports Limited to transform and improve the quality of security and safety services provided at both locations.

The operations of the PSC to significantly reduce the illegal drug activity at Jamaica's air and sea ports, resulted in the achievements highlighted in Fig. 15.

Activity	2002/03	2003/04	Change
Ganja Seized	1,268.85 kg	288.76 kg	77.24% decrease
Cocaine Seized	38.87 kg	25.31 kg	34.88% decrease
Hash Oil Seized	0.9 kg	1.2 kg	25% increase
Hashish Seized	24.4 kg	7.30 kg	70.1% decrease
Expired Passes Seized	1,000	719	28.1% decrease
Arrested Made	118	29	75.42% decrease
Vessels Towed (illegally parked at NMIA & SIA)	573	466	18.67% decrease
Certificates Issued for Container Inspection	-	683	
Vessel Services (container checks)	-	1,130	

Fig. 15 – Major Activities 2002/03 & 2003/04– Ports Security Corps

Seaports

The Ports Security Corps has established itself as the provider of high calibre security services at APM Terminals (Jamaica) Limited. The prevailing movement of massive contraband is now almost a thing of the past (refer to Fig. 16). Their services in conjunction with the new measures which will be implemented shortly (X-ray machines) and that of the ISPS Code will provide a high level of sterility to the operations at APM Terminals.

For the period January – December 2003 the PSC's offices serviced 1301 vessels at APM Terminals and vessels' turnaround times have been reduced.

Training

The Airports Authority of Jamaica in association with the MIF/IDB scheduled a number of aviation courses over the period November 17,2003 to January 2004. In addition, PSC Port



Commanders, Unit Leaders and Security Officers attended and participated in a number of courses, e.g. Identification of Bombs and other Explosives, Incidental Management, Command and Hostage Negotiation.

Sixty-one (61) persons were successfully trained as security officers in the Basic Introduction Training conducted in Kingston and Montego Bay.

Reduction in Crime and Violence

The continuous detection of narcotics, guns and ammunition at the ports continue to reduce the

availability of these contraband items, which are contributing to moral decay and violence within communities. The pending Ports Security Act will thus enhance and enable the Ports Security Corps to achieve higher levels of performance and monitoring standards of our ports thereby making significant contributions to our nation building.

In carrying out its duties, the PSC is however constrained by their inability to access international exposure, training in specialized areas such as electronic screening equipment and the lack of reliable vehicular support

Transport Authority

The Transport Authority functions as a regulatory body, dealing with the licensing of all public and commercial vehicles and the regulating and monitoring of public transportation throughout the island. In July 1987, the authority also took over the functions previously performed by Licensing Authorities, The Public Passenger Transport (Corporate Area) Board of Control and the Public Passenger Transport (Rural Area) Board of Control.

Public Passenger Vehicle Licensing

The Transport Authority performed credibly in the area of public passenger licensing. For the year under review the Authority surpassed its forecast in respect of the number of road licences processed. (See Fig. 16)

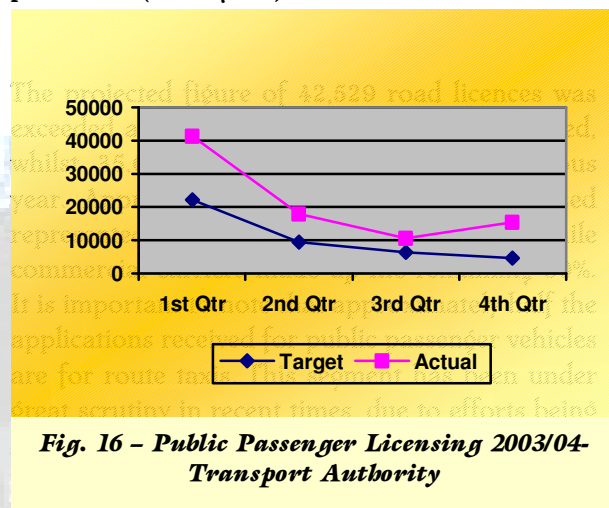


Fig. 16 – Public Passenger Licensing 2003/04- Transport Authority

Increased Regulation of Route Taxis

During the last year the Transport Authority embarked on a special campaign to organize and regulate the route taxi system. Several meetings were conducted island-wide with operators and drivers. These meetings were aimed at facilitating the rejuvenation of existing associations and establishment of new ones.

The decision to encourage the establishment of associations came in response to the need for greater security within the sector. Consequently, route taxi operators were advised that they were to be aligned to an association for the new licensing period which began April 1, 2004. This new requirement facilitates the introduction of measures for the easy tracking and identification of vehicles. These measures include vehicular colour coding and lettering by parish, numbering of vehicles within associations and the displaying of associations' logos. The drivers are required to be attired in the associations' uniforms, as approved by the Transport Authority. To date, 31 associations have been registered and are fully operative.

Issuing of Badges

The Transport Authority began a new system for the registration of drivers and conductors on November 1, 2003. This was in response to numerous criminal activities and other incidents

allegedly involving public passenger vehicles. These new measures were therefore aimed at improving security and safety within the sector.

Drivers and conductors are now being required to submit criminal and traffic records, character references and must be literate in order to receive a badge. A comprehensive public relations program was undertaken prior to and during the implementation stage.

To date, the Transport Authority has received 4,721 applications for badges. This represents a very low percentage when compared to the total number of persons (approximately 23,000) operating within the sector. In addition to the above requirements the Transport Authority has also been requiring owners to provide information pertaining to the drivers of their vehicles. This is in an effort to create a proper database for all drivers and conductors within the Public Passenger Sector. These thrusts are a part of the overall plan to improve and regulate the sector. It is therefore very important that all stakeholders play their part in ensuring that the objectives are met. The Transport Authority and the Police will be taking appropriate action against those persons who refuse to comply with the badge requirements.

Infrastructural Improvements

One of the major objectives of the Transport Authority during last year was to enhance its corporate image and effectiveness. To this end, several infrastructural projects were undertaken on various properties island-wide. These included:

- 119 Maxfield Avenue (Head Office) - The Licensing Department was expanded to twice its original size. This was accompanied by a concurrent restructuring of the systems and processes. Previously, the allotted space was inadequate as it could only accommodate two (2) Cashiers and four (4) Licensing Clerks; the improved facilities now house ten (10) Licensing Clerks who also perform cashiering duties. The needs of senior citizens were also taken into account in the improved facilities; two seated sections are allotted to such persons.
- 107 Maxfield Avenue (Operations Division) -

The facilities at 107 Maxfield Avenue were refurbished to house the Operations Division archive and training facilities. This move provides more suitable accommodation for Inspectors.

- Southern Regional Office - The Transport Authority has acquired a 25-year lease for the Public Works' property in Mandeville to house its Southern Regional Offices and pound facilities. The Pound facility has now been completed and is in full operation. Plans are in place for the renovation of the office facilities during this financial year.
- Pound Facilities - Two (2) of the pound facilities were upgraded and re-organized to provide more secure and suitable accommodation. Others, particularly the Bevin Avenue Pound in Montego Bay, will be similarly upgraded in the near future. Two new pounds were also established during the year to ensure close proximity to operational locations.

Seizure Operations

During the past year, 1007 operations were conducted by the Transport Authority with the assistance of the Police. This resulted in 10,671 prosecutions and 8,887 vehicles being impounded, with a total of \$7.6 million in fines being paid into the Consolidated Fund through the courts. The number of illegally operated vehicles seized totalled 6,364.

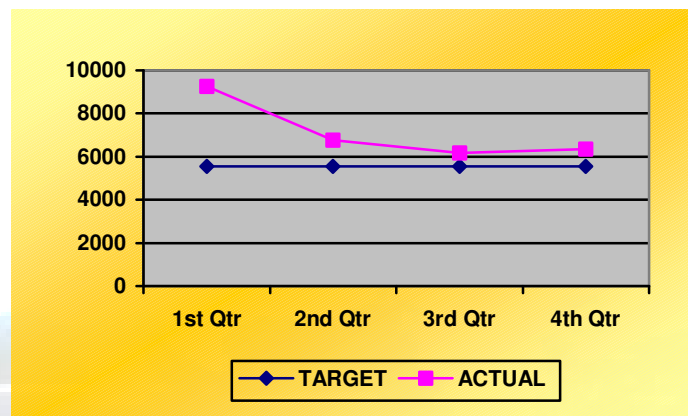


Fig. 17 - Seizures of Illegally operated Vehicles 2003

The current laws governing the transport sector and which guide and empower the Transport Authority are being amended. These amendments



will provide clearer and more effective mechanisms for the removal of illegally operated vehicles and the prosecution of the drivers, conductors and owners. This is becoming more and more critical with the rapid increase in the number of illegally operated vehicles. A survey, which was conducted in 2002 revealed that there were 4,400 illegally operated vehicles in the KMTR. A recent survey revealed that illegal

operators in the KMTR stood at approximately 4,400 and island-wide, a staggering 19,981. The present estimated ratio of legal to illegal operators is approximately 1 to 1. The Transport Authority and the Police are therefore in dire need of the resources and legislative empowerment to effectively discharge their mandate and correct this problem.

BOARDS AND OTHER PORTFOLIO ENTITIES

Architects Registration Board

The Architects Registration Board is mandated to register architects, regulate the practice of architecture in Jamaica, and to ensure the maintenance of acceptable standards of professional conduct of persons registered under the Act. The Act was mainly regulatory in nature and aimed to monitor the operation of the Architectural profession in Jamaica.

The Board in the exercise of its mandate has:

- Recognised the important work of the University of Technology in preparing students for qualification as Registered Architects, and the consequent growth in the body of registered Architects notwithstanding the loss through attrition of several members of the profession. In recognition of this phenomenon, the Board has recommended that the grandfather provisions relating to the entry level into the profession be deleted from the Act;
- Identified inherent conflicts between the provisions of the Architects Registration Act on the one hand and the Local Improvement Act, and the Town and Country Planning Act on the other hand, and has sought to have this anomaly

addresses in the latter two Acts;

- Opened discussion on the practice existing, where-under foreign Architects are allowed to submit plans for development works in Jamaica to the relevant Local Authority without being temporarily registered in accordance with the Act, and without the signature or involvement of a local registered Architect, whose knowledge of and familiarity with local conditions the board regards as indispensable, if we are to guarantee the protection of the public interest, and the preservation of the 'national flavour' of our developmental process;
- Reviewed the proposal for free movement of professionals within the Caribbean, and ways and means to absorb the impact of the disparity between entry level qualifications for Architects within the territories.
- Acknowledged the significant changes in the national economy since the date of the last revision of Registration and other fees, and made recommendations for revised rates.

National Road Operating and Constructing Company Limited

The National Road Operating and Constructing Company is a wholly owned Government Company formed under the Companies Act, which has responsibility for ensuring the implementation of Highway 2000.

Highway 2000 involves the construction of a multi-laned tolled highway from Kingston to Montego Bay and a spur from Bushy Park to Ocho Rios. The total length of the project is approximately 230 km with a design speed of 110 k.p.h in the flat and undulating areas and 90 k.p.h in the hilly areas.

The project has been divided into two phases:

PHASE 1.	Kingston – Williamsfield
PHASE 2.	Williamsfield – Montego Bay Bushy Park – Ocho Rios

Phase I which is approximately 83 km and spans between Kingston and Williamsfield is divided into Phase 1A, Kingston to Sandy Bay including the Portmore Causeway and the Dyke Road and Phase 1B which is Sandy Bay to Williamsfield. Phase 1A is approximately 44 Km and Phase 1B is approximately 39 Km. Construction has been completed on 11Km of the 44 Km in Phase 1A and is in progress on another 21Km.

There are nine bridges in this section of which six have had the structural steelwork completed. In the section between the Spanish Town interchange and Bushy Park, all of the bridges and other structures were completed whilst work is progressing on all of the bridges and structures between Mandela Highway and the Spanish Town interchange. Installation of fibre optic cables was in progress up to the end of the financial year, with over 5,500 m installed so far. Construction of concrete median barriers also commenced with more than 2,300 meters in place. Grading and grassing of embankments are in progress and storm-water drainage works are continuing.

During this first year of operations, December has emerged with the highest volume of traffic in a day, peaking at just under 16,000 vehicles

transiting the corridor. This has contributed to

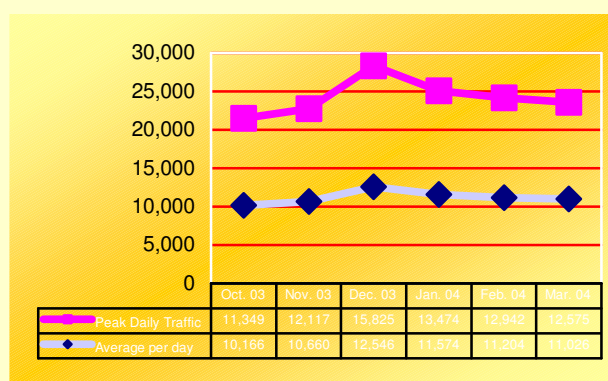


Fig. 18 – Highway 2000 Average Traffic Volumes 2003/2004 NROCC

the highest daily average of 12,546 vehicles. Fig 18 provides further details.

Usage of electronic tags averages 6.5% of total vehicular traffic with 1,650 tags being sold during the year. Multipasses, which are manually operated, have also been sold, but in very small quantities.

There have been 48 accidents between the opening of the roadway in September 2003 and the end of the financial year. In that period, there has been one (1) fatality, three (3) serious injuries and thirty-nine (39) minor injuries.

Forty (40) of the accidents have been recorded as minor with the other eight (8) being major. The Operator has been liaising with the Traffic Safety Unit of the Ministry of Transport and Works so as to have all accident analysis contained in a single database.

Analysis of accidents includes the weather conditions in which the vehicle was operating and the direct cause of the event. The most significant statistic has been the presence of substandard tyres on vehicles with over fifty percent (50%) of all accidents attributable to blow out of tyres. The constraint is that present traffic laws and regulations do not allow the Police to remove vehicles from the road until the tyres are extremely worn.

Professional Engineers' Registration Board

The Professional Engineers' Registration Board (PERB) is the body charged under the Professional Engineers Registration Act of 1987 with responsibility for the registration of professional engineers and for regulating the practice of engineering in Jamaica. The Board is charged with the responsibility to accredit Engineering Training Programmes and to determine the suitability of candidates for registration.

The Board's structure provides for a membership of not more than nine (9) – from among whom a Chairman is elected – and a Registrar/Secretary.

The Board is assisted in its work by six (6) Standing Committees.

- Credentials Committee
- Engineering Programmes Accreditation Committee
- Registration Act Enforcement Committee
- Disciplinary Committee
- Finance Committee
- Communications Committee

To date, there are over four hundred (400) individuals and eighty (80) engineering organizations registered with the PERB in one (1) or more of the fifteen (15) Categories under which they may be registered to practice engineering. Of these total figures, fifty-four (54) individuals and two (2) firms were approved during the period April 2003 to March 2004. The fifteen (15) Categories of Engineering Works are shown in Fig. 19.

Ref No	Categories	Ref No.	Categories
01	Civil	08	Electronics
02	Chemical	09	Agricultural
03	Electrical	10	Aeronautical
04	Industrial	11	Environmental
05	Mechanical	12	Bio-Medical
06	Structural	13	Metallurgical
07	Mining	14	Marine
		15	Sanitary

Fig. 19 – Categories of Engineering Works

These categories are reviewed from time to time to determine whether there is any need for updating them to keep pace with current trends in the profession.

In Jamaica, registration is compulsory for all persons, firms and organizations wishing to offer engineering services to the public. To become registered, the Act requires that applicants must be:

- Citizens of Jamaica or ordinarily resident in Jamaica;
- Of good character and reputation;
- Members of or holding a certificate granted by an accredited institution or other body recognized by the Board as having competence to approve qualification as an engineer in a category of engineering work.
- Holding a certificate recognized by the Board, indicating competence in some category of engineering science.

In addition, they must have at least two (2) years of approved post qualification practical experience in that category of engineering work (at least one (1) year of which must be in Jamaica). They must also have passed such examinations as may be required by the Board. An engineer visiting Jamaica to work temporarily on a specific project must obtain Temporary Registration.

Also during the year, the Board initiated work on a Code of Conduct for the profession and regulations governing the issues and use of Seals.

Road Maintenance Fund Board

The promulgation of the Road Maintenance Fund Act 2002 established a dedicated fund for the maintenance of the main road network. Its purpose is to manage the pool of funds for the specific maintenance of main roads and structures island-wide pursuant to Section (4) of the Main Roads Act. There are over 5000km of

roadways designated as main roads, which fall under the purview of the Road Fund. The scope of the maintenance work involves periodic and routine maintenance of roads and structures and matters incidental thereto. The Fund is governed by a board of eleven Directors and a Chairman.

Funding is received from the Inland Revenue Department on a monthly basis. This is calculated at one-third (1/3) of total collections of the island's motor vehicle licence fees. A two and half percent (2.5%) handling fee is deducted from this amount for administration purposes by the Revenue Department. On average the Fund is projected to receive from this source approximately three hundred and sixty million dollars (\$360m) annually. Disbursements to the Fund commenced in August 2003

A critical component of the Board's work is the audit function, whereby all completed and certified works are audited independently before payment is made.

Toll Authority

In February 2002 the Toll Roads Act was passed, establishing the legal framework for the development, financing, construction and operations of toll roads in Jamaica by the private sector. Jamaica joined fifty other developed/developing countries that are pursuing the growing trend towards the involvement of the private sector in the operation of tolled motor ways.

The Toll Authority was established under the Act to:

- (a) regulate the operation and maintenance of toll roads and other facilities necessary on or adjacent to toll roads;
- (b) monitor compliance of concessionaires with the terms and conditions of concession agreements; and
- (c) provide advice on the design, construction safety regulation, operation and maintenance of toll roads in Jamaica.

The current members were named to the Authority in August 2003 and will serve for a three-year period. The Toll Regulator, whose specific functions are to grant approval and administer the process for a concessionaire or operator to levy toll, was also appointed in August 2003.

Four subcommittees, the Finance/Budget, Operations & Monitoring, Safety and Public

Since inception in August 2003 and up to March 2004, the Road Maintenance Fund has disbursed approximately \$400m to the National Works Agency. Details are provided in Fig. 20.

Timeframe	Nature & Value of Works
Aug-Oct 03	Island-wide Patching \$160m
Nov 03	Maintenance Works Island-wide (Except KMA) \$171m
Nov 03	KMA Maintenance Works \$40m

Fig. 20 –Disbursements- from RMF to the NWA 2003/2004

Education sub-committees, assist the Authority in carrying out its mandate.

The first thirteen kilometres of Highway 2000, the Bushy Park to Sandy Bay Leg, which was initially constructed under the Old Harbour By Pass project, was designated as Jamaica's first tolled roadway. One feature of the roadway is the placement of telephones every two kilometres to allow motorists in difficulty to contact the toll operator's station. Other features include safety rails, median barriers, cattle grids, cameras and reflectors.

Commissioning of toll operations took place in September 2003. Toll rates range from Fifty Dollars (\$50) for cars to One Hundred and Twenty (\$120) for buses and trucks.



Highway 2000 Toll Plaza



Monitoring of the terms of the concession agreement shows full compliance by the developers, Trans Jamaican Highway (TJH) and the implementers NROCC. Statistics show the highway to be the safest of those currently in operation. The Jamaica Infrastructure Operators' (JIO), the company that operates the toll on behalf of TJH, have presented reports and

accident analyses that show that most of the accidents on the corridor are caused by defective tyres.

The Authority is well on its way to developing a national tyre safety awareness plan and implementing a public education campaign on the rules governing the operation of toll roads in Jamaica.

Report *of the* MTW AUDIT COMMITTEE

The Audit Committee of the Ministry of Transport and Works held three meetings for the financial year 2002-2003. At these meetings the Committee reviewed four reports from the Ministry's Internal Audit Unit dealing with assessments carried out in many of our Agencies and one report of the Auditor-General for fiscal year 2001/2002.

The Internal Audit Reports highlighted areas of deficiency in the operation and financial management in four of the Ministry's agencies. Areas of deficiency included:

- Improper disposal of assets;
- Improper accounting systems;
- Poor Management of Records;

The Committee took proactive steps in ensuring that agencies are compliant with the various Acts and Regulations. Such action resulted in meetings with two (2) agencies, namely, the Caribbean Maritime Institute and the Jamaica Railway Corporation, to clarify some of the above-mentioned issues. The Committee had also requested follow-up audits in the affected agencies as a means of verifying the implementation of corrective action.

Recommendations were also forwarded to the Permanent Secretary and Chief Internal Auditor regarding the winding-up of the Metropolitan Management Transport Holdings Ltd., to assist with the smooth transfer of assets to the Ministry.

The overall assessment of the Committee and the various audit reports confirm that the Ministry of Transport & Works is generally compliant with the Financial Administration and Audit Act and the applicable Regulations and Instructions. It is also the Committee's assessment that a few of the Ministry's portfolio entities are not in conformity with sections of these Acts and Regulations and must therefore be monitored closely in the future.

FINANCIAL REPORT

Comparison of Revised Recurrent Budgets Fiscal Years 2003/2004 and 2002/2003 \$'000

Function / Sub Function / Programme	Authorized by Law	Revised Estimates 2003/2004	Revised Estimates 2002/2003
Function 01 - General Government Services			
06 Public Works		3,528.0	4,360.0
06 002 Training		3,068.0	3,982.0
06 126 Government Office Buildings		460.0	378.0
07 Other General Government Services		210,337.0	230,897.0
07 001 Executive Direction and Administration		210,337.0	230,897.0
07 125 Elections			
Total Function 01 - General Government Services		213,865.0	235,257.0
Function 18 - Roads			
00 228 Urban Roads, Kingston and St. Andrew		1,488.0	1,679.0
00 230 Road Traffic and Safety		1,540.0	1,858.0
00 231 Supporting Services		16,478.0	33,541.0
Total Function 18 Roads		19,506.0	37,078.0
Function 20 - Scientific and Technological Services			
00 001 Executive Direction and Administration			9,539.0
00 600 Meteorology Services			23,036.0
Total Function 20 - Scientific and Tech. Services		0.0	32,575.0
Function 23-Transport and Communication Services			
01 Rail Transport		23,173.0	36,198.0
01 001 Executive Direction and Administration		23,173.0	36,198.0
02 Shipping Ports and Lighthouses		198,154.0	129,430.0
02 002 Training		63,094.0	58,053.0
02 004 Regional and International Cooperation			
02 557 Ports and Lighthouses		37,000.0	
02 560 Caribbean Maritime Services		98,060.0	71,377.0
03 Roads Transport		110,309.0	110,178.0
03 230 Road Traffic and Safety		65,549.0	67,084.0
03 558 Improvement of Public Transport		44,760.0	43,094.0
04 Civil Aviation		475,455.0	341,595.0
04 552 Civil Aviation Administration		475,455.0	341,595.0
Total Function 23 Transport and Communication Services		807,091.0	617,401.0
Total Budget 1 Recurrent		1,040,462.0	922,311.0
Less Appropriation In Aid		364,795.0	277,537.0
Net Total Budget 1 Recurrent		675,667.0	644,774.0

Comparison of Budgeted and Actual Expenditure*
Recurrent 2003/2004
\$'000

Function / Sub Function / Programme	Authorized by Law	Revised Estimates 2003/2004	Actual Expenditure 2003/2004	Variance
Function 01 - General Government Services				
06 Public Works		3,528.0	2,092.5	1,435.5
06 002 Training		3,068.0	1,920.0	1,148.0
06 126 Government Office Buildings		460.0	172.5	287.5
07 Other General Government Services		210,337.0	219,360.8	-9,023.8
07 001 Executive Direction and Administration		210,337.0	219,360.8	-9,023.8
07 125 Elections				
Total Function 01 - General Government Services		213,865.0	221,453.3	-7,588.3
Function 18 - Roads				
00 228 Urban Roads,Kingston and St. Andrew		1,488.0	39.3	1,448.7
00 230 Road Traffic and Safety		1,540.0	784.5	755.5
00 231 Supporting Services		16,478.0	3,021.9	13,456.1
Total Function 18 Roads		19,506.0	3,845.7	15,660.3
Function 20 - Scientific and Technological Services				
00 001 Executive Direction and Administration				
00 600 Meteorology Services				
Total Function 20 - Scientific and Tech. Services		0.0	0.0	
Function 23-Transport and Communication Services				
01 Rail Transport		23,173.0	24,654.2	-1,481.2
01 001 Executive Direction and Administration		23,173.0	24,654.2	-1,481.2
02 Shipping Ports and Lighthouses		198,154.0	161,659.0	36,495.0
02 002 Training		63,094.0	57,157.2	5,936.8
02 004 Regional and International Cooperation				
02 557 Ports and Lighthouses		37,000.0	18,500.0	18,500.0
02 560 Caribbean Maritime Services		98,060.0	86,001.8	12,058.2
03 Roads Transport		110,309.0	106,962.5	3,346.5
03 230 Road Traffic and Safety		65,549.0	64,964.5	584.5
03 558 Improvement of Public Transport		44,760.0	41,998.0	2,762.0
04 Civil Aviation		475,455.0	506,600.3	-31,145.3
04 552 Civil Aviation Administration		475,455.0	506,600.3	-31,145.3
Total Function 23 Transport and Communication Services		807,091.0	799,876.0	7,215.0
Total Budget 1 Recurrent		1,040,462.0	1,025,175.0	15,287.0

* **Unaudited Expenditure**



Capital "A"
Comparison of Revised Budgets
Fiscal Years 2003/2004 and 2002/2003
\$'000

Function / Sub Function / Programme	Authorized by Law	Revised Estimates 2003/2004	Revised Estimates 2002/2003
Function 01 - General Government Services			
06 Public Works		43,800.0	17,976.0
06 126 Government Office Buildings		43,800.0	17,976.0
Total Function 01 - General Government Services		43,800.0	17,976.0
Function 18 - Roads			
00 005 Disaster Management			18,000.0
00 006 Social and Economic Support Programme		7,326.0	6,436.0
00 225 Arterial Roads		463,927.0	50,812.0
00 226 Secondary Roads		3,000.0	41,621.0
00 227 Tertiary Roads		110.0	19,420.0
00 228 Urban Roads, Kingston and St. Andrew			6,500.0
00 230 Road Traffic And Safety		2,915.0	25,671.0
00 231 Supporting Services			
Total Function 18 - Roads		477,278.0	168,460.0
Function 20 - Meteorological Services			
00 600 - Meteorological Services			2,086.0
Total Function 20 - Meteorological Services		0.0	2,086.0
Function 23 - Transport and Communication Services			
01 Rail Transport			
01 550 Railway Operations			
02 Shipping Ports And Lighthouses		0.0	0.0
02 560 Caribbean Maritime Services			
03 Roads Transport		6,527.0	61,000.0
03 230 Road Traffic And Safety			1,000.0
03 558 Improvement of Public Transport		6,527.0	60,000.0
04 Civil Aviation		60,000.0	59,000.0
04 554 Air Navigation Facilities		60,000.0	59,000.0
Total Function 23 - Transport And Communication Services		66,527.0	120,000.0
Total Budget 2 - Capital ' A '		587,605.0	308,522.0

Comparison of Budgeted and Actual Expenditure*
Capital "A" 2003/2004
\$'000

Function / Sub Function / Programme	Authorized by Law	Revised Estimates 2003/2004	Actual Expenditure 2003/2004	Variance
Function 01 - General Government Services				
06 Public Works		43,800.0	44,996.7	-1,196.7
06 126 Government Office Buildings		43,800.0	44,996.7	-1,196.7
Total Function 01 - General Government Services		43,800.0	44,996.7	-1,196.7
Function 18 – Roads				
00 005 Disaster Management			33,107.8	-33,107.8
00 006 Social and Economic Support Programme		7,326.0		7,326.0
00 225 Arterial Roads		463,927.0	458,000.0	5,927.0
00 226 Secondary Roads		3,000.0	3,083.0	-83.0
00 227 Tertiary Roads		110.0	695.5	-585.5
00 228 Urban Roads, Kingston and St. Andrew			1,662.9	-1,662.9
00 230 Road Traffic And Safety		2,915.0	6,229.1	-3,314.1
00 231 Supporting Services				
Total Function 18 – Roads		477,278.0	502,778.3	-25,500.3
Function 20 - Meteorological Services				
00 600 - Meteorological Services				
Total Function 20 - Meteorological Services		0.0	0.0	
Function 23 - Transport and Communication Services				
01 Rail Transport				
01 550 Railway Operations				
02 Shipping Ports And Lighthouses		0.0	0.0	
02 560 Caribbean Maritime Services				
03 Roads Transport		6,527.0	6,380.0	147.0
03 230 Road Traffic And Safety			0.0	0.0
03 558 Improvement of Public Transport		6,527.0	6,380.0	147.0
04 Civil Aviation		60,000.0	66,000.0	-6,000.0
04 554 Air Navigation Facilities		60,000.0	66,000.0	-6,000.0
Total Function 23 - Transport And Communication Services		66,527.0	72,380.0	-5,853.0
Total Budget 2 - Capital ' A '		587,605.0	620,155.0	-32,550.0

* **Unaudited Expenditure**



Capital "B"
Comparison of Revised Budgets
Fiscal Years 2003/2004 and 2002/2003
\$'000

Function / Sub Function / Programme	Authorized by Law	Revised Estimates 2003/2004	Revised Estimates 2002/2003
Function 18 – Roads			
00 005 Disaster Management		2,000.0	
00 225 Arterial Roads		909,858.0	789,243.0
00 226 Secondary Roads			
00 227 Tertiary Roads			
00 228 Urban Roads Kingston and St. Andrew		14,000.0	69,600.0
00 229 Drainage and Flood Control			12,010.0
00 230 Road Traffic and Safety			
00 231 Supporting Services		5,030.0	28,147.0
Total Function 18 – Roads		930,888.0	899,000.0
Function 23 - Transport and Communication Services			
02 Shipping, Ports and Lighthouses			
02 560 Caribbean Maritime Services			
04 Civil Aviation		1,000.0	51,000.0
04 553 Airports		1,000.0	51,000.0
Total Function 23 - Transport and Communication Services		1,000.0	51,000.0
Total Budget 3 - Capital "B"		931,888.0	950,000.0

Comparison of Budgeted and Actual Expenditure*
Capital "B" 2003/2004
\$'000

Function / Sub Function / Programme	Authorized by Law	Revised Estimates 2003/2004	Actual Expenditure 2003/2004	Variance
Function 18 - Roads				
00 005 Disaster Management		2,000.0		2,000.0
00 225 Arterial Roads		909,858.0	919,081.2	-9,223.2
00 226 Secondary Roads				
00 227 Tertiary Roads				
00 228 Urban Roads Kingston and St. Andrew		14,000.0	40,037.8	-26,037.8
00 229 Drainage and Flood Control				0.0
00 230 Road Traffic and Safety				
00 231 Supporting Services		5,030.0	17,260.1	-12,230.1
Total Function 18 - Roads		930,888.0	976,379.1	-45,491.1
Function 23 - Transport and Communication Services				
02 Shipping, Ports and Lighthouses				
02 560 Caribbean Maritime Services				
04 Civil Aviation		1,000.0	0.0	1,000.0
04 553 Airports		1,000.0		1,000.0
Total Function 23 - Transport and Communication Services		1,000.0	0.0	1,000.0
Total Budget 3 - Capital "B"		931,888.0	976,379.1	-44,491.1

* **Unaudited Expenditure**

GENERAL LEDGER – TRIAL BALANCE *

HEAD 6500 – MINISTRY OF TRANSPORT (2003/2004)

FINANCIAL PATTERN 10 - RECURRENT

No.	Description	Debit \$	Credit \$
01002	Vote Account		1,040,462,000.00
01003	Consolidated Fund Provision	15,231,104.36	
01011	Advance by Accountant General from Treasury Deposit		539,000.00
01025	Bank Account	274,116.93	
01100	Expenditure Control Account	1,025,004,061.18	
01101	Advance Control Account	2,147,593.53	
01170	Appropriation in Aid Provision Account	364,795,000.00	
01175	Appropriation in Aid Control		366,450,876.00
	GRAND TOTAL	1,407,451,876.00	1,407,451,876.00

*** Unaudited**

GENERAL LEDGER - TRIAL BALANCE *

FINANCIAL PATTERN 20 - CAPITAL 'A' VOTED

No.	Description	Debit \$	Credit \$
01002	Vote Account		587,605,000.00
01003	Consolidated Fund Provision	465,253,000.00	
01011	Advance by Accountant General from Treasury Deposit		20,000,000.00
01014	Advance from MOF for SESP		350,000.00
01017	Advance for Capital 'B' Head		20,000,000.00
01025	Bank Account	48,102.67	
01100	Expenditure Control Account	162,216,892.30	
01101	Advance Control Account	437,005.03	
	GRAND TOTAL	627,955,000.00	627,955,000.00

*** Unaudited**

GENERAL LEDGER - TRIAL BALANCE *

FINANCIAL PATTERN 30 - CAPITAL 'B' VOTED

No.	Description	Debit \$	Credit \$
01002	Vote Account		931,888,000.00
01010	Advance from MOF Contingencies Provision		3,382,000.00
01011	Advance by Accountant General from Treasury Deposit		80,000,000.00
01019	Advance for Capital 'A' Head	20,000,000.00	
01025	Bank Account	1,543,246.36	
01100	Expenditure Control Account	966,378,204.79	
01101	Advance Control Account	27,348,548.85	
	GRAND TOTAL	1,015,270,000.00	1,015,270,000.00

*** Unaudited**

NOTES

