



Annual Report 2007-2008

Our Vision...

The National Works Agency will create a world class, safe, quality main road network, meeting the needs of our clients in the towns, communities and districts where they vacation, work and live.

Our Mission...

To plan, build and maintain a reliable, safe and efficient main road network and flood control system which:
Protect life and property;
Support the movement of people, goods and services;
Reduce the cost of transportation;
Promote economic growth and quality of life; and
Protect the environment.

Our Values...

We believe that our principal strength is our people and that our success will depend on our ability to provide them with the tools and the environment to allow them to excel.

We demonstrate trust and respect for each other, our partners and stakeholders through open and honest communication.

We respect the values, principles and opinions

of the public as they help define our goals and evaluate our performance.

We continuously strive for excellence, quality service,

value for money, fiscal prudence, flexibility, creativity and innovation.

We commit to treating all persons with whom we come in contact fairly and without regard to their

sex, race, religion, political affiliation or

the community to which they belong.

Memorable Quotes

On Change...

"We can either be victims of change or we can plan for it, shape it, and emerge stronger from it. The choice is ours."
(Samaran Institute)

On Sustainable Development...

"In our every deliberation we must consider the impact of our decisions on the next seven generations."
(Great Law of the Iroquois Indian Confederation)

On Opportunity...

"If opportunity doesn't knock, build a door."
(Milton Berle)

On Talent...

"Five for attitude. Five for skill."
(Tom Peters)

On Readership...

"If your actions inspire others to dream more, learn more, do more and become more, you are a leader."
(John Quincy)

"All of the great leaders have had one characteristic in common: it was the willingness to confront unequally the major anxiety of their people in their time. This, and not much else, is the essence of leadership."
(John Fenneth Galbraith)

ORGANIZATIONAL CHART

Typical Regional Structure



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Ambassador Douglas Saunders, Cabinet Secretary
Mr. Milton Hodelin, Chief Executive Officer

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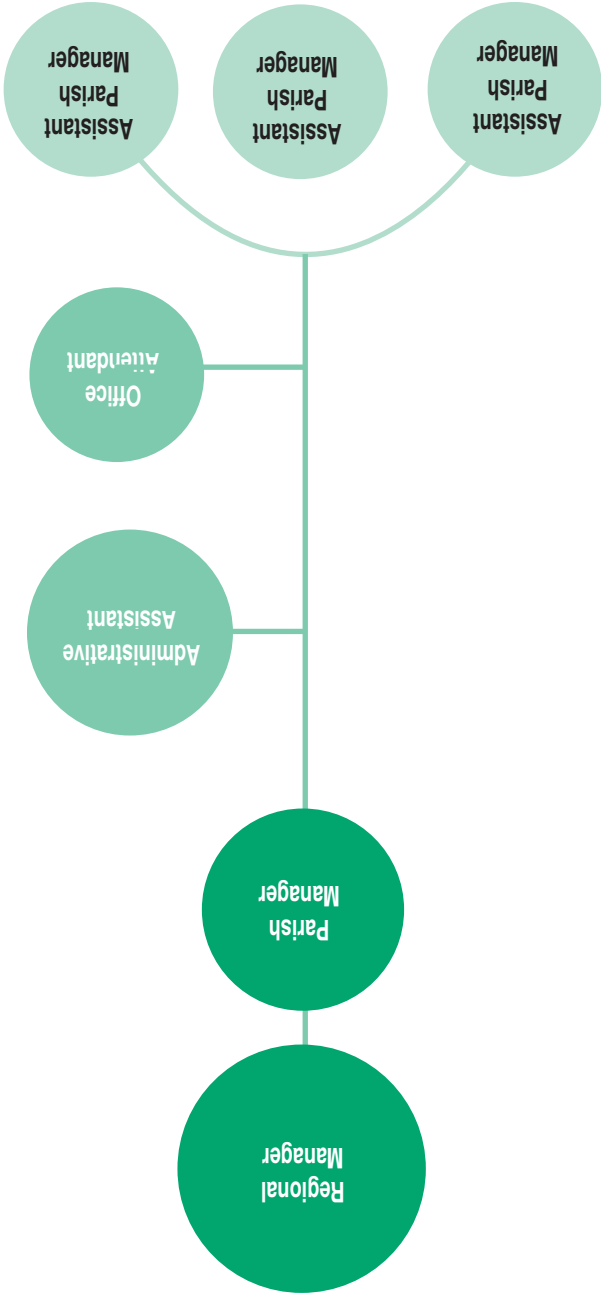
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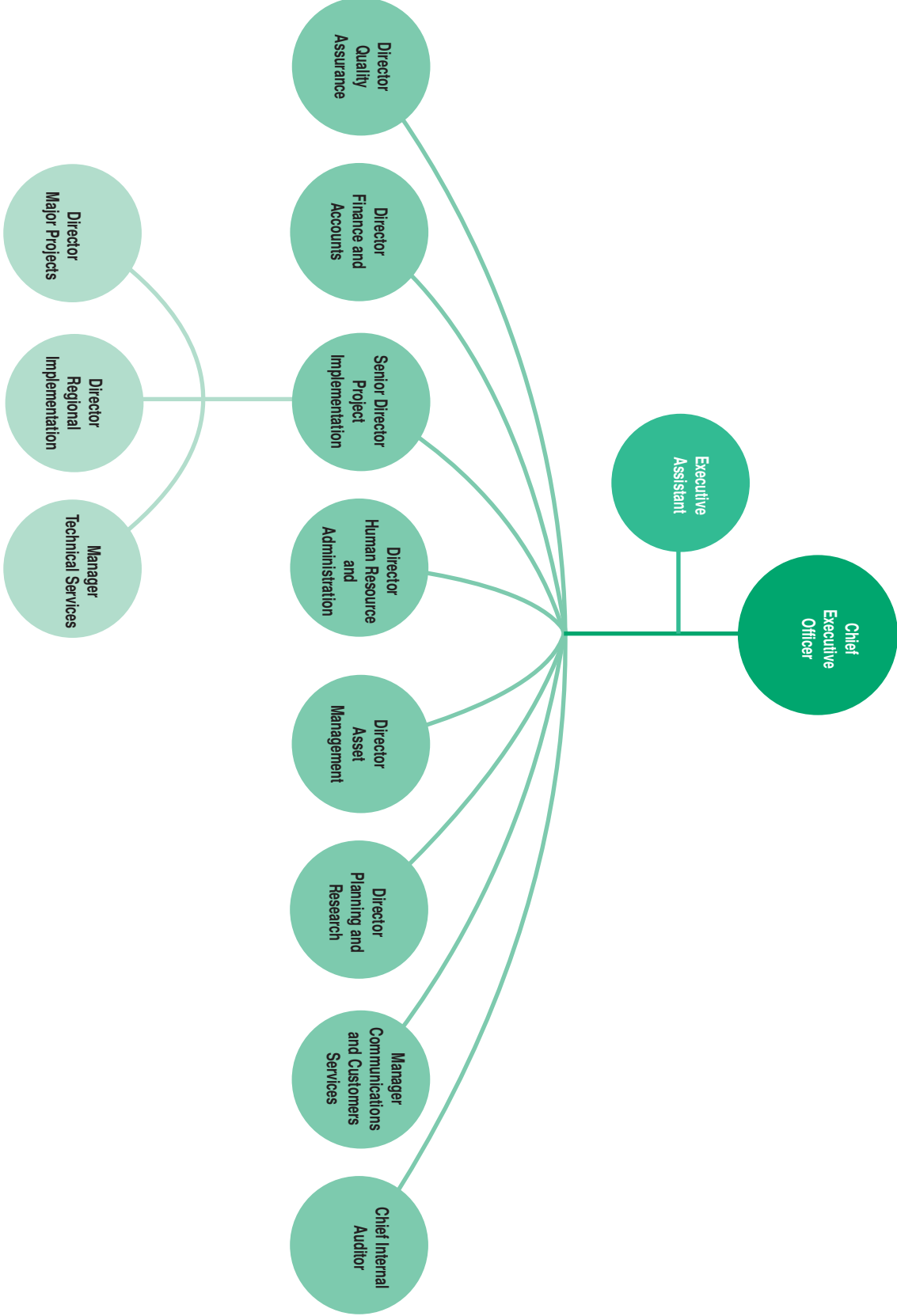
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ORGANIZATIONAL CHART

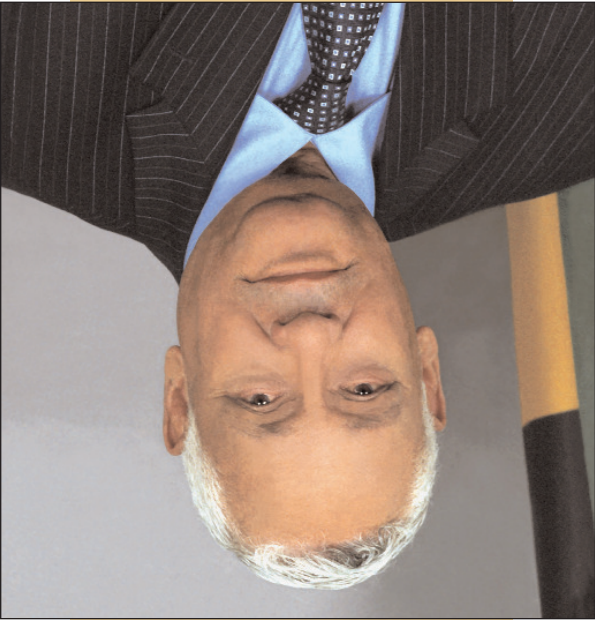
Typical Parish Structure



ORGANIZATIONAL CHART



PERSPECTIVE



Hon. Mike Henry
Minister of Transport & Works

I was really heartened by the response of the National Works Agency (NWA) to the huge challenge of restoring the main road network island-wide, plus other arterial roads, following the devastation from Hurricane Dean last August, as well as the extensive rainfall later in the year.

Overcoming that challenge, with the support of private contractors, provided testament to the Agency's capability to streamline the maintenance of the roadways nationally, given the necessary resources and support. This kind of support is critical to addressing both the infrastructural and transport needs of the country, which the Ministry of Transport and Works has portfolio responsibility for.

Similarly, in terms of flood control systems, the NWA has the big task of maintaining an effective and efficient network island-wide. That, based on some of the recent rainfall patterns, such as in October and November 2007, does present a huge challenge at times, which, generally speaking, the Agency had effectively handled during the year in review.

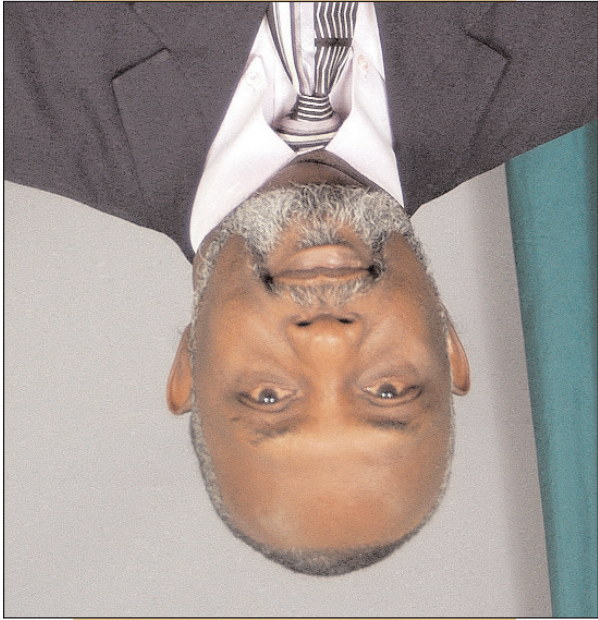
Likewise, intense weather activities have sometimes taken significant toll on our bridge construction and rehabilitation programmes, which the Agency, with very good support from external funding programmes, has been actively engaged in responding to.

Importantly in all this, is the need to seek to modernize and better equip ourselves technically to meet the changing needs of the country in all the relevant areas. Just as our traffic signals and other road signage are being updated in sync with changing times, so too should our road and bridge construction and maintenance programmes, along with our flood control infrastructure.

This is, notwithstanding, the funding limitations with which we operate, because we will always have less than we really need, to do all the things that need to be done. Thus we have to seek to make up for the shortfall through creativity and a thoroughly cost-effective approach to the methods we employ. This I urge the Agency to strive for, as we jointly focus our efforts to deal with the likely challenges of the coming year.

Congratulations on your successes in the operational year 2007/2008, and I look forward to even better things in 2008/2009.

PERSPECTIVE



Hon. Joseph Hillbert
Minister of State,
Ministry of Transport & Works

I am particularly happy to be given the opportunity to once again be a party to activities taking place in this sector of the country's development.

In my former capacity as Chief Technical Director of the then Public Works Department, I was fully aware of the demands on the Ministry as it pertained to the development and preservation of the country's infrastructure.

During the period under review, the National Works Agency has done extensive works to the island's road network and other infrastructure. Among them were the works done to several bridges associated with the Mabey & Johnson and the R.A. Murray Bridge programmes.

In addition, the National Works Agency carried out works under the Special Flood Mitigation Programme which greatly reduced the damage sustained by the onslaught of various hurricanes, storms and flood water systems.

The Agency continues to grapple with many challenges; the training and retaining of skilled personnel, the early response to emergencies and the rebuilding of its fleet of construction and maintenance equipment.

Notwithstanding the challenges faced, various stakeholders such as the Caribbean Development Bank, the European Union, the Inter-American Development Bank, and the Road Maintenance Fund, have all made important contributions in addressing the difficulties. I take this opportunity to commend them for their continued support.

I wish to thank the Chief Executive Officer and the team of officers of the National Works Agency who have worked tirelessly in carrying out the mandate of the organization. I look forward to lending my support as we work together in restoring efficiency and high standards to the national infrastructure.

NATIONAL WORKS AGENCY

Notes to the financial statements ended March 31, 2008 cont'd

Note 8- Income and Expenditure Account –Staff Costs

Staff Cost increased by \$38.3 million or 7% over the corresponding period of the last financial year. This is as a result of the increase in salaries and allowances relating to the Memorandum of Understanding (MOU) signed between GOJ and the Jamaica Confederation of Trade Unions (JCTU) for 5% increase in salaries to be paid to staff, effective April 2007. This is in addition to the normal incremental payment on salaries.

The required disclosure of Employees in receipt of emoluments of over J\$2 million per annum (FICA Sec.13.3.1) is provided hereunder:

SALARY RANGE (\$Million)	NUMBER OF EMPLOYEES
2.00 - 2.25	14
2.26 - 2.50	9
2.51 - 2.75	5
2.76 - 3.00	4
3.01 - 3.25	1
3.26 - 3.50	4
3.51 - 3.75	NII
3.76 - 4.00	NII
4.01 - 4.25	NII
4.26 - 4.50	NII
4.51 - 4.75	NII
4.76 - 5.00	NII
5.01 - 5.25	NII
5.26 - 5.50	NII
5.51 - 5.75	1
5.76 - 6.00	NII
6.01 - 6.25	1

Total – 39 Employees

Notes to the financial statements ended March 31, 2008 cont'd

The Cabinet Decision also modified the financial frame work of Executive

Agencies by providing inter alia: (i) for the discontinuation of the Appropriation -in

-Aid system in which B Agencies were allowed to retain 50% of revenue collected

and remit the balance to the Consolidated Fund, (ii) for Model B Agencies to

retain 100% of revenue collected from fees effective April 1, 2007.

As a consequence therefore, the funding of Model B Executive Agencies from

the Consolidated Fund is to the extent of the difference between the revenues

earned and the approved budgeted Expenditure.

Accounts Payable includes \$203,632,812.48 payable to the Accountant General

as follows: Unpaid Cash receipt at March 2008 of \$93,102,691.68 as well as

\$110,530,120.80 which represents 50% Gross Revenue earned but was

uncollected at March 2007.

The liability account created because of deposits being held for clients, amounts

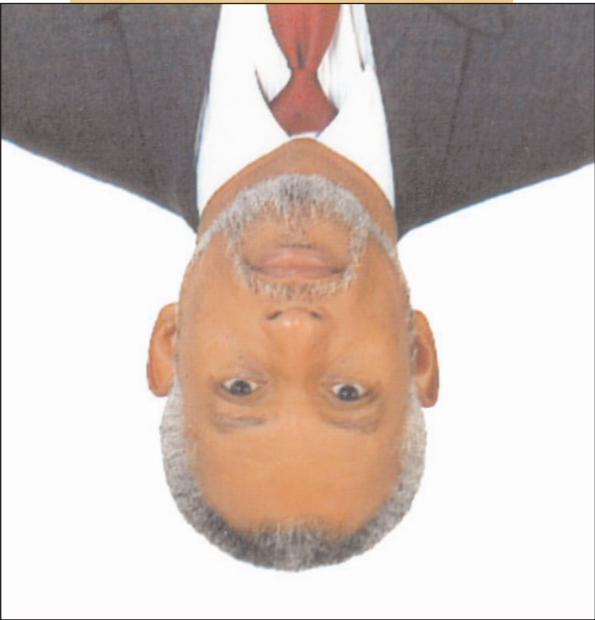
to \$871,731,775.56. This includes interest paid on the General Deposit interest

bearing bank account of \$2,712,168.24. Additionally, the Agency ended the year

with outstanding Accounts Payable on contracts entered into on behalf of its

clients of approximately, \$132,009,145.29.

PERSPECTIVE



Cabinet Secretary

Ambassador Douglas Saunders

The National Works Agency (NWA) can be proud of significant achievements, thus far, in its efforts to realize and deliver on the strategic objectives that were established on becoming an Executive Agency in 2001.

In recent years, there has been undeniable improvement in the quality of service provided by the Agency, especially in the light of recurring financial constraints and unpredictable challenges that often beset our road network and related infrastructure, as a consequence of both man-made and natural factors.

The ongoing efforts by the NWA to improve its response time in carrying out necessary road repair works, the clearing of drains, and the restoration of many of the island's bridges, must be commended.

Commendation must also be extended for the Agency's ongoing efforts at improving the safety and reliability of the island's road network, through the implementation of several road rehabilitation projects, including the National Road Services Improvement Programme.

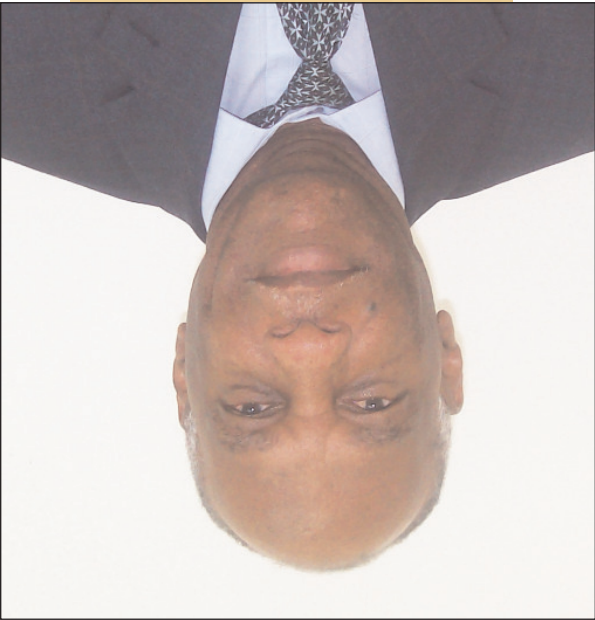
In noting these accomplishments, recognition is also given to the collaborative technical and financial assistance and support from the international community, at both the bilateral and multilateral levels.

Notwithstanding the progress that has been made, there is, undoubtedly, much more to be achieved. The constant threat of flooding, the menacing potholes and broken roadways are just a few of the obvious reminders that still more has to be accomplished in establishing and maintaining a safe, efficient and sustainable road network, and a reliable flood control system.

The achievements to date are proof that the NWA is capable of overcoming many of these challenges. As such, I am confident that there will be further positive strides in the foreseeable future.

I congratulate the management and staff of the NWA for their efforts to improve and enhance the calibre of service provided, in keeping with the goals and objectives of the Public Sector Modernization Programme.

PERSPECTIVE



Mr. Milton Hodelin
Chief Executive Officer

The National Works Agency continued, over the fiscal year 2007/2008 to make considerable advances towards the fulfilment of its mission to provide Safe, Reliable and Quality Roads. This was demonstrated by the continuation of a number of development and maintenance programmes as well as the undertaking of new projects, over the fiscal year.

The patching operation continued to be a significant component of our efforts to reduce the number of potholes which seem to plague the island's roadways. Our endeavours in this regard, however were met with severe challenges. Hurricane Dean which occurred in August 2007 had affected some 446 roads across the island. This was followed closely by forty (40) days of continual rainfall during the months of October and November of said year, an event which affected a further 157 road sections island-wide. Notwithstanding these challenges, by the end of the fiscal year, we were able to repair a total of 757,085 square metres of roads via our spray, hot mix and micro-surfacing patching methods.

We continued our Flood Damage Mitigation Programme, carrying out River Training works at locations such as the Hope River in Kintyre, St. Andrew, Dry River in Portland, the Western Park Gully in Clarendon and Horse Back Gully in St. Thomas, where we constructed Gabion Walls. We also undertook de-silting activities at locations such as the Duhaney River, Chalky and Bull Park Rivers at Nine and Ten Miles in Bull Bay, Fresh River and the Gordon Town Ford, in St. Andrew.

We also constructed other protective structures which included one hundred and twenty (120) Retaining Walls across the island.

We undertook bushing and drain cleaning activities on a total of 140 road sections in eight (8) parishes across the island, under the Main Road Bushing and Drain Cleaning - Road Maintenance Fund (RMF) Programme. The Performance-Based Routine Maintenance Component of the National Road Services Improvement Programme (NRSIP) also complemented bushing and drain cleaning activities undertaken during the fiscal year. Under this programme the parishes of Portland, St. Thomas, St. Catherine, Manchester and Westmoreland routinely

NATIONAL WORKS AGENCY

Notes to the financial statements ended March 31, 2008 cont'd

Note 6- Current Assets cont'd - Client Deposit

At the end of financial year 2007/2008 the Agency had short - term Deposits totalling \$871,731,775.56. This amount includes the amount of \$131,000,000 that was invested in the Executive Agency Fund (*explained at note 3 above*) hence the net amount reflected as current asset is \$740,731,775.56.

Note 7- Creditors

	2007/2008	2006/2007
Accounts Payable	237,557,383.80	\$531,411,561.47
Client Deposit Liability	871,731,775.56	765,815,668.26
NWA Contracts Liability	132,009,145.29	102,656,988.02
Accountant General Loan	31,000,000.00	31,000,000.00
Other Current Liabilities	28,515,891.08	34,372,831.42
Total	\$1,300,814,195.73	\$1,465,257,049.17

In accordance with Cabinet Decision No. 10/07 dated March 26, 2007 and the Ministry of Finance Circular No. 13 dated April 25, 2007 the amount of \$280,798,397.60 which was due to the Consolidated Fund at March 2006, was written off from Accounts Payable.

NATIONAL WORKS AGENCY

Notes to the financial statements ended March 31, 2008 cont'd

\$38,025,613.22 was created consisting of the balance remaining on contractors account at March 2005 as well as 5% on outstanding receivables for financial year 2005/2006.

The Contracts Receivable Account of \$132,009,145.29 represents outstanding amounts payable on those contracts entered into by the Agency on behalf of its clients for which no financing was received.

Advances on salaries were made to staff with a balance of \$103,931.62

remaining at the end of the financial year. NWA Staff also received loans

repayable at 8% per annum fixed interest for educational purposes, as well as to purchase Motor Vehicles sold through the disposal of old Agency Vehicles.

Outstanding balance at the end of this year is \$1,729,160.44. This sum also

includes the balance resulting from interest free loans which were raised for the

sale of assigned motor vehicles to staff in 2004/2005.

The amount of \$23,500,000.00 advanced to Northern Jamaica Development Project in Financial Year 2003/2004 from funds payable to the Accountant General remained outstanding for this financial year.

received attention. In addition, we carried out bushing and repaving activities on approximately twenty-four (24) farm roads, spread across all parishes, excepting Kingston.

We continued works on the Northern Coastal Highway Improvement Project (NCHIP), attaining an approximate completion of 95% on Segment 2A which spans the corridor from the Sangsters International Airport Round-About in Montego Bay, St. James to the beginning of the Falmouth Bypass at Greenside, Trelawny. As well, we achieved approximately 58% completion on Segment Three of the project, which covers 96 kilometres of the roadway from Ocho Rios in St. Ann to Port Antonio, Portland. We commenced the rehabilitation and protection of the Palisadoes Peninsula, targeting a total of 646 metres of the sea coast for protection via the construction of a rock revetment. At the end of the fiscal year, we had completed rock revetment works on approximately 370 metres of the targeted area.

In the area of Traffic Management, we installed in excess of a dozen new traffic signals across the Kingston Metropolitan Region (Kingston, St. Andrew and St. Catherine). We also continued our road safety improvement efforts, which over the period, included the installation of twenty-two (22) road signs across the island. We also carried out road marking activities on more than twenty roadways island-wide.

New projects on which we embarked during fiscal year 2007/2008 included the US\$23.39-million Caribbean Development Bank (CDB) Funded Washington Boulevard Improvement Project, which is aimed at improving 2.75 kilometres of the corridor from the Dunrobin Avenue/Constant Spring Road Intersection to the Washington Boulevard/Molynes Road Intersection. Completion of this project will see the widening of this corridor from two (2) lanes to six (6) lanes. At the end of the fiscal year, all conditions precedent to the first disbursement of the CDB's loan, were met. These included arrangements to acquire the 37 parcels of land which will be affected by the improvement exercise. By March 31, 2008, payments were already disbursed to a total of twelve (12) landowners. We had also completed construction of three (3) boundary walls along the new alignment and works were in progress on eight (8) others.

Another of the new projects undertaken during the year in review, was the construction of a double-lane, 159-metre, Composite-type Bridge to replace the Yallahs Ford in St. Thomas. The Yallahs Bridge is expected to be the permanent solution to an enduring problem of flooding and destruction of the Yallahs Ford, whenever the Yallahs River overflows, which frequently resulted in the impassability of the road-way for extended periods. Construction works on the Yallahs Bridge began in September 2007 and at the end of the fiscal year we had achieved a 48% overall completion of the bridge. This translated to: Piling works, Pile Caps, Stem Wall & Beam Seat, Wing Wall and Pier protection being 100% completed. Twelve (12) of sixteen (16) Steel Girders were also assembled and launched.

Other new projects included the construction of eight (8) new bridges under the Mabey and Johnson Priority Rural Bridge Programme. These are the Pedro River, Wakefield, Springvale, Banbury Hog Hole (Agole) and Salt Gully Bridges in St. Catherine and the Stony River and Pagee River bridges in St. Mary. Another nine (9) of eleven (11) bridges targeted for construction during the fiscal year, under the R.A. Murray Priority Bridge Programme were at varying stages of completion. These included the Black River Bridge in Portland, which was 58% completed; Milk River Bridge in Clarendon, 38% and Seven Rivers Bridge in St. James, 33%.

We have undoubtedly made significant progress over the last fiscal year, despite some of the challenges we faced. We hope that in the next fiscal year, we may be able to continue along the successful paths expected to lead the Agency to the fulfilment of its mission.

Directors

			
MILTON HODELIN Chief Executive Officer	EARL PATTERSON Senior Director - Project Implementation	ELAINE NEITA Director - Finance and Accounts	JENNIFER HENRY Director - Human Resource Management and Administration
			
AINSWORTH SAVAGE Chief Internal Auditor	STEPHEN SHAW Manager - Communication and Customer Services	ORLENE ROWE Director (Acting) - Quality Assurance	WAYNE ANDERSON Director - Asset Management
			
PATRICK ROSE Director - Planning and Research	JOHN WRIGHT Director - Major Projects	RICHARD McHARGH Director - Regional Implementation	ROGER SMITH Manager - Technical Services

NATIONAL WORKS AGENCY

Notes to the financial statements ended March 31, 2008 cont'd

Note 4 - Current Assets- Bank Balances

	2007/2008	2006/2007
Operational	18,651,257.81	32,343,199.58
Appropriations – in –Aid	190,365,253.48	102,705,383.35
Equipment	20,592,681.94	6,948,893.38
Total	229,609,193.23	141,997,476.31

Note 5 –Current Assets - Trade & Other Receivables

	2007/2008	2006/2007
Accounts Receivable	583,743,924.40	\$753,718,341.96
Contracts Receivable	132,009,145.29	102,656,988.02
Salary Advance	103,931.62	24,431.62
Staff Loan	2,282,715.26	3,194,349.66
Northern Jamaica Dev Project	23,648,000.00	23,648,000.00
Prepayment and other current assets	2,439,681.23	2,399,532.07
Total	\$ 744,227,397.80	\$ 885,641,643.33

All outstanding amounts owed by the Ministry at March 2005 were written off as bad debt. This amounted to \$359,243,288.99. A provision for doubtful debt of

Notes to the financial statements ended March 31, 2008 cont'd

Note 2 –Depreciation

Fixed Assets are depreciated by the straight line method at annual rates estimated to write off the difference between cost or valuation and estimated residual value over the following estimated useful life of the asset:

Plant, Machinery and Equipment	not exceeding	10 years
Furniture fixtures and Fittings	"	10 years
Computers Office Equipment	"	5 years
Motor Vehicles	"	5 years
Specialist Assets	"	20 years

Depreciation has been provided for all Assets including those transferred from the Ministry of Transport and Works, those purchased directly by the Agency as well as on all donated assets.

Note 3- Executive Agency Investment Fund (EaIF)

An initial amount of \$131,000,000.00 was invested into the Executive Agency Investment Fund from the General Deposit Account held for Clients. This amount has accumulated to \$163,375,126 at year end.
Interest of \$11,813,178 was realized from this investment for this financial year.

2007/2008 KEY PERFORMANCE INDICATORS AND TARGETS - SCORES

PERFORMANCE TARGETS			
Weighting %	% ACHIEVEMENT	Audit Comment	

Response team mobilized immediately after the occurrence of an extraordinary event and roads opened within 7 days of dispatch	3	3	Target achieved.
Preliminary budget assessment for clearing and reopening of roads available within 21 days of the occurrence of an extraordinary event	2	2	Target achieved.
Restoration works commenced within 8 weeks of approval of funding and completed within specified timelines.	1	1	Target achieved.
Cabinet Report/Submission proposal sent to Parent Ministry within 30 days after an extraordinary event including clearing and rehabilitation of roads	1	1	Target achieved.

Provide a report on possible solutions to rectify Black Spots across the island. Reports will be provided, indicating preferred solutions for 3 locations per year and also highlighting the estimated benefits to be gained	1	0	A report was prepared in June 2006. The report identified eleven (11) black spots along two corridors which registered the highest number of accidents island wide. No report was prepared in 2007/2008.
Submit request for funding for identified Black Spots (from previous year)	1	0	Target not achieved; no funding request was submitted.
Implement solution identified for at least one of the previously identified black spot (subject to funding)	1	0	Target not achieved; no implementation during the year.

Reliability/Availability of the Network	400,000 sq. m of patching completed (Spray Patching and Hot Mix)	6	6	Target achieved.
Implementing the current year's maintenance plan NARSIP contracts awarded in 5 parishes	Inspection report for 15 bridges prepared	5	5	Target achieved.
Routine repairs/maintenance completed on 2 bridges	Target partially achieved. One bridge verified.	3	1.50	Target achieved.
Monitor Interim Maintenance contracts for remaining nine (9) parishes	50 km of roadway rehabilitated	6	6	Target achieved.
Twelve (12) bridges rehabilitated	6	6	6	Target achieved.

Palisadoes rock revetment project - 310 meters	3	3	120meters of revetment work was completed by 29/8/2007. Subsequent to this date, and as a consequence of the passage of Hurricane Dean, additional work was done to achieve a total of 410 meters of revetment work by 31/3/2008.
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2007/2008 KEY PERFORMANCE INDICATORS AND TARGETS - SCORES

PERFORMANCE TARGETS

Weighting %
% ACHIEVEMENT
Audit Comment

Four (4) gullies cleaned	3	3	Target achieved.
Four (4) traffic plans developed	4	4	Target partially achieved. One traffic management plan was completed during the year.
Traffic signals installed for five locations	4	4	Target achieved.
Efficiency			
Strategies to reduce cost and time overruns on projects implemented as part of the usual work practice	2	2	Target achieved.
Enhanced quality assurance processes implemented and being used	2	2	Target achieved.
Revised/Standard Manuals adopted	2	2	Target achieved.
Survey completed for an additional 1,700 km and baseline data available within the RMMS by March 2008	5	5	Target achieved.
Commence evaluation on at least one project	2	0	Target not achieved. No post project evaluation was done internally by NWA personnel.
Provide thirteen (13) reports according to agreed schedules established by the stakeholders	5	4	Target partially achieved; eleven (11) of thirteen (13) reports seen.
Development and Growth			
Finalize at least one project for international funding and submit to P10J	1	1	Target achieved.
Commence construction of eight (8) bridges	5	3	Target partially achieved. Construction on five (5) bridges had commenced by 31/3/2008.
Environment			
Semi-annual monitoring reports covering: Segment 3 NRSIP, contracts submitted to Ministry	2	1	Target considered to have been partially achieved. Environmental Monthly Monitoring Reports are prepared by the project consultants, Nicholas O'Dwyer & Co, Segment 3. These reports are not however submitted to the Ministry. The Agency's Environmental Engineer advised that there was no requirement to prepare monitoring reports for the NARSIP contracts
Communication and Customer Service			
Standardized satisfaction survey method being utilized for all surveys done; quarterly community/town meetings held; on-going radio programmes and news releases etc.	5	5	Target achieved.
Development of a Cadre of High Quality People	3	3	Target achieved.
Two (2) work groups recognized per annum	2	2	Target achieved.
Align corporate and individual goals within the Performance Management System	2	0	Target was not achieved; procedures to achieve this target were not implemented during the year.
Total	100	84.5	

FIXED ASSET SCHEDULE

FOR YEAR ENDED

MARCH 31, 2008

	Plant, Machinery & Equipment	Computers & Office Equipment	Furniture, Fixtures & Fittings	Motor Vehicles	Specialist Assets	TOTAL
Initial Cost/						
Balance as at 01/04/2007	174,201,904.59	53,875,503.50	17,971,541.66	40,809,755.03	29,789,147.11	316,647,851.89
Acquisitions: Purchased/ Donated	-	13,707,563.03 12,463,332.20	3,718,182.57	4,621,409.17	-	22,047,154.77 12,463,332.20
Disposals	(2,424,246.00)	(270,016.30)	-	(676,600.00)	-	(3,370,862.30)
BALANCE	171,777,658.59	79,776,382.43	21,689,724.23	44,754,564.20	29,789,147.11	\$ 347,787,476.56
Depreciation: Balance as at 01/04/2007	116,977,319.89	44,314,583.94	10,387,960.72	29,687,401.99	8,720,487.32	210,087,753.86
Prov Written Off	(1,814,067.60)	(270,016.30)	-	(676,600.00)	-	(2,760,683.90)
Expense	13,164,371.52	10,003,328.20	2,453,233.61	3,542,610.08	1,809,577.20	30,973,120.61
Balance as at 31/03/2008	128,327,623.81	54,047,895.84	12,841,194.33	32,553,412.07	10,530,064.52	\$ 238,300,190.57
NET BOOK VALUE	43,450,034.78	25,728,486.59	8,848,529.90	12,201,152.13	19,259,082.59	\$ 109,487,285.99

Notes to the financial statements ended March 31, 2008 cont'd

Note 1-Fixed Assets

The agency purchased additional office equipment, furniture and computers for the amount of \$17,425,745.60 during this year. Motor vehicle inventory was

increased for this financial year by the purchase of two (2) 2008 Suzuki Grand

Vitara for \$3,209,050.64 and a 2008 Ford Ranger for the sum of \$1,490,000.00

Donated Assets

Computer Servers, server based hardware and software was acquired under the institutional strengthening component of the IDB funded National Road Service Improvement Programme for the sum of \$12,463,332.20.

In accordance with FIEA 11.14.4, the Donated Asset Reserve reflects the net book value of all donated assets. The value of the reserve at the end of this year

is \$45,317,684

Disposals

The agency sold some unserviceable motor vehicles and equipment on the open market. These assets were part of the fixed assets transferred from the Ministry of Transport and Works. Total Profit on disposal of motor vehicles and equipment amounted to \$312,872.

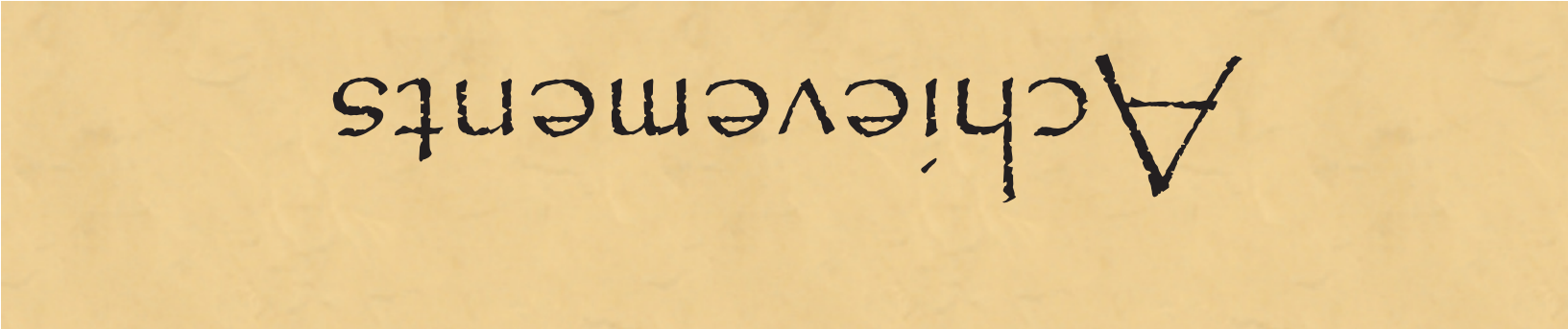
(Fixed Assets Schedule attached.)

The National Works Agency (NWA), during the Fiscal Year 2007/2008, continued to work assiduously towards full and sustained achievement of its mission to plan, build and maintain a reliable, safe, and efficient road network and flood control system which mitigate damage to life and property; support the timely movement of people, goods and services; reduce the cost of transportation; promote economic growth and quality of life; and protect the environment.

In this regard, the Agency continued, as well as embarked on a number of new programmes, geared at improving the road network, in the areas of:-
Road and Infrastructural Construction;
Road and Infrastructural Repairs and Maintenance;
Flood Control; and
Traffic Management.

The Agency's activities continued to be implemented through its major Departments/Directorates. These are:-
Regional Implementation;
Technical Services;
Planning and Research;
Quality Assurance;
Human Resource Management and Administration;
Internal Audit; and
Communication and Customer Services.

The year was a challenging one. The island experienced a major hurricane, which was followed, approximately two months later, by forty (40) days of continual rainfall. These events caused much damage to an already deteriorating road network.
Notwithstanding the challenges, the Agency through its Directorates, was able to make notable achievements over the fiscal year.



REGIONAL IMPLEMENTATION

The NWA, through its Directorate of Regional Implementation, employed a number of road management, as well as flood recovery and mitigation strategies to maintain and improve the main road network, during the Fiscal Year 2007/2008. These included: The Spray, Hot Mix and Micro-surfacing Patching programmes; Flood Damage Recovery and Flood Damage Mitigation Programmes; Road Maintenance Fund (RMF) Bushing and Drain Cleaning Programme; the Special Routine Maintenance Programme; and the Inter-American Development Bank (IADB)/Government of Jamaica (GoJ) funded National Road Services Improvement Programme.

Patching Programmes

Under the Agency's patching programmes, consisting of Spray, Hot Mix and Micro-Surfacing, a total of 601,047m² of roads island-wide, was targeted for patching. At the end of the fiscal year, the Agency completed patching on 757,085m² of roads across the island, at a total cost of \$633,020-million. Figure 1 below shows the quarterly targets and accomplishments during the year in review.

Figure 1: Patching by Quarter - FY 07/08

Period	Planned (m²)	Actual (m²)	Cost (\$)	% Achieved
April - June 2007	45,000	52,025	30,000,000	30,000,000
July-Sept. 2007	45,000	52,975	27,000,000	27,000,000
Oct. - Dec. 2007	0	0	0	0
Jan. - Mar. 2008	0	0	0	0
TOTALS	90,000	105,000	57,000,000	57,000,000

NATIONAL WORKS AGENCY
NOTES TO THE FINANCIAL STATEMENTS

Financial year ended March 31, 2008

Basis of preparation and significant accounting policies

The financial statements have been prepared under the historical cost convention, modified for the inclusion of some fixed assets at valuation and in accordance with the Jamaica Generally Accepted Accounting Principles (GAAP), which is based on International Public Sector Standards (IPSSAS) and International Financial Reporting Standards (IFRS) adapted and issued by the Institute of Chartered Accountants of Jamaica (ICAJ). Any departure from GAAP is only as it relates to specific instructions by the Government of Jamaica

Financial Instructions to Executive Agencies (FIEA).

The financial statements have been prepared on the basis of fundamental

accounting concepts identified by International Accounting Standards 1 (IAS1):

Going concern, Accruals, Consistency, Prudence and Materiality.

The reporting currency is Jamaican Dollars.

The significant accounting policies follow:

STATEMENT OF CHANGES IN NET ASSETS/EQUITY

Financial Year 2007 /2008

(in thousands of dollars)

Contributed Capital	Revaluation/ Donated Asset Reserve	Translation Reserve	Accumulated Surpluses/ (Deficits)	Total
---------------------	------------------------------------	---------------------	-----------------------------------	-------

Balance as at April 01, 2006	166,940	56,969	131,591	355,500
Restated balance				
Surplus on revaluation of property				
Increase in value Donated Assets				
Currency translation differences				

Net gains and losses not recognized in the statement of financial performance	(9,171)			
Net surplus/(deficit) for the period	99,990	109,161	240,752	455,490
Balance as at March 31, 2007	166,940	47,798		
Deficit on revaluation of property/valuation of fixed assets transferred from MTW				
Surplus on revaluation of investments				

Net gains and losses not recognized in the statement of financial performance	(2,480)			
Net surplus/(deficit) for the period	193,101	195,581	436,333	648,591
Balance as at March 31, 2008	166,940	45,318		

Figure 1 (Cont'd.): Patching by Quarter - FY 07/08

Period	Planned (m²)	Actual (m²)	Cost (\$)	% Achieved
April - June 2007	25,000	30,359	30,000,000	121.44%
July-Sept. 2007	25,000	160,004	160,000,000	640.02%
Oct. - Dec. 2007	306,000	305,637	306,000,000	99.88%
Jan. - Mar. 2008	30,000	30,000	30,000,000	100.00%
TOTALS	386,000	526,000	526,000,000	136%

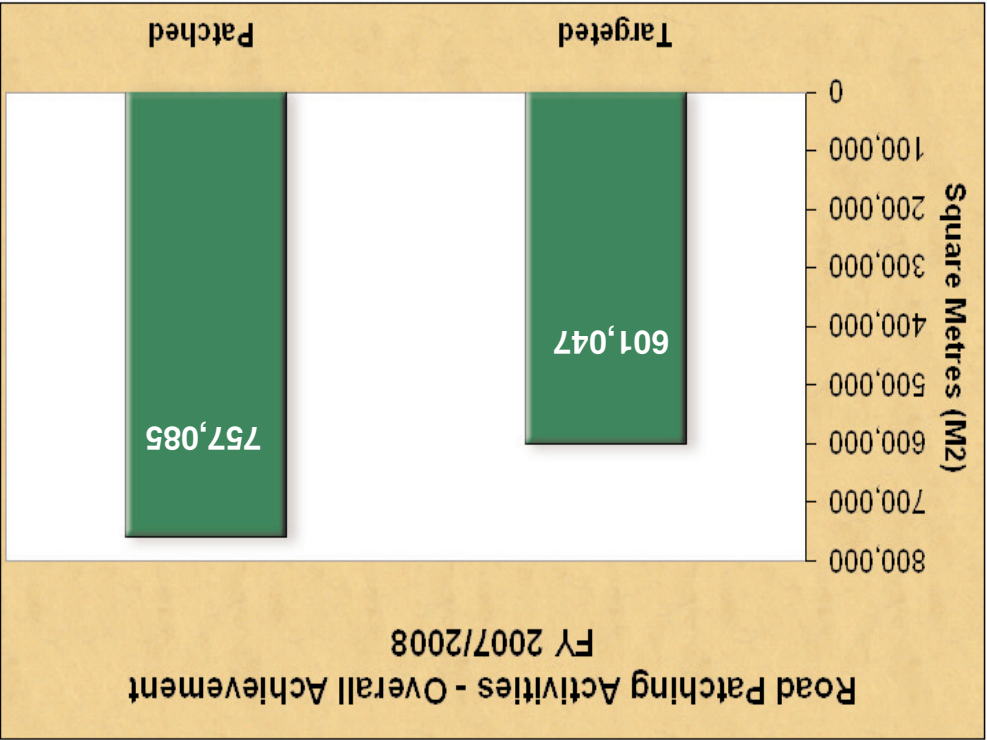
Figure 1 (Cont'd.): Patching by Quarter - FY 07/08

Period	Planned (m²)	Actual (m²)	Cost (\$)	% Achieved
April - June 2007	55,000	62,436	25,000,000	113.52%
July-Sept. 2007	55,000	48,602	19,000,000	88.37%
Oct. - Dec. 2007	0	0	0	0.00%
Jan. - Mar. 2008	15,047	15,047	6,020,000	100.00%
TOTALS	125,047	126,085	50,020,000	101%
Overall Totals	601,047	757,085	633,020,000	126%

At the end of the fiscal year 2007/2008, the Agency had achieved one hundred and twenty-six per cent (126%) success of its overall target for road patching activities. Figure 2 below illustrates overall achievement in relation to target:-

1. The second quarter of the last fiscal year (2007/2008) saw the Agency achieving six hundred and forty per cent (640%) of its target for that quarter, undertaking emergency Hot Mix patching on an additional one hundred and thirty-five thousand square metres (135,000m2) of roads above the figure (25,000m2) planned for the quarter. This emergency patching exercise was in response to the passage of Hurricane Dean which wreaked havoc on roads across the island, in August 2007. Hot Mix patching continued on affected roads during the third quarter of the fiscal year.

Figure 2: Graph showing Overall Performance vs. Target - FY 07/08



Flood Damage Recovery Programme

Over the reporting period, the road network sustained damage associated with Hurricane Dean which hit the island in August 2007 and approximately forty-days of consistent flood rains which began in early October and ended in late November 2007. The NWA was responsive to these events, restoring access to affected roadways in a timely manner. A total of approximately \$791.4-million were spent, under the Flood Damage Recovery Programme, to re-open blocked roads and drains over this period, following these disaster events.

Hurricane Dean

Hurricane Dean hit the island on August 19, 2007. Dean, a category four hurricane, packed winds of 130 miles per hour, accompanied by heavy rainfall. It left in its wake, blocked roads in every parish.

A total of four hundred and forty-six (446) roads were affected by Hurricane Dean. These roads were blocked by inundation, fallen trees, debris, silt deposits, dislodged utility poles, landslides and breakaways. At August 26, 2007, the Agency had established access to 97.5% of these blocked roads, opening to at least single lane access, 335 of the 446 roads affected by the hurricane.

Financial Year 2007/2008		Financial Year 2006/2007	
Net Expenditure		\$ (529,850,552)	
Adjustments		\$ (280,161,074)	
Depreciation		30,973,121	
Increase (decrease) in provision for bad debt		38,025,613	
(Gains)/ losses on investments		(11,642,521)	
Donated Asset Revenue		(15,298,700)	
Amount written off from Accounts Payable		280,798,398	
Interest paid to GOJ		(229,799,815)	
Other Amounts paid to GOJ		(164,442,853)	
(Gains)/Losses on Sale of Fixed Assets		311,051,222	
Foreign Currency gain/(loss)		(449,751,479)	
Increase(Decrease) in Current Liabilities		(364,115,705)	
(Increase)/Decrease in Current Assets		(193,911,196)	
Total Adjustments		(644,276,779)	
Net Cash provided by Operating Activities		(335,939,357)	
Investing Activities		(8,498,064)	
Capital Expenditure		(22,047,155)	
Proceeds from Sale of Fixed Assets		1,278,050	
Interest Income		170,657	
Payments to EALF		12,140,805	
Payments (to)/from EALF		7,801,298	
Financing Activities		604,767,000	
Loans from GOJ		604,767,000	
Loan Repayments		432,507,000	
Recurrent Financing from Consolidated Fund		432,507,000	
Net Cash Flow from financing activities		604,767,000	
Net Increase/(decrease) in Cash and Cash Equivalents		(31,708,481)	
Opening Cash Balance		141,997,476	
Increase/(decrease) in Cash and Cash Equivalents		87,611,717	
Closing Balance Cash and Cash Equivalents		229,609,193	
Closing Balance Cash and Cash Equivalents		141,997,477	

NATIONAL WORKS AGENCY
STATEMENT OF CASH FLOW
For year ended March 31,2008

NATIONAL WORKS AGENCY
INCOME AND EXPENDITURE STATEMENT
FOR THE YEAR ENDED MARCH 31, 2008

	Notes	March 2007/2008	March 2006/2007
INCOME			
Management Fees		603,436,709	392,735,577
Motor Vehicles & Equipment Hireage		18,010,248	37,319,812
Technical Services		1,988,400	538,892
Inspection/Petroleum Station		1,300,000	980,000 *
Subdivision & Building Application Svcs		12,332,395	10,442,638 *
Others		20,763,061	21,397,567 *
Total Income		657,830,814	463,414,485
EXPENSES			
Staff cost	8	600,653,583	562,175,889
Goods and services		77,311,506	80,997,221
Premises related expenses		57,563,152	47,413,537
Other Costs		23,770,544	19,846,222
Depreciation		30,973,121	32,886,703
Bad Debt	5	397,268,902	-
Interest and charges		140,559	255,987
Total Operating Expenses		1,187,681,366	743,575,559
Operating Surplus/(Deficit)		(529,850,552)	(280,161,074)
(Loss)/profit on disposal of fixed assets		312,872	1,837,772
Interest expense		-	-
Interest income		11,813,178	12,517,029
Write off Consolidated Fund Accts. Payal	7	280,798,398	
GOJ(50%) Gross Revenue collected		-	(229,799,815)
Net Surplus/(Deficit) before GOJ Financing		(236,926,105)	(495,606,087)
GOJ Financing from Consolidated Fund		432,507,000	604,767,000
Retained Surplus/(Deficit) after GOJ Financing		195,580,895	109,160,913

* Restated to conform to the current year's presentation

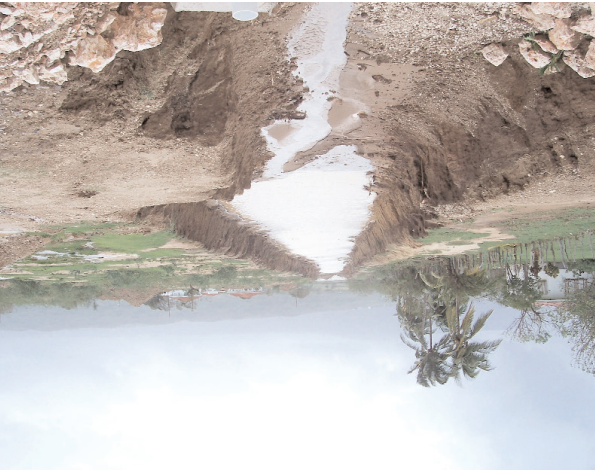
Figure 3: Pictorial - Hurricane Dean Devastation



Clarks Hill, St. Andrew



Folly Road, Drapers, Portland



Guts River Clearing, Manchester



Treasure Beach Canal, St. Elizabeth



Black Rock, Portland

October /November 2007 Flood Rains - The Forty-Day Rainfall

The rains of October and November 2007 were significant events, not just for the NWA but for the many Jamaicans who were affected by the floods. The island experienced forty (40) days of continual rainfall which began on October 12, 2007 and lasted to the week-end of November 23, 2007. The October/November flood rains caused much damage to an already deteriorating road network. Damage was done to roads in every parish.

The Meteorological Office of Jamaica, in fact, reported that for October (2007), "most parishes exceeded their expected 30-year average rainfall".² According to the MET Office's report, eight (8) parishes exceeded their 30-year expected average rainfall. These parishes were: Clarendon which received 507mm of rainfall (accounting for 197% of its expected 30-year average); St. Thomas 565mm (or 154% of its 30-year average); St. Elizabeth 315mm (115%); St. James 288mm (114%); Westmoreland 323mm (111%); Portland 407mm (109%); Hanover 298mm (102%); and Kingston and St. Andrew which received 289mm of rainfall or (101% of its 30-year average).³ However, the NWA's flood damage restoration efforts in response to the damage caused as a result of these heavy rains is noteworthy. Patching and other restorative activities were carried out on a total of approximately one hundred and fifty-seven (157) road sections across the island, covering approximately 219,830 square metres of roadway.

Figure 4: Pictorial - October/November 2007 Flood Damage



Breakaway: Belvedere - Hall Head, St. Thomas

2 -3 Meteorological Service Jamaica Climate Branch: Monthly Rainfall Summary for October 2007 (Pg.2).

NATIONAL WORKS AGENCY
BALANCE SHEET
AS AT 2008 March 31

	2007/2008 March	2006/2007 March
Notes	\$	\$
FIXED ASSETS		
Plant, Machinery and Equipment	171,777,659	174,201,905
Computers and Office Equipment	79,776,382	53,875,504
Furniture,Fixtures and Fittings	21,689,724	17,971,542
Vehicles	44,754,564	40,809,755
Specialist Assets	29,789,147	29,789,147
Total Fixed Assets	347,787,477	316,647,852
Depreciation Provisions	(238,300,191)	(210,087,754)
Net Fixed Assets	109,487,286	106,560,098
Investment in EALF	163,375,126	151,732,605
CURRENT ASSETS		
Inventories	744,227,398	885,641,643
Trade and other Receivables	740,731,776	634,815,668
Client Deposit	229,609,193	141,997,476
Cash and Bank	1,714,568,367	1,662,454,788
CREDITORS		
7	1,300,814,196	1,465,257,049
Net Current Assets	413,754,171	197,197,739
Provisions	(38,025,613)	
NET ASSETS	648,590,970	455,490,442
Long Term Liabilities		
	648,590,970	455,490,442
Financed by:		
Capital - (GOJ Investment)	166,939,973	166,939,973
General Reserve (Retained Earnings)	240,752,418	131,591,506
Revaluation Reserve	-	-
Donated Assets Reserve	45,317,684	47,798,051
Retained Surplus (Deficit)	195,580,895	109,160,913
	648,590,970	455,490,442

.....Chief Executive Officer
Milton O. Hodelin

.....Director Finance & Accounts
L. Elaine Neita

Financials

AUDITORS' REPORT AND FINANCIAL STATEMENTS AND SALARY SCALES NATIONAL WORKS AGENCY YEAR ENDED MARCH 31, 2008

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Additionally, Drain Cleaning exercises were carried out on drains at one hundred and forty-four (144) locations island-wide.

Special Routine Maintenance Programme

Consequent on the October/November flood rains, the Agency embarked on a Special Routine Maintenance Programme to undertake bushing, drain cleaning and maintenance of traffic control devices, primarily on main arterial and secondary roads island-wide.

Approximately \$134-million were spent under this programme during the months of November and December 2007 to carry out these activities on a number of road sections, island-wide. Figure 5 shows some of the roads that received attention under this programme:-

Land Slippage and scoured surface - Llandewy to Windsor Castle, St. Thomas



Land Slippage - Guava Ridge Road, St. Andrew



Figure 4: Pictorial - October/November 2007 Flood Damage

Figure 5: Special Routine Maintenance

PARISHES AND ROAD SECTIONS	
Road Section	
KINSTON	Sandy Park; Shortwood Rd; Graham Heights; Lakehurst Avenue ;Windward Rd; Ellieston Rd; McIntyre Villas; Denham Town; Tivoli Gardens; Mona Road; Hermitage Rd; Golding Ave, Hope Rd; Washington Blvd; Duhaney Park; Six Miles - Daytona; Ferry; Alamanda Terrace; Bob Marley Blvd; Cassia Park Gully; Tarrant (Molynes); Carawina Ave.; Woodlawn Ave; Potosi Ave; Caircurran Ave; Queensbury Ave.
	ST. ANDREW Guava Ridge - Cooper's Ridge; Guava Ridge - Mahogany Vale; Papine - Bull Bay ; Clarkes Hill; Guava Ridge - Silver Hill Gap; Waddles - Cypress Hall; Harbour View Drains; Reel Ave, Reef Ave, Luna Ave., Stony Hill - Toms River; Unity - Toms River; Nolan Hill - Border; Golden Spring - Mt. Airy; Mt. Airy - Coakley.
ST. CATHERINE	Old Works Road; Bartons - Ginger Ridge; Planters to Sandy Old Works Road; Bartons - Junction; Williamsfield - Glengoffe; Ground; Back Pasture - Junction; Williamsfield - Glengoffe; Newlands Drain; Old Harbour - Bartons (Red Ground Sargood, Bullet Tree; Big Pond; Mylon Gully; Gordon Wood, Old Harbour Bay Rd); Old Harbour Bay - Bartons; Gutters - Free Town, Portmore Park Way; Braeton Rd; 4th Street; Greater Portmore; Lower Border Ave; Hellshire Rd.
	ST. ANN Davis Town - Greenwich Park; Green Park - St. Ann's Bay; Ocho Rios Town Roads; White River - Newstead Bridge; Clarendon - Green Park; Golden Grove - Davis Town; Clarendon - Harmony Vale; Mount Diablo - Monaeague; Monaeague - Green Park; Monaeague Thru Rd; Thatchwalk - Grenock Bridge.
ST. MARY	Highgate - Windsor Castle; Sandside - Palmetto Grove; Clarendon - Rose Hill; Flint River - Islington; Orange Woodside; Richmond - Port Maria - Islington; Orange Hill; Strawberry Field; Robins - Nutfield; Clarendon - Orange Hill; Scotts Hall - Mt. Rose; Free Town - Lewisburgh; Border - Cutty Gully; Broadgate - Toms River; Broadgate; Oracabessa - Union Hill - Lambkin Hill; Gayle - Guys Hill.
	WESTMORELAND Goodens River - Glasgow; Ferris - Mackfield; Ferris - Goodens Plain; Hertford - Flower Hill; Grange - Friendship; Goodens River - Glasgow; Dunbars River - Tormington; Scotts Cove - Smithfield Bridge; Shrewsbury PC Road.
ST ELIZABETH	Luana - Tombstone; Lacovia - Mountainside; Black River - Pedro Cross; Parottee PC Road; Mountainside - Watchell PC Rd; Brownberry PC Rd; Junction - Bull Savannah; Big Yard - Top Hill; Maivern - Southfield; Pond Sea; White Hall - Accompong; Redgate - Washfoot Gully; New Holland - Redgate; Mocho - Sprngfield.
	PORTLAND Balcarres - Wakefield; Chips Hall - Durham Gap, Hope Bay - Chips Hall, Buff Bay - Balcarres; Williamsfield - Haining; Haining - Minton; Ecclesdown - Fair Prospect; Breastworks - Windsor; Fellowship - Berrydale; Port Antonio - Nonsuch; Moore Town - Cornwall Barracks.
ST THOMAS	Curtis Bottom Drain; Mt. Dalvey Drain; Belgium Gully; Isaac Barrant Drain; Duckensfield Drain; Gene Ash Drain; Church Corner Drain; Cottage Pen Drain; Old Police Station Drain; Clinic Drain; Shanty Drain; Red Hills Drain; Easy Drain; Botanical Gardens.
	ST. JAMES Flamsteed Gdns - Garlands; Point - Flamsteed Gdns; Spring Gdn - Brown Hill; Hampton Rd - Springfield Sq; Bickersteth - Mt. Horeb; Mt. Pellier - Mafoota; Anchovy - Shettewood; Cambridge - Fern; Marchmont - Washfoot Gully; Mocho - Marchmont; Mocho - Arcadia; Orange Hill - Stonehenge; Anchovy - Mt. Horeb; Wilshire - Lethie; Salt Spring - Sun Valley; Appleton Hall - King St.; Bogue.
TRELAWNY	Stewart Town - Rock; Bengal Bridge - Falmouth; Stewart Town - Rock; Duncans - Long Pond; Martha Brae - Kinloss; Clarks Town - - Kinloss; Falmouth - Wakefield - Friendship - Hampden - Wakefield; Martha Brae - Kinloss; Albert Town - Troy; Jackson Town - Uister Spring.
	HANOVER Shettewood - Mackfield; Shettewood - Chester Castle; Kew Bridge - Great River; Welcome - Copse; Hopewell - Haughton Grove; Kew Bridge - Lucea PWD Rd; Lucea - Green Island; Riley - Glasgow; Green Island - Negril.
CLARENDON	Longville Park - - Freetown - Four Path; Palmers Cross - Rosewell; Denbigh Cres; Freetown - Four Path; May Pen - Sour Sop Turn; Savannah Raymonds; Portland Cottage; Palmers Cross - Roswell; May Pen - Hayes; Green Bottom - Four Path; Complete Settlement; Chatteau; Osbourne Store - Ashley; Belle Plain; White Hall.
	MANCHESTER Cross Keys; Rudds Corner - Rows Corner; Greenvale - Spur Tree; Pusey Hill - Restore; Kendal - Clarks Town; West Rd (PC Rd); Caines Shop - Highgate Hall; Oxford - Troy; Whitney Turn - Williamsfield; Skulipoint-Caines Shop; Mizpah - Bellefield.

CLIENT RELATIONS
Efforts to improve and sustain client relations were made through meetings and tours conducted with relevant GOJ officials. Over the fiscal year (2007/2008), these events assisted in keeping our clientele up to date with the activities and operations of the National Works Agency.

Tours

A number of tours of NWA's ongoing and intended project sites were conducted with Members of Parliament, Ministers and other Government officials, during the fiscal year.

STAFF RELATIONS

Over the fiscal year, the NWA, through its Communication and Customer Services Department, continued its efforts to keep staff informed of the Agency's activities, through quarterly publications of the Agency's internal magazine, The Roadster. Other publications geared towards this effort included regional quarterlies such as The Western Buzz, and Central Links magazines.

THE NWA'S WEBSITE

The NWA's website (to be found at www.nwa.gov.jm), was redesigned and re-launched during the year in review and continued to be an invaluable avenue for the dissemination of information to the Agency's publics. The site's continued to increase during the year, with many persons viewing news articles and general information which were made available on the website. Although the re-launching of the site took place in June 2007, tracking of hits commenced in December 2007. At the end of March 2008, over 44,541 hits on the site were recorded.

CUSTOMER SATISFACTION SURVEY

The yearly Customer Satisfaction Survey continues to be an important indicator of the Agency's progress in its works/service and communication. The 2006/2007 Customer Satisfaction Survey (completed in September 2007) had for instance indicated a decline in the intensity of disagreement with statements of facts posited on the survey questionnaire, relative to the preceding year's survey (which was done in September 2006). Less customers "Strongly Disagreed" in 2006/2007, for example, with a statement such as "The main roads in Jamaica are in good condition to drive on". This finding would indicate some level of progress in the NWA's efforts to address poor road conditions along the island's main road network.

The Communication and Customer Services Unit continued, throughout the fiscal year, to facilitate vital interface with the Agency and its various publics.

The National Works Agency looks forward, during the next fiscal year and beyond, to continued and sustained growth in the areas of Communication and Customer Services, while it seeks to provide Safe, Reliable and Quality Roads for all Jamaica.

Figure 49: Town Planning/Community Meetings/Pubic Presentation - FY 2007/2008

Community				Parish	Matters Discussed
Bog Walk	Galina - Boscobel and Port Maria (Stakeholders Meeting held in Oracabessa)			St. Mary	Progress of works along Segment III of the North Coast Highway Improvement Project
	Gordon Town Caribbean Terrace/island-wide Public Presentation of EIA results on planned Rehabilitation and Protection of the Palisadoes Peninsula, held at Caribbean Terrace) Paradise Cove Tamrind Grove			St. Andrew	<ul style="list-style-type: none">Planned construction of the Gordon Town Bridge.Planned Rehabilitation and Protection of the Palisadoes Peninsula.Community (Paradise Cove's) preparedness in the event of a hurricane; NWA's role in assisting community.Planned closure of Toronto Avenue at its intersection with Molynes Road.
Richmond	<ul style="list-style-type: none">Coral GardensGreenwoodSeven RiversLliliputLong BayGreensideBogue			St. James	Community Infrastructure, including:- Works in Progress on Segment 2A of the North Coast Highway Improvement Project; Planned Construction of the Sevens River Bridge. Presentation to Children (Bogue All-Age School on the importance of traffic lights. Road damage/repairs/drainage facilities.
	Martha Brae			Trelawny	Planned Construction of the Martha Brae Bridge
	<ul style="list-style-type: none">BalacavaTreasure BeachWindsorSilviahSanta CruzAberdeenBromptonGinger Hill			St. Elizabeth	Road damage: road works and drainage systems. Overlay/Rehabilitation of sections of the Brompton Main Road. Road Damage Drainage facilities; Planned bridge construction (Milk River) Road damage: drainage facilities.
	<ul style="list-style-type: none">Four PathsMilk River			Clarendon	Drainage facilities; Planned bridge construction (Milk River)
	Greenvale			Manchester	Road damage: drainage facilities.

Community interactions also included the Agency's representation at regular (standing) Parish Council Infrastructure, Social Development Commission (SDC) and Jamaica Tourist Board meetings, during the period.

Customer Complaints System

The Agency's Customer Complaints System, operated through the Communications and Customer Services Department, continued over the fiscal year 2007/2008 to provide a significant level of interaction between the Agency and communities. Through this system, the Agency continued to record, track and in many cases, resolve the issues/concerns and suggestions of its customers in various communities throughout the island.



Figure 6: Gabion Wall under construction in Pitsgah, St. Elizabeth.

Flood Damage Mitigation Programme

Over the Fiscal Year, a Flood Damage Mitigation Programme was implemented island-wide, to carry out works including river training; de-silting; and the cleaning of drains, (as well as Hot Mix patching activities - tabulated in Figure 1). These works were carried out as a component of a \$750-million works programme. At the end of the fiscal year, the Agency had expended approximately \$154-million to carry out mitigation works, under this programme.

RIVER TRAINING

River training activities executed under the Flood Damage (Drain) Mitigation Programme included the construction of Gabion Walls. These activities were carried out at locations across the island. The locations included Hope River, at the community of Kintyre, in St. Andrew where a 12ft (approximately 4 metres) high by 80ft (approximately 24 metres) long Gabion Wall was constructed. This wall was built within the vicinity of the Kintyre Bridge and was completed at a cost of approximately \$3.3-million.

River training activities were also undertaken at Pisgah in St. Elizabeth where a Gabion Wall measuring 50 feet (approximately 15 metres) in height and 123 feet (approximately 37 metres) in length, was being constructed. At the end of the fiscal year this wall was approximately 70% completed. This project is expected to be completed at a cost of approximately J\$42-million and will include the installation of 30mm pipes, construction of curb and channels and road surfacing works.

Other locations where river training activities were undertaken and completed during the fiscal year included:-

Figure 7: River Training Activities - FY 07/08

RIVER TRAINING				
Location	Parish	Activity	Status of	
Western Park Gully (Vicinity of Central Avenue)	Clarendon	Gabion Basket	100%	
Drummond - Blockburg	St. Andrew	Gabion Basket	25%	
Horse Back Gully	St. Thomas	Gabion Basket	100%	
Kupis - Colonel Ridge	Clarendon	Gabion Basket	100%	
Dry River	Portland	Gabion Basket	100%	
River View Road	Portland	Gabion Basket	5%	

DE-SILTING

Under the Flood Damage Drain Mitigation Programme, the Agency also undertook de-silting activities at some critical locations across the island. These locations included the Duhaney River, in St. Andrew, where the Agency completed dredging of the river, as well as created a berm, heightening and reinforcing the river bank to protect the community from the frequent overflowing of the river. This project was completed at a cost of approximately \$9.68-million.

Other critical locations where de-silting activities were carried out included the Yallahs River, St. Thomas - \$15.6-million; the Western Park Gully (Main Pen Drains) in Clarendon - \$3.2-million; Andrew and the Chalky and Bull Park Rivers at Nine and Ten Miles, respectively, located in Bull Bay, St. Andrew - \$41.5-million. De-silting activities were also undertaken at the Fresh River, New Haven and the Gordon Town Ford in St. Andrew.

MAIN ROAD BUSHING AND DRAIN CLEANING, RMF

Under the Main Road Bushing and Drain Cleaning Road Maintenance Fund Programme, the Agency spent \$40-Million to undertake bushing and drain cleaning exercises on one hundred and forty (140) road sections, in eight (8) parishes as illustrated in Figure 8.

COMMUNICATION AND CUSTOMER SERVICES

The Agency, over the fiscal year 2007/2008, continued its efforts to promote and maintain the goodwill of the Agency among its various publics, through sustained presence in the media; community interaction via town planning/community meetings/ public presentation and the Agency's Customer Complaints System; continued client relations, via meetings and tours with key personnel and relevant ministers of the Government of Jamaica (GOJ); as well as staff relations, through the publication of quarterly magazines.

Mention must also be made of the Agency's Website which, throughout the fiscal year, continued to serve as an additional channel for the output of information about the Agency, to its various publics. A Customer Satisfaction Survey was also conducted during the period, in order to provide a platform on which the Agency's strengths and weaknesses in the areas of service and communication may be examined and assessed.

MEDIA PRESENCE

Over the fiscal year the Agency utilized a number of instruments such as news releases, media advisories, public announcements paid advertisements, as well as television and radio appearances, including the Agency's weekly radio feature "On Our Roads with the National Works Agency", in order to maintain its presence in the media.

On Our Roads with the National Works Agency

Over the fiscal year the "On Our Roads with the National Works Agency" weekly radio feature was aired on Tuesdays as follows:-

-	Power 106:	8:10 a.m. - 8:30 a.m.;
-	RJR	8:45 a.m. - 9:00 a.m.; and
-	Hot 102	6:45 p.m. - 7:00 p.m.

News Releases

A total of ninety-five (95) news releases were sent to the media, keeping the Agency's publics abreast of its work programmes and activities.

COMMUNITY INTERACTION

Community interaction was achieved through town planning and community meetings. Figure 49, overleaf, indicates some of the communities in which these meetings were held, during the year in review:-

INTERNAL AUDIT

Internal auditing within NWA is critical to ensuring that the Agency's activities conform to the three (3) principal pieces of legislation. These are:-

- 1. The Executive Agencies Act (2002);
- 2. The Financial Instructions to Executive Agencies;
- 3. The Financial Administration and Audit Act.

The Internal Audit Department provides its principal stakeholders (the Ministry of Finance and Planning; The Audit Committee; and the CEO and management body of the NWA), with valuable and objective assurance on governance, risk management and control processes, as well as consulting services geared towards improving the NWA's operations.

Achievements

The unit carried out thirteen (13) scheduled audits which represents an eighty-one per cent (81%) achievement of the unit's target of sixteen (16) for the fiscal year 2007/2008. Additionally, unscheduled reviews were conducted during the reporting period. These included reviews of reports on staff's salary adjustments and employees' performance evaluations. Auditing activities over the fiscal year was focused on components of financial statements, major patching programmes, flood damage rehabilitative works, Segment Three of the Northern Coastal Highway Improvement Project (NCHIP - Segment 3), as well as components of departmental operations (Performance Audits). A review of the Agency's Key Performance Indicators (KPI's) was also undertaken. The results of these audits and reviews were discussed with the senior management body with a view to strengthening areas of weakness and consolidating areas of strength.

Professional Enhancement

The unit continued the professional enhancement of its members during the fiscal year, through attendance at audit workshops, seminars and conferences.

Figure 8: RMF Main Road Bushing and Draining Cleaning

MAIN ROAD BUSHING AND DRAIN CLEANING		
Parish	No. of Road Sections Addressed	
Clarendon	25	
St. Elizabeth	24	
St. Andrew	19	
Kingston	6	
St. Catherine	5	
Trelawny	11	
St. James	24	
St. Mary	26	
Total	140	

IADB/GOJ Funded National Road Services Improvement Programme (NRSIP)

The National Road Services Improvement Programme (NRSIP) focuses on institutional capacity building within the National Works Agency, in the areas of planning, contracting and supervision of road works.

The programme has two major components: The Institutional Strengthening Component, which has been designed to enhance the Agency's capacity and capabilities in a number of areas including Highway Maintenance Management Engineering, which encompasses Projects and Contract Management; Quality Management Systems which includes Operational Documentation; Road Safety, covering Road Safety Procedures & Measures, Geometric Design and Management of Heavy Vehicles; Soils & Materials Testing and Research; Project and Asset Life Cycle Management; Project and Contract Delivery/Performance Management; Transport Planning; Information Technology; and Customer Services. Under the Performance Based Routine Maintenance Contracts Component, three-year contracts are issued to contractors to routinely repair and maintain roadways. During the fiscal year 2007/2008, a total of J\$519.3-million was spent to execute activities under both the Institutional Strengthening and the Performance-Based Routine Maintenance Contracts components.

NRSIP Institutional Strengthening Component

Under the Institutional Strengthening component of NRSIP, the following achievements were made:-

- Road Condition Survey and Updating of Routine Maintenance Management System (RMMS) Development of the Harlan Network Planning Application to facilitate the preparation of a 3-5 year master network capital investment and intervention plan.

This is geared at improving operational efficiency in the Agency's planning activities.

- Extended the scope of RMMS Data Base through the inclusion of eight (8) additional parishes in the Road Condition Surveys conducted over FY 2007/2008. These parishes are:-

- St. Ann
- St. Mary
- St. James;
- St. Elizabeth
- Clarendon
- Trelawny; and
- St. Andrew.

The eight parishes above have been dubbed NRSIP Stage Two parishes, distinguishing them from the five (5) pilot parishes originally focused by NRSIP:-

- St. Catherine;
- St. Thomas;
- Portland;
- Westmoreland; and
- Manchester.

At the end of the fiscal year the Agency had:-

- Surveyed approximately 1,773.35 kilometres of roads in Stage One parishes. This represented 96% of the original data for the Stage 1 roads.
- Surveyed approximately 51% of data for roads in Stage Two parishes.
- Completed roughness index survey on 1,826.58 kilometres, covering 226 road sections in Stage One (pilot) parishes.

The information received from these activities has been invaluable to the Agency's overall network planning and will be vital for the integration of the new Harfan application which will assist with the preparation of the five-year network capital intervention plan. This in support of the Road Maintenance Master Plan.

The RMMS was also utilized to prepare the Segment One Routine Maintenance Tender documents from the condition data collected along the route.

Approved 2008/09 Programme Financing

The Agency was successful in negotiating the following funding as part of the 2008/09 Estimates of Expenditure. This negotiation resulted in the GOJ's support for maintenance, as shown in Figure 9.

Employee of the Year Runners-up

The Runners-up for the Employee of the Year were: -

- Charles Thomas, Senior Clerk of Works, Corporate Office
- Courtney White, Blue Print Operator, Corporate Office

Figure 47: Charles Thomas (left) 1st Runner-up, Employee of the Ministry of Transport and Works, receiving a Certificate from Annette Osbourn of the Year 2007, receiving a Certificate from Annette Osbourn of the Ministry of Transport and Works.



Figure 48: Courtney White(right) 2nd Runner-up, Employee of the Year 2007, receiving a Certificate from Houple Modest of the NWA.



At the end of the Fiscal year, cumulative expenditure under NRSIP, to date, stood at J\$615.5-million.

IADB Funded NRSIP Extension Project

The passage of Hurricane Dean on August 19, 2007 did extensive damage to the country's road network. This was further exacerbated by the subsequent prolonged heavy rainfall experienced in the aftermath of the event. The government sought external help and the Inter-American Development Bank (IADB) responded. A mission from the IADB visited Jamaica in November 2007 and negotiated a new facility geared at emergency road repairs. It was agreed that the existing National Road Services Improvement Programme (NRSIP) would be extended (in both time and cost) to facilitate the emergency works through a US\$30-million IADB facility, divided in two phases. Under Phase One US\$10.0 million is being provided for carrying out critical works and Phase two would address remaining works through the provision of a regular loan in the amount of US\$20.0 million. Six (6) areas were identified, as listed in Figure 12, for attention through Phase One of this agreement. These works will be undertaken in the next fiscal year (2008/2009).



Figure 11: Damaged section of the Roselle Main Road, St. Thomas

- Annual JASP Conference at Sunset Grant Jamaica (Corporate, Central and North-Eastern Staff attended);
- Public Sector Accounting Conference 2008;
- Human Resource Management and Administrative Conference
- Comtempor National Spatial References System Seminar;
- Defensive Driving Course - Advanced Drivers Training Institute;
- Basic Disaster Management - ODP&M
- Food Handling and Preparation Workshop;
- Events Planning and Co-ordination;
- Prevention of Fraud Seminar
- Universal Decimal Classification;
- Environmental Stewards Sessions (Assistance received from NEPA);
- Presentation of Locite Concrete Solutions (technical staff attended);
- Sensitization Workshop on HIV/AIDS;
- Supplies management Course (Level 4) - MIND;
- Cisco Certified Network Administrator (CCNA) Programme;
- Training Impact Evaluation (MIND);
- Auditing Techniques Level 1 (Module 1) - MIND.

Overseas Training

- 2nd Caribbean Conference on Comprehensive Disaster Management in Barbados (attended by Director of Regional Implementation).

Loans for Educational Development

A total of five (5) educational loans were granted to staff members during the fiscal year. These amounted to a total of Two Hundred and Seventy-Four Thousand Jamaican Dollars (J\$274,000).

Affirming Staff Through Rewards and Recognition

Rewards & Recognition (R&R) Programme
The Rewards and Recognition Programme continued, over the fiscal year, to recognise employees who have been identified by their peers as having made outstanding contributions to the success of the Agency, during specific periods of time. The criterion for selection of an award was maintained at a minimum mark of 80 from a maximum score of 100.
Employee of the Quarter Award
A total of fifteen (15) awards were issued to employees in recognition of their exceptional performance. These were as follows:-

Awardees: April-June 2007	
Janel Ricketts	-
No selection	-
Roy Clarke	-
Nerissa Campbell-Kerr	-
No selection	-
Corporate	-
Awardees: July - September 2007	
Patrick Campbell	-
Tex Knight	-

HUMAN RESOURCE MANAGEMENT AND ADMINISTRATION

The National Works Agency's personnel body consists of approximately four hundred and sixty-seven (467) posts. Through its Human Resource Management Unit, the Agency endeavoured to develop its staff through the delivery of effective training and encouragement of staff's personal quest for academic and professional development.

Developing a Cadre of "High Quality People" Through Training and Development

In fulfillment of the Human Resource Management and Administration mandate, the Directorate, over the year in review, continued its strategic delivery of training, educational and developmental initiatives to enhance the capacities of the Agency's staff. A total of two thousand, nine hundred and forty eight (2,948) man hours of training were targeted for the fiscal year 2007/2008, for staff at all levels. At the end of the year, a total of five thousand, six hundred and thirty-three (5,633) man hours were delivered. This represented 191% success of target.

Over the year in review, the Agency's strategy continued to include:-

- In-house Training;
- Local External Seminars/Workshops;
- Study Leave/Day Releases/Time-Off;
- Overseas Training and;
- Loans for Educational Development.

In-house Training

In-house training efforts over the fiscal year included seminars/workshops and fairs, in the following areas:-

- Culture & Ethics Workshops;
- Life Planning Fair;
- Project Take-over Workshop;
- Development Programme for Administrative Assistants;
- Bridge Management Presentation;
- Pre-Qualification and Tender Update Workshop;
- E-Cataloguing Workshop;
- Flexible Pavement - Central Region
- Routine Maintenance and Road Patching Workshop.

External Seminars/Workshops

Staff Members attended a number of external seminars, workshops and conferences based on professional mandates and relevance. New skills, knowledge and competences were honed from the following:-

- Administrative Seminar for the Executive Administrative Assistant - Caribbean Business Forms;
- Technological Solutions and Procurement Strategies for the Office Manager - Institute of Business;
- Procurement and Disbursement Seminar (Finance and Accounts Staff Members) - IADB;

Figure 12: IADB NRSIP Extension

NRSIP EXTENSION		
Status	Description of Works	
Designs for all proposed works completed.	<p>YALLAHS RIVER, ST. THOMAS</p> <ul style="list-style-type: none">• Additional River Training. Gabion Protective Works along the river banks, extending approximately one kilometre from the new Yallahs Bridge towards the Bridge at Easington.- Earth Works.- Road Works - Asphaltic Overlay. <p>The Yallahs community has been significantly impacted by weather systems for many years. The Agency during the Fiscal Year 2007/2008 continued construction of the Yallahs Bridge in this community and although some River Training is provided for under the contract, this is not enough, hence the additional works targeted above.</p> <p><i>Estimated Project Cost: US\$1.1-million.</i></p>	
	<p>ROSSELLE MAIN ROAD, ST. THOMAS</p> <ul style="list-style-type: none">• Rehabilitative and Protective works/ Sea Defence:- construction (at the higher section of the roadway damaged by wave action) Revetment of approximately 70 metres from the embankment into the sea, pushing back the sea to said distance from the roadway. At the lower section a revetment structure will be constructed to approximately 30 metres into the sea.• Heightening of the roadway west of the bridge to improve drainage in the area.• Rehabilitation of the Bridge in the area;• 1.64 kilometres of the roadway to be paved with Asphaltic Concrete. <p><i>Estimated Project Cost: J\$184-million.</i></p>	
Assessments underway to establish necessity of a second bridge. This project would also require Gabion Protective Works. Projected Cost: J\$24-million.	<p>GEORGIA BRIDGE, ST. THOMAS</p> <p>Extensive River Training works.</p> <p>Launching of at least one Bailey bridge in the area.</p> <p><i>This community suffers immensely whenever it rains and sometimes gets cut off for up six days at a time.</i></p> <p><i>Estimated Project Cost: J\$51-million.</i></p>	
Surveys underway along aspects of the Agency's sea defence were breached during the disaster events of 2007.	<p>MURTON - FAIR PROSPECT, PORTLAND</p> <ul style="list-style-type: none">• Protective works: along areas such as Long Bay and Manchioneal which were badly affected by not only Hurricane Dean, but also the 40-day rainfall. Rock Revetment works to be undertaken within the vicinity of the Police Station, extending approximately 70 metres into the sea.• Asphaltic overlaying. <p><i>Estimated Project Cost: US\$1.56-million.</i></p>	
Designs for proposed works completed.	<p>BOG WALK GORGE , ST. CATHERINE</p> <ul style="list-style-type: none">• Protective works: along the seriously exposed section of the Gorge, known locally as "Ribbon's Corner".• De-silling of the river (Rio Cobre): removal of boulders from the sides of the river to increase capacity/width of the river channel in an effort to reduce the occurrence of overflowing.• Asphaltic overlaying.• Protective works will also be done along the Angels main road, where flooding is often experienced during heavy rainfall. <p><i>Estimated Project Cost: US\$1.134-million.</i></p>	Designs for the Angels are being finalized.

Farm Road Programme

During the year in review, the Agency undertook rehabilitative works on twenty-five (25) farm roads across the island. The programme, which commenced in February 2007 was active in every parish excepting Kingston and comprised bush-ing and re-paving works. The roads which received attention under this programme included:-

REHABILITATED FARM ROADS		
Road Section	Parish	
Grantstfield - Orange Hill	Portland	
Orange River Road	St. Mary	
Simms Road - 8 miles	St. Ann	
Farm Heights - Seville	St. Ann	
Debtor Road - Cave Valley	St. Ann	
Albion Shop - Cow Bay	St. Thomas	
Font Hill - Buckingham	St. Thomas	
Freeman's Hall - Litchfield	Trelawny	
Seven Rivers Road	St. James	
Haze Lymph - Pell River	Hanover	
Shafston	Westmoreland	
Caanan	Westmoreland	
Elm Road - Ginger Piece	St. Elizabeth	
Cabbage Valley	St. Elizabeth	
Mason River - Shaw's Vale	Clarendon	
Onestead	Clarendon	
Cockswain - Morant Land	Clarendon	
Greenland - Top Shaw	Manchester	
Hasty Good - Grove Place	Manchester	

Figure 13: Farm Roads

MAJOR PROJECTS

Rehabilitation of the Palisadoes Peninsula

Consequent on the study of the Palisadoes Peninsula done in February 2007 by the Cuban Ministry of Science, Technology and Environment (CITMA), upon the invitation of the Ministry of Land and Environment and in collaboration with UNEP⁴, the NWA had, targeted 5.5 km of the Palisadoes Peninsula (along the Airport Road), which was considered to be extensively undermined and therefore in need of protection. This was estimated to cost US\$6-million. However, of the 5.5km area which had been undermined, 1.5km was regarded as critical, 300 metres of which were considered to be most vulnerable. Rehabilitation of the Palisadoes Peninsula was consequently segmented in three (3) phases.

Phase One would see the protection of the 300-metre area which is deemed to be most critical. This would be achieved through the placement of Eleven Thousand Cubic Metres (11,000m³) of rock along the sea. Phase Two is aimed at the continuation of Rock Revetment along a further 346 metres of the coastline, as well as the construction of a Sand Dune, comprising dredging of one million cubic metres of sand and the pumping and placement of this along the 5.5 km stretch of the eroded coastline. Phase Three is to comprise landscaping and vegetation, as well as public amenities (such as the installation of benches to facilitate line fishing interests, walk trail, etc.).

4- UNEP = United Nations Environment Programme

Pavement Thickness and Design

Andrew:-

- South Odeon Avenue
- North Odeon Avenue
- Constant Spring Road (section)
- Eastwood Park Road (section)
- Hagley Park Road (section)
- Half-Way - Tree Road (section)

Field Density Tests

Field density tests were conducted island-wide. Within the corporate area, roads include: Old Harbour Road; Eltham Boulevard; and the Rockfort main road.

Figure 45: Analysis of fine and coarse aggregate samples.



-	Wakefield	-	St. Catherine
-	Yallahs	-	St. Thomas

Road Projects: Road Maintenance Fund (RMF)

Asphaltic Concrete on a total of thirty-five (35) roads under the Road Maintenance Fund (RMF) were sampled and tested for conformity with specifications for thickness. The thickness of asphaltic concrete cores was determined from the samples taken from these projects. The roads are as specified in Figure 44, below:-

Figure 44: RMF Projects Tested for Asphaltic Concrete Thickness

RMF Project Roads Sampled and Tested - Asphaltic Thickness

ST. ANN:-	Claremont - Bonneville
	Brown's Town - Discovery Bay
	Green Park - Ocho Rios
	Hopewell - Ocho Rios
ST. THOMAS:-	Eleven Miles Ford
ST. MARY:-	Frankfurt - Gayle
	Whitehall - Prospect
PORTLAND:-	Pine Grove Drive - Woodstock
	First Avenue - Sixth Avenue
	Fairy Hill Housing Scheme
	Richmond Hill
ST. JAMES:-	Stewart Town - Rock
	Laughton Town
	Mountpelier - Cambridge
	Lacovia - Vauxhall
	Four Paths - Pisgah
	Luana- Tomstone
	Flint River - Cascade, Hanover
HANOVER:-	Naim - Gaze Land
	Southfield - Port Sea
	Centre Road

-	Toms River - Aguaita Vale	-	St. Andrew
-	Browns Town - Alexandria	-	St. Ann
-	Ferris Cross - Mackfield	-	Westmoreland
-	Barbican Road	-	St. Andrew
-	Hope Road	-	St. Andrew

Falling Weight Deflectometer Studies were conducted on the following roadways:

Falling Weight Deflectometer

At the end of the fiscal year 2007/2008, the Agency was able to complete Rock Revetment works, extending three hundred and seventy metres (410m) of the sea coast (on the open sea side). This figure accounted for a 100% fulfillment of the Rock Revetment target under Phase One and approximately 57% of a total of six hundred and forty-six metres (646m) targeted for this type of protection.

Figure 14: Rock Revetment Works along the Palisadoes Road



Protective works along the Harbour side of the Peninsula is expected to be undertaken in the next fiscal year.

Fifth Road (Washington Boulevard Improvement) Project

The Washington Boulevard Improvement Project was implemented on June 1, 2007. The objectives of the Project are to improve and upgrade the standard of the Washington Boulevard to Dunrobin corridor in order to reduce overall road transportation costs, improve highway safety, reduce congestion along the corridor and assist the Government of Jamaica with the establishment of a Vehicle Weight Enforcement Programme.

A total of 2.75 kilometres of roadway along Washington Boulevard and Dunrobin Avenue will undergo enhancements that include reconstruction of existing pavement; widening of the road-way from two (2) lanes to six (6) lanes; construction of sidewalks, kerbs, drains, retaining walls, traffic light infrastructure, street lighting; installation of an overpass as well as of 1.6 km of 600mm diameter water transmission pipeline.

The project is estimated at a total Project cost of Twenty-three Million three hundred and ninety thousand United States Dollars (US\$23.39-million), of which the Caribbean Development Bank (CDB) has approved a loan of fourteen million seven hundred and seventy seven thousand

United States dollars (US\$14.777-million). The remainder of US\$8.613-million is to be financed by the GOJ. The Project includes the following work components:

- a) Acquisition of 37 parcels of land along the alignment;
- b) Reconstruction of 2.75 km of main road including widening to six lanes;
- c) Relocation of water, electricity, cable television and telephone utilities;
- d) Construction of a bridge, culverts and other key drainage features, and a road overpass;
- e) Construction of 1.6 km of 600mm diameter water transmission pipeline;
- f) Supply of traffic management equipment;
- g) Institutional strengthening to support the implementation of a vehicle weight enforcement programme;
- h) Engineering consultancy services; and
- i) Project management.

There were four (4) conditions precedent to the first disbursement of the CDB's loan. These were:-

- 1. Appointment of a Project Manager;
- 2. Arrangements must be made for access to all lands required;
- 3. Supervising Consultants must be engaged; and
- 4. Environmental Permit must be obtained from relevant local authority.

Project Achievements

At the end of the Fiscal year most of the preconditions of the loan were met, in that:-

- Project Manager was appointed (June 11, 2007);
- An environmental permit was obtained from N.E.P.A⁵ (December 11, 2007);
- Four consulting firms were shortlisted and evaluation reports on proposals from shortlisted candidates submitted to the Caribbean Development Bank (CDB), as well as the National Contracts Commission;
- Arrangements to acquire thirty-seven (37) parcels of land along Dunrobin Avenue were in progress. By the end of the fiscal year, payments were disbursed to twelve (12) land owners, bringing the total expenditure on land acquisition to date, to J\$19-million.

Physical Works

- Designs for road and bridge construction works were being reviewed.
- Finalization of designs for utility relocation was well underway. The Jamaica Public Service Company (JPSCo) had finalized its relocation plans and submitted preliminary estimates of J\$42.1-million. Cable and Wireless (C&W) had also finalized their designs and submitted estimates of J\$8.8-million, while the National Water Commission's (NWC's) designs were still being finalized. Construction of boundary walls along Dunrobin Avenue commenced in February 2008. By the end of the fiscal year, three (3) boundary walls were completed and a further eight (8) were under construction.

5- N.E.P.A. = National Environmental & Planning Agency.

Routine Maintenance Activities and Active Programme/Projects Monitor

Routine parish visits were conducted by Quality Audit (QA) Officers to monitor and report on works being done by contractors. These reports were done monthly and highlighted the types and quality of works being executed island-wide and suggested opportunities for improvement. Project Audits/follow-ups were also conducted on Routine Maintenance projects, highlighting areas of compliance as well as opportunities for improvement. These projects were:-

- Kuwait: Luana to Sandy Ground
- Priority Bridge Programme: Broadgate
- Critical Retaining Wall: Western Region, KMR, Northeast
- Special Flood Damage: Northeast, Western Region
- Emergency Works: KMR
- NRSIP: KMR, Central, Western Region
- Mabej Johnson Bridge: Salt Gully, Wakefield, Springvale
- NCHIP: North East
- Drain Mitigation: Central
- Forced Accounts: Central

Procurement Processing

A total of one Hundred and Two (102) procurement submissions were reviewed by the NWA Procurement Committee, for compliance to the National Contracts Commission (NCC) guidelines.

MATERIAL TESTING AND ENGINEERING UNIT (MTEU) LABORATORY

The Agency's Soils and Materials Laboratory provided testing and consultative services on the following projects/programmes-

Bridge Development Programmes: Mabej Johnson Priority Bridge Programme; R.A. Murray Bridge Project; IADB Bridge Project

Samples of concrete cylinder/cubes were taken and tested for conformity with specification. Tests were done in accordance with British Standard and American Standard Testing Method (ASTM) specifications.

Concrete cube and concrete cylinder crushing strength were obtained from concrete specimen taken from the following bridge projects:

- Yallahs
- St. Thomas
- Johnson River
- St. Thomas
- Worthy Park
- St. Catherine
- Seven Rivers
- Trelawny
- Salt Gully
- St. Catherine
- Milk River
- Clarendon
- Doc's Pass
- Clarendon

Density tests were conducted on the following bridge approach roads:-

- Salt Gully
- St. Catherine
- Springvale
- Banbury
- St. Catherine

The National Works Agency's mission in the area of Quality Assurance is the consistent delivery of customer satisfaction by all employees, at all levels and in every function. In this regard a number of activities were pursued and achieved, over the Fiscal Year 2007/2008. These were as follows:-

QUALITY MANAGEMENT

The Directorate has been facilitating the employment of Quality Management (QM) principles, as part of the Public Sector Modernisation thrust. The aim is to improve the efficiency and effectiveness of the NWA's operations by streamlining the structure, operations and procedures of the organization.

Presently, the organisation has adopted a process-by-process improvement strategy, with the aim of achieving improvement in the Agency's main business processes.

Process Improvement

During the fiscal year 2007/2008, the areas targeted for process improvement were:

- Procurement Process - This was reviewed to ensure compliance with government procurement guidelines, as well as include procedure for administration of Force Account projects.
- Regional Implementation - reviewed procedures for adequacy and update of Disaster Preparedness forms.
- Asset Management - reviewed procedures for adequacy and update of Disaster Preparedness Forms. This activity was fifty per cent (50%) complete at the end of the fiscal year 2007/2008.

Documentation

- The following manuals were reviewed and updated:-
- Regional Implementation;
- Asset Management; and
- Procurement

Quality Training

Achievements made in the area of quality training during the fiscal year included:-

- Quality Orientation Training Sessions held with twenty-six (26) new NWA employees from across the island.

- Awareness Training on procurement process conducted in Western Region.
- A total of twenty (20) persons trained in the Take-over Review Process and Quality control of projects. This amounted to sixty (60 man-hours).



Figure 15: Construction of Boundary Walls on Dunrobin Avenue, St. Andrew



Total project cost at the end of March 2008 stood at approximately J\$48-million.

BRIDGE CONSTRUCTION AND MAINTENANCE

During the fiscal year 2007/2008 the Agency continued its efforts to develop, improve and maintain bridges across the island. These efforts were facilitated through three (3) major bridge programmes, namely: the R.A. Murray Jamaica Bridge Development Programme through which the sum of US\$44.2-million has been allocated; Mabey and Johnson Jamaica Priority Rural Bridge Programme which received an allocation of twenty-two million, eight hundred thousand pounds sterling (£22.8); and the Local Bridge Construction and Maintenance Programme which is funded through Government of Jamaica (GOJ) allocations.

Under the Mabey and Johnson and R.A. Murray Priority Bridge programmes, the Agency targeted twenty-four (24) locations for construction of new bridges. At the end of the fiscal year a total of eight (8) new bridges were completed. Accomplishments under each programme were as follows:-

Mabey and Johnson Jamaica Priority Rural Bridge Programme

Under the Mabey and Johnson bridge programme, twelve (12) bridges were targeted for construction. At the end of the fiscal year 2007/2008, the following achievements were made:-

1. The Yallahs Bridge

In August 2007, the NWA entered into a civil works contract with a Consortium, (Pihl/Mabey Johnson), to construct a bridge over the Yallahs River in St. Thomas, at a contract cost of J\$402,709,440. The bridge would be built across the Yallahs Ford, located between Albion and Poor Man's Corner.

The Ford, which has been in existence for nearly five decades now (built as a private fording and used as such in the 1960's - 1980's), has been flooded several times over the years.

sustaining damage on some of these occasions. During Hurricanes Lili and Isidore in September/October 2002, for example, the Ford was totally destroyed and again during torrential rains in 2003, at which time the 240ft Bailey Bridge which was erected in mid-October 2002, had to be taken out, after the eastern abutment was washed out, resulting in the collapse of the bridge7.

At any rate, flooding of the Ford invariably resulted in the road becoming impassable for several days at a time, severing links to eastern Jamaica, via this route, and causing much inconvenience to residents of St. Thomas. In fact, the results of an Environmental Impact Assessment Study on the construction of the Yallahs Bridge, done in 2005 by CL Environmental Company Limited, had indicated that this route provided access to approximately 80% of the parish of St. Thomas to Kingston8. The new bridge at Yallahs would be the permanent solution to a long standing problem of extensive flooding and destruction of the Ford whenever the Yallahs River is in spate.

Design

Construction of the new Yallahs Bridge began in September 2007. This bridge is a composite highway structure which measures 159m in length (four spans of 34.5m/45.0m/45.0m/34.5m), and 12.1m in width. The cross section (width) consists of:-

- One 9.1m carriageway (two traffic lanes);
- Two 1.2m foot walks; and
- Two 0.5m parapet plinths.

The bridge has been designed for a life span of 75 years and is being built with a flow depth (distance/clearance underneath the bridge) of 6.7 metres (approximately 20ft).

The bridge piles have been anchored at an average of 30 metres (approximately 100ft) underground, with a 10-metre perimeter by 3.5 metres deep scour protection9. The bridge is expected to withstand flood flows which are expected to occur only once in 100 years (1:100 peak flow).

Completion Status

At the end of the fiscal year 2007/2008, fifty per cent (50%) of the contract time for completion of the bridge had elapsed and the bridge was forty-eight per cent (48%) completed. Figure 16 below illustrates physical progress at the end of the fiscal year:-

6-8-Final Draft Report, Environmental Impact Assessment of the Proposed Yallahs Bridge Reconstruction in Yallahs, St. Thomas (Pg.1, Pg.3, Pg.86).

9 Scour Protection (protection of the piles) is being done via the Rip Rap method: backfilling/reinforcement with six thousand cubic (6,000) tonnes of boulders.

PHYSICAL PLANNING UNIT

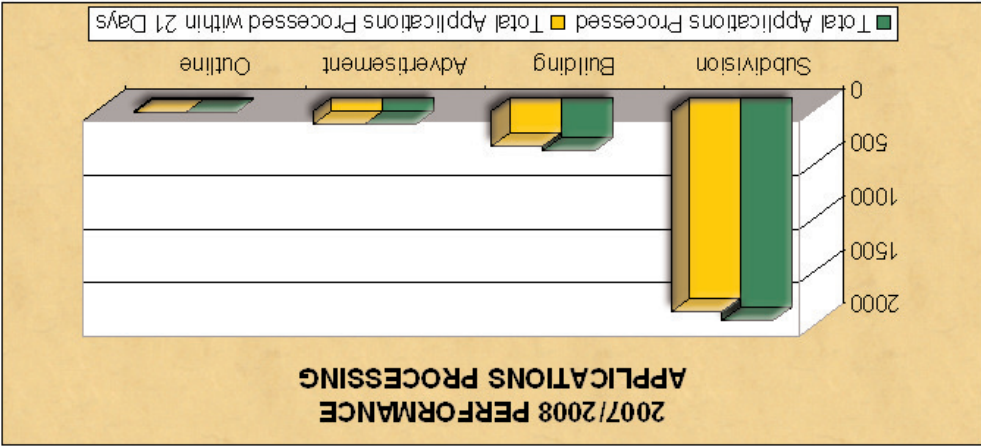
The Agency, through its Physical Planning Unit continued its endeavour to support the growth of the island's economy, through the timely processing of Building, Subdivision and Advertising applications.

Over the fiscal year 2007/2008, the Agency targeted a period of twenty-one (21) days for the processing of building, advertising, subdivision and outline applications. The end of fiscal year saw a total of two thousand, four hundred and thirty-nine (2,439) applications being processed. Of this number, a total of two thousand, three hundred and nine (2,309) applications were processed within the targeted 21-day processing time, representing 95% success of target. Figures 42 and 43 illustrate:-

Figure 42: Applications Processed - FY 2007/2008

Type of Application	APPLICATIONS PROCESSED Target Processing Time: < 21 Days				YEAR END PERFORMANCE			
	Q1	Q1	Q2	Q3	Q4	TOTAL	Processed at Year-End	TOTAL
	< 21 Days	< 21 Days	< 21 Days	< 21 Days	< 21 Days			
	285	288	627		285	2,439	2,309	95%
	0	0	0	0	9	9	9	100%
Subdivision	993	943	186	522	226	1,952	1,868	96%
Building	188	166	60	67	35	360	322	89%
Development								
Advertisement	58	57	0	38	15	118	110	93%
Outline		0	0	0	9	9	9	100%
TOTALS	1,239	288	627	285		2,439	2,309	95%

Figure 43: Chart showing Accomplishment of Targeted Applications Processing Time



Of the total 2,439 applications processed during the fiscal year 2007/2008, approximately 1,200 were received during the year. The difference represents applications brought forward to the fiscal year.

Expanding the GIS Data Base

Over the year in review, the GIS Department acquired from external sources, data which is imperative to the Agency's operations. The types of data received are indicated in Figure 40, below:-

Figure 40: Data Received from External Sources

Entity	Description of Data	Cost of Data	How Acquired	Purpose of Data
National Land Agency	Planimetric Sheets for the parish of Kingston 1:2,000m	\$60,000.00	Paid	Assist in assessment of plans for development
Ministry Of Agriculture; Spatial data; Management Division	Cloud free IKONOS Images of Jamaica and Bay Orthotiles		Donation	Assist in establishing possible land take requirements for projects.
				Helped in the ground truthing efforts by planners or engineers, before going on site / project locations.
				Location Planning: Used to identify appropriate locations for new roads, subdivisions and proposed developments.

GIS Contribution to the Agency's Cost Saving Initiative

The GIS technology made notable contributions to the Agency's cost saving initiatives, saving the Agency over 20 million Jamaican dollars, based on current GIS services rate (Figure 41). Internal clients, who would otherwise have to seek such products from GIS consultants or private GIS houses regionally or nationally, were able to utilize the NWA's internal GIS services.

Figure 41: Data Received from External Sources

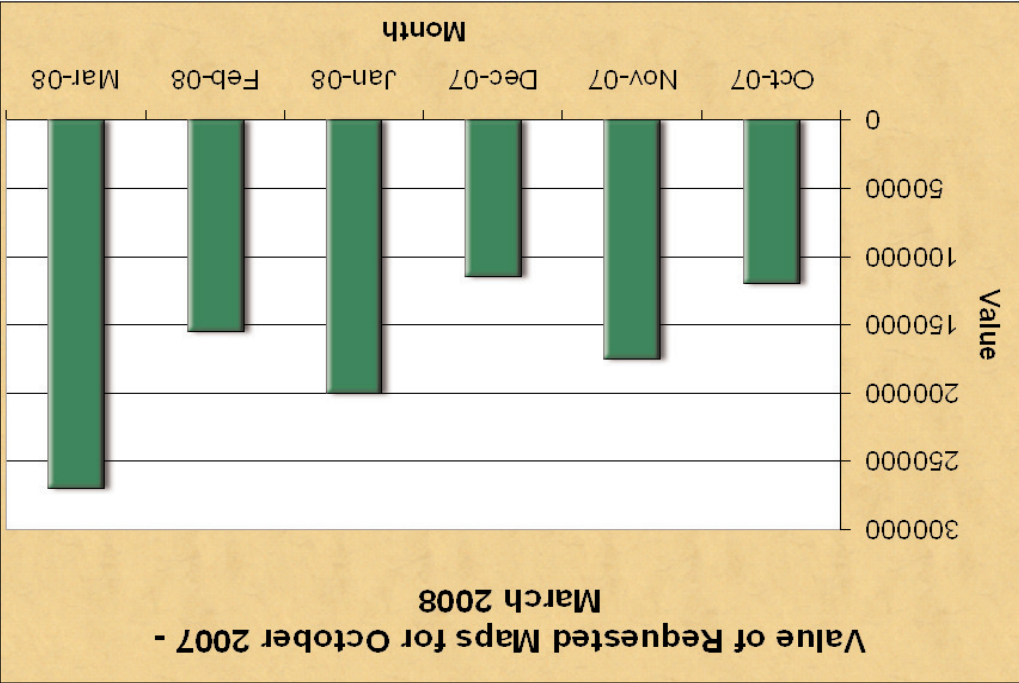


Figure 16: Physical progress - Yallahs Bridge

PHYSICAL PROGRESS	
Bridge Component	% Completion
Piling works	100%
Pile Caps	100%
Stem Wall & Beam Seat	100%
Wing Wall	100%
Steel Girders (12 of 16 assembled and launched)	75%
Pier Protection: Pier No. 1	100%
Pier No. 2	50%
Pier No. 3	0%
Abutment Protection:	50%
Excavation to West Abutment side sloping	0%
Excavation to East Abutment side sloping	35%
Deck Slab: Form Work	15%
Re-bar	0%
Concrete	20%
Approach Slab: Back filling to West Abutment	20%
Back filling to East Abutment	20%

Figure 17: Yallahs Bridge at the end of March 2008



2. Other achievements under the Mabey Johnson Priority Rural Bridge Programme, during the fiscal year 2007/2008 included the completion of eight (8) new bridges as indicated in Figure 19, below:-

Figure 18: Mabey & Johnson Bridges 07/08

MAYBEY & JOHNSON BRIDGES			
Bridge	Parish	% Completion (Physical Works)	
Pedro River	St. Catherine/ St. Ann Border	100%	
Wakefield	St. Catherine	100%	
Springvale		100%	
Banbury		100%	
Hog Hole (Agole)		100%	
Salt Gully		100%	
Stony River	St. Mary	100%	
Waters River		46%	
Annotto Bay River		50%	
Pagee River		100%	
Rio Grande	Portland	0%	

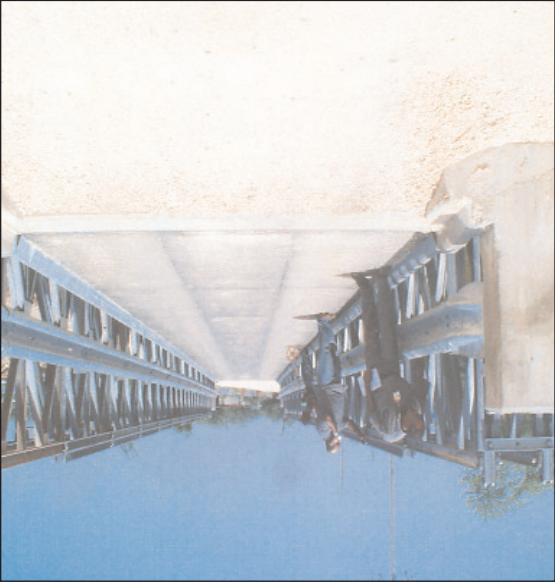


Figure 19: Completed Salt Gully Bridge, St. Catherine



Figure 20: Completed Banbury Bridge, St. Catherine

Figure 38: External Services

Entity/Organization	Type of Data Supplied		Mode of Payment
Office of the Prime Minister (OPM)	Digitized Road Network - all main and parochial roads for particular areas.	20	
Office of Disaster Preparedness & Emergency Management (ODPEM)	Road Network and list of NWA's equipment sites and parish offices; as well as roads to shelters (after each major flood event).	5	
Ministry of Agriculture	Identify Farm Roads in Manchester	10	
National Road Operating and Constructing Company (NROCC)	Location boundaries for specific areas being considered for proposed projects.	10	
Road Safety Unit of Ministry of Transport & Works	WSP Main Road Network.	60	
University of Technology (UTECH)	Maps of project areas for research (Various student groups - undergraduate and post-graduate).	5	
Univerisity of the West Indies (UWI)	Maps of project areas for research (Various student groups - undergraduate and post-graduate).	10	

Figure 39: Internal Services Provided

Directorate/ Department	Type of Data Supplied		No. of Requests
Technical Services	- Identification of critical bridges and other bridge data.	20	
Regional Implementation	- Mapping of road sections under various projects.	5	
Major Projects	- Mapping of road sections under various projects.	10	
Communications & Customer Service	- Mapping of road sections under various projects.	10	
Planning & Research	- Various location maps for development, control and planning & Research.	60	
Legal Department	- Map of locations of events and incidents such as blocked areas on road sections by parish due to major flood events.	5	
CEO's Office	- Specific locations of roads.	10	
	- Map of Various Road projects : Kingston Expressway, Duckenfield Area and North Coast Highway	10	

- Major Achievements**
- Acquired ArcGIS server to help integrate GIS services with several web applications, which will be available over the intranet and internet.
 - Purchased additional GPS hardware with advanced GIS capability and interoperability to streamline GIS mapping workflows.
 - Participated in Orion On-point GIS web application training which would aid in the implementation of NWA's web GIS slated to be launched October 2008.
 - Participated in Building Geo-database training sessions; these provided insightful and practical information on how to organize and develop GIS files into geo-databases.

Services Provided

The creation of location maps on requests from both internal and external clients is a crucial component of the GIS Department's operations. During the fiscal year, 2007/2008 the GIS Department was able to supply in excess of two hundred (200) requests (Figure 37 illustrates), providing maps and digital road information to various external bodies, as well as in support of the Agency's internal operations.

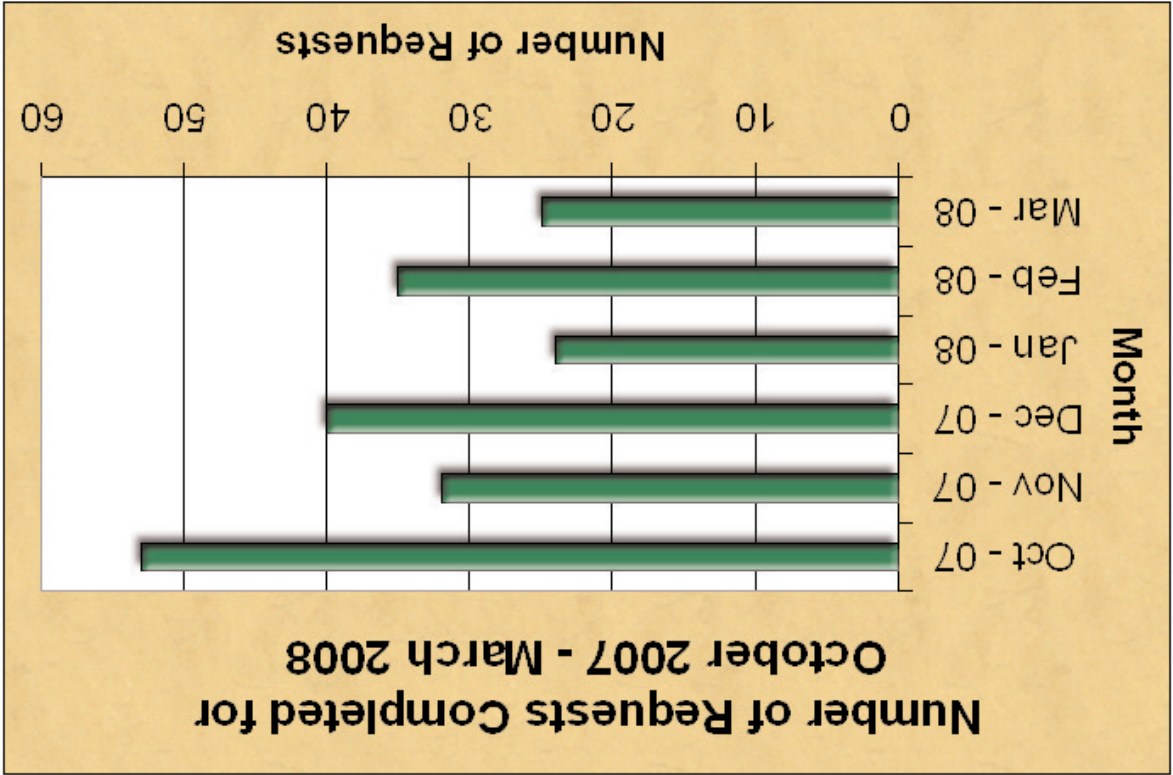


Figure 37: Chart showing Requests completed: October 2007 - March 2008

The type of information provided ranged from location of settlements, roads, bridges, gullies, rivers, and specific project areas to traffic counts, proposed traffic flows, distance measure-ments and existing/alternative routes to and from various locations (Figures 38 and 39).

Figure 21: R.A. Murray Bridges

Bridge	Parish	% Completion (Physical Works)
Milk River	Clarendon	38%
Angels River		5%
Bog Walk	St. Catherine	8%
Worthy Park		4%
Gordon Town	St. Andrew	0%
Waterloo		0%
Black River	Portland	58%
Johnson River	St. Thomas	15%
Seven Rivers	St. James	33%
Queens River	Hanover	4%
Martha Brae	Trelawny	5%



Figure 22:Concrete being poured for one of the Abutments of the Seven Rivers Bridge, St. James

R.A. Murray Jamaica Priority Bridge Programme

Through the R.A. Murray Priority Bridge Programme, the Agency targeted eleven (11) other locations across the island, for the construction of new bridges. At the end of the fiscal year, the progress made on these bridges was as indicated in Figure 21, below:-



Figure 23: Pictures during construction



Bridge construction being undertaken at Milk River, Clarendon



Figure 24:Plaintain Garden River Bridge

LOCAL BRIDGE CONSTRUCTION AND MAINTENANCE PROGRAMME

The local Bridge Construction and maintenance programme is funded directly by the Government of Jamaica (GOJ). During the year in review a number of bridges were repaired, under the Local bridge Construction and Maintenance programme. These included the Alley Bridge in Clarendon, which had sustained extensive scouring to its eastern Approach during the October/November 2007 flood rains.

Additionally a number of bridges were constructed under this programme, some of which were done through the Northern Coastal Highway Improvement Project which targeted the Ocho Rios, St. Ann to Port Antonio, Portland corridor. These achievements were covered under the NCHIP Project (indicated on page 38 of this report). Other accomplishments under the local bridge programme included completion of the Dry River Bridge in Portland, and the Allepo Pedestrian Bridge in St. Mary.

At the end of the fiscal year 2007/2008, works were also in progress on the Broadgate pedestrian Bridge in St. Mary and the Doc's Pass Bridge in Clarendon.



Figure 25: Completed Dry River Bridge, Portland



Figure 35: Hagley Park Road (between Constant Spring Road and Woodglen Drive

Data Collection

Over the year in review, the Agency conducted a number of research projects critical to the effective planning and management of its traffic systems. These studies included:-

Figure 36: Data Collection Projects

TRAFFIC SURVEYS					
Project	Target	Accomplishment			
Average Daily Traffic (ADT) Counts	100 sites	44 sites	95 sites	52 sites	12 sites
Turning Movements	100 sites	100 sites	100 sites	100 sites	100 sites
Speed Survey	10 sites	10 sites	10 sites	10 sites	10 sites
Pedestrian Survey	12 sites	12 sites	12 sites	12 sites	12 sites
Road Condition Surveys					
Roughness	1000km	367 km	133km	500km	61km
Road Marking	500km	133km	500km	500km	500km
Traffic Signs	500km	500km	500km	500km	500km

GEOGRAPHIC INFORMATION SYSTEMS (GIS)

The GIS department continues to update and maintain the Agency's existing GIS files and folders. These include the BRIMMS integrated GIS database, island-wide river and gullies network, and the main road network. Additionally, the Department continued to build a data-base of information relating to roads and waterways which facilitates the Agency's ability to adequately and efficiently respond to customer requests. Such activities have been of utmost importance to the GIS functions and services.

Road Signage

The Agency's road safety improvement activities also included the installation of twenty-two (22) road signs across the island. These signs included one (1) informational sign and twenty-one (21) Regulatory Signs which comprised Stop, Speed Limit and No Parking.

Traffic Signals

Over the fiscal year 2007/208, the Agency continued its efforts to maintain effective traffic management systems through the electronic regulation of traffic through various intersections island-wide. Within the Kingston Metropolitan Region (KMR), new traffic signals were installed at the following locations.

Figure 32: New Traffic Signals Installed - 2007/2008

TRAFFIC SIGNALS INSTALLED	
Road Section	Parish
Half-Way Tree Square/Constant Spring Road/South Odeon Avenue Hagley Park Road/Maxfield Avenue Molynes Road/Eastwood Park Road Constant Spring Road/Twin Gates Plaza Seward Drive/Molynes Road Trinidad Terrace/Knutstorf Boulevard Barbados Avenue/Knutstorf Boulevard Grenada Crescent/Knutstorf Boulevard Half-Way Tree Road - Cross Roads (from the vicinity of Holy Childhood High School) Dunrobin Avenue/Dukharan Avenue Tarrant Drive/Molynes Road	St. Andrew
Linstead Bypass/ Vanity Fair Passage Fort/Waterford Drive, Portmore	St. Catherine



Figure 33: Traffic Lights at Seward Drive and Molynes Road intersection



Figure 34: Traffic Signal at Passage Fort Drive and Waterford Drive in Portmore

Road Improvement

The Traffic Management Unit also undertook a number of road improvement projects during the fiscal year 2007/2008. These included: the widening of Constant Spring Road from three to four lanes between Premier Plaza and Ellesmere Road. This, in an effort to reduce the congestion experienced along this busy corridor.

The following roads were also re-surfaced in the Half Way Tree area during the financial year:

- Eastwood Park Road (between Hagley Park Road and Derrymore Road);
- Hagley Park Road (between Constant Spring Road and Woodglen Drive;
- Constant Spring Road (between Ellesmere Road and Bank of Nova Scotia);
- Hope Road (between Half Way Tree Road and Parish Place); and
- Sutherland Road & Parish Place.

CRITICAL RETAINING WALL PROGRAMME

During the fiscal year, the Agency completed construction of one hundred and twenty (120) retaining walls, at locations across the island. Some of these locations included:-

Figure 26: Local Bridge Programme

RETAINING WALLS	
Location of Retaining Wall	Parish
Coleysmith Drive	Kingston
Guava Ridge - Mahagoni Vale	St. Andrew
Papine - Bull Bay	
Silver Hill Gap - Guava Ridge	
Maryland - Woodford	
Papine - Redlight	
Hardwar Gap - Wakefield	
Robertfield	
Maryland - Woodford	
Summertield - Thompson Town	Clarendon
St. Johns - Pedro River	
Kups - Colonel Ridge	
Mt. Diablo - Moneague (at Faith Pen)	St. Ann
Davis Town - Lime Hall	
Green Park - Bamboo	
Brown's Town - Discovery Bay	
Runaway Bay - Orange Valley	
Millford - Parry Town - Beecher Town	
Mount Diablo - Moneague (at Faith's Pen)	
Hordley - Haining	St. Thomas
Bachelor's Gap - Petersfield	
Pamphret Hall - Morant Bay	
Bull Bay - Grants Pen	
Old Pera - Bowden Pen	
Potosi	
Yallahs - Petersfield	
White Hall - Cumsee	St. Mary
Uister Spring - Stettin	Trelawny
Cascade - Flower Hill	Hanover
Rio Magno - Springfield	St. Catherine
Sandy Ground - Planters	
Vanity Fair - Tavern Hill	
Troja - Sports Park	
Williamsfield - Clengoffe (at Centre Cut and Freedom)	
Worthy Park - St. John's	
Natural Bridge - Bog Walk	
Old Harbour - Barton	
Bartons - Ginger Ridge	

KUWAITI/GOJ FUND ASSISTED ROAD REHABILITATION PROJECT - PHASE TWO

The objective of Phase Two of the Kuwaiti/GOJ Fund Assisted Road Rehabilitation Programme is to enhance the North to South corridor of the island. It is expected that, upon completion of the project, travel time along the roadways between the Northern and Southern end of the island will be reduced.

During the Fiscal Year 2007/2008, the partnership between the Kuwaiti and the Jamaican governments continued with a new US\$10-million loan agreement, under the Kuwait Fund for Arab Economic Development. This amount was secured to facilitate rehabilitation of sections of the roadway between the North and South of the island, mainly from Savanna-la-Mar to Montego Bay; Mandeville to Discovery Bay; and Kingston to Agualta Vale. Through this new loan agreement, the NWA intends, over the next fiscal year (2008/2009), to improve a total of 47.05 kilometres of roadway along the following corridors:-

ROAD REHABILITATION			
Parish	Road Sections		Lenght
Westmoreland	Ferris Cross - Mackfield (along the corridor from Savanna-la-mar to Montego Bay)	13.4 km	
St. Ann	Brown's Town - Alexandria (Mandeville to Discovery Bay)	15.0 km	
	Tom's River - Broadgate - Agualta Vale (Junction Road) (Kingston to Agualta Vale)	18.65km	

Figure 27: Road sections target for Rehabilitation - Kuwait Fund

The Agency engaged the services of DIWI Consultants to design plans for rehabilitation of the road sections. These designs included:-

- Re-alignment/reconstruction;
- Drainage improvement;
- Pavement upgrade; and
- Improvement in protective structures, including retaining walls.

At the end of March 2008, this design phase, which began in January 2008, was well underway with an expected completion date of August 2008.

The end of the fiscal year 2007/2008 saw the completion of the Pre-Feasibility Study for the 18.65 km stretch of roadway from Tom's River to Broadgate to Agualta Vale, St. Mary. This study included data collection on Topography; Materials Testing; Pavement Strength; and Structural Integrity (of bridges, walls, drains). Similar data collection was in progress for the road sections from Ferris Cross to Mackfield, in Westmoreland and Brown's Town to Alexandria, St. Ann. The total project cost has been budgeted at US\$14.83-million, seventy per cent (70%) of which is covered by the new Loan Agreement with the Kuwait Fund.

PLANNING AND RESEARCH

Traffic Management System

Effective traffic management is critical to the fulfilment of the Agency's mission to develop safe, reliable and quality roads. Over the year in review, the NWA continued its analysis and design of support systems, geared towards the continued and optimal improvement of the Agency's traffic management operation.

Over the Fiscal Year 2007/2008, the NWA continued to improve traffic management and road safety island-wide. A number of projects were undertaken in this regard.

These included:-

Road Marking

Road Marking is a significant component of Road Safety. The Agency, during the fiscal year, continued its efforts to improve safety along the island's main road network, by undertaking road marking activities on a number of road sections. These included:-

Figure 31: Road Marking Activities - 2007/2008

ROAD MARKINGS	
Road Section	Parish
Constant Spring Road (Dunrobin Avenue - South Avenue) Molynes Road Hagley Park Road - Woodglen Avenue Hope Road/Old Hope Road Mannings Hill Road (vicinity of Midway Mall) Balmoral Avenue Oxford Road/Belmont Avenue Waterloo Road (vicinity of the Canadian Embassy) Knutstford Boulevard (vicinity of Grenada Crescent to Trinidad Terrace) Maxfield Avenue (vicinity of the German Mechanic School) Spanish Town Road Mandela Highway Washington Boulevard Marcus Garvey Drive Hagley Park Road Beechwood Avenue Florizel Glasspole Boulevard	St. Andrew
Main Street, Ocho Rios Bravo Street, St. Ann's Bay	St. Ann
Linstead Bypass/Melbourne Intersection	St. Catherine
Bath	St. Thomas

The Agency, through its Technical Services Department also continued its pursuit towards the development and management of a road network that is in harmony with the environment. This through efforts geared at the minimization of pollution, the sustenance of eco-systems, conservation of cultural heritage and the enhancement of the amenity value of the environment.

During the year in review, the Agency was successful in carrying out the following activities, under its environmental management system:-

- Reviewed and commented on 17 Environmental Impact Assessment (EIA) Reports;
- Reviewed and commented on 45 Environmental Permit Applications;
- Site Inspection and comments on 18 Quarry Applications;
- Made applications for six Environmental Permits and 1 beach license;
- Oversaw the completion of the Environmental Impact Assessment for the Palisadoes Protection and Rehabilitation Project;
- Continued to monitor the Construction of Segment 2A and 3 of the Northern Coastal highway Improvement Project and reviewed environmental monitoring report prepared by the consultants to these projects;
- Monitored the Palisadoes revetment construction and made recommendations for project management in regard to environmental requirements;
- Monitored and prepared environmental monitoring report for the Yallahs River Bridge Construction and the R. A. Murray Bridge Development Project;
- Prepared Environmental Assessments for the Roselle and Black River Sea Defence Projects.

NCHIP Segment 2A

At the end of the fiscal year 2007/2008, works on Segment 2A (originally Section One of NCHIP Segment Two), were well advanced. Segment 2A spans 27 kilometres of roadway from the Sangsters International Airport Round-About in Montego Bay, St. James, to the beginning of the Falmouth Bypass at Greenside in Trelawny.

Completion status on this project was approximately 95% at March 31, 2008. This figure represents achievements under the main components of the project as indicted in Figure 28, below:-

Figure 28: Achievements under the NCHIP Segment 2A Project - Year End (FY 2007/2008)

NCHIP SEGMENT 2A				
Component	Planned	Actual	% Completion	
Wearing Course	37,519 ton	37,519 ton	440,138 m³	37,519 ton
Embankment fill	440,138 m³	440,138 m³	30,096 lm	440,138 m³
Rural Drainage	30,096 lm	30,096 lm	8,228 lm	30,096 lm
Urban Drainage	8,228 lm	8,228 lm	4,791 lm	8,228 lm
Waterlines	4,791 lm	39,808 lm	39,808 lm	4,791 lm
Kerb and Gutter	39,808 lm	10,057 m²	10,057 m²	39,808 lm
Sidewalks	10,057 m²			10,057 m²

The two underpasses targeted for construction along the corridor, one at Rose Hall and the other at Half Moon in Montego Bay, have been completed. As well, all Lay-bys along the corridor have been completed.

- Works remaining to be completed included:-
- Installation of bus sheds;
 - Preparation of medians, verges, open ditches and slopes;
 - Guard rails;
 - Road marking and signage; and
 - Landscaping.

Completion of Segment 2A of the Northern Coastal Improvement Project is anticipated early in the upcoming fiscal year (2008/2009).

NCHIP Segment Three

Works on Segment Three of the Northern Coastal Highway Improvement Project, which covers approximately 96 kilometres of roadway from Ocho Rios in St. Ann to Port Antonio in Portland, progressed well during the fiscal year 2007/2008.

The main components of the NCHIP Segment Three project include: Earth and Road works along 96.2 kilometres of roadway; laying of 46 kilometres of Waterlines; construction of a total of 12,300m² of Segmental Retaining Walls and 2,963m³ of Gabion Walls; construction of 371 drainage structures; the construction of ten (10) new bridges and the rehabilitation of fifteen (15) existing ones.

Figure 29: Rehabilitated Bridges under Segment III - NCHIP

MAYBEY & JOHNSON BRIDGES		
Bridges		Parish
	Rio Nuevo River Bridge	St. Ann
	White River Bridge #1	
	Oracabessa River Bridge	St. Mary
	Pencar River Bridge	
	Salt River Bridge	
	Bargain River Bridge	
	Haughton River Bridge	
	Dry River Bridge	
	White River Bridge #3	
	Buff Bay River Bridge	
	Spanish River Bridge	Portland
	Daniels River Bridge	
-	Asphaltic binder surface being available for approximately 49km (approximately 51%) of the targeted 96.2km corridor. Wearing course has been applied to 4km. Waterlines have been laid along 35.4km (approximately 78%) of the targeted 46km.	
-	Completion of approximately 8,190m2 (approximately 67%) of Segmental Walls and 30,045m³ (approximately 34%) of the Gabion Walls to be constructed under the project.	
-	297 (approximately 84%) of the targeted 446 drainage structures have been completed.	
-	Rehabilitative works have been completed on 12 of the 15 bridges targeted for rehabilitation. These were:-	
-	In addition, rehabilitative works were in progress on the Wag Water Bridge in St. Mary, one of the three bridges remaining to be rehabilitated.	
-	Five (5) of ten (10) new bridges slated for construction under the project have been completed. These bridges are all located in St. Mary, at the following areas:-	
-	Otrum No. 1; Otrum No. 2; White River No. 2; Pagee River; Stony River.	
-	Works were in progress on a further three (3) bridges:- Llanrunney - remedial works (repairs to shrinkage cracks on bridge deck). Waters River; - construction works Annotto Bay. - construction works	

At the end of March 2008, the overall completion status of this project was approximately 58%. This completion figure translated to the following achievements:-

TECHNICAL SERVICES

Over the Fiscal Year 2007/2008, the Agency, through its Technical Services Department continued its efforts to improve the island's road infrastructure, through the creation and review of effective project designs.

Project Designs and Review

In this regard, designs for a number of projects were developed, revisited and reviewed both for the Agency's projects as well as projects proposed by external bodies. Some of the design projects handled by the Technical Services Unit during the fiscal year included:-

- Rio Grande, Portland
- Roselle, St. Thomas;
- The Yallahs Bridge, St. Thomas
- Spanish Town Road, St. Andrew
- May Pen - Sour Sop Turn, Clarendon

Other projects reviewed during the year included:-

Figure 30: Project Designs Reviewed - 2007/2008

PROJECTS REVIEWED		
Work Activity/ Description		
Total		Remarks
50	Subdivision Applications (Drainage)	Where there was a significantly longer period for review; was observed in Environmental permits and subdivisions where more information was requested by TS.
90	Quarry Applications	
5	Gas Station Permits (Corporate Area)	Corporate Office only. Parishes conducted individual inspections
15	Bridges Inspected	
13	Surveyors Site Topography	
6	Environmental site inspection reports	Includes for monthly reports(3) by consultants for Segment III and our internal review of bridge projects ongoing (3)
40	Site Visits (ongoing projects etc)	
In-House Designs Done		
11	Retaining Walls	Value of works as designed \$112M
9	Buildings (new design)	Value of works as designed \$183M
3	Building inspections/ External inquiries	Value of Works \$725M(this figure includes for
7	Civil Engineering /Roads	\$400M for the full works at Roselle)
9	Bridges	Value of works \$249M