



ANNUAL REPORT

2004-2005

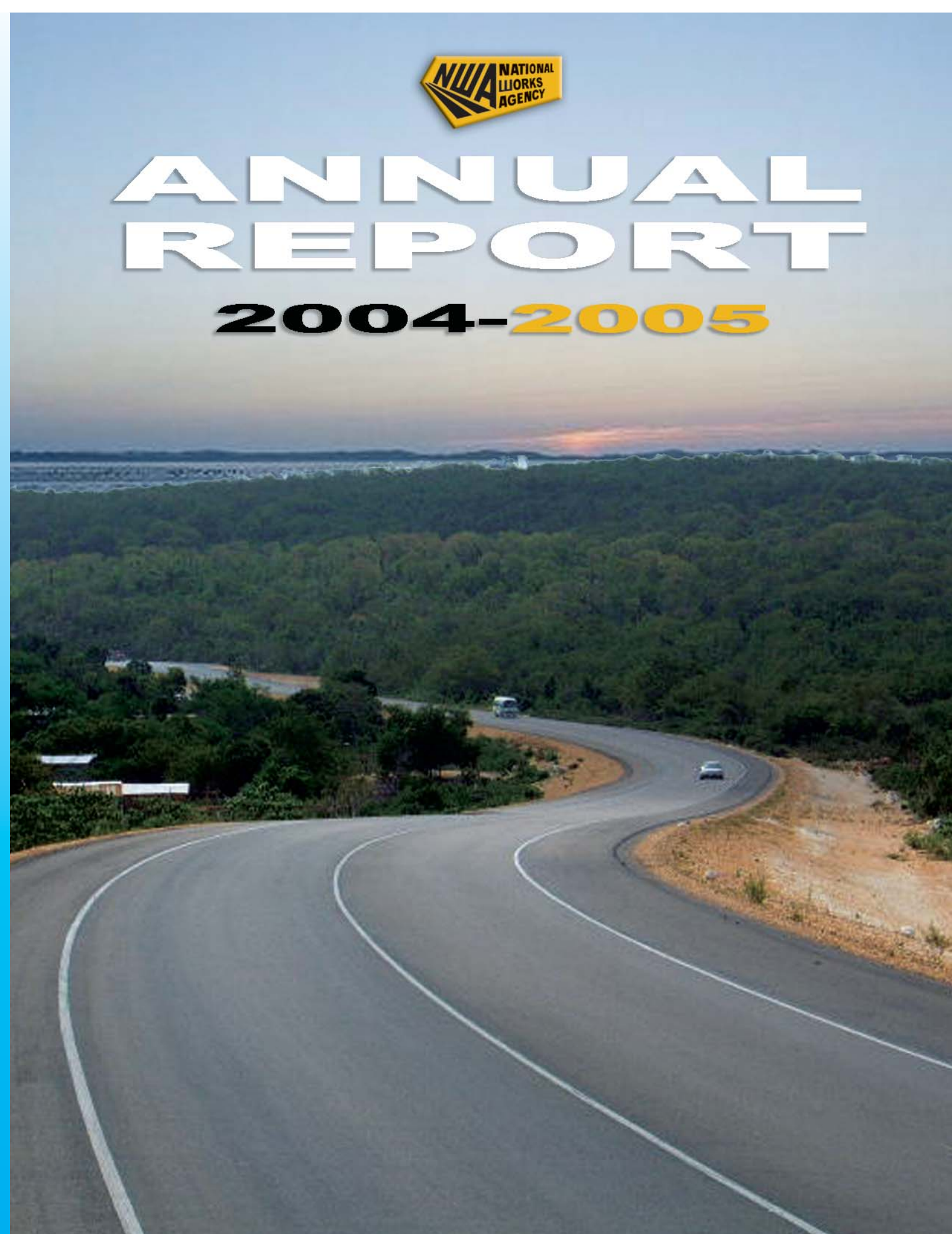


Table of contents

Notes

Perspectives	
Hon. Robert Pickersgill	3-4
Hon. Dr. Fenton Ferguson	5-6
Hon. Dr. Carlton Davis	7
Mr. Ivan Anderson	8 -11
Key Performance Indicators	12-16
Major Projects	17-18
Kuwait Fund Assisted	19
Flood Damage Rehabilitation Programmes	20-21
Disaster Mitigation Management Programme	22-23
Bridge Development Programme	24-26
Routine Maintenance	27-28
Traffic Management	29-33
Managing and Protecting our Environment	34-36
"Tree-mendous Beautification"	37
Quality Assurance	38
Evaluation of Contractors	39-40
Communications and Customer Services	41-42
Empowering Staff through Training and Recognition	43-47
Financial Statements	48-58

DRAFT

Note 7 Income and Expenditure Account –Staff Costs

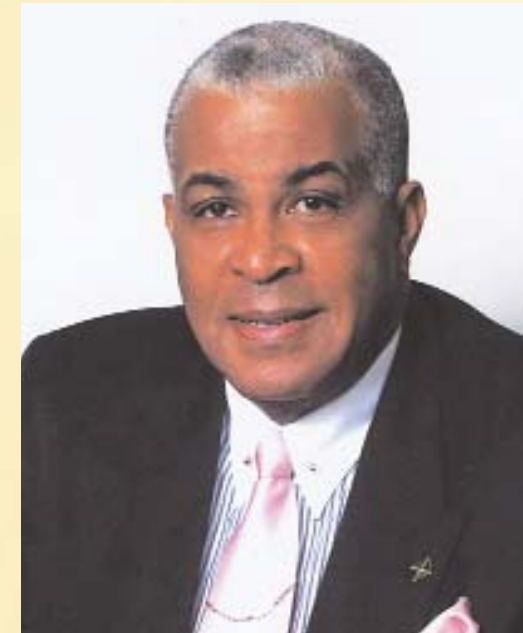
Staff Cost increased by \$8.7 million or 2% over the corresponding period of the last financial year. This is as a result of normal incremental payment on salaries. Additionally travel allowance was increased effective July 1, 2004 - Ministry of Finance and Planning Circular No. 28 dated December 2004.

The required disclosure of Employees in receipt of emoluments of over J\$1 million per annum (FIEA Sec.13.3.1) is provided hereunder:

NUMBER OF EMPLOYEES	SALARY RANGE (\$Million)
11	1.00 - 1.25
8	1.26 - 1.50
16	1.51 - 1.75
8	1.76 - 2.00
4	2.01 - 2.25
4	2.26 - 2.50
6	2.51 - 2.75
1	2.76 - 3.00
Nil	3.01 - 3.25
Nil	3.26 - 3.50
Nil	3.51 - 3.75
Nil	3.76 - 4.00
2	4.01 - 4.25

Total No. Employees 58.

Perspective



Hon. Robert Pickersgill
Minister of Transport & Works

In 2004/2005 the National Works Agency pursued its broad programme of road maintenance and development to enhance the quality of the road network serving the needs of the commuting public.

This included Spray Patching operations in all parishes covering some 174,000 square meters of roadways.

Work proceeded on Segment Two, of the Northern Coastal Highway Improvement Project, Montego Bay to Ocho Rios. The scope of the planned works were revised to exclude the Montego Bay to Greenside segment of the project, which was then put to separate tender. Commuters have been enjoying the facility provided by the completion of a substantial part of the works on the roadway in Segment Two. Plans are well advanced on Segment Three of the highway from Ocho Rios to Fair Prospect, which is to be the beneficiary of financing from the European Development Fund.

The overall road improvement and maintenance projects were significantly impacted during the year by Hurricanes Charley in August and then Ivan in September. Indeed, the road network suffered some damage, resulting in a substantial call on resources for repair works. Nonetheless, the very challenges provided by the hurricanes underscored the value of the National Works Agency, which performed with distinction to restore access to many communities across the Country and passage to the commuting public on damaged and inundated roads, with a minimum of delay.

In December, the North Eastern parishes of St. Mary and Portland in particular, were again subject to unusually heavy rainfall, which also affected parts of St. Thomas, St. Andrew and St. Catherine, to a lesser extent. Once again, the Agency responded to mitigate resulting inconveniences in short order.

These experiences have been instructive. It behoves us as a Country to place as much emphasis on an holistic approach to the development process, when we note that activities in a variety of sectors, for example, Agriculture and Mining, can impact significantly on the damage that results from the vagaries of weather. With the continuing emphasis that the Agency places on training, it's staff are becoming increasingly better prepared to cope with the exigencies arising in emergency situations, as well as in the implementation of ongoing programmes.

My congratulations to the Chief Executive Officer, the Directors and the staff of the Agency, whose work in 2004/2005 once again underlined its importance to national development.

Robert D. Pickersgill
Minister of Transport & Works

Financial Statements

DRAFT

Note 5 Current Assets cont'd - Client Deposit

At the end of financial year 2004/2005 the Agency had short - term Deposits totaling \$260,893,250.45 on behalf of its clients. The Agency has no beneficial interest in the application of these funds. Accordingly, only the net balances if any, due on these accounts are disclosed.

Note 6- Creditors

Accounts Payable	\$418,065,114.26
Client Deposit Liability	260,893,250.45
NWA Contracts	163,263,266.96
Other Current Liabilities	<u>35,021,355.52</u>
Total	\$877,242,987.19

Accounts payable includes an amount of approximately \$220,000,000 which represents 50% of Gross Revenue earned but uncollected to be paid to GOJ. The liability account created because of deposits being held for clients, amounts to \$260,893,250. Additionally, the Agency ended the year with outstanding Accounts Payable on contracts entered into on behalf of its clients of approximately \$163,263,266.96.

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Note 4 – Trade & Other Receivables

Accounts Receivable	\$440,385,587.75
Contracts Receivable	163,263,266.96
Salary Advance	44,931.62
Staff Loan	9,462,492.33
Prepayment and other advances	<u>30,128,238.64</u>
Total	\$ 643,284,517.30

Accounts Receivable is stated after a provision for doubtful debt of \$Nil for this period. The major portion of the Receivables represents amounts outstanding for Project Management Fees from the Ministry of Transport and Works' Capital A&B as well as its deferred financed projects.

The Contracts Receivable Account of \$163,263,266.96 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 salary were made to staff with a balance of \$44,931.62 remaining at the end of the financial year. NWA Staff also received loans repayable at 8% per annum fixed interest of \$9,462,492.33 for educational purposes, as well as to purchase Motor Vehicles acquired through the disposal of old Agency Vehicles.

Perspective



Hon. Dr. Fenton Ferguson
**Minister of State,
 Ministry of Transport & Works**

The 2004/2005 year presented new kinds of challenges to the National Works Agency, with the experience of two hurricanes in quick succession in the second quarter of the year. Those were followed in December and January by severe rainy- weather systems which damaged roadways, bridges, and other structures. The North-Eastern parishes of Portland and St. Thomas in particular were adversely affected.

I have made special mention of those challenges, because, as the prime responder, the National Works Agency is charged with the responsibility for re-opening all blocked roads, whether they are Main, Parish Council, Housing Scheme or Farm Roads. As a result, the NWA undertook the re-opening of hundreds of road sections from Morant Point in the East, to Negril Point in the West; thus providing road access to communities which had been 'severed' from the national network.

At the same time, the Agency had to maintain its focus on its regular and ongoing programmes and projects, such as Traffic Management, Bridge Development, and Patching Programmes, among others. For example, the Old Hope Road corridor between Fairway Avenue and Munroe Road was improved, resulting in the reduction of congestion and travel times along the corridor.

Work on the flagship project; Segment Two of the Northern Coastal Highway Improvement Project, continued; and already the completed sections have begun to positively impact motoring, by reducing travel times and providing a more comfortable and scenic ride between Ocho Rios and Montego Bay.

Our partnership with the Road Maintenance Fund continued to reap dividends; to the extent that the Routine Maintenance Programme was restarted, focusing on the cleaning of drains, bushing of verges, cutting of overhanging tree limbs and the patching of potholes.

Once again, I extend special commendations to the entire NWA family, for a job well done. To our customers-contractors, motorists, pedestrians, suppliers; we offer a big thank you for your support during 2004/2005.

May the new year, 2005/2006, bring even greater benefits for all concerned.

God's richest blessings remain with you all.

Hon. Dr. Fenton Ferguson, State Minister

Financial Statements

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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 donated assets acquired during this year.

Note 3 Bank Balances

Operational Bank Account	10,385,051.80
Appropriations – in –Aid Bank Account	<u>125,604,903.32</u>
Total	\$ 135,989,955.12

	Plant, Machinery & Equipment	Computers & Office Equipment	Furniture, Fixtures & Fittings	Motor Vehicles	Specialist Assets	TOTAL
Initial Cost/ Balance as at 01/04/2004	147,577,983.39	50,037,067.35	12,588,764.75	29,289,548.02	23,333,054.02	262,826,417.53
Purchases/ Disposals	7,959,002.00	1,017,743.10	2,655,424.20	1,577,118.53 (1,855,245.00)	5,709,468.94	18,918,756.77 (1,855,245.00)
BALANCE	155,536,985.39	51,054,810.45	15,244,188.95	29,011,421.55	29,042,522.96	\$ 279,889,929.30
Depreciation Balance as at 01/04/2004	63,138,893.16	16,350,935.08 (110,703.60)	4,026,285.22	20,618,566.04 (1,789,183.75)	2,828,524.65	106,963,204.15 (1,899,887.35)
Prov Written Off Expense	16,977,684.03	9,716,440.44	1,997,789.22	3,504,942.52	2,308,074.38	34,504,930.59
Balance as at 31/03/2005	80,116,577.19	25,956,671.92	6,024,074.44	22,334,324.81	5,136,599.03	139,568,247.39
NET BOOK VALUE	75,420,408.20	25,098,138.53	9,220,114.51	6,577,096.74	23,905,923.93	\$ 140,321,581.91

FIXED ASSET SCHEDULE
FOR YEAR ENDED
March 31, 2005

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Perspective



Dr. Carlton Davis
Cabinet Secretary

The National Works Agency has been fulfilling its mandate as an Executive Agency despite the extraordinary demands on its limited resources brought on by hurricanes, flood rains and, not to be understated, the indiscipline which leads to damage to or destruction of roadway infrastructure such as traffic lights and barriers, (be they metal or concrete).

I wish to congratulate the Agency for its work and for continued improvements in the future.

Dr. Carlton E. Davis
Cabinet Secretary

Perspective



Mr. Ivan Anderson
Chief Executive Officer

"Happiness lies in the Joy of Achievement and the thrill of creative effort."

F.D. Roosevelt

"Success is neither magical or mysterious. Success is the natural consequences of consistently applying the basic fundamentals."

Jim Rohn

American business philosopher & motivational speaker

The National Works Agency has completed its fourth year in its pursuit of excellence in fulfilling its mandate. The Agency pursued a broad programme of road maintenance and development to enhance the quality of the road network serving the needs of its stakeholders.

The overall road improvement and maintenance projects were significantly impacted by the effects of Hurricanes Charley and Ivan. This resulted in a substantial call on resources for repair works. The Agency performed with distinction in its prompt response to restore access to many communities with a minimum of delay.

Work proceeded on Segment Two (Montego Bay to Ocho Rios) of the Northern Coastal Highway Improvement Project. Commuters have been enjoying the benefits provided by the completion of some sections. Plans are advanced for the commencement of work on Segment Three of the Project which will cover Ocho Rios in St Ann to Fair Prospect in Portland. This phase is to be the beneficiary of financing from the European Union. The Agency has maintained its focus on regular and on-going pro-

Financial Statements

DRAFT

The significant accounting policies follow:

Note 1-Fixed Assets

The agency acquired additional office equipment, furniture and motor vehicles for the amount of \$4.5 million for this financial year. Additionally, the Agency acquired a 2004 Isuzu Dura Patcher at a cost of \$7,959,002.00.

A Falling Weight Deflectometer was also brought into the inventory of fixed assets. This was purchased through the Kuwaiti Fund Assisted Road Rehabilitation Project in financial year 2002/2003. The total value of this acquisition – (\$5,709,468.94) has been treated as Donated Assets. In accordance with FIEA 11.14.4, the Donated Asset Reserve reflects the net book value of these assets. The value of this reserve at the end of this year stands at \$55,168,793.14.

The agency sold some old motor vehicles to staff. These vehicles had formed part of the fixed assets transferred from the Ministry of Transport and Works. Other Motor Vehicles assigned to Managers and Directors were also disposed of in accordance with MOFP directive. Total Profit on disposal of motor vehicles amounted to \$3.3 million.

(Fixed Assets Schedule attached.)

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NOTES TO THE FINANCIAL STATEMENTS

Financial year ended March 31, 2005

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 (IPSAS) 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 GOJ Financial Instructions to Executive Agencies (FIEA).

The financial statements have been prepared on the basis of fundamental accounting concepts identified by International Accounting Standards: Going concern, Accruals, Consistency, Prudence and Materiality.

The reporting currency is Jamaican Dollars.

grammes and projects such as Traffic Management, Bridge Development and Patching Programmes among others. The partnership with the Road Maintenance Fund continued to reap dividends, to the extent that Routine Maintenance Programmes were restarted. These focused on the cleaning of drains, bushing of verges, cutting of over- hanging trees and the patching of potholes.

ACHIEVEMENTS

Northern Coastal Highway Improvement Programme

Montego Bay to Ocho Rios: This 97-Kilometre stretch is being funded by the Inter American Development Bank and the Government of Jamaica. Approximately 12 km of road including Duncans Bypass and Braco were completed and opened to the public. Construction works continued on the Falmouth Bypass and the section between Salem and Priory in St Ann.



The completed Duncans Bypass

Ocho Rios to Fair Prospect

An Agreement was secured with the European Union and final approval was obtained in June 2003. Two tenders which were in excess of the available funds, were received by February 2005.

Kuwaiti Fund Assisted

The Government of Kuwait and Jamaica provided funds for rehabilitation of five road sections, totalling 81 kilometres. Of the five roads, the three in Manchester have been completed. The Stony Hill in St Andrew to Toms River in St Mary road is 80% complete.

Flood Damage Rehabilitation Programmes

C.D.B. Flood Damage: Over 40 contract packages are on-going throughout the island to rehabilitate damaged roads caused by the 2001 and 2002 Floods. The project is 85% complete with 98 of 144 roads completed.

IADB Flood Damage:

The five disaster declared parishes of Manchester, Clarendon, St. Elizabeth, St. Catherine and St. Thomas were extensively damaged during Hurricanes Lily and Isidore. Of the 17 Contracts, only the YS to Maggotty road in St. Elizabeth is incomplete. Work was undertaken on behalf of the National Irrigation Commission (NIC) on 12 projects. Six were completed and the others scheduled for completion during the 2005/2006 financial year.

Disaster Mitigation Management Programme.

The Agency designed a \$100 Million Disaster Mitigation Management Programme to clean and re-align drains and gullies in low-lying flood prone areas throughout the island. The programme was successful in minimizing damage to the network during Hurricanes Charley and Ivan. Flooding was observed in only two areas of the 17 major drains that had been cleaned.

Tropical Storm Charley:

A total of 133 road sections were affected by Charley on August 11 2004. Damage costing approximately \$43m was mainly evident in the parishes of St. Elizabeth, Manchester and Westmoreland.

Hurricane Ivan:

The Hurricane struck Jamaica between Friday, September 10 and Saturday, September 11 2004. The heavy rains damaged the road infrastructure with major breakaways, heavy silting, and major landslips along the major corridors. Fifty -two Contracts were awarded and 32 are under-way.

Bridge Development Programme

The Agency implemented a programme of island wide bridge inspection following the passage of Hurricane Ivan. Inspection was carried out on 200 bridges. Fifteen designs for new bridges were completed. Tenders were invited for the construction of bridges at Cassia Park and Queensbury in Kingston; Baram and Kings Valley in Westmoreland, as well as Hoghole and Boswell in St. Catherine.

The rehabilitation of the Sandy Gully Bridge along the Spanish Town Road in Kingston was completed. Work also continued on the Black River Bridge in St. Elizabeth.

Routine Maintenance

The pilot phase of the National Road Service Improvement Programme will be undertaken in the parishes of Portland, St Thomas, Manchester, Westmoreland and St. Catherine. The Agency continued its Patching operations in all parishes with approximately 17,400m² of patching completed during the period under review. The progress was retarded due to Hurricanes Charley and Ivan.

Traffic Management

The Half Way Tree extension of bus lane from Ruthven Road to Oxford road was completed at a cost of \$42.5 million. Old Hope road was widened between Munroe Road and Stanton Terrace to facilitate increased traffic flow. The Eastwood park road was extensively rehabilitated at a cost of approximately \$30 million.

Financial Statements

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STATEMENT OF CHANGES IN NET ASSETS/EQUITY

Financial Year 2004 /2005

(in thousands of dollars)

	Contributed Capital	Revaluation/ Donated Asset Reserve	Translation Reserve	Accumulated Surpluses/ (Deficits)	Total
Balance as at April 01, 2003	166,940	24,051		107,177	298,168
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		36,816			
Net surplus/deficit for the period				11,012	47,828
Balance as at March 31, 2004	166,940	60,867		118,189	345,996
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		(5,698)			
Net surplus/deficit for the period				(37,052)	(42,750)
Balance as at March 31, 2005	166,940	55,169		81,137	303,246

Financial Statements

NATIONAL WORKS AGENCY INTERIM STATEMENT OF CASH FLOW For year ended March 31,2005

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	Financial Year 2004/005	Financial Year 2003/2004
	\$	\$
Net Expenditure	(394,558,857)	(252,248,344)
Adjustments		
Depreciation	34,504,931	38,655,567
Increase (decrease) in provision for bad debt		
(Gains)/ losses on investments		
Donated Asset Revenue	(13,479,324)	(17,392,324)
Interest paid to GOJ	(7,199)	56,162
Other Amounts paid to GOJ	(88,050,612)	(162,187,836)
(Gains)/Lossess on Sale of Fixed Assets	-	
Foreign Currency gain/(loss)		
Increase(Decrease) in Current Liabilities	158,102,289	347,432,950
(Increase)/Decrease in Current Assets	(1,350,221)	(390,440,191)
Total Adjustments	89,719,863	(183,875,672)
Net Cash provided by Operating Activities	(304,838,994)	(436,124,016)
Investing Activities		
Capital Expenditure	(11,742,873)	(3,438,187)
Proceeds from Sale of Fixed Assets	3,838,136	10,601,730
Interest Income	473,184	
Payments to/from EAIF		
Net Cash Flow from Investing Activities	(7,431,552)	7,163,543
Finance		
Loans from GOJ	-	
Loan Repayments	-	
Net Financing	0	0
Recurrent Financing from Consolidated Fund	441,814,510	421,540,061
Increase/(decrease) in Cash and Cash Equivalent	129,543,964	(7,420,413)
Opening Cash Balance	6,445,991	13,866,404
Increase/(decrease) in Cash and Cash Equivalent	129,543,964	(7,420,413)
Closing Cash Balance	135,989,955	6,445,991

Incomplete Projects

- A. East Kings House Road.
- B. Barbican Road /Russell Heights intersection.
- C.Constant Spring Road/Dunrobin Ave Intersection.
- D.Constant Spring Road/Shortwood Road intersection.

Weight Limit Spot Check

The Agency introduced a programme of weight limit spot checks. Mobile scales are used to check whether vehicles have exceeded the stipulated weight limit. The aim of the programme is to sensitize the trucking industry to pending legislative changes, encourage compliance and reduce damage to the road infrastructure by overladden vehicles. Under this system offenders will be penalized for breaches.

Introduction of GPS Mapping

The Agency introduced a state of the art database to store information on areas prone to flooding and landslides islandwide.

Adopt a Roadway Programme

We embarked on a programme in 2002 which encouraged Corporate and volunteer organisations to beautify and maintain verges and median strips along the main road network. In May 2004, the Agency launched its beautification programme dubbed "Tree-mendous Beautification" with the participation of five corporate bodies.

Evaluation of Contractors

In an effort to improve contract implementation the Agency conducted a survey among 54 contractors during the period December 2003 to March 2004. Of the 54 contractors, 12% was judged excellent and 42% as good.

Communications and Customer Services

The Agency had a high level of visibility due to the vibrant communications and Customer Services provided. The "On our Road" features which were aired on the major stations continued. In an effort to keep customers informed on the status of projects undertaken, the Agency utilised its excellent relationship with the media to give coverage of works in progress. Community meetings organized by NWA personnel were held throughout the island. These were used to disseminate information. The meetings were a main source of obtaining feedback and to get the input of stakeholders in our projects.

Although there were many challenges, the Agency performed creditably. We continue to challenge ourselves and in the process improve our relationship with our Key Stakeholders, striving at all times to "develop and maintain, safe, reliable and quality roads."

Mr. Ivan Andersson
Chief Executive Officer

Key Performance Indicators

Key Performance Indicators Progress Against Targets - Revised to reflect the impact of 2004/05 Hurricane Season	Indicator	Weighting 2004/2005	Performance Targets 2004 - 2005	Assessment of Overall Performance	Comments
1. Safety	1.1 Reduce the number of accidents as a result of the road condition as per police reports	28%	Pedestrian safety will be the focus for this year. Remark at least 160 pedestrian crossings islandwide.	26.40%	Completed
	1.2 Reduce road fatalities and injuries as a result of road conditions		Prepare plan of action to reduce accidents at top two priority black spots.		Completed
			Open roadways blocked as a result of Tropical Storm "Charley".		95% complete
			Open roadways blocked as a result of Hurricane Ivan.		98% complete
			Carry out inventory of all roads damaged as a result of Hurricane Ivan and prepare reports.		Completed
2. Reliability/ Availability of the network			Complete inventory and commence five retaining walls in accordance with Road Fund.		The Agency was unable to proceed with this activity as funding from the RMF was not forthcoming
		58%			
	2.1 Reduce the number of Km roads closed as a result of failures/breakaways		Carry out design and costing for repairs to breakaway at road section Millbank - Seamans Valley in Portland (road currently closed).		Work is still outstanding
	2.2 Improve road condition		Complete roughness survey to determine the condition of the entire main road network. This will form the baseline to determine the progress made in improving road conditions.		50% complete

Financial Statements

DRAFT

NATIONAL WORKS AGENCY INCOME AND EXPENDITURE STATEMENT FOR THE PERIOD ENDED March 31, 2005

	Notes	March 2004/2005 \$	March 2003/2004 (Audited) \$
Income			
Management Fees		141,001,353	275,187,097
Motor Vehicles & Equipment Hireage		20,300,595	44,503,777
Technical Services		250,200	1,104,650
Others		27,555,296	20,916,310
Total Income		189,107,443	341,711,833
Expenses			
Staff cost	7	438,870,983	430,142,354
Goods and services		62,020,673	77,123,265
Premises related expenses		34,609,363	37,485,885
Other Costs		13,550,369	10,411,254
Depreciation		34,504,931	38,655,567
Interest and charges		109,982	141,852
Total Operating Expenses		583,666,300	593,960,177
Operating Deficit		(394,558,857)	(252,248,344)
(Loss)/profit on disposal of fixed assets		3,277,033	3,852,092
Interest expense		(7,199)	-
Interest income		473,184	56,162
GOJ(50%) Gross Revenue collected		(88,050,612)	(162,187,836)
Net Deficit before GOJ Financing		(478,866,451)	(410,527,926)
GOJ Financing from Consolidated Fund		441,814,510	421,540,061
Retained Surplus(Deficit) after GOJ Financing		(37,051,941)	11,012,135

Financial Statements

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NATIONAL WORKS AGENCY BALANCE SHEET AS AT 2005 March 31.

	Notes	March 2004/2005 \$	March 2003/2004 (Audited) \$
FIXED ASSETS			
Plant, Machinery and Equipment		155,536,985	147,577,983
Computers and Office Equipment		51,054,810	50,037,067
Furniture, Fixtures and Fittings		15,244,189	12,588,765
Vehicles		29,011,422	29,289,548
Specialist Assets		29,042,523	23,333,054
Total Fixed Assets	1	279,889,929	262,826,418
Depreciation Provisions	2	139,568,247	106,963,204
Net Fixed Assets		140,321,682	155,863,213
Investment in EAIF			
CURRENT ASSETS			
Inventories			-
Trade and other Receivables	4	643,284,517	764,304,751
Client Deposit	5	260,893,250	138,522,796
Cash and Bank	3	135,989,955	6,445,991
		1,040,167,723	909,273,538
CURRENT LIABILITIES			
Creditors	6	877,242,987	719,140,698
Net Current Assets		162,924,736	190,132,839
Provisions			
NET ASSETS		303,246,418	345,996,053
Long Term Liabilities			
		303,246,418	345,996,053
Financed by:			
Capital - (GOJ Investment)		166,939,973	166,939,973
General Reserve (Retained Earnings)		118,189,592	107,177,457
Revaluation Reserve			
Donated Assets Reserve		55,168,793	60,866,488
Retained Surplus (Deficit)		(37,051,941)	11,012,135
		303,246,418	345,996,053

.....Chief Executive Officer
Ivan P. Anderson

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

Key Performance Indicators

Key Performance Indicators Progress Against Targets - Revised to reflect the impact of 2004/05 Hurricane Season	Indicator	Weighting 2004/2005	Performance Targets 2004 - 2005	Assessment of Overall Performance	Comments
			Tender and award first set of the routine maintenance contracts under the NRSIP Routine Maintenance programmes. This is Stage one of the IDB funded project in conjunction with the Road Fund.		50% complete
			A number of roads continue to be in very poor condition. We intend to implement programme to reduce roughness on 50 km of roads by 30%.		Programme commenced
			Complete the URBAN Rural Program.		Project is complete
			Complete Major Patching Program.		Project is complete
			Retender Segment 3 of the North Coast Highway Project.		Tender documents issued
	2.3 Condition of Bridges		Continue surveys on a further 200 bridges of total inventory of 784.		Complete
			Commence construction and routine maintenance on five bridges.		Initial target (5) achieved
	2.4 Reduce traffic congestion		Continue the implementation of the plan to reduce congestion on critical corridors. Complete improvement work on three critical corridors during the year, namely, Half Way Tree, Old Hope Road, Russel Heights, East Kings House Road.		
			Half Way Tree Road (Ruthven - Oxford Rd).		Complete
			Russel Heights/Barbican Road Intersection.		Complete

Key Performance Indicators

Key Performance Indicators Progress Against Targets - Revised to reflect the impact of 2004/05 Hurricane Season	Indicator	Weighting 2004/2005	Performance Targets 2004 - 2005	Assessment of Overall Performance	Comments
	2.5 Reduce Flooding		Old Hope Road (Munroe - Fairview).		Complete
			East King House Rd (Bridge).		Complete
			Commence the implementation of three new flood water mitigation projects in keeping with budget availability.		Complete
			IDB 1419 Emergency Rehabilitation Program 100% complete. Prepare final report.		One road section outstanding
			CDB Emergency rehabilitation program 70% complete.		8% complete
3. Efficiency	3.1 Projects delivered on time and on Budget	1%		1%	
			Identify and implement strategies to reduce cost and time overruns on all projects of over \$15m. Projects started in 2004/05 should not exceed 30% in time or cost over-runs.		Project Manuals have been issued and site training provided to staff and contractors.
4. Development and Growth	4.1 Improve access to our towns and communities through increased reliability/availability of network	1%		0%	
			Develop post project audit criteria & evaluate the performance of at least one major project.		No activity undertaken
5. Environment	5.1 Projects implemented with limited environmental Impacts	2%		2%	
			Continue environmental mitigation monitoring of projects including monthly reports. Segment two & three.		

Employees of the year 2004 - Portland Technical Team



From Left: Adolph Porter-Assistant Parish Manager, Winston Palmer-Parish Manager, Fredrick Webb- Assistant Parish Manager & Eric Hutchinson- Assistant Parish Manager

According to the citation given at their R & R presentation "The team's performance was extraordinary both in the preparation for the passage of Hurricane Ivan and after the incident. Portland was the first parish in the island that cleared all roadways of its fallen trees and debris."

Technical Training

Technical training was conducted in three areas. These were:

- Project Management
 - Overview of NWA Project Management Manuals 2 & 3
- Painting Seminar - Bridges
- Urgent Repair Works Programme - IDB Hurricane Ivan

Generic Training

Six key areas were identified for generic training:

- Communication Skills
- Defensive Driving
- Microsoft Computer Training
 - Advance Excel
 - Basic Excel
 - Projects
- Procurement Techniques
- Office Automation
- Office Protocol
- Public Speaking
- Report Writing

Loans for Educational Development

Financial assistance was given to approximately eight members of staff to pursue programmes in Human Resource Management, Business Administration and Language and Communication at the University of the West Indies Mona, Northern Caribbean University and University College of the Caribbean.

Study Leave

Study leave was granted to four members of staff to pursue studies in the Masters of Science in Engineering, Project Management and Construction Management at various overseas institutions.

Day Releases & Time Off

Day release and time off were given to approximately five other members of staff to pursue programmes such as Construction Technology and General Management at the University of Technology (UTECH) and the Management Institute for National Development (MIND) respectively.

Key Performance Indicators

Key Performance Indicators Progress Against Targets - Revised to reflect the impact of 2004/05 Hurricane Season	Indicator	Weighting 2004/2005	Performance Targets 2004 - 2005	Assessment of Overall Performance	Comments
			IDB 1419 Emergency Rehabilitation.		Environmental Engineer continues to monitor project and submit observations & recommendations as part of Consultant's Report
6. Communication and Customer Service		5%		4.6%	
	6.1 Increase the level of public satisfaction with the Agency's works		Increase the public satisfaction with NWA works to 85%.		Progress report should be available by end of 1st quarter 2005/06
			Identify priority areas from Morale Survey and develop a plan for implementation.		
			Improve rate of change by 20%. Strategies include: Monitoring of attendance & punctuality, Interim and end of year Morale Survey.		Survey conducted
			Employee participation by 20%. Strategies include: ensuring four general staff meetings for the year, Directorate/Unit meetings to be held, Suggestion Box/Bulletin Board on Web Works.		One general staff meeting was held, regular Directorate/Unit meetings are held, Suggestion Box/Bulletin Board is available on the Agency's Webworks
			Holding ourselves accountable for our commitments. Strategies include: Monitoring of		Individual performance evaluations are completed,

Key Performance Indicators

Key Performance Indicators Progress Against Targets - Revised to reflect the impact of 2004/05 Hurricane Season	Indicator	Weighting 2004/2005	Performance Targets 2004 - 2005	Assessment of Overall Performance	Comments
			Agency KPIs, Individual performance evaluations, Staff Retreat commitments, ISO 9001 commitments.		Annual Staff Retreat held, ISO 9001 process well underway.
	6.2 Increase the number of interactions with the public.		Meet with the public in communities, on at least 12 occasions.		Fifteen (15) meetings were held.
	6.3 Increase the timeliness of the responses to customer queries.		85% of response or acknowledgements within 14 days.		There is still a need to develop an accurate measuring process.
	6.4 Reduce the time delay in providing Information to the public.		Press Releases available to staff and public within 72 hours.		Target surpassed.
	6.5 Improve the working environment.		Improve the working conditions in Portland and St. Mary.		Completed
7. Develop a cadre of high quality people who are responsive, customer friendly and committed		5%			
		5%			
	7.1 Rewards and Recognition Program		Continue programme to recognize high performance.		Rewards & Recognition Programme on-going
	7.2 Training and Development of key stakeholders - Staff, Contractors and Consultants		Implement Training & Development Program in keeping with plan.		Due to in-house creativity the Agency was able to deliver five (5) times the targeted amount of training to staff and contractors
Overall Totals		100%		93.0%	

The Rewards and Recognition Programme, launched in February 2003, seeks to recognize the employees' efforts that reflect the Agency's values of excellence. Employees were enthusiastic and nominated their peers who worked assiduously during the various quarters. From the nominations either an employee or a team was selected for Employee of the Quarter. At the end of the year the Selection Committee selected the 'Employee of the Year' from the winners of Employee of the Quarter.

Winners of Employee of the Quarter

Employees of the 1st Quarter

Corporate Office - Helen Aris,
 Western Region - Neville Anderson
 North Eastern Region - Joy Gordon
 Kingston Metropolitan Region (KMR) - Sherron Beeput
 Central Region - Norris Richards

Employees of the 2nd Quarter

Corporate Office - Lodrick Williams
 Western Region - Norma James
 North Eastern - Robert Francis
 KMR - Barrington Chambers
 Central - Errol Hunter

Employees of the 3rd Quarter

Corporate Office - Dave Douglas
 Western Region - Wayne Cover
 North Eastern Region - Portland Technical Team
 KMR - Keith Russell
 Central Region - Michael Nesbeth

Employees of the 4th Quarter

Corporate Office - Patricia Barrett
 Western Region - Stephen A. Shaw
 North Eastern Region - Howard Humphrey
 KMR - Gloria Sewell-Edwards
 Central Region - Errol Buckle



Employees of the Year 2004 - Portland Technical Team

Major Projects

NORTHERN COASTAL HIGHWAY IMPROVEMENT PROGRAMME

Segment Two: Montego Bay to Ocho Rios

The 97 kilometre stretch is being jointly funded by the Inter-American Development Bank and the Government of Jamaica. The contractor, Jose Cartellone Construcciones Civiles (JCCC) continued working along the segment from the Falmouth Bypass to Priory doing major earthworks, laying of drainage pipes, construction of box culverts, asphaltic paving and construction of four bridge structures.



Rio Bueno Bypass: Eastern section of Bengal Bridge (Trelawny Border) - Northern Coastal Highway Project being improved.

The following were some of the major physical accomplishments:

- Laid 11.6 km of NWC pipeline.
- Excavated 202,000 m³ of roadway.
- Constructed 338,000 m³ of embankment.
- Completed 54,500 m³ of base works.
- Laid 17,700 tonnes of asphaltic concrete surface.

Approximately 12 km of roadway was also completed and used by the motoring public, including the Duncans Bypass, Coopers Pen Deviation, Burwood and Braco. Construction works continued on the Falmouth Bypass and the section of road between Salem and Priory. Works proceeded on bridge structures at Martha Brae, Bengal, Pear Tree and Wakefield Interchange.

The contractor experienced some difficulties which impacted negatively on

National Works Agency- Annual Report 2004 -2005



Project Management -
Participants listen attentively
in one of the many sessions.



Technical officers getting
“hands on” training in making
Gabion Baskets.



**Stephen Shaw, Community
Relations Officer - Western
Region makes a point
during Communication
Skills Training**

his performance. As a result, we met with the contractor and subsequently revised the scope of works under the programme to exclude section one of the corridor - Montego Bay to Greenside (27 km), from the contract. Works for this section are now out to tender and will commence once a suitable contractor has been identified.

Segment Three: Ocho Rios- Fair Prospect

The Government of Jamaica (GOJ) secured an agreement with the European Development Fund (EDF) for financing Segment three of the Northern Coastal Highway Improvement Project (NCHIP) - Ocho Rios to Fair Prospect. The design was completed in late 2002 and final approval obtained from the European Union for the Works Tender Dossier in June 2003. The Works Tender was first launched with local and international publications. Only one (1) firm, submitted a tender which was higher than the available funds. This resulted in the cancellation and re-launch of the tender in October 2004 with some modifications to the eligibility criteria and allowing for the participation of firms from selected Latin America countries.

The second tender was closed in February 2005 and two (2) tenders were received. Both tenders have exceeded the available funds, as a result the European Commission has given its approval for GOJ to obtain a direct agreement contract, after negotiations with both tenderers.

GOJ's obligations under the Financing Agreements are substantially completed. These include: Land acquisition, resettlement of population and relocation of utilities.

Empowering Staff through Training and Recognition

Training & Development

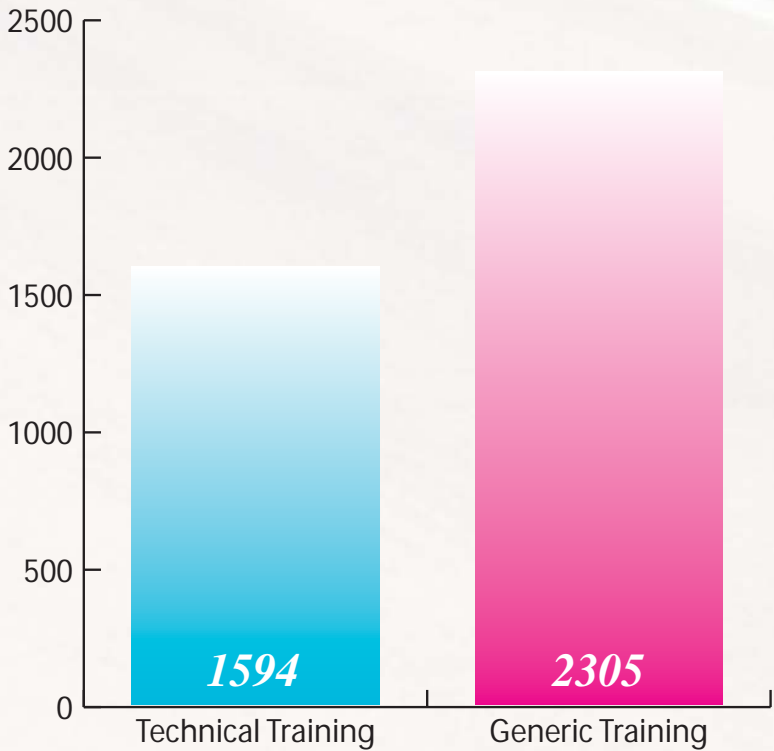
In order to meet our primary objective of creating a world-class road network, the NWA requires its workforce to be of world-class standard in knowledge, skills and competencies through continuing education. We consider continued education to be a planned set of activities, intervention, and development opportunities aimed at enhancing the skills of employees to achieve our Vision and Mission.

During the financial year the development techniques used by the Agency included:

- General Training, both internal and external
- Loans for educational development
- Study Leave
- Day Releases & Time Off

General Training

A total of 3,899 man hours of training was conducted over the period. This is broken down in the figure below:



Communications and Customer Services

approximately 75% of its customers' major requirements (potholes, drain cleaning and improved signage & road marking). Our customers demand value for money spent and the Agency is implementing several projects to meet these demands. The result of these activities has led to the desired customer feedback and satisfaction. For example, aspects of item "others" (e.g. improved quality of works, reduced congestion, repairs of breakaways) are being addressed through such activities as the Agency's Quality Assurance and contractor training programmes, multilateral sponsored flood damage restoration programmes and traffic management projects.

In order to fully achieve a satisfactory rating from the road users, it is vital that the projects be suitably funded and that cash flows are stabilised in the future.

Communication Support for Projects

In our ongoing effort to keep our customers informed on the status of projects undertaken, we have utilized our excellent relations with the media to give coverage to the progress of the works. We also participated in and facilitated "face to face" interaction with communities through various town and community meetings.

Kuwait Fund Assisted / Organization of Petroleum Exporting Countries (OPEC) Road Rehabilitation Programme

This programme comprises rehabilitation of 81 kilometres of roadway. The Governments of Kuwait and Jamaica provided funds in the ratio of 70/30 for five road sections. Of this number, the three roads that were targeted in Manchester have been completed. These are the Whitney Turn to Trinity, Mandeville to Mark Post and Williamsfield to Greenvale roads. The Stony Hill to Tom's River road in St. Andrew is now 80% complete, while the scope of works for the Spanish Town Bypass in St. Catherine had to be adjusted.

The OPEC funded aspect of the programme is well underway. One of the three roadways identified: Luana to Sandy Ground in St. Elizabeth, was completed. The other two roads are located in Westmoreland. These are the Torrington to Galloway road which is 90% complete while the Locust Tree to Truro Gate road is 60 % complete.



Kuwait Programme - Whitney Turn to Trinity - Porus

Flood Damage Rehabilitation Programmes

CARIBBEAN DEVELOPMENT BANK (CDB) FLOOD DAMAGE

This programme targets the rehabilitation of damage to roads caused by the October 2001 floods and also the May/June 2002 flood rains through a CDB loan in the amount of US\$36M. Over forty contract packages are ongoing island-wide under this programme. The Project is approximately 85% complete. Of the 144 roads started, 98 have been completed.



Asphalting of Coopers Hill Road - Portland



Construction of Retaining Wall, Coopers Hill Portland

Communications and Customer Services

Striving for Excellence in Communication and Customer Services

The Agency maintained a high level of visibility throughout the year, largely due to the work of our vibrant Communication and Customer Services team. This, as we continued all our regular programmes while employing creative strategies to asses and monitor customer satisfaction

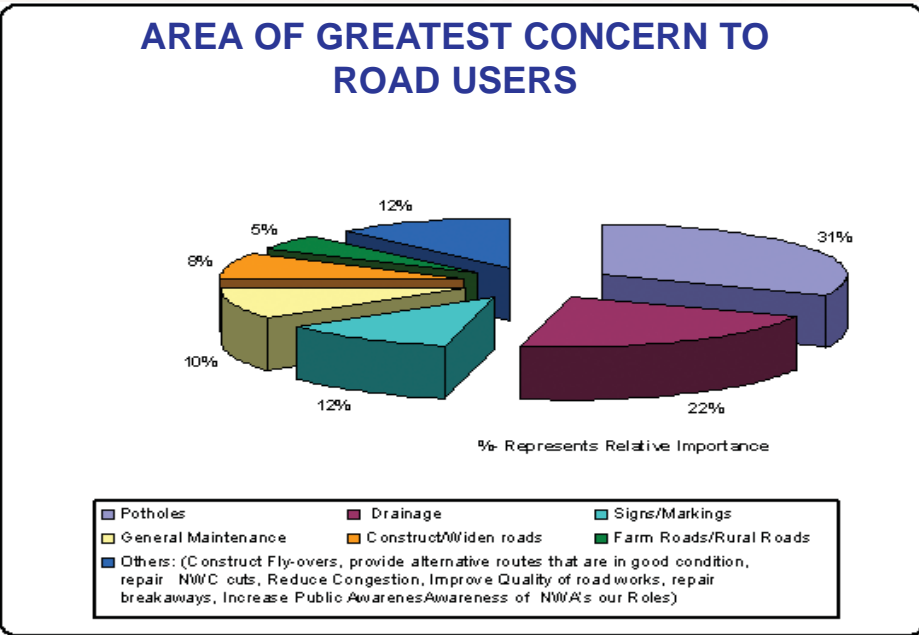
On Our Roads

This feature was maintained on major radio stations weekly and an additional slot was added on KLAS FM 89's morning programme "First Edition". The programme, which is aired once a week, provided some 153 meaningful public interactions. This feature assisted the Agency in maintaining its visibility through the dissemination of information regarding the Agency's activities vis-à-vis its mandate to create safe, reliable and quality roads.

Customer Satisfaction

The satisfaction of customers continues to be an important focus of the Agency. In this regard, the Agency made strides in improving its responsiveness to addressing the complaints of customers. This was achieved through rigorous review of the Customer Complaints procedure and implementation of a prioritization system for unresolved customer complaints.

In addition, we conducted a survey in February to obtain direct feedback on where the Agency should place its service delivery emphasis over the upcoming fiscal year. The results are presented in the figure below. As can be clearly seen, the implementation of a stabilized maintenance programme will enable the Agency to directly and positively respond to



- uses initiative
- manages the contract well.

He/she may however, fall short in some areas, such as:

- Cleaning up;
- Neatness;
- Traffic control; or
- Other minor activities.

Of the contractors surveyed 42% were placed in this category.

Fair

A Contractor was given a fair rating on the basis that:
 He/she need to be supervised constantly. These contractors do not necessarily understand what is required or are limited in interpreting the contract. Sixteen percent (16%) of contractors evaluated were placed in this category, mainly because:

- they were limited in understanding and interpreting the contract.
- there is need for improvement in several areas.

Unacceptable

Contractors, who scored 49% and under, were deficient in practically all categories of the evaluation. These contractors failed to act on the instructions of the engineer. Showed deficiencies warranting the issuing of warning letters for breaches and were liable for termination. Thirty percent (30%) of contractors evaluated fell below 50% and have been classified in the category of unacceptable.

With the exception of St. James, with four contractors and St. Thomas with three, scoring below 50%, not more than one unacceptable contractor was found in each parish. Contractors in St Ann, Trelawny and Manchester have scored in the categories of good and excellent, while those in St. Elizabeth, St. Mary and Portland fell in the categories fair or good.

Of five contractors working in St. Catherine, one was evaluated as unacceptable and the remainder in the categories fair or good. In Westmoreland one contractor scored under 50% and the others evaluated as good, while in Clarendon two contractors scored under 50%, one fell in the category fair and the other fell in the category good. Contractors evaluated in Hanover and St. Andrew scored under 50% and good respectively.

Findings from the survey were submitted to the National Contracts Commission (NCC) in order that adjustments may be made to the grades and data of current contractors. The information will also be used by the NWA in the tender evaluation process, to limit the number of contracts a particular contractor may be awarded. No contract should be awarded to low scoring contractors.

Conclusion

In instances where contractors have worked in more than one parish, there is variance in classification. We may conclude from this, that performance is affected by the conditions in which the contractor is working and an inability to manage more than one package.

Status of Projects by Parish

Parish	# of roads in project	# of roads completed
St. Catherine	2	1
St. Ann	7	5
St. Andrew	10	7
St. Mary	26	17
St. Elizabeth	1	1
Trelawny	3	1
Portland	21	14
St. Thomas	20	4
Clarendon	14	4
Hanover	5	5
Westmoreland	5	3
Manchester	28	24
St. James	2	2
TOTAL	144	98

INTER-AMERICAN DEVELOPMENT BANK (IADB) FLOOD DAMAGE REHABILITATION

The five parishes of Manchester, Clarendon, St. Elizabeth, St. Catherine and St. Thomas were extensively damaged during the passage of Hurricanes Lili and Isadore. These parishes were declared disaster areas. This programme was aimed at restoring some 178 kilometres of the main roads in these parishes. Of the 17 contracts which were awarded, only the YS to Maggotty road in St. Elizabeth is incomplete. The work is now approximately 75 % completed. Total expenditure on these roads amounts to J\$585 million or 93% of the projected final cost.

We also undertook works on behalf of the National Irrigation Commission (NIC), to improve its irrigation infrastructure. Of the twelve (12) NIC projects, six (6) are completed. One project was started recently and the remaining five (5) were tendered. These works are scheduled to be completed in the financial year 2005/06.

Disaster Mitigation Management Programme

The Agency, since its inception in April 2001 has responded to several flood events that have impacted the main road network, inclusive of the flood rains of May/June 2001/2002 and May 2003. Our technical teams analyzed the various factors that contributed to these events and examined various proposals to minimize the damage to the road network. Consequently, the Agency designed a Disaster Mitigation Management Programme. This \$100M programme targeted the cleaning and re-alignment of drains and gullies in low lying, flood prone areas in parishes such as Clarendon, St. Catherine and St. Andrew. The programme was successful in minimizing damage to several areas along the network, particularly during the passage of Hurricanes Charley and Ivan. Of the seventeen major drains addressed by the programme, minor flooding was observed in only two areas. No flooding was observed in areas such as Jacks Gully in Clarendon, Heartlands in St. Catherine and Majestic Gardens in St. Andrew.

Hurricane/Flood Damage:

The country experienced heavy rainfall and flooding associated with two major hurricanes during the period. Our technical teams were once again called upon to assist in the disaster response and assist the country to rebound. Our response was quick and decisive and helped to ensure that access was restored to the affected communities, only days after the events.

Tropical Storm Charley:

On August 11, 2004, the country was affected by heavy rainfall associated with Tropical Storm Charley. A total of 133 roads were affected. These were located mainly in three parishes: St. Elizabeth, Manchester and Westmoreland. The damage to the network was estimated at just over \$43M.

The Agency was mandated to mobilize its own resources to open all blocked roads in the three parishes as well as carry-out minor rehabilitation works, as required. The rehabilitation works were halted prematurely on September 7, 2004, due to a lack of funding.

Hurricane Ivan Restoration Programme:

Hurricane Ivan visited Jamaica between Friday, September 10 and Sunday, September 12, 2004. The island received 15 mm to 20 mm of rainfall per hour. This resulted in saturation of the soil which was just recovering from Tropical Storm Charley which affected the island, just over a month before.

The heavy rains that lashed the island during the passage of the hurricane did not spare the road network and as such, almost all roadways suffered some form of damage.

Evaluation of Contractors

The Agency continued its drive to develop the main road network to world class standards. This is in keeping with its mandate of developing safe, reliable and quality roads. During the period, a quantitative and qualitative survey was carried out to evaluate the performance of contractors. The purpose being to determine whether the required standards of quality were being met.

The survey was carried out among 54 contractors whose performance was evaluated over the period December 2003 to March 2004. Parish officers were asked to administer evaluation forms for each contractor. Following this, the results were assessed and each contractor placed in a category based on his/her score.

Categories were established as follows:

Scores	Rating
49% and below -	unacceptable
50 to 69% to	fair
70 to 84% to	good
85 to 100% to	excellent

Criteria

Scoring was guided by the following criteria:

- Quality of Workmanship
- Site Safety
- Time Management
- Traffic Management
- Staff Suitability
- Complaints Received
- Experience/ Track Record and Cash Flow

FINDINGS

Excellent meant:

Contractors had performed in accordance with the standards and specifications found in the tender documents.

- Contracts were completed on time.
- Initiative was used.
- The workers paid on time and on schedule.

These contractors understand contract documents and no major faults were found with them. Of the 54 contractors surveyed, 12% fell into this category.

Good

A contractor, who was given a rating of good on account that he/she

- works well on his/her own

Quality Assurance

In an effort to streamline the operations and processes within the NWA, we have embarked on a comprehensive Quality Management Programme, so as to better serve our customers and clients. Our ultimate target is to become ISO 9001 certified during 2005. The programme will ensure the consistent delivery of quality roads and associated structures to standards acceptable to the NWA. Already, we have seen changes in the way we operate.

Over the year, the Agency focused its energies in four major areas. These were:

1. **ISO implementation:** These activities were geared toward the development of an Action Plan, continuation of the Internal Quality Audit Programme, generation and monitoring of corrective/preventative actions and quality awareness training.

2. **Routine Maintenance and Project Monitoring:** The Quality Assurance team carried out regular monitoring of Routine Maintenance activities across the island. In addition, inspections and status reports were generated for 20 Bridges including the following:

- Maggart River - St. Mary
- May River - St. Mary
- Eden River - St. Mary
- Enfield - St. Mary
- Serge Island - St. Thomas
- John's Hall - St. James
- Delveland - Westmorland
- Styxx - Westmorland
- Braham - Westmorland

In addition, some 63 Taking-over Certificates for road sections in several parishes were processed.

3. **Development of Manuals:** Work continued on five manuals. The Agency's Design Manual was issued in June 2004, while the Regional Implementation Manual was completed and issued in March 2005. The Materials Testing & Evaluation and Planning and Research Manuals were reviewed and updated.

4. **Material Testing & Evaluation:** The Agency continued random testing of work on its projects. Some 1,246 tests were carried out during the period. Through testing, the Agency was able to monitor the quality of work carried out by contractors, as well as, reinforce the standards as outlined in the contracts for these works.

The major damage to the road infrastructure was associated with major breakaways, heavy silting, major landslips and demolished sea defense structures. Roadways along a number of critical corridors were seriously damaged during the passage of Hurricane Ivan. The most notable were the Palisadoes main road, a section of the main road from Kingston to Morant Bay at Roselle and the Bog Walk Gorge.

Responding to the devastation, in January the Inter-American Development Bank (IADB) and the GOJ agreed that the remaining funds of US\$4.2M or JA\$198M from the bank would be reallocated to finance a programme of repairs to damage caused by Hurricane Ivan. An additional US\$3M or JA\$166.8M was also allocated to this programme.

To date, 52 contracts have been awarded and works are underway on 32 sites island-wide. The works are focused mainly on replacing damaged structures. Designs for the remaining 20 sites are being completed. The works should be completed during the 2005/06 financial year.

December Rains

In December, once more, the country experienced heavy rainfall, particularly in the North Eastern parishes of Portland and St. Mary. Sections of St. Andrew and St. Catherine were also affected. Over 40 roadways were affected and although the damage to road and road infrastructure was insignificant compared with preceding events, the Agency's team mobilized to clear landslips, fallen trees and debris from these roadways.

Bridge Development Programmes

The Agency continued its Bridge Inspection and Bridge Development programmes. Inspections were carried out on over 200 structures, the most of which were inspected in the months following the passage of Hurricane Ivan.

Under the Mabey & Johnson Bridge programme, designs for 15 new bridges were completed. These are:

1.	Cassia Park	-	St. Andrew
2.	Queens bury	-	St. Andrew
3.	Boswell Bridge	-	St. Andrew
4.	Guanaboa Vale	-	St. Catherine
5.	Stubbs	-	St. Catherine
6.	Vanity Fair	-	St. Catherine
7.	Ward River	-	St. Catherine
8.	Hog Hole	-	St. Catherine
9.	Barham	-	Westmoreland
10.	Kings Valley	-	Westmoreland
11.	Eden River	-	St. Mary
12.	Fontabelle #2	-	St. Mary
13.	Maggart	-	St. Mary
14.	Harbour Head	-	St. Thomas
15.	Leith Hall	-	St. Thomas



Sandy Gully Bridge - Spanish Town Road in Kingston

"Tree-mendous Beautification" Adopt-a-Roadway Programme

The National Works Agency has since 2002 sought to encourage corporate and volunteer organizations to beautify and maintain sections of roadsides, verges and median strips along the main road network. In May 2004, the Agency launched its beautification programme dubbed "Tree-mendous Beautification" Adopt-a-Roadway programme with the participation of five corporate bodies. The companies, National Commercial Bank, Life of Jamaica, JN Real Estate, Guardian Life and Jamaica Mortgage Bank, embraced the opportunity to beautify and maintain sections of Trafalgar Road.

In addition to beautifying a section of the median along Trafalgar Road, Life of Jamaica adopted an open lot located at the intersection of Lord Nelson Way and Trafalgar Road, transforming it from a dust bowl to a scenic Sculpture Park.

Since the launch in May, other entities have shown keen interest in becoming a part of the programme, the most recent being Nature's Paradise, a member of the Guardsman Group of companies.

In December 2004, the companies sought to bring Christmas cheer to Trafalgar Road by sponsoring the decoration of JPSCo. poles with Christmas lights. We laud the initiative, enthusiasm and commitment demonstrated by these companies. Their contributions have added value to the millions of dollars spent by the Agency to rehabilitate Trafalgar Road, making it one of, if not the most scenic example of Jamaica's main roads.



Life of Jamaica Sculpture Park in New Kingston

- g) Vegetation Control: to be kept between 50 and 400 mm length.
- h) Drainage Works: all drains are to be kept clean and at no time should any drain have more than 10% of its opening blocked by debris.

Page 75 of the document "Environmental Specifications and Clause" contains the approaches and protection measures to be implemented by the contractor when dealing with environmentally sensitive areas such as: wetlands and other aquatic resources, forest resources, wildlife habitats, heritage sites, coastal resources and local communities. The section covers:

- Ditching /channeling
- Erosion control
- Bushing and mowing
- Dust control
- Grading, gravelling, marling and patching
- Waste removal and management
- Culverts and drains

The Agency's Environmental Code of Practice, Management and Monitoring Guidelines have been developed. The NRSIP Institutional Strengthening component will assist the Agency with the implementation of these requirements.

We have already invited tenders for the construction of bridges at the Cassia Park and Queensbury Fords in Kingston, Barham and Kings Valley in Westmoreland, Hog Hole in St. Catherine and Boswell in St. Andrew. Tenders had originally been invited for construction of the Hog Hole Bridge in October 2004, however, the tenders were too high and consequently these works were re-tendered. Additionally, designs for the rehabilitation of five structures were completed and tender documents prepared.

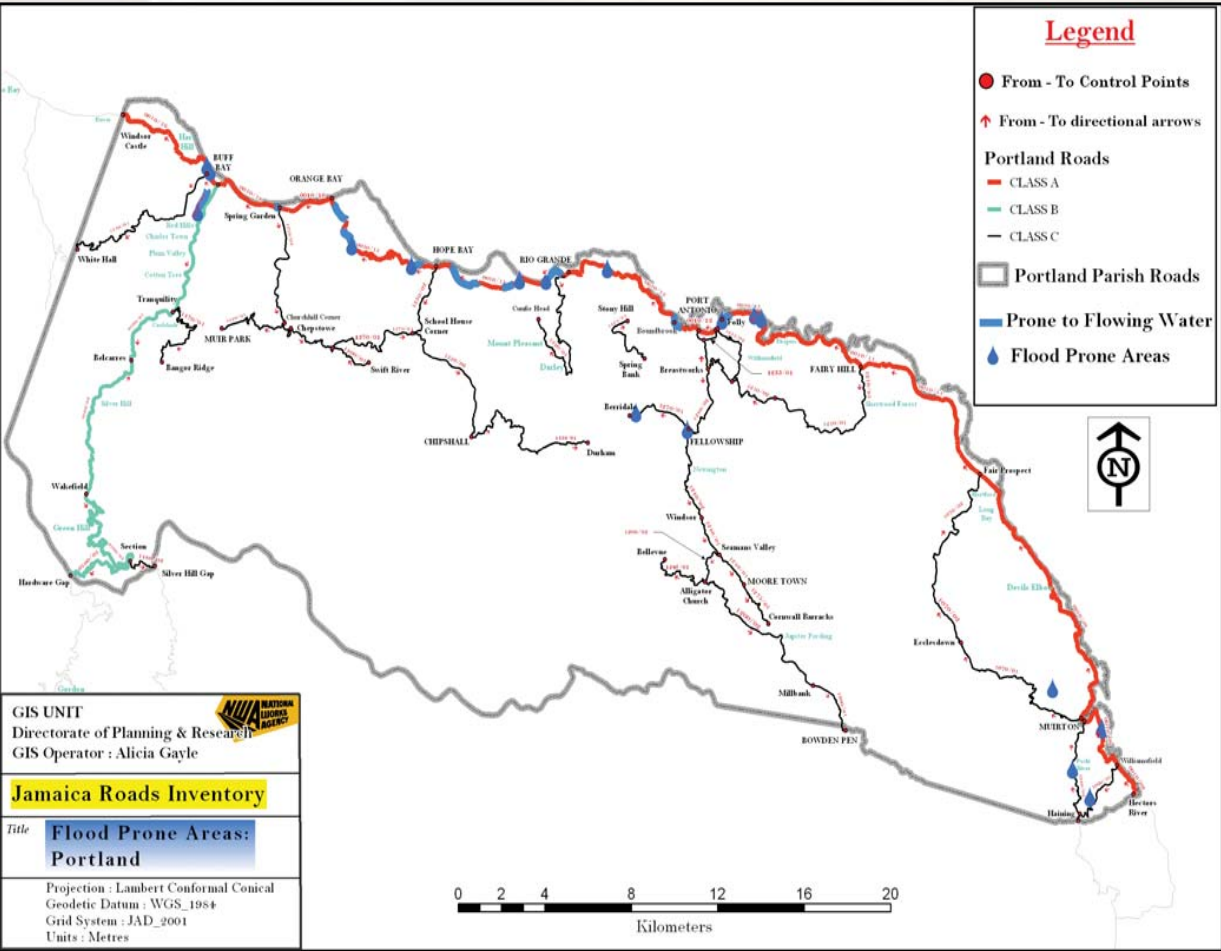
We completed the \$30M rehabilitation of the Sandy Gully Truss Bridge in St. Andrew, re-opening it to vehicular traffic on October 22, 2004. In addition, we continued work on the Black River Truss Bridge in St. Elizabeth. The works include removal and replacement of Troughing Plates, sandblasting and painting of corroded Tension Chords, repairs to sidewalks and re-surfacing of the bridge deck and approaches with Asphaltic Concrete. There was a period of inactivity, while we awaited the arrival of the Troughing Plates from the United Kingdom. This delayed completion of the works for several months. However, the works are now substantially complete and it is expected that motorists will have the use of the Bridge by April 2005.



Black River Bridge

In Westmoreland, work on the first phase of the construction of the Styxx River Bridge was completed in August 2004 by Tankweld Construction Company. This covered the Bridge work component of the project and included site clearance, Piling works, construction of Reinforced Concrete Abutments, Slab Deck and bridge protection works. D. R. Foote Construction company is currently working to complete Phase II of the project. In this phase, the approaches are being constructed, driving surface is to be paved and Guard rails and road marking will be completed. The works, which are part of the R.A. Murray Bridge Programme are expected to be completed in April 2005.

The Agency also assisted the Ministry of Local Government with the design of two bridges on its parochial road network. These were the Gordon Wood Bridge in Clarendon and Appleton Bridge in St. Elizabeth.



Map produced by the GIS department to showing flood prone areas.

The Environmental Engineer has provided training to Parish Officers in the use of Digital Cameras and GPS mapping equipment in order to collect information across the island, including areas that were prone to periodic flooding. From this additional information, the areas that are high risk have been identified and the necessary hazard mapping and mitigation planning is being pursued, so as to save lives and minimise the impact on the network.

ENVIRONMENTAL STANDARDS FOR PROJECTS

All of the Agency's capital works contracts contain relevant environmental clauses. For example, the environmental aspects of the three-year performance based routine maintenance contracts under NARSIP are covered in the manual at page 60: "Right of Way and Environmental Maintenance." These would include:

- Environmental Works and Emergency Activities such as:
- a) Debris in the Right of Way or on the road surface.
 - b) Landslips encroaching onto the road surface.
 - c) Landslips and erosion creating a hazard to motorists.
 - d) Removal of wrecked vehicles and hazardous spills.
 - e) Removal of excessive waste or household garbage.
 - f) Removal of extensive land slips blocking the road surface where directed by the NWA in emergency situations.

Managing and Protecting our Environment

MAPPING: LANDSLIDES & FLOOD PRONE AREAS

The 2004/05 hurricane season highlighted the vulnerability of the nation's infrastructure to all natural events. The heavy rains that lashed the island (particularly during August - Tropical Storm Charley, followed quickly by Hurricane Ivan in September), left almost all roads with some form of damage. Although one cannot predict the level of rainfall that will come during the annual rainy season (June to November), it is becoming more and more evident that the severity of each season is increasing from year to year and that intensified environment and flood mitigation efforts are required within the short-term. For example, the level of rainfall received during Charley left soils saturated and therefore unable to "cope" with the intense rainfall during Hurricane Ivan. This resulted in numerous landslides and breakaways, heavy silting, demolished sea defenses and flooding. This restricted normal vehicular traffic flows in many parts of the island.

Responding to the need for critical information about the effects of the 2004/05 Hurricane Season on the network, the Agency launched the Landslide/Road Breakaway Mapping Exercise to identify and document the overall distribution of landslides and breakaways. This mapping exercise was performed using a combination of ground based field inspections, gathering of GPS data using mobile mapping devices and photographic records. The intention is to plot physiographic and material (soil) susceptibility factors.

Following the data collection, the information was placed into a GPS database and referenced to the NWA network. Each point provided information on:

- The Parish
- Road section
- Settlement/population
- East and north coordinates
- Magnitude/impact
- Area affected

This information helped to generate a categorisation of the event into break-aways or landslides. A Landslide Inventory Datasheet was designed to illustrate the data on one sheet, highlighting all critical parameters, that could orchestrate a preliminary decision away from the field.

The Agency's Environmental Engineer has published a Hurricane Ivan Landslide Inventory Report, describing the findings discussed above. Although the Agency has collaborated with other stakeholders, such as the UWI, Department of Mines and Geology, this is the first time that the information gathered has been linked to the network in a meaningful way, which will help with the prioritization of rehabilitation works.

Routine Maintenance

The National Road Services Improvement Programme (NRSIP) is a three year Routine Maintenance programme funded by the Inter-American Development Bank. The project will be undertaken in the pilot phase, in five parishes, Portland, St. Thomas, Manchester, Westmoreland and St. Catherine. NARSIP has two components:

- The provision of consultancy services for institutional strengthening
- Support for the establishment of the three-year performance based routine maintenance programme utilizing the Routine Maintenance Management Software (RMMS) to generate prioritized work programmes.

The programme was revised in January 2005, under a re-scoping of all IDB projects. The Bank approved the selection of Dillon Consulting Limited (Canada) to facilitate the strengthening of the Agency. It is expected that Dillon Consulting will start in June 2005, for the duration of 12 months.

Once the institutional strengthening consulting contract is in place, the Agency will proceed with the award of the maintenance contracts. To this end, we have so far identified and recommended 10 packages for award to the National Contracts Committee (NCC). NCC approval is expected in April 2005.

SPRAY /DURA PATCHING

The Agency continued its Spray Patching operations in all parishes. Just



Spray Patcher Unit

under 174,000m² was completed (see table below). Additionally, 13,066.54 m² of Hotmix patching was done across the island. Our progress was however retarded somewhat by heavy rainfall associated with the passage of Hurricanes Charley and Ivan.

SPRAY PATCHING BY REGIONS	
Region	Square metres (m ²)
North Eastern	41,852.23
Kingston Metropolitan	53,509.40
Central	41,700.86
Western	36,640.22
Total	173,702.71

Routine Maintenance (interim programme)

This programme did not get underway early in the year. In fact, the Agency invited tenders for routine maintenance of roadways across the island on at least three occasions prior to being able to award a contract in February 2005. The three-month long contracts, which started in March 2005, covered bushing and drain cleaning.

Traffic Management

Notwithstanding the continued disregard for self regulation by the trucking industry, there has been a marked increase in the willingness of various Parish Councils to cooperate with the Agency in setting up roadside check points. This type of cooperation is vital to the implementation of a sustainable enforcement programme, once the law is enacted.



Mobile weigh scale

Traffic Management

As the years have progressed, heavy vehicles have increased both in quantity and weight. Roadways are designed to carry specific maximum loads. Exceeding safe maximum loads on roadways results in deterioration of the road surface, as road pavements can absorb/transfer a limited load before it fails. As part of our on-going traffic management and analysis functions, the Agency introduced a roadside weight limit spot-check programme in 2004/05, using mobile scales procured with our resources. Weighing operations necessitate partnerships with the Island Traffic Authority, the Jamaica Constabulary Force and the Parish Councils.

The aim of this interim programme is to make the trucking industry aware of the upcoming legislative changes and to enhance compliance before the law is enacted. When these changes are implemented, operators of large units will be subjected to increase fines for overloading or carrying loads which exceed:

- 5,000 kg - Front Axle-Single Tyre
- 10,000kg per axle - Rear Axle- Dual tyre

Between November 2004 and March 2005 the Agency carried out sporadic weighing at the following locations:

- Winston Jones Highway, Manchester
- Albion Road, St. Thomas
- Port Maria & Aqualta Vale St. Mary

A report on the survey findings is being finalized, however, the preliminary observations point to disregard of the load limits. Below is a list of some of the observations made by the survey team:

- The number of vehicles surveyed as overweight on the front axle in October 2004 was 66. Those surveyed as overweight on the front axle in March 2005 was 161.
- On average, 29% of the vehicles observed were overweight.
- Truckers are still reluctant to be weighed, and often claim no knowledge of their legal load limit.
- There is a large number of three and four axle trucks on the network.
- Trucks carrying construction aggregate material tended more to be overloaded than those carrying goods.

The Agency has also prepared a Weight Limit Enforcement Strategy Paper. We are currently exploring ways to implement some of the recommendations contained in this Paper, as part of the upcoming National Road Services Improvement Programme.

Traffic Management

This Programme is sponsored by the Road Maintenance Fund and includes thirteen (13) projects. Projects worked on during the period were as follows:

COMPLETED PROJECTS

Half Way Tree Road: Extension of bus lane from Ruthven Road to Oxford Road. Works were completed at a cost of \$42.5M.

Old Hope Road: Road widening from Munroe Road to Stanton Terrace. The improvement works were of a general nature and included widening, reconstruction, construction of kerbs, sidewalks, median, retaining structures, drainage improvements and resurfacing of the roadway.

The project was broken down into three (3) phases, covering approximately 1 km of roadway as follows:

- a) Seaview Ave. to Retreat Ave.: Improvement of some 310 metres of roadway. This phase was completed on April 8, 2004, at a cost of J\$10.15M
- b) Fairway Avenue to Seaview Avenue & Retreat Avenue to Halart Drive: Improvement of approximately 440 metres. Work on this phase was completed on June 18, 2004, at a cost of J\$10.78M
- c) Halart Drive to Monroe Road: Improvement of approximately 250 metres. The works were completed on November 30, 2004, at a cost of J\$29.5M

Eastwod Park Road - Resurfacing of roadway. Work was completed in October 2004 at a cost of \$12M.

ONGOING PROJECTS

East Kings House Improvement

The works schedule provides for the widening of the existing bridge and installation of an ARMCO Box Culvert, on the down-stream end of Sommerset Gully. The widening will facilitate the following improvement:

- a) Additional lanes along East Kings House Road.
- b) 1.8 metres wide side-walk
- c) Kerb & Channels
- d) Asphaltic Concrete Surface
- e) Turfing

Approximately J\$7.8M was approved by the Road Maintenance Fund to execute the works, utilizing the Agency's equipment, supervisors and small NCC contractors. Work on the project started in February 2005; and the project is approximately 15% complete to date. The pre-project work on reinforced concrete walls that had delayed the progress of the project is now completed. Work on the bedding for the Armco Box Culvert was rescheduled as the National Water Commission (NWC) asked the Agency to lay a 300mm Sewer Main adjacent to the works. The project was originally scheduled for sixteen (16) weeks, however in order to facilitate the request of the NWC it has been

Traffic Management

re-scheduled for twenty-one (21) weeks, providing the weather remains stable.

The total expenditure on the project is J\$4,759,890.26, while the time elapsed on the project is 24%.

Barbican/Russell Heights Intersection

The works schedule provides for the widening of the existing bridge, on the up-stream and down-stream end utilizing Armco Pipe Arch in the process. The widening will facilitate the following improvement in the second phase of construction:

- a) A passing and holding lane along Barbican Road and a slip lane along Russell Heights Road;
- b) 1.8 metres wide side-walk;
- c) Kerb & Channels;
- d) Asphaltic Concrete Surface;
- e) Turfing; and
- f) Traffic Signals & lane marking.

Approximately J\$8.2M was approved by the Road Maintenance Fund to execute the works. Agency equipment, supervisors and small NCC contractors will be utilized on this project, which is scheduled to take thirteen (13) weeks.

This project started in March 2005, but was put on hold due to cash flow problems. Work is expected to resume in April 2005. The expenditure to date on the project is approximately J\$1.8M inclusive of the cost for the Armco Pipe Arch.

Constant Spring Road and Dunrobin Ave. Intersection

The proposed works include taking over sections of the four properties at numbers 1, 3, 5, & 7 Dunrobin Avenue, totaling 1,850 m² in addition to 550 m² of road reservation, for main road improvement purposes.

The project includes the creation of a turning lane, as well as additional lanes on Dunrobin Avenue for approximately 200m from Constant Spring Road to the western boundary of no. 7 Dunrobin Avenue.

Benefits of the project include:

- On completion there should be a significant improvement in traffic flow approaching and through the intersection along with a corresponding reduction in peak periods.
- Landscaping on completion of the improvements should enhance the beauty of the corridor and have a positive environmental impact on the area.
- Lower overall project costs are being achieved by carrying out most of the activities in-house, thus realizing savings to the taxpayers.
- The utilization of NWA resources, both labour and equipment, in

Traffic Management

addition to providing some amount of local labour on the ground.

The civil works have been completed at a cost of \$1.4M. Additional civil works will be required before the project can be completed. This will delay the commencement of the road works on the project.

Constant Spring Road at Shortwood Road Intersection.

This involves the creation of an additional right turn lane from Shortwood on to Constant Spring and left turn filter from Constant Spring on to Shortwood. The estimated cost of the project is \$3.116M and work is expected to begin in the first quarter of the fiscal year.

FUTURE PROJECTS

TARGETED AREAS	SCOPE OF WORKS
Cross Roads	Dualization of Caledonia Avenue. Conversion of Old Hope Road to one way traffic flow.
Barbican Road	Widening of roadway from Arcadia Drive to Jacks Hill Road.
Waterloo Road	Widening of roadway from Old Church Road to East Kings House Road and construction of bridge over ford.
Manor Park Road	Construction of an alternative route from Constant Spring Market over the gully to Grosvenor Terrace.