



Annual Report 06-07

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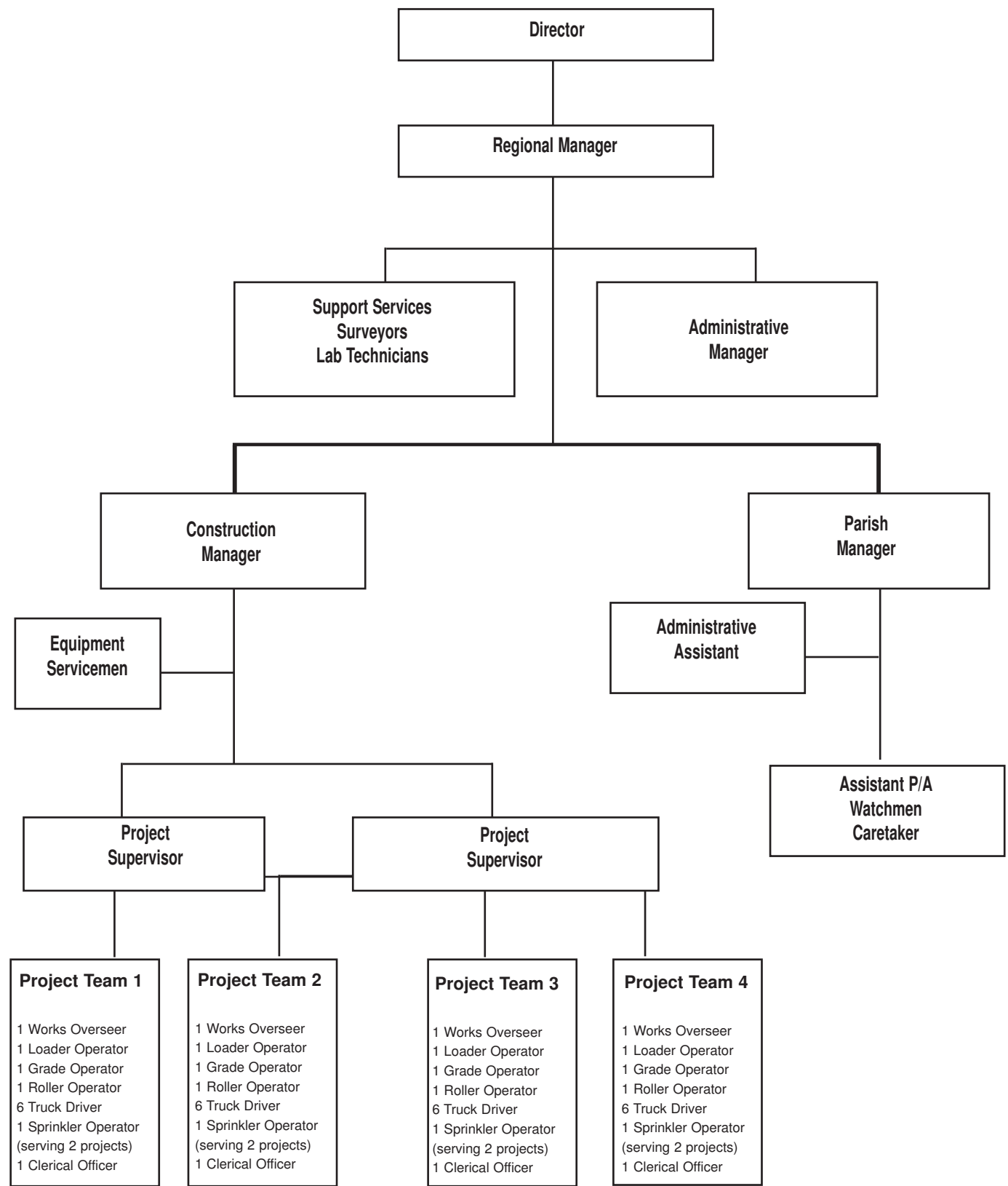
The hardworking men and women of the National Works Agency have demonstrated true commitment and dedication to delivering quality infrastructural systems to the people of Jamaica. They should all feel proud of the part they continue to play in this particular aspect of nation building.

Notes

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ORGANIZATIONAL CHART

Typical Regional Structure



Perspective

Hon. Richard Azan

**Minister of State,
Ministry of Housing, Transport, Water,
and Works**

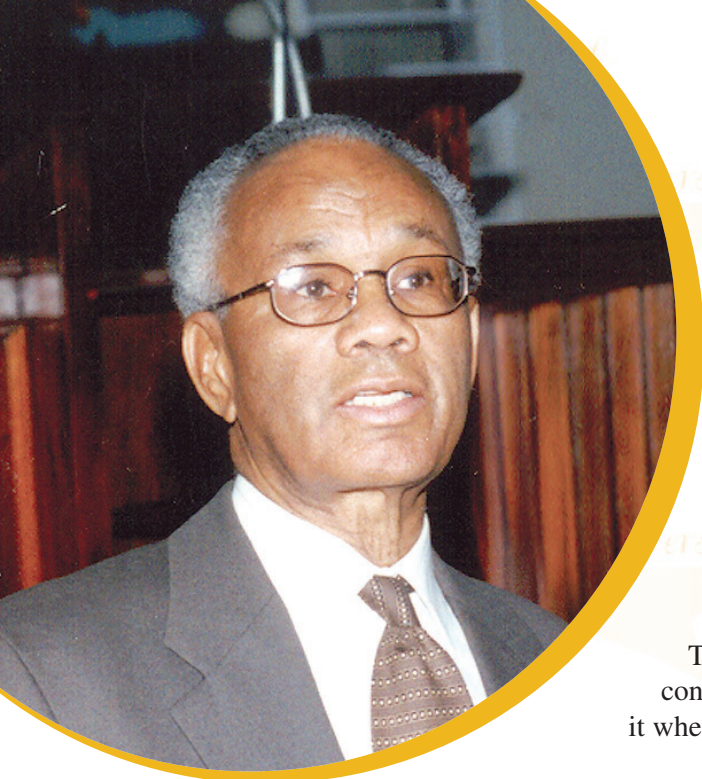
The National Works Agency once again proved its worth as an organisation with responsibility for Jamaica's main road network. Through several programmes, including the Special Flood Damage, the National Road Services Programme (NARSIP) and the R.A. Murray Bridge Programme, the agency has delivered. Throughout the year, many rivers were trained, in the process of protecting the lives and property of ordinary Jamaican citizens. The Agency, through its creative and diligent employees, was able to bring much relief to communities which, for many years, were afflicted with bad roads. Be it through the patching programme or the rehabilitation programme, a major difference was made.

It is well known that the life of a roadway is heavily dependent on the quality of drainage systems which exists. Through NARSIP, the agency has been able to start the process of dedicated routine maintenance throughout the island. While the programme focused on the five pilot parishes of Portland, St. Thomas, Manchester, St. Catherine and Westmoreland, the lessons learnt from these parishes will be invaluable to the effort throughout the remainder of the Island.

The Agency, over the last fiscal year, was able to complete and open 75 per cent of the highway from Ocho Rios to Montego Bay, with the opening of the stretch of roadway from Ocho Rios, in St. Ann to Falmouth, in Trelawny. This was a major achievement that will see the opening up of developmental opportunities along this important corridor. While we bask in this accomplishment, we recognise that there is still more to be done. There is, for example that section of the road from Falmouth to Montego Bay to be completed, as well as the 96-kilometre stretch from Ocho Rios to Port Antonio. These will be accomplished and will bring significant benefits to the people who live, commute or do business in these areas.

Significant progress was also made on improving the Island's bridge network. Through the Mabey and Johnson and the R.A. Murray bridge programmes, over 20 bridges were identified for attention. Several, including those at Boswell Heights, St. Andrew and Janga Gully, Portland have been completed.

The National Works Agency truly exemplifies what it means to be quality driven, with a quality team focused by its mandate to develop safe, reliable and quality roads.



Perspective

Dr. Carlton E. Davis
Cabinet Secretary

The National Works Agency has, by and large, continued to meet the high expectations we had of it when it was created as an Executive Agency.

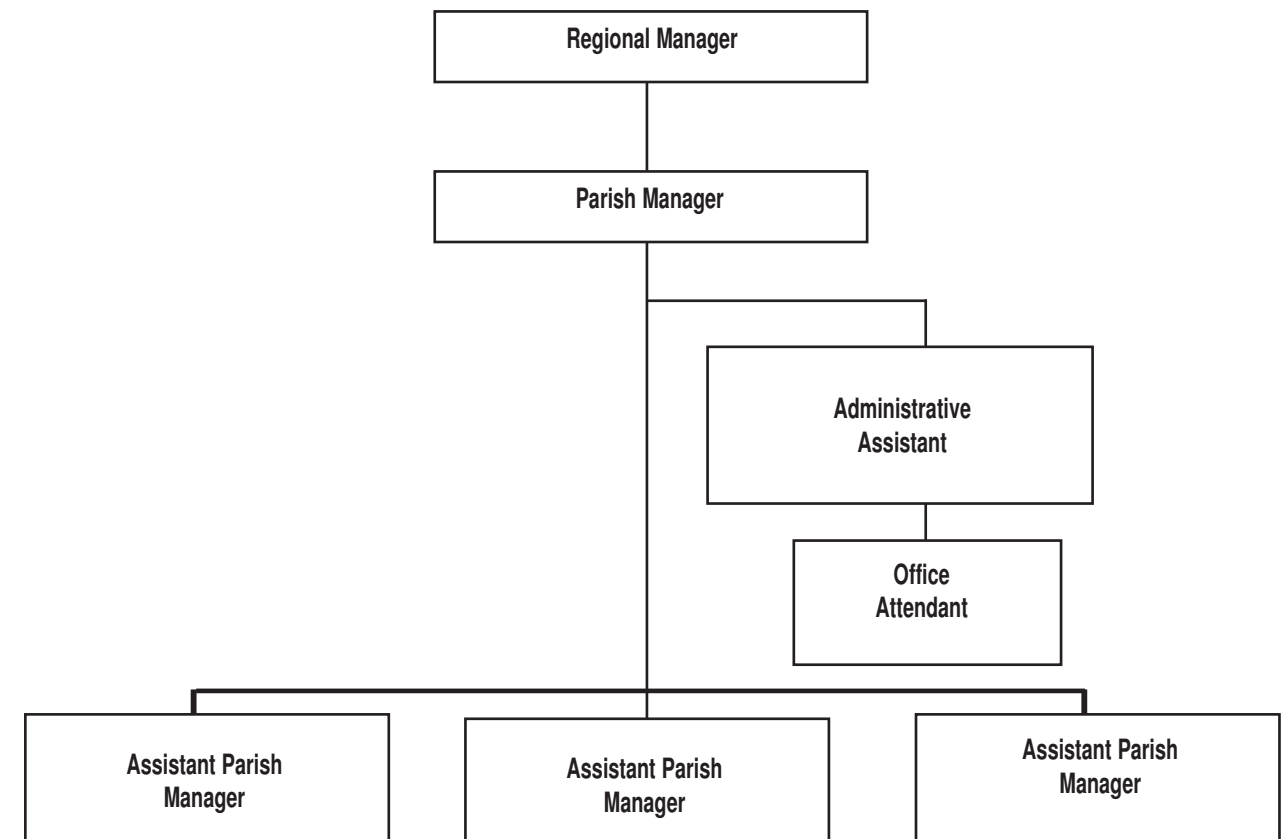
The Agency does not have an easy job, as our roads, bridges, drains and retaining walls are frequently in need of attention as a result of, among other things: (a) the accumulated backlog due to financial constraints; (b) man-made disasters, such as that which obtains from careless and dangerous driving and the wilful dumping of all manner of things in the drainage systems; and (c) natural disasters such as hurricanes and torrential rains.

Notwithstanding, it has been doing its best to cope.

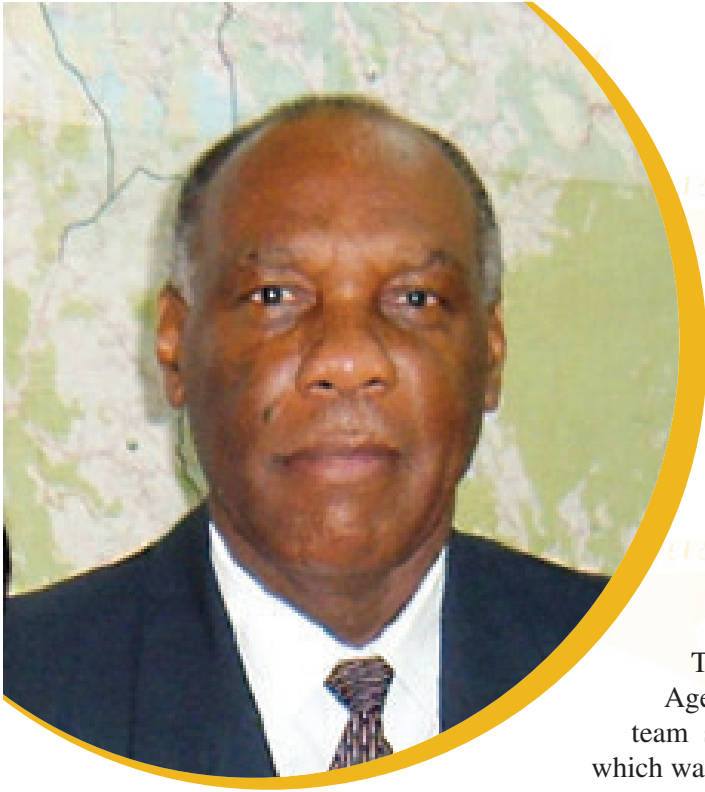
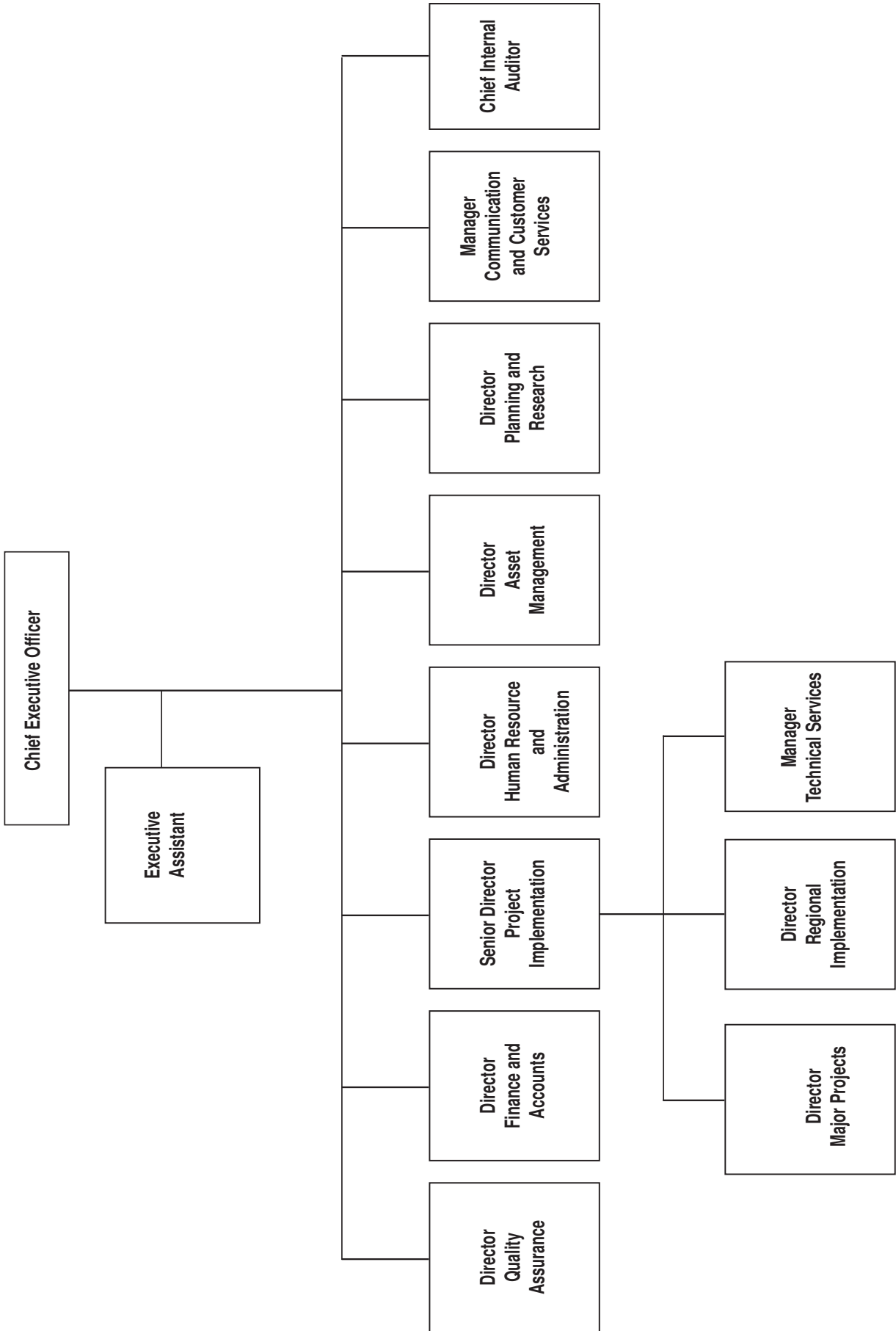
I wish the Management and Staff every success, as they continue in their work to improve the Country's infrastructure.

ORGANIZATIONAL CHART

Typical Parish Structure



ORGANIZATIONAL CHART



Perspective

Mr. Milton Hodelin

**Chief Executive Officer
National Works Agency**

The year was truly a milestone in the life of the Agency. I was overwhelmed by the support and team spirit of members of staff during the year, which was also the year that the NWA celebrated its 5th anniversary. The team spirit and energy exhibited by members, made it that much easier to lead and overcome the various challenges we encountered and, in the process, convinced me fully that our people are our best resource. Having declared from early in the year that it would be the "Year of the Staff," I was delighted at the level of collaboration among members of staff at all levels. I could not have wished for a more excellent cadre of persons to share my first year with. The year was truly fulfilling.

The NWA's team had many accomplishments during the year, for which it should be proud. The completion of the Ocho Rios to Falmouth section of Segment Two of the Northern Coastal Highway Improvement Project, I think, went a far way in restoring confidence and respect for the Agency. I had given a commitment to Cabinet to have this section completed by November 2006. This was achieved. This is extremely gratifying, and was a manifestation of my pro-active approach to management and leadership. I was able to personally guide this project with many weekend visits, in the process achieving the stated objectives, which were:

- To improve the existing north coast roads to international standard, thereby enhancing investment in and consolidation of the Tourist Industry.
- To reduce journey times and costs to all road users traveling between the major towns along the North Coast.

These have been met, through features such as the Falmouth, Rio Bueno and Duncans Bypasses and the provision of climbing lanes in Rio Bueno, Harmony Cove; Coral Spring and at Burwood, all in Trelawny.

Yet another significant achievement during the year was the re-introduction of the Force Account method of facilitating works for both roads and bridges. The construction unit in each region was hence re-established. This has not only resulted in significant savings, but also contributed heavily to the training and development of team members in those units. I am also pleased at the capacity building that we have started in respect of the construction of bridges. Through our efforts, the bridge at Boswell Heights, St. Andrew was, for example, completed at

significantly less than the cost we were quoted when it was sent to tender. Bridges were also completed at Serge Island, St. Thomas; Agole, St. Catherine; and Janga Gully, Portland. We are in the process of completing structures at Salt Gully, Clarendon, as well as Wakefield and Springvale in St. Catherine.

Significant progress was also made with improvement of some critical corridors in the corporate area. These include:

- The widening and signalization of East Kings House Road;
- Improvement of South Camp Road;
- The widening and signalization of the intersection of Barbican Road and Russell Heights;
- Repaving of Wellington Drive and South Avenue; and
- Repaving of Knightsdale Drive.

The Agency carried out another aspect of its core business to good effect during the period. Through the Routine Maintenance Programme, 127,752 square meters of roadway was patched with the aid of the Spray Patching Units. Another 279,936 square meters was done, using Asphaltic Concrete. Additionally, 164,831 square meters of roadway was rehabilitated with the aid of Micro-surfacing.

The National Road Service and Improvement Programme also got underway during the period. Through this programme valued at \$1.004-Billion, roads in five parishes are being targeted for ongoing maintenance over a three year period. The parishes of Westmoreland, Manchester, St. Catherine, St. Thomas and Portland are those benefiting under the programme.

The Agency placed special emphasis on the collection of fees, and this really paid off. We collected the highest percentage of fees during the financial year, surpassing all the previous years of operation. These fees were channeled primarily towards staff welfare, personal development and improvement of the work environment.

This leads me to our Training and Development Programme, the scope of which was widened in 2006 to include non professional staff. Team members from various groups including mechanics and ancillary staff benefited. This was augmented by a programme of recognition of members from groups such as Drivers/Operators, Ancillary Staff and Administrative Staff, during special functions held for them. This was a first for the Agency and the feedback was quite positive. This will be continued over the next fiscal year, to include groups from the different functional areas, for example, Administrative Assistants, Technical Staff, and Mechanics to further enhance the gains that were made.

Looking towards the next financial year, the Agency will be seeking to continue the work already started on implementing Phase Two of the Kuwait Fund Rehabilitation Project. Under this phase of work, the Agency will be rehabilitating the following roadways:

- Browns Town to Alexandria, St. Ann;
- Aqualta Vale to Broadgate, St. Mary;
- Broadgate to Toms River, St. Mary;
- Ferris to Mackfield, Westmoreland;
- Sour Sop Turn to Danks, Clarendon;
- Danks to Mears Bridge, Clarendon;
- Stettin to Highgate Hall, Trelawny; and
- Williamsfield to Greenvale, Manchester.

Additionally, plans are being made to continue the project dealing with the widening of Washington Boulevard in St. Andrew.

DIRECTORS COMPENSATION

Position of Director	Fees (\$)	Motor Vehicle Upkeep/Travelling or Value of Assignment of Motor Vehicle (\$)	Honoraria (\$)	All Other Compensation including Non-Cash Benefits as applicable (\$)	Total (\$)
Advisory Board Chairman - Mr. Easton Douglas	136,500.00	N/A	N/A	N/A	136,500.00
Board Members (10)	N/A	N/A	N/A	N/A	N/A
Mr. Milton Weise	62,500.00	N/A	N/A	N/A	62,500.00
Mr. Donald Mullings	77,000.00	N/A	N/A	N/A	77,000.00
Mr. Richard Powell	24,000.00	N/A	N/A	N/A	24,000.00
Mrs.Myrna Robertson	12,000.00	N/A	N/A	N/A	12,000.00
Mr.Norman Grant	38,500.00	N/A	N/A	N/A	38,500.00
Mrs.Valerie Marshall - Lodge	35,000.00	N/A	N/A	N/A	35,000.00
Ms .Isiaa Madden	30,000.00	9,095.00	N/A	N/A	39,095.00
Dr. Parris Lyew- Ayee	71,000.00	N/A	N/A	N/A	71,000.00
Mr.Rupert Johnson	68,500.00	N/A	N/A	N/A	68,500.00
Dr. Alwin Hales or MTW Representative	71,000.00	N/A	N/A	N/A	71,000.00
Grand Total					635,095.00

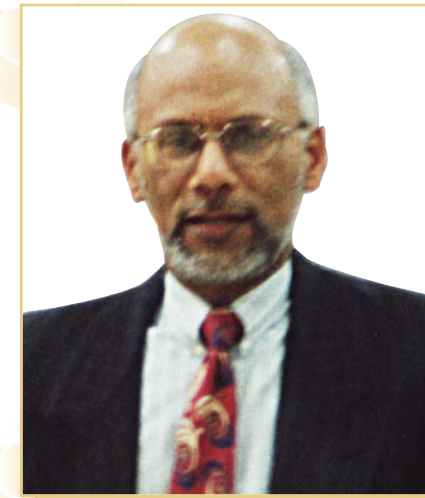
SENIOR EXECUTIVES COMPENSATION

Position of Senior Executive	Year	Salary (\$)	Gratuity or Performance Incentive (\$)	Travelling Allowance or Value of Assignment of Motor Vehicle* (\$)	Pension or Other Retirement Benefits (\$)	Other Allowances (\$)	Non-Cash Benefits (\$)	Total (\$)
Chief Executive Officer	2006/07	5,024,579	N/A	5,000,000*	N/A	N/A	N/A	\$10,024,579
Senior Director - Project Implementation	2006/07	4,746,000	N/A	3,860,000*	N/A	N/A	N/A	\$8,606,000
Director - Finance & Accounts	2006/07	3,314,588	N/A	477,708	N/A	N/A	N/A	3,792,296.00
Director - Human Resource Management & Administration	2006/07	3,314,588	N/A	477,708	N/A	N/A	N/A	3,792,296.00
Director - Asset Management	2006/07	2,916,837	N/A	477,708	N/A	N/A	N/A	3,394,545
Director - Planning & Research	2006/07	2,651,670	N/A	477,708	N/A	N/A	N/A	3,129,378
Director - Major Projects	2006/07	2,651,670	N/A	477,708	N/A	N/A	N/A	3,129,378
Director - Quality Assurance	2006/07	3,314,588	N/A	477,708	N/A	N/A	N/A	3,792,296
Director - Regional Implementation	2006/07	2,651,670	N/A	477,708.00	N/A	N/A	N/A	3,129,378
Manager - Technical Services	2006/07	2,784,254	N/A	477,708.00	N/A	N/A	N/A	3,261,962
Manager - Communication & Customer Services	2006/07	2,259,354	N/A	477,708.00	N/A	N/A	N/A	2,707,062
Chief Internal Auditor	2006/07	1,956,150	N/A	477,708.00	N/A	N/A	N/A	2,433,858

THE NATIONAL WORKS AGENCY'S *Senior Management Team*



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

THE NATIONAL WORKS AGENCY'S

Senior Management Team



JOHN WRIGHT
Director - Major Projects



PATRICK ROSE
Director - Planning and Research



RICHARD McHARGH
Director - Regional Implementation



ROGER SMITH
Manager - Technical Services



WAINSWORTH ANDERSON
Director - Asset Management



ORLENE ROWE
Director (Acting) - Quality Assurance

FINANCIAL STATEMENTS AND SALARY SCALES

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)
48	1.00 - 1.25
18	1.26 - 1.50
4	1.51 - 1.75
13	1.76 - 2.00
13	2.01 - 2.25
1	2.26 - 2.50
3	2.51 - 2.75
2	2.76 - 3.00
Nil	3.01 - 3.25
5	3.26 - 3.50
Nil	3.51 - 3.75
Nil	3.76 - 4.00
Nil	4.01 - 4.25
Nil	4.26 - 4.50
1	4.51 - 4.75
Nil	4.76 - 5.00
1	5.01 - 5.25

Total – 109 Employees

Note 9b -Key Management Compensation:

	2007 \$'000	2006 \$'000
Basic Salaries and Travelling	34,392	27,820
Gratuity	3,742	3,042
Other short term benefits	-	-
	<u>38,134</u>	<u>30,862</u>

Note 10 - Employee Benefits IFRS 19

The FIEA dictates that vacation leave due but not taken be recognized as a liability in accordance with IFRS 19. Calculation is made on the basis of the employee's salary at the date at which the leave becomes due. No provision was made in this financial year.

FINANCIAL STATEMENTS AND SALARY SCALES

Note 7- GOJ Equity

The initial capital investment from Government of Jamaica is represented by the value of the fixed assets transferred from the Ministry of Transport and Works and are deemed to be the Capital assets retained by the Agency at April 1, 2001. This has now been converted to equity.

Note 8- Donated Assets Reserve

This represents the amortization of the donated asset reserve. The treatment is in line with the FIEA, generally accepted accounting practice. The effect of this is a non- cash adjustment.

The movement is as follows:

	\$'000
Donated Asset Reserve	56,969
Amortization	(9,171)
Balance on Donated Assets Reserve	<u>47,798</u>

Note 9- Income and Expenditure Account –Staff Costs

Staff Cost increased by \$89.7 million or 19% 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 increased salaries and allowances to be paid to staff, effective April 2006. In addition to the normal incremental payment on salaries, the overall increase also includes the cost for the revisions of rates paid for traveling allowances which was effective for April 2006 as approved by the Ministry of Finance and Planning Circulars 36, 37 & 38.

2006 - 2007 Performance Indicators & Targets

Strategic Objective	Performance Targets	Weighting %	% Achieved	Audit Comment
Safety	Response team mobilized immediately after passage of storm/event and road reopened within 7 days of dispatch	3	Not scored	No events occurred during the 2006/2007 financial year that gave rise to blockages of the arterial roads.
	Preliminary budget assessment for clearing and reopening of roads available within 21 days after passage of Event.	2	Not scored	Refer to comment above.
	Restoration works commenced within 8 weeks of approval of funding and completed within specified timelines.	1	Not scored	Refer to comment above.
	Cabinet Report/Submission proposal sent to Ministry within 30 days after Event including clearing and rehabilitation of roads	1	Not scored	Refer to comment above.
	Action plan for 2 priority "black spot" location submitted for funding approval December 2006	3	0	Target was not achieved. No report was submitted to the Ministry for funding approval.
Reliability/ Availability of the Network	Reliability/Availability of the Network Survey completed for an additional 1000 Kms (remaining network) and baseline data available within the RMMS by March 2007	5	5	Target achieved
	Monitoring of NRSIP contracts awarded for the following 5 parishes: St. Catherine (305 kms); Westmoreland (339 kms); St.Thomas (363 kms); Portland (295 kms); Manchester (420 kms)	6	6	Target achieved
	Monitor Interim Maintenance contracts for remaining 9 parishes	5	5	Target achieved
	339,890 sq. m of patching completed (Spray Patching,, Micro Surfacing and Hot Mix)	3	3	Target achieved
	Inspection report for 30 bridges submitted to Ministry	5	4	Target partially achieved; inspections were done but reports were not submitted to the Ministry
	Routine repairs/maintenance completed on 2 bridges	3	3	Target achieved.
	Installation of weight in motion technology at one agreed site and decision on locations of additional weight scales completed by end of year (under NRSIP)	3	0	Target was not achieved; installation was not done by the end of the year.
	Segment 2 - Outstanding contract final accounts and payments completed by year end	1	Not scored	Target achievement was not possible. Construction completion date for the project was extended to March 31, 2007.
Reduction of Congestion	Segment 3 - Work commencing in accordance with work plan	1	1	Target achieved.
	Completion of RMF funded CARIP works: South Camp Rd, Mona/Old Hope Rd/Mines & Geology, Mt. Rosser-widening of corners, Rio Bueno Bypass	5	4	Target partially achieved. South Camp Rd - completed, Rio Bueno Bypass - completed. Mona/Old Hope Rd/ Mines & Geology - incomplete but substantial work completed by March 2007. Mt. Rosser widening of corners - Two of five wall projects taken over on 5/3/2007, other three taken over on 14/5/2007. Substantial work had been done on these three projects by March 2007.
Flood Mitigation	Execution of mitigation programme as per work schedule	5	5	Target achieved.
Hurricane Dennis/Emily Rehabilitation	Complete construction of areas damaged to restore access in those areas which still have no access in keeping with budget approval	6	5.5	Target assessed at 91% completion at March 2007.
	Complete construction of critical walls and other works in keeping with program and approved budget.	2	2	Target achieved.

2006 - 2007 Performance Indicators & Targets

Strategic Objective	PerformanceTargets	Weighting %	% Achieved	Audit Comment
Efficiency	Strategies to reduce cost and time overruns on projects implemented as part of the usual work practice	1.5	1.5	Target achieved.
	Enhanced quality assurance processes implemented and being used	1.5	1.5	Target achieved.
	Revised /Standardized Manuals adopted	1	1	Target achieved.
	Continuation of the NRSIP Institutional Strengthening consultancy on agreed items	1	1	Target achieved.
Development and Growth	Management Procedures for excavations (road cuts) by utility companies and encroachments by private interests implemented	5	5	Target achieved.
Environment	Semi annual monitoring reports covering: Segment 2, Segment 3 and NRSIP contracts submitted to the Ministry	5	5	Target achieved.
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.
	Make payments on outstanding certificates to contractors	5	Not scored	This target was applicable to unusual build up of payment arrears to contractors. There were no such significant arrears to contractors in 2006/2007.
Development of a cadre of high quality people	Training delivered in accordance with funding available	4	4	Target achieved.
	Increased employee empowerment	2	2	Target achieved.
	Align corporate and individual goals within the Performance Management System	3	0	Target not achieved. This strategy was not pursued in 2006/2007.
	Improve internal communications	2	2	Target achieved.
	Annual Report for previous year (2005/2006) submitted to Ministry by the end of September 2006	4	Not Scored	The Agency's financial statement was submitted to the Auditor General for audit prior to its inclusion in the Annual Report. The Report could not be finalized by September 2006 as the audit was not concluded in time to meet the deadline.
TOTALS		100	71.5	
Score achieved				
		%		
Weighting %:		100		
Less targets not scored:		17		
Adjusted weighting		83		
Achievement		71.5		
Adjusted achievement		$\frac{71.5}{83} \times 100 = 86$		

FINANCIAL STATEMENTS AND SALARY SCALES

Note 5- Other Current Assets - Client Deposit

At the end of financial year 2006/2007 the Agency had short-term deposits totaling \$765.815 Million. This amount includes the amount of \$131Million that was invested in the Executive Agency Fund (*explained at note 2 above*). Therefore, \$634.815 represents the net amount being held on behalf of National Works Agency's Clients.

Note 6 - Creditors

	<u>2007</u> \$'000	<u>2006</u> \$'000
Accounts Payable	531,412	493,047
Client Deposit Liability	765,816	446,486
NWA Contracts Liability	102,657	152,785
Accountant General Loan	31,000	31,000
Other Current Liabilities	<u>34,373</u>	<u>30,888</u>
	<u>1,465,258</u>	<u>1,154,206</u>

Accounts payable includes an amount of approximately \$377 Million which represents 50% of Gross Revenue earned but remains uncollected to be paid to the Accountant General Miscellaneous Revenue Account.

The liability account created because of deposits being held for clients, amounts to \$765.816 Million. Additionally, the Agency ended the year with outstanding Accounts Payable on contracts entered into on behalf of its clients of approximately \$102.657 Million.

FINANCIAL STATEMENTS AND SALARY SCALES

Accounts Receivable is stated after a provision for doubtful debt of \$Nil for this period.

The major portion of the Receivables approximately \$700.5 Million 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 \$102.705 Million 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 \$24,431.62 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 \$3.194Million. This sum also includes the balance resulting from interest-free loans which were raised from the sale of assigned motor vehicles to staff in 2004/2005.

The amount of \$23.5 Million advanced to Northern Jamaica Development Project in Financial Year 2003/2004 from funds payable to the Accountant General remained outstanding for this financial year.

CORPORATE GOVERNANCE

The National Works Agency (NWA) is committed to effective corporate governance which is underpinned by principles of openness, integrity and accountability and which enhances goodwill among stakeholders which are considered to be customers, both internal and external; clients and other publics. In this regard, the Agency continuously strives for excellence and thereby seeks to maintain: quality service and products; value for money; fiscal prudence; flexibility; creativity; innovation; timeliness; transparency; and open communication.

The NWA believes that corporate governance is vital to supporting its advance towards excellence in business and internal operations. The Agency is therefore committed to maintaining and managing a system of internal control, established within the framework of the Executive Agency's Act of 2002. This system is executed by the Agency's Management Body and designed to provide reasonable assurance regarding the achievement of objectives, relating to: effectiveness and efficiency of operations; reliability of financial reporting; and compliance with applicable laws and regulations. The following are the media through which the Agency's system of governance is effected, and which were actively employed during the fiscal year 2006/2007:-

The Advisory Board

The Advisory Board of the National Works Agency represents the interest of the Government of Jamaica (GOJ) to promote and maintain prudent, effective and efficient planning, management and accountability of the Agency's business operations, in accordance with the Executive Agency's Act of 2002 and the Terms of Reference established by the Ministry of Transport and Works. The Board is comprised of ten (10) members who provide advice to the Chief Executive Officer (C.E.O.) in the strategic and business planning responsibilities of the Agency.

During the Fiscal Year 2006/2007, meetings were held once per month, in keeping with the Ministry's Terms of Reference which stipulates that such meetings be held on a monthly basis.

Key Performance Indicator (KPI) System

The KPI system is used to measure the annual performance of the Agency against targets agreed upon with the Ministry of Transport and Works. Performance below an eighty-five per cent (85%) ranking is considered to be an unsatisfactory level, and against which the Agency's ability to make certain monetary negotiations may be seriously hampered. The Key Performance Indicators given to the Agency each year are apportioned as targets among each directorate and within that, each department and each individual, so that at every level of the Agency, performance may be monitored and measured for consistency with Agency's and Ministry's objectives. Ministry rewards are not accorded to the NWA for performance levels below 85%. Additionally, Individuals' good performance is generally rewarded in order to encourage sustained high performance. A ranking of 80% -100% is used to reward individuals' high-level performance.

Procurement Committee

This is an internal committee, consisting of the NWA's Senior Management Body and set up to monitor and assess applications for award of contracts, in that, the Committee must:-

- (a) Ensure compliance with relevant policies, guidelines and procedures;
- (b) Conduct objective evaluation processes regarding quotations, tenders and request for proposals;
- (c) Facilitate response to contractor enquires;
- (d) Maintain proper record of the committee meetings, including records of the procurement;
- (e) Ensure compliance with reporting obligations; and
- (f) Report to the Chief Executive Officer, recommending the acceptance, or not, of one or more quotations, tenders or requests for proposals received.

CORPORATE GOVERNANCE

Directors' Standing Meetings

Directors' Meetings represent an established medium by which the Agency, through its Chief Executive Officer, manages directs and controls the operations of the Agency's directorates and departments. The progress and challenges of each department and of each directorate as a whole are brought to the attention of the C.E.O, through this forum. These meetings also facilitate open discussions on new ideas/innovations, plans, policies, procedures and activities. In this forum, directions are also passed from the C.E.O. to the Senior Management Body.

Over the fiscal year 2006/2007, these meetings were held twice per month. Standing Members of the Agency's Directors' Meetings over the period consisted of:

- The Chief Executive Officer;
- Director and Senior Director, Project Implementation;
- Director of Planning and Research;
- Director of Quality Assurance;
- Chief Internal Auditor;
- Manager of Technical Services;
- Director of Finance and Accounts;
- Director of Asset Management;
- Manager of Communication and Customer Services; and
- Director of Human Resource Management and Administration.

Project Managers' Standing Meeting

Over the period, the Deputy Chief Executive Officer (Senior Director, Project Implementation) met with all project managers once in every month. This provided another medium through which the Agency's activities relating to various projects being undertaken were managed and controlled. The progress of each project (physical and financial) would be reported to the Deputy C.E.O., and this would then be brought to the attention of the C.E.O., for review and guidance.

Parish and Regional Managers' Meetings

During the year in review, this meeting was held once per month with the C.E.O. and all Regional and Parish Managers. Through this forum the C.E.O. was able to keep abreast of the activities, progress and challenges within each parish and within each of the Agency's four (4) administrative regions as a whole. This provided a medium through which the C.E.O. was able to monitor and direct more intensively, the activities within every parish.

Open Communication

The NWA ratified the Access To Information Act in June 2002. This Act governs the manner in which the Agency disseminates information to the it's various customers/publics. Over the fiscal year 2006/2007, the Agency continued to be transparent and frank in communicating with its various publics.

FINANCIAL STATEMENTS AND SALARY SCALES

Note 2- Executive Agency Investment Fund (EAIF)

Section 4.6.1 of the FIEA allows Executive Agencies to invest cash which is surplus to their day to day requirements in an EAIF operated by the Accountant General

An amount of \$131Million was invested into the Executive Agency Investment Fund from the General Deposit Account held for Clients. Interest of \$12.141Million was realized from this investment for this financial year.

Note 3 - Current Assets - Bank Balances

	<u>2006</u> \$'000	<u>2007</u> \$'000
Operational Bank Account	32,343	20,737
Appropriations – in –Aid Bank Account	102,705	142,168
Equipment Bank Account	<u>6,949</u>	<u>10,803</u>
Total	<u>141,997</u>	<u>173,708</u>

Note 4 - Current Assets - Trade & Other Receivables

	<u>2007</u> \$'000	<u>2006</u> \$'000
Accounts Receivable	753,718	569,256
Contracts Receivable	102,657	152,785
Salary Advance	24	120
Staff Loan	3,194	5,271
Northern Jamaica Dev Project	23,648	23,648
Prepayment and other current assets	<u>2,400</u>	<u>4,141</u>
Total	<u>885,641</u>	<u>755,221</u>

FINANCIAL STATEMENTS AND SALARY SCALES

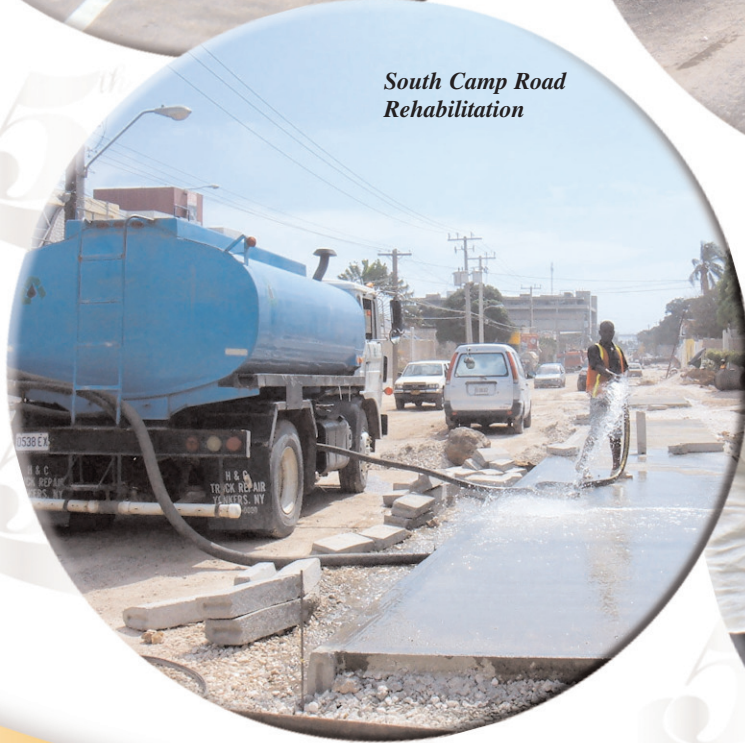
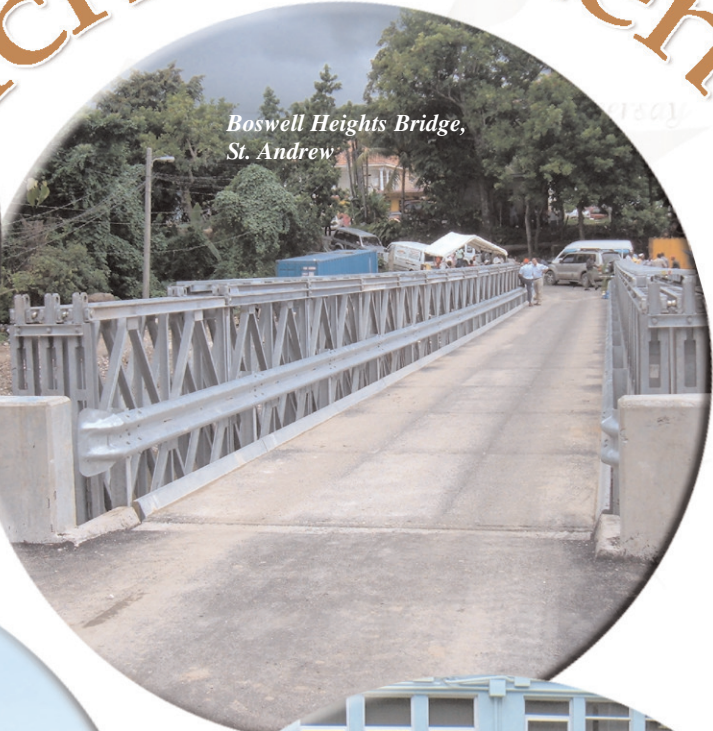
Notes to the Financial Statements
Financial Year ended March 2007

Note 1-Fixed Assets

Fixed asset Schedule as at March 31, 2007:
(In thousands of dollars)

	Plant, Machinery & Equipment	Computers & Office Equipment	Furniture, Fixtures & Fittings	Motor Vehicles	Specialist Assets	TOTAL
Initial Cost/ Balance as at 01/04/2006	179,720	50,928	16,342	32,682	29,043	308,715
Acquisitions: Purchased/	86	2,274	1,632	4,505		8,497
Donated	-	814		5,630	747	7,191
Disposals	(5,604)	(141)	(3)	(2,008)		(7,756)
BALANCE	174,202	53,875	17,971	40,809	29,790	316,647
Depreciation: Balance as at 01/04/2006	105,925	34,958	8,145	27,064	6,920	183,012
Prov. Written Off Expense	(4,202)	(19)	(2)	(1,588)	-	(5,811)
	15,254	9,376	2,245	4,211	1,800	32,886
Balance as at 31/03/2007	116,977	44,315	10,388	29,687	8,720	210,087
NET BOOK VALUE	57,225	9,560	7,583	11,122	21,070	106,560

Achievements

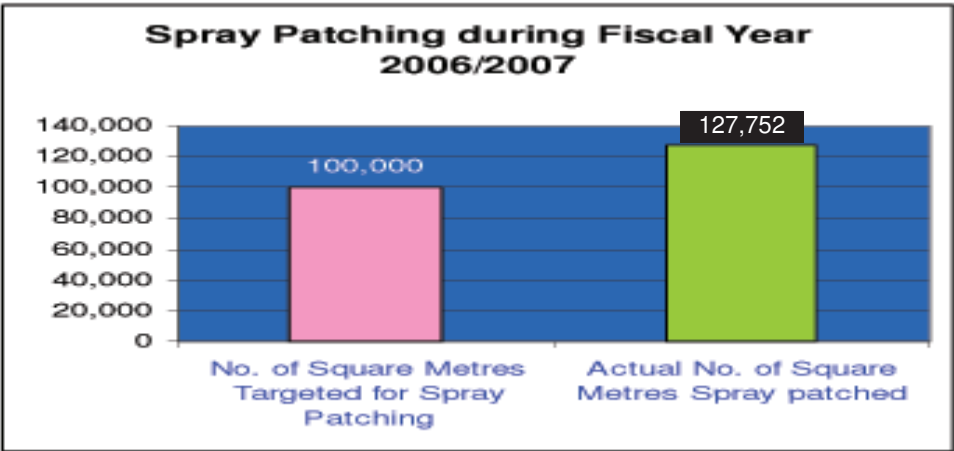


REGIONAL IMPLEMENTATION

Guided by its mission to plan, build and maintain a safe, reliable and efficient main road network and flood control system, the National Works Agency (NWA), through its Regional Implementation Directorate, engaged a number of road management programmes over the past Fiscal Year (FY) 2006/2007, geared towards the reduction of poor road conditions across the island. These programmes included the continuation of the Agency's Spray and Hot Mix Patching and Micro Surfacing programmes, as well as major projects such as the Flood Damage Mitigation (Drain), Flood Damage (Emergency) Rehabilitation and the Special Flood Damage (Additional Allocation) programmes; the Farm Road Programme; the Main Road Bushing and Drain Cleaning Programme; and the Inter-American Development Bank (IADB)/Government of Jamaica (GOJ) funded National Road Services Improvement Programme (NARSIP).

Spray Patching Programme

Under the Spray Patching Programme, the Agency exceeded the 100,000m² of roads which were targeted to be patched, repairing a total of 127,752m² of roads, island-wide, a 127.75% increase over the target.



Hot Mix Patching Programme

A number of patching projects were executed under this programme. These included projects funded by the Road Maintenance Fund (RMF), under which 114,890m² of roads were targeted and a total of 138,793m² of roads patched island-wide, 121% over the target for the fiscal year.

Other unplanned patching projects were also undertaken under the Hot Mix Patching Programme, among which were the Hot Mix Scoured Surface, the Flood Damage as well as the Special Flood Damage on Main & Parish Council (PC) Roads projects. Forty per cent (40%) of the patching done under these unplanned projects was on parochial roads. This took the total number of roads patched via hot mix during the fiscal year 2006/2007 to 279,936.8m², accounting for an overall success of 244% of target, under the Hot Mix Patching Programme.

Micro-surfacing Programme

Under this programme, the NWA targeted 50,000m² of roads for repairs via micro-surfacing, a process by which a poly-meric additive is used to reseal wearing courses thereby restoring surface elements of pavements and extending pavement-life. The Agency's activities in this area produced success which more than trippled the target for the year. A total of 164,831m² of roads was repaired under the Micro-surfacing Programme, over the fiscal year.

MAIN ROAD BUSHING AND DRAIN CLEANING PROGRAMME (RMF)

A total of J\$40-million from the RMF was used to undertake main road bushing and drain cleaning exercises at over two hundred (200) locations across the island. The Agency realized a 100% success of target.

FINANCIAL STATEMENTS AND SALARY SCALES

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.

d) 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. Depreciation charges commence in the month of acquisition and ceases in the month prior to disposal.

e) Capital GOJ Investment

FINANCIAL STATEMENTS AND SALARY SCALES

Significant Accounting Policies

a) *Identification*

The National Works Agency (NWA) was created as an Executive Agency under the Ministry of Transport and Works and became functional on April 1, 2001. It took over the functions of the former Public Works Department. The mission of the NWA is to plan, build and maintain a reliable, safe and efficient main road network and flood control system.

b) *Summary of significant accounting policies*

The principal accounting policies applied to the preparation of these financial statements are set out below.

The policies have been consistently applied by the agency for all periods unless otherwise stated.

c) *Basis of preparation*

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 the Government of Jamaica Financial Instructions to Executive Agencies (FIEA).



An earth drain in the process of being cleaned, in St. Thomas



River Training works underway on a section of the Rio Minho on Water Lane, Clarendon.

IADB/GOJ FUNDED NARSIP

The contracts for the three-year routine maintenance of main roads in five (5) pilot parishes, namely: St. Thomas, Portland, St. Catherine, Manchester and Westmoreland, were signed in October 2006 at a value of J\$1.004-billion. Backlog bushing which commenced in November 2006 was completed in December 2006. Backlog drain cleaning exercises which commenced in February 2007 was about 90% complete at the end of the fiscal year. Patching under the contracts, of approximately fifty-eight (58) road sections across the pilot parishes, is slated to commence by June of the next fiscal year (2007/2008).



Prime Minister the Most Hon. Portia Simpson-Miller (centre) signing contracts for the \$1.004-billion NRSIP. Also in the picture are (from left) Members of Parliament in Clarendon, Parnel Charles and Horace Dalley; Minister of Housing Transport, Water and Works (MHTWW), Hon. Robert Pickersgill (partially hidden); Junior Leslie, Alcar Construction; Dr. Alwin Hales, Permanent Secretary MHTWW and Hon. Dr. Fenton Ferguson, State Minister in charge of Water in the MHTWW. Standing from left: Noel Arscott, Hon. Richard Azan, State Minister in charge of Works in the MHTWW; Milton Hodelin, CEO, National Works Agency (NWA); Leo McEwan, Public Relations Officer MHTWW and George Knight, Project Manager NWA.

MAJOR PROJECTS

FLOOD DAMAGE MITIGATION (DRAIN) PROGRAMME

The Agency's efforts under the Flood Damage Mitigation (Drain) Programme amounted to an approximate cost of J\$400-million and included Drain Cleaning, River Training and De-silting projects at one hundred and seventy-five (175) locations across the island. The programme was implemented in two phases (3A and 3B), through Force Accounts, as well as via the engagement of contractors.

Drain Cleaning

Drain cleaning efforts under the Flood Damage Mitigation (Drain) Programme, during the reporting year, were 100% successful. See table for some of the locations:-

Drain	Parish
Troja Drains (North East)	St. Catherine
Big Pond (Bannister)	St. Catherine
Morant Bay - Port Morant	St. Thomas
Cottage Pen	St. Thomas
Grange Hill	Westmoreland
White House and Bethel Town	Westmoreland
Naggo Head - Dawkins Pen	St. Catherine
Coley - Lowe Mountain	St. Thomas



A drain along the Coley to Lowe Mountain road in St. Thomas, during the cleaning exercise.



A fully re-opened drain along the Coley to Lowe Mountain road in St. Thomas.

FINANCIAL STATEMENTS AND SALARY SCALES

NATIONAL WORKS AGENCY

STATEMENT OF CHANGES IN EQUITY

For financial year ended March 31, 2007
(in thousands of dollars)

	Contributed Capital	Donated Asset Reserve	General Reserve	Total
Balance as at April 01, 2005	166,940	69,204	80,966	317,110
Net surplus for the year being recognized income for the year			50,625	50,625
Net Movement on donated Asset Reserve during the year		(12,235)		(12,235)
Balance as at March 31, 2006	166,940	56,969	131,591	355,500
Net surplus/(deficit) for the year being recognized Income for year			109,161	109,161
Net Movement on donated Asset Reserve during the year		(9,171)		(9,171)
Balance as at Mach 31, 2007	166,940	47,798	240,752	455,490

FINANCIAL STATEMENTS AND SALARY SCALES

NATIONAL WORKS AGENCY STATEMENT OF CASH FLOW For year ended March 31,2007 (in thousands of dollars)

	2007	2006
Net Expenditure	(280,161)	(291,456)
Adjustments		
Depreciation	32,887	40,676
Increase (decrease) in provision for bad debt		
(Gains)/ losses on investments	(12,141)	(8,592)
Donated Asset Revenue	(16,362)	(20,905)
Interest paid to GOJ		
Other Amounts paid to GOJ	(229,800)	(156,139)
(Gains)/Lossess on Sale of Fixed Assets		
Foreign Currency gain/(loss)		
Increase(Decrease) in Current Liabilities	311,051	277,015
(Increase)/Decrease in Current Assets	(449,751)	(166,538)
Total Adjustments	(364,116)	(34,483)
Net Cash provided by Operating Activities	(644,277)	(325,939)
Investing Activities		
Capital Expenditure	(8,498)	(4,278)
Proceeds from Sale of Fixed Assets	3,782	2,631
Interest Income	376	432
Payments to EAIF		(131,000)
Interest from EAIF	12,141	8,592
Net Cash Flow from Investing Activities	7,801	(123,623)
Financing Activities		
Loans from GOJ		
Loan Repayments		
Recurrent Financing from Consolidated Fund	604,767	487,278
Net Cash Flow from financing activities	604,767	487,278
Net Increase/(decrease) in Cash and Cash Equ	(31,709)	37,716
Opening Cash Balance	173,706	135,990
Increase/(decrease) in Cash and Cash Equivale	(31,709)	37,716
Closing Balance Cash and Cash Equivalent:	141,997	173,706



A concrete U-drain along the Phillipsfield to Old Pera main road in St. Thomas



A drain along the Morant Bay to Port Marant main road in St. Thomas after the drain cleaning exercise.



A cleaned U-drain along the Naggo Head to Dawkins Pen main road in St. Catherine.

River Training

River Training endeavours, during the fiscal year, under the Flood Mitigation (Drain) Programme, were also highly successful. See table for some of the locations where this was done.

Some Locations where river training was conducted

Location	Parish
Pencar River	St. Mary
Danvers Pen	St. Thomas
Plantain Gardens River / Bamboo River	St. Thomas
Nuts River	St. Thomas
Grantham - Trout Hall	Clarendon
Duhaney River	St. Andrew
Fresh River	St. Andrew/ St. Catherine
Coburn Gully (Nightingale Grove)	St. Catherine
Janga Gully	Portland



Completed River Training work at Worthy Park, St. Catherine



Completed River Training work at the Little Annotto River (Janga Gully), Portland



Coburn Gully (Nightingale Grove), St. Catherine, where River Training work was completed

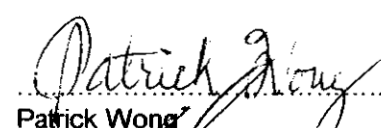
FINANCIAL STATEMENTS AND SALARY SCALES

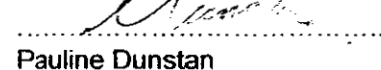
NATIONAL WORKS AGENCY STATEMENT OF FINANCIAL PERFORMANCE FOR THE YEAR ENDED MARCH 31, 2007 (in thousands of dollars)

	Notes	2007	2006
INCOME			
Management Fees		392,736	257,534
Motor Vehicles & Equipment Hireage		37,320	46,612
Technical Services		539	1,093
Other Revenue		32,820	39,539
Total Income		463,415	344,778
EXPENSES			
Staff cost	9	562,176	472,426
Goods and services		80,997	68,423
Premises related expenses		47,414	37,689
Depreciation and amortization expense		32,887	40,676
Other Expenses		19,846	16,844
Interest and Charges		256	176
Total Operating Expenses		743,576	636,234
Operating Surplus/(Deficit) for period		(280,161)	(291,456)
(Loss)/profit on disposal of fixed assets		1,838	1,918
Interest expense		-	-
Interest income		12,517	9,024
GOJ(50%) Gross Revenue collected		(229,800)	(156,139)
Net Surplus/(Deficit) before GOJ Financing		(495,606)	(436,653)
GOJ Financing from Consolidated Fund		604,767	487,278
Retained Surplus/(Deficit) after GOJ Financing		109,161	50,625

FINANCIAL STATEMENTS AND SALARY SCALES

	Notes	2007	2006
ASSETS			
Current Assets			
Cash and Bank	3	141,997	173,706
Trade and other Receivables	4	885,642	755,220
Inventories		-	
Prepayments			
Other current assets	5	634,816	315,486
		<u>1,662,455</u>	<u>1,244,412</u>
Investment in EAIF	2	151,733	139,592
Non-current assets			
Depreciation Provisions		(210,088)	(183,012)
Plant, Machinery and Equipment		174,202	179,720
Computers and Office Equipment		53,875	50,928
Furniture, Fixtures and Fittings		17,972	16,342
Motor Vehicles		40,810	32,682
Specialist Assets		29,789	29,042
Total Fixed Assets	1	<u>106,560</u>	<u>125,702</u>
Total Assets		<u>1,920,748</u>	<u>1,509,706</u>
LIABILITIES			
Current Liabilities			
Creditors	6	699,442	707,720
Client Deposit		765,816	446,486
Employee benefits	10	-	-
		<u>1,465,258</u>	<u>1,154,206</u>
Non-Current Liabilities			
Long-term liabilities		-	-
Long-term provisions		-	-
		<u>-</u>	<u>-</u>
Total Liabilities		<u>1,465,258</u>	<u>1,154,206</u>
NET ASSETS		<u>455,490</u>	<u>355,500</u>
NET ASSETS / EQUITY			
Capital - (GOJ Investment)	7	166,940	166,940
General Reserve		240,752	131,591
Revaluation Reserve		-	-
Donated Assets Reserve	8	47,798	56,969
Total Net Assets / Equity		<u>455,490</u>	<u>355,500</u>

 Chief Executive Officer
Patrick Wong

 Director of Finance & Accounts
Pauline Dunstan

De-silting

De-silting exercises, as well, were undertaken under the Flood Damage Mitigation (Drain) Programme. The locations included:-

Some Locations where De-silting exercise was undertaken

Location	Parish
Hope River (Harbour View)	St. Andrew
Mamee Bay South	St. Ann
Water Lane	Clarendon
Nine and Ten Miles	St. Catherine
Buff Bay River	Portland



Water Lane De-silting works



De-silting work underway in the Buff Bay River, Portland

REHABILITATION OF THE PALISADOES PENINSULA

The Palisadoes Peninsula extends approximately 12 km west of the Harbour View Round-A-Bout to the historical township of Port Royal. Over the years, consistent storm surges which occur as a result of natural disasters, such as flood rains and including those accompanying tropical storms and hurricanes, have led to the massive erosion of the Palisadoes natural dune.

In February 2007, the Cuban Ministry of Science, Technology and Environment (CITMA), upon the invitation of the Ministry of Land and Environment and in collaboration with UNEP, completed a study of the Peninsula. Based on this study, the NWA, identified 5.5km of the Palisadoes Peninsula (along the Airport Road), which it considered to be in need of protection. This was estimated to cost US\$6-million.

However, of the 5.5km area which had been undermined, the Agency regarded 1.5km as being critical, 300 metres of which it considered to be most vulnerable. The rehabilitation of the Palisadoes Peninsula has been divided into three (3) phases:-

- Phase One: is geared towards the protection of the most vulnerable 300 metres, through the construction of a Rock Revetment. This constituted the placement of Boulders along the sea line, in accordance with the Cuban design.
- Phase Two: is aimed at the construction of a Sand Dune, which comprised dredging of 1-million cubic metres of sand and the pumping and placement of this along the 5.5 km of the eroded coastline, in concurrence with the Cuban design.
- 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.).

The Agency intends to commence work on the most vulnerable area within the first quater of the next fiscal year. Protection of the entire 5 km of the Palisadoes Peninsula is expected to be completed as soon as funding arrangements are finalized.



A section of Palisadoes Road that has been identified as most vulnerable

FLOOD DAMAGE (EMERGENCY) REHABILITATION PROGRAMME

During the period under review, the road network, compared to previous years, sustained less than normal damage from rainfall events. Still, rainfall activities over the period demanded expenditure of approximately J\$180-million to re-open blocked roads and drains and executing emergency rehabilitation of some roads. The Agency's response to these flood events was timely. Access to affected roadways was restored in record time.

FINANCIAL STATEMENTS AND SALARY SCALES



AUDITOR GENERAL'S DEPARTMENT
P.O. BOX 455
KINGSTON 10
JAMAICA
Email: audgen5@cwjamaica.com

**Auditor General's Report
To the Chief Executive Officer
of the National Works Agency**

Report on the Financial Statements

I have audited the accompanying Financial Statements of the National Works Agency which comprise the Statement of Financial Position as at March 31, 2007, the Statements of Financial Performance, changes in equity and cash flow for the year then ended and a summary of significant accounting policies and other explanatory notes.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these Financial Statements in accordance with generally accepted accounting standards. This responsibility includes designing, implementing and maintaining internal controls relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

Auditor's Responsibility

My responsibility is to express an opinion on these Financial Statements based on my audit. I conducted my audit in accordance with the auditing standards issued by the International Organization of Supreme Audit Institutions (INTOSAI). Those standards require that I comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the Financial Statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the Financial Statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the Financial Statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the Financial Statements in order to design audit procedures that are appropriate in the circumstances.

An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of the accounting estimates made by management, as well as evaluating the overall presentation of the Financial Statements.


I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Opinion

In my opinion the Financial Statements give a true and fair view of the financial position of the National Works Agency as at March 31, 2007 and of its financial performance, and its cash flows for the year then ended in accordance with generally accepted accounting standards.

Report on Additional Requirements of the Executive Agency's Act

I have obtained all the information and explanations which, to the best of our knowledge and belief, were necessary for the purpose of the audit. In my opinion, proper accounting records have been maintained and the Financial Statements are in agreement therewith and give the information required in the manner so required.


Auditor General
2009/10/08

Novelties including NWA 5th Anniversary Pens and T-Shirts were also significant to the 5th Anniversary celebrations. These were distributed to NWA's Staff and some ministry personnel.



NWA 5th Anniversary black T-SHIRT



NWA 5th Anniversary yellow T-SHIRT



NWA 5th Anniversary blue pen (executive)



NWA 5th Anniversary yellow pen



Landslip being cleared along the roadway from Wire Fence to Warsop in Trelawny



Paving work underway along a road section



Treasure Beach Canal under construction. The drain is expected to significantly mitigate the incidence of flooding in this community

SPECIAL FLOOD DAMAGE (ADDITIONAL ALLOCATION) PROGRAMME

The Island's road network has, over the better half of the present decade, suffered much from flood damage. In an effort to stem the continuing deterioration of the network, the Government of Jamaica, during the fiscal year 2006/2007 allocated an amount of J\$3.5-billion (in addition to the J\$2.25-billion which it allocated in FY/2005/2006), for road repairs, retaining walls, bridges, flood control and disaster mitigation works. Some of the works completed under this programme at the end of the 2006/2007 financial year, included the de-silting of the Rio Cobre in St. Catherine, and bushing and drain cleaning of several sections along the main road network, as well as drain cleaning and patching activities on some Parish Council (PC) roads.

De-Silting of the Rio Cobre (Bog Walk Gorge), St. Catherine

Thirty-nine thousand cubic yards of silt was removed from the Rio Cobre in St. Catherine. This exercise was completed in April 2006 at a cost of J\$16.4-million



*Work in Progress along Port Royal Street, Kingston.
The roadway was rehabilitated at the cost of J\$17.74.*

Bushing & Drain Cleaning along Main Roads /Drain Cleaning & Patching - PC Roads

Allocations under the Special Flood Damage Programme (Additional Allocation) also facilitated bushing and drain cleaning along the main road network, as well as drain cleaning and patching on Parish Council roads, island-wide. This was done at a cost of approximately J\$150-million.



*Patchwork being carried out along the road from Christiana to Silent Hill,
Manchester.*

NWA's 5th Anniversary Activities

Location	Event	Activities
Sunday, April 23, 2007	Church Service held at New Testament Church of God, Mandeville.	Church Service followed by brunch.
Wednesday, April 26, 2007	Health & Wellness Fair	<p>Booths were rented and set up in the Lobby of the NWA's Corporate Office and companies such as Scotia Bank, NCB, Pan Caribbean, and Jamaica National Building Society were present to provide staff with useful tips on financial planning as well as opportunities to open accounts with the particular institutions.</p> <p>Medical institutions such as Blue Cross and Diabetes Association of Jamaica were also present and services such as free blood pressure checks, cholesterol, and other aspects of medical check-up were provided.</p>
Friday, April 28, 2007	Open Day & staff concert	<p>Hotline with Barbara Gloudon was hosted from the Lobby of the Corporate Office and students from high Schools in the Corporate Area & St. Catherine had the opportunity to view the various aspects of the Agency's operations.</p> <p>The Agency also put on a concert which saw performances from Ascott High School and creative staff members.</p>
Sunday, April 29, 2007	Supplements done in both Gleaner and Observer Newspapers	The supplements facilitated a wide publication of the NWA's activities over the past five (5) years.

COMMUNICATION & CUSTOMER SERVICES

The Agency, over the fiscal year 2006/2007, continued its efforts to keep its customers abreast of its operations and policies and to ensure that customers' concerns are taken into account.

MEDIA PRESENCE

It was critical that the Agency maintained its presence in the media in order to facilitate maximal dissemination of information to the Agency's publics. This was done via instruments such as news releases, media advisories, public announcements/ advertisements, as well as television and radio appearances, including the Agency's regular radio feature "On Our Roads with the National Works Agency."

On our Roads with the National Works Agency

This radio feature, aired every Tuesday on Power 106 from 8:10 a.m. - 8:30 a.m.; on RJR from 8:45 a.m. - 9:00 a.m. and on Hot 102 at 6:45 p.m. - 7:00 p.m., continued to be an effective medium through which the Agency keeps its publics informed while providing an additional avenue through which customers may air their concerns and receive immediate responses on how particular issues may be addressed.

Other Communication Channels

The Agency, over the fiscal year continued to host Community Meetings through which the Agency was able to inform various publics of impending activities and, as well, receive valuable feedback from its customers. A total of thirty-one (31) Town Meetings were held, over the reporting period. In addition a total of ninety-two (92) Tours of road sections, and bridge sites, needing or undergoing repairs, were done.

CUSTOMER SATISFACTION SURVEY

It is important, while the Agency seeks to serve its customers, that there is some medium through which customers' satisfaction may be evaluated. It is in this regard that the Agency, in August 2006 completed its *2006 Customer Satisfaction Survey*, which facilitated an analysis of customers' level of satisfaction with the works and services of the National Works Agency.

While the findings of the 2006 Customer Satisfaction Survey, had indicated a general level of dissatisfaction among the Agency's Customers, they also provided indications of areas which, if improved, may boast customers' level of satisfaction.

"TREE-MENDOUS" BEAUTIFICATION: ADOPT-A-ROADWAY PROGRAMME

The Agency continued on its quest to beautify the island's main roadways, through its "Tree-mendous" Beautification: Adopt-A-Roadway Programme. At the end of the fiscal year 2006/2007, the Agency had a total of twenty-two (22) sponsors on board, an increase of 83.33% over the last fiscal year which had closed with twelve (12) sponsors.

The NWA's 5th Anniversary

The Agency celebrated its 5th Anniversary in April 2006. Events to mark this milestone included:-

FARM ROAD PROGRAMME

With an allocation of J\$100-million, the rehabilitation of farm roads island-wide was implemented by Force Account. At the end FY 2006/2007, approximately 50% of the forty-six (46) roads targeted under this programme were completed, at a cost of J\$42-million. Roads rehabilitated under this programme included:-

Road Section	Parish
Grantsfield - Orange Hill	Portland
Islington - Egg Hill	Portland
Mount Pleasant - Industry	Portland
Frontier Heights	St. Mary
Decoy Heights - Hartlands	St. Mary
Orange River	St. Mary
Debtor Road - Cave Valley	St. Ann
Simms Road - 8 Miles	St. Ann
Farm Heights - Seville	St. Ann
Font Hill - Buckingham	St. Thomas
Albion Shop - Cow Bay	St. Thomas
Leith Hall Land Settlement	St. Thomas
Duanvale - Granville Hill	Trelawny
Freeman's Hall - Litchfield	Trelawny
Allsides Feeder Road	Trelawny
Bottom Roper	St. James
Sevens River	St. James
Montego Valley	St. James
Haze Lymph	Hanover
Pill River Land	Hanover
Shafston	Westmoreland
Caanan	Westmoreland
Leamington	Westmoreland
St. Mary's - Mount Zion	St. Elizabeth
Cabbage Valley	St. Elizabeth
Elim Main Road - Ginger Hill	St. Elizabeth
Bushy Park - Amity Hall	St. Catherine
Burton Road	St. Catherine
Riverhead Road	St. Catherine
Epping Forrest Road	Manchester
Greenland - Top Shaw	Manchester
Devon - Betonny	Manchester
Mason River - Shaws Vale	Clarendon
Onestead	Clarendon
Cockswain - Morant Land	Clarendon
Belair Land Settlement	St. Andrew
Strawberry Hill	St. Andrew

CORPORATE AREA ROAD IMPROVEMENT

Under the Corporate Area Road Improvement Project, the Agency completed improvement works on five (5) major corridors, within the corporate area (Kingston and St. Andrew), during the reporting period. These were:-

East Kings House Road

The Agency, during the Fiscal Year 2006/2007, completed improvement works on East Kings House Road, widening the roadway from two to four lanes, between Barbican Drive and the roundabout located in the vicinity of the Barbican Centre in Barbican Square, St. Andrew. This was done under Phase Two of the East Kings House Road Improvement Project, which was completed in July 2006, at a cost of \$15.971-million.

Improvement of East Kings House Road had been undertaken in two phases, the first phase of which was completed in the previous Fiscal Year (2005/2006). This had seen the widening of the bridge located at the Somerset Gully, in the vicinity of the Barbican Centre, Barbican Square, from two to four traffic lanes.

Barbican Road/Russell Heights

The Agency completed the improvement of Barbican Road/Russell Heights which had commenced in the previous Fiscal Year (2005/2006), as a two-phase project. Phase One was completed in the last fiscal year (September 2005) and had seen to the widening of the bridge at the intersection of Russell Heights and Barbican Road, to accommodate four traffic lanes up from two lanes. This had facilitated Phase Two of the project, which the Agency completed during the Fiscal Year 2006/2007.

Phase Two saw the dualization of Barbican Road, between Hibiscus Drive and Barbican Avenue, as well as the widening of the intersection at Barbican Road/Russell Heights. Improvement works under this phase were executed over a period of six (6) months, completing in August 2006, at a cost of \$43.480-million.

Wellington Drive

Wellington Drive had for a long time remained in poor condition. During the fiscal year 2006/2007, the Agency saw it fit to intervene, improving 1.07 kilometres of the roadway along Wellington Drive, in an attempt to reduce expected inevitable reconstruction costs in the near future. Improvement works on Wellington Drive included demolition of existing kerbs and sidewalks; construction of new kerbs and sidewalks; drainage improvement; road surface improvement; laying of Macadam Base; regulation and overlay with Asphaltic Concrete. These works were carried out over a seven-week period, commencing in mid-June 2006 and completing at the end of July 2006, at a cost of \$14.2-million.

South Avneue

South Avenue was improved at a cost of \$12.72-million. Improvement works along South Avenue included demolition of existing kerbs and sidewalks; laying of kerbs, construction of sidewalks, road surface repairs, regulation and overlay with Asphaltic Concrete, along 0.465 kilometre of the roadway. The works which began in November 2006 were completed in December 2006 and were done in an attempt to reduce expected inevitable reconstruction costs in the near future.

Knightsdale Drive

During the Fiscal Year 2006/2007, the NWA began improvement works along 1.0 kilometre on Knightsdale Drive. These works commenced in March 2007, the scope which included the demolition of existing kerbs and sidewalks; construction of new kerbs spanning 850 metres; construction of new sidewalks; drainage improvement; raising and lowering of utilities; road surface improvement; laying of Macadam Base; regulation and overlay with Asphaltic Concrete. At the end of the March 2007, the Agency had completed thirty per cent (30%) of these works. This translated to:-

- Demolition of existing kerbs and sidewalks;
- Laying of 250 metres of the 850 metres of kerbs targeted for construction;
- Drainage improvement works along the corridor.

The improvement of Knightsdale Drive is expected to be completed in the first quarter of the next fiscal year (2007/2008), at an estimated cost of \$30.99-million.

Employee of the Quarter Award

A total of nineteen (19) awards were issued to employees in recognition of their exceptional performance. These were as follows:-

Awardees: April -June 2006

Dasmine Jones	-	Western
Sonia Cole	-	Central
Sherene Lester	-	KMR
Winston Wiggan	-	North Eastern Region (NER)
Michael Chambers	-	Corporate
Leebert Bennett	-	Corporate

Awardees: July - September 2006

Bobbeth Buchanan	-	Western
Victolyn Scott	-	Central
Ernest Clarke	-	KMR
Michael Bryan	-	NER
Anne Green-Hudson	-	Corporate

Awardees: October - December 2006

Albert Brown	-	Western
Neville Fearon	-	Central
Malvia McPherson	-	KMR
Peticia Cooper	-	NER
Paul Walton	-	Corporate

Awardees: January - March 2007

Lloyd Grey	-	Western
Kevin Johnson	-	Central
No selection	-	KMR
No selection	-	NER
Charles Thomas	-	Corporate



Employee of the Year Award

This award was presented at the end of the Calendar Year 2006. Mr. Winston Wiggan, Assistant Parish Manager, of St. Mary, was given the award for his outstanding contribution and dedication.



Winston Wiggan
Employee of the Year Award - 2006

- Jamaica Association of Secretaries and Administrative Professionals Annual Seminar and Conference;
- Human Resource Management Association of Jamaica Conference;
- Current Litigation for the legal department;
- Health and Safety;
- Environmental Stewardship;
- Payroll Management;
- Ethics & Jamaican Public Sector;
- Managing Heavy Equipment;
- Harmonised FIDIC;
- Risk Management;
- Data Cabling;
- Disaster Preparedness and Recovery;
- Records Management;
- Quality Assessment;
- Arbitration & Alternative Dispute Resolution;
- HRM & Labour Law;
- Supplies Management; and
- Customer Service and Media

The staff members of the IT Department completed the three modules of the Oracle 9i and are in the process of gaining the Certified Network Administrator certification.

Paid Study Leave, Day Releases and Time-off for Study

Five (5) members of staff were granted day releases to pursue studies and four (4) members were granted study leave. Employees pursued studies and professional certification in areas such as Project Management, Human Resource Management, Geographic Information Systems, Engineering and Accounting studies.

Overseas Training

Additional specialized training and development was acquired through overseas institutions and Agency staff participated in the International Bridge Conference (Pennsylvania); Lead Auditor Training (Atlanta); 3rd Annual Caribbean Asphalt Conference (Trinidad); Audit Value Risk based Accounting (Florida); Caribbean GIS Conference (Nassau); Structuring & Financing Public-Private Partnership Projects and the 86th Transport and Road Maintenance Annual Meeting (Washington D.C). The IADB, through the Institutional Strengthening component of the National Road Services Improvement Programme, provided financial support for some of these programmes.

Loans for Educational Development and Emergency

The Agency not only provided training, but also gave financial assistance in support of the development of its employees. A total of seven (7) educational loans, amounting to J\$426,937.23 and seven (7) emergency loans, totalling J\$275,526.17 were issued to employees.

AFFIRMING STAFF THROUGH REWARDS AND RECOGNITION

Rewards & Recognition (R&R) Programme

The Rewards and Recognition Programme continues to identify employees who are adjudged by their peers to demonstrate superior performance and exceptional feat during the respective quarters.

The programme was boosted in 2007 with enhancements dubbed “R & R Reloaded.” This came into effect for the quarter January - March 2007. With the revised programme, nominees were required to tally a minimum mark of 80 to qualify for selection of an award.

CRITICAL RETAINING WALL PROGRAMME

Sixty-six locations were identified for the construction of retaining walls, across eleven (11) parishes, at a cost of \$300-Million . At the end of the fiscal year 2006/2007, the Agency was able to complete construction of twenty five (25) of these walls. Completed walls include:-

Some locations where Retaining Walls were completed.

Location	Parish
Guava Ridge - Mahogany Vale	St. Andrew
Papine - Bull Bay	St. Andrew
Silver Hill Gap - Guava Ridge	St. Andrew
Maryland - Woodford	St. Andrew
Papine - Redlight	St. Andrew
Collie Smith Drive	Kingston
Vanity Fair - Tavern Hill	St. Catherine
Troja - Sports Park	St. Catherine
Rio Magno - Springfield	St. Catherine
Worthy Park - St. Johns	St. Catherine
Old Harbour - Bartons	St. Cathrine
Bartons - Ginger Ridge	St. Catherine
Mount Industry	St. Catherine
Hordley - Haining	St. Thomas
Bachelor's Hall - Spring Bank	St. Thomas
Yallahs - Petersfield	St. Thomas
Mount Diablo - Moneague (Faiths Pen)	St. Ann
Lime Hall	St. Ann
Buff Bay Valley (Upper Spring Hill, Tranquility - Bangor Ridge, Cedar Hurst, Cascade)	Portland
White Hall - Cumsee	St. Mary
Ulster Spring - Stettin	Trelawny



Retaining wall under construction at Upper Spring Hill in the Buff Bay Valley, Portland



A completed retaining wall at Upper Spring Hill, Portland



Retaining Wall under construction along the road from Trinityville to Cedar Vally, in St. Thomas.

NORTHERN COASTAL HIGHWAY IMPROVEMENT PROJECT

Segment Two

Sections Two to Four of Segment Two of the Northern Coastal Highway Improvement Project which covers approximately seventy kilometers of roadway from Ocho Rios in St. Ann to Falmouth in Trelawny was completed in November 2006.

Specifically, Section Two spans 24.86 kilometres of roadway beginning at Greenside (East of Salt Marsh) to Rio Bueno

HUMAN RESOURCE MANAGEMENT AND ADMINISTRATION

DEVELOPING A CADRE OF "HIGH QUALITY PEOPLE" THROUGH TRAINING AND DEVELOPMENT

In concert with the Agency's core value "that our principal strength is our people and that our success will depend on our ability to provide people with the tools and environment necessary for them to excel," another exciting year in human capital development and capacity building was implemented in 2006/2007.

The Human Resource Management and Administration Directorate led the strategic delivery of training, educational and developmental initiatives, with major interventions, to enhance the capacities of the Agency's staff to fulfil its mandate.

A total of 7,991.5 man hours of training for staff at all levels were realized over the fiscal year. This surpassed the targeted man hours of 4,750, by 68%.

The Agency's strategy during FY 2006/2007 continued to include:-

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

In-house Training

The focus for the fiscal year 2006/2007 was the offer of training and developmental programmes to a wider cross section of staff. In-house training included:-

- Supervisory and Project Management;
- Making of Gabion Basket; and
- Web Page Design & Programming.

The Office Attendants in the Corporate Office were trained in Food Handling and Preparation, by Heather Little White & Associates and the Service Technicians were trained by Jamaica German Automotive School (JAGAS), in Engine Systems and Air Conditioning.

Staff members were also sensitized to a number of software programmes, namely:-

- Civil Survey; Arc & Orion - GIS;
- Traffic Synchronization; and
- Road Maintenance Management System (RMMS).

Other interventions included training in MS Projects and Performance Management System; Office Etiquette; and Procurement Procedures. There was also some focus on First Aid/CPR; and Disaster and Safety Management. Technical training included Pavement Design; and Bridge Maintenance.

Only two of the planned programmes for FY 2006/2007, were not implemented.

External Seminars/Workshops

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

- Appleton - St. Elizabeth
- Agole - St. Catherine
- Tulloch - St. Catherine

Programmes:

- Corporate Area Road Improvement Project - Barbican Road, St. Andrew;
- Special Flood Damage - Asphalt Concrete Overlay - Wellington Drive, St. Andrew;
- Rehabilitation of Port Royal Street, Kingston;
- Rehabilitation of South Avenue, St. Andrew;
- Rehabilitation/Widening of South Camp Road, St. Andrew.

Falling Weight Deflectometer

Falling Weight Deflectometer Studies were conducted for the following roadways:

- South Avenue, St. Andrew;
- Mandella Highway, St. Catherine;
- Elleston Road, Kingston;
- Northern Coastal Highway Improvement Project,
- Knightsdale Avenue, St. Andrew.

Pavement Thickness and Design

Pavement Thickness and Designs were done for the following roads in Kingston and St. Andrew:-

- Wellington Drive, St. Andrew;
- Knightsdale Avenue, St. Andrew;
- Dunrobin Avenue, St. Andrew.

Farm Roads Programme

MTEU provided project management services for the Farm Roads Programme which commenced in February 2007, in all parishes island-wide, with the exception of Kingston. The programme consists of some forty (40) roads in various farming communities. The roads are at various stages of completion and will continue into the next fiscal year 2007/2008.

(at Grand Lido) Trelawny. Section Three begins at Rio Bueno (Grand Lido) and ends at Salem, accounting for 22.80 kilometres of the roadway. Section Four covers a stretch of 21.70 kilometres, beginning at Salem and ending at Ocho Rios, in St. Ann. In completing these sections of Segment Two of the highway project, we have, among other accomplishments:-

- constructed wider intersections along the approximately 70-kilometre stretch of roadway, Ocho Rios to Falmouth, complete with infrastructure to allow for electronic signalization;
- installed paved shoulders along the entire stretch of the roadway;
- built the Falmouth Bypass which spans seven (7) kilometres of the roadway, beginning at Greenside/Bogate and ending at the Greenfield Stadium (Trelawny). The aim of the Falmouth Bypass was to markedly reduce traffic congestion in the town of Falmouth and also to reduce travel time in and around the town, as well as on leaving and entering Falmouth.
- built four (4) new bridges, all of which accommodate two (2) lanes of vehicular traffic with sidewalks for pedestrian traffic. These bridges are the Bengal Bridge in Trelawny and the Pear Tree River Bridge in St. Ann, which actually replaced the old, historic bridges at these locations. We have also constructed the Martha Brae and Wakefield Bridges (interchanges) along the Falmouth Bypass. These (bridges) interchanges were created specifically to allow traffic to leave the Bypass and enter Falmouth on the North and Martha Brae and Wakefield on the South, faster and with relatively greater ease. One important advantage of these interchanges along the Falmouth Bypass is that they are built on wetlands, a fact which should greatly reduce residential settlement along the corridor. It is expected that the absence or restriction of residential settlement along the corridor will facilitate freer, speedier movement along the Falmouth Bypass, thus effectively reducing travel time in and out of Falmouth, Trelawny.

Work continues on Section One of Segment Two, which spans 26.55 kilometres, covering the roadway from the Airport Round-about at the Sangsters International Airport in Montego Bay, St. James, to the beginning of the Falmouth Bypass at Greenside in Trelawny. Thirteen (13) kilometers of this section of the roadway, between Sea Castles and Sangsters International Airport, is to be dualized. Completion of Segment Two of the Northern Coastal Highway Improvement Project is expected by the end of the second quarter of the next financial year.

Segment Three

The end of the Financial Year 2006/2007 also saw a twenty-three per cent (23%) completion status of Segment Three of the Northern Coastal Highway Improvement Project, which covers 97 kilometres of roadway from Ocho Rios, St. Ann to Port Antonio, Portland. Included in this percentage completion were the following accomplishments:-

- completion of initial road repairs for the full length of the project and on the detour route between Waters Valley, Islington and Whitehall, in St. Mary;
- significant works started on five (5) of the eight (8) new bridges identified for construction, as follows:-
 - piling works have been completed on (in St. Mary): the Llanrumney Bridge; Pagee River Bridge- Abutment Two; White River Bridge No.2; Otrum River Bridge No.2; and Otrum River Bridge No.1- Abutment One (piling works in progress for Abutment No.2).
 - pre-cast girders have been installed at Llanrumney and White River Bridges.
 - decking of the White River Bridge has been completed.
- rehabilitative works in progress on seven (7) of thirteen (13) bridges identified for rehabilitation.

On completion of Segment Three which is expected in the next financial year, this 97-kilometre stretch of roadway will boast impressive features such as: curve widening; raised pavement markers (cat's eyes); luminous road markings; reflective road signs; reflective markers on guard rails; pedestrian crossings and paved shoulders.

TECHNICAL SERVICES

Continuing its efforts to improve the island's road infrastructure the Agency, through its Technical Services Department, had over the last fiscal year, maintained its thrust towards, the replacement and repair of decrepit bridges island-wide. This endeavour was undertaken through two (2) major programmes: the R.A. Murray Bridge and Mabey and Johnson Priority Bridge programmes. The construction and repairs of retaining walls also remained a critical area of focus during the period.

The Agency also maintained its commitment to develop and manage the road network in harmony with the environment, and to contribute to the well-being of the community through the minimization of pollution, the sustenance of eco-systems, conservation of cultural heritage and the enhancement of the amenity value of the environment.

R.A. Murray Bridge Programme

In December 2006, a contract was signed with R.A. Murray to construct twenty-one (21) bridges, across all parishes excepting Kingston, Manchester and St, Elizabeth, at a cost of US\$45-million.



Black River Bridge PORTLAND (in current state).



*Bog Walk Bridge ST. CATHERINE
(in current state) area where new bridge is to be built*

Mabey and Johnson Priority Bridge Programme

Under this programme, £22.8-million were allocated for the design, fabrication and construction of bridges across the Island. The Agency identified 57 sites for the construction of new bridges, Yallahs included. Over 90% of the bridges for this programme were supplied during the fiscal year and by year-end, 26 bridges were constructed, including 10 pedestrian bridges at a cost of £14.9-million. The bridges constructed include:-

Documentation

The Records Management Policy and Procedures Manual was completed and issued during 2006/2007.

The following procedures manuals were reviewed and updated:-

- Regional Implementation
- Asset Management
- Procurement
- Communication and Customer Services

Training

- Quality Orientation Training Sessions were held with nineteen (19) new NWA employees across the island.
- Internal Quality Auditor Workshop. Ninety-seven and a half (97 1/2) man hours were spent through a workshop to re-sensitize existing auditors, 16 persons attended. Additionally, sixty-six (66) man hours were spent training six (6) new persons to boost the audit team.
- External Training - Members of the Quality Assurance Staff (Core QA & MTEU) were exposed to external training opportunities namely:-
- Quality Auditing - Lead Assessor
- Identification of metrology needs to improve efficiency in Jamaican Industries
- Caribbean Asphalt Conference 2006/07
- Project Management

Status Updates

Reports on the progress of the Quality Management System (QMS) were presented at Steering Committee and Quality Management Review Meetings throughout the year and periodic, comprehensive status reports were submitted to the CEO.

Routine Maintenance Activities and Active Programme/Projects Monitor

Routine parish visits were conducted by 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 also opportunities for improvement.

Project/Programme Audits were also conducted, highlighting areas of compliance and also opportunities for improvement. The projects/programmes audited were:

- Alley & Banbury Bridges
- Critical Retaining Wall
- Corporate Area Road Improvement Programme (CARIP)
- Northern Coastal Highway Improvement Project- Segment Three
- Force Account

Project Take-Over

A total of sixty-eight (68) Take-Over Requests were processed for road sections/structures in several parishes. Ninety-seven per cent (97%) of these requests were completed within seven (7) working days. Fifteen per cent (15 %) of the projects reviewed were totally compliant with the contract specifications.

MATERIAL TESTING AND ENGINEERING UNIT (MTEU) LABORATORY

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

Projects - Bridges:

- Banbury - St. Catherine
- Janga Gully - Portland
- Boswell Heights - St. Andrew
- Pedro River - Clarendon
- Worthy Park - St. Catherine

QUALITY ASSURANCE

The National Works Agency's mission in the area of Quality Assurance (QA) 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 significant achievements made, over the period April 2006 to March 2007.

SPECIAL INITIATIVES/PROJECTS

Under the Agency's Quality Management System, the Quality Assurance Directorate performed the following activities over the 2006/2007 fiscal year:-

Internal Quality Audit (IQA) Programme

- Nine (9) Internal Quality Audits were completed and reported, covering most departments/directorates within the scope of the Quality Management System (QMS);
- An evaluation of the performance of the Agency's Internal Quality Auditors, over the period January to December 2006, was carried out and feedback was given to the auditors;
- Reviews and analysis of IQA reports and Corrective/Preventative Actions Requests (C/PAR's) were done and the trends identified were highlighted and reported at Management Review Meetings.

Total Quality Management (TQM) System

Numerous C/PAR's have been generated via Internal Quality Audits, aimed at propelling the continuous improvement of the Agency's project management process. However, recognising that many of these requests remained unresolved for extended periods, a decision was taken (in October 2006) to temporarily suspend Internal Quality Audits and to re-strategize. This decision was also influenced by a trend analysis done in the year under review, which revealed that the audits were generating recurring/repetitive opportunities for improvement.

In light of the above, the Quality Assurance Directorate plans, over the next fiscal year, to re-strategize and focus on Total Quality Management as a means of achieving improvement in the Agency's business processes. The TQM system is designed to continuously meet agreed customer requirements, at the lowest cost, by releasing the potential of all employees. This system of activities is directed at achieving:-

- empowered employees;
- higher revenues;
- lower costs;
- delighted customers.

TQM has the following characteristics:

- Strategically based
- Customer focused
- Obsession with quality
- Employee involvement and empowerment
- Long-term commitment
- Scientific approach to decision making
- Teamwork
- Continual process improvement
- Education and training
- Freedom through control
- Unity of purpose

Completed Bridges - Mabey and Johnson

Location	Parish
Pedro River (Pines)	Border of Clarendon and St. Ann.
Banbury	St. Catherine
Agole	St. Catherine
Worthy Park	St. Catherine
Serge Island	St. Thomas
Boswell Heights	St. Andrew
Janga Gully	Portland
Cornwall Barracks	Portland



Work in progress
Boswell Heights/Temple Hall Bridge, St. Andrew



Completed Bridge - Cornwall Barracks, Portland

ENVIRONMENTAL MANAGEMENT

Following on its commitment to develop and manage the road network in harmony with the environment, as well as to contribute to the well-being of the community through the minimization of pollution, the sustenance of eco-systems, conservation of cultural heritage and the enhancement of the amenity value of the environment, the Agency, during the fiscal year 2006/2007, was successful in carrying out the following activities:-

- Monitoring of Segments Two (A) and Three of the North Coast Highway Improvement Project;
- Review and update of the Agency's Disaster (Hurricane) Response Plans and Procedures;
- Update of the Agency's Environmental Code of Practice and all other environmental guideline documents for project development and construction;
- Implementation of flood mitigating measures for areas damaged during 2005/2006 hurricane season, namely: Treasure Beach, Spauldings and Santa Cruz;
- Review of approximately twenty (20) Environmental Impact Assessments and Development Projects, such as housing, resorts, infrastructure and attractions;
- Review of thirty (30) quarry applications for environmental issues;
- Co-ordination of the environmental aspect of the Palisadoes Rehabilitation Project;
- Development of environmental guidelines and procedures for the implementation of the National Roads Service Improvement Programme (NRSIP);
- Development of an eighteen-month Mitigation Program for Segment Two of the Northern Coastal Highway Improvement Project.

Special Initiatives/Projects

Over the fiscal year, the GIS Department took the compilation of a Bridge List, identifying bridges by parish and control section numbers. The aim (and this is an ongoing exercise) is to gather data on roads which are in need of repairs with respect to breakaways and missing bridge rails, as well as those which urgently require retaining walls.

In addition, the department continued to update maps of the rivers, gullies, bridges and their alternative routes island-wide.

Performance

During the year in review, the GIS Department was able to complete each project within a reasonable timeframe, varying from a day to two weeks of the original request depending on the client's compliance with the stated requirements (for most projects). Generally, projects were pre-prepared so that clients were not subjected to unnecessary delays.

SUBDIVISION, BUILDING AND ADVERTISING

During the fiscal year 2006/2007, the Agency targeted a twenty-one day processing time for advertising, development and subdivision applications, as well as Environmental Permits, and enquiries. The processing time for these applications was effectively met.

A total of one thousand one hundred seventy-four (1,174) applications were received and processed, as the table below indicates:-

Applications received, processed and dispatched				
Type of Application	Received & Processed	Approved	Information Requested	Refused
Subdivision	880	800	65	15
Residential Development	130	70	48	12
Commercial Development	70	21	45	4
Outline	36	15	20	1
Enquiry	24	17	7	0
Environmental Permit	34	29	5	0
TOTALS	1174	952	150	32

Services provided to external organizations

Entity/Organization	Type of Data Supplied	Mode of Payment
Ministry of Land & Environment	• Digitized Road Network - all main roads and all parochial roads.	Donation (requested by C. Blake)
ODPEM	• Road Network and List of NWA's Equipment Sites and Parish Offices. (After each major flooding event).	Donation (requested by ODPEM)
Ministry of Housing, Transport, Water & Works	• WSP Spreadsheet and Maps of Main Road Network.	Donation
University of Technology (UTECH)	• Maps of project areas for research (Various student groups - undergraduate and post-graduate).	Donation
University of the West Indies (UWI)	• Maps of project areas for research (Various student groups - undergraduate and post-graduate).	Donation

In-house services provided

Directorate/ Department	Type of Data Supplied	No. of Requests
Technical Services	• Mapping of landslides and breakaways as a result of major flood events; Mapping of some critical flood prone areas; identification of critical bridges and other bridge data.	30
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; map of locations of events and incidents such as blocked areas on road sections by parish, due to major flood events.	60
Legal Department	• Specific location of roads.	5
CEO's Office	• Map of Outram River Bridge/North Coast Highway	10

PLANNING AND RESEARCH

In recognizing the significance of an effective traffic management system to the fulfilment of the Agency's mission to develop safe, reliable and quality roads, the NWA continues its analysis and design of support systems, geared towards the continued and optimal improvement of the Agency's traffic management system, which is divided into two areas: The Intelligent Transportation System (ITS) Unit and the Traffic Management Unit:-

THE INTELLIGENT TRANSPORTATION SYSTEM (ITS) UNIT

In an effort to improve traffic management across the Island, the Agency, over the fiscal year 2006/2007, undertook a number of projects, through its ITS Department. These included:-

Road Markings

The following roadways in the corporate area were re-marked, using thermoplastic:-

- Mandela Highway;
- Spanish Town Road;
- Florizel Glaspole Boulevard;
- Washington Boulevard;
- Marcus Garvey Drive (Eastbound);
- Hagley Park Road.

Traffic Management Plans

Traffic Management plans were developed for Kingston; Montego Bay, St. James; Portmore, St. Catherrine; and Mandeville, Manchester. A detailed traffic study of each of these areas was done and network traffic simulation models developed.

New Traffic Signals for Corporate Area Intersections

New Traffic signals were installed at the following corporate area intersections:-

- Molyne's Road/Seaward Drive;
- Dunrobin Avenue/Dukharan Avenue;
- Old Hope Road/Fairway Avenue.



New Traffic Signals
Molyne's Road/Seaward Drive, in St. Andrew



Road marking exercise underway in St. Andrew

TRAFFIC MANAGEMENT UNIT

Data Collection is critical to an effective traffic management system. The Agency, through its Traffic Management Unit, thus undertook a number of projects geared towards receiving up-to-date information on traffic and road conditions, islandwide. These projects include:-

Traffic Data Collection Projects

Project	Target	Accomplishment
Traffic Surveys		
Daily Traffic Counts	50 sites	42 sites
Turning Movements	100 sites	214 sites
Travel Time	6 sites	5 sites
Speed Survey	10 sites	21 sites
Pedestrian Survey	12 sites	3 sites
Road Condition Surveys		
Roughness	1000 km	1330 km
Road Marking	500 km	1843 km
Traffic Signs	500 km	1844 km
Axle Load Survey - Bridges		
Weight	15 sites	3 sites

Cricket World Cup 2007 - Road Improvement

Work was carried out on a number of road sections, to accommodate expected increase in traffic movement along the corridors during the Cricket World Cup Games which were scheduled to be held in Jamaica in March 2007. The road improvements were geared towards facilitating speedier, freer traffic flow along affected roadways. These roads included:-

- South Camp Road - A total of 1.425 kilometres of roads, beginning at Deanery Road in St. Andrew to East Queen Street in downtown Kingston, were improved. This improvement included road rehabilitation, drainage improvement works; the construction of kerbs and sidewalks; the installation of two (2) traffic signals - one at the intersection of South Camp Road and Deanery Road and the other at the intersection of South Camp Road and North Street. Two new pedestrian signals were also installed at these intersections and the pedestrian signal located in the vicinity of Sabina Park was upgraded. Pedestrian rails were also installed; Road signs and street name signs erected; road and pavement markings as well as painting of kerbs were also done along this corridor.

Improvement works were also done on:-

- North Street to Duke Street (Kingston) to South Camp Road (St. Andrew) - 0.872 kilometres;
- Upper Elleston Road from Deanery Road to Victoria Avenue (Kingston) - 1.164 kilometres;
- Davis Town - Drax Hall via Steer Town (St. Ann) - 5 kilometres;
- Rock Main Road, Daniel Town (Trelawny) - 2 kilometres.

All of these road sections were improved via overlaying of the roadway, installation of road and street name signs, as well as road and pavement markings and painting. Improvement of all the relevant road sections was completed by March 2007.

GEOGRAPHIC INFORMATION SYSTEMS (GIS)

The Agency, through its GIS Department, continues to build a database of information relating to roads and waterways. During the year under review, a new set of maps which more accurately reflect the location and actual shapes of these roads (identified in the WSP database) has been completed and is now being used.

Mapping/GPS Usage

The GPS equipment continues to be used extensively by the Agency to map roads and their features which are then mapped onto the existing 1:50,000 topographic map of the road area surveyed. This information can then be used for drawing inferences and making decisions. Over the fiscal year, an additional ten (10) units have been acquired. The aim is to assign one unit to each parish for mapping features as required.

Data Acquired from External Sources

The Agency, through its GIS Department acquired, from external organizations, the following data, which is imperative to its operations:-

External Source Data Aquired

Entity	Description of Data	How Acquired	Purpose of Data
Ministry of Land & Environment (Survey Dept.)	Planimetric Sheets for the parish of Kingston 1:2,500m	Paid	•Assist in assessment of plans for development •Assist in establishing possible land take requirements for projects.
ODPEM	Data received from a variety of sources such as the Jamaica Meteorological Department, was shared with the NWA	Donation	•Assist in determining the population affected by events such as flooding and blocked roads. •Used as criteria for determining Road Prioritization Model.

Services Provided

During the fiscal year, the GIS Department was able to provide maps and digital road information to various external bodies, as well as provide support to the Agency's internal operations. The type of information provided included location of settlements, roads, bridges, gullies, rivers and specific project sites; traffic counts; proposed traffic flows; distance measurements; and existing/alternative routes to and from various locations:-