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Annual Report

Parish and Regional Offices

Our Vision...

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

Our Mission...

To plan, build and maintain a reliable, safe and efficient main road network and flood control system which:

- Protect life and property;*
- Support the movement of people, goods and services;*
- Reduce the cost of transportation;*
- Promote economic growth and quality of life; and*
- Protect the environment.*

Our Values...

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

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

We respect the values, principles and opinions of the public as they help define our goals and evaluate our performance.

We continuously strive for excellence, quality service, value for money, fiscal prudence, flexibility, creativity and innovation.

We commit to treating all persons with whom we come in contact fairly and without regard to their sex, race, religion, political affiliation or the community to which they belong.

NORTH-EAST REGION

Mr. Anthony Brown	Acgt. Parish Mgr.	St. Thomas	982-2201/3
Mr. Robert Francis	Parish Manager	St. Mary	992-0118/0127
Mr. Winston Palmer	Parish Manager	Portland	993-2531/715-5225
Mr. Vincent Small	Parish Manager	St. Ann	972-2213/2249/2853
Mrs. Denton Moore	Regional Manager	North-Eastern	715-5225/993-2531
Mrs. Natalee Rowe	C. R. O.	North-Eastern	715-5225/993-2531

CENTRAL REGION

Mr. Errol Hunter	Parish Manager	Clarendon	986-2217/2481
Mr. Norris Richards	Parish Manager	Manchester	962-2258/6654
Mr. Ainsworth Davis	Acgt. Parish Mgr.	St. Elizabeth	965-2242/2286
Mr. Leslie Miller	Regional Manager	Central	962-2258/6654
Mr. Howard Hendriks	C. R. O.	Central	962-2258/6654

WESTERN REGION

Mr. Phillip Clarke	Parish Manager	St. James	952-2931
Mr. Wayne Cover	Parish Manager	Trelawny	954-3221/3511
Mr. Neville Clare	Parish Manager	Hanover	956-2215
Mr. Ronald Dell	Parish Manager	Westmoreland	955-2545/2542/2537
Mr. Carol Hines	Regional Manager	Western	940-7337/4466
Ms. Janel Ricketts	C. R. O.	Western	940-7337/4466

KINGSTON METROPOLITAN REGION

Mr. Cecil Richards	Parish Manager	St. Andrew	926-1232/1233/1237
Mr. Keith Russel	Parish Manager	Kingston	926-1232/1233/1237
Mr. Douglas Moodie	Parish Manager	St. Catherine	984-2222/2354/2310
Mr. Gervais Lawrence	Regional Manager	KMR	926-6499/968-1576
Mr. Colin Morrison	Snr. Comm. Officer	Corporate Office	511-4182/926-3210-9
Ms. Havenol Douglas	Comm. Officer	Corporate Office	511-4180/926-3210-9

NOTES

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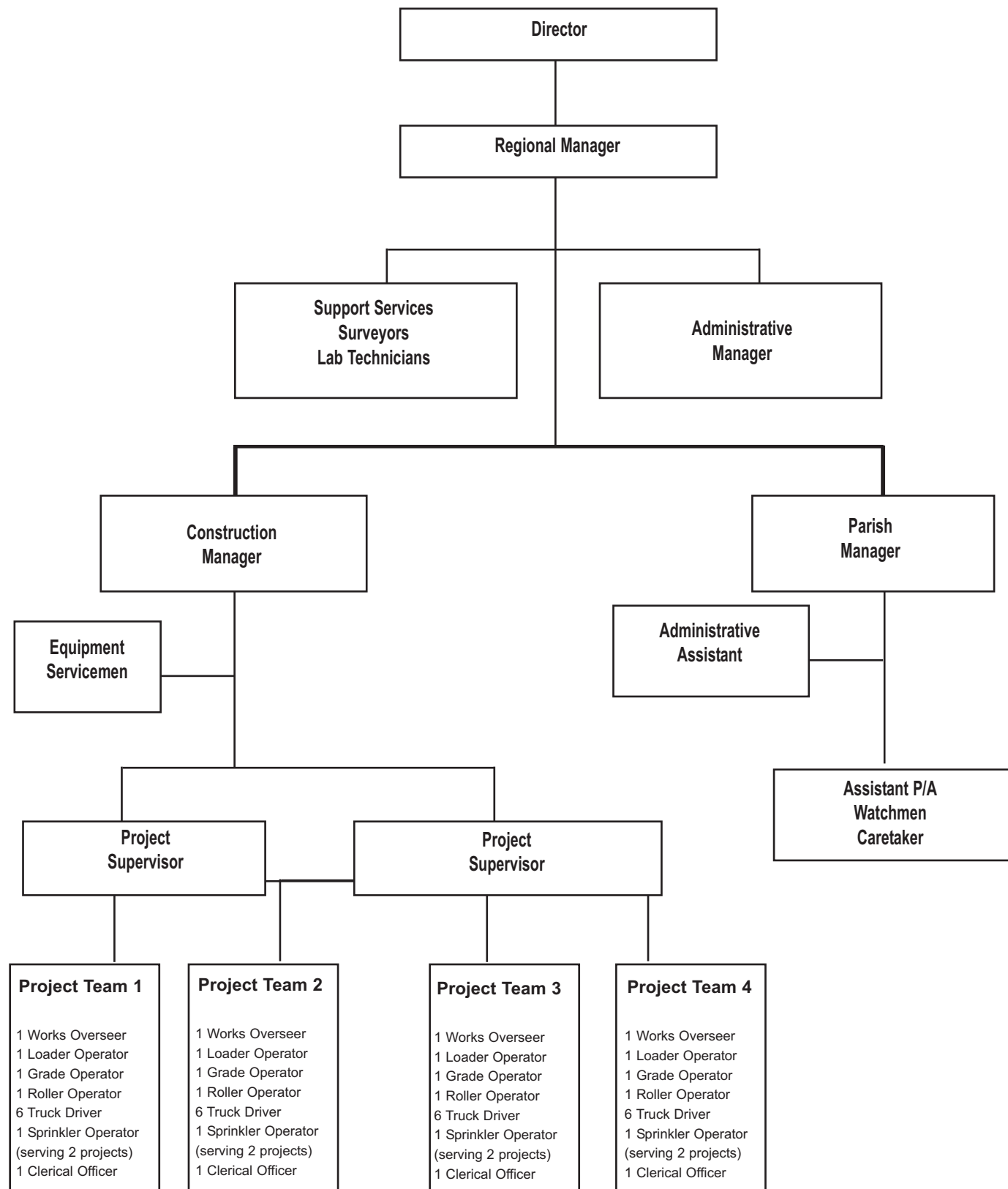
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- Organizational Charts 94-96

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Typical Regional
Structure



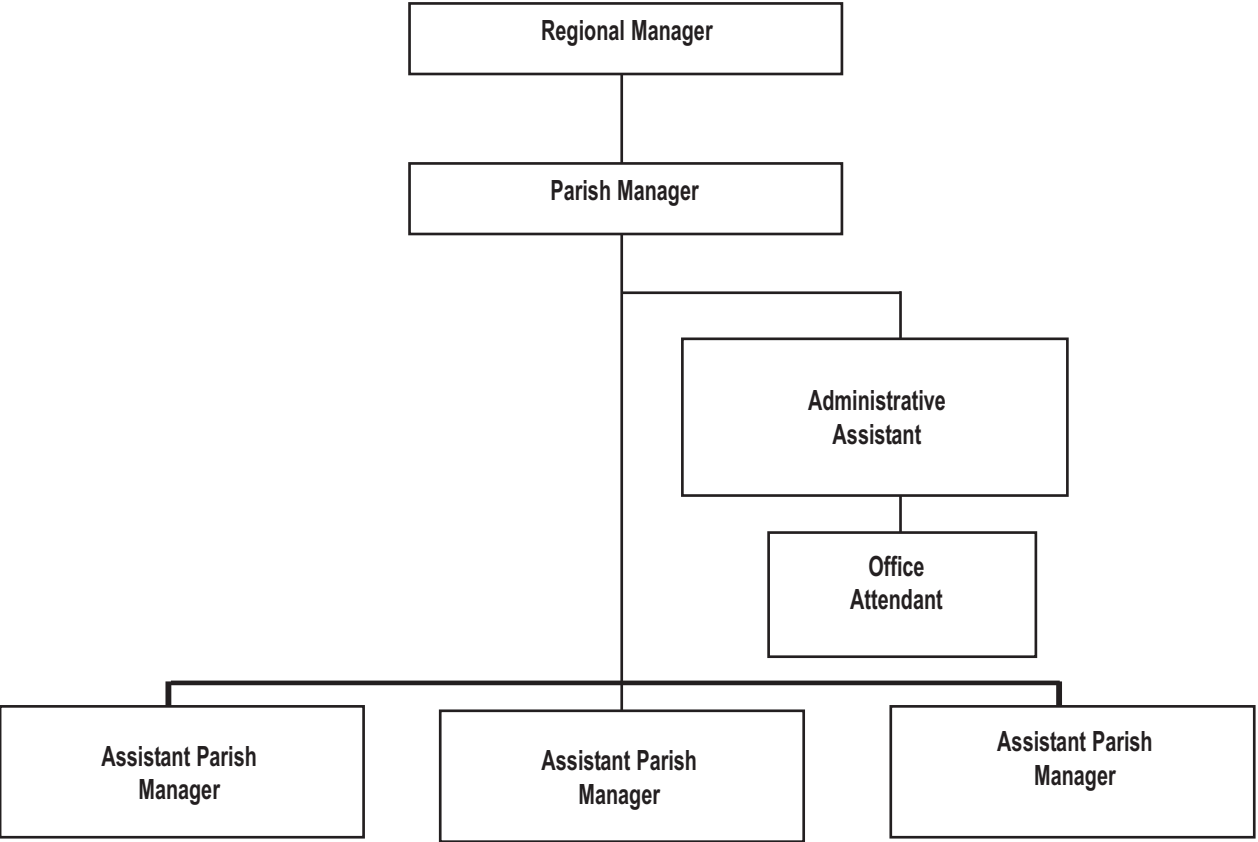
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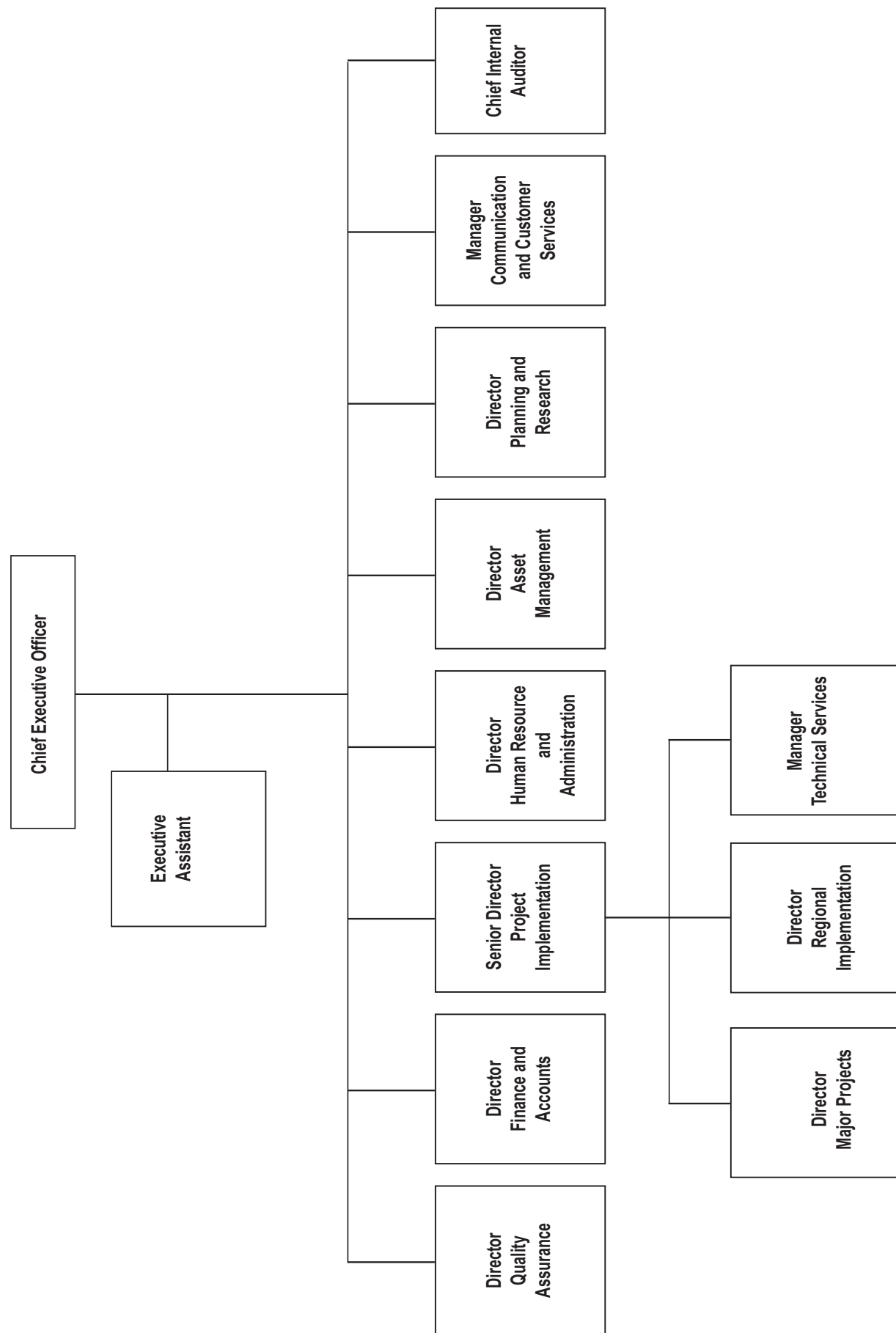
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Typical Parish Structure





PERSPECTIVE



*Hon. L. Michael Henry,
CD, MP*
MINISTER OF TRANSPORT & WORKS

Given a colossal challenge before it, relevant to Hurricane Dean in September 2007 and dating back to Hurricane Ivan in 2004, the plight of the National Works Agency (NWA) was compounded by the passage of Tropical Storm Gustav in August 2008. Noted for the intensive showers which it brought, Gustav did more damage to the public infrastructure than Ivan and Dean combined.

But with fortitude borne out of a resolve to somehow succeed against the odds, the NWA took on the task of rebuilding and repairing. The downed Harbour View Bridge was a major focus, so too the serious challenges which emerged within the Bog Walk Gorge, and the extensive damage to the Sandy Gully network across Kingston and St. Andrew.

It soon became a case of 'prioritising the priorities', as amidst wide-scale damage across the country, continuous destruction was experienced in sections of Portland over the fiscal year from a number of weather systems, which made some areas impassable.

Throughout the year it was indeed a real challenge to mount adequate rehabilitation and repair works to keep the public infrastructure in generally good shape. But as insurmountable as the challenges seemed then, similarly strong was the resolve to overcome them, and that has certainly been achieved to a great extent, thanks to the work of the NWA under the direction of the Ministry of Transport and Works.

In Portland, we continued to have major deficiencies, due to the wholesale and multiple damage sustained in that parish over much of the last fiscal year. Out of such major requirements, I fought hard for the introduction of a dedicated source of funding for infrastructural work from a cess on petrol sales, which, thankfully, has materialised, bringing hope for both the people of Portland and so many other areas of the country.

From roads to gullies and other drainage systems, the needs were really great. However, through a comprehensive five-year, island-wide repair and rehabilitation programme to be undertaken by the NWA in tandem with the Road Maintenance Fund, it is our intention to implement corrective measures to much of the deficiencies which exist.

My special thanks to the members of the NWA team who have worked hard at the many tasks which have required their attention. Special thanks also, to State Minister Joseph Hibbert, who has ably assisted in guiding me through much of the technical aspects of the Agency's work, and in directing the Agency itself.

With renewed hope and vigour, I look forward to an even more productive year ahead for the NWA.

PERSPECTIVE



Hon. Joseph Hilbert
STATE MINISTER,
MINISTRY OF TRANSPORT & WORKS

Without a doubt, the 2008/2009 financial year was an extremely challenging one for the National Works Agency (NWA). Faced with lingering infrastructural damage across the island dating back mainly to hurricanes Ivan in 2004 and Dean in 2007, last year was severely compounded by the extensive flooding associated with Tropical Storm Gustav.

From the collapse of the Harbour View Bridge to major damage of the Bog Walk Gorge, and other areas of the island, the challenge to restore the public infrastructure was simply staggering. But with focus, drive and tenacity, the NWA's team took to the task at hand with a determination to bring relief to many of the communities which were widely inconvenienced by the damages.

The erection of a Bailey bridge at Harbour View, for example, was done in record time. Similarly, major reconstruction efforts which were mounted in the Bog Walk Gorge, in tandem with the international construction firm, Bouygues, proved in no uncertain manner, the NWA's capabilities.

The overall post-Gustav recovery programme is something which has put the country in good stead entering the 2009 Atlantic Hurricane Season. The programme was managed quite efficiently by the NWA, alongside the relevant contractors who provided most of the equipment needed to carry out the works.

Of much significance too, is the fact that the NWA's fleet of heavy-duty equipment is slowly being replenished, with four front-end loaders acquired earlier during the year.

The decision by the Government to impose a special tax on fuel to provide funds to augment the Road Maintenance Funding will allow for timely rehabilitation of the roadway network.

I extend special congratulations to the NWA family for a job well done. To the suppliers, contractors, motorists and other road users I say thanks for your support during the 2008/2009 year.

May God's blessing cover you for the 2009/2010 year.

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	2008/09	5,275,488.00	N/A	5,000,000*	N/A	N/A	N/A	\$10,275,488.00
Senior Director - Project Implementation	2008/09	5,730,795.00	N/A	3,860,000.00	N/A	N/A	N/A	\$9,590,795.00
Director - Finance & Accounts	2008/09	4,002,365.00	N/A	796,500.00	N/A	N/A	N/A	4,798,865.00
Director - Human Resource Management & Administration	2008/09	4,162,459.60	N/A	796,500.00	N/A	N/A	N/A	4,958,959.60
Director - Asset Management	2008/09	3,522,081.00	N/A	796,500.00	N/A	N/A	N/A	4,318,581.00
Director - Planning & Research	2008/09	3,201,892.00	N/A	796,500.00	N/A	N/A	N/A	3,998,392.00
Director - Major Projects	2008/09	3,201,892.00	N/A	796,500.00	N/A	N/A	N/A	3,998,392.00
Director - Quality Assurance	2008/09	3,201,892.00	N/A	796,500.00	N/A	N/A	N/A	3,998,392.00
Director - Regional Implementation	2008/09	3,201,892.00	N/A	796,500.00	N/A	N/A	N/A	3,998,392.00
Manager - Technical Services	2008/09	3,522,081.00	N/A	796,500.00	N/A	N/A	N/A	4,318,581.00
Manager - Communication & Customer Services	2008/09	2,259,354	N/A	796,500.00	N/A	N/A	N/A	3,055,854.00
Chief Internal Auditor	2008/09	2,480,154.00	N/A	796,500.00	N/A	N/A	N/A	3,276,654.00

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. Richard Powell	176,000.00	N/A	N/A	N/A	176,000.00
Board Members					
Dr. Parris Lyew-Ayee		N/A	N/A	N/A	
Dr. Alwin Hales	76,500.00	N/A	N/A	N/A	76,500.00
Mrs Elsa May Binns	17,000.00	N/A	N/A	N/A	17,000.00
Dr. Janine Dawkins	N/A	N/A	N/A	N/A	
Mr. Tesfaye Mulu	N/A	N/A	N/A	N/A	
Mrs. Rolda Gray	85,000.00	N/A	N/A	N/A	85,000.00
Mr. Mark Kerr- Jarrett	51,000.00	48,000.00	N/A	N/A	99,000.00
Mr. Joel Williams	85,000.00	N/A	N/A	N/A	85,000.00
Mr. Dwight Wilson	68,000.00	N/A	N/A	N/A	68,000.00
Mr. Ivan Stephenson	68,000.00	N/A	N/A	N/A	68,000.00
Mr. Ian McNally	59,500.00	N/A	N/A	N/A	59,500.00
Mr. Anthony Walker	85,000.00	N/A	N/A	N/A	85,000.00
Grand Total	771,000.00	48,000.00	N/A	N/A	819,000.00

PERSPECTIVE



*Ambassador Douglas
Saunders*
CABINET SECRETARY

The National Works Agency (NWA) has been committed to achieving its strategic objectives and business targets since becoming an executive agency eight years ago. At this juncture, we can look back at the significant infrastructural improvement of Jamaica's main road network and bridges, notwithstanding severe resource constraints, natural disasters and other significant challenges.

Additionally, and largely unseen, the Agency undertakes planning and implementation of a significant number of projects for Ministries and other agencies across the public sector and is a key player in development approval processes.

Recent decisions of the Government aimed at enhancing the resources of the Road Maintenance Fund will reduce one significant constraint to the achievement of the objectives of the NWA.

I congratulate the NWA on its performance in 2008/2009 given the difficult environment, and challenge the Agency to take full advantage of the opportunities which will arise in the context of an enhanced Road Maintenance Fund.

PERSPECTIVE



Mr. Milton Hodelin
CHIEF EXECUTIVE OFFICER

The National Works Agency (NWA), over the fiscal year 2008/2009, continued its efforts towards the fulfilment of its mission to create a world class, safe, reliable and quality main road network.

The year was not without challenges. The flood rains of April 2008 devastated roads in the North Eastern Region, particular in the parish of St. Ann. This was followed by an island-wide road and infrastructure devastation resulting from the passage of Tropical Storm Gustav in August 2008.

The National Works Agency responded remarkably to these challenges. Indeed the Agency has come to expect such challenges and has over the years developed proactive measures which put the Agency in good stead to deal effectively with them.

Over the fiscal year, the Agency continued its programmes and projects to improve the main road network. A few of the major accomplishments included the patching of over 840,000 square metres of roads across the island.

We also commenced a J\$300-million project to repair the Buff Bay Valley in Portland which had sustained breakaways at over twelve locations. By the end of the fiscal year, we had completed the construction of seven (7) retaining walls in the area. Other accomplishments included the completion of repairs to the Muirton to Fair Prospect main road in Portland; the Bartons and Old Harbour Bay area; and the Bog Walk Gorge, in St. Catherine; in St. Thomas: the Roselle main road; Georgia, where we constructed two (2) Bailey Bridges and completed over 400 metres of Bunding Works; and Yallahs, where we completed 300 metres of Bunding on both sides of the river.

We also continued work on the Palisadoes Peninsula, completing 646 metres of Rock Revetment works, during the year in review. Rock Revetment works along the Peninsula covered a total of 1,056 metres at the end of the year in review. Preparatory work on the Washington Boulevard Improvement Project also continued during the year in review. The Agency has completed all land acquisition for this project and at the end of March 2009, relocation of utilities along the corridor was well in progress.

The Agency has indeed made notable achievements during the Fiscal Year 2008/2009. My hope is that the Agency will be able to continue this assiduous strive in the next fiscal year and beyond.

NATIONAL WORKS AGENCY

Statement of Internal Control - continued

March 31, 2009

The Agency's Human Resource function is audited by the Office of the Services Commission which conducts review of the Agency's establishment, organization chart, job selection procedures, training and development and also provides human resource advice.

The Executive Agency Monitoring Unit of the Ministry of Finance ensures that proper standards and procedures are followed by the Agency. It supports and ensures that the Agency's financial framework is in place with respect to accountability, transparency, control and improved performance.

The Agency convenes quarterly review meetings with the Ministry of Transport and Works to facilitate the appraisal of the Agency's performance in regard to the progress and implementation of the Ministry's projects. The Ministry also provides feedback on policy issues that may arise.

The Agency's Advisory Board is chaired by an external person and includes other external persons who are appointed based on their professional expertise. Meetings are convened monthly to review the Agency's performance and the board provides advice to the Chief Executive Officer.

▪ **Internal Audit Review** - The Internal Audit function is an integral part of the management of the Agency that reviews and makes recommendations for implementation. The Chief Internal Auditor at all times remains independent. All internal weaknesses and discrepancies identified are reported and the necessary measures put in place to correct each. Quarterly reports are prepared and submitted to the Chief Executive Officer and the Audit Committee.

▪ **Audit Committee Review** - The Audit Committee which includes independent members reviews the report submitted by the Internal Auditor and provides independent advice to the Management of the Agency on internal control issues.

NATIONAL WORKS AGENCY

Statement of Internal Control

March 31, 2009

In accordance with the Financial Instructions to Executive Agencies, the National Works Agency has adopted a system of internal control to embrace:

- **Financial and Operational Control Systems and Procedures.** This includes the physical safeguard of assets, segregation of duties, restricted access, certification, authorization and approval, adherence to policies and procedures and information systems controls.

The Agency acquired a Financial Management System in 2001 and commenced the preparation of its accounts using accrual based accounting on April 1, 2001. The staff members in the Finance and Accounts Department are very proficient. It is continuously emphasized that each staff member must adhere to the policies and procedures in place, as any deviation will result in disciplinary actions being taken. All systems require a password to access and there exists restricted access to pertinent data. Additionally, physical access by staff is restricted in areas such as the Cashier's enclosure, records and cheque storage vaults, computer server and cheque printing room.

- **The Existence of Management Controls.** This is done through the setting of objectives, effective monitoring of financial and non-financial performance indicators, the assessment of changing circumstances for those that impact on the Agency and the application of measures to correct circumstances that prevent targets from being achieved.

The Agency's Corporate Planning exercise commences with a set of strategic directions issued by the Chief Executive Officer, usually in the month of January. During the exercise the previous year's performance is assessed, the strategic plans and justification for budgetary requirements are presented by the relevant Directors. These are evaluated and where applicable approved.

There exists timely management accounting reports in respect of costs and variances; comprehensive reporting on all Key Performance Indicators and targets. The monitoring of all contracts to ensure that value for money is achieved is an ongoing exercise.

DIRECTORS



MILTON HODELIN
Chief Executive Officer



EARL PATTERSON
Senior Director - Project Implementation



ELAINE NEITA
Director - Finance and Accounts



JENNIFER HENRY
Director - Human Resource Management and Administration



AINSWORTH SAVAGE
Chief Internal Auditor



STEPHEN SHAW
Manager - Communication and Customer Services



ORLENE ROWE
Director (Acting) - Quality Assurance



WAINSWORTH ANDERSON
Director - Asset Management



PATRICK ROSE
Director - Planning and Research



JOHN WRIGHT
Director - Major Projects



RICHARD McHARGH
Director - Regional Implementation



ROGER SMITH
Manager - Technical Services



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: 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 strive for excellence in business and internal operations. The Agency is therefore committed to maintaining and managing a system of internal control, which has been established within the framework of the Executive Agency's Act of 2002. This system of internal control is effected 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.

In this regard, the following have been established:-

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.

Over the Fiscal Year 2008/2009, a total of twelve (12) meetings were held, in keeping with the Ministry's Terms of Reference, which stipulates that such meetings be held on a monthly basis.

NATIONAL WORKS AGENCY

Notes to the Financial Statements

Year ended March 31, 2009

b. Key Management Compensation:

	<u>2009</u>	<u>2008</u>
	\$'000	\$'000
Basic salaries and travelling	44,891	34,392
Gratuity	2,126	3,742
Pension	585	-
Other short term benefits	<u>192</u>	<u>-</u>
	<u>47,794</u>	<u>38,134</u>

NATIONAL WORKS AGENCY

Notes to the Financial Statements

Year ended March 31, 2009

16. Staff costs

	<u>2009</u> \$'000	<u>2008</u> \$'000
Salaries and wages	559,281	464,106
Travelling allowance and subsistence	151,398	119,053
Employee benefits	61,177	8,200
Statutory and other contributions	37,233	17,624
	<u>809,089</u>	<u>608,983</u>

17. Other costs

This represents cost to maintain traffic lights for the financial year.

18. Staff emoluments

- a. The required disclosure of employees in receipt of emoluments of over J\$2 Million per annum (FIEA Sec. 13.3.1) is stated hereunder as at financial year ended March 31, 2009

NUMBER OF EMPLOYEES	SALARY RANGE (\$Million)
14	2.00 – 2.25
9	2.26 – 2.50
5	2.51 – 2.75
4	2.76 – 3.00
1	3.01 – 3.25
4	3.26 – 3.50
Nil	3.51 – 3.75
Nil	3.76 – 4.00
Nil	4.01 – 4.25
Nil	4.26 – 5.50
1	5.51 – 5.75
Nil	5.76 – 6.00
Nil	6.01 – 6.25
Total	38 Employees

Key Performance Indicator (KPI) System

The KPI system is used to measure the yearly performance of the Agency against targets agreed 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. Individuals' good performance is generally rewarded in order to encourage sustained high performance. A similar ranking of 85% is used to mark individuals' high-level performance. Rewards are not accorded for performance levels below 85%.

Procurement Committee

This is an internal committee set up to monitor and assess applications for award of contracts, in that, the Committee must:-

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

The Procurement committee consists of the following members:-

- Chairman: Senior Director of Regional Implementation.
- Finance Officer: Director of Finance & Accounts.
- Procurement Officer: Director of Quality Assurance.
- Recording Secretary: Administrative Assistant to the Director of Regional Implementation.
- Technical Members: Director of Planning and Research; Director of Regional Implementation; Manager of Technical Services; and Director of Asset Management.
- Legal Officer: Manager of Legal Department.

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, 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 of Regional 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

Once per month, the Deputy Chief Executive Officer meets with all project managers. This is another system through which the Agency's activities relating to various projects being undertaken are managed and controlled. The progress of each project (physical and financial) is reported to the Deputy C.E.O., at these meetings. The proceedings of these meetings are brought to the attention of the C.E.O., for his review and guidance.

Parish and Regional Managers' Meetings

This meeting is held six times per year with the C.E.O. and all Regional and Parish Managers. Through this forum the C.E.O. is 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 provides a medium through which the C.E.O. may monitor and direct more intensively, the activities within every parish.

Monthly External Reporting

Each quarter, the Agency presents to:-

- The Ministry of Transport and Works;
- The Cabinet Office;
- The Planning Institute of Jamaica (PIOJ); and
- The Ministry of Finance and Planning,

the operations/activities, progress and challenges within the Agency, during the month. This provides a further opportunity for the Ministry of Transport and Works which acts in representation of the Government of Jamaica, to more effectively monitor the performance of the National Works Agency.

Open Communication

The NWA has adapted the Access the Information Act, which governs the way information is disseminated to the Agency's various customers/publics.

Review of the Internal System of Control

The effectiveness of the system of internal control is constantly reviewed by the senior management body for effectiveness.

NATIONAL WORKS AGENCY

Notes to the Financial Statements

Year ended March 31, 2009

12. Financial Risk Management (Cont'd)

e. Credit risk

Credit risk is the risk that one party to a financial instrument will fail to discharge an obligation and cause the other party to incur a financial loss. The Agency has the following cash resources:

	<u>2009</u>	<u>2008</u>
	\$'000	\$'000
Cash and cash equivalents	141,193	229,967
Client's deposits	1,066,908	740,732
Accounts receivable and advances	708,156	706,859
	<u>1,916,257</u>	<u>1,677,558</u>

13. 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.

14. Donated assets reserve

This represents the residual value of the assets donated to the Agency by the Government of Jamaica and other multinationals.

15. Other income

	<u>2009</u>	<u>2008</u>
	\$'000	\$'000
Planning and Research services	4,257	1,753
Tender documents	1,202	457
Miscellaneous receipts	0	633
Administrative services	18	9
Mechanical services	2,289	2,612
	<u>7,767</u>	<u>5,464</u>

NATIONAL WORKS AGENCY

Notes to the Financial Statements

Year ended March 31, 2009

12. Financial Risk Management (Cont'd)

d. Liquidity risk

Liquidity risk is the risk that an Agency will encounter difficulty in raising funds to meet its commitments associated with financial instruments. The risk is managed by maintaining sufficient cash and cash equivalents balances.

	Carrying amount	Contract amount	Due within 3 months	Due within 1 year
	\$'000	\$'000	\$'000	\$'000
Financial Liabilities				
Payables and accruals	279,879	279,879	31,502	248,377
Client's deposits	1,347,908	1,347,908		1,347,908
Accountant General	165,030	165,030		165,030
Employee benefits	76,480	76,480		76,480
At March 31, 2009	1,869,297	1,869,297	31,502	1,837,795

	Carrying amount	Contract amount	Due within 3 months	Due within 1 year
	\$'000	\$'000	\$'000	\$'000
Financial Liabilities				
Payables and accruals	192,153	192,153	31,625	160,527
Client's deposits	871,732	871,732		871,732
Accountant General	234,633	234,633		234,633
Employee benefits	15,814	15,814		15,814
At March 31, 2008	1,314,331	1,314,331	31,625	1,282,706

2008/2009 PERFORMANCE INDICATORS AND ACHIEVEMENTS

PERFORMANCE TARGETS	Weighting %	% ACHIEVEMENT	Audit Comment
Safety			
Response Team mobilized immediately after the occurrence of an extraordinary event and roads opened within seven (7) days of dispatch.	3	83%	Target achieved satisfactorily both in the case of Tropical Storm Gustav and the April 2008 flood rains which affected Ocho Rios and its environs.
Preliminary budget assessment for the clearing and reopening of roads available within 21 days after passage of event.	2	100%	Preliminary estimates seen to be completed within 21 days in respect of damage as result of both Tropical Storm Gustav and the April 2008 rains.
Restoration Works Commenced within eight (8) weeks of approval of funding and completed within specified timelines.	1	90%	Target partially achieved: Funding received from different sources at varying intervals. Fern Gully Restoration commenced March 2009.
Cabinet Report / Submission proposal sent to parent Ministry within thirty (30) days after an extraordinary event, including clearing and rehabilitation of roads.	1	100%	Target achieved: Submission for Tropical Storm Gustav (which occurred August 28, 2008) sent September 8, 2008. April 17, 2008 Flood Rains (Ocho Rios) initial submission sent April 21, 2008.
Provide a report on possible solutions to rectify Black Spots across the island. Reports will be provided, indicating preferred solutions for three (3) locations per year and also highlighting the estimated benefits to be gained.	1	80%	Target partially achieved: 3 locations identified in St. Thomas but report does not highlight the estimated benefits to be gained.
Submit request for funding for identified black spots (from previous year).	1	0%	No black spots identified for previous year, i.e. 2007/2008.
Implement solutions for at least one of the previously identified black spots (subject to funding).	1	0%	Same as above.
Reliability/Availability of the Networks			
600,000 sq. metres of patching completed (Spray and Hot Mix Patching)	7	100%	Target achieved: 847,545 sq. metres of patching done.
Implement the current year's NRSIP contracts awarded in five (5) parishes.	6	100%	Target achieved: Contracts ongoing.
Inspection report for fifteen (15) bridges prepared.	5	100%	Target achieved: Inspection reports seen.
Routine repairs/ maintenance completed on two (2) bridges.	3	100%	Target achieved: White River Bridge #1 and twelve (12) other bridges repainted under the Northern Coastal Highway Improvement Project, Segment 3.
Monitor interim Maintenance contracts for remaining nine (9) parishes.	5	100%	Target achieved: Maintenance contracts in place.
Fifty (50) km of roadway rehabilitated.	6	100%	Target achieved: 61.4 km accounted for (not exhaustive) i.e. 47.9 km - Northern Coastal Highway Improvement Project Segment 3; and the equivalent of 13.5km Muirton to Fair Prospect, Portland - 2007 Atlantic Hurricane Season Restoration Works.
Four (4) bridges rehabilitated.	6	100%	Target achieved: Four (4) bridges rehabilitated under the Northern Coastal Highway Improvement Project Seg. 3.
CDB / GOJ Hurricane Dean Rehabilitation Project implemented.	4	100%	Target achieved: CDB/GOJ Hurricane Dean Rehabilitation - Palisadoes protection and rehabilitation works had contracts valuing approximately \$163M signed to date, of which approx. \$115M certified for payment.
IDB / GOJ Hurricane and Flood Damage Relief Project implemented.			IDB / GOJ Hurricane and Flood Damage implemented; 97% overall completion of all projects under the program.
Four (4) gullies cleaned.	2	100%	Target achieved: Four (4) gullies cleaned under the 2008/2009 Flood Mitigation Program and the Emergency Repairs Tropical Storm Gustav Programme.

2008/2009 PERFORMANCE INDICATORS AND ACHIEVEMENTS			
PERFORMANCE TARGETS	Weighting %	% ACHIEVEMENT	Audit Comment
Four (4) Traffic Plans developed.	4	100%	Target achieved: Plans done - Montego Bay CBD; Constant Spring Rd.; Santa Cruz; and St. Johns Road/Featherbed Lane.
Traffic Signals installed for ten (10) locations.	4	100%	Target achieved: Signals installed at sixteen (16) locations.
Efficiency Strategies to reduce cost and time overruns on projects implemented as part of the usual work practice.	2	100%	Target achieved: Proper planning of projects, enhanced procurement procedures, training, improved funding arrangements.
Enhanced Quality Assurance processes implemented and being used.	2	100%	Target achieved: Emphasis on project audits of active projects. Twenty six (26) such audits done.
Revised / Standardized Manuals adopted.	2	100%	Target achieved: Procurement Manual, Records Management Policy and Procedures Manual and Disaster Preparedness Emergency Plans and Procedures Manual all revised/ updated.
Strategic Objective Annual Road Survey completed for an additional 1700 km and baseline data available within the RMMS by March 2009 (subject to availability of Road Surface Profiler).	5	100%	Target 90% achieved 1,539.11 km done.
Commence Post Project evaluation on at least one project.	2	100%	Target achieved Post Project Evaluation of Yallahs River Bridge Construction project seen.
Provide thirteen (13) reports according to agreed schedules established by the stakeholders.	5	70%	Partially achieved: All thirteen (13) reports sent to relevant stakeholders but some reports were not submitted within specified timeframe, i.e. monthly financials and quarterly performance reports. Annual report for 2007/2008 does not contain audited financial statements.
Development and Growth Finalize Project profile for the Bogue Road Project.	1	100%	Target achieved: Finalized project profile done.
Commence construction of six (6) bridges.	5	100%	Target achieved: Construction on eight (8) bridges commenced: 6 under the R.A. Murray Bridge Programme and 2 under the IDB/GOJ 2007 Atlantic Hurricane Season Restoration Programme.
Environment: Semi-annual monitoring reports covering Segment 3 of the Northern Coastal Highway Project submitted to the Ministry.	2	100%	Target achieved: Done monthly by consultant Nicholas O Dwyer & Co Ltd. and submitted on behalf of Agency as a fulfillment of the NEPA permit.
Communication and Customer Services: Standardized satisfaction survey method being utilized for all surveys done; quarterly community/town meetings held; on-going radio programmes and news releases, etc.	5	100%	Target achieved: Survey Report seen; Town Meetings seen to be held quarterly throughout the island; news releases and radio programmes seen to be done.
Development of a cadre of high quality people: Training delivered in accordance with funding available.	3	100%	Target achieved: Training programmes planned were delivered, such as Project Administration, Audit Command Language, ArcGIS, etc.
Two (2) work groups recognized per annum.	2	100%	Target achieved: Three (3) groups - Information Resource Management Unit; Agency's Level 4 cadre; KMR and Corporate Office; and Administrative Professionals.
Alignment of corporate and individual goals within the Performance Management System.	2	80%	Partially achieved: Some directorates were tardy in submitting their targets to HRMA.
Total	100	94.8	

NATIONAL WORKS AGENCY

Notes to the Financial Statements

Year ended March 31, 2009

12. Financial Risk Management

The Agency’s activities expose it to a variety of financial risks: market risks (including currency risk and price risk), credit risk, liquidity risk, interest rate risk and operational risk. The Agency’s overall risk management policies are established to identify and analyse risk exposure and to set appropriate risk limits and controls and to monitor risk. The risk management framework is based on guidelines set by management and seeks to minimize potential adverse effects on the Agency’s financial performance.

a. Price risk

Price risk is the risk that the value of financial instruments will fluctuate as a result of changes in market prices. Accounts receivable and payable would be affected by this risk

b. Currency risk

Currency risk is the risk that the value of a financial instrument will fluctuate because of changes in foreign exchange rates.

c. Interest rate risk

Interest rate risk is the risk that the interest earned on interest bearing bank account balances will fluctuate due to changes in market interest rate. The Agency’s interest rate risk arises from deposits as follows:

	2009 \$'000	2008 \$'000
Cash resources (excluding cash in hand)	140,836	229,609
Investments in fixed deposits	357,847	167,613
	<u>498,683</u>	<u>397,222</u>

NATIONAL WORKS AGENCY
Notes to the Financial Statements
Year ended March 31, 2009

8. Cash and cash equivalents

	<u>2009</u>	<u>2008</u>
	\$'000	\$'000
Cash at bank	140,835	229,609
Cash in hand	358	358
	<u>141,193</u>	<u>229,967</u>

9. Payables and accruals

	<u>2009</u>	<u>2008</u>
	\$'000	\$'000
Accounts payable	31,302	27,626
NWA Contracts liability	219,845	132,009
Other payables	28,732	32,519
Total	<u>279,879</u>	<u>192,154</u>

10. Accounts payable – Accountant General

- a. This represents the 50% of gross revenue earned by the Agency to be paid into the Consolidated Fund in accordance with the Financial Instructions to Executive Agencies and advance for budgetary support.

11. Employee benefits

	<u>2009</u>	<u>2008</u>
	\$000	\$000
Provision for increments	7,102	7,614
Provision for vacation leave	45,225	-
Provision for incentive	24,153	8,200
	<u>76,480</u>	<u>15,814</u>

OVERVIEW

The National Works Agency (NWA), during the Fiscal Year 2008/2009, continued to strive towards full and sustained achievement of its mission to plan, build and maintain a reliable, safe, and efficient road network and flood control system which mitigate damage to life and property; support the timely movement of people, goods and services; reduce the cost of transportation; promote economic growth and quality of life; and protect the environment.

In this regard the Agency continued, as well as embarked on a number of new programmes, geared at improving the road network, in the areas of:-

- Road and Infrastructural Construction;
- Road and Infrastructural Repairs and Maintenance;
- Flood Control; and
- Traffic Management.

The Agency's activities continued to be implemented through its major Departments/Directorates. These are:-

- Regional Implementation;
- Technical Services;
- Planning and Research;
- Quality Assurance;
- Human Resource Management and Administration;
- Internal Audit; and
- Communication and Customer Services.

The year was a challenging one. The island experienced a major hurricane in August of 2008, followed by rainfall events occurring during the months of October - December 2008.

Notwithstanding the challenges, the Agency through its Directorates, was able to make notable achievements over the fiscal year 2008/2009.

ACHIEVEMENTS



REGIONAL IMPLEMENTATION

The NWA, through its Directorate of Regional Implementation, employed a number of road management as well as flood recovery and mitigation strategies to maintain and improve the main road network, during the Fiscal Year 2008/2009. These included the Island-Wide Routine Maintenance Patching Programmes, consisting of Spray, Hot Mix and Micro-surfacing patching; the Flood Damage Recovery and Flood Damage Mitigation Programmes; the Road Maintenance Fund (RMF) Bushing and Drain Cleaning Programme; the Special Routine Maintenance Programme; and the IADB/GOJ Funded National Road Services Improvement Programme.

Patching Programmes

Under the Agency's Routine Maintenance Patching Programmes, consisting of Spray, Hot Mix and Micro-Surfacing, a total of 478,499m² of roads were targeted island-wide, for patching. At the end of the fiscal year, the Agency completed patching on a total of 456,014m² of roads across the island, under its Routine Maintenance Patching Programme, at a total cost of \$637-million.

Additionally, Hot Mix Patching was undertaken on a total of 391,531m² of roads, under the following programmes:-

- Constituency Development Fund;
- Farm Roads Programme;
- Olympian Roads Programme;
- Tropical Storm Gustav Repairs; and
- The Inter-American Development Bank (IADB) Flood Damage Restoration Programme.

Figure 1 shows the quarterly patching targets and accomplishments during the year in review.

NATIONAL WORKS AGENCY

Notes to the Financial Statements

Year ended March 31, 2009

5. Investments

This represents amounts deposit by client to undertake a number of projects being invested. The amount invested in the EAIF in 2008 was encashed and reinvested in various banks. All interest earned is used for operating purposes.

6. Trade and other receivables

	<u>2009</u>	<u>2008</u>
	\$'000	\$'000
Accounts receivable	648,341	583,744
Contracts receivables	219,845	132,009
Northern Jamaica Development Project	23,648	23,648
Prepayment and other current assets	18,329	5,484
Provision for doubtful debts	<u>(202,007)</u>	<u>(38,026)</u>
Total	<u>708,156</u>	<u>706,859</u>

7. Client deposits

	<u>2009</u>	<u>2008</u>
	\$'000	\$'000
General deposits	458,531	368,200
Northern Jamaica Development Project	58,635	6,494
National Road Service Improvement Project	82,077	78,571
Washington Blvd. Imp. Project	994	27,796
Old Harbour Bypass	-	307
Capital A and B Projects	<u>466,671</u>	<u>259,364</u>
Subtotal	(a) <u>1,066,908</u>	<u>740,732</u>
Investments	note 5 above <u>281,000</u>	<u>131,000</u>
Total	(b) <u>1,347,908</u>	<u>871,732</u>

NATIONAL WORKS AGENCY

Notes to the Financial Statements

Year ended March 31, 2009

3. Significant accounting policies (Cont'd)

ix. Revenue recognition

Revenue is fees earned and is measured at the fair value of the consideration received or receivable and represents amount recoverable for services provided in the normal course of business.

Subvention is recognized when it is received.

Interest revenue is recognised in the income for all interest bearing instruments on an accrual basis.

4. Property, plant and equipment

	Plant, machinery and equipment	Computers and office equipment	Furniture, fixtures and fittings	Motor vehicles	Specialist assets	TOTAL
(\$000)						
Cost						
April 1, 2008	171,778	79,776	21,690	44,754	29,789	347,787
Additions	-	6,645	4,939	7,075	-	18,659
Donated	400	790	-	650		1,840
Disposals	(1,745)		(53)	(6,633)		(8,431)
March 31, 2009	170,433	87,211	26,576	45,846	29,789	359,855
Depreciation						
April 1, 2008	128,328	54,048	12,841	32,553	10,530	238,300
Disposal	(1,045)		(2)	(5,983)		(7,030)
Depreciation charges	12,131	7,027	2,496	3,837	1,808	27,299
March 31, 2009	139,414	61,075	15,335	30,407	12,338	258,569
NBV – March 31, 2009	31,019	26,136	11,241	15,439	17,451	101,286
NBV – March 31, 2008	43,450	25,728	8,849	12,201	19,259	109,487

Figure 1: Patching by Quarter - FY 08/09

SPRAY PATCHING ROUTINE MAINTENANCE				
Period	Planned (m²)	Actual (m²)	Cost (J\$-million)	% Achieved
April - June 2008	0	0	0.0	0
July - Sept. 2008	16,000	16,174	5.2	101%
Oct. - Dec. 2008	54,132	49,060	14.8	91%
Jan. - Mar. 2009	0	0	0.0	0%
TOTALS FY 2008/2009 (Spray Patching)	70,132	65,234	J\$20.00	93%

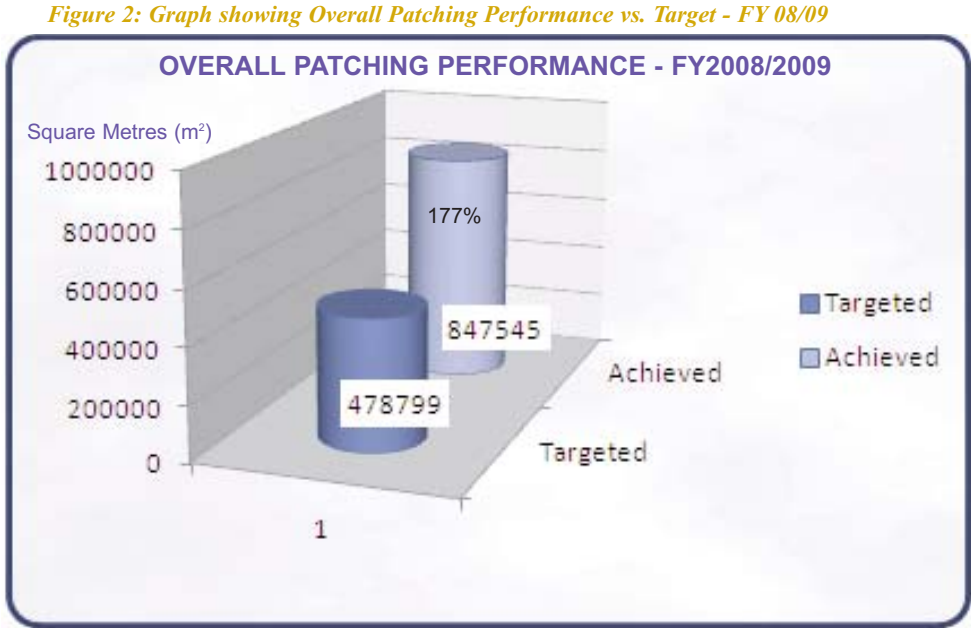
HOT MIX ROUTINE MAINTENANCE				
Period	Planned (m²)	Actual (m²)	Cost (J\$-million)	% Achieved
April - June 2008	25,800	24,401	0.0	94%
July - Sept. 2008	18,300	27,778	5.2	142%
Oct. - Dec. 2008	133,448	124,248	14.8	93%
Jan. - Mar. 2009	143,949	127,353	0.0	88%
SUB-TOTALS FY 2008/2009	321,497	303,780	J\$592.0	94%

HOT MIX Constituency Development Fund, Farm and Olympian Roads, Tropical Storm Gustav Repairs and IADB Damage Restoration Programmes				
Period	Planned (m²)	Actual (m²)	Cost (J\$-million)	% Achieved
FY 2008/2009		391,531		
GRAND-TOTALS FY 2008/2009	321,497	695,311		216%

Figure 1 (cont'd): Graph showing Overall Patching Performance vs. Target - FY 08/09

MICRO-SURFACING - ROUTINE MAINTENANCE				
Period	Planned (m²)	Actual (m²)	Cost (J\$-million)	% Achieved
April - June 2008	0	0	0.0	0
July - Sept. 2008	0	0	0	0%
Oct. - Dec. 2008	87,000	87,000	25.0	100%
Jan. - Mar. 2009	0	0	0.0	0%
TOTALS	87,000	65,234	J\$25.00	100%
Overall Patching Totals FY2008/2009	478,799	847,545		177%

At the end of the fiscal year 2008/2009, the Agency had achieved 177% success of target in overall patching activities, completing a total of 847,545m² of roads, island-wide. Figure 2, illustrates overall achievement in relation to target:-



NATIONAL WORKS AGENCY
Notes to the Financial Statements
Year ended March 31, 2009

3. Significant accounting policies (cont'd)

v. Property, plant and equipment (Cont'd)

Depreciation on assets is calculated on the straight-line basis at annual rates that will write off the carrying value of each asset over the period of its expected useful life. Annual depreciation rates or period over which depreciation is charged are as follows:

Plant, Machinery and Equipment	10 years
Furniture fixtures and Fittings	10 years
Computers Office Equipment	5 years
Motor Vehicles	5 years
Specialist Assets	20 years

Property, plant and equipment are reviewed periodically for impairment. Where the carrying amount of an asset is greater than its estimated recoverable amount, it is written down immediately to its recoverable amount.

vi. Amortization of donated assets reserve

The reserve is written off on a straight line basis over the life of the assets.

vii. Provisions

Provisions are recognised when the entity has a present legal or constructive obligation as a result of past events, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation, and a reliable estimate of the amount of the obligation can be made.

viii. Financial Instruments

A financial instrument is any contract that gives rise to both a financial asset of one entity and a financial liability or equity instrument of another entity. The Agency's financial instruments at March 31, 2009 were receivables and payables.

NATIONAL WORKS AGENCY

Notes to the Financial Statements

Year ended March 31, 2009

3. Significant accounting policies

i. Basis of preparation

The financial statements have been prepared under the historical cost convention and are presented in Jamaica dollars (\$), which is the reporting currency of the Agency.

ii. Cash and cash equivalents

Cash and cash equivalents are carried in the balance sheet at cost. For the purpose of the cash flow statement, cash and cash equivalents comprise cash at bank, in hand, and deposits.

iii. Receivables

Trade receivables are carried at original invoice amounts less provision made for impairment losses. A provision for impairment is established when there is evidence that the entity will not be able to collect all amounts due according to the original terms of receivables.

iv. Accounts payable and accrued charges

Accounts payables are carried at cost for the supply of goods and services and accruals is based on a fair estimate of liability at the end of the financial year. The amounts are payable within one year.

v. Property, plant and equipment

Property, plant and equipment are stated at historical cost less accumulated depreciation and impairment reviews.

Subsequent costs are included in the asset's carrying amount or are recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Agency and the cost of the item can be measured reliably. All other repairs and maintenance costs are charged to other operating expenses during the financial period in which they are incurred.

Flood Damage Recovery/Emergency Repairs Programme 2008/2009

Over the reporting period, the road network sustained damage associated with Tropical Storm Gustav which hit the island in August 2008. Flood rains occurring in the island during the months of October to December 2008 also caused damage which exasperated the condition of the already deteriorated road network. The NWA was responsive to these events, restoring access to affected roadways in a timely manner.

Approximately J\$3.59-billion were allocated, under the Flood Damage Recovery and Emergency Repairs 2008/2009 Programme, to re-open blocked roads and drains and to undertake emergency works which include:-

- Road Repairs (J\$659.7-million);
- River Training/Sea Defence (J\$431-million);
- Wall and Gully Repairs (J\$2.2-billion); and
- The Buff Bay Valley Repairs (J\$300-million).

At the end of March 2009, the Agency had expended approximately J\$960-million to undertake works under the Flood Damage Recovery/Emergency Repairs 2008/2009 Programme.

Tropical Storm Gustav - Flood Damage Emergency Road Repairs

On Thursday, August 28, 2008, the island was hit by Tropical Storm Gustav whose centre moved along Jamaica's south coast at maximum wind speed of 110 kilometres per hour. This resulted in damage island-wide. Heavy rains which preceded the passage of Gustav (August 27), and which also accompanied Gustav (on August 28) and continued through the following day (August 29) with increasing intensity in some parishes, also resulted in damage to roads and road infrastructure in every parish. As indicated by the Meteorological (MET) Office of Jamaica (Gustav Rainfall Report: The Meteorological Phenomenon, P.9), rainfall measurements in a number of areas had exceeded their 30-year average rainfall. These areas included the parishes of: Kingston and St. Andrew; St. Catherine; Trelawny; St. Elizabeth; St. Mary; St. Ann; Portland; St. Thomas; St. James; Manchester; and Clarendon.

A total of three hundred and sixty-eight (368) road sections were affected by the passage of Tropical Storm Gustav and attendant rains, according to reports received and recorded by the NWA's Emergency Operations Centre (EOC). This centre operated from 6:00 p.m. on Thursday, August 28, 2008 through to 4:00 p.m. on Sunday, August 31, 2008. Reports of damage included fallen trees and utility poles; land slippages/landslides; washed down silt/silt deposits; breakaways of roads and protective structures; extensive scouring of road surfaces; and severe inundation. These occurrences of damage had rendered many of the roadways (both Main and Parochial) impassable. Figure 3 illustrates some of the damage resulting from the passage of Tropical Storm Gustav.

Figure 3: Pictorial showing effects of Tropical Storm Gustav 2008



Tropical Storm Gustav ... effects



NATIONAL WORKS AGENCY

Notes to the Financial Statements

Year ended March 31, 2009

1. Identification

The National Works Agency (NWA) was created as an Executive Agency under the Ministry of Transport and Works with effect from April 1, 2001. It took over the functions of the former Public Works Department. The principal activities of the NWA are to plan, build and maintain a reliable, safe and efficient main road network and flood control system. The NWA is regulated by the dictates of government policy and is mandated to achieve strict performance objectives as an Executive Agency.

2. Statement of compliance

- i. These financial statements have been prepared in accordance with the requirements of the Financial Instructions to Executive Agencies (FIEA). These instructions require the application of Generally Accepted Accounting Principles (GAAP) which is based on International Public Sector Accounting Standards (IPSAS). IPSAS's are developed by the International Public Sector Accounting Standards Board (IPSASB). IPSASs are based on the International Financial Reporting Standards (IFRSs), issued by the International Accounting Standards Board (IASB) where the requirements of those Standards are applicable to the public sector.
- ii. The preparation of the financial statements to conform to IPSAS requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities, contingent assets and contingent liabilities at the balance sheet date and the revenue and expenses during the reporting period. Actual results could differ from those estimates. The estimates and the underlying assumptions are reviewed on an ongoing basis and any adjustments that may be necessary would be reflected in the year in which actual results are known.

**NATIONAL WORKS AGENCY
STATEMENT OF CASH FLOW
FOR THE YEAR ENDED MARCH 31, 2009**

	2009 \$'000	2008 \$'000
Cash flows from operating activities		
Deficit for the year before GOJ financing	(615,023)	(245,190)
GOJ financing from Consolidated Fund	489,417	432,507
Net (deficit)/surplus after GOJ financing	<u>(125,606)</u>	<u>187,317</u>
Adjustments:		
Depreciation	27,299	30,973
(Profit)/Loss on sale of fixed assets	(5,901)	(313)
(Increase)/decrease in receivables	(327,473)	72,867
Increase/(decrease) in payables	554,966	(153,978)
Transfer from donated assets reserve	(10,476)	(15,299)
Net cash provided from operating activities	<u>112,809</u>	<u>121,567</u>
Cash flows from investing activities		
Capital expenditure	(18,659)	(22,047)
Capital expenditure - Grant	(1,840)	(12,463)
Proceeds from sale of fixed assets	7,302	1,278
Movement in EAIF	(190,235)	(12,828)
Net cash used in investing activities	<u>(203,432)</u>	<u>(46,060)</u>
Cash flows from financing activities		
Capital grant received	1,849	12,463
Net cash flows from financing activities	<u>1,849</u>	<u>12,463</u>
Increase/(decrease) in cash and cash equivalents	<u>(88,774)</u>	<u>87,970</u>
Cash and cash equivalents at beginning of year	229,967	141,997
Cash and cash equivalents at end of year	<u><u>141,193</u></u>	<u><u>229,967</u></u>

The accompanying notes on pages 5-15 form an integral parts of these financial statements

NWA's Response to the Effects of Tropical Storm Gustav

The Agency's response to the effects of Tropical Storm Gustav and attendant rains was remarkable. By September 2, 2008, the NWA had responded to a total of two hundred and ninety-eight (298) or eighty per cent (80%) of the reported cases of damage, re-opening blocked roadways to at least single-lane access. At September 5, 2008, six (6) days after the passage of Tropical Storm Gustav only 62 of the 368 roads remained blocked. These were spread across seven (7) parishes: St. Andrew; St. Catherine, St. Thomas, St. Mary; Portland; Clarendon and St. James, and included twenty (20) main roads and forty-two (42) Parochial roads.

At total of J\$659.7-million was allocated for road works under the Tropical Storm Gustav Flood Damage Emergency Road Repairs Programme. At the end of the Fiscal Year 2008/2009, a total of J\$354.3-million was expended to effect these repairs.

River Training/Sea Defence Programme

A total of J\$431-million were allocated over the 2008/2009 financial year to carry out River Training and Sea Defence Works at seventeen (17) locations, island-wide. Some of the locations targeted included:-

- Kintyre/Hope River - St. Andrew
- Hope River/HarbourView - St. Andrew
- Taylor Land (Cane River) - St. Andrew
- May Pen Drains - Clarendon
- Parry Town - St. Ann
- Belvedere (Morant Johnson River) - St. Thomas
- Cane River - St. Thomas
- Broadgate - St. Mary
- Donnington Castle - St. Mary
- Buff Bay - Portland
- Shewsbury - Portland
- Montego River - St. James
- Ballards River - Clarendon

Figure 4: Pictorial of River Training Works in Progress during FY 2008/2009

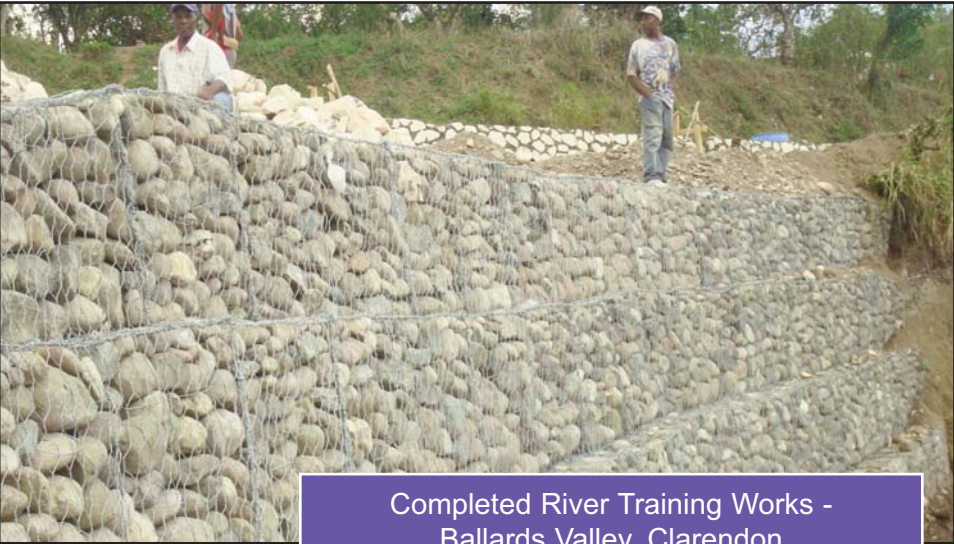


Belvedere (Morant Johnson River) - St. Thomas

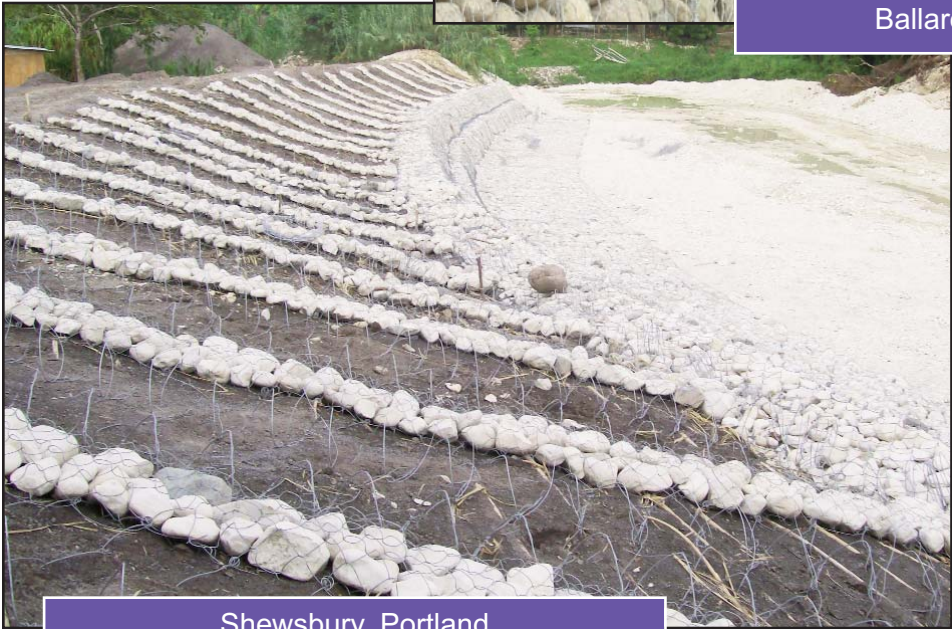
At the end of the fiscal year, three (3) projects were completed and fourteen (14) were in progress. A total of J\$224.1-million were expended as at March 31, 2009 on these projects. Completed projects were as follows:-

- Shewsbury
- Ballards River
- Portland
- Clarendon
- Hope River/HarbourView
- St. Andrew

Figure 5: Pictorial of River Training Works Completed during FY 2008/2009



Completed River Training Works -
Ballards Valley, Clarendon



Shewsbury, Portland

Under the Flood Damage Recovery Programme, a total of eighty-three (83) wall and gully projects were targeted to be undertaken over the fiscal year 2008/2009, at cost of J\$2.2-billion.

At the end of the fiscal year, the Agency had expended J\$321.5-million to complete 61 of the 83 walls and gullies slated for repairs. This represented a 73% achievement of target. Seventeen (17) projects were also in progress at the end of the fiscal year. Work had not yet commenced on a total of five (5) projects. Figure 6, below indicates some of the locations at which retaining wall and gully works were completed, as well as some areas where work was in progress at the end of the fiscal year 2008/2009. Figure 7 shows some of the physical locations where walls were completed.

NATIONAL WORKS AGENCY
STATEMENT OF CHANGES IN EQUITY
FOR THE YEAR ENDED MARCH 31, 2009

	Contributed capital \$'000	Donated assets reserve \$'000	General reserve \$'000	Total \$'000
Balance as at March 31, 2007	166,940	47,798	240,752	455,490
Net surplus for the year	-	-	187,317	187,317
Additions	-	12,463	-	12,463
Transfer to General Reserve	-	(14,944)	-	(14,944)
Balance as at March 31, 2008	166,940	45,317	428,069	640,326
Net deficit for the year	-	-	(125,606)	(125,606)
Additions	-	1,849	-	1,849
Transfer to General Reserve	-	(10,476)	-	(10,476)
Balance as at March 31, 2009	166,940	36,690	302,463	506,093

The accompanying notes on pages 5-15 form an integral parts of these financial statements

**NATIONAL WORKS AGENCY
STATEMENT OF FINANCIAL PERFORMANCE
FOR THE YEAR ENDED MARCH 31, 2009**

	Note	2009 \$'000	2008 \$'000
INCOME			
Management fees		468,186	603,437
Motor vehicle and equipment hireage		18,188	18,010
Technical services		834	1,988
Inspection petroleum station		1,910	1,300
Subdivision and building application services		7,148	12,332
Other income	15	7,767	5,464
Total Income		504,032	642,532
EXPENDITURE			
Staff costs	16	809,089	608,983
Goods and services		76,226	77,160
Premises related services		58,738	58,531
Depreciation		27,299	30,973
Interest and charges		482	141
Bad debts		163,982	397,269
Other costs	17	31,398	23,771
Total Operating Expenses		1,167,213	1,196,828
Operating Surplus/(Deficit)		(663,182)	(554,296)
Profit on disposal of fixed assets		5,901	313
Management fees		-	(940)
Interest income		31,782	13,636
Donated assets amortisation		10,476	15,299
Write-off to Consolidated Fund		-	280,798
Net deficit before GOJ financing		(615,023)	(245,190)
GOJ financing from Consolidated Fund		489,417	432,507
Net (deficit)/surplus after GOJ financing		(125,606)	187,317
50% Net surplus to Consolidated Fund		-	
Net (deficit)/surplus		(125,606)	187,317

The accompanying notes on pages 5-15 form an integral parts of these financial statements

Figure 6: Retaining Wall Construction: some Locations -FY 2008/2009

Location	Description of Work	% Completion Status
St. CATHERINE		
Jacks Hill - Cashew Ridge	Retaining Wall	100%
Skyline Drive	Retaining Wall	100%
Graham Close, Cherry Gardens	Retaining Wall	100%
Stony Hill - Parks Road	Retaining Wall	100%
Persimmon, St. Andrew	Retaining Wall	100%
Upper Benson Ford	Gully	100%
Manor View, St. Andrew	Retaining Wall	100%
Guava Ridge - Cooperidge	Retaining Wall	100%
Studley Park	Retaining Wall & Gully Invert	100%
New Castle	Retaining Wall	100%
Aston Ridge	Retaining Wall	100%
Golden Spring/Temple Hall Main Road	Retaining Wall	100%
Majestic Gardens (Part of Sandy Gully project)	Retaining Wall & Gully Invert	100%
St. CATHERINE		
Catherine Hall and Mega Mart Gullies	Random Rubble Wall	100%
Knolis	Retaining Wall	100%
CLARENDON		
Lewis Street and Lewis Street to Western Park	Retaining Walls (2 projects)	100%
Ballards River	Retaining Wall	100%
Ballards Valley	Parapet and Block Walls (2 projects)	100%
Carty Hill	Retaining Wall	100%
ST. THOMAS		
Old Pera and Babaguava	Retaining Wall	100%
Spring Bank	Retaining Wall	100%
ST. ANN		
Parry Town	Retaining Wall	100%
ST. JAMES		
Sign - Virgin Valley	Random Rubble & Parapet Walls	100%
John's Hall - Stapleton	Random Rubble & Parapet Walls	100%
Adelphi - Kent	Random Rubble Wall	100%

Figure 7: Pictorial: Some of the Retaining Walls completed - FY 2008/2009



Figure 7: (contd) Pictorial: Some of the Retaining Walls completed - FY 2008/2009



The Buff Bay Valley Project

The poor condition of the Buff Bay Valley was severely exasperated by the effects of Tropical Storm Gustav in 2008. Breakaways occurred at over twelve (12) locations in the Valley. Approximately J\$300-million, were allocated, to undertake the construction of retaining walls in the Buff Bay Valley, over the fiscal year 2008/2009. Figure 8, below, illustrates:-

Figure 8: Retaining Wall Construction in the Buff Bay Valley - FY 2008/2009

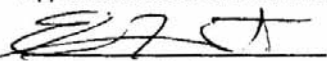
RETAINING WALL CONSTRUCTION - Tropical Storm Gustav Flood Damage Repairs				
Location	(%) Percentage Completion	Total Projected Programme Expenditure	Total Amount Expended	Remarks (Progress on Wall construction:)
Buff Bay Valley, Portland Targeted:- 1.Road Rehabilitation 32,000m2 of roadway from Wakefield to Old Station. 2.Road Overlay 28 kilometres of roadway from Buff Bay to Section. 3.16,000m3 Retaining Walls to be construction at approximately twelve (12) breakaway points .	20%	J\$299.8-million	J\$60-million	<ul style="list-style-type: none">• 7 walls completed:-<ul style="list-style-type: none">- Cool Shade;- Old Station;- Birnamwood;- Wakefield;- Cedar Valley;- Mullet Hall;- Spring Hill.• 1 of 2 walls in progress:-<ul style="list-style-type: none">- Regale (60% complete)• 4 walls Not yet started:-<ul style="list-style-type: none">- Cascade #1- Cascade #2- Bike Stop;- Section.

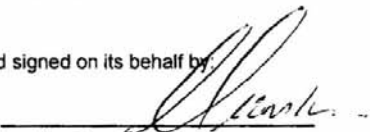
NATIONAL WORKS AGENCY
STATEMENT OF FINANCIAL POSITION
AS AT MARCH 31, 2009

	Note	2009 \$'000	2008 \$'000
Non-current assets			
Property, plant and equipment	4	101,286	109,487
		<u>101,286</u>	<u>109,487</u>
Current assets			
Trade and other receivables	6	708,156	706,859
Client deposits	7 (a)	1,066,908	740,732
Investment	5	357,847	167,613
Cash at bank and in hand	8	141,193	229,967
		<u>2,274,104</u>	<u>1,845,171</u>
Current liabilities			
Payables and accruals	9	279,879	192,154
Amounts payable to Accountant General	10	165,030	234,633
Client's deposit	7 (b)	1,347,908	871,732
Employee benefits	11	76,480	15,814
		<u>1,869,297</u>	<u>1,314,332</u>
Net current assets		<u>404,807</u>	<u>530,839</u>
Total Assets		<u>506,093</u>	<u>640,326</u>
Equity			
Capital (GOJ Investment)	13	166,940	166,940
General reserve	14	302,463	428,069
Donated assets reserve		36,690	45,317
		<u>506,093</u>	<u>640,326</u>

The accompanying notes on pages 5-15 form an integral parts of these financial statements

Approved for issue on behalf of the National Works Agency 2013 February 07 and signed on its behalf by:


E.G. Hunter (Mr.)
Chief Executive Officer



Pauline Dunstan (Mrs.)
Director of Finance and Accounts

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, 2009, and of its financial performance, and its cash flows for the year then ended in accordance with International Public Sector Accounting Standards.

Report on Additional Requirements of the Executive Agencies' 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.


Pamela Monroe Ellis (Mrs.)
Auditor General

2013/02/22
Date

Flood Damage Recovery Programme/Emergency Repairs 2007/2008

During the fiscal year 2008/2009, the Agency continued works under the Flood Damage Recovery/Emergency Repairs 2007/2008 Programme. A total of thirteen (13) projects were targeted under this programme at a projected cost of approximately J\$157 million.

At the end of the Fiscal Year 2008/2009, a cumulative total of eleven (11) projects were completed under this programme, eight (8) of which were completed in the previous fiscal year 2007/2008 and three (3) within the present year in review, as follows:-

Projects completed during FY 2008/2009

- Riverview, Portland (Retaining Wall);
- Fairfield - Point, St. James (Retaining Wall); and
- Reading Loop Road, St. James (Drain Cleaning).

The remaining (2) of the thirteen (13) projects were in progress at the end of the fiscal year 2008/2009. These are shown in Figure 9.

Figure 9: Retaining Wall Construction FY 2008/2009 -Continuation of 2007/2008 Flood Damage Repairs

RETAINING WALL CONSTRUCTION - Hurricane Dean Flood Damage Repairs				
Location	(%) Percentage Completion	Total Projected Programme Expenditure	Total Amount Expended	Remarks (Progress on Wall construction:)
Lawrence Tavern, St. Andrew Random Rubble Wall: 16m long; 14m high targeted for construction	98%	J\$19-million	J\$16.4-million	Along the road section from St. Christopher to Glengoffe, St. Andrew.
Jacks Hill Road, St. Andrew Random Rubble Wall: 42m long, 10m high targeted for construction - vicinity of Bob Marley Residence.	10%	J\$33.2-million		Preliminary Works completed at the end of December 2008. Civil works to be undertaken in the next fiscal year 2009/2010.

Figure 10: Retaining Wall being constructed at Lawrence Tavern, St. Andrew

Lawrence Tavern, St. Andrew - Retaining Wall being constructed



IADB/GOJ Flood Damage Recovery Programme

In November 2007, the NWA, supported by funding of from the Inter-American Development Bank (IADB) and the Government of Jamaica, committed to effect full restoration of critical corridors of the Main Road Network that were extensively devastated by the passage of Hurricane Dean in August 2007 and subsequently forty-days of continual rainfall in October and November of the same year. Over the fiscal year 2008/2009, the Agency targeted six (6) projects under this allocation:-

- Roselle, St. Thomas;
- Yallahs, St. Thomas;
- Georgia, St. Thomas;
- Muirton - Fair Prospect, Portland;
- Old Harbour, St. Catherine; and
- The Bog Walk Gorge, St. Catherine

These projects were estimated to cost US\$7.7-million. At the end of the fiscal year 2008/2009, the Agency had completed all six (6) of these projects. Expenditure on these projects stood at US\$8.56-million at March 31, 2009, as illustrated in Figure 11, below:-

Figure 11: IADB Flood Damage Restoration 2008/2009

INTER-AMERICAN DEVELOPMENT BANK HURRICANE & FLOOD DAMAGE RELIEF				
Targeted	(%) Percentage Completion	Total Projected Programme Expenditure	Total Amount Expended	Remarks
(Six (6) projects)	100%	US\$7.7-million	US\$8.6-million	
These were				
Roselle, St. Thomas	100%	US\$2.6-million	US\$3.3-million	Located along the Pamphret - Morant Bay corridor in St. Thomas.
• 30,000m³ Rock Revetment Works	100%			Contractors: - M & M Jamaica; - Bewelk Equipment & Construction; - Warren Shaw.
• 2,370m³ Random Rubble Wall	100%			
Yallahs River, St. Thomas	100%	US\$1.2-million	US\$1.7-million	Completed 1,000 ft of Bunding on either side of the river, as well as 1,000 ft. of Formation.
• 300m River Training (Bunding) works - upstream, both sides of the river.	100%			Contractors: L&K Construction; Sean D. Construction; Gabion & Structures; Surrey Paving & Aggregates.



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INDEPENDENT AUDITOR'S REPORT

To the Chief Executive Officer
National Works Agency

Report on the Financial Statements

I have audited the accompanying Financial Statements of the National Works Agency, set out on pages 1 to 15, which comprise the Statement of Financial Position as at March 31, 2009, Statement of Financial Performance, Statement of Changes in Equity and Statement of Cash Flows 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 International Public Sector 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.

FINANCIAL STATEMENTS

Year ended March 31, 2009

Independent auditor’s report

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Statement of cash flows

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Statement on Internal Control

Figure 11 (Cont'd.): IADB Flood Damage Restoration 2008/2009

INTER-AMERICAN DEVELOPMENT BANK HURRICANE & FLOOD DAMAGE RELIEF				
Targeted	(%) Percentage Completion	Total Projected Programme Expenditure	Total Amount Expended	Remarks (Progress on Wall construction:)
Georgia, St. Thomas 2 Project sites targeted at the Negro River:- 1st site • 130-foot Bailey Bridge targeted for construction • 350m River Training (Bunding Works) 2nd site • 100-foot Bailey Bridge targeted for construction • 100m River Training (Bunding Works)	100% 100% 100% 100% 100%	US\$0.97-million	US\$0.97-million	Contractor: Surrey Paving & Aggregates.
Muirton to Fair Prospect, Portland Scope of works includes:- • 1,493m³ Random Rubble Wall • 3,500m³ Rock Revetment Works • 22,000m Bushing • 10,000m² Patching • 7,858m² Asphaltic Concrete Overlay	100 % 100% 100% 100% 100% 100%	US\$1.2-million	US\$1.2-million	The following communities were targeted for restorative works:- • Manchioneal • Long Bay; • Kensington; • Rural Hill; • Panton's Hope Contractor: Alcar Construction and Haulage.
Old Harbour, St. Catherine • 3 Random Rubble Walls, spanning 579m³ along the Barton's Road • 390m² Asphaltic Concrete Overlay • 316m² Reno-mattress Works • 600m Drain Cleaning Old Harbour Bay area.	100% 100% 100% 100%	US\$0.31-million	US\$0.4-million	Contractor: Strathairn Construction Limited.

Figure 11 (Cont'd.): IADB Flood Damage Restoration 2008/2009

INTER-AMERICAN DEVELOPMENT BANK HURRICANE & FLOOD DAMAGE RELIEF				
Location	(%) Percentage Completion	Total Projected Programme Expenditure	Total Amount Expended	Remarks (Progress on Wall construction:)
Bog Walk Gorge, St. Catherine Scope of works includes:- <ul style="list-style-type: none">• 1,200m³ Concrete Pavement• 6,268m³ Patching• 250m³ Random Rubble Wall• 400m De-silting of the River Channel• 200m U-Drain in the vicinity of Angels	100 % 100% 100% 100% 100%	US\$1.34-million	US\$1.02-million	Contractor: Solid Engineering Construction.

Figure 12: Completed Works: IADB Flood Damage Relief 2008/2009



Tours and Site Meetings

A total of 71 tours and site visits were conducted with Members of Parliament, Government Ministers and other officials.

Post Project Evaluation Conducted

The Agency believes that communication is a vital component of the design and implementation of all its projects. In this regard, the Communications Unit undertook efforts to review the Communications Component of a major project completed during the fiscal year 2008/2009: The Yallahs Bridge Construction Project.

The strengths and weaknesses of the Communications Component of the Yallahs Bridge project were assessed under three (3) main areas:-

- Information Sources - responsiveness of Project Management and Technical Support Teams to requests for relevant information.
- Information Dissemination - channels through which information was fed to affected communities and the public at large.
- Capturing of Customer Feedback - means by which customer feedback was recorded and reviewed.

The Communications Unit continued during the fiscal year 2008/2009, to facilitate effective communication between the Agency and its various publics and anticipates continued growth in the areas of Communication and Customer Services, during the next fiscal year.

Figure 50: Pictorial - Community Interaction

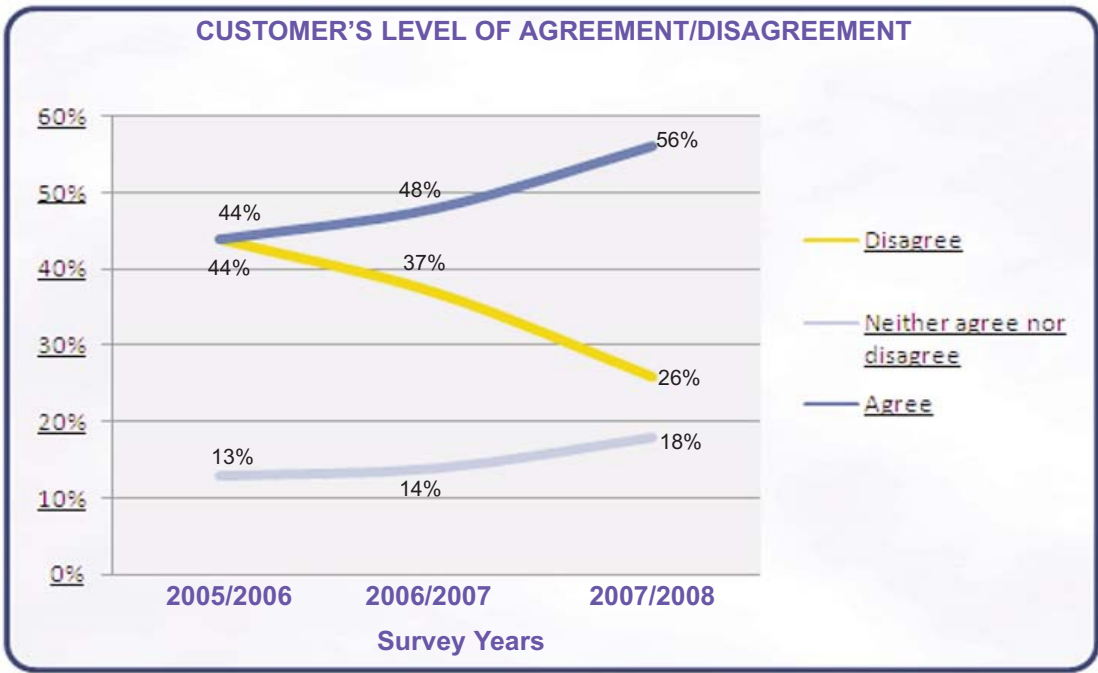


Customer Satisfaction Survey 2008

The Agency, with all its efforts to provide excellent products (roads and infrastructure) and services for its customers, does not take for granted that these are satisfactory to the customers themselves. Hence, its annual Customer Satisfaction Survey, conducted between the 2nd and 3rd quarters of each fiscal year.

The 2008 survey (conducted August to October 2008), indicated a marked improvement in Customers' overall level of satisfaction with the works and services of the National Works Agency. A comparison of the survey years 2005/2006, 2006/2007 and 2007/2008 revealed that the satisfaction levels of customers have improved, in several areas, over the past three years. When, for example, customers were asked to "agree" or "disagree" with the statement, "NWA re-opens main roads in a reasonable time after a disaster event", 56% of the 500 respondents agreed. This figure reflected an 8% increase in this agreement level over last survey year (2006/2007) and a 12% over the 2005/2006 survey year, as indicated in Figure 49:-

Figure 49: Graph showing 3-year tracking of Customer Satisfaction Level in the area of NWA's Response to Emergency situations.



NWA's Website

The Agency's website (www.nwa.gov.jm), continued over the fiscal year to be the medium through which information is disseminated to community networks and the public at large. During the fiscal year, over 1.2-million visits to the website were recorded.

Client Relations

Over the fiscal year, the Agency continued its efforts to sustain staff relations by keeping staff aware of the Agency's operations via the quaterly publication of the Roadster, as well as quarterly regional newsletters.

Staff Relations

During the year in Review, the Agency continued its efforts to sustain client relations via meetings and tours conducted with relevant Government Officials. These events facilitates the Agency's objective to keep its clientele abreast of its activities and operations.

Road Maintenance Fund (RMF) Bushing and Drain/Gully Cleaning

Under the Road Maintenance Fund Bushing and Drain/Gully Cleaning Programme, the Agency undertook bushing and drain cleaning activities, over the fiscal year, as indicated in Figure 13, below:-

Figure 13: RMF Bushing and Drain Cleaning by Quarter - FY 2008/2009

QUARTER	BUSHING - Kilometres (km)			DRAIN CLEANING - Kilometres (km)		
	Targeted	Achieved	%	Targeted	Achieved	%
Apr - Jun 2008	0	0	0%	2,600	2,656	102%
Jul - Sept 2008	567	398	70%	567	330	58%
Oct - Dec 2008	752	840	112%	363	325	89%
Jan - Mar 2009	317	436	137%	128	251	196%
Total FY 2008/2009	1,636	1,674	102%	3,658	3,562	97%

Figure 14: Chart showing Overall Target vs. Performance: RMF Bushing and Drain Cleaning - FY 2008/2009



Figure 14: (contd) Chart showing Overall Target vs. Performance:
RMF Bushing and Drain Cleaning - FY 2008/2009



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

During the fiscal year 2008/2009, a total of J\$193-million was spent to execute activities under both the Institutional Strengthening and the Performance-Based Routine Maintenance Contracts components.

NRSIP Institutional Strengthening Component

The end of March 2009 saw the following were the achievements under the Institutional Strengthening Component of NRSIP:-

- All aspects of the Dillon Consulting contract deliverables have been attained as per schedule.
- The Planning & Research Directorate, was at the end of the fiscal year, preparing a draft Five-year Network Plan, utilising the integrated Harfan/RMMS databases.
- The consultants provided the Agency with a MS Access application for distribution to Senior Managers for use as a "simple" management decision-making tool wherein Managers/Directors may be able to assess the impact of various budget scenarios on the level of investment that will maintain the network at the desired performance level.
- Consultants completed the update to the Agency's Hydraulic Manual.
- Two (2) workshops with private sector contractors are scheduled to be held at the beginning of the upcoming Fiscal Year 2009/2010 (during the week beginning April 27, 2009). Feedback from these sessions is expected to be incorporated, as is applicable, into the final version of the manual. A CD will also be distributed to stakeholders.

COMMUNICATION AND CUSTOMER SERVICES

The Agency, over the fiscal year 2008/2009, continued efforts, through its Communication and Customer Services Department, to maintain strong visibility in the media. As well, the Agency sought to maintain effective interactions with community, staff and clients.

Media Visibility

Over the fiscal year, the Agency utilized audio, visual and print channels to maintain its visibility in the media. The weekly radio feature, "On Our Roads, With the National Works Agency", continued over the period to be the major audio channel utilized by the Agency to achieve this objective. "On Our Roads, With the NWA" continued to be aired every Tuesday on:-

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

With regards to print and visual channels, News Releases and Television Interviews played a major role in the Agency's visibility in the media, over the period.

Media Accomplishments (Audio, Print, Visual)
The Agency made a total of 285 appearances in the media, over the fiscal year 2008/2009, as indicated in Figure 47.

Figure 47: Media Accomplishments - FY 2008/ 2009

NWA'S APPEARANCE IN AUDIO, PRINT & VISUAL MEDIA	
"On Our Roads" Radio Feature	168
News Releases	114
Television Interviews	3
TOTAL MEDIA APPEARANCES	285

Community Interaction

The Agency maintained interaction with communities via attendance at various community and town planning meetings. The Agency's Customer Complaints System and Website also played a major role in community interaction over the period.

Community Meetings

During the fiscal year, the Agency was represented at a number of Town/Community meetings. These included:-

- Parish Infrastructural Development and Maintenance Meetings;
- Parish Disaster Meetings;
- Community Meetings (included: Community Development Committee (CDC) meetings, Neighbourhoods Watch meetings; Parents-Teachers Association meetings).

Figure 48: Customer Complaints/Concerns Received - FY 2008/2009

CUSTOMER COMPLAINTS RECEIVED	
Daily reported concerns/complaints	640
Effects of Tropical Storm Gustav - Concerns/Complaints reported at Emergency Operations Centre (EOC)	368
TOTAL COMPLAINTS RECEIVED	1,008

Customer Complaints System

The Agency ardently continued its efforts to document and track the resolution of its customers concerns/complaints, through its Customer Complaints System, comprising Customer Complaints Form and Data Base. Over the year in review, the Agency received a total of 1,008 complaints as indicated in Figure 48:-

INTERNAL AUDIT

The Role of Internal Audit at National Works Agency is to ensure that the Agency's activities conform to three principal pieces of legislation, namely:-

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

Additionally, the department ensures that the Agency complies with circulars and directives emanating from the Ministry of Finance and the Public Service.

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

Achievements

The Unit carried out twelve (12) scheduled audits in the fiscal year 2008/09. This achievement represents seventy-one percent (71%) of its targeted activity of seventeen (17) audits/reviews for the year.

There were also unscheduled reviews which were pursued during the year. These included reviews of reports on staff salary adjustments and employees' performance evaluations. Additionally, during the fiscal year, significant time was spent on the examination and verification of bills relating to the Hurricane Gustav Restorative Works.

Auditing activities over the fiscal year were focused on components of management audits, financial statements reviews, evaluation of Key Performance Indicators (KPI's), as well as operational and performance audits. The results of these audits and reviews were discussed with the senior management body with a view of strengthening areas of weakness and consolidating areas of strength.

Professional Enhancement

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

- The Project Financial Management Information System - ACCPAC Project Job Costing (PJC) was fully implemented during the period February 16 to March 31, 2009.
- Project Managers were trained with respect to the creation of project information (i.e. Bills of Quantities) within the application. The intention is to enter all civil works contracts related to the loan agreement (IADB Loan #2026) - Transportation Infrastructure Rehabilitation Programme (TIRP). The application was expected to be the primary focus for reporting to the IADB on the progress of the works.

NRSIP Performance Based Routine Maintenance Contracts

Component

Contracts for a 3-year Routine Maintenance Programme, covering main roads in five (5) pilot parishes: St. Thomas, Portland, St. Catherine, Manchester and Westmoreland, were signed in October 2006. These contracts were valued at approximately One Billion Jamaican Dollars. Over the fiscal year 2008/2009, Routine Maintenance activities undertaken comprised patching, bushing, drain cleaning and local rehabilitation, along eighty-four (84) road sections across the five (5) pilot parishes. At the end of the fiscal year, the following were the accomplishments made under NRSIP:-

Figure 15: Accomplishment under NARSIP - FY 2008/2009

Activity	Span of Roadway Addressed
Patching	19,267m2
Bushing	546.2km
Local Rehabilitation	3,783m3
Drain Cleaning	270,979m
Clearing of Landslips:	6,000 m3

The road sections which received attention under NRSIP, over the Fiscal Year, 2008/2009, are illustrated in Figure 16:-

Figure 16: IADB/GOJ Funded NRSIP - Routine Maintenance Based Contracts 2008/2009

Road Section	Parish
Border - Negril Bartletts River - Sheffield - Negril Torrington - Galloway Truro Gate - Locust Tree Jerusalem Mountain - Glassgow Border - Mount Eagle Springfield - Silver Spring Negril - Negril Lighthouse Retrieve - Marchmont Seaford Town - Marchmont Chester Castle - Jack's Gate Struie - Lambs River Darliston - Carmel Darliston - Woodstock Hopetown - Auchindown Bog - Content Whitehouse - Petersville	Westmoreland

Road Section	Parish
Buff Bay - Balcarres Balcarres - Wakefield Chepstowe - Spring Garden Swift River - Mount Herman Church Hill Corner - Muir Park Hector's River - Muirton Muirton - Ecclesdown Muirton - Fair Prospect Fair Prospect - Folly Folly - Boundbrook & Allen Fairy Hill - Nunsuch Nunsuch - Port Antonio Hospital Road	Portland
Morant Bay - Port Morant Morant Bay - Wilmington Port Morant - Bath Bath - Bath Fountain Hordley - Haining Style Hut - Centre Cut Golden Vale - Thornton Seaforth - Soho Hampton - Rocky Point Bowden - Bowden Wharf Hallhead - Negro River Bridge Serge Island - Loop Road Poorman's Corner - Heartease	St. Thomas

Figure 16: (contd) IADB/GOJ Funded NRSIP - Routine Maintenance Based Contracts 2008/2009

Road Section	Parish	Road Section	Parish
Spur Tree - Gutters	Manchester	Bog Walk - Ewarton	St. Catherine
Williamsfield via Mandeville - Greenvale		Bog Walk - Fletchers Street	
Williamsfield - Greenvale		Linstead - Fletchers Avenue	
Greenvale		Fletchers Avenue - King Street	
Whitney Turn - Trinity		Kings Street - Fletchers Avenue - Linstead Town	
Pusey Hilly - St. Jago		Ewarton - Mt. Diablo	
Clifton - Cedar Grove		Natural Bridge - Troja	
Mandeville - Markpost		Church Road - Knollis	
Mandeville - Rudd's Corner		Vanity Fair - Linstead Bybass	
Main Street - Race Course		Vanity Fair - Rose Hill	
Downs - Littiz		Worthy Park - Camperdown	
Melrose Bypass		RBTT (Old Harbour Road) - Gutters	
Old England - Royal Flat		Barry - Point Hill	
Newleigh Road		Eleven Mile - Barry	
Sedburgh - Clandon		Old Harbour - Bartons	
Shooters Hill - Cains Shop		Bellas Gate - Gold Mine	
Freetown - Bombay			
Dump - Moravia			
Craig Head - Troy			
Coleyville - Ballynure			
Green Hill - Keynsham			

At the end of March 2009, cumulative expenditure under NRSIP, to date, stood at J\$1.004-billion, which brought NRSIP to its end. However a one (1) month extension of NARSIP was implemented to the end of April 2009.

Figure 46: Citation: 2008 C.E.O.'s Award to the St. Ann Parish Team



Figure 44: Employee of the Year 2008



Mr. Vincent Small - Parish Manager, St. Ann, receiving the Employee of the Year (2008) Award from State Minister for the Ministry of Transport and Works, Hon. Joseph Hibbert

The C.E.O's Award

At the end of each calendar year the Chief Executive Officer (CEO) may make an award for outstanding contribution in any of the following categories:

- a. Support Staff of the Year - for example outstanding Driver or Office Attendant, based on their performance throughout the year and recommendation from their respective Manager.
- b. Directorate of the Year - based on achievement of the Agency's Key Performance Indicators, with particular emphasis on the following:-
 - i. Customer focus
 - ii. Cost saving efforts

The 2008 C.E.O's award went to the St. Ann Parish Team, under category (c). The St. Ann Team was recognized by the C.E.O. for their dedicated and unselfish service to residents of St. Ann, during severe flood rains which wreaked havoc in the Parish on April 18, 2008. Details of the team's contribution are indicated in the citation shown in Figure 46.

MAJOR PROJECTS

Caribbean Development Bank (CDB) Funded Projects

The Caribbean Development Bank, continued, during 2008/2009, to facilitate the Agency's undertaking of a number of major projects, through loan agreements with the Government of Jamaica (GOJ). Through the CDB facility, the Agency, during the fiscal year continued work on two major projects and designs substantially completed for one other. These projects were:-

- The Palisadoes Peninsula;
- The Washington Boulevard (Fifth Road Project); and
- The Fern Gully.

Palisadoes Rehabilitation and Protection

During FY 2008/2009, approximately J\$102-million were spent to continue Rock Revetment works along the Palisadoes Peninsula, completing a total of 646m of Rock Revetment works along the 'Airport Road'. This figure represents a 100% success of the target for the fiscal year 2008/2009, as indicated in Figure 17.

The end of the fiscal year 2008/2009 saw an overall achievement of approximately one kilometre (actual: 1,056 metres) of Rock Revetment works along the Palisadoes Peninsula. This represents a 23% achievement of the overall target of 4.6km of Rock Revetment works to be undertaken along the Peninsula. Total cost to date (as at March 31, 2009) amounted to J\$106.6-million. Rock Revetment works along the remaining 3.6km of the targeted 4.6km, is expected to be undertaken in the next fiscal year 2009/2010.

Figure 17: Rock Revetment Works - The Palisadoes Peninsula - 2008/2009



Rock Revetment Works along the Palisadoes Penninsula, St. Andrew

The Washington Boulevard (Fifth Road) Project

Over the fiscal year, the Agency intensified preparations to facilitate civil works along the Washington Boulevard. The roadway will be widened between the Molynes Road Intersection and the Constant Spring Road/Dunrobin Avenue intersection, from two (2) lanes to six (6) lanes.

At the end of the fiscal year 2008/2009, a total of J\$243.88-million (US\$3.3-million) had been expended to undertake preparatory works for this project, as indicated in Figure 19:-

Figure 18: Preparatory Works - FY 2008/2009: The Washington Boulevard Project

THE WASHINGTON BOULEVARD PROJECT

Background

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

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

The project is estimated at a total Project cost of Twenty-three Million three hundred and ninety thousand United States Dollars (US\$23.390-million), of which the Caribbean Development Bank (CDB) has approved a loan of fourteen million seven hundred and seventy seven thousand united States dollars (US\$14.777-million). The remainder of US\$ 8.613-million is to be financed by GOJ.

At the end of March 2009, progress on this project was as follows:-

Land Acquisition and Construction of New Boundary Walls

- The NWA acquired all thirty-seven (37) parcels of land needed to facilitate the road improvement.
- Thirty-six of thirty Seven boundary walls were constructed along the new alignment. Based on the fact that a sewer system will have to be built on the land of the remaining one (1) property, this wall is scheduled to be constructed during the civil works phase, which is expected to commence within the 2nd quarter of the upcoming Fiscal Year 2009/2010.

Land Acquisition and Construction of New Boundary Walls (cont'd.)

- Tenders for civil works were invited, returned, evaluated and, at the end of the fiscal year, were being processed by relevant committees (e.g. N.C.C.).

Utility Relocation

- The Jamaica Public Service Company (JPSCo) and Cable and Wireless (C&W) had substantially completed designs for relocation of their poles and conduits. Funds were made available to both JPSCo and C&W to effect relocation.
- JPSCo commenced relocation activities in March 2009. However, this activity was temporarily put on hold, pending a request from the JPSCo for the NWA to relocate signs/billboards located on some properties which could interfere with utility wires along the new alignment. This sign relocation exercise is expected to commence on April 27, 2009.
- The National Water Commission (NWC) was, at the end of the fiscal year, concluding the designs for relocation of their water and wastewater systems. NWC's and C&W's utility relocation works will be done during the main civil works contract.
- FLOW had indicated their intention to lay conduits along the corridor. This is expected to be done during the main civil works contract.

Community Meetings

- A series of community meetings have been scheduled to be held in the 1st quarter of the upcoming Fiscal Year 2009/2010.
It is expected that civil works will begin within the 2nd quarter of fiscal year 2009/2010.

Affirming Staff Through Rewards and Recognition
Rewards & Recognition (R&R) Programme

The Rewards and Recognition Programme continued, over the fiscal year, to recognise employees who have been identified by their peers for having made outstanding contributions to the success of the Agency, during specific periods of time, throughout the year. The criterion for the selection of an award was maintained at a minimum mark of 80 from a maximum of 100 scores.

Employee of the Quarter Award

Over the year in review, a total of nine (9) awards were issued to employees, in recognition of their exceptional performance. These were as indicated in Figure 44, below:-.

Figure 44: Employee Rewards and Recognition Awards

Employee of the Quarter Awardees: April -June 2008	
Western	None
Central	None
KMR	Dwayne Nash
NER	Vincent Small
Corporate	Shane McAnuff
Employee of the Quarter Awardees: July -September 2008	
Western	Miscaih Miller
Central	None
KMR	None
NER	Edwin Mckoy
Corporate	Sharon Sharpe & Halcyon Henry
Employee of the Quarter Awardees: October -December 2008	
Western	None
Central	None
KMR	None
NER	Anthony Brown
Corporate	Wendellene Wilson
Employee of the Quarter Awardees: January-March 2009	
Western	None
Central	Errol Buckle
KMR	None
NER	None
Corporate	None
Key	
Western	= Western Region
Central	= Central Region
Corporate	= Corporate Office
KMR	= Kingston Metropolitan Region
NER	= North Eastern Region



Employee of the Year Award

This award was presented at the end of the Calendar Year 2008. This award was given to Mr. Vincent Small, Parish Manager for the NWA's parish office in St. Ann, for his outstanding contribution and dedication during the calendar year.

Figure 43: Training Interventions - FY 2008/2009

Programmes	Internal	External	No. of Participants	Dates
April -June 2008				
Effective Maintenance Management' Seminar		✓	1	April 14 -18, 208
HIV/AIDS Workshop		✓	12	May 9, 2008 (Kingston)
			4	June 12, 2008 (Mandeville)
Mechanics of English course		✓	2	May 19-20, 2008
Embracing Nanotechnology and Metrology for Sustainable Development Workshop		✓	1	May 27, 2008
Time Management workshop	✓		13	May 29, 2008
Labour Law & IR course		✓	1	June 4-5, 2008
Concrete Conference 2008		✓	3	June 16, 2008
Graphic Design (advance) programme		✓	1	June 16 - 19, & 21 2008
'Blade Server' Training		✓	1	June 23 - 25, 2008
Quality Audit Refresher course	✓		7	June 24, 2008
July -September 2008				
Auto Electric - JAGAS		✓	2	July 7 - September 10, 2008
Food Handling and Preparation (Canteen Staff) - HEART		✓	6	July 15 - September 4, 2008
Fixed Asset	✓		20	July 29, 2008
2008 ESRI International User Conference -San Diego		✓(Overseas)	3	August 4 - 8, 2008
Cuban Design Study of the Palisadoes Protection and Rehabilitation Project		✓	1	August 11-15, 2008
2008 URISA 4th Caribbean GIS Conference in Grand Cayman		✓(Overseas)	2	August 25-29, 2008
Revised Standard Form of Building Contract		✓	2	September 9, 2008
HRp5 Portal		✓	3	September 10 -11, 2008
HDM4 Software		✓	7	September 15 -19, 2008
September -December 2008				
FAS 500 Asset Inventory Management software	✓		6	October 1, 2008
Preparation of Quarterly Reports (Automation)	✓		8	October 1, 2008
Fraud Risk Assessment & Management		✓	1	October 7 - 8, 2009
Biz Pay (payroll software)	✓			October 8 - 9, 2008
Tracking Contract Payment	✓		2	October 14, 2008
MS Excel and Word - Central Region	✓		12	October 28 - 29, 2008
January -March 2009				
MS Excel and Word - Western Region	✓		7	January 28 - 30, 2009
Labour Law & Industrial Relations		✓	1	January 29 - 30, 2009
Equipment Operation		✓	24	February 2 - 3, 2009
Audit Command Language -Introductory		✓	1	February 11 -13, 2009
Equipment & Systems Management in the Industrial Sector		✓	2	February 16, 2009
Food Handlers Permit		✓	25	March 6, 2009
Project/Job Costing		✓	23	March 10 -19, 2009
Performance Management System	✓		10	March 31, 2009
Project Take-Over Review Process	✓		9	March 26, 2009
Project Administration	✓		8	March 24, 2009

Figure 18: (contd) Preparatory Works - FY 2008/2009: The Washington Boulevard Project

DETAILS OF PROJECT EXPENDITURE TO DATE			
Land Acquisition	(J\$)	Utility Relocation	(J\$)
Surveying Services	801,246.00	JPS Poles	42,251,506.53
Purchase of Property	135,999,660.24	C & W Poles	6,833,977.30
Replacement of Boundary Fences	57,750,158.73	Miscellaneous	244,663.52
Total:	194,551,064.97	Total:	49,330,147.35
TOTAL CUMULATIVE EXPENDITURE AS AT 31-MAR-09: J\$243.88-million.			
(approx. US\$3.3-million).			

The Fern Gully Restoration & Rehabilitation Project

The long existing poor condition of the Fern Gully in St. Ann, was exasperated by flood rains occurring in April 2008. Arising from this situation, the Tourism Enhancement Fund (TEF) voted a sum of approximate-ly J\$50-million towards the cost of reconstructing and upgrading the Fern Gully and the Milford Road area. Phase 1 of the project has been awarded to Surrey Paving and Aggregates at a contract sum of J\$123-million. Physical works are expected to commence in the first quarter of the upcoming fiscal year 2009/2010. The project has been estimated to cost J\$483-million and is divided into three phases, as illustrated in Figure 20.

Figure 19: Scope of Works and Progress on the Fern Gully Project - FY 2008/2009

FERN GULLY WORKS					
Targeted	General Progress	Percentage Completion (Physical Progress)	Total Projected Programme Expenditure	Total Amount Expended	REMARKS
Fern Gully, St. Ann		NIL	J\$483-million		
Targeted:- 7.6km Rehabilitation: Colegate to Milford Road - three phases:-					PHYSICAL WORKS ARE EXPECTED TO COMMENCE IN THE UPCOMING FISCAL YEAR 2009/2010.
Phase 1: 3.6km Asphaltic Concrete Overlay (road resurfacing).	Contract awarded to Surrey Paving and Aggregates.				
Phase 2: 1.5km Concrete Pavement Works (road resurfacing).					
Phase 3: Construction of a U-Drain spanning 1.7km of the roadway.	Design work for Phase 3 was far advanced at the end of March 2009.				
Box Culvert to be constructed along Milford Road.					

Bridge Construction and Maintenance

During the fiscal year 2008/2009, the Agency continued its efforts to construct, improve and maintain bridges across the island. These efforts continued over the fiscal year, to be facilitated through the R.A. Murray International Limited Priority Bridge Programme, through which the sum of US\$44.2-million has been allocated for the construction of nineteen (19) bridges; the Local Bridge Construction and Maintenance Programme, which is funded through Government of Jamaica (GOJ) allocations amounting to approximately J\$73.5-million; and the Mabey and Johnson Bridge Programme under which the construction of the Yallahs Bridge was completed.

R.A. Murray International Limited (RAMIL) Priority Bridge Programme

The RAMIL Priority Bridge Programme commenced in March 2007 with the award of a contract to R.A. Murray International Limited, signed in 2006, for the construction of nineteen (19) bridges at critical locations across the island. This contract was issued for a period of thirty-six (36) months, ending in March 2010. Works under the programme has been divided into three (3) phases. Phase One, which began in the fiscal year 2007/2008, targeted eleven (11) bridges, which at the end of March 2008, were all work in progress.

During the year under review (FY2008/2009), the Agency continued work on the eleven bridges started in FY 2007/2008, targeting these for completion under Phase Two of the RAMIL project. This at a projected cost of US\$16.7-million. Additionally, eight (8) other locations were targeted for the construction of new bridges under Phase Three of the project, at a projected cost of US\$17.8-million.

At the end of the fiscal year 2008/2009, the Agency had expended approximately US\$14.5-million on the eleven (11) bridges carried over from FY2007/2008, \$7-million of which were spent during the year in review. Figure 20, below, illustrates individual expenditure on these bridges.

Construction works under Phase Three are expected to be undertaken in the next fiscal year 2009/2010.

Figure 20: R.A. Murray Priority Bridge Programme -Cumulative Expenditure: Phase Two Bridges

R.A. MURRAY PRIORITY BRIDGE PROGRAMME PHASE TWO BRIDGES		
Cumulative Expenditure as at March 31, 2009		
Kingston and St. Andrew:- <ul style="list-style-type: none">Gordon Town - Contract cost: US\$1,087,909 Expenditure to date: US\$97,912Waterloo Road - Contract cost: US\$1,921,421 Expenditure to date: US\$0.00 St. Catherine:- <ul style="list-style-type: none">Worthy Park - Contract cost: US\$1,218,175 Expenditure to date: US\$499,573Bog Walk - Contract cost: US\$1,795,513 Expenditure to date: US\$226,407	Clarendon:- <ul style="list-style-type: none">Angels River - Contract cost: US\$1,942,545 Expenditure to date: US\$505,011Milk River - Contract cost: US\$2,109,441 Expenditure to date: US\$2,109,046 St. Thomas:- <ul style="list-style-type: none">Johnson River- Contract cost: US\$2,333,159 Expenditure to date: US\$2,202,175 Portland:- <ul style="list-style-type: none">Black River - Contract cost: US\$1,105,223 Expenditure to date: US\$1,099,522	Hanover:- <ul style="list-style-type: none">Queen's River- Contract cost: US\$981,016 Expenditure to date: US\$39,421 St. James:- <ul style="list-style-type: none">Seven Rivers - Contract Cost: US\$880,296 Expenditure to date: US\$880,209 Trelawny:- <ul style="list-style-type: none">Martha Brae- Contract cost: US\$1,942,545 Expenditure to date: US\$233,105

HUMAN RESOURCE MANAGEMENT AND ADMINISTRATION

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

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

In fulfilment of the Human Resource Management and Administration mandate, the Directorate, over the fiscal year 2008/2009, continued its strategic delivery of training, educational and developmental initiatives to enhance the capacities of the Agency's staff. The Agency's strategy continued to include:-

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

Over the fiscal year, a total of thirty (35) training courses were made available to staff, as follows (refer Figure 43 for details):-

- 12 In-house Training Courses;
- 22 Local External Courses; and
- 02 Overseas Courses.

Figure 41 (cont'd.): Pictorial - Rehabilitation of Farm Roads - FY- 2008/2009



Gas Station Inspection

Over the Fiscal Year 2008/2009, MTEU carried out inspections at petrol stations to verify compliance with required criteria. Over twenty petrol stations were inspected in the Corporate Area during the year, as follows:-

Figure 42: Petrol Stations Inspected by MTEU - FY 2008/2009

Road Section	Location	Petrol Station	Location
B. D Gregg Shell	96-100 Harbour Street	M. A. Chung Esso	1a Victoria Avenue
Michael McLeod Texaco	157 East Street	Johnson Petroleum	34 Beechwood Avenue
Alva J. Langley Texaco	84 Barbican Road	Datadeeen Shell	113¼ Red Hills Road
Philip Chang (Philrac) Shell	77 Deanery Road	Esso	Central Village
Y. P. Seaton	55c Molynes Road	Icawal Texaco	230 Mountain View Ave
Henco Texaco	90c Molynes Road	Shell	Half-Way-Tree
Uni- Pet	Slipe Road	Shell	Manor Park
Uni- Pet	Gregory Park	Tardal Enterprise Shell	5 Eastwood Park Road
Uni- Pet	Lyndurst Road	Bud's Texaco	3 Chandes Place (Kng.6)
Bournes Texaco	31 Constant Spring Road	Bryson' Texaco	3 Caledonia Crescent
Umax Esso	138 Old Hope Road		

The status of both Phase Two and Phase Three bridges, as at March 31, 2009 are illustrated in Figure 21. Refer Figure 22 for pictorial of bridges completed during the year in review.

Figure 21: R.A. Murray - Status of Phase 2 and 3 Bridges as at March 31, 2009

R.A. MURRAY PRIORITY BRIDGE PROGRAMME - STATUS OF COMPLETION AT MARCH 31, 2009	
Phase Two Bridges Four (4) bridges completed: 1. The Milk River Bridge in Clarendon; 2. Johnson River Bridge in St. Thomas; 3. Black River Bridge in Portland; 4. The Seven Rivers Bridge in St. James. Two (2) Bridges were at substantial stages of completion:- 1. The Worthy Park Bridge in St. Catherine - 80%; 2. Angel's River Bridge in Clarendon - 75%. Three (3) other bridges were at various stages of completion:- 1. Queens River, Hanover - 22%; 2. Martha Brae, Trelawny - 30%; 3. Bog Walk, St. Catherine - 18%. 4. The Gordon Town, St. Andrew - 40%). Construction had not yet started on the remaining one (1) bridge, under phase 2:- 1. Waterloo Road, St. Andrew.	Phase Three Bridges Construction works on the eight (8) Phase Three bridges are to be under-taken in FY 2009/2010. These are as follows:- 1. Springfield, Clarendon (site cleared); 2. Fairfield, St. James; (site cleared); 3. Steer Town, St. Ann; 4. Troy, Trelawny; 5. Molynes Road, St.Andrew; 6. Whitehouse, Westmoreland; 7. Mount Eagle; Westmoreland; and 8. Horse Savannah, St. Thomas.

Figure 22: Pictorial - Completed Works Bridges under the RAMIL Priority Bridge Programme: FY2008/2009



Figure 22: (contd) Pictorial - Completed Works Bridges under the RAMIL Priority Bridge Programme: FY2008/2009



Local Bridge Construction and Maintenance Programme

The local Bridge Construction and maintenance programme was, over the fiscal year 2008/2009, funded directly by the Government of Jamaica (GOJ), in the sum of J\$73,476,445.

At the end of the Fiscal Year 2008/2009, the Agency had completed three (3) bridges under this programme, at a cost of approximately \$J25.1-million, as follows:-

- The Doc's Pass Bridge, Clarendon J\$11,891,450
- Dry River Bridge, Portland J\$ 8,121,800
- Newstead Bridge, St. Thomas J\$ 5,125,000

Additionally, five (5) other projects were in progress, under the Local Bridge Programme at the end of the fiscal year, as indicated in Figures 23 and 24. A total of \$20.4-million was expended on these projects, during the fiscal year.

Figure 23: Local Bridge Construction and Maintenance Programme: Work in Progress - FY 2008/2009

Project	% Completion	Total Projected Cost	Total Amount Expended
BRIDGES			
Broadgate, St. Mary - Construction of 104-metre long compact 200 Modular Bridge	96%	J\$7.6-million	J\$7-million
Village Green, St. Ann - Bridge Maintenance	85%	J\$3.5-million	J\$1.4-million
CULVERTS			
Grants Pen, St. Andrew - Construction of Box Culvert	95%	J\$12.4-million	\$7.7-million
Milford, St. Ann - Construction of Box Culvert	96%	J\$8.8-million	J\$4.3
Exchange, St. Mary - Construction of Box Culvert (excavation commenced)	5%	J\$29.7-million	NIL

Figure 40: Roads covered under the Farm Roads Programme - FY2008/2009

Road Section		Parish	Road Section		Parish
1.	Hyatts Field	St. Ann	1.	Long Coffee	Manchester
2.	Farmers Heights		2.	Coolis	
3.	Union		3.	Brontie	
4.	Douglas Castle		4.	Halifax	
5.	Greenfield - Back Bush		5.	Blackwood	
6.	Thickets - Home Castle		Westmoreland		
7.	Free Hill				
8.	Concept - Orange Hill				
1.	Lacovia - Slipe	St. Elizabeth	1.	Hill Sixty	Trelawny
2.	New River		2.	Good Hope Road (near Martha Brae)	
3.	Tryall		3.	Burn Thump	
4.	Banton Town Road		4.	Penn Road (in Stettin)	
5.	Carsham - Dalton		St. James		
6.	Magotty Pass			5.	Samuel Prospect
7.	Barton - Coker			1.	Blue Hole
8.	Cheltenham		2.	Comfort Hall	
9.	Brighton		3.	Mt. Horeb - Plum	
10.	Springvale		Hanover		
11.	Bloomsbury			1.	Haddington
12.	Accompong - Cedar Spring			2.	Top Hill
13.	Middlesex			3.	Cascade - Smithfield
14.	Slipe			4.	First Hill - Cacoon
15.	Greenfield		5.	Chambers Pen Road	
16.	Blundas		St. Catherine		
17.	Prospect - Mocho			1.	Banbury - Lennon Ridge
18.	Park Mountain			2.	Rockstone - Spring Village
19.	Cabbage Valley				
20.	Georges Valley Road				

Figure 41: Pictorial - Rehabilitation of Farm Roads - FY- 2008/2009



Falling Weight Deflectometer

Falling Weight Deflectometer Studies were conducted for the following roadway:-

- Gutters - Freetown (Old Harbour Road St. Catherine).

Pavement Thickness and Design

Pavement Thickness and Designs were done for the following roads:-

- Old Harbour Road
- The Fern Gully (Rigid Pavement Design)
- The Bog Walk Gorge (Rigid Pavement Design)

Testing of Soils and other Engineering Materials: Quarries

Samples of crushed stone aggregates and marl were taken and tested for conformance with specifications. Tests were done in accordance with British Standard and ASTM specification. California Bearing Ratio (CBR), Grading, Compaction, Atterberg Limits and Direct Shear testing were conducted on samples of materials taken from the following aggregates sources.

Aggregates Sources:

- | | | |
|-------------------------|---|------------|
| • McPherson Quarry | - | Manchester |
| • Carmel Quarry | - | St. James |
| • Alson Black Quarry | - | St. Ann |
| • Stone Plus Quarry | - | St. Thomas |
| • Coast to Coast Quarry | - | St. Thomas |
| • Mckenzie Quarry | - | St. Andrew |
| • Pre-Mix Quarry | - | St. Andrew |
| • Shaw's Quarry | - | St. Andrew |
| • Salt River Quarry | - | Clarendon |

Farm Roads Programme

The MTEU provided project management services for the Farm Road Programme undertaken over the fiscal year 2008/2009. During the fiscal year 2008/2009, this programme was active in eight (8) parishes and covered over fifty (50) roads in various farming communities. Works undertaken during the fiscal year included the management and supervision of rehabilitative works on ten (10) farm roads, as well as the bushing of various roadways.

At the end of the fiscal year, works on these roads were at various stages of completion. It is expected that works, will continue in the upcoming financial year 2009/2010. Figure 40 shows the roads covered under the Farm roads programme. Figure 41 illustrates rehabilitative activities on some of these roads.

Figure 24: Works in Progress under Local Bridge Construction and Maintenance Programme - March 31, 2009



Figure 25: Pictorial: Mabey and Johnson Bridges - completed FY 2008/2009

Mabey and Johnson Limited
Jamaica Priority Bridge
Programme

Under the Mabey and Johnson Jamaica Priority Bridge Programme, an allocation of £22.8 has been made available for the construction of forty-five (45) bridges, island-wide.

During the fiscal year 2008/2009, this programme saw the completion of the 157-metre Yallahs Bridge in St. Thomas, at a cost of J\$402.7-million. The Waters River Bridge, in St. Mary, was also completed.

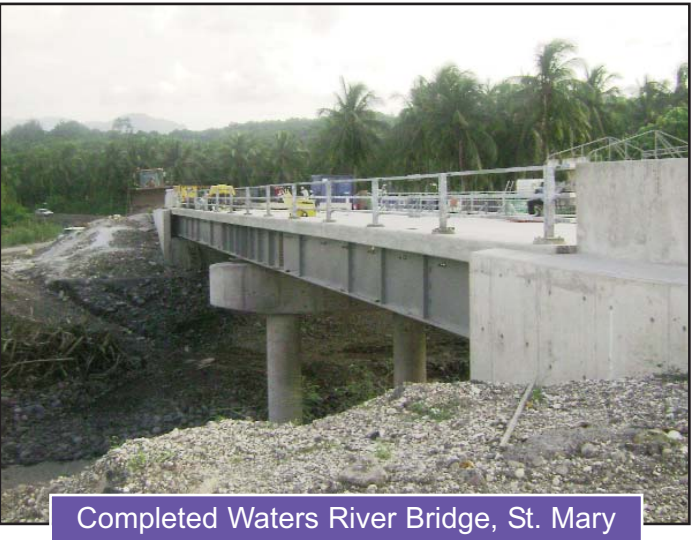
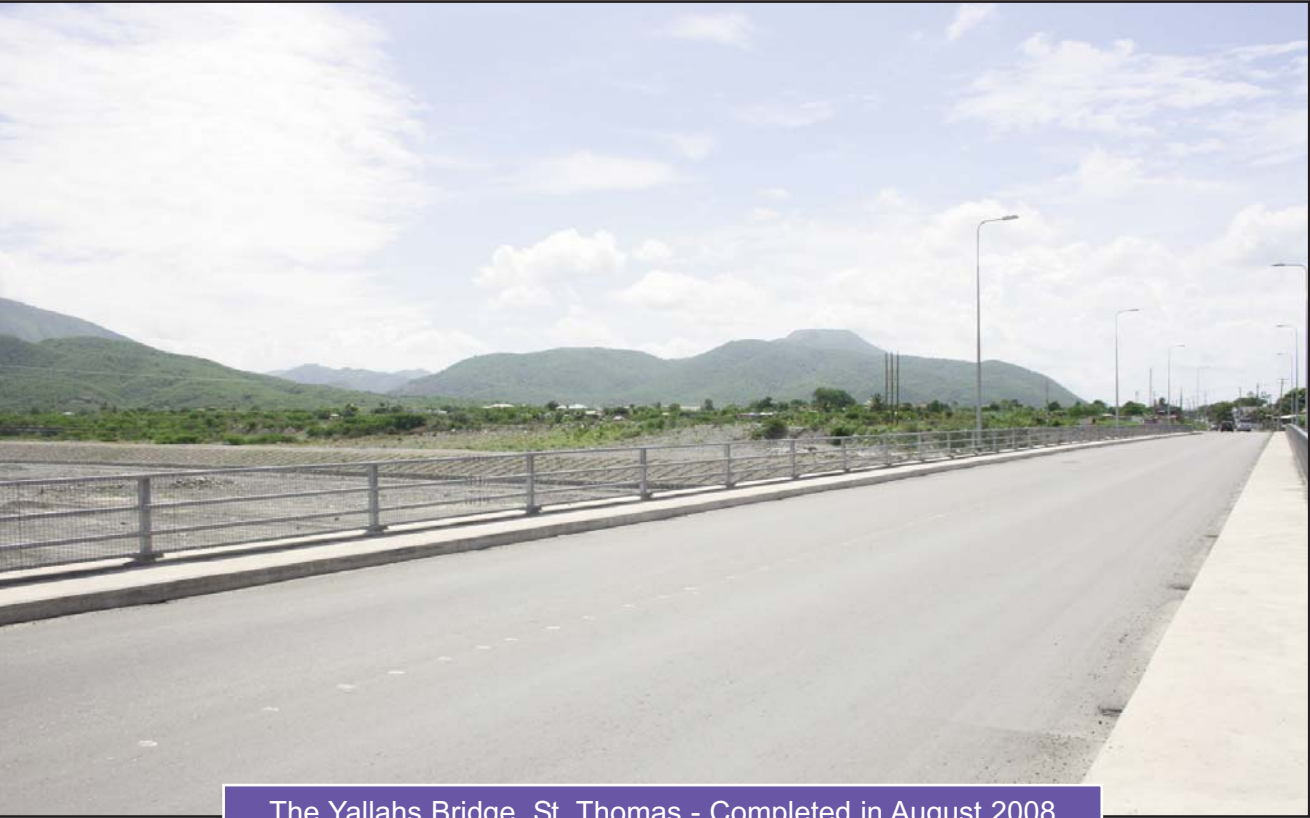


Figure 25: (contd) Pictorial: Mabey and Johnson Bridges - completed FY 2008/2009



The Yallahs Bridge, St. Thomas - Completed in August 2008

Figure 26: Bridges Completed under the Mabey and Johnson Bridge Programme, to Date

Bridges completed to date - Mabey and Johnson	Parish	Bridges completed to date - Maybey and Johnson	Parish
Boswell (Temple Hall) Sandy Gully	Kingston and St. Andrew	Yallahs Serge Island Plantain Garden	St. Thomas
Springvale Wakefield Banbury Hog Hole (Agole) Salt Gully Worthy Park Pedro River (St. Catherine/St. Ann Border) Tulloch Flat Bridge (re-construction)	St. Catherine	Stony River Pagee River Waters River	St. Mary
		Styxx River	Westmoreland
Comfort Hall	Manchester	Black River	St. Elizabeth
Janga Gully Cornwall Barracks	Portland		

Material Testing and Evaluation Unit (MTEU) Laboratory

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

Bridge Development Programmes:

Mabey and Johnson, R. A. Murray, IADB Bridge Projects.

Concrete cube and concrete cylinder crushing strength were obtained from concrete specimens taken from the following bridge projects.

- Johnson's River - St. Thomas
- Seven River - St, James
- Milk River - Clarendon
- Yallahs River - St. Thomas
- Worthy Park - St. Catherine
- Doc's Pass Bridge - Clarendon
- Eleven Miles Ford - St. Thomas

Building: Caribbean Maritime Institute Project

Concrete cube and concrete cylinder crushing strength were also obtained from concrete specimens taken from the Caribbean Maritime Institute Projects.

Road Projects Maintenance Programmes:

Road Maintenance Fund (RMF)

Over the fiscal year the MTEU sampled and tested Asphaltic Concrete for conformance with required specifications. The thickness of asphalt concrete cores was determined from samples taken from projects on the following road sections:-

Figure 39: Determination of Asphaltic Concrete Core Thickness: Projects sampled - FY 2008/2009

Road Section	Parish	Road Section	Parish
Duncans - Long Pond Stettin - Highgate Hall Albert Town - Troy Stewart Town - Rock Kinloss - Martha Brae	Trelawny	Bond Street Tom Redcam Drive Papine - Redlight Guava Ridge - Cooperage Boundbrook - Stony Hill	Kingston St. Andrew
Barnett - Adelphi Flankers - Whitehouse Leaders Avenue Montego Bay- Great River Fairfield - Point Point - Flamstead Queens Drive Johns Hall - Point Sewell Avenue Mocho - Arcadia	St. James	Ingah Gully Williamsfield Ecclestan - Fair prospect Pleasant Hill Hectors River Bull Bay - Grants Pen Hope Bay - Chips Hall Whitehall - Prospect Tombstone - Gutters Scotts Cove - Tombstone	Portland St. Thomas St. Elizabeth

- Tropical Storm Gustav Restoration: Gully works, Roselle, Muirton to Fair Prospect, US \$2M & \$3M Patching in the Central and Western Regions.
- NRSIP : North-eastern Region.
- Hurricane Dean Restoration: Palisadoes.
- R.A. Murray: Black River, Dry River, Milk River, Seven Rivers, Johnson River and Western Park Roads.
- Mabey and Johnson Programme: Yallahs River Bridge

Follow-up

- Kuwait
- Special Flood Damage
- NRSIP
- NCHIP
- R.A. Murray
- Luana - Sandy Ground
- Mount Rosser-Kingston Metropolitan Region
- KMR, Central, Western Region
- North-eastern Region - Segment 3
- Milk River Bridge.

Project Take-over

A total of fifty-eight (58) Take-Over Requests were processed for road sections/structures, for several parishes. This at an average review time of three (3) working days which was well within the targeted time period of seven (7) working days.

A total of five (5) Take-over visits were also conducted across the island.

Procurement Processing

Over the fiscal year 2008/2009 submissions made to the Agency's Sector and Procurement Committees were as follows:

Sector Committee

- One hundred and thirty four submissions were made to the Agency's Sector Committee. These were reviewed for compliance to the National Contracts Commission's (NCC's) guidelines.

Procurement Committee

- One hundred and eighty one submissions were made to the Agency's Procurement Committee. These were reviewed by the committee for compliance with NCC guidelines.

Kuwaiti/GOJ Fund Assisted Road Rehabilitation Project - Phase Two

This project will see the enhancement of the North to South corridor of the island. It is expected that, upon completion of the project, travel time along the roadways between the Northern and Southern ends of the island will be reduced. Total contract cost is US\$17.2-million.

At the end of the Fiscal Year 2008/2009, the Agency had expended J\$46.3-million for consultancy services from funds provided under Phase One of the Kuwaiti Project. At March 31, 2009, Engineering Designs for all road sections under the Project were completed as indicated in Figure 27:-

Figure 27: Progress on the Kuwaiti Programme- FY 2008/2009

KUWAITI REHABILITATION PROGRAMME - PHASES ONE AND TWO	
Road sections under this project:-	Progress as at March 31, 2009:-
Ferris Cross - Mackfield, Westmoreland (along the corridor from Savanna-la-mar to Montego Bay) 13.4 km.	Designs completed
Brown's Town - Alexandria, St. Ann (Mandeville to Discovery Bay) 15.0 km.	Designs completed
Tom's River - Broadgate - Aqualta Vale, Kingston & St. Andrew (Junction Road) (Kingston to Aqualta Vale) 18.65 km.	Designs completed

OPEC/GOJ Funded Project - Phase Two

Over the fiscal year 2008/2009, the Agency undertook a project under the OPEC/GOJ agreement, to realign and rehabilitate failed road sections along a total of 33.1 kilometres of roadway in Clarendon, as follows:-

- May Pen to Sour Sop Turn - 10.2 km
- Sour Sop Turn to Danks - 11.7 km
- Danks to Trout Hall - 11.2 km

Works under this project was contracted at US\$27.7-million. By the end of the fiscal year, the project's Inception Report for Phase Two was completed and work was in progress on Engineering Designs for all road sections under the project. A total of J\$10.5-million was expended under the project for Consultancy.

Northern Coastal Highway Improvement Project (NCHIP)

Efforts to improve the Northern Coastal Highway continued during the Fiscal Year 2008/2009, with the completion of Segment 2A and substantial progress made on Segment 3 of the Project. Preparatory works had also begun on Segment 1A (A.G.S. Coombs Highway/Bogue Road). Figure 28 illustrates:-

Figure 28: Progress under NCHIP- FY 2008/2009

NCHIP - SEGMENT 2A
<p>The end of the Fiscal Year 2008/2009 saw the completion of Segment 2A of the Northern Coastal Highway, which spans 27 kilometres of roadway from the Sangsters International Airport Round-About in Montego Bay, St. James, to the beginning of the Falmouth Bypass at Greenside in Trelawny.</p> <p><i>Figure 25: shows a section of the completed Segment 2A of the Northern Coastal Highway.</i></p>
NCHIP - SEGMENT 3
<p><i>This is a J\$5.7-billion project. Span: 96.7 kilometres, sectioned as follows:-</i></p> <ul style="list-style-type: none">• Section 1: Ocho Rios to Oracabessa (19.9 km);• Section 2: Oracabessa to Port Maria (13.2 km);• Section 3 : Port Maria to Wag Water Bridge (17 km)• Section 4: Wag Water Bridge to Buff Bay (20.1 km); and• Section 5: Buff Bay - Port Antonio (26.5 km). <p>Progress at the end of the Fiscal Year 2008/2009, was calculated at 92% (based on the June 2009 Monitoring Programme) and translated to the following:-</p> <p><i>Bridges</i></p> <ul style="list-style-type: none">• Eight (8) new bridges completed.• Fifteen (15) other bridges refurbished.• Work in progress on one (1) bridge - Swift River - which is expected to be completed by the 1st quarter of 2009/2010. <p><i>Road Works</i></p> <p>At the end of March 2009, the Agency had also:-</p> <ul style="list-style-type: none">• Completed Asphaltic Binder Course on the entire 96.7-kilometre corridor and Wearing Course had extended to just beyond Annotto Bay.• Section One - Ocho Rios to Oracabessa had been completed and handed over to the GOJ by the contractors.• Sections Two and Three, covering the corridors from Oracabessa to Port Maria and Port Maria to Aqualta Vale, respectively are expected to be handed over to the GOJ early in the upcoming Fiscal Year 2009/2009 (before the end of April 2009).• Critical safety features such as guard rails and lane markings were being advanced simultaneously with the laying of the Asphaltic wearing course. <p>Expenditure during the Fiscal Year 2008/2009 amounted to J\$2.47-billion. Cumulative Expenditure at the end of the fiscal year stood at J\$4.89-billion.</p>
NCHIP - SEGMENT 1A : A.G.S. Coombs Highway/BOGUE ROAD
<p>Contract has been awarded to Surrey Paving at a cost of J\$1.4-billion.</p> <p><i>Progress at the end of March 2009 is as follows:-</i></p> <ul style="list-style-type: none">• Land acquisition completed;• Relocation of utilities in progress;• Work being done on detour routes (e.g. Bogue Industrial Park) to accommodate traffic flow while Bogue Road is being improved;• Contractor has been mobilized to begin Civil Works in the 1st quarter of 2009/2010.

- Records Management;
- Training & Development (to be re-issued during next fiscal year 2009/2010); and
- Office Management.

Quality Training

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

- Quality Orientation Training Sessions were held with eight (8) new NWA employees from across the island.
- Commencement of Awareness Training for updates to the procurement manual conducted with six (6) persons. This training will continue in the next fiscal year 2009/2010.
- Training in Take-over Review Process and Quality Control on projects conducted with nine (9) persons.
- Refresher Training was conducted with Internal Quality Auditors, seven (7) persons in anticipation of the resumption of audits.

Status Updates

Reports on the progress of the Quality Management System (QMS) are reported to the CEO and presented at Directors' Meetings.

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. Over the fiscal year 2008/2009, a total of 2,097 such visits were made, as follows:-

Figure 38: Total Number of Road Sections visited - FY 2008/2009

Number of roads visited	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Total
	210	94	172	191	178	157	210	167	182	182	191	163	2,097

Projects visited included, those related to, Emergency Works, Constituency Development Fund, Farm Roads Programme, Micro-surfacing, Spray Patching, Drain Mitigation and the Critical Retaining Wall Programme.

Project Audits/ Follow-up

Project audits and follow-up were also conducted over the fiscal year, highlighting areas of compliance, as well as opportunities for improvement. The projects audited were:-

Project Audits

- Force Accounts: El Greco, Pisgah to Ginger Hill, Adelphi to Kent, Approaches to Salt Gully Bridge.

QUALITY ASSURANCE

The National Works Agency's mission in the area of Quality Assurance is the consistent delivery of customer satisfaction by all employees, at all levels and in every function. The Quality Assurance Directorate is responsible for Quality Management which involves ensuring that all the activities necessary to design, develop and implement a project /service are effective and efficient and focuses not only on the project quality but also the means by which this is achieved, i.e. the organisation's performance. Quality Management comprises quality assurance, quality control and quality improvement.

The Quality Assurance (QA) Directorate also comprises the Soils and Materials Laboratory which provides testing and consultative services on the various projects undertaken by the Agency. Over the Fiscal Year 2008/2009, a number of QA activities were pursued and achieved. These were as follows:-

Quality Management

Quality Management is based on the principle of PDCA (Plan, Do, Check, Act). This system therefore requires that each unit of the Agency must document what it does, how it does it, and also must verify that what is being done is in congruence with what is documented as the required procedures. If not, the relevant adjustments must be made and documented.

Over the Fiscal Year 2008/2009, the Quality Assurance (QA) Directorate has been facilitating the implementation of Quality Management Principles, as part on the Public Sector Modernisation thrust. The aim is to improve the efficiency and effectiveness of the NWA's operations by streamlining the structure, operations and procedures of the organization.

The Agency has also adopted a process-by-process improvement strategy, with the aim of improving its main business processes.

Process Improvement

A number of areas were targeted for process improvement, as follows:-

- Technical Services - Policies and Procedures were reviewed and found to be in order.
- Procurement - A review of the Agency's procurement process was conducted to ensure compliance with government procurement guidelines and to include procedures for administration and function of the procurement committees. As a result of this review, the Procurement Procedures Manual was updated and re-issued.
- Regional Implementation - A review of procedures was conducted to ascertain adequacy. These were found to be in order.
- Asset Management - A review of procedures in this area was undertaken and will continue in the next Fiscal Year 2009/2010.

Documentation

The following manuals were reviewed, updated and re-issued where required:-

- Design;
- Asset Management - ongoing from 2007 October (awaiting IT procedures);
- Procurement;
- Disaster Preparedness;

Figure 29: A section of the completed Segment 2A -NCHIP



Section of the completed Roadway along Segment 2A - North Coast Highway

Figure 30: A section of the completed Segment 2A -NCHIP



New Traffic Signal along Segment 2A - North Coast Highway

TECHNICAL SERVICES

Over the fiscal year 2008/2009, the Technical Services Unit continued to play an integral role in the area of project design to facilitate the Agency's projects and programmes. The Unit also provides Engineering and Technical Services for various government agencies.

The following table (Figure 31) shows some of the external entities for which services were provided by the Unit, over the fiscal year 2008/2009.

Figure 31: Services Provided to External Entities: Technical Services Unit - FY2008/2009

TECHNICAL SERVICES - BUILDING UNIT - COMPLETED PROJECTS				
PROJECT	CONTRACT START	CONTRACT DURATION	CONTRACT VALUE \$	CONTRACTOR
Ministry of Labor Installation of Generator	8-Jan-08	6 Months	\$15,093,641.32	Arima Engineering Ltd.
Ministry of Tourism-Minister's Suite, Montego Bay	7-Aug-08	1 Month	\$3,971,205.00	CP Specialist
Ministry of Tourism, Western Office	1-Feb-09	4 Months	\$30,500,000.00	Nubian Construction Limited
Portmore Youth Info Centre	15-Aug-08	4 Weeks	\$613,872.46	Develca Construction
Port Maria Youth Info Centre	15-Aug-08	4 Weeks	\$412,095.00	Taylor Construction
CMI Bus Simulator Bldg.	23-Sep-08	3months	\$32,825,505.00	Nubian Construction Limited
Central Sorting Office (installation of four (4) Elevator)	21-Oct-08	28 Weeks	\$24,190,084.60	Jamaica Electrical
TECHNICAL SERVICES - BUILDING UNIT -WORK IN PROGRESS				
PROJECT	CONTRACT START	CONTRACT DURATION	CONTRACT VALUE \$	CONTRACTOR
Central Sorting Office-Canteen Renovation	N/A	N/A	N/A	Tender report submitted to the National Contracts Commission (NCC)
Central Sorting Office-Design <ul style="list-style-type: none">A/C 3rd Floor;A/C Grnd Floor; andRenovation Post Offices Island-wide.	N/A	N/A	N/A	NWA's Technical Services (TS) team awaiting client's instruction (re: funding) for these three (3) projects

Figure 37: Applications Processed - FY 2008/2009

Application type	1ST QUARTER (Q1)				2ND QUARTER (Q2)				TOTALS (Q1 + Q2)			
	Total Received	Total processed ≥ 21 Days	% Success		Total Received	Total processed ≥ 21 Days	% Success		Total Received	Total processed ≥ 21 Days	% Success	
Building	49	47	96%		43	41	95%		92	88	96%	
Subdivision	225	224	99%		171	167	98%		396	391	99%	
Advertisement	27	27	100%		39	36	92%		66	63	95%	
Outline	4	4	100%		7	7	100%		11	11	100%	
Restrictive Covenant	0	0	0%		3	3	100%		3	3	100%	
TOTALS	305	302	99%		263	254	96%		568	556	98%	
Application type	3rd QUARTER (Q3)				4th QUARTER (Q4)				TOTALS (Q3 + Q4)			
	Total Received	Total processed ≥ 21 Days	% Success		Total Received	Total processed ≥ 21 Days	% Success		Total Received	Total processed ≥ 21 Days	% Success	
Building	40	40	100%		47	47	100%		179	175	97%	
Subdivision	230	229	99%		234	233	99%		860	853	99%	
Advertisement	24	24	100%		43	43	100%		133	130	97%	
Outline	2	2	100%		3	3	100%		16	16	100%	
Restrictive Covenant	4	4	100%		5	5	100%		12	12	100%	
TOTALS	300	299	99%		332	331	99%		1,200	1,186	98%	
TOTAL APPLICATIONS - FY 2008/2009										Received	Processed	% Success
										1,200	1,186	98%

- Improvement of the GIS Database. This included the creation of a GIS File Management System to facilitate a more accurate, complete and updated database.
- Acquisition and installation of the ArcPad Software, to enable GPS mapping of the road network and infrastructure.

GIS' Contribution to the Agency's Cost Saving Initiative

Over the Fiscal Year 2008/2009, the Agency's GIS technology continued to contribute significantly to cost saving initiatives, realizing savings for the Organization, of over six hundred million Jamaican dollars (actual: J\$635.5-million). This represented a phenomenal increase over last year's GIS' cost savings figure of over 20 million Jamaican dollars. These figures are based on current GIS service rates and based on the fact that the Agency would have had otherwise to seek such products as provided by its GIS Unit, from external GIS consultants or Private GIS houses regionally or nationally.

Physical Planning

The Agency, through its Physical Planning Unit continued, over the fiscal year 2008/2009, to support the growth of the island's economy, through the timely processing of building, subdivision and advertising applications.

The Agency received a total of 1,200 applications over the fiscal year. Based on the NWA's target of a maximum of twenty-one (21) days for the processing of building, advertising, subdivision, outline and restrictive covenant applications, the Agency was able to realize 98% success in this regard, processing a total of 1,186 applications within 21 days. Figure 37 illustrates the Agency's quarterly achievements, in this area of operations.

Figure 31: (contd) Services Provided to External Entities: Technical Services Unit - FY2008/2009

(contd) TECHNICAL SERVICES - BUILDING UNIT- WORK IN PROGRESS				
PROJECT	CONTRACT START	CONTRACT DURATION	CONTRACT VALUE \$	REMARKS
Central Sorting Office- Installation of four (4) Elevators	N/A	N/A	N/A	Budget for supply submitted to Postal Corporation. Awaiting funding.
Ministry Agriculture Minister's residence	N/A	N/A	N/A	Works to renovate minister's residence drawings issued
Installation of a Generator at NEPA	N/A	N/A	\$15,000,000.00	Tender report submitted to NCC
Forrestry Department Office Building	N/A	N/A	\$45,000,000.00	Soils investigation contract issued and field works completed awaiting final report. Project Management and Consultancy contract signed April 09.Design team selection to commence May 09. Works scheduled for completion in 8 months. November 2009

With regard to the Agency's internal operations, designs completed by the Technical Services Unit, over the fiscal year 2008/2009, included (Figure 32):-

Figure 32: Designs by Technical Services Unit (NWA's Internal Operations) - FY2008/2009

TECHNICAL SERVICES - DESIGNS (COMPLETED)	
PROJECT	DESIGNS
Angels Drainage, St Catherine	Issued Dec. 08
Bayside Drain, Portmore, St. Catherine	Issued Dec. 08
Old Harbour Drainage (Town), St. Catherine	Drawings issued.
Newcastle Breakaway, St. Andrew	DESIGN SUPERVISION /Site Works Completed.
Regale Breakaway (Buff Bay Valley), Portland	Completed Dec 08. Design supervision in progress.
Cascade Breakaway C1 (Buff Bay Valley), Portland	Drawings issued Dec. 08
Cascade Breakaway C2 (Buff Bay Valley), Portland	Drawings issued Dec. 08
Cuffy Gully Breakaway, St Mary	Drawings issued Feb.09
Garden Hill Breakaway, St Catherine	Drawings issued Feb. 09
Mannings Hill Wesleyian Church drain and box culvert, St. Andrew	Completed Feb. 09. On Hold for funding.
Scour protection and river training-St. Stephens Anglican Church, Maryland, St Andrew	Drawings issued Feb.09
Bourbon Bridge, Portland	Drawings issued Feb. 09
Commodore Bridge, Portland	Drawings issued Jan. 09 (Portland PC)
Jacks Hill Gully and Box Culvert, St. Andrew	Issued Feb. 09.
Gobay Bailey Bridges #1 and #2, St Catherine, St. Andrew	Completed. Project in construction

Figure 32: (contd) Designs by Technical Services Unit (NWA's Internal Operations) - FY2008/2009

TECHNICAL SERVICES - DESIGNS (IN PROGRESS)	
PROJECT	DESIGNS
Hampstead (Barracks) Bridge, St Mary	Completion scheduled for August 09
Westmoreland Bridge, St Mary	Completion scheduled for 30 Sept 09 (RA Murray)
Farquharson and Schlipers Lane, Port Maria, St. Mary	Completion scheduled for 30 August 09
Christiana Bypass Road, Manchester	Completion re-scheduled for August 09
Banana Bridge, St. Catherine (Compact 200)	Completion of Designs and Drawings for Bridge scheduled for December 09
Kupius Bridge, Clarendon	Completion of Preliminary Design scheduled for August 09. Drawings scheduled to be issued September 09 Drawings to be issued April 09.
East Kings House road Improvement, St. Andrew	
Bog Walk - Natural Bridge, St. Catherine:	
<ul style="list-style-type: none">Breakaway #1Breakaway #2Breakaway #3	Drawings to be issued April 09.
Natural Bridge - Troja, St. Catherine	
<ul style="list-style-type: none">Breakaway #1Breakaway #2Breakaway #3	Drawings to be issued April 09.
Williamsfield - Glengoffe, St. Catherine	
<ul style="list-style-type: none">Breakaway #1Breakaway #2Breakaway #3 (Mount Industry)Breakaway #4(Aberdeen)Breakaway #5 (Glengoffe)	Drawings to be issued April 09. Drawings to be issued April 09.
Zion Hill - Free Town, St. Catherine Breakaway #1	
Gobay	
<ul style="list-style-type: none">Breakaway #1Breakaway #2 (Berry Hill Primary School)	Drawings to be issued April 09. Drawings to be issued June 09.
Blue Mountain Breakaway	
Papine - Red Light, St. Andrew	
<ul style="list-style-type: none">Breakaway #1 (B Lodge#1 MP 9-10)Breakaway #2 (B Lodge#2 MP 9-10)Breakaway #3 (B Lodge#3 MP9-10)Breakaway #4 (B Lodge #1 MP 10-11)Breakaway #5 (MP 13-14)Breakaway #6 (MP 14-15)Breakaway #7 (MP 15-16)	
Washington Boulevard St. Andrew; 31 metre Steel Truss Bridge for Water Main	Drawings to be issued June 09.
Washington Boulevard St. Andrew; Widening of Bridge structure	Drawings to be issued June 09.
<ul style="list-style-type: none">south of overpass 7.5m spannorth of existing bridge 6.4m spaneast of overpass 6.5m span	

Traffic Surveys/Data Collection - FY 2008/2009

Over the fiscal year, the Agency carried out traffic surveys as follows (refer Figure 36):-

Figure 36: Traffic Surveys Conducted - FY 2008/2009

Conducted to provide relevant research data that informs the decision-making process for various Traffic/Safety Management projects.				
Survey Type	Targeted	Completed	(%) Percentage Achievement	REMARKS
ROAD MARKING	500 km	358 km	72%	Locations included:- <ul style="list-style-type: none">Ocho Rios to Falmouth;Falmouth - Montego Bay;NegrilSt. CatherineManchesterClarendon
TRAFFIC SIGNS	*500 km	130 km	26%	Locations included areas in the following parishes:- <ul style="list-style-type: none">KingstonSt. Elizabeth
SPEED	50 sites	46 sites	92%	Locations included:- <ul style="list-style-type: none">Claremont Avenue, St. Andrew;Spur Tree/Gutters, St. Elizabeth;Glaister Street, May Pen, ClarendonAmity Cross/Banbury, Hertford/Friendship, and Ferris Cross, Westmoreland;Broadgate/Toms River, St. Mary
PEDESTRIAN TRAFFIC	12 sites	8 sites	67%	Location:- <ul style="list-style-type: none">Negril

*Traffic Sign Surveys are conducted on selected road sections along the Main Road Network. As such, the unit of measurement is reflected in km surveyed as opposed to the number of sites.

Geographic Information Systems (GIS)

Over the fiscal year 2008/2009, the Agency's GIS Unit continued to provide critical information in support of the Agency's activities as they relate to settlements; waterways; gullies; bridges; main roadways and their alternative routes; and flood and landslide-prone areas.

These types of information were also provided to external organizations and private bodies, who continued, over the fiscal year to request and utilize the NWA's GIS services.

Major Achievements

Achievements made by the GIS Unit over the fiscal year 2008/2009 included:-

- The preparation of a total of 404 maps and digital road information documents, both for the support of the Agency's operations as well as for assistance required by external organizations and private individuals, including:-
 - The University of Technology;
 - The Ministry of Agriculture;
 - The Ministry of Transport & Works

Figure 35: (contd) Some locations, island-wide where Pedestrian Crossings were marked during FY 2008/2009

St. Mary Annotto Bay - High School Belfield - Primary School Claremont - Mary Mount High School Dover - SDA Church Highgate - St. Mary High School Highgate - St. Cyprian Prep School	St. James Queens Drive by Mount Alvenia Prep. St. James Street by Queens Drive Creek Street by Dove House Number Ave Barnett Street by Transport Centre Barnett Street by Barracks Rd Anchovy Primary School
Trelawny Granville - Eva Jones All Age Jackson Town Square Westwood High School Wait-a-Bit All Age Troy All Age Westmoreland Little London Primary Grange Hill Primary Frome Technical Georges Plain Primary Unity Primary School	Hanover Hopewell Square Sandy Bay Junior High Sandy Bay Basic Elgin Town Rousea's High School Esher Primary Green Island High Sandals Negril Beaches Negril

Centre-Line

The Centre-Line Road Marking Project commenced at the ending of the last quarter of the fiscal year (2008/2009), at the end of which a total of 9 kilometres of roadway were remarked. Some of the locations included Balmoral Avenue and the Milk River Bridge. This activity was carried out in-house. However, the Centre-Line Project is expected to continue in the next fiscal year (2009/2010), via contracts for the remarking of over 400 kilometres of roadway from Kingston to Westmoreland.

Junction Boxes

Junction Boxes were installed at 6 locations in the Corporate Area. These were placed at the following intersections:-

- Trafalgar Road/Knutsford Boulevard;
- Knutsford Boulevard/Oxford Road;
- Waterloo Road/Hope Road;
- Constant Spring Road/Hope Road;
- Constant Spring/North Odeon Avenue; and
- Maxfield Avenue/Eastwood Park Road/ Hagley Park Road.

Other Road Marking Activities

Other road marking activities, such as: Edge Markings and the painting of kerbs, were undertaken at a number of locations in Kingston, Clarendon and St. James.

At the end of the Fiscal Year, an overall total of 46 kilometres of roadway were marked, representing a 46% achievement of the 100-kilometre target for the 2008/2009 Fiscal Year.

PLANNING AND RESEARCH

Traffic Management

Effective traffic management is a vital component of the Agency's mission to develop safe and reliable roads. Over the fiscal year 2008/2009, the NWA continued its programmes and projects aimed at bringing the Organisation closer to the attainment of this mission. These included: Road Signage; Traffic Signal Installation and Repairs, as well as Road Markings.

Road Signage

Over the year in review, the Agency installed road safety signs at 1,057 locations across the island, representing 176% success of the target of 600 signs for the fiscal year 2008/2009. The locations included some of the areas at which Pedestrian Crossings were marked during the year. The signs included:-

- Children Crossing;
- Detour;
- Round-About-Ahead;
- Double Bend Right;
- Stop;
- No Right Turn;
- Pedestrian Crossing Ahead and Pedestrian Crossing signs;
- No Entry;
- One Way;
- Keep Left;
- Give Way; and
- Speed limit signs.

Traffic Signal Installation

The Agency, over the past fiscal year, targeted 30 locations for the placement of new traffic signals. Difficulties experienced with the procurement of signal parts, impacted negatively on the Agency's achievement of this target. Notwithstanding this challenge, the Agency was able to install traffic signals at 16 locations across the island. This represented a 53% achievement of the target. Locations where the new traffic signals were installed over the fiscal year 2008/2009 included several locations along the North Coast Highway, as follows:-

In St. Ann

- The Runaway Bay Police Station;
- Heart Academy;
- Salem;
- Drax Hall;
- Mammee Bay;
- Mystic Mountain; and
- Exchange.

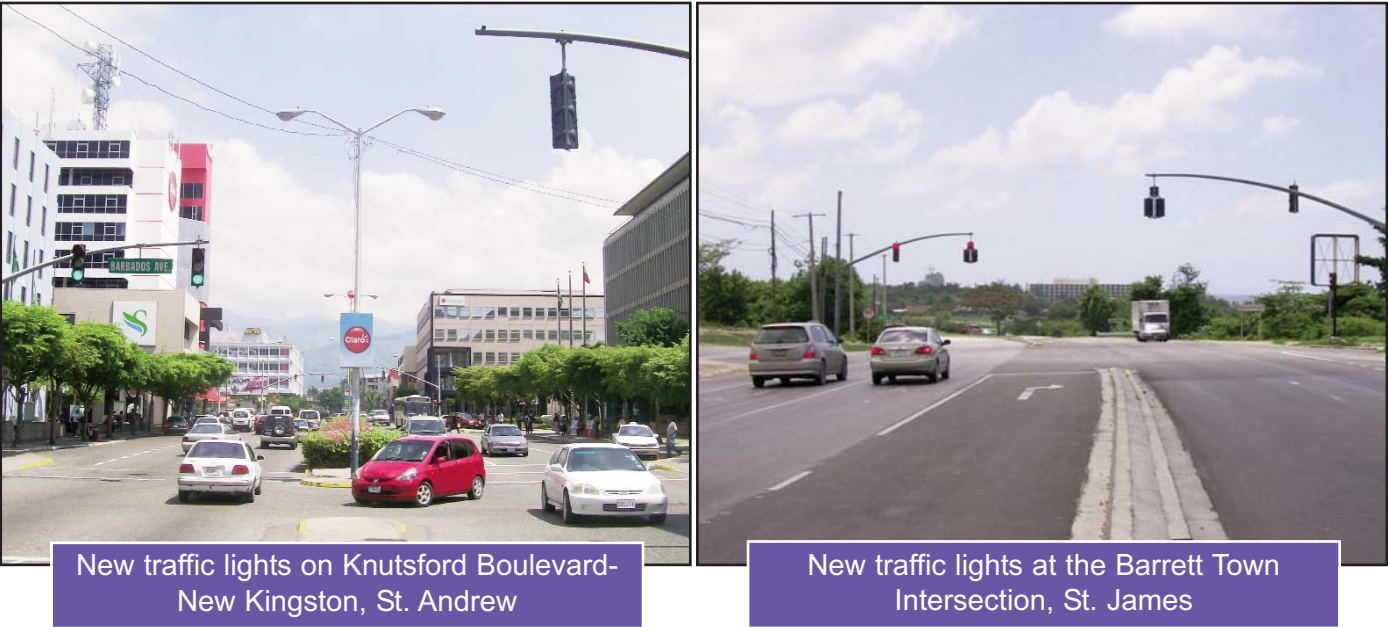
In St. James

- Flankers;
- Ritz Carlton Hotel; and
- Providence.

Other locations were:-

- In Kingston and St. Andrew
- Knutsford Boulevard/ Trinidad Terrace;
 - Barbados Avenue;
 - Grenada Road;
 - Dry River Bridge (Harbour View);
 - Gordon Town Bridge; and
 - Heroes Circle/Ministry of Finance.

Figure 33: Pictorial - New Traffic Signals installed FY 2008/2009



Traffic Signals Upgrade/Rehabilitation

A total of 10 Traffic Signals were upgraded and/or rehabilitated over the fiscal year. This represented a 50% success of the 20 structures targeted. The challenges experienced with procurement of signal parts impeded the achievement of this target. The following are the locations/intersections at which traffic signal upgrade/rehabilitative works were carried out over the fiscal year 2008/2009:-

Kingston and St. Andrew

- Eastwood Park/Burlington Avenue;
- Hagley Park Road/Maxfield Avenue;
- Oxford Road/J.I.O.J. (Old U.S. Embassy);
- Marcus Garvey Drive/ Ninth Avenue;
- Marcus Garvey Drive/East Avenue; and
- Marcus Garvey Drive/Fourth Avenue.

St. Catherine

- The Flat Bridge;
- Spanish Town Bypass/Windsor Avenue

Portland

- St. Margaret's Bay Bridge.

Road Marking

Road Marking is considered by the Agency to be one of the Key Performance Indicators for road safety. Over the fiscal year 2008/2009, this activity was intensified with the implementation of the MoneyGram Programme which predominantly targeted the marking of Pedestrian Crossings in the vicinity of schools and hospitals, island-wide. The Agency, over the fiscal year, also continued the installation of Junction Boxes.

At the end of March 2009, the agency had succeeded in carrying out marking activities on a total of 123 pedestrian crossings, island-wide, under the MoneyGram Programme. Figure 34 represents a pictorial of the marking of Pedestrian Crossings at Exelsior Community College, St. Andrew and Holland Primary School, St. Elizabeth. Figure 35 shows island-wide locations.

Figure 34: Pictorial Road Markings - Pedestrian Crossings

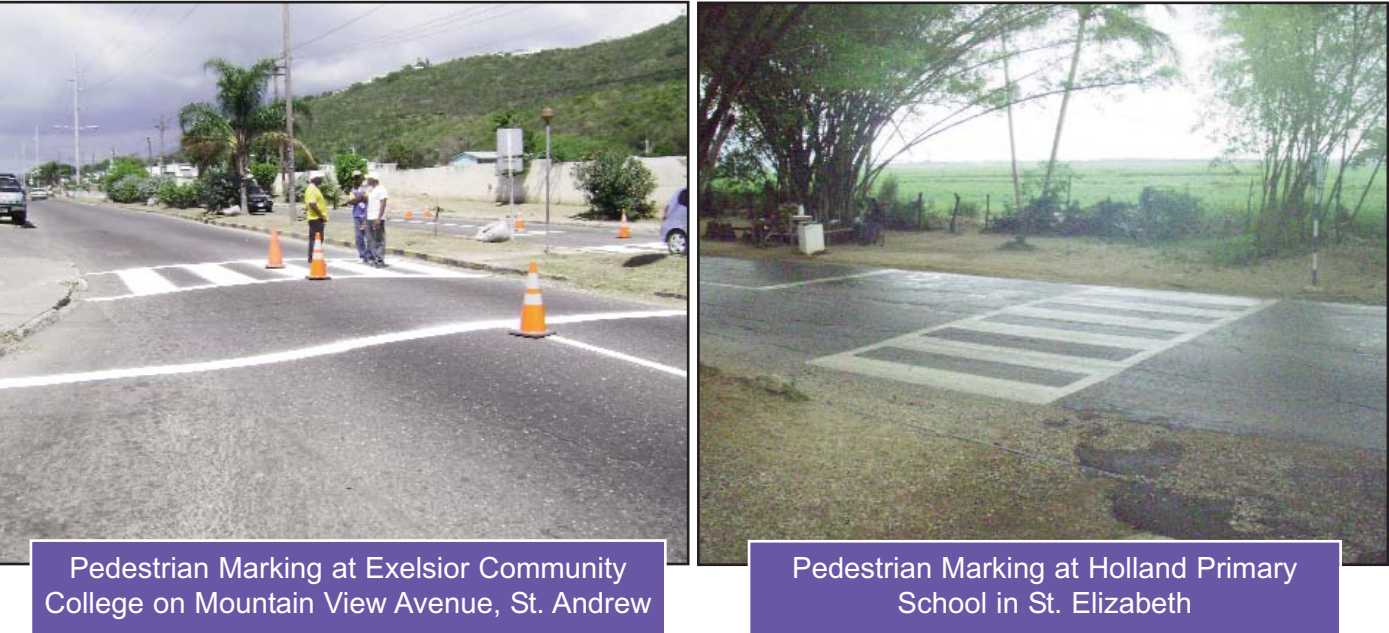


Figure 35: Some locations, island-wide where Pedestrian Crossings were marked during FY 2008/2009

St. Elizabeth Black River Hospital Burnt Savannah Primary Newell High School Holland Primary School Junction Square Santa Cruz All Age Goshen All Age Maggotty High School Lacovia Primary	Clarendon Denbigh Hospital Denbigh Show Ground Glenmuir High School Edwin Allen Comp High School Vere Technical High School Our Lady of the Angels Basic School Claude McKay High School . St. Ann Bravo Street - BNS Main Street by P.O. (St. Ann's Bay Library) Ocho Rios old road - Hard Rock Turtle Cove Ocho Rios - Old road Milford Road - Ocho Rios Primary Moneague Main Road Alexandria - Charlton Primary School Brown's Town Infant (Stanfast)	St. Thomas Yallahs Baptist Church Normans Corner Albion School White Horses Primary School Queen Street Post Office Lysons Primary School Morant Bay at Bus Park Seaforth Square
Manchester Mile Gully Primary Mile Gully High Mandeville Primary and Junior High Mandeville Hospital Porus Primary Porus Basic Spalding Primary Christiana High Belfield High School	Portland Port Antonio Primary School Market Square Fair Prospect Primary Fairy Hill Primary Cross Roads Infant Sch. Port Antonio High School	