

Annual Report 2009-2010



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 necessary 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 to 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.



TABLE OF CONTENTS

	Page
FIGURES INCLUDED IN REPORT (pictures, tables, graphs)	5-7
DIRECTORS/SENIOR MANAGEMENT BODY	9
PERSPECTIVES	
Hon. Michael Henry, Minister of Transport & Works	10
Mr. Patrick Wong, Chief Executive Officer, NWA	11
EXECUTIVE SUMMARY	12-13
CORPORATE GOVERNANCE/STATEMENT OF INTERNAL CONTROL	14-15
KEY PERFORMANCE INDICATORS	17-19
ACHIEVEMENTS	20-35
REGIONAL IMPLEMENTATION AND SPECIAL PROJECTS (RISP)	20-23
Patching Programmes: Hot Mix & Micro-surfacing	20-21
Main Road Bushing and Drain Cleaning (RMF)	22-23
Emergency Cess Programme	24-26
Flood Damage Control, Mitigation & Recovery	27
Tropical Storm Gustav Repairs	27-31
Inter-American Development Bank/Government of Jamaica Transportation and Infrastructure Rehabilitation Programme	31-32
Road Maintenance Fund Petro-Caribe Facility	33
The Palisadoes Shoreline Rehabilitation and Protection Project	33-34
The Jamaica Development Infrastructure Programme (JDIP)	34-35
MAJOR PROJECTS	36-46
The Waterloo Road Widening Project	36
Bridge Development and Construction	37-41
The Washington Boulevard (Fifth Road) Improvement Project (WBIP)	42-43
Northern Coastal Highway Improvement Project (NCHIP)	43-44
Kuwaiti Rehabilitation Programme (Phase 2)	44-45
Organization of the Petroleum Exporting Countries (OPEC) Rehabilitation Programme (Phase 2)	46
PLANNING AND RESEARCH	47-50
Traffic Management	47

Road Marking	47
Road Signage	48
Electronic Traffic Signal Installation	48
Traffic Signal Inspection, Repairs, Maintenance and Upgrade	49
Corridor /Intersection Design Studies	49-50
Traffic Surveys and Safety Audits	50
TECHNICAL SERVICES	51
QUALITY ASSURANCE	52-54
Quality Control	52
Take Over Certificates (TOC's) and Procedures Manual	52
Internal Audits	53
Material Testing and Evaluation Unit (MTEU)	53
Falling Weight Deflector Tests	53
Routine Inspection - Petrol Stations	53-54
HUMAN RESOURCE MANAGEMENT & ADMINISTRATION	55-56
Developing a Cadre of "High Quality People"	56
Through Training and Development	
Affirming Staff Through Rewards and Recognition	57-58
COMMUNICATION AND CUSTOMER SERVICES	59-62
Media Visibility	59
Community/Customer Interactions	60
Client Interactions	60
Customer Satisfaction Survey 2010	61-62
INTERNAL AUDIT	63
Achievements	63
Professional Enhancement	63
FINANCIAL STATEMENTS & SALARY SCALES	64-82
APPENDICES	83-87
Organizational Charts	83-85
Compensation	86-87
Directors	86
Senior Executive	87
Notes	88-90
Contact Us	91

FIGURES INCLUDED IN REPORT

(Pictures, Graphs, Tables)

	Page
Figure 1: Table: Summary of KPI Achievement 2009/2010	12
Figure 2: Table: Patching Activities by Quarter- FY 2009/2010	21
Figure 3: Table: Patching Performance vs. Target - FY 2009/2010	21
Figure 4: Table: Bushing and Drain Cleaning Targets and Achievements by Region- FY 2009/2010	22
Figure 5: Graph: Bushing and Drain Overall Target and Achievement FY 2009/2010	23
Figure 6: Pictorial: Drain Cleaning Activities: Drain Cleaning in Progress and Drain Cleaning Completed- FY 2009/2010	23
Figure 7: Pictorial: Drain Cleaning Activities: Drain Cleaning in Progress and Completed-Drain Cleaning Completed -FY 2009/2010	23
Figure 8: Table: Works under 2009/2010 Emergency Fuel Cess Programme – FY 2009/2010	24-25
Figure 9: Picture: Completed Gabion Wall, Papine to Hardwar Gap, St. Andrew	26
Figure 10: Picture: Completed Retaining Walls at Williamsfield- Glengoffe, St. Andrew	26
Figure 11: Picture: Completed Random Rubble Wall at Trout Hall, Clarendon	26
Figure 12: Picture: Completed Rubble Wall, Halls Delight, St. Andrew	26
Figure 13: Picture: Completed River Training Works at Soapberry, St. Catherine	26
Figure 14: Picture: Completed River Training Works at Shrewsbury Portland	26

Figure 15: Picture:	Completed Road Rehabilitation: May Pen - Spauldings Clarendon	27
Figure 16: Picture:	Completed Road Rehabilitation : Campbell's Land parochial road, Trelawny	27
Figure 17: Picture:	Completed Road Rehabilitation: Woodford - Norbrook, St. Andrew	27
Figure 18: Picture:	Completed Road Rehabilitation : North Street, Clarendon	27
Figure 19: Table:	Flood Damage Rehabilitation & T.S. Gustav Emergency Repairs Programme	28
Figure 20: Pictorial:	The Buff Bay Valley : Completed Retaining Wall - Regale & Completed Retaining Wall - Cascade	29
Figure 21: Picture:	Completed Road Surfacing of the Fern Gully	30
Figure 22: Picture:	Completed Road Rehabilitation at Colgate, St. Ann	30
Figure 23: Picture:	Treasure Beach Drainage System - St. Ann, substantially completed at 31/3/2010	30
Figure 24: Picture:	The Resurfaced Gutters to Freetown Road	31
Figure 25: Picture:	New Traffic Signals - Old Harbour Town, St. Catherine	31
Figure 26: Table :	IDB/GOJ TIRP- Achievement as at March 31, 2010	32
Figure 27: Picture:	Asphaltic Overlay, King Street, Kingston	33
Figure 28: Picture:	Asphaltic Overlay, Norbrook Drive, St. Andrew	33
Figure 29: Picture:	Christiana Development Road, Christiana, Manchester, under construction	35
Figure 30: Picture:	Widening of Waterloo Road in Progress	36
Figure 31: Picture:	Repairs on Old Church Road	36

Figure 32: Picture :	Dry River Bridge damaged by TS Gustav	37
Figure 33: Picture:	The Current Rio Grande Bridge, Portland	38
Figure 34: Table :	R.A. Murray International Limited (RAMIL) Priority Bridge Programme Status FY 2009/2010	39
Figure 35: Pictorial :	Completed RAMIL Bridges	40
Figure 36: Picture :	Completed Gobay Bridge, St.Catherine	41
Figure 37: Pictorial :	Work in Progress WBIP : Application of base course (Western Lane), the Washington Boulevard, work on Structures at Merivale Gully & work on the Red Hills Overpass,	42-43
Figure 38: Table :	Status of the Northern Coastal Highway Improvement Project (NCHIP)	43
Figure 39: Picture:	Completed Segment 3 - NCHIP	44
Figure 40: Table :	Progress on the Kuwaiti Phase 2 Programme - FY 2009/2010	45
Figure 41: Picture:	Kuwaiti Phase 2 Engineer's Design Test- The Junction Road, St. Mary	45
Figure 42: Picture:	OPEC Phase 2- Hairpin, Sour Sop Turn, Clarendon (slated for Re-alignment)	46
Figure 43: Picture:	Centre-Line Marking: Municipality Boulevard, St. Catherine	47
Figure 44: Picture :	Centre-Line Marking : Faith Pen, St.Ann	47
Figure 45: Picture:	Centre-Line Marking: Four Paths, Clarendon	47
Figure 46: Picture :	New Traffic Signal Installed at Waterloo Bridge, St. Andrew	48

Figure 47: Picture:	New Traffic Signal installed at Couples, Ocho Rios, St. Ann	48
Figure 48: Pictorial:	New Traffic Signal Installed in the Town of Montego Bay	49
Figure 49: Table:	Corridor/Intersection Design Studies	50
Figure 50: Table :	Traffic Surveys and Safety Audits	50
Figure 51: Table:	Highlights of Designs Created by Technical Services Directorate	51
Figure 52: Table :	Quality Assurance Audits- FY 2009/2010	52
Figure 53: Picture:	Material testing in progress	53
Figure 54: Table :	Materials Testing and Evaluation conducted- FY 2009/2010	53
Figure 55: Table:	Petrol Stations Inspected- FY 2009/2010	54
Figure 56: Table:	Training Interventions- FY 2009/2010	55-57
Figure 57: Table:	Rewards & Recognition Awardees- FY 2009/2010	58
Figure 58: Picture:	Employee of the Year 2009	58
Figure 59: Table:	NWA's Organized Media Appearances- FY 2009/2010	59
Figure 60: Table :	Customer and Client Interactions	60
Figure 61: Picture:	NWA's Exhibition, Meadowbrook High School - April 2009	61
Figure 62: Picture:	NWA's Exhibition, Forestry Department - 2009	61
Figure 63: Graph:	Graph showing 4-year Tracking of Customer Satisfaction Level in the area of NWA timelines in reopening main Roadways after a disaster event (Question 4e on Survey Questionnaire)	62

DIRECTORS



Patrick Wong
Chief Executive Officer



Pauline Duntran
Director Finance
and Accounts



Dr. Jennifer Henry
Director Human Resource
Management Administration



Geroge Knight
Director Reg. Imp.
& Special Projects



Earl Patterson
Senior Director Project
Implementation



John Wright
Director Major Projects



Orlene Rowe
Director Quality Assurance



Ainsworth Savage
Chief Internal Auditor



Roger Smith
Director Technical Services



Patrick Rose
Director Planning and
Research



Stephen Shaw
Manager, Communication
and Customer Services



Wainsworth Anderson
Director of Asset
Management

Perspective

Under the energetic direction of the new CEO, Mr. Patrick Wong, the National Works Agency (NWA) had a significant impact on public infrastructure across the country over the 2009/2010 Financial Year.

This included paving the way for the acquisition of the Chinese-funded Jamaica Development Infrastructure Programme (JDIP), which now carries the hope of the nation in terms of making an even more significant impact on the rehabilitation and development of the country's infrastructure.

From planning for the Palisadoes Shoreline Rehabilitation & Protection Project and the new Dry River Bridge Construction Project, at Harbour View, St. Andrew; rehabilitative works in Fern Gully, St. Ann; implementation of most of the foundation work on the Bogue Road Project in Montego Bay, St. James; and the traffic signalisation of Montego Bay's Town Centre, to so many other major undertakings, the NWA stood tall in the face of huge all-round challenges.

All over the country, work was undertaken on facilities like the many bridges done within the R.A. Murray Priority Bridge Programme, along with continued rehabilitation of the Sandy Gully network. These brought hope to communities which were hitherto gripped in a seemingly hopeless position in terms of securing such improvements.

This positive and articulate approach by the NWA Team overall, has paved the way for much confidence in the delivery on the Agency's mandate in the future, as its technical capabilities are set to be upgraded through exposure to top-tier international expertise courtesy of China Harbour Engineering Company Limited, both from its internal staff and externally, as part of the technical training component of the China/Jamaica agreement which facilitated the JDIP.

As the Minister with responsibility for the Works portfolio, I am proud of the seamless collaboration that has existed between the NWA and the Road Maintenance Fund (RMF) in their joint quest to efficiently address the most pressing infrastructural needs across the country. This is the sort of co-operative spirit that facilitated the JDIP, and certainly this augurs well for the future, as the Government moves to stem the longstanding tide of constant decay of the public infrastructure.

It is with pleasure that I hail the NWA Team, from Mr. Wong and his most senior officers, to each and every staff member and service provider in any other form, for a job well done for 2009-2010.



Hon. Michael Henry
CD, MP

Minister of Transport
& Works

Perspective



Mr. Patrick Wong

Chief Executive Officer
National Works Agency

The National Works Agency has done much over the Financial Year 2009/2010 to facilitate the achievement of its mission to create a Safe, Reliable and Quality main road network.

We pursued and completed a number of projects which included: Road Rehabilitation and Improvement projects, the construction of a number of bridges and retaining structures; flood mitigation and control projects; and the improvement of traffic systems, across the island. Areas which had long lain desolate and in dire need of attention were a focus of the National Works Agency over the year in review. Retaining structures, for example were constructed at Above Rocks and Williamsfield in St. Catherine; Halls Delight, Jacks Hill, Papine – Hardwar Gap in St. Andrew; Trout Hall in Clarendon, Stetin in Trelwany; Regale, Friday, Comfort Castle, and Cascade in the Buff Bay Valley, Portland. We completed the Milford Box Culvert in St. Ann. We completed the Worthy Park and Bog Walk bridges, in St. Catherine; Angels River and Springfield Bridges in Clarendon; The Martha Brae Bridge in Trelawny; Queens River Bridge in Hanover; the Fairfield Bridge in St. James; Alligator Church Bridge in Portland; and the Gordon Town and the Waterloo Bridges in St. Andrew.

We have continued major projects such as the improvement of the Washington Boulevard/Dunrobin Avenue corridor, a project which will see the widening of that roadway from an existing two driving lanes to six lanes. As well, we have continued the restoration and protection of the Palisadoes Shoreline.

We successfully negotiated an agreement which has given life to the Jamaica Development Infrastructure Programme (JDIP). This programme has been fashioned out of a redemptive partnership between the Peoples's Republic of China and the Government of Jamaica, through which the amount of US\$400-million has been made available to address poor road conditions across the length and breadth of Jamaica, making it singly the largest programme of its kind in Jamaica.

Through JDIP, it is now possible for us to speak about the construction of bridges across the Queensbough and Cassia Park Fords, as well as the construction of Box Culverts at Eleven Miles in Bull Bay, St. Thomas and the implementation of an improved traffic system in Cross Roads, St. Andrew; the construction of a bridge over the Rio Grande in Portland; and the construction of the new Christiana Development Road, in Christiana, Manchester.

The financial year in review, although not without challenges, has been an encouraging one. I am confident that with the continued hard work and commitment of TEAM NWA, and continued effective international partnerships, the National Works Agency will succeed in achieving its mandate.

Executive Summary

In pursuing its mission to plan, build and maintain a reliable, safe, and efficient main road network and flood control system, the National Works Agency (NWA), during the Financial Year 2009/2010, continued its advance towards full and sustained achievement. This pursuit continued to be guided by an **effective system of corporate governance**.

As well, strides towards the attainment of the this mission, the chief deliverables of which are the mitigation of damage to life and property; the safe and timely movement of people, goods and services across the island; the promotion of economic growth and quality of life; and protection of the environment, were facilitated by a **substantial achievement of most of the targets set under specific Key Performance Indicators**, for the period.

Achievements

The following (Figure 1) illustrates a summary of these Key Performance Indicators (KPI's) and the NWA's level of achievement of them during 2009/2010:-

Figure 1: Summary of achievement of Key Performance Indicators (KPI's) FY2009/2010

Key Performance Indicators	% Achievement of Targets	REMARKS
1 Traffic Management & Control	100%	
2 Flood Mitigation, Control & Damage Repairs	100%	
3 Disaster Emergency Response (Road Repairs)	100%	
4 Periodic Maintenance (Road Rehabilitation)	50%	1 of 2 targets achieved
5 Routine Maintenance	100%	
6 Urban Road Improvement	100%	
7 Bridge Development and Construction	86%	6 of 7 targets achieved
8 Corporate Planning/ Performance Monitoring & Regulatory Reports	71%	5 of 7 targets achieved
9 Financial Management	100%	
10 Information Resource Management	100%	
11 Quality Management	86%	6 of 7 targets achieved
12 Institutional Strengthening	60%	3 of 5 targets achieved
13 Development Control & Physical Planning	100%	
14 Project Profiles	100%	
15 Road Infrastructural Development	20%	1 of 5 targets achieved
16 Environmental Standards Maintained	100%	
17 Public Awareness & Customer Satisfaction Enhanced	100%	
18 Personnel & Industrial Relations Enhanced	100%	
19 Training & Development	100%	
20 Staff Morale Enhanced	100%	

The achievements indicated in Figure 1, were supported by the continuation of a number of projects, as well as the undertaking of new programmes, geared at improving the road network and attendant infrastructure.

Challenges

Budgetary constraints over the year in review meant that the Agency had to set relatively fewer targets.

Even with fewer targets, the limitation on funding had impacted the progress of some of the projects undertaken. Nonetheless the NWA had, overall, realized notable achievements of the targets pursued over the period.

Main Executing Directorates/Units

During FY 2009/2010, the Agency's activities were implemented through the NWA's major Departments/Directorates. These were:-

- Regional Implementation & Special Projects (RISP)
[formerly: *Regional Implementation*]
- Major Projects;
- Technical Services;
- Planning and Research;
- Quality Assurance;
- Human Resource Management and Administration;
- Internal Audit; and
- Communication and Customer Services.

Projections for FY 2010/2011

Despite the debilitating effect of the present economic climate, foreseeable for the next Financial Year 2010/2011, the NWA expects to (*in FY 2010/2011*) continue a number of projects which at the end of the year in review were not completed; as well as some routine road maintenance activities. Chief among these programmes were:-

- The Washington Boulevard Improvement Project;
- Bogue Road Improvement (*Segment 2A of Northern Coastal Highway Improvement Project*);
- The Inter-American Development Bank (IADB) Road Improvement Project;
- The R.A. Murray Bridge Construction Project;
- The Road Maintenance Fund Routine Patching, Drain Cleaning and Bushing activities.

The NWA expects also, in the upcoming FY 2010/2011, to undertake works via a limited number of new programmes, which have been designed and/or redesigned during the year in review. These were namely:-

- The Jamaica Development Infrastructure Programme (JDIP), a US\$400-million works programme geared at addressing bad road and infrastructure conditions across the island, irrespective of the category of these (Main, Parochial or Farm roads);
- The Palisadoes Shoreline Protection and Rehabilitation Project; and
- The IADB Loan 2026 Programme.

Corporate Governance

The National Works Agency (NWA) being committed to effective corporate governance, underpinned by principles of openness, integrity and accountability, continued, over the Financial Year 2009/2010, its effort to maintain:-

- quality service and products;
- value for money;
- fiscal prudence;
- flexibility;
- creativity, innovation, timeliness;
- transparency; and
- open communication.

This, in support of the NWA's commitment to enhance goodwill among its various stakeholders. The Agency believes that corporate governance is vital to facilitating an advance towards excellence in its business and internal operations.

The NWA is therefore committed to maintaining and managing a system of internal control, established within the framework of the Executive Agency's Act of 2002. This system is executed by the Agency's Management Body and designed to provide reasonable assurance regarding the achievement of objectives, relating to: effectiveness and efficiency of operations; reliability of financial reporting; and compliance with applicable laws and regulations. The following are the media through which the Agency's system of governance is effected, and which were actively employed during the fiscal year 2009/2010:-

The Advisory Board

The NWA's Advisory Board continued over the year in review to represent the interest of the Government of Jamaica (GOJ) in order to promote and maintain prudent, effective and efficient planning, as well as management and accountability of the Agency's business operations. This, in accordance with the Executive Agency's Act of 2002 and the Terms of Reference established by the Ministry of Transport and Works. The Board is comprised of ten (10) members who provide advice to the Chief Executive Officer (C.E.O.) in the strategic and business planning responsibilities of the Agency. During the Fiscal Year 2009/2010, Advisory Board meetings were held once per month, in keeping with the Ministry's Terms of Reference which stipulates that such meetings be held on a monthly basis.

Key Performance Indicator (KPI) System

The KPI system continued, during FY 2009/2010, to be used as a measure of the annual 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. Ministry rewards are not accorded to the NWA for performance levels below 85%. Additionally, Individuals' good performance is generally rewarded in order to encourage sustained high performance. A ranking of 80% -100% is used to reward individuals' high-level performance.

Procurement Committee

Over the year in review, the Procurement Committee, an internal system consisting of the NWA's Senior Management Body continued to monitor and assess applications for the award of contracts, in that, the Committee:-

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

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, directives are also passed from the C.E.O. to the Senior Management Body.

During FY 2009/2010, these meetings were held twice per month. Standing Members of these meetings consisted of:-

- The Chief Executive Officer;
- Director and Senior Director of Regional Implementation and Special Projects (RISP);
- Director of Planning and Research;
- Director of Quality Assurance;
- Chief Internal Auditor;
- Director 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 Meetings

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

Parish and Regional Managers' Meetings

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

Quarterly External Reporting

Each quarter, the NWA, through the Corporate Planning component of its Planning and Research Directorate, makes presentations on the operations/activities, progress and challenges within the Agency, during the relevant quarter, to:-

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

These presentations continued over the year in review, to provide a further opportunity for the Ministry of Transport and Works to more effectively monitor the performance of the National Works Agency.

Open Communication

The NWA, having ratified the Access to Information Act in June 2002, an Act that governs the manner in which the Agency disseminates information to the Agency's various customers/publics, continued over the fiscal year 2009/2010 to be transparent and frank in communicating with these publics.

Review of the Internal System of Control

The effectiveness of the NWA's Internal System of Control was regularly reviewed during FY 2009/2010, by the senior management body, for effectiveness.

KEY PERFORMANCE INDICATORS (KPI'S) 2009/2010

Strategic Objective	Indicators	Targets	Weighting	Achievement	Audit Comment
1. Safety	Traffic Management and Control	30 km of road marking conducted by 31 st March 2010	2	2	Target achieved.
		20 new traffic signals installed by 31 st March 2010.	2	2	Target achieved.
		100 traffic signs installed island wide by 31 st March 2010.	2	2	Target achieved.
		2 High Risk Spot Reports produced by 31 st March 2010.	1	1	Target achieved.
	Flood Control, Mitigation & Damage Rehabilitation	6 water ways improved via gabion works; bunding and desilting works by the end of 2009/2010 (inclusive of T S Gustave River Training activities.)	3	3	Target achieved.
		390 Nos. Gullies and drains cleaned island wide by the end of 2009/2010.	4	4	Target achieved.
		China Exim Palisadoes Improvement Project Phase 3 Revetment Works 15% completed by the end of 2009/2010.	2		Project was not funded in 2009/2010. Implementation was revised to commence in fiscal year 2010/2011.
2. Reliability and Availability of the Road Network	Disaster Response Emergency Repairs to Roads	Clear 75% of blocked roads island wide to single lane within 7 days after the occurrence of an extraordinary event.	3		No climatic event during the period to trigger disaster response measures.
		Preliminary budget assessments for clearing and reopening of roads available within twenty one (21) days of the occurrence of an extraordinary event.	1		No climatic event during the period to trigger disaster response measures.
		Restoration works commenced within eight (8) weeks of approval of funding and complete within specified timelines.	3		No climatic event during the period to trigger disaster response measures.
		Cabinet Report/Submission proposal sent to Parent Ministry within thirty (30) days after an extraordinary event.	1		No climatic event during the period to trigger disaster response measures.
	Periodic Maintenance / Road Rehabilitation	15 km of Road Resurfacing conducted by end of 2009/2010 (inclusive of Gutters to Freetown, St. Catherine, Fern Gully, St. Ann and Micro-surfacing).	4	4	Target achieved.
	Routine Maintenance	150,000 m2 patching completed (Spray Patching and Hot Mix) by end of 2009/2010.	4	4	Target achieved.
		500 km bushing activities conducted during 2009/2010.	3	3	Target achieved.
	Urban Road Improvement	8 Corridor / Intersection Design Studies conducted by the end of 2009/2010: Lady Musgrave Rd; Constant Spring Rd; Red Hills Rd; Hope Rd / Trafalgar Rd; HWT Rd. Oxford Rd; Old Harbour; Spanish Town (Job Lane, Brunswick Ave; Eltham and Spanish Town Bypass intersections and Mandeville.	3	3	Target achieved.

KEY PERFORMANCE INDICATORS (KPI'S) 2009/2010 CONTD

Strategic Objective	Indicators	Targets	Weighting	Achievement	Audit Comment
	Bridge Development & Construction	<p>16 Bridges / Structures completed by the end of 2009/2010 via:</p> <p>RAMIL Bridge Programme (Nos. 9)- Angels River, Clarendon / Gordon Town, St. Andrew / Queens River, Hanover / Martha Brae, Trelawny / Waterloo, St. Andrew / Worthy Park, St. Catherine / Springfield, Clarendon / Fairfield, St. James / Alligator Church, Portland.</p> <p>Local Construction Bridge Programme (Nos. 7) – Exchange St. Anne / Milford St. Anne / Grants Pen St. Andrew / Broadgate, St. Mary / Gobay, St. Catherine (Nos.2) / Bourbon, Portland</p> <p>2 Bridges Rehabilitated by end of 2009/2010: Probyn and Lucea East River, Hanover.</p> <p>5 Bridges maintained by end of 2009/2010: Glenmuir, Clarendon / White Gut, Barbican, Mosquito Cove & Davis Cove, Hanover.</p> <p>150 Bridge inspections conducted by the end of 2009/2010.</p>	<p>12</p> <p>1</p> <p>2</p> <p>2</p>	<p>12</p> <p>0</p> <p>2</p> <p>2</p>	<p>Target achieved.</p> <p>Target achieved.</p> <p>Target not achieved; rehabilitation not completed as at March 31, 2010.</p> <p>Target achieved.</p> <p>Target achieved.</p>
3. Efficiency	Corporate Planning, Performance, Monitoring & Regulatory Reports (contd.)	14 Regulatory Reports (Corporate Plan, Operational Plan, KPI, Quarterly Performance Presentation, Quarterly Performance, Annual, Quarterly Internal Audit, Quarterly Unaudited Financial Statements, Monthly Recurrent Financial Expenditure, Monthly Budgeted Cash Flow, Monthly Capital A & B Statement of Expenditure, Quarterly Procurement, Quarterly Contract Award, Monthly Project) submitted as required.	10	10	Target achieved.
	Financial Management	Targeted revenue (J\$350 million) to be earned from Agency fees achieved 100% by end of 2009/2010.	2	2	Target achieved.
	Information Resource Management	Records Classification Project completed for 3 Departments/Units by the end of 2009/2010.	1	1	Target achieved.
	Quality Management	Post Project Evaluation conducted for one (1) contract over J\$15 million.	1	1	Target achieved.
		14 Risk Assessment / Internal Audits conducted by the end of 2009/2010	2	2	Target achieved.
	Quality Management	16 Project Quality & Follow-Up Action Audits conducted by the end of 2009/2010.	2	2	Target achieved.
		50% of Routine Material Test Reports (concrete, aggregate, asphalt etc.) submitted within 8 working days after test completion.	2	0	Target not achieved.
	Institutional Strengthening	500 km of Road Condition Surveys conducted by the end of 2009/2010.	1	1	Target achieved.
		Geographic Information Systems (GIS) 80% of Maps and Digital Information produced for internal customers within 10 working days and external customers within 5 working days after request receipt.	1	1	Target achieved.
		E Map (web based GIS maps) Service launched by the end of the 1 st quarter 2009/2010.	1	1	Target achieved.
4. Development & Growth	Development Control & Physical Planning	80% of applications (Advertisements, Outline, Building, Restrictive Covenants and Subdivisions) processed within 21 working days of receipt.	1	1	Target achieved.

KEY PERFORMANCE INDICATORS (KPI'S) 2009/2010 CONTD

Strategic Objective	Indicators	Targets	Weighting	Achievement	Audit Comment
	Project Profiles	1 Project Profile prepared and submitted by the end of 2009/2010	1	1	Target achieved.
	Road Infrastructural Development	43 km of road constructed by the end of 2009/2010: - Segment 3 NCHIP; (up to wearing course - 40 km) Civil works 100% completed by 3 rd quarter 2009/2010 - OFID Segment 1A – Bogue Road; (up to asphaltic binder course layer – 3 km)	5	5	Target achieved.
5. Environment	Environmental Standards Maintained	Quarterly Environmental Reports prepared for Major Projects: NCHIP Segments 1A & 3, RAMIL Fern Gully by the end of the month after the period being reported on.	2	2	Target achieved.
6. Developing a Customer – Centered Organization	Public Awareness and Customer Satisfaction Enhanced	Media Programmes Audio: 156 "On Our Roads" radio broadcasts conducted by the end of 2009/2010. Interviews, etc. conducted as required.	2	0	Target not achieved.
		2009 Customer Satisfaction Survey completed by the end of 2009/2010	1	1	Target achieved.
	Public Awareness and Customer Satisfaction Enhanced	Citizen's Charter completed by the end of 2009/2010.	1	1	Target achieved.
		Engineering and technical support provided to various public and private sector organizations for No. 10 projects by the end of 2009/2010.	3	3	Target achieved.
7. Developing a Cadre of High Quality and Committed People	Personnel & Industrial Relations	Implementation of DRI Succession Plan by the end of 2009/2010.	1	1	Target achieved.
		Organizational Review completed by the end of 2009/2010.	2	2	Target achieved.
	Training & Development	Initiated Training Plan (2009/2010) implemented by the end of 2009/2010.	2	2	Target achieved.
	Staff Morale Enhanced	4 Rewards and Recognition Ceremonies held for each quarter and one (1) end of year with tokens being received on a timely basis.	1	1	Target achieved.

Events outside the scope of the Agency's control occurred to make it impossible for action to have been taken to fulfill some of the targets. The results are summarized below after adjustments were made for these events.

Summary Results

	Original No. of Targets	Actual Targets Achieved	Weight % Attainable	Weight % Achieved
Total	41	33	100	85
Adjustment	(5)	0	(10)	0
Adjusted Total	36	33	90	85

Total weight after adjustments - 90%

Weight % for targets not achieved - 5%

Weight % for targets achieved - 85%

Achievements

REGIONAL IMPLEMENTATION & SPECIAL PROJECTS (RISP) DIRECTORATE

The Directorate of Regional Implementation became **Regional Implementation and Special Projects (RISP)** in May 2009, with the appointment of new Chief Executive Officer, Mr. Patrick Wong on May 1.

During the Financial Year 2009/2010, the NWA, through RISP, engaged a number of road management as well as flood damage recovery and mitigation strategies to maintain and improve the main road network. These strategies included:-

- Island-Wide Routine Maintenance Patching Programmes, consisting of **Asphaltic Concrete (Hot Mix)** and **Micro-surfacing** patching;
- Emergency Fuel Cess Programme;
- The Road Maintenance Fund (RMF) Bushing and Drain Cleaning Programme;
- Flood Control, Mitigation & Damage Recovery Programmes
(including) Tropical Storm (TS) Gustav Repairs;
 Fern Gully Restoration;
 Treasure Beach Drainage Construction;
Gutters – Freetown Road Resurfacing Programme.

IDB/GOJ Transportation Infrastructure Rehabilitation Programme (TIRP) – Loan 2026
(including) The Dry River Bridge Project
 Over 52-kilometre of Road Widening & Drainage Improvement projects.

RMF – Petro Caribe Facility
(includes the Overlay of King Street, in Kingston and Norbrook Drive in St. Andrew).

The Palisadoes Shoreline Rehabilitation and Protection Project.

The Jamaica Development Infrastructure Programme (JDIP).

Patching Programmes: Hot Mix and Micro-Surfacing

Under the Agency's Routine Maintenance Patching Programmes, consisting of Asphaltic Concrete (Hot Mix) and Micro-Surfacing, a total of **163,178m²** of roads were targeted island-wide.

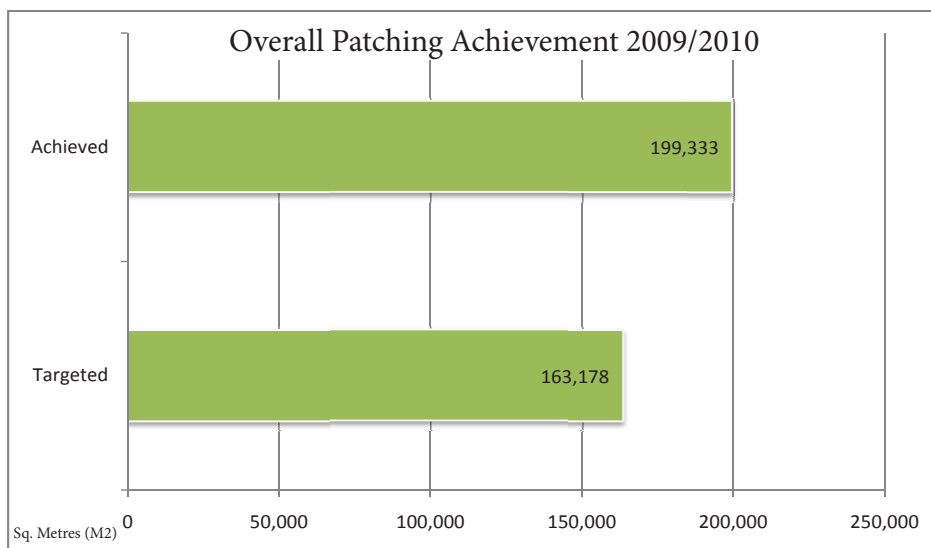
At the end of the Financial Year 2009/2010, the Agency had completed patching on a total of **199,333m²** of roads across the island. This amounted to a One Hundred and Twenty-two per cent **(122%) success** of target, at a total cost of **\$225.8-million**.

Figures 2 and 3 illustrate the quarterly patching targets and overall accomplishment during the year in review.

Figure 2: Patching Activities by Quarter - FY 09/10

ISLAND-WIDE ROUTINE MAINTENNANCE PATCHING ACTITIVES - FY 2009/2010				
HOT MIX ROUTINE MAINTENANCE				
Period	Planned (m ²)	Actual (m ²)	Cost (J\$-million)	% Achieved
April-June 2009	108,788	89,522	120.3	82%
July-Sept. 2009	39,151	53,203	24.0	136%
Oct. -Dec. 2009	1,791	32,357	58.2	* ¹ supernormal achievement
Jan. -Mar. 2010	0	10,803	9.0	No patching target set for quarter
TOTALS				
FY 2009/2010	149,730	185,885	211.5	124%
MICRO-SURFACING ROUTINE MAINTENANCE				
Period	Planned (m ²)	Actual (m ²)	Cost (J\$-million)	% Achieved
April- June 2009	0	0		0%
July - Sept. 2009	6,990	6,990		100%
Oct. - Dec. 2009	6,458	6,458		100%
Jan. - Mar. 2010	0	0		0%
TOTALS				
FY 2009/2010	13,448	13,448	\$14.3	100%
GRAND TOTALS				
FY 2009/2010	163,178	199,333	\$225.8	122%

Figure 3: Overall Patching Target vs. Achievement- FY 09/10



1* Super normal achievement = above 1,000%

Road Maintenance Fund (RMF) Bushing and Drain Cleaning Programme

Under the RMF Bushing and Drain Cleaning Programme, the Agency expended a total of J\$1.35 billion to carry out bushing and drain cleaning activities across the island. Figures 4 and 5 show the Agency's achievement by quarter, and an overall account of achievement against target, at the end of the Financial Year 2009/2010.

Figure 4: Bushing and Drain Cleaning Targets and Achievements by Region - FY 09/10

BUSHING														
PLANNED (km)									PERCENTAGE ACHIEVEMENT				EXPEN-DITURE	
Region	April-June 2009	Jul-Sept 2009	Oct-Dec 2009	Jan-Mar 2010	April-June 2009	Jul-Sept 2009	Oct-Dec 2009	Jan-Mar 2010	Q1	Q2	Q3	Q4	\$J-Million	
KMR	158	5	0	5	89	18	57	75	56%	360%		1500%	13.8	
Central	77	0	0	77	77	0	271	348	100%			452%	2.6	
Western	77	8	0	108	62	19	155	272	81%	238%		252%	20.4	
NER	80	12	0	310	39	37	0	289	49%	308%		93%	0	
TOTALS	392	25	0	500	267	74	483	984	68%	296%		197%	36.8	
GRAND-TOTALS 917									1,808				197%	J\$36.8-Million

DRAIN CLEANING														
PLANNED (M2)									PERCENTAGE ACHIEVEMENT				EXPEN-DITURE	
Region	Apr-Jun 2009	Jul-Sept 2009	Oct-Dec 2009	Jan-Mar 2010	April-June 2009	Jul-Sept 2009	Oct-Dec 2009	Jan-Mar 2010	Q1	Q2	Q3	Q4	\$J-Billion	
KMR	0	0	0	158	0	69	0	158				100%	1.1	
Central	77	0	0	77	77	0	0	77	100%			100%	0.2	
Western	100	0	0	77	98	15	15	92	98%			119%	0.01	
NER	298	0	0	78	252	41	0	80	85%			103%	0	
TOTALS	475	0	0	390	427	125	15	407	90%			104%	1.31	
GRAND-TOTALS 865									974				113%	J\$1.31-Billion

Figure 5: Bushing and Drain Overall Target and Achievement - FY 09/10

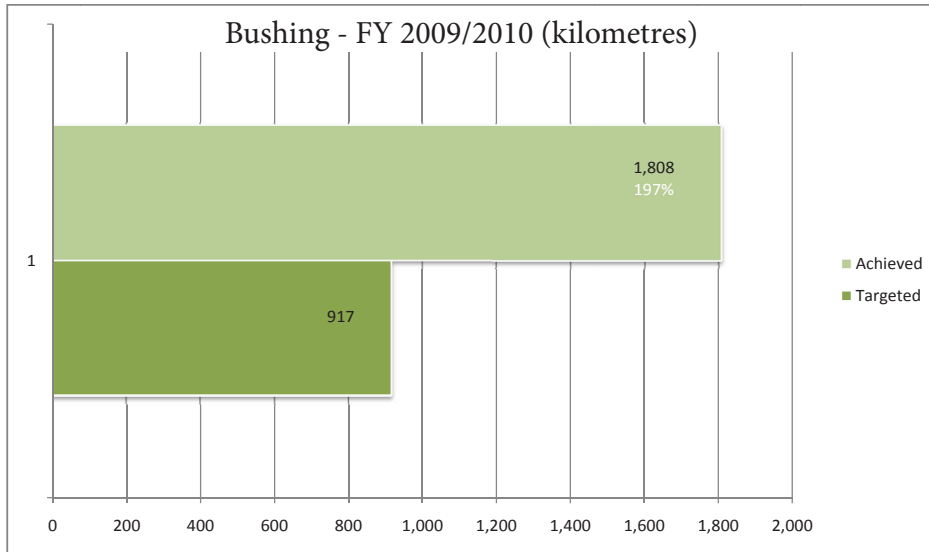


Figure 6:
Behind Emmanuel Baptist Church,
St. Andrew during a Drain Cleaning Process



Figure 7:
Behind Emmanuel Baptist Church,
St. Andrew after the Drain Cleaning Process



Emergency Fuel Cess Programme

The Emergency Fuel Cess Programme was designed as a three-tier project and implemented in the 2nd quarter of the year in review, to address some of the long-standing devastated areas across the island. A total of J\$2-billion was allocated under this programme. Of this allocation, approximately J\$1.6-billion were apportioned as indicated in Figure 8:-

Figure 8: Works under 2009/2010 Emergency Fuel Cess Programme

PROJECT	Parish	Planned Expenditure	Actual Expenditure (Certified)	STATUS (at 31/3/10)
Targeted:-		(J\$)	(J\$)	
1. Retaining Walls (19 sub-contracts):- (Stages of completion as follows):-		\$763-million	\$401-million	● 76% Comp.
1. Halls Delight (3 walls);	● St. Andrew			● 70% Comp.
2. Williamsfield – Glengoffe (2 walls);	● St. Andrew			● 100% Comp.
3. Papine – Hardwar Gap	● St. Andrew			● 78% Comp.
4. Above Rocks;	● St. Catherine			● 100% Comp.
5. Trout Hall – James Hill;	● Clarendon			● 100% Comp.
6. Trout Hall – Grantham;	● Clarendon			● 100% Comp.
7. Trout Hall (proper);	● Clarendon			● 100% Comp.
8. Alston – Spaulding – White Shop;	● Clarendon			● 100% Comp.
9. Rio Grande Valley 2 walls:- Friday Comfort Castle	● Clarendon			● 35% Comp.
10. Papine- Hardwar Gap (300 Metre from Mile Post (M.P.) #11)	● Portland			● 87% Comp.
11. Stetin – Highgate				
12. Border – Cuffy Gully	● St. Andrew			● 100% Comp.
13. Mount Horeb	● Trelawny			● 45% Comp.
14. Papine- Hardwar Gap (Damage Up at Yonder)	● St. Mary			● 25% Comp.
15. Papine- Hardwar Gap (M.P 16-17)	● St. Andrew			● 25% Comp.
16. Redlight- Hardwar Gap(Breakaway at MP#18)	● St. Andrew			● 50% Comp.
17. Redlight – Hardwar Gap (MP 19-20)	● St. Andrew			● 60% Comp.
18. Redlight- Hardwar Gap (Breakaway at M.P. 14-15)	● St. Andrew			
a. Papine- Hardwar Gap (M.P 14-15)				
19. Papine- Redlight (9-10) Wall #2	● St. Andrew			● 90% Comp.
a. Papine- Redlight (Between M.P.12-13)				
b. Papine- Redlight (9-10) Wall #3				
c. Papine- Redlight (Breakaway at (M.P. 13-14)	● St. Andrew			● 90% Comp.

Figure 8 (cont'd): Works under 2009/2010 Emergency Fuel Cess Programme

PROJECT	Parish	Planned Expenditure	Actual Expenditure (Certified)	STATUS (at 31/3/10)
Targeted:-		(J\$)	(J\$)	
1. River Training (2 sub-contracts):-		\$134-million	\$111-million	<ul style="list-style-type: none"> 100% Comp.
<ul style="list-style-type: none"> Eleven Miles; Soapberry. 	<ul style="list-style-type: none"> St. Andrew St. Andrew/ St. Catherine border 			<ul style="list-style-type: none"> 100% Comp. 100% Comp.
Targeted:-				
2. Road Rehabilitation (33 contracts) These included:-		\$672-million	\$527-million	<ul style="list-style-type: none"> 79% Comp.
1. Amity Hall	St. Thomas			
2. Harriman Close	St. Andrew			
3. Woodford – Norbrook	St. Andrew			
4. Woodford- Maryland Square	St. Andrew			
5. Charlton Avenue- Hillman Road	St. Andrew			
6. Norbrook - Hill Road	St. Andrew			
7. May Pen – Spauldings				
8. Frankfield – Smithville				
9. Nelson Street				
10. Top Alston Road				
11. Orange Hill- Nine Turn				
12. Richies- Nine Turn				
13. Grantham- Woodside				
14. Victoria- Thompson Town				
15. Victoria- Sunberry				
16. Grantham- Cabbage Hill				
17. Ludgie Green- Wisbeach				
18. Smithville- Corn Hill				
19. Frankfield-, Andrew Hill- Barnes Path				
20. Dyke Hill Road				
21. Portland Cottage- Phase 1&2				
	Clarendon			100% Comp.
22. Folly – Hectors River	Portland			
23. Woodgrove & Campbell's Land	Trelawny			
24. Mitchell Road	Clarendon			
25. York Town Road	Clarendon			
26. Rock Road	Clarendon			
27. Flower Corner	Clarendon			
28. Allen Town	Clarendon			
29. Santa Hill	Clarendon			
30. Pumpkin-Reckford	Clarendon			
31. Folly-Hector's River	Portland			
32. PC Road #176 Mile End (Woodgrove & Campbells's Land	Trelawny			
33. Top Hill – Grove Place	Manchester			
				In progress

At the end of the Financial Year 2009/2010, the Agency had expended approximately J\$1.3-billion for **full completion of:-**

- River Training at the 2 areas targeted;
- The Construction/repairs of 7 of 19 Retaining Walls targeted; and
- The Rehabilitation of 21 of 33 road sections targeted for repairs.

The remainder of the targeted projects, which were at varying stages of completion at the end of the year in review (as indicated in Table 8), are expected to be addressed under the new Jamaica Development Infrastructure Project (JDIP) scheduled for implementation in the upcoming FY2010/2011.

Figure 9: Gabion Wall



**Completed Gabion Wall;
Papine to Hardwar Gap, St. Andrew**

Figure 10: Random Rubble Wall and drain



**Completed Retaining Wall and drain;
Williamsfield - Glengoffe, St. Andrew**

Figure 11: Random Rubble Wall and roadway



**Completed Random Rubble Wall and road
reinstatement; Trout Hall, Clarendon**

Figure 12: Random Rubble Wall



**Complete Rubble Wall;
Halls Delight, St. Andrew**

Figure 13: River Training



**Completed River Training Works;
Soapberry, St. Catherine**

Figure 14: River Training



**Completed River Training;
Shrewsbury, Portland**

Figure 15: Retaining Wall

**Completed Random Rubble Wall;
May Pen - Spalding, Clarendon**

Figure 16: Road Rehabilitation

**Completed Road Rehabilitation;
Campbell's Land Parochial road, Trelawny**

Figure 17: Road Rehabilitation

**Completed Road Rehabilitation;
Woodford - Norbrook, St. Andrew**

Figure 18: Road Rehabilitation

**Completed Road Rehabilitation;
Nelson Street, Clarendon**

Flood Damage Control, Mitigation and Recovery

Water is 'essential to life' but destructive to roads. It is often said that water is the road's greatest enemy. Indeed flood disasters plaguing the island over the years have done much to confirm this statement. During the Financial Year 2009/2010, the NWA, undertook a number of activities geared towards mitigation, in order to control the effects of flooding and also to establish a significant level of recovery from past flood damage that still remained unresolved.

Flood Damage Recovery – TS. Gustav Repairs

Tropical Storm Gustav which devastated the island in August 2008, as well as flood rains which swept all parishes during the months of October to December 2008, had left most of the island's roads and infrastructure in a grave condition. The kinds of permanent repairs needed were far from completed at the end of the previous Financial Year 2008/2009, thus much of this had to be brought over to the year in review (FY 2009/2010). A number of projects were targeted and completed under this programme, as illustrated in Table 19:-

Figure 19: Flood Damage Rehabilitation & T.S. Gustav Emergency Repairs Programme

PROJECT	Location	Planned Expenditure	Actual Expenditure (Certified)	STATUS: % Completion (at 31/3/10)
Targeted:- <ul style="list-style-type: none"> 94 Retaining Wall and Gully Projects Included:- <ul style="list-style-type: none"> ✓ Jacks Hill Road –Random Rubble Wall (St. Andrew) 	Island-wide	(JS) \$2.25-billion	(JS) \$2.20-billion	100%
<ul style="list-style-type: none"> 17 River Training & De-Silting Projects River Training projects in Progress included:- <ul style="list-style-type: none"> ✓ Parry Town – St. Ann ✓ Cane River – St. Andrew ✓ Beveledere – St. Thomas. 	Island-wide	\$0.431-billion	\$0.225-billion	These works were in progress and at varying stages of completion at the end of the Financial Year.
<hr/> <ul style="list-style-type: none"> 07 De-Silting Projects:- <ul style="list-style-type: none"> ✓ White River ✓ Chepstowe ✓ Windsor Castle ✓ Shrewsbury ✓ Swift River <div style="display: inline-block; vertical-align: middle; margin-left: 10px;"> } Portland </div> <ul style="list-style-type: none"> ✓ Western Park ✓ Lewis Street <div style="display: inline-block; vertical-align: middle; margin-left: 10px;"> } Clarendon </div>	Portland & Clarendon			100%
Targeted:- <ul style="list-style-type: none"> 58 Road Repair Projects (covering 60 km of roadway) Included:- <ul style="list-style-type: none"> ✓ Chateau Road (Clarendon) 	Island-wide	(JS) \$0.878-billion	(JS) \$0.703-billion	86% 50 of 58 projects completed
<ul style="list-style-type: none"> The Buff Bay Valley Included:- <ul style="list-style-type: none"> ✓ the Construction of 12 Retaining Walls, as follows:- <ul style="list-style-type: none"> ○ Cool Shade (3 walls) ○ Station (3 walls) ○ Mullet Hall ○ Wakefield ○ Regale ○ Bike Stop ○ Cedar Valley ○ Cascade ✓ Road Resurfacing works; ✓ Construction/repairs of kerbs and channels 	Portland	\$0.30-billion	\$0.276-billion	100%

As at March 31, 2010, the Agency had expended a cumulative amount of approximately **J\$3.4-billion**, to establish substantial completion of works under the Flood Damage & TS Gustav Emergency Repairs Programme.

Figure 20: The Buff Bay Valley



**Completed Retaining Wall
Regale (The Buff Bay Valley)**



**Completed Retaining Wall
Cascade (The Buff Bay Valley)**

Fern Gully Restoration Project

The Fern Gully was gravely affected by flood rains which lashed St. Ann in April 2008. These rains had further degraded the already fast deteriorating roadway. During the 1st quarter of the 2009/2010 financial year, the NWA, in collaboration with the Tourism Product Development Company (TPDCo), undertook to repair 6.8 kilometres of the roadway, from Colgate to Milford Road, St. Ann. This, at a budgeted cost of \$483-million.

Restoration of the Fern Gully was divided into three (3) stages:-

- Stage 1: 3.6 km of Road Surfacing (using Asphaltic Concrete overlay); & Patching of Breadnut Hill (the alternative route to the Fern Gully);
- Stage 2: 1.5 km of concrete pavement works;
- Stage 3 (a): Construction of a U-Drain along a further 1.7 km of the roadway;
(b): Construction of a Box Culvert at Milford.

The end of the Financial Year 2009/2010 saw the completion of Stages 1 and 3(b) of this project, at a cost of approximately **\$141.9-million** as follows:-

<u>Completed Works</u>	<u>Cost (\$J)</u>
3.6 km of Road Surfacing works (Asphaltic Concrete Overlay) (Contractor: Surrey Paving & Aggregates).	\$123,000,000
Construction of the Milford Box Culvert (Contractor: A1 Construction).	\$ 18,821,620

Figure 21: Completed Road Surfacing of the Fern Gully

Completed Road surfacing of 3.6 km of road
along the Fern Gully, St. Ann

Figure 22: Road Rehabilitation

Completed Road Rehabilitation at Colgate;
St. Ann

Great Pond (Treasure Beach) Drainage Construction Project

Treasure Beach in St. Elizabeth has, for a number of years, remained immensely vulnerable to flooding. The construction of a drain in the community was attempted from as far back as 2005/2006 but was never completed.

During the Financial Year 2009/2010, the Great Pond (Treasure Beach) Drainage Construction Project was undertaken at a contract cost of \$11-million.

At the end of the financial year, the Great Pond (Treasure Beach) Drainage System, was substantially completed, at a total expenditure of \$10.4-million.

Figure 23: Treasure Beach Drainage System

A completed section of the
Treasure Beach Drainage System, St. Elizabeth

Gutters to Free Town Road Surfacing Programme

During the year in review, the Agency undertook the repairs of the Gutters to Free Town roadway, at a contract cost of \$140-million. Approximately 6 kilometres of this road, which is located in St. Catherine, was resurfaced.

The scope of works included:-

- asphaltic overlay of 6 kilometres of the roadway;
- drainage works;
- traffic system improvements;
- the installation of new Electronic Traffic Lights in the town of Old Harbour.

These works were executed by Pavement and Structures Limited. At the end of the financial year, completion of this project stood at 100%, with total expenditure of **\$140-million**.

Figure 24: Resurfaced Road



**A resurfaced Gutters to Freetown Roadway,
St. Catherine**

Figure 25: New Traffic Signals



**New Traffic Signals –
Old Harbour Town, St. Catherine**

IDB/GOJ Transportation Infrastructure Rehabilitation Programme (TIRP)

Consequent on the devastation created by the 2007 Atlantic Hurricane Season, on the island's road network, and the declining condition which persisted due to inadequate repairs, the Government of Jamaica (GOJ), in response, secured a US\$22-million loan from the Inter-American Development Bank (IDB), to undertake restorative works in eight (8) locations across the island.

During the Financial Year 2009/2010, these 8 locations targeted for repairs saw significant improvement as follows:-

Figure 26: IADB/GOJ TIRP – Achievement as at March 31, 2010

Location	Scope of Works	Budgeted Amounts	Achievement
Red Hills, St. Andrew to Sligoville – Bog Walk St. Catherine	<ul style="list-style-type: none"> 22.4 km of Road Rehabilitation <i>and</i> Drainage Improvement	US\$5.8-million	<ul style="list-style-type: none"> ✓ 70% completion of the Contractors' Prequalification. ✓ 100% completion of Geotechnical Investigation; Pedometric Survey; Traffic Report; Feasibility Study. ✓ 70% completion of Road Design.
Old Harbour, St. Catherine to Sandy Bay, Clarendon	<ul style="list-style-type: none"> 9 km Road Rehabilitation <i>and</i> Drainage Improvement.	US\$3.2-million	<ul style="list-style-type: none"> ✓ 30% completion of Geotechnical Investigation; Pedometric Survey; Traffic Report; Feasibility Study.
Scotts Cove to Belmont, Westmoreland	<ul style="list-style-type: none"> 12.6 km Road Rehabilitation <i>and</i> Drainage Improvement.	US\$5.3-million	<ul style="list-style-type: none"> ✓ 70% completion of the Contractors' Prequalification. ✓ 100% completion of Geotechnical Investigation; Pedometric Survey; Traffic Report; Feasibility Study. ✓ 90% completion of Road Design.
Roselle, St. Thomas	<ul style="list-style-type: none"> 16,000m³ Primary (300-kg) Boulders; 9,700m³ Secondary (4 to 8-ton.) Boulders 13,000m³ River Shingle 1,600m³ Random Rubble Wall. 2.4 km Road Rehabilitation. 	US\$3.6-million	<ul style="list-style-type: none"> ✓ 100% completion of respective designs. ✓ 100% completion of Preparation of Tender Documents.
Yallahs, St. Thomas	<ul style="list-style-type: none"> 2km River Training (Bunding) 	US\$1.5-million	<ul style="list-style-type: none"> ✓ 1,200m³ of Excavation completed. ✓ 40% (800m) of Bunding Works completed.
Big Pond, St. Catherine	<ul style="list-style-type: none"> Drainage works 	US\$2-million	<ul style="list-style-type: none"> ✓ Design in progress.
Sheffield to Negril, Westmoreland	<ul style="list-style-type: none"> 5.6 km Road Reconstruction and Drainage Improvement 	US\$1.7-million	<ul style="list-style-type: none"> ✓ 70% completion of the Contractors' Prequalification. ✓ 100% completion of Geotechnical Investigation; Pedometric Survey; Traffic Report; Feasibility Study. ✓ 90% completion of Road Design.

RMF Petro-Caribe Facility

The RMF Petro Caribe Facility, designed in 2005 and used to respond to urgent repair needs arising on the main road network, was utilized in the Financial Year 2009/2010, to undertake repairs of a **targeted 7.2 kilometres** of roadway on King Street in downtown Kingston and Norbrook Drive in St. Andrew. This, at an aggregate **contract cost of \$123.5-million**.

At the end of the period, the Agency had **expended a total of \$56.6-million** to effect repairs of these roadways which together amounted to a **65% completion, or 4.7 kilometres** of asphaltic overlay.

Figure 27: Asphaltic Overlay, King Street, Kingston



Completed Road Rehabilitation
King Street, Kingston

Figure 28: Asphaltic Overlay, Norbrook Drive, St. Andrew



Newly overlayed section of
Norbrook Drive, St. Andrew

The Palisadoes Shoreline Rehabilitation and Protection Project

Consequent on several years of damage to the Palisadoes Peninsula, due to exposure to extreme weather phenomena, the government will in the 1st quarter of the upcoming Financial Year 2010/2011, launch the Palisadoes Shoreline Protection and Rehabilitation Project.

An amount of **US\$65,377,404.62**, has been allocated, through the China Exim Bank, for the rehabilitation and protection of the Palisadoes Peninsula, and will be undertaken by the contractor, China Harbour Engineering Company (CHEC).

Scope of Works/Design

- **2.65 kilometres of Rock Revetment** walls along of the shoreline of the **Caribbean Sea-side**; and **3.6 kilometres along the Harbour-side**, from near Harbour View to the vicinity of Gunboat Beach.
- **4,375 metres (approx. 4.38 kilometres) of the roadway will be widened** by a minimum of 8 metres, to a maximum of 12 metres in some sections.
- **The road will be raised from its existing levels** of 0.6 – 1.0 metre, to 2.4 - 3.2 metres above sea level.
- **14 Drop Inlets and Culverts** along the (Caribbean Sea-side); and **4,700 metres of swales**.
- **A 10-foot (3.04-metre) wide boardwalk** will be constructed on the Harbour side of the Peninsula.
- **A Lay-by with benches** will also be installed along the roadway; as well as

- ***Eighteen (18) solar powered street lamps***, placed at 200 metres apart, along the Harbour Side.
- ***100-Year Return Period Design Flow*** (i.e. the shoreline will be expected to withstand storm surges only anticipated to re-occur every 100 years). A design rainfall intensity of 178mm per 24 hours was utilized in this design.

Project Status as at March 31, 2010

The Contractor is presently in the process of identifying a suitable area along the Palisadoes road reservation for set up of site office.

Ground-Breaking for the Palisadoes shoreline rehabilitation and protection is scheduled for April 2010.

Commencement of Works

Commencement of works on the Palisadoes Shoreline Rehabilitation and Protection Project is ***scheduled for the upcoming Financial Year 2010/2011.***

Jamaica Development Infrastructure Programme (JDIP)

In response to the dire condition of the island's road network, the Government of Jamaica (GOJ), in the Financial Year 2009/2010, sought assistance from the People's Republic of China and was successful in securing a loan of **US\$340-million** to undertake a **US\$400-million** programme of works across the island, on roads and road furniture, such as bridges, drains and traffic systems – for all roads both main and parochial. An amount of **US\$60-million** of the total allocation is being contributed by the Government of Jamaica.

The loan was provided through the Export Import (EXIM) Bank of China, and the works programme, named the Jamaica Development Infrastructure Programme (JDIP), was designed.

The Jamaica Infrastructure Development Programme (JIDP) therefore, represents a major undertaking by the Government of Jamaica (GOJ) to significantly improve the island's road network in order to enhance the quality of life of the citizens of Jamaica, and to stimulate economic development.

Overall, the JDIP is singly the largest, most comprehensive infrastructural programme to be implemented in Jamaica and will be critical to national development and prosperity.

The main targets of JDIP

- Increased driver comfort along all roads – main and parochial;
- Improved road safety;
- Increased capacity of roads to handle vehicular volume;
- Improved traffic management in town/city centres;
- Rehabilitation of approximately 300km of parochial roads;
- Rehabilitation of approximately 270km of main roads;
- More effective periodic maintenance of road infrastructure.

The programme also seeks to achieve the institutional strengthening of the Ministries and Agencies responsible for roads in order to enhance their ability to deliver service of the highest quality.

Contractor

China Harbour Engineering Company (CHEC), a civil engineering company out of China, has been selected as the main contractor under the JDIP.

Duration of JDIP

JDIP was designed to be undertaken over a period of five (5) years, commencing in February 2010 (and ending in 2015), to be executed by the NWA.

An island-wide launch of JDIP, and subsequently physical works under the programme, is ***scheduled to commence in the upcoming Financial Year 2010/2011.***

Figure 29: Christiana Development Road



**Christiana Development Road,
Christiana, Manchester, under construction**

MAJOR PROJECTS DIRECTORATE

The Major Projects Directorate was very instrumental to the National Works Agency's accomplishments over the Financial Year 2009/2010. Through this directorate, a number of major projects were undertaken during the financial year 2009/2010, in efforts to improve the island's road network. These included:-

- The Waterloo Road Widening Project.
- Bridge Development and Construction Projects, including:-
 - Dry River Bridge Construction;
 - The Rio Grande Bridge Construction
 - R.A. Murray International Limited (RAMIL) Jamaica Bridge Programme; and
 - Local Bridge Construction and Maintenance Programme.
- The Washington Boulevard (Fifth Road) Improvement Project.
- The Northern Coastal Highway Improvement Project (NCHIP).
- Kuwaiti Rehabilitation Programme (*Phase 2*).
- Organization of the Petroleum Exporting Countries (OPEC) Rehabilitation Programme (*Phase 2*).

The contracts for some of the above projects were signed within the financial year in review, with implementation of works scheduled to commence in the upcoming financial year.

The Waterloo Road Widening Project

This project was implemented during the Financial Year 2009/2010, to complement the four-lane bridge constructed along Waterloo Road, St. Andrew. The NWA targeted the widening of 500 metres of Waterloo and Upper Waterloo Roads, from two (2) lanes to four (4).

The Agency as well, targeted the repairs of a total of 2 kilometres of roadway along Annette Crescent, Old Church Road and Dulwich Drive, which are the major off roads along the project corridor.

At the end of the financial year, the Agency had expended an amount of \$72-million to establish 90% completion of this project.

Figure 30: Widening of Waterloo Road in Progress



Work in progress for the widening of Waterloo Road, St. Andrew

Figure 31: Repairs on Old Church Road



Completed rehabilitation works to Old Church Road, St. Andrew

Bridge Development and Construction

During the Financial Year 2009/2010, the Agency pursued efforts to strengthen the island's road infrastructure through the repairs, maintenance and construction of a number of bridges.

The Dry River Bridge

The old Dry (Hope) River Bridge in St. Andrew was constructed close to five (5) decades ago (in 1964). The features of the old bridge, being built with steel girders in concrete decking and supporting beams which were anchored at a level of two feet underground, proved vulnerable to the onslaught of the several disaster events which ravaged the bridge over the years. The shallow depth of the bridge-footings were susceptible to local (pier) scour and caused the undermining of individual piers which resulted in a rapid degradation of the bridge's super structure.

The old bridge had to be closed on several occasions over its life, in order to effect repairs and finally had to be abandoned in 2008, when rising waters which accompanied Tropical Storm Gustav, scoured and caused the collapse of two intermediate concrete pier supports on the bridge. Alternative measures had to be put in place to re-establish and maintain the vital transportation link between the capital city of Kingston and the Eastern corridor of the Island, while a new bridge was being designed for construction.

Figure 32: A damaged Dry River Bridge



A badly damaged Dry River Bridge, St. Andrew being retrofitted with a Bailey Bridge in order to allow access in and out of Kingston. The Bridge was damaged by Tropical Storm Gustav in 2008

During the fourth quarter of the Financial Year 2009/2010, the GOJ, through the Ministry of Transport and Works/National Works Agency, signed a **US\$8.9-million contract** to design and build the new Dry (Hope) River Bridge. The new bridge will be designed for a 100-year return storm flow and will have the following features:-

- Piles driven at an average of 35 feet underground;
- Pile scour protection (boulders), placed at 15 ft underground;

- Span of 130 metres in length;
- Four (4) traffic lanes;
- Two (2) raised foot-walks.

The new bridge will also be given highway classification, where the legal speed limit will be 80 km per hour.

Construction of the new Dry River Bridge is ***targeted for commencement in the upcoming Financial Year 2010/2011.***

Rio Grande Bridge

The new Rio Grande Bridge to be constructed in Portland, was fabricated through the Mabey and Johnson Priority Rural Bridge Programme. This new bridge is designed as a 210-metre long, two-lane composite highway structure and will be financed through the Jamaica Development Infrastructure Programme (JDIP), the new US\$400-million works programme designed to address the poor condition of roads and road infrastructure across the island.

At the end of the Financial Year, JDIP Contactor, China Harbour Engineering Company (CHEC), was conducting the relevant surveys to facilitate the construction of the new Rio Grande Bridge in the ***upcoming Financial Year 2010/2011,***

Figure 33: The Rio Grande Bridge, Portland



**The Current Rio Grande Bridge,
Portland**

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

The Government of Jamaica, in 2006, signed a four-year contract with R.A. Murray International Limited to design, supply and construct bridges island-wide. The contract was scheduled for completion in March 2010.

Physical works under the RAMIL Priority Bridge Programme commenced in March 2007. The programme was divided into three (3) phases, under which a total of **Nineteen (19) bridges were to be constructed**, at critical locations across the island.

Phase One of the programme, which began in the fiscal year 2007/2008, targeted eleven (11) bridges which at the end of March 2008, were all works in progress.

During 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 Priority Bridge programme. This, at a projected cost of **US\$16.7-million**.

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 Financial Year 2008/2009, four (4) of the nineteen (19) bridges targeted were completed. These were: **The Johnson River Bridge** in St. Thomas, **Seven Rivers Bridge** in St. James, **Milk River Bridge** in Clarendon and the **Black River Bridge** in Portland.

During the year in review, FY 2009/2010, the Agency continued the construction of the remaining fifteen (15) bridges under the RAMIL programme. At the end of this financial year, the Agency had expended a cumulative total of US\$40.5 million to complete ten (10) of these bridges and to establish varying completion statuses on the remaining five (5), as shown in Figure 34:-

Figure 34: RAMIL Priority Bridge Programme Status FY 2009/2010

BRIDGE	PARISH	ACTUAL COST	STATUS OF COMPLETION
1. Worthy Park	St. Catherine	US\$1,218,175.00	100% COMPLETED
2. Bog Walk		US\$1,795,513.00	
3. Angels River	Clarendon	US\$1,314,791.00	
4. Springfield		US\$2,266,326.00	
5. Martha Brae	Trelawny	US\$1,942,545.00	
6. Queen's River	Hanover	US\$981,016.00	
7. Gordon Town	St. Andrew	US\$1,087,909.00	
8. Waterloo Road		US\$1,921,421.00	
9. Fairfield	St. James	US\$2,266,326.00	
10. Alligator Church	Portland	US\$664,772.00	
TOTAL		US\$ 13,192,468.00	
REMAINING FIVE (5) BRIDGES UNDER RAMIL PRIORITY BRIDGE PROGRAMME			
BRIDGE	PARISH	ACTUAL COST	NOT YET STARTED
1. Steer Town	St. Ann	US\$968,217.00	
2. Troy	Trelawny	US\$901,847.00	
3. Mt. Eagle	Westmoreland	US\$806,847.00	
4. Whitehorse	St. Thomas	US\$1,452,326.00	
5. Horse Savannah		US\$746,125.90	

Figure 35: Pictorial – Completed RAMIL Bridges



**Completed Gordon Town Bridge,
St. Andrew**



**Completed Alligator Church Bridge,
Portland**



**Completed Bog Walk Bridge,
St. Catherine**



**Completed Martha Brae Bridge,
Trelawny**



**Completed Queens River Bridge,
Hanover**

Local Bridge Construction and Maintenance Programme

The bridges being constructed under the local bridge programme are directly funded by the Government of Jamaica (GOJ). During the financial year under review, the Agency undertook the construction of six (6) bridges and the repairs of two (2), under this programme. These were as follows:-

Construction

1. Broadgate Compact 200 Modular Bridge, St. Mary;
2. Grants Pen Box Culvert, St. Andrew;
3. Bourbon Compact 200 Modular Bridge, Portland;
4. Above Rocks Pedestrian Bridge, St. Catherine
5. Gobay Bailey Bridge (No. 1), St. Catherine;
6. Gobay Bailey Bridge (No. 2), St. Catherine

Repairs/Maintenance

1. Village Green Bridge, St. Ann
2. Riverton Bridge, Kingston

At the end of the Financial Year 2009/2010, the Agency had expended J\$86.9-million to complete the two bridges targeted for repairs, as well as the construction of: the **two (2) bridges at Gobay**; and the **Above Rocks Pedestrian Bridge**, all in St. Catherine.

Figure 36: Gobay Bridge, St. Catherine



Bailey Bridge installed at Gobay, St. Catherine

The Washington Boulevard Improvement Project

The Washington Boulevard Improvement (Fifth) Road Project was implemented in June 2007, the objectives of which were to: upgrade the standard of the Washington Boulevard/ Dunrobin Avenue corridor, in order to reduce overall road transportation costs; improve highway safety; reduce congestion along the corridor; and assist the Government of Jamaica with the establishment of a Vehicle Weight Enforcement Programme.

A total of 2.75 kilometres of roadway along Washington Boulevard and Dunrobin Avenue will undergo enhancements that include reconstruction of existing pavement; widening of the roadway from 2 lanes to 6 lanes; construction of sidewalks, kerbs and drainage systems; the installation of traffic lights at five (5) locations along the corridor; installation of street lights; and the construction of three (3) new bridge structures.

The project has been 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 the GOJ.

Civil works on the Washington Boulevard Improvement (Fifth Road) Project commenced in February 2010. The project is being executed by Surrey Paving and Aggregates Limited, at a contract cost of J\$1.18-billion.

At March 31, 2010, the Agency had expended an accumulative total of J\$410-million. Of this amount, **J\$152-million** was spent during the year in review, to realize physical progress of 10%, as per target for the period February 8 – March 31, 2010. Work in progress at this time included excavation works; base and sub-base works along the western lane of the carriageway; as well as works on the Red Hills Road Overpass and the structures across the Merrivale Gully.

Figure 37: Pictorial Work in Progress WBIP



**Application of Base Course (Western Lane)
The Washington Boulevard**



Work on structure at Merrivale Gully



Work on the Red Hills Overpass

The Northern Coastal Highway Improvement Project (NCHIP)

The Northern Coastal Highway Improvement Project continued during the Financial Year 2009/2010, with works geared towards the completion of Segment Three and the substantial completion of Segment 1A. Figure 38 illustrates completion status of these two segments under NCHIP, at March 31, 2010.

Figure 38: Status of the Northern Coastal Highway Improvement Project (NCHIP)

NCHIP - SEGMENT 3

Segment 3 of the Northern Coastal Highway Improvement Project (NCHIP), which covers approximately 97 kilometres of roadway from Ocho Rios, in St. Ann to Port Antonio, in Portland, was *completed during the first quarter of the Financial Year 2009/2010*.

NCHIP - SEGMENT 1A (BOGUE ROAD)

Segment 1A of the Northern Coastal Highway Improvement Project (NCHIP), covers approximately five (5) kilometres of the roadway from the Fairfield Intersection to the Long Hill/Reading Intersection, in Montego Bay, St. James.

The contract for this project is being executed by Surrey Paving and Aggregates Limited, at a contract cost of **JS\$1.4-billion**.

Progress at the end of March 2010 included:-

- Completed repairs of four (4) bridges (*Davis Cove, Mosquito Cove, Barbican and White Gut*);
- Completed rehabilitation of the Probyn Bridge;
- 49% completion of asphaltic paving.

At total of **JS\$955.4-million (approx. JS\$0.96-billion)** were expended during the Financial Year 2009/2010, on this project (*Bogue Road*).

Figure 39: Completed Segment 3 - NCHIP

**A Completed section of Segment 3 -
Northern Coastal Highway Improvement Project**

Kuwaiti Rehabilitation Programme: Phase 2

The Phase 2 Project of the Kuwaiti Rehabilitation Programme is geared at enhancing the North to South passageway of the island, extending from the border of St. Andrew through to St Mary, St. Ann and Westmoreland. Upon completion, this project is expected to bring about a reduction in travel time along the roadways located between the Northern and Southern ends of Jamaica. This project, which was implemented in 2008, has an allocation of **US\$17.2-million**. The project is however estimated to cost US\$30-million, inclusive of land acquisition and utility relocation.

A total of 47.05 kilometres of roadway is slated for improvement, to include:-

- Road re-alignment and rehabilitation;
- improved drainage facilities;
- Protective works (*such as the construction of Retaining Walls*).

Figure 40: Progress on the Kuwaiti Phase 2 Programme – FY 2009/2010

KUWAITI REHABILITATION PROGRAMME – PHASE TWO	
<u>Project Components:-</u>	<u>Progress as at March 31, 2010:-</u>
Ferris Cross – Mackfield, Westmoreland (along the corridor from Savanna-la-mar to Montego Bay) 13.4 km.	Designs completed (FY 08/09)
Brown's Town – Alexandria, St. Ann (Mandeville to Discovery Bay) 15.0 km.	Designs completed (FY 08/09)
Tom's River - Broadgate - Agualta Vale, (Junction Road, St. Mary) 18.65 km.	Designs completed (FY 08/09)
Land Surveying Exercise	Contract Awarded (FY 09/10)
<p><i>Designs were completed by DIWI Consultants during the last Financial Year 2008/2009, and included:-</i></p> <ul style="list-style-type: none"> ▪ Re-alignment/reconstruction; ▪ Drainage improvement; ▪ Pavement upgrade; and ▪ Improvement in protective structures, including retaining walls. <p>Designs were completed at a total of J\$46.3-million (FY 08/09).</p> <p>The Contracts for the execution of Land Surveys were awarded in the 4th Quarter of the financial year in review to RCC (Land) System Limited, Al Gracey & Associates Limited and Roosevelt Thompson Associates, at a total cost of J\$13.7-million.</p>	

At the end of the Fiscal Year 2009/2010, the Agency had expended a **cumulative amount of \$60-million** on Phase 2 of the Kuwaiti Programme, **\$13.7-million of which were expended during the year in review.**

Figure 41: Kuwaiti Phase 2 Engineer's Design Test – The Junction Road, St. Mary



**Engineer's Design Test in Progress - Junction Road
Kuwaiti Phase 2 Project**

Organisation of Petroleum Exporting Countries (OPEC) Rehabilitation Programme – Phase 2

Phase 2 of the OPEC Rehabilitation Programme, targets the realignment and rehabilitation of failed road sections along a total of **33.1 kilometres of roadways in Clarendon**, as follows:-

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

The project also provides for the improvement of drainage systems and the construction of protective facilities along the selected road sections. The project is estimated to cost US\$27.7-million.

By the end of the Financial Year 2009/2010, all engineering designs were substantially completed.

A cumulative total of J\$22-million have been expended on this project to date, J\$10.5-million of which were expended during FY 2008/2009, and ***J\$11.5 expended during the year in review, 2009/2010***

Figure 42: OPEC Phase 2 – Hairpin, Sour Sop Turn, Clarendon



**Corner along the Sour Sop Turn roadway in Clarendon
which is slated for re-alignment**

PLANNING AND RESEARCH DIRECTORATE

Traffic Management

Effective traffic management is an integral component of the National Works Agency's mission to develop safe and reliable roads. During the Financial Year 2009/2010, the Agency made notable strides towards the fulfilment of this mission through projects undertaken in the areas of: **Road Marking; Road Signage; Electronic Traffic Signal Installation; Traffic Inspections**, and **Traffic Signal Repairs & Maintenance**.

Road Marking

The end of the Financial Year 2009/2010 saw **a total of 207 kilometres** of roadways across the island being marked. This, against a **target of 30 kilometres**, representing **690% success of target**. Road marking during the year in review included Centre Line Marking on the following roadways:-

- Municipal Boulevard, St. Catherine;
- Williamsfield, Manchester;
- Savanna-La-Mar, Westmoreland;
- Gutters, St. Elizabeth;
- Moneague, St. Ann;
- Faiths Pen, St. Ann; and
- Four Paths, Clarendon.

Figure 43: Centre Line Marking



Municipal Boulevard, St. Catherine

Figure 44: Line Marking



Centre-Line Marking
along the Faiths Pen main road, St. Ann

Figure 45: Centre-Line Marking



Four Paths, Clarendon

Raised Pavement Marking (RPM)

In addition to Line Marking, a total of One Thousand, Two Hundred and Fourteen **(1,214) Raised Pavement Markers** (RPMs), were installed along roadways across the Island during the period under review, contributing to the safety of the road network.

Signage

During the year in review, the Agency installed road safety signs at **344 locations** across the island, representing **344% success** of the target of 100 signs for the financial year 2009/2010.

The locations also included some of the areas at which Pedestrian Crossings were marked during the year. These signs comprised:-

- **Regulatory Signs**:-
 - Stop;
 - No Right Turn;
 - Pedestrian Crossing;
 - One Way.
- **Warning**:-
 - Children;
 - Pedestrian Crossing Ahead;
 - Slow;
 - Chevron.

Electronic Signal Installation

The end of the Financial Year 2009/2010, saw a total of **24 new traffic signals installed** at various locations across the island. This against a **target of 20 traffic signals**, and represented a **120% success of target**. Locations where new traffic signals were installed included:-

- The Waterloo Bridge, St. Andrew.
- Several locations along the Northern Coastal Highway: St. James and St. Ann.
- Other locations in the town of Montego Bay, St. James.

Figure 46: Traffic Signal



New Traffic Signals Installed along Waterloo Road to complement the construction of a four lane Bridge.

Figure 47: Traffic Signal



New Traffic Signal Installed; at Couples Ocho Rios, St. Ann

Figure 48: Traffic Signal



New Traffic Signal installed in
Montego Bay

Traffic Signal Inspection, Repairs, Maintenance and Upgrade

The importance of consistent traffic signal inspections, repairs and maintenance to effective Traffic Management, cannot be overemphasized. These efforts were therefore assiduously pursued during the year in review. At the end of the period, the following were achieved:-

- A total of **106 inspections** were carried out on electronic signals across the island.
- A total of **180 traffic signals were repaired** island-wide. This against 180 reports of defective signals received during the year and accounted for a **100% resolution** of reported malfunctions.
- A total of **5 traffic signals were upgraded**. This against a targeted 2, accounting for **250% success** of target for the year in review.

Traffic Planning

Traffic Planning is also crucial to effective traffic management. Thus over the year in review, the Agency undertook a number of **Corridor/Intersection Design Studies**; as well as **Traffic Count Surveys** and **Traffic Safety Audits**, as indicated in Figures 49 and 50.

Corridor/Intersection Design Studies

A total of eight (8) corridor/intersection design studies were targeted for the Financial Year 2009/2010. However during the 2nd quarter of the period, one (1) unscheduled location was included on the target list, increasing the total number of inspections to be carried out during the financial year to nine (9), as illustrated in Figure 48:-

Figure 49: Corridor/Intersection Design Studies

LOCATION	PERCENTAGE COMPLETION
Kingston & St. Andrew	
1. Lady Musgrave Road	100%
2. Constant Spring Road	100%
3. Red Hills Road, Kingston	100%
4. Hope Road/Trafalgar Road Intersection	100%
5. Half-Way Tree Road/Oxford Road Intersection	100%
St. Catherine	
6. Old Harbour	100%
7. Spanish Town:- ✓ Job Lane; ✓ Brunswick Avenue; ✓ Eltham Park; and ✓ The Spanish Town Bypass intersections	100%
Manchester	
8. Mandeville (scheduled for completion: FY2009/2010)	80%
Westmoreland	
9. Hartford and Petersfield Square (unscheduled request in 2 nd quarter)	100%

At the end of the financial year, the Agency had realized 89% success of the nine (9) locations targeted for traffic design studies. This included one (1) unscheduled location, as indicated in the preceding Figure 49.

An 80% completion status was achieved for the remaining location (in Mandeville) and this is scheduled for completion within the upcoming Financial Year 2010/2011.

Traffic Surveys and Safety Audits

During the year in review, the NWA carried out a number of traffic surveys and safety audits across the parishes of Kingston & St. Andrew, St. Catherine and St. Ann. At March 31, 2010, the Agency had **completed 223 traffic surveys/audits**, exceeding its **targeted 190** and realizing an **overall 117% success** of target. Figure 50 illustrates:-

Figure 50: Traffic Surveys and Safety Audits

Type of Survey/Audit	# of Locations Targeted	# of Locations Completed at March 31, 2010	Percentage Completion
Average Daily Traffic Counts (ADT)	60	35	58%
Turning Movements Traffic Volume Counts	80	132	165%
Speed Surveys	30	35	117%
Parking Surveys	10	11	110%
Pedestrian Movement Counts	10	10	100%
Total # of Traffic Surveys/Audits and Overall Percentage Completion:	190	223	117%

TECHNICAL SERVICES DIRECTORATE

The Technical Services Department became a Directorate in May 2009, upon the appointment of the Agency's new C.E.O. on May 1, 2009. This directorate, over the Financial Year 2009/2010, played a key role in the NWA's operations as they relate to project design and the monitoring of project implementation to ensure design related efficiency and effectiveness. The directorate also provided engineering and technical services for various governmental agencies.

During the year in review, the Agency, through its **Technical Services Directorate (TSD)** completed over **One Hundred and Sixty (160) designs** for various internal (NWA) and external (other governmental agencies) projects across the island. Figure 51 highlights some of these:-

Figure 51: Highlights of Designs Created by TSD

<i>DESIGNS</i> <i>INTERNAL (NWA) PROJECTS</i>		<i>DESIGNS/ENGINEERING & TECHNICAL SERVICES</i> <i>EXTERNAL PROJECTS</i> <i>(OTHER GOVERNMENTAL AGENCIES)</i>	
<i>PROJECT</i>	<i>LOCATION</i>	<i>PROJECT</i>	<i>LOCATION</i>
<i>Seven Rivers Bridge (#2)</i>	ST. JAMES	National Land Agency (Western Office – Renovation Phase 1) Ministry of Tourism (Western Office – Renovation)	ST. JAMES
<i>Commodore Bridge</i>	PORTLAND		
<i>Balcarres Breakaway</i>			
<i>Hayfield Road Breakaways</i>			
<i>Cascade Breakaway</i>			
<i>Barracks Bridge</i>	ST. MARY	Gordon House (renovation) Ministry of Youth (building renovation)	KINGSTON
<i>Whitehall Landslip</i>	ST. THOMAS		
<i>Roache Gully Retaining Wall</i>			
<i>Ocho Rios Drainage</i>			
<i>Bamboo Breakaway</i> <i>Williamsfield – Glengoffe Breakaway</i> <i>Bog Walk – Natural Bridge</i> <i>Natural Bridge – Troja Breakaway</i>	ST. CATHERINE	Central Sorting Office (Installation of Elevator)	
<i>Papine - Redlight Breakaway</i>	ST. ANDREW		
<i>Washington Boulevard Bridges</i>	KINGSTON		

QUALITY ASSURANCE

Quality control and assurance are essential to the success of the National Work Agency's civil work undertakings. Over the Financial Year 2009/2010 therefore, the Agency, through its Quality Assurance Directorate, continued its endeavour to monitor all projects, from the design phase through to the implementation and post-implementation/completion phases.

At the end of the year in review (2009/2010), the Quality Assurance Directorate had completed auditing of twenty-seven (27) projects, encompassing all phases (design, implementation and post-Implementation/completion). This, against a target of sixteen (16) projects. The projects audited included:-

Figure 52: *Quality Assurance Audits – FY 2009/2010*

PROJECT	PARISH/REGION
<i>Rio Grande Valley Retaining Wall Construction</i>	Portland
<i>Buff Bay Valley Rehabilitation</i>	Portland
<i>Rehabilitation of St. Mary Roads</i>	St. Mary
<i>Fuel Cess Retaining Wall Construction</i>	Island-wide
<i>Tropical Storm Gustav Central Region Repairs</i>	Central Region
<i>Rehabilitation of Farm Roads</i>	Western & Central Regions
<i>Bog Walk Bridge Construction</i>	St. Catherine
<i>Worthy Park Bridge Construction</i>	St. Catherine
<i>Gutters – Freetown Road Resurfacing</i>	St. Catherine
<i>Angels Bridge Construction</i>	Clarendon
<i>Bogue Road Improvement</i>	St. James
<i>Treasure Beach Drainage Construction</i>	St. Elizabeth
<i>Fern Gully Restoration and Rehabilitation</i>	St. Ann

Take Over Certificates (TOC's) and Procedures Manuals

In addition to quality audits, the Directorate also undertakes the processing of Take-Over Certificates, as well as the development and amendment of various procedures manuals in order to facilitate the improvement of business processes, and to provide the basis by which to verify that completed projects are implemented according to established standards.

At the end of FY 2009/2010, the Agency through its Quality Assurance Directorate, was successful in processing a total of **One Hundred and Twenty-four (124) Take Over-Certificates** and the amendment/updating of **Two (2) procedures manuals**, namely Procurement and Training. Work was also in progress on the Planning and Research Procedures Manual.

Internal Audits

Internal audits are undertaken to measure compliance with policies and established procedures. At the end of the Financial Year 2009/2010, a total of fifteen (15) internal audits were conducted. This against a targeted 14 audits, representing 107% success of target.

MATERIAL TESTING AND EVALUATION UNIT (MTEU)

The Material Testing and Evaluation Unit (MTEU) conducts routine analysis of soils, asphaltic components and concrete mixtures, in order to maintain efficiency and high standards in road works. These tests are conducted in accordance with the British Standard, as well as the American Association of State Highway and Transportation Officials (AASHTO) specifications.

The end of the year in review saw over **2,250 quality tests** being completed. Some of the projects for which these tests were conducted were:-

Figure 53: Testing



Material Testing being carried out in the lab

Figure 54: Material Testing and Evaluation conducted – FY 2009/2010

PROJECT	TESTING CONDUCTED
The Agency's Hot Mix Patching Programme	Asphaltic Coring,
The IADB TIRP 2026	Gradation; Proctor; Plasticity Index; Slump Tests; Pit Tests
The Steer Town Bridge Construction, St. Ann	Concrete Compressive Strength Tests
The Waterloo Road Improvement Project	Nuclear Density; Bitumen Extraction
Boscobel Aerodrome, St. Mary	Nuclear Density
Gobay Bridge Construction, St. Catherine	Concrete Compressive Strength Tests
R.A.Murray (RAMIL) Bridges	Concrete Compressive Strength Test; Slump Tests
Gutters – Freetown Road Surfacing Programme	Bitumen Extraction; Stability & Flow
Kuwaiti Road Rehabilitation Programme – Phase 2	Proctor; California Bearing Ratio (CBR); Gradation
Milford Box Culvert, St. Ann	Concrete Comprehensive Strength & Slump Tests

Falling Weight Deflector Tests

At the end of March 2010, **Falling Weight Deflector Tests** were being conducted along the Negril – Sheffield corridor in Westmoreland.

Routine Inspection – Petrol Stations

The Agency, through the MTEU, also conducted over forty (40) **Routine Inspection of Gas Stations** across the Kingston Metropolitan Region (Kingston, St. Andrew and St. Catherine), as well as Clarendon, over the year in review. Some of these locations included (*refer Figure 55*):-

Figure 55: Petrol Stations Inspected – FY 2009/2010

PETROL STATIONS INSPECTED	LOCATION
Micheal Service Station	157 East Street, Kingston CSO
Micheal Service Station	23-25 Victoria Avenue, Kingston CSO
Al Langley Texaco	84 Barbican Road, Kingston 6
Shell Service (Philrac Ltd)	77 Deanery Road, Kingston 3
Marley Service Station	2 Sea shore Place, Harbour View, Kingston 17
Y.P Seaton, Norman Manley International Airport	Norman Manley International Airport, St. Andrew
Y.P Seaton Texaco Service Station	55c Molynes Road, Kingston 10, St. Andrew
Shell Eastwood Park Road	5 Eastwood Park Road, Kingston 10
Shell Waterlane	Waterlane, Kingston
Total Service Centre	29 Dominica Drive, Kingston 5
Total Constant Spring	Manor Park Plaza 186c Constant Spring, Kgn. 10
Total Spanish Twn.Rd	250 Spanish Town Road, Kingston 11
Umax Shell Old Hope Road	138 Old Hope Road, Kingston 6
Shell Manor Park	211 Constant Spring Road, Kingston 8
B.D. Gregge Shell	96-100 Harbour Street, Kingston
Total Service Station	2-4 Balmoral Avenue, Kingston 10
Total Service Station	33 Short wood Road, Kingston 8
Total Service Centre (Worldtron)	Half-Way-Tree Road, Kingston 10
Total - Stanton Terrace	94F Stanton Terrace, Kingston 6
Total- Harbour View	Habour View Shopping Centre, Kingston 6
Total Service Centre	Heores Circle, Kingston
Total Service Centre	58-60 West Main Drive, Kingston 20
Total Service Centre	152-154 Marcus Garvey Drive, Kingston 13
Total Service Centre	Golden Spring Main Road, St. Andrew
Total Service Station	Duhaney Park Plaza, Kingston 20
Chambers – Texaco	15 Trafalgar Road, Kingston 10
LG Service Centre	85 Constant Spring Road, Kingston 10
Eddie's Esso Company Co Ltd	94 F Old Hope Road, Kingston 5
Eddie's Esso Company Co Ltd	11A Constant Spring Road, Kingston 10
Eddie's Esso Company Co Ltd	57 1/2 Waltham Park Road, Kingston 11
Shell Service Station	146 1/2 Spanish Town Road, Kinston 10
Micheal Service Centre	23-25 Victoria Avenue, Kingston CSO
Total Service Station	Clarendon Park, Clarendon
Total Service Station	Bog Walk, St. Catherine
Total Service Station	Weston Park, May Pen
Cool Oasis	Toll Gate, Clarendon Park, Clarendon
Unipet Service Station	46 Lyndhrust Road, Kingston 5
Unipet Service Station	14 Slipe Road, Kingston 5
Unipet Service Station	Gregory Park, St. Catherine
Total Service Station	105 1/2 Red Hills Road, Kingston 19
ICOWAL	Mountain View Avenue, Kingston 6

HUMAN RESOURCE MANAGEMENT AND ADMINISTRATION

At the end of the Financial Year 2009/2010, the National Works Agency had a staff complement of Four Hundred and Sixty-Seven (467). The Agency, through its Human Resource Management and Administration Department (HRM &A), continued during the year in review, to facilitate staff development via the delivery of effective training and the encouragement of staff members' personal pursuit of academic and professional growth.

Developing a Cadre of “High Quality People” through Training and Development

During the year in review, the NWA, through its HRM &A Department offered a total of thirty-eight (38) training programmes, as illustrated in Figure 56:-

Figure 56: Training Interventions – FY 2009/2010

Apr – Jun. '09				
PROGRAMMES	Internal	External	No. of Participants	DATES
Disaster Mitigation Preparedness & Restoration for Infrastructure - Japan		√	1	May 11- July 25, 2009
MS. Outlook, Word & Excel - 2003	√		6	May 19, 2009
MS. Access -2003	√		8	May 19, 2009
Procurement Procedures	√		20	June 2, 2009
			16	June 18, 2009
Environmental Monitoring	√		10	July 16, 2009
			5	June 26, 2009
			2	August 14. 2009
			10	September 30, 2009
HIV/Aids Workshop - Kingston		√	3	November 6, 10, 2009
			10	June 24, 2009 July 7, 2009
			67	August 2009
			85	September 2009
			21	October 2009
			51	November 2009
Microsoft 2007 Application	√		15	December 2009
GOJ – Public Procurement & Institutional Capacity Strengthening		√	32	June 8, 9, 11, 15, 18, 2009

Jul. - Sept. '09				
PROGRAMMES	Internal	External	No. of Participants	DATES
The Access to Information (ATI) sensitisations		√	90 19	July 14, 16, 21, 27, 2009 August 11, 2009
Library Information Association of Jamaica (LIAJA)		√	1	July 3, 2009
Asphalt Jamaica 2009 Seminar		√	6	August 24-25, 2009
Surveying Techniques	√		24 31	August 24, 2009 September 18, 2009
MOU 111 – Skills Training – Cake baking - NER		√	1	August 12,19,26, 2009 September 2,9,16,23,30 2009
MOU 111 – Skills Training – Entrepreneurship - NER		√	2	August 12,19,26, 2009 September 2,9,16,23,30, 2009 October 7,14, 2009
MOU 111 – Skills Training –Cake Baking - NER			2	August 12,19,26, 2009 September 2,9,16,23,30, 2009 October 7,14,21,28, 2009
Contract Administration	√		53	September 14, 21, 2009 September 29, 2009 October 20,27, 2009
MOU 111 – Skills Training – Small Business/Entrepreneurship - Western		√	1	November 3,10,17,24, 2009 September 29, 2009 October 6,13,20,27, 2009
MOU 111 – Skills Training- Counseling – Western		√	1	November 3,10,17,24, 2009 December 2, 2009
MOU 111 – Skills Training – Events Management - Kingston		√	1	September 23, 2009 October 7,14,21,28, 2009 November 4,11,18, 2009
Oct. – Dec. '09				
Business Administration	√		50	October 5-8, 12-15, 20-21, 2009
Sensitisation – Disaster Mitigation. Preparedness & restoration for Infrastructure	√		12	November 19, 2009
HRMAJ Conference		√	1	November 25-27, 2009
Customer Service	√		18	November 23, 26, 2009
Introduction to International Procurement - GOJ		√	1	November 3-5, 2009
Vehicle weight control & performance –based contracting: Impact on road maintenance – St. Lucia		√	1	December 9-11, 2009
Disaster Management Conference 2009 - ODPEM/CDEMA		√	1	December 8-10, 2009

Figure 56 (cont'd.): Training Interventions – FY 2009/2010

Jan. – Mar. 2010				
PROGRAMMES	Internal	External	No. of Participants	DATES
Time Management	√		11	January 27,2010
ProMark3 GPS	√		5	January 8,2010
Public-Private Partnership Awareness		√	1	January 26-28, 2010
Planning & Research Application	√		7	January 13, 2010
			2	January 25 – 29, 2010
				February 8 – 12, 2010
			2	March 1-5, 15-19, 2010
MOU III - HRM		√	3	March 8-12, 22-26, 2010
Plan Adaptation & Exercising for Model				
Earthquake Contingency Plan		√	1	January 27-28, 2010
			14	February 10, 2010
E-Map sensitisation	√		10	March 3, 2010
			23	February 24, 2010
Life Planning Seminar	√		23	March 24, 2010
Palisadoes –Port Royal Protected Areas				
Draft Regulation Workshop		√	2	March 9, 2010
Research Day - UTECH- Network level				
tool for the prediction of the conditions				
of road marking for up to 20 yrs		√	2	March 16, 2010
Pension Procedures		√	1	March 10-11, 2010
Performance Management Appraisal				
System	√		11	March 10, 2010

NWA's staff members have benefited from of total of **6,772.5 man hours**, of training, over the Financial year 2009/2010.

Affirming Staff Through Rewards and Recognition

A total of **ten (10) members of staff** were awarded for excellent performance during the Financial Year 2009/2010, under the Agency's Rewards and Recognition (R & R) Programme. These were as indicated in Figure 57.

Figure 57: Rewards & Recognition Awardees – FY 2009/2010

Employee of the Quarter Awardees: April –June 2009	
Western	Janel Ricketts
NER	Kerry Williams
Corporate	Gloria Woolery
Employee of the Quarter Awardees: July –September 2009	
Western	Patrick Campbell
Corporate	Hugh Bowman
Employee of the Quarter Awardees: October –December 2009	
Western	Jeremiah Gordon
Employee of the Quarter Awardees: January–March 2010	
Western	Jeremiah Gordon
Central	Joseph Rose
NER	Eudelly Pantry
Corporate	Ann-Marie Levy



Employee of the Year 2009 Award

The Employee of the Year 2009 Award was presented at the end of the Calendar Year (2009), to **Miss Janel Ricketts**, Community Relations Officer for the Western Region, for her excellent performance during 2009.

Figure 58: Employee of the Year 2009



2009 Employee of the Year Janel Ricketts being congratulated by Honourable Minister of Transport and Works, L. Michael Henry.

COMMUNICATION AND CUSTOMER SERVICES

Over the Financial Year 2009/2010, the Communication and Customer Services Department (CCSD) continued rigorously, its efforts to maintain its strong presence in the media. The CCSD also strove to maintain viable interactions with communities as well as with the Agency's staff and client bodies.

Media Visibility

Audio, visual and print channels continued to be the main channels through which the Agency, via its Communication and Customer Services Department, was able to maintain visibility within the media

The Agency's weekly radio feature, "***On the Roads with the National Works Agency***", continued over the year in review to be an effective medium through which the Agency was able to disseminate information to its various publics. As well News Releases and Media Interviews continued to facilitate greatly, the NWA's attempt to keep its publics abreast of its activities, and to maintain an effective presence in the media.

At the end of FY 2009/2010, the Agency had recorded a total of **252 organized appearances** in the media, (Figure 59 indicates):-

Figure 59: NWA's Organized Media Appearances – FY 2009/2010

NWA'S ORGANIZED APPEARANCE IN AUDIO, PRINT AND VISUAL MEDIA	
Organized Activity	Total Number
"On Our Roads with the National Works Agency" (<i>aired every Tuesday</i> as follows:- Power 106: 8:10 a.m. – 8:30 a.m; RJR : 8:45 a.m. – 9:00 a.m.	137
News Releases	112
Television Interviews	30
TOTAL ORGANIZED MEDIA APPEARANCE	252

Figure 60: Customer and Client Interactions

COMMUNITY/CUSTOMER & CLIENT INTERACTIONS 2009/2010	
Activities Completed	Total Number
Community/Town Planning Meetings	168
Forums and Exhibitions:- <ul style="list-style-type: none"> <i>Exhibition at the Meadowbrook High School – Career’s Day Exposition – April 29, 2009.</i> <i>Exhibition at the Forestry Department (2009).</i> <i>Forum at the Jamaica Constabulary Force Officer’s Club – January 21, 2010.</i> 	3
Customer Complaints Received & Processed:	297
Tours/Site Visits	222

Community/Customer Interactions

Interaction with communities, via Community Meetings, Town Planning Meetings, Forums, and the Agency’s Customer Complaints System continued to play a major role in the NWA’s efforts to keep in touch with the concerns of its customers and to maintain a positive position in households across Jamaica. Over the Financial Year 2009/2010, the Agency, through its CCSD attended a total of **168 Community/Town Planning Meetings**.

Customer Complaints System:-

The documentation of customers’ concerns/complaints and the tracking of these from receipt to resolution, continued to be a major vehicle through which the Agency was kept abreast of the issues faced by its customers and which presented the opportunity for the Agency to respond to individual concerns. . Over the financial year in review, a total of **297 customer complaints were received and processed** through the NWA Customer’s Complaints System.

Client Interactions

Tours, which include visits to project sites, continued over the year in review, to be an important medium by the Agency was able to keep its clients (Members of Parliament, governmental ministers and other officials) abreast of the NWA’s operations/activities across the island. Over the year in review, the Agency conducted a total of **222 Tours/Site Visits**.

Figure 61: Outreach



NWA's Exhibition at The Meadowbrook High School Career's Day Exposition - April 29, 2009

Figure 62: Outreach



NWA's Exhibition at The Forestry Department - November 26, 2009

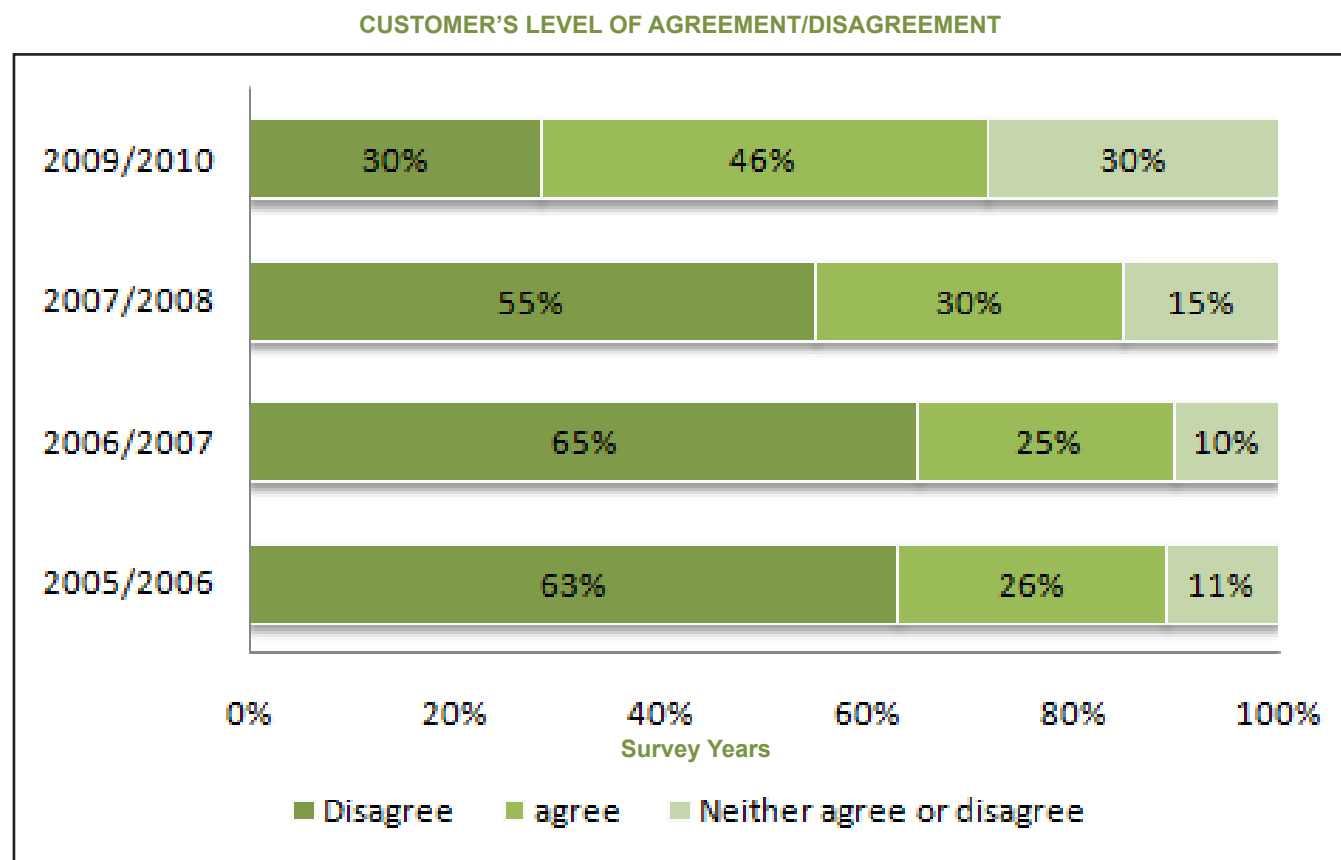
Customer Satisfaction Survey 2010

The NWA strongly believes that in spite of the Agency's rigorous efforts to provide excellent products (*roads and their attendant furniture*) and service for its customers (*the road users*), it would be imprudent to take comfort in an assumption that customers are satisfied. **Customers must themselves say that they are satisfied.** As stated by the famous statistician and Quality guru, William Edwards Deming, "**Best Efforts will not substitute for knowledge**". Each year therefore, the National Works Agency, through its CCS Department conducts a Customer Satisfaction Survey entitled "**How our Customers Feel About Us**", through which the Agency seeks to gain the invaluable knowledge of its customers' levels of satisfaction.

The results of the 2009/2010 Customer Satisfaction Survey has indicated that the National Works Agency has been doing some things right. Customers' satisfaction levels in some areas showed an upward movement when compared to the previous survey year (2008/2009). Conversely, the 2009/2010 survey findings showed that customers' dissatisfaction level in some of NWA's key areas of operation was on the decline, when tracked over a period of four (4) years: 2005/2006 – 2009/2010).

When customers were asked in the 2009/2010 Customer Satisfaction Survey, for example, to agree or disagree with the following statement: "**After an emergency, such as heavy rainfall/landslides or a severe storm, the main roads are reopened in a reasonable time**", forty-six per cent (46%) of the 500 respondents surveyed said that they "**agreed**" with the statement. This represented a sixteen per cent (16%) increase in the number of customers who "**agreed**" last survey year (2008/2009), and a 20% increase over the 2005/2006 survey year. Figure 63 illustrates.

Figure 63: Graph showing 4-year Tracking of Customer Satisfaction Level in the area of NWA timeliness in reopening main roadways after a disaster event (Question 4e on Survey Questionnaire)



INTERNAL AUDIT

Internal auditing activity within the NWA is primarily directed at promoting compliance with the legal and regulatory framework as dictated by the three principal pieces of legislation, namely:

- The Executive Agencies Act (2002);
- The Financial Instructions to Executive Agencies (FIEA) Act; and
- The Financial Administration and Audit (FAA) Act.

The Internal Audit Department provides its principal stakeholders: the Ministry of Finance and the Public Service; the Audit Committee; the CEO and Senior Management board of the NWA, with independent 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 completed fourteen (14) audit assignments and one (1) review during the financial year 2009/2010. This represented a mix of scheduled and unscheduled activities as dictated by the prevailing circumstances. Additional activities carried out on a regular basis included:

- Verification of performance evaluation reviews;
- Verification of eligibility for incentive payments; and
- Site visits.

Auditing activities over the fiscal year were focused on:-

- examining the reliability of financial reporting;
- evaluating the Key Performance Indicators (KPI's);
- assessing the effectiveness and efficiency of operations; and
- carrying out compliance audits.

The results of these audits and reviews were discussed with the senior management team 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.

FINANCIALS

Auditors' Report and Financial Statements and Salary Scales

NATIONAL WORKS AGENCY Year Ended March 31, 2010

- **Independent Auditors' Report to Directors**
- **Financial Statements:-**
 - Balance Sheet
 - Statement of Financial Performance
 - Statement of Changes in Equity
 - Statement in Cash Flow
 - Notes to the Financial Statement
 - Statement of Internal Controle
- **SALARY SCALES**



ANY REPLY OR SUBSEQUENT REFERENCE
TO THIS COMMUNICATION SHOULD BE
ADDRESSED TO THE AUDITOR GENERAL
AND NOT TO ANY OFFICER BY NAME
AND THE FOLLOWING REFERENCE
QUOTED: -

AUDITOR GENERAL'S DEPARTMENT
8 WATERLOO ROAD
P.O. BOX 455
KINGSTON 10
JAMAICA

Tel. No.: 926-8309/926-5963/926-5846
Fax Number: 968-4690
Email: audgen@auditorgeneral.gov.jm

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 14, which comprise the Statement of Financial Position as at March 31, 2010, 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 (IPSAS). This responsibility includes: designing, implementing and maintaining internal controls relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

Auditor's Responsibility

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

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the Financial Statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the Financial Statements, whether due to fraud or error. In making those risk assessments, the auditor

considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances.

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

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

Opinion

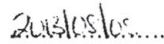
In my opinion the Financial Statements give a true and fair view of the financial position of the National Works Agency as at March 31, 2010, and of its financial performance, and its cash flows for the year then ended in accordance with International Public Sector Accounting Standards (IPSAS).

Report on Additional Requirements of the Road Maintenance Fund 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

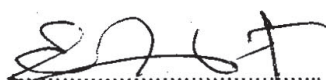


Date

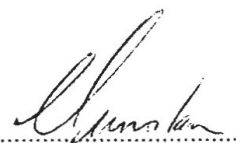
**NATIONAL WORKS AGENCY
STATEMENT OF FINANCIAL POSITION
AS AT MARCH 31, 2010**

	Note	<u>2010</u> \$'000	<u>2009</u> \$'000
Non-current assets			
Property, plant and equipment	5	99,062	101,286
		<u>99,062</u>	<u>101,286</u>
Current assets			
Trade and other receivables	6	924,748	708,156
Client deposits	8 (a)	536,584	1,066,908
Investment	7	438,978	357,847
Cash at bank & in hand	9	79,922	141,193
		<u>1,980,232</u>	<u>2,274,104</u>
Current liabilities			
Payables and accruals	10	600,284	279,879
Amounts payable to Accountant General	11	107,790	165,030
Client's deposit	8 (b)	817,584	1,347,908
Employee benefits	12	141,003	76,480
		<u>1,666,661</u>	<u>1,869,297</u>
Net current assets		<u>313,571</u>	<u>404,807</u>
Total Assets		<u>412,633</u>	<u>506,093</u>
Equity			
Capital (GOJ Investment)	13	166,940	166,940
General reserve		212,690	302,463
Donated assets reserve	14	33,003	36,690
		<u>412,633</u>	<u>506,093</u>

Approved for issue on behalf of the National Works Agency July 11, 2012 and signed on its behalf by:



Mr. Everton Hunter
Chief Executive Officer



Mrs. Pauline Dunstan
Director of Finance and Accounts

The accompanying notes on pages 5-14 form an integral part of these financial statements

**NATIONAL WORKS AGENCY
STATEMENT OF FINANCIAL PERFORMANCE
FOR THE YEAR ENDED MARCH 31, 2010**

	Note	2010 \$'000	2009 \$'000
INCOME			
Management fees		422,154	468,185
Motor vehicle and equipment hireage		14,353	18,188
Technical services		393	834
Inspection petroleum station		1,960	1,910
Subdivision and building application services		6,565	7,148
Other income	15	6,179	7,767
Total income		451,604	504,032
EXPENDITURE			
Staff costs	16	838,753	809,089
Goods and services		84,018	76,226
Premises related services		68,359	58,738
Depreciation		31,918	27,299
Interest and charges		645	482
Bad debts		-	163,982
Other expenses	19	37,741	31,398
Total operating expenses		1,061,434	1,167,214
Operating surplus/(deficit)		(609,830)	(663,182)
Profit/(Loss) on disposal of fixed assets		977	5,901
Interest income		47,603	31,782
Donated assets amortization		9,487	10,476
Net (deficit) before GOJ Financing		(551,763)	(615,023)
GOJ financing from Consolidated Fund		461,990	489,417
Net (deficit)/surplus after GOJ financing		(89,773)	(125,606)
50% Net surplus to Consolidated Fund			
Net (deficit)/surplus		(89,773)	(125,606)

The accompanying notes on pages 5-14 form an integral part of these financial statements

**NATIONAL WORKS AGENCY
STATEMENT OF CHANGES IN EQUITY
FOR THE YEAR ENDED MARCH 31, 2010**

	Contributed capital \$'000	Donated assets reserve \$'000	General reserve \$'000	Total \$'000
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
Amortisation of donated assets reserve	-	(10,476)	-	(10,476)
Balance as at March 31, 2009	166,940	36,690	302,463	506,093
Net deficit for the year	-	-	(89,773)	(89,773)
Additions	-	5,800	-	5,800
Amortisation of donated assets reserve	-	(9,487)	-	(9,487)
Balance as at March 31, 2010	166,940	33,003	212,690	412,633

The accompanying notes on pages 5-14 form an integral part of these financial statements

**NATIONAL WORKS AGENCY
STATEMENT OF CASH FLOW
FOR THE YEAR ENDED MARCH 31, 2010**

	<u>2010</u> \$'000	<u>2009</u> \$'000
Cash flows from operating activities		
Surplus/(Deficit) for the year	(551,764)	(615,023)
Recurrent financing from Consolidated Fund	461,990	489,417
	<u>(89,773)</u>	<u>(125,606)</u>
Adjustments:		
Depreciation	31,918	27,299
(Profit)/Loss on sale of fixed assets	(977)	(5,901)
(Increase)/decrease in receivables	313,732	(327,473)
(decrease)/Increase in payables	(202,636)	554,966
(decrease)/increase donated asset reserves	<u>(9,487)</u>	<u>(10,476)</u>
Net cash provided from operating activities	<u>42,777</u>	<u>112,809</u>
Cash flows from investing activities		
Capital expenditure	(27,993)	(18,659)
Capital expenditure - Grant	(5,800)	(1,840)
Proceeds from sale of fixed assets	5,076	7,302
Net cash used in investing activities	<u>(28,717)</u>	<u>(13,197)</u>
Cash flows from financing activities		
Capital grant received	5,800	1,849
Net cash flows from financing activities	<u>5,800</u>	<u>1,849</u>
Increase/(decrease) in cash and cash equivalents	19,860	101,461
Cash and cash equivalents at beginning of year	499,040	397,580
Cash and cash equivalents at end of year	<u><u>518,900</u></u>	<u><u>499,040</u></u>

The accompanying notes on pages 5-14 form an integral part of the these financial statements

NATIONAL WORKS AGENCY**Notes to the Financial Statements****Year ended March 31, 2010**

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**Notes to the Financial Statements****Year ended March 31, 2010**

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 investments.

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.

NATIONAL WORKS AGENCY

Notes to the Financial Statements

Year ended March 31, 2010

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 periods over which depreciation is charged are as follows:

Plant, machinery and equipment	10 years
Furniture fixtures and fittings	10 years
Computers and 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. Amortisation 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, 2010 were receivables and payables.

NATIONAL WORKS AGENCY**Notes to the Financial Statements****Year ended March 31, 2010**

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 statement of financial performance for all interest bearing instruments on an accrual basis.

4. 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:

NATIONAL WORKS AGENCY**Notes to the Financial Statements****Year ended March 31, 2010****4. Financial Risk Management (Cont'd)****c. Interest rate risk (cont'd)**

	<u>2010</u>	<u>2009</u>
	<u>\$'000</u>	<u>\$'000</u>
Cash resources (excluding cash in hand)	79,589	140,835
Investments in fixed deposits	<u>438,978</u>	<u>357,847</u>
	<u>518,567</u>	<u>498,682</u>

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.

Financial Liabilities	<u>Carrying amount</u>	<u>Contract amount</u>	<u>Due within 3 months</u>	<u>Due within 1 year</u>
	<u>\$'000</u>	<u>\$'000</u>	<u>\$'000</u>	<u>\$'000</u>
Payables and accruals	600,284	600,284	34,488	565,796
Client's deposits	817,854	817,854	-	817,854
Accountant General	107,790	107,790	-	107,790
Employee benefits	<u>141,003</u>	<u>141,003</u>	<u>-</u>	<u>141,003</u>
At March 31, 2010	<u>1,666,661</u>	<u>1,666,661</u>	<u>34,488</u>	<u>1,632,173</u>

Financial Liabilities	<u>Carrying amount</u>	<u>Contract amount</u>	<u>Due within 3 months</u>	<u>Due within 1 year</u>
	<u>\$'000</u>	<u>\$'000</u>	<u>\$'000</u>	<u>\$'000</u>
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	<u>76,480</u>	<u>76,480</u>	<u>-</u>	<u>76,480</u>
At March 31, 2009	<u>1,869,297</u>	<u>1,869,297</u>	<u>31,502</u>	<u>1,837,795</u>

NATIONAL WORKS AGENCY**Notes to the Financial Statements****Year ended March 31, 2010****4. Financial Risk Management (Cont'd)****a. 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:

	2010	2009
	\$'000	\$'000
Cash and cash equivalents	79,922	141,193
Investments	438,978	357,847
Client's deposits	536,584	1,066,908
Accounts receivable and advances	924,748	708,156
	<u>1,980,232</u>	<u>2,274,104</u>

5. Property, plant and equipment

	Plant, machinery and equipment	Computers and office equipment	Furniture, fixtures and fittings	Motor vehicles	Specialist assets	Total
	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)
Cost						
April 1, 2009	170,433	87,211	26,576	45,846	29,789	359,855
Additions	3,560	9,707	2,113	12,613	-	27,993
Donated	5,800	-	-	-	-	5,800
Disposals	-	(5,312)	-	(4,081)	-	(9,393)
March 31, 2010	179,793	91,606	28,689	54,378	29,789	384,255
Depreciation						
April 1, 2009	139,414	61,075	15,335	30,407	12,338	258,569
Depreciation charges	13,013	7,875	2,678	6,544	1,808	31,918
Disposal	-	(2,892)	-	(2,402)	-	(5,294)
March 31, 2010	152,427	66,058	18,013	34,549	14,146	285,193
Net book value:						
March 31, 2010	27,366	25,549	10,676	19,829	15,643	99,062
March 31, 2009	31,019	26,136	11,241	15,439	17,451	101,286

NATIONAL WORKS AGENCY**Notes to the Financial Statements****Year ended March 31, 2010****6. Trade and other receivables**

	<u>2010</u>	<u>2009</u>
	\$'000	\$'000
Accounts receivable	583,828	648,341
Contracts receivables	535,326	219,845
Northern Jamaica Development Project	148	23,648
Prepayment and other current assets	7,453	18,329
Provision for doubtful debts	<u>(202,007)</u>	<u>(202,007)</u>
Total	<u>924,748</u>	<u>708,156</u>

7. Investment

This represents amounts deposited by client to undertake a number of projects being invested. All interest earned is used for operating purposes.

8. Client deposits

	<u>2010</u>	<u>2009</u>
	\$'000	\$'000
General deposits	362,991	458,531
Northern Jamaica Development Project	5,592	58,635
National Road Service Improvement Project	2,129	82,077
Washington Boulevard Improvement Project	17,564	994
Old Harbour Bypass	-	-
Capital A and B Projects	<u>149,308</u>	<u>466,671</u>
Bank	a	
	536,584	1,066,908
Investments	note 7 above	
	<u>281,000</u>	<u>281,000</u>
Total	b	
	<u>817,584</u>	<u>1,347,908</u>

NATIONAL WORKS AGENCY**Notes to the Financial Statements****Year ended March 31, 2010****9. Cash and cash equivalents**

	<u>2010</u>	<u>2009</u>
	\$'000	\$'000
Cash at bank	79,589	140,835
Cash in hand	333	358
	<u>79,922</u>	<u>141,193</u>

10. Payables and accruals

	<u>2010</u>	<u>2009</u>
	\$'000	\$'000
Accounts payable	34,488	31,302
NWA Contracts liability	535,326	219,845
Other payables	30,470	28,732
Total	<u>600,284</u>	<u>279,879</u>

11. Accountant General payable

- 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.

12. Employee benefits

	<u>2010</u>	<u>2009</u>
	\$000	\$000
Provision for increments	4,223	7,102
Provision for salary arrears	39,304	-
Provision for vacation leave	45,165	45,225
Provision for incentive	52,311	24,153
	<u>141,003</u>	<u>76,480</u>

NATIONAL WORKS AGENCY**Notes to the Financial Statements****Year ended March 31, 2010****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>2010</u>	<u>2009</u>
	\$'000	\$'000
Planning and research services	1,819	4,257
Tender documents	935	1,202
Administrative services	19	18
Mechanical services	2,930	2,289
Proceed from sale of scrap metal	476	-
	<u>6,179</u>	<u>7,767</u>

16. Staff costs

	<u>2010</u>	<u>2009</u>
	\$'000	\$'000
Salaries and wages	590,832	559,281
Travelling allowance and subsistence	161,349	151,398
Employee benefits	44,617	61,177
Statutory and other contributions	41,955	37,233
	<u>838,753</u>	<u>809,089</u>

NATIONAL WORKS AGENCY**Notes to the Financial Statements****Year ended March 31, 2010****17. 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, 2010

NUMBER OF EMPLOYEES	SALARY RANGE (\$Million)
7	2.00 – 2.25
5	2.26 – 2.50
6	2.51 – 2.75
12	2.76 – 3.00
4	3.01 – 3.25
1	3.26 – 3.50
2	3.51 – 3.75
Nil	3.76 – 4.00
2	4.01 – 4.25
Nil	4.26 – 5.50
1	5.51 – 5.75
Nil	5.76 – 6.00
1	6.01 – 6.25
Total	41 employees

b. Key Management Compensation:

	<u>2010</u>	<u>2009</u>
	\$'000	\$'000
Basic salaries and travelling	63,675	51,458
Gratuity	2,551	2,517
Pension	2,006	-
Other short term benefits	440	-
	<u>68,672</u>	<u>53,975</u>

19. Other costs

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

NATIONAL WORKS AGENCY

Statement of Internal Control

March 31, 2010

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.

NATIONAL WORKS AGENCY**Statement of Internal Control - continued****March 31, 2010**

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.

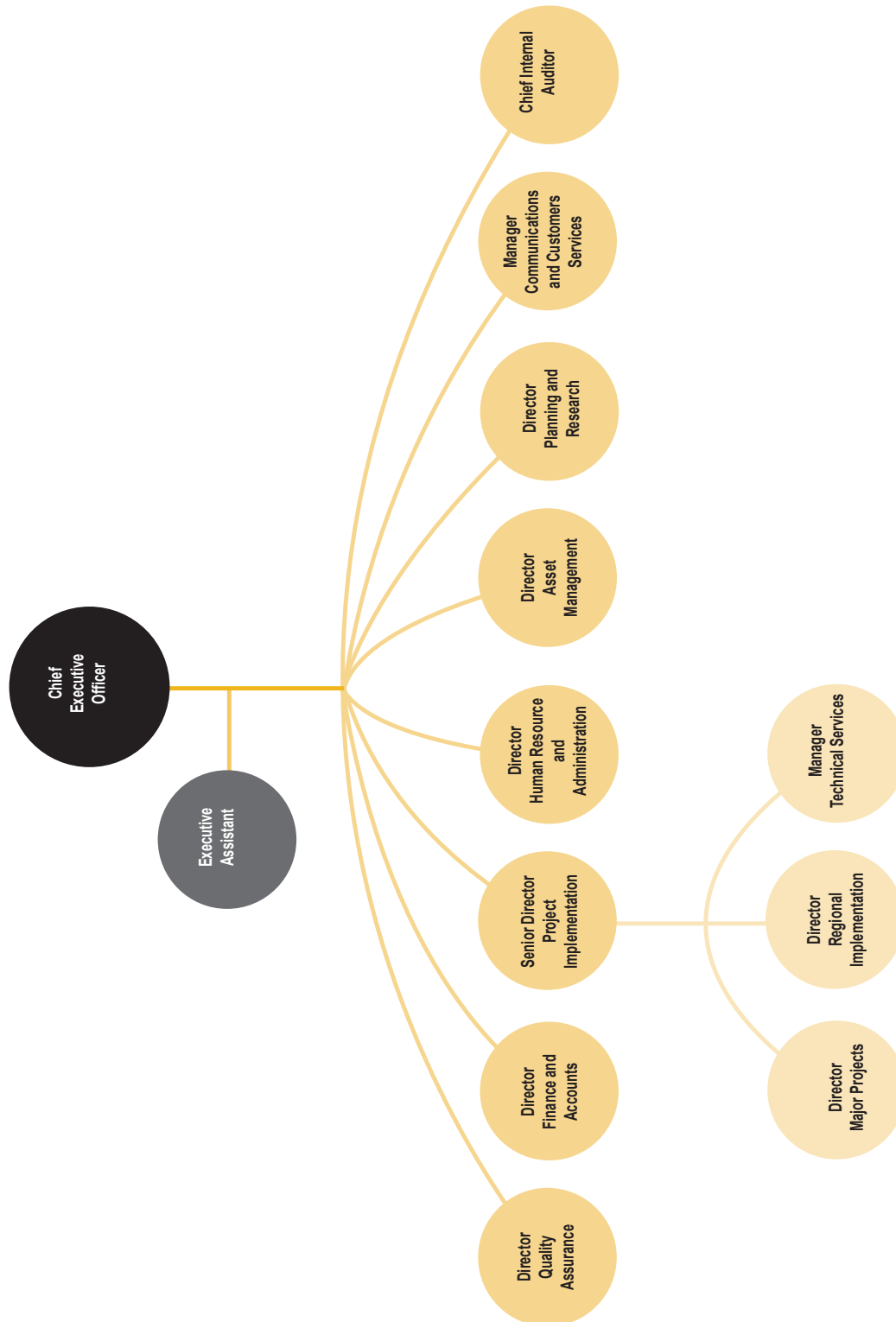
The Agency convenes quarterly review meetings with the Ministry of Transport and Works to facilitate the appraisal of the Agency's performance in regard to the progress and implementation of the Ministry's projects. The Ministry also provides feedback on policy issues that may arise.

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.

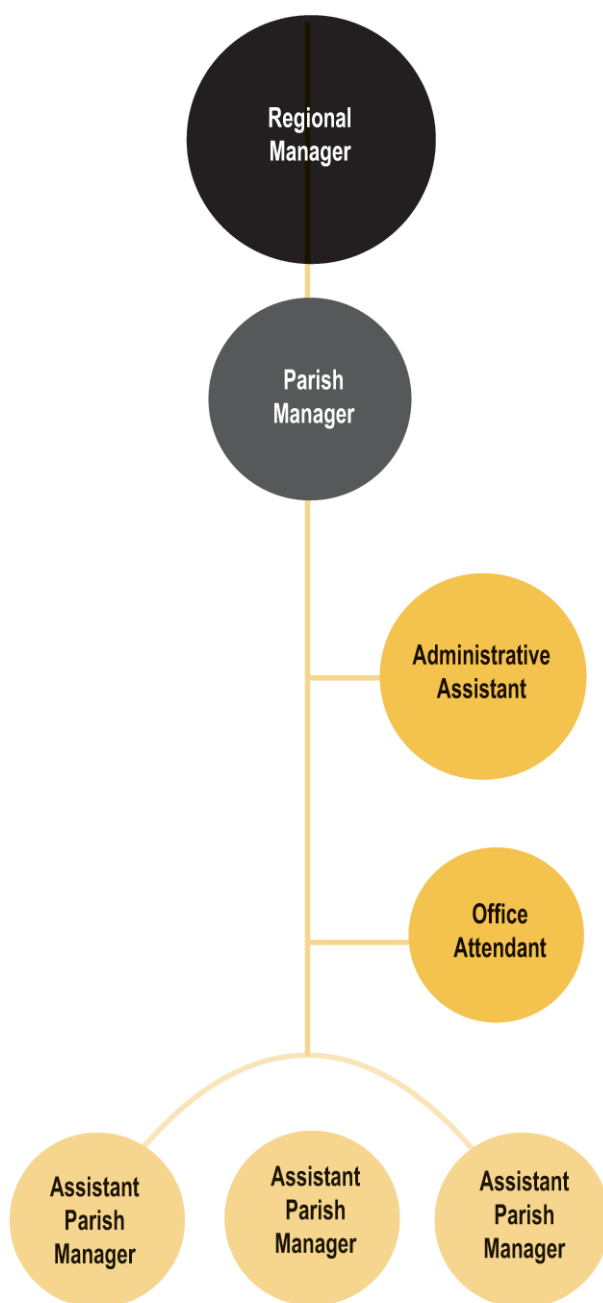
- **Audit Committee Review** - The Audit Committee which includes independent members reviews the report submitted by the Internal Auditor and provides independent advice to the Management of the Agency on internal control issues.

Organizational Chart



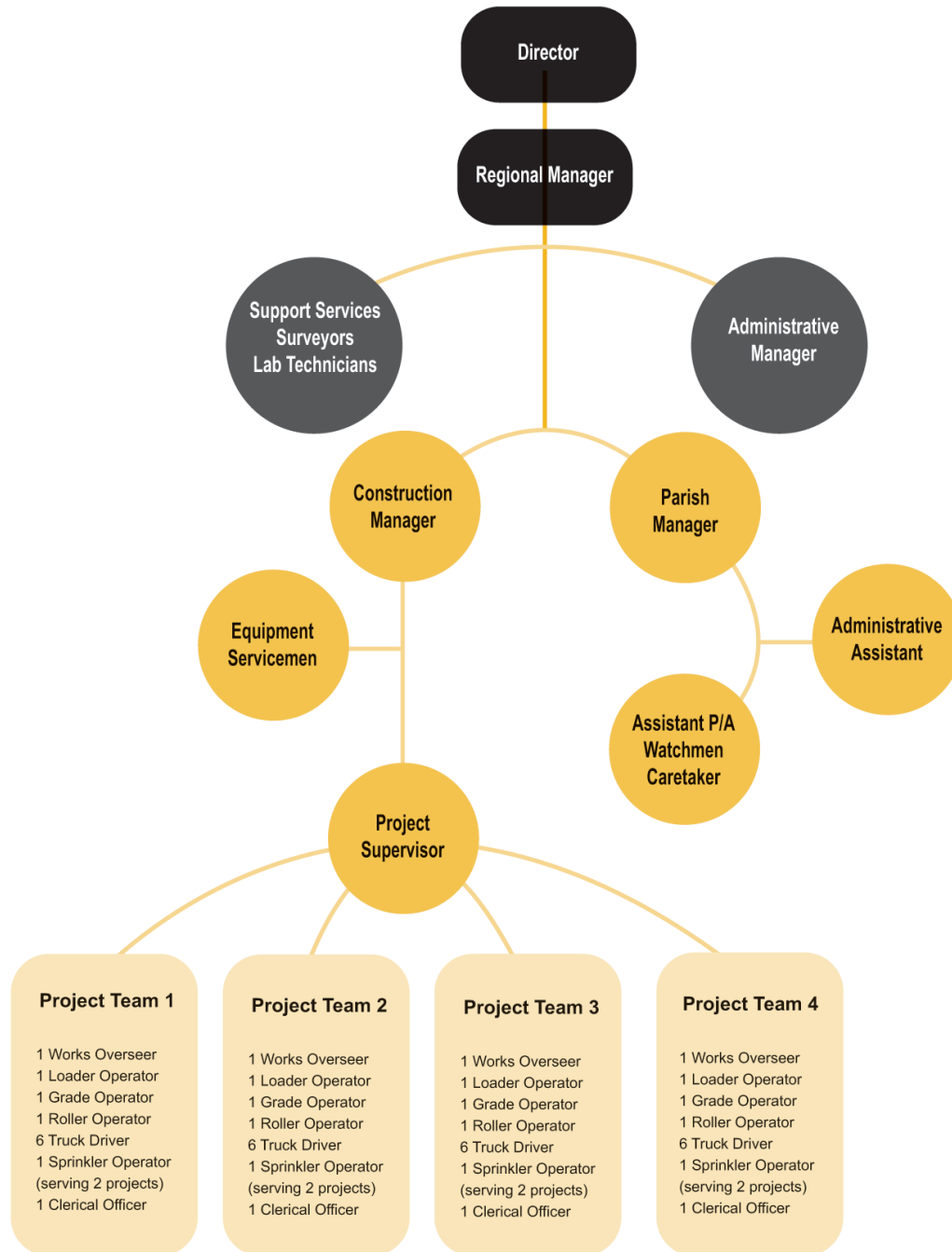
Organizational Chart

Typical Parish Structure



Organizational Chart

Typical Regional Structure



DIRECTORS' COMPENSATION**Financial Year ended March 31, 2010**

Position of Director	Fees (\$)	Motor Vehicle Upkeep/Travel- ling or Value of Assignment of Motor Vehicle (\$)	Honoraria (\$)	All Other Compensation including Non-Cash Benefits as applicable (\$)	Total (\$)
Advisory Board Chairman - Mr. Richard Powell	112,000.00	N/A	N/A	N/A	112,000.00
<u>Board Members</u>					
Dr. Parris Lyew-Ayee	83,000.00	N/A	N/A	N/A	83,000.00
Dr. Alwin Hales	17,000.00	N/A	N/A	N/A	17,000.00
Dr. Janine Dawkins	42,500.00	N/A	N/A	N/A	42,500.00
Mr. Tesfaye Mulu	N/A	N/A	N/A	N/A	N/A
Mrs. Rolda Gray	59,500.00	N/A	N/A	N/A	59,500.00
Mr. Mark Kerr-Jarrett	25,500.00	52,710.00	N/A	N/A	78,210.00
Mr. Joel Williams	68,000.00	N/A	N/A	N/A	68,000.00
Mr. Dwight Wilson	51,000.00	N/A	N/A	N/A	51,000.00
Position of Director	Fees (\$)	Motor Vehicle Upkeep/Travel- ling or Value of Assignment of Motor Vehicle (\$)	Honoraria (\$)	All Other Compensation including Non-Cash Benefits as applicable (\$)	Total (\$)
Mr. Ivan Stephenson	51,000.00	N/A	N/A	N/A	51,000.00
Mr. Ian McNally	34,000.00	N/A	N/A	N/A	34,000.00
Mr. Anthony Walker	42,500.00	N/A	N/A	N/A	42,500.00
Grand Total	586,000.00	52,710.00			638,710.00

SENIOR EXECUTIVE COMPENSATION

Position of Senior Executive	Year @ March 2010	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	2009/2010	6,200,000	2,550,591	796,500	N/A	N/A	N/A	9,547,091
Senior Director- Project Implementation	2009/2010	5,730,795	N/A	796,500	N/A	N/A	N/A	6,527,295
Director – Finance & Accounts	2009/2010	3,361,987	N/A	796,500	252,149	N/A	N/A	4,410,636
Director – Human Resource Management & Administration	2009/2010	4,322,555	N/A	796,500	216,128		N/A	5,335,183
Director – Asset Management	2009/2010	3,522,081	N/A	796,500	N/A	N/A	N/A	4,318,581
Director- Major Projects	2009/2010	3,361,987	N/A	796,500	168,099	N/A	N/A	4,326,586
Director- Quality Assurance	2009/2010	3,201,892	N/A	796,500	160,095	N/A	N/A	4,158,487
Director -Regional Implementation	2009/2010	3,682,176	N/A	796,500	184,109	N/A	N/A	4,662,785
Director Planning & Research	2009/2010	3,361,987	N/A	796,500	168,099	N/A	N/A	4,326,586
Director- Technical Services	2009/2010	3,682,176	N/A	796,500	184,109	N/A	N/A	4,662,785
Project Director – NJDP/ Jamaica Dev. Infrastructure Project	2009/2010	460,272	N/A	180,043	23,171	N/A	N/A	663,486
Manager Communication & Customer Services	2009/2010	2,952,564	N/A	796,500	147,628	N/A	N/A	3,896,692
Chief Internal Auditor	2009/2010	2,716,359	N/A	796,500	213,222	N/A	N/A	3,726,682
Manager Legal Services	2009/2010	2,834,416	N/A	796,500	141,721	N/A	N/A	3,772,637
Deputy Director- Regional Implementation	2009/2010	2,952,564	N/A	796,500	147,628	440,509	N/A	4,337,201
		52,343,856	2,550,591	11,331,043	2,006,158	440,509	-	68,672,157

[illegible]

Notes

[illegible]

[illegible]

PARISH OFFICE	ADDRESS	TELEPHONE NUMBER(S)	FACSIMILE NUMBER
NORTH-EASTERN REGION			
St. Thomas	16 Church Street, Morant Bay, St. Thomas.	982-2201-3	982-2201
St. Mary	Main Street, Richmond, St. Mary.	992-0118/ 0127	992-0081
Portland	36 West Street, Port Antonio P.O, Portland.	993-2531/ 715-5225	993-9665
St. Ann	13 Main Street, St. Ann's Bay, St Ann.	972-2231/2249/ 2853	972-9345
Regional Office	36 West Street, Port Antonio P.O, Portland.	993-2531/ 715-5225	993-9665
CENTRAL REGION			
Clarendon	Trenton Road, May Pen, Clarendon	986-2217/ 2481	902-7532
Manchester	33 Caledonia Road, Mandeville, Manchester	962-2258/ 6654	962-5783
St. Elizabeth	60 High Street, Black River, St. Elizabeth	965-2242/ 2286	965-2947
Regional Office	33 Caledonia Road, Mandeville Manchester	962-2258/ 6654	962-5783
WESTERN REGION			
St. James	Flankers Main Road, P.O. Box 315, Montego Bay, St. James.	952-2931	979-3732
Trelawny	1 Top Street, Falmouth P.O., Trelawny.	954-3221/ 3511	954-4627
Hanover	Fort Charlotte Drive, Lucea P.O., Hanover.	956-2215	956-2946
Westmoreland	Barracks Road, Savanna-La-Mar, Westmoreland.	955-2545/2542/ 2537	955-4830
Regional Office	Flankers Main Road, P.O Box 315 Montego Bay, St. James.	952-2931	979-3732
KINGSTON METROPOLITAN REGION (KMR)			
St. Catherine	15 Barrett Street, Spanish Town , St. Catherine.	984-2222/2354/ 2310	984-9593
Kingston and St. Andrew (Also Regional Office)	15 Hagley Park Road, Kingston 10, St. Andrew.	926-1232/1233/ 1237	929-7327

