

THE

TWELFTH ANNUAL REPORT

OF

THE CONTRACTOR-GENERAL

JANUARY TO DECEMBER 1998



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1999 July 15

Hon. Violet Neilson
Speaker of the House of Representatives
Gordon House

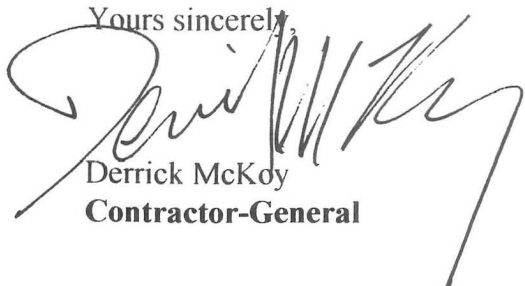
Hon. Syringa Marshall-Burnett
President of the Senate
Gordon House

Dear Mesdames:

In accordance with the provisions of Section 28 of the Contractor-General Act I have the honour to forward 110 copies of the Twelfth Annual Report of the Contractor-General for 1998 January to December.

As you may recall, Section 28(3) calls for Reports to be "submitted to the Speaker of the House of Representatives and the President of the Senate who shall, as soon as possible, have them laid on the Table of the appropriate House."

Yours sincerely,



Derrick McKoy
Contractor-General

TABLE OF CONTENTS

	Page
1.0 INTRODUCTION	1
2.0 MONITORING OF CONSTRUCTION CONTRACTS	4
3.0 MONITORING OF NON-CONSTRUCTION CONTRACTS, LICENCES & PERMITS	13
4.0 STAFFING OF THE OFFICE	37
5.0 APPROPRIATION ACCOUNT FOR THE FINANCIAL YEAR 1997/1998	39
6.0 APPENDICES	
I. Pre Contract Activities	41
II. Post Contract Activities	86
III. Summary Charts	148
IV. Staff Situation 1998	150
V. Abbreviations	151

1.0 INTRODUCTION

The year 1998 signified our second changing of the guard. Mr. Gordon Wells completed his tour of duty and retired in June 1998. This report is therefore my first, having assumed responsibilities as Contractor General as of the 1st of August.

Our operational methodologies of the Office of the Contractor-General this year have remained consistent with those of the past. So have the problems that we have had to address. We are committed that our work in this Office should have positive impact on the behaviour and performance of the agencies of government. To some degree we believe that we are enjoying some success and there is some improvement this year over past years in the area of the management of contracts for works. There is still much to achieve, however, both in the process of the award of contracts and in the management and supervision of them once awarded.

1.1 NATIONAL CONTRACTS COMMISSION

The progress promised in our 1997 report has at last materialised and we can now look forward to the establishment in 1999 of the National Contracts Commission. This is perhaps the most significant accomplishment in 1998 with Parliament's passage of the Contractor General (Amendment) Act.

In anticipation of the passage of the Act we have begun preparations to make the National Contracts Commission operational in 1999. With the assistance of the Management Development Division of the Cabinet Office, we are developing an operational structure of the new NCC that we will present for parliamentary approval in the new financial year. If Parliament approves the proposed establishment, the NCC will be fully operational next year.

1.2 DIFFICULTY MONITORING SOME AGENCIES

In our experience, the work of the Office of the Contractor General is well appreciated by the officers and employees of the public bodies that we investigate and monitor. There is the genuine desire among public bodies, not only to do things the right way, but also to do the right things. On some occasions we find ourselves in disagreement with some public officials pursuing what they regard as the greater good of the state, at what we regard as at the expense of the citizen. More often than not, however, ineptitude rather than irresponsibility is the typical cause of mal-administration in the procurement process. Only rarely do we find our work deliberately impeded by the actions of the agencies that we are charged to monitor and investigate.

The attitude of some agencies to our monitoring can be described as neither open nor supportive. Hence, our ability to review their affairs and to report to Parliament on their operations, have been compromised. It makes a mockery of the Office of the Contractor General if a public body can decide when it is to be monitored and what materials may be reviewed.

1.3 PROCUREMENT REFORM

The Office has placed itself solidly behind the thrust for public management reform, particularly in the area of public sector procurement. The more effective public sector procurement processes are, the easier will be the operations of this Office. Indeed, the establishment of the NCC is one key feature of this development. Through the NCC we hope to significantly improve the awards process. In addition, we hope that the activities of the NCC will not only improving the system of contract awards for large supply and works, but that it will serve as a catalyst for improve all awards for government procurement.

It is intended that the Technical Services Division to be established in the Office of the Contractor General will become a public resource to assist, not only the NCC and its sector committees, but anyone involved in the government procurement process.

We are also putting our weight behind the establishment and maintenance of a Procurement Policy Unit. We think that this unit would be appropriately placed in the Ministry of Finance, the Cabinet Office or the Office of the Prime Minister. It is important that this unit be adequately staffed and adequately financed. We have adopted this policy because we do not think that the development of procurement policy should be left entirely to the enforcement and administrative agencies such as the Office of the Contractor-General or the National Contracts Commission. To be sure, the Office of the Contractor-General and the National Contracts Commission will have well developed views on procurement policy. In addition, many other agencies of Government will have firm views on procurement policy also. The Fair Trading Commission is one such agency, but there are many others. In addition, our international trading arrangements as well as our national development programmes have severe, and sometimes conflicting policy implications. In our opinion a specialist procurement policy agency may usefully advise the Government on these issues.

1.4 RELATIONSHIP WITH PARLIAMENT

We are looking forward to a closer working relationship with Parliament in the next year. The Office of the Contractor General is the watchdog of Parliament and the Office is only useful to the extent that Parliament takes an interest in its affairs. On the other hand, Parliament's oversight of Government will be greatly enhanced if it is supported by the investigative and monitoring powers invested by statute in the Contractor General.

The operations of Standing Parliamentary Committees would be significantly enhanced by exposure to the work of the Office and the experience of its members. We do not believe, however, that Parliament and its committees adequately exploit the work and experience of the Office at this time.

2.0 MONITORING OF CONSTRUCTION CONTRACTS

2.1 INTRODUCTION

During the past year, in carrying out the function of monitoring the award and implementation of public sector contracts, this Office has been particularly concerned with certain defects in the planning and management of such contracts. Chief among these are the recurring problems of excessive over-expenditure and time delays, which we feel certain could be substantially reduced by affording greater attention to the pre-qualification and selection procedures for both consultants and contractors.

The proper planning and realistic costing of the works and their subsequent implementation within prescribed budgetary and time constraints ultimately depend upon the competence and suitability of the consultant and contractor, respectively. It is in this regard that we look forward to the establishment and operations of the National Contracts Commission. One of the responsibilities of the National Contracts Commission will be the implementation of appropriate measures for correction of these weaknesses in the system.

We reiterate another area of concern, addressed in our 1997 Report, regarding the unsatisfactory state of road maintenance. The extreme disrepair of numerous roads in the parishes is due to the lack of adequate preventative maintenance, particularly in the area of drainage. The side drains, outlets, culverts and catch pits are not kept clear of debris and graded, so as to allow storm-water to readily run off the road surface. This factor contributes significantly to the formation of potholes in the roadways. We again recommend that consideration be given to the re-establishment of maintenance programmes in each parish under the control of the Parish Superintendent, who must be provided with the necessary staffing and facilities.

The general public has been displaying considerable interest and confidence in the Office of the Contractor-General, as reflected in the numerous enquires received regarding contractual matters and procurement in general. Moreover, we should also advise Parliament that we believe that there has been noticeable improvement in the standard of contract management and implementation.

We would not wish to suggest, by any means, that the quality of contracts' management has ceased to be of serious concern. On the other hand, we have detected improvement on past practice. As such, we have highlighted for the consideration of the Members of Parliament seven selected cases, the majority of these cases demonstrate the source of some of our common concerns: Insufficient planning and inadequate management. Two of these cases, however, demonstrate how effectively, and with what good results, works projects can be managed. In addition we have highlighted for attention TABLE 1, which is an analysis of cost and time overruns in nine selected projects.

2.2 SEVEN SELECTED PROJECTS

2.2.1 Case I - Revenue Services Centre Building, May Pen

On 1997 April 11, a contract in the amount of \$73.49M was signed with Alval Ltd. for construction of a Revenue Services Centre in May Pen. The contract was to run for eighteen (18) months and was awarded on the recommendation of the Government Contracts Committee with the subsequent approval of Cabinet.

Although the contractor was paid the amount for mobilisation as provided for in the contract, commencement of the project was delayed until 1997 May 19, as the site was occupied by squatters, the orderly removal of whom should have been dealt with at an earlier stage.

From its inception, this project suffered a number of problems that affected its completion on schedule and within the budget. These were:

1. Continued squatting on parts of the site;
2. Inadequate water supply;
3. Serious ongoing security problems, with occasional closure of the site due to violence;
4. Theft of materials;
5. Unavailability of suitably skilled workers
6. Late payment of sub-contractors

At the end of the reporting period the project was only 61% completed with expenditure at \$49.8M (which already included additional costs of \$7.68M) and a time overrun of two (2) months.

This Case is an example of the undesirable mix of problems that can seriously affect a construction project because of its location in an insecure area. The necessary level of forward planning and day-to-day management required for the project to succeed was very evidently not provided and under the circumstances it would be unwise to project a date for final completion of this project.

2.2.2 Case II - Old Harbour Primary School

A contract valued at \$57.4M was awarded to Construction Developers Associates Ltd. on 1997 September 15, on the recommendation of the Government Contracts Committee and with the approval of Cabinet. The works comprised construction of a 3-storey classroom building, kitchen and administrative block and the project was scheduled to run for fifteen (15) months, with completion on 1998 December 14.

The project fell behind schedule, mainly as a result of the following factors:

The project fell behind schedule, mainly as a result of the following factors:

1. Time required resolving the problem of squatters on the construction site and effecting their removal;
2. Re-surveying of the eastern site boundary as a result of encroachments;
3. Inclement weather (flooding);
4. Ongoing security problems;
5. Contractor's poor cash flow

Changes made to site personnel in an effort to improve progress and quality of work saw little improvement initially. In the last quarter of 1998, however, marked improvement was recorded, although the contract was still well behind schedule.

Expenditure of \$49.4M at the end of 1998 December, already includes additional costs of \$11.5M for material and labour fluctuations, with sixty five (65) days extension of time having been approved with consequent revision of the completion date to 1999 February 19. At the present rate, however, this target date is unlikely to be achieved as only forty-three percent (43%) completion has been recorded to date.

The contractor's performance has been generally poor and the management of the project has left a lot to be desired.

2.2.3 Case III - Rosemount Row Houses, St James

A contract valued at \$98.7M was awarded to C. Woolery & Partners for the construction of 149 two-bedroom row houses at Rosemount Phase I. A National Housing Trust project, the award was made on 1995 November 6, to run for a period of twelve months. It was approved by both the Government Contracts Committee and Cabinet.

This contract which should have been completed in one (1) year is still not completed after three (3) years and although the circumstances are such that some delays could not have been avoided, the contractor nonetheless has not performed satisfactorily. Various initiatives taken to speed up the progress of the project have met with only limited success, although the project is now 98% completed.

Over the life of the project, there has been an increase in the scope and quantum of the works, coupled with regular occurrences of inclement weather and water shortages. The contractor has seldom been able to retain an adequate work force to maintain scheduled progress and his generally ineffective management of the contract is reflected in his frequent inability to present up-to-date and realistic work programmes. At the end of the reporting period there had been an expenditure of \$151.2M on the project, which represents an increase of some 53% on the original contract price.

In view of his protracted poor performance, the contractor's employment was terminated in 1998 November and the NHT are using a number of small contractors to complete the work.

2.2.4 Case IV -Wickie Wackie Housing Development - St. Andrew

A contract for \$51.97M was awarded to M & M Engineering Ltd., for infrastructure works for the proposed housing development at Wickie Wackie Lands. The works comprised road works, drains and sewage treatment plant. The contract period was for twelve months - August 1995 to August 1996.

There was an increase in the contract sum to \$92.6M, an escalation of 78.3%. This was mainly due to the requirement for two major drains which traverse the site to the sea. The project, which is 96% completed, has been suspended since 1998 August at which time total expenditure was \$81M with an overrun in time of 24 months.

The Natural Resources Conservation Authority (NRCA) was not consulted during the feasibility study and planning stages and never asked to carry out a study until after work was already in progress. The feasibility study, overall planning and design of the housing project, including infrastructure works, were found to be unsatisfactory. As a result, the initial concept of the housing development was subsequently changed.

The NRCA and the resultant report initiated an environmental impact assessment study and recommendations were submitted to the National Housing Trust. The concerns of residents adjacent to the proposed scheme were addressed in the report. These were mainly:-

- (i) the negative ecological impact on the beach facilities caused by improper sewage treatment; and
- (ii) lowering of property values as a result of the type of housing units (low income) to be built.

The Study also revealed that the existing water supply was inadequate for the number of units contemplated. As a consequence of these considerations, a new sub-division layout comprising service lots for sale, of 5,000 sq. ft. average size, is to replace the construction of the housing units. Sewage disposal would be by means of a septic tank and tile field for each lot.

Consultations are taking place between the Environmental Control Division of the Ministry of Health, the NRCA and National Housing Trust in an attempt to find a solution to the water supply problem.

There can be no doubt that the economic viability of this project has been jeopardised by the extent of the delays and overruns in expenditure that occurred.

2.2.5 CASE V - Newell/Newcombe Valley Water Supply Project, St Elizabeth

On 1996 November 29, a contract between Donald Lewis Construction Company Limited and the National Water Commission (NWC) was signed, in the amount of \$4.82M, for the construction of a ten thousand (10,000) gallon reinforced concrete reservoir and one thousand one hundred and twenty-five (1,125) feet of access road. The contract was to run for a period of six (6) months and the award was recommended by the Government Contracts Committee and received ministerial approval.

The implementation of this contract has been marred by the continued poor performance of the contractor. One (1) year after commencement, or six (6) months beyond the scheduled contract completion date, the project was only 60% complete. The site works were not adequately organised to move the project at the required pace as there was a rapid turnover of all categories of workers, which the contractor claimed was the result of their unsatisfactory work performance. There was also a considerable amount of defective concrete work, resulting in the necessity for a formal engineering investigation, which caused further considerable delay in project progress.

After expiration of a number of completion deadlines given to the contractor, the NWC took the decision to expedite completion by the employment of a sub-contractor, with the original main contractor, Donald Lewis Construction Company Limited, being held responsible for the works maintenance period after certification of practical completion. Following this action, the project is now 98% complete but is already some eighteen (18) months behind schedule, with expenditure at end 1998 December of \$3.9M or 81% of the contract sum.

2.2.6 CASE VI - Bulstrode Water Supply Project

On 1998 August 18, a contract in the amount of \$5.74M was signed between Frederick Rodriques & Associates Limited and the National Water Commission for the installation of 2.2 miles of six (6) inch and four (4) inch diameter PVC pipelines and associated fittings for the purpose of improving the water supply to the Bulstrode community in Westmoreland.

The contract award was recommended by the Government Contracts Committee and received ministerial approval. The works commenced on 1998 September 30 for completion on 1999 February 26, a period of five (5) months.

At the end of the reporting period (1998 December) the project was 90% completed, with the testing of pipelines already done and the remaining elements of the work in their final stages. With a total expenditure of \$5.04M at this time, it is expected that there will be an overall saving on this well executed contract which will be applied towards financing the installation of an additional length of four (4) inch distribution pipeline in the area.

2.2.7 CASE VII - Portmore Pines Housing Scheme, Greater Portmore, St Catherine

A contract valued at \$1024.5M, funded by the National Housing Trust (NHT), to run for twelve (12) months, was awarded to West Indies Home Contractors Limited in 1997 March, for the construction of the Portmore Pines Housing Scheme in Greater Portmore. This comprised six hundred and seventy (670) two-bedroom units and one hundred and seventy-six (176) serviced lots for sale to NHT contributors.

The contractor was paid the mobilisation advance and commenced work immediately. During the course of the contract, savings of \$19.1M were achieved and the contract value reduced to \$1005.4M. As a consequence of this, the selling prices of both the housing units and the serviced lots were reduced.

At the end of the first six (6) months, 51% of the works were completed and at end 1997 December all units had been erected, with two hundred and forty-one (241) completed, some of which had already been taken over by the NHT and distributed to its contributors.

The project was completed on time and incurred a cost overrun of \$50M, or 5% of the contract sum. This was entirely due to increases in the costs of materials and labour.

The work done on this project was of good quality, with exemplary management and supervision throughout the contract duration.

2.3 AN ANALYSIS OF COST AND TIME OVERRUNS IN NINE SELECTED PROJECTS

2.3.1

TABLE I

Project Name	Contractor	Contract Sum (J\$M)	Original Time (months)	Actual Time (months)	Actual Cost (J\$M)	Additional			
						Time	Percent	Cost	Percent
Wickie Wackie Housing	M.&M. Engineers	51.9	12	34	93	22	183.3%	41.1	79.2%
Waterloo Road Improvement	Pavement Structures	20.09	2.5	9	27.6	6.5	260.0%	7.51	37.4%
Rosemount Row Houses	Clasford G. Woolery & Partners	98.96	12	36	151.19	24	200.0%	52.2	52.8%
Refurbish Works NM Airport	Concorde Engineering	17.29	3	15	23.8	12	400.0%	6.51	37.7%
Pamphret to Morant Bay & Yallas Fording	Y.P. Seaton & Assoc.	181.25	9	9	191.7	0	0.0%	10.5	5.8%
Ocho Rios Waste Water	Cubertas y Fomento	329.25	24	51	496.7	27	112.5%	167	50.9%
Ocho Rios Transmission Pipeline	H.S.A. Ltd.	4.45	2	7	5.99	5	250.0%	1.54	34.6%
Negril Waste Water	Cubertas y Fomento	580.6	24	49	694.8	25	104.2%	114	19.7%
Mandeville All-Age	W.A. Reid Construction	16.15	10	31	24.36	21	210.0%	8.21	50.8%
Total		1299.94	98.5	241	1709.1	142.5	144.7%	409.2	31.5%

2.3.2

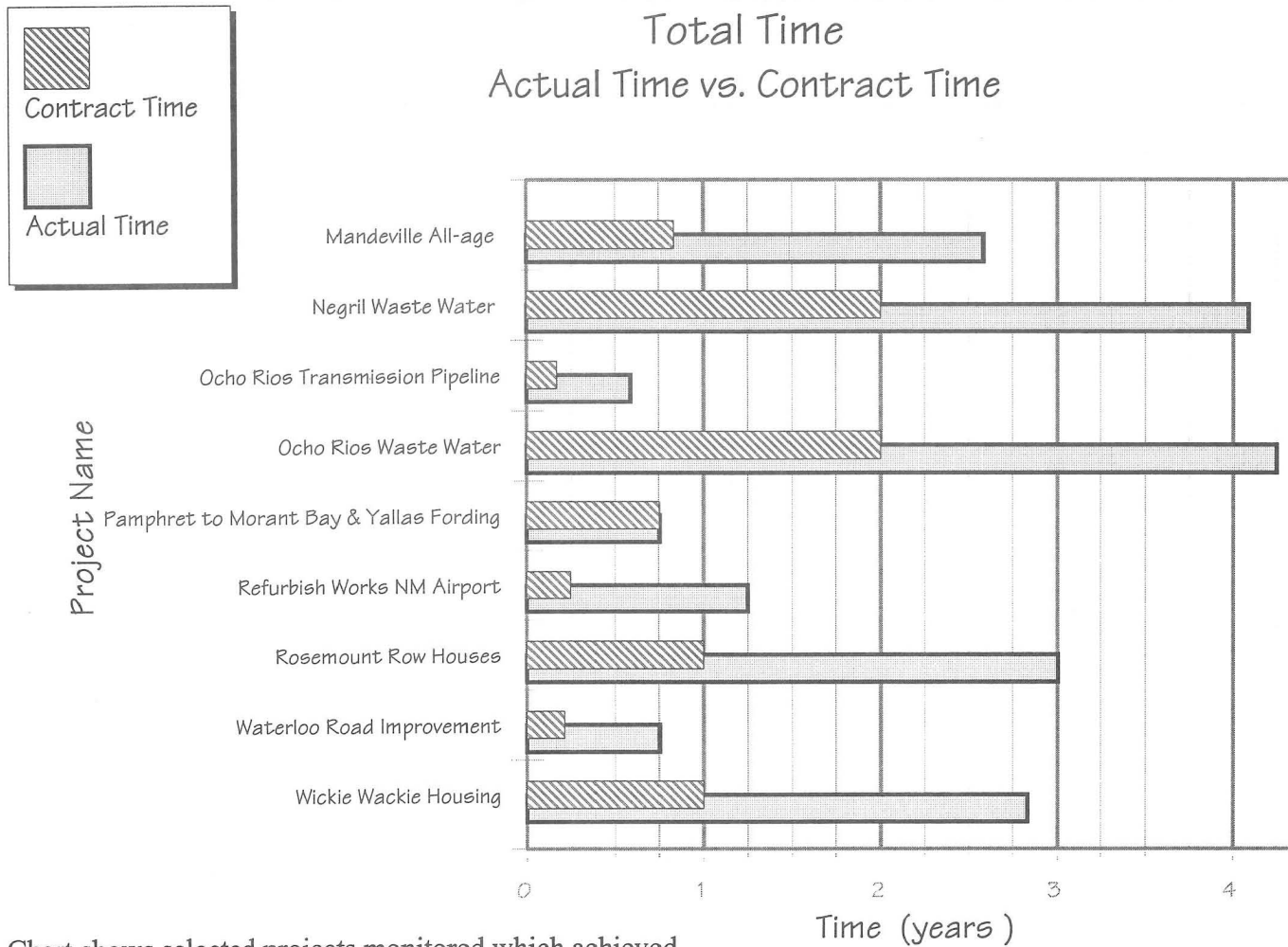
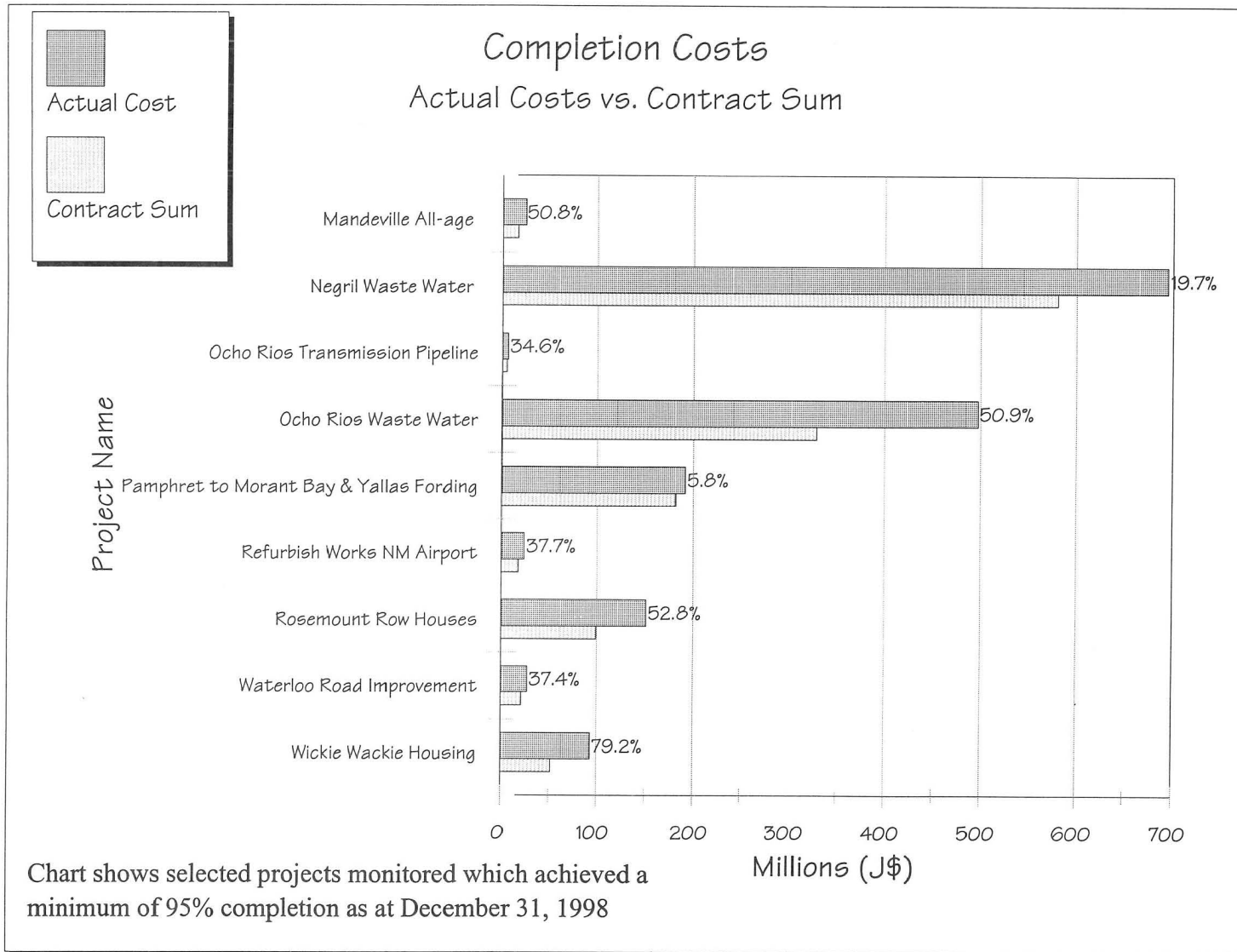


Chart shows selected projects monitored which achieved a minimum of 95% completion as at December 31, 1998

2.3.3



3.0 MONITORING OF NON-CONSTRUCTION CONTRACTS, LICENCES & PERMITS

3.1 INTRODUCTION TO NON-CONSTRUCTION CONTRACTS

The monitoring of non-construction contracts, i.e. contracts for the supply of goods, works and services as well as contracts involving the divestment of Government assets and the issue of licences, permits and concessions continued throughout 1998.

As far as the Government's divestment programme is concerned the experience in the year under review was a remarkable lack of progress in this exercise. We have already indicated that in our efforts to monitor this process, we did not find all agencies of government particularly helpful or forthcoming. Nevertheless, we were able to determine that the National Investment Bank of Jamaica persisted in its efforts to divest the spas at Bath and Milk River. Prospective investors seemed influenced by both the unattractive appearances of the spas as well as its inaccessibility in the case of Bath. The result was that the most recent tender invitations in July 1998 attracted no applicant for Bath and only two applicants for Milk River.

Colglo Equities Jamaica Ltd. and Matrix Engineering Ltd. each submitted proposals for Milk River. These proposals were evaluated, based on the following criteria

- Overall Development Concepts
- Clear Schematic Plan
- Business Plan
- Resume's of Key Personnel

By the end of the year a number of meetings had taken place between the NIBJ Evaluation Team and each applicant and the Team is expected to submit its recommendation to the NIBJ Board by the first quarter of 1999.

With the additional licensing responsibilities which have recently been assigned to the Natural Resources Conservation Authority and the coming into existence of the Maritime Authority it is expected that the monitoring of licensing activities will demand increased attention from this office, while the monitoring of service and procurement contracts maintains an important role.

3.2 PROCUREMENT CONTRACTS

3.2.0 MINISTRY OF FINANCE & PLANNING

JAMAICA CUSTOMS

Jamaica Customs - Computerisation

Background

This project was undertaken by the Ministry of Finance, the aim of which was to fully computerise the operations of the Customs Department, the primary goal being to replace the current system based on import clearance procedures with an electronic “paperless” system.

The existing Import Clearance System was considered to be cumbersome, time-consuming and due to the reliance on printed documents, liable to penetration by fraudulent documents.

Project Overview - The Customs Computerisation Project currently has three (3) concurrent areas of activity:

1. Current Systems Development
2. Infrastructure Development
3. Overall System Designs

Current System Development - comprises work being done on the Entry System, the Manifest System, the Customs Broker Interface System and other related sub-systems, (e.g. Customs Brokers Regulation Personnel, etc.).

Infrastructure Development - is the design, purchase and installation of the following:

1. Computer Network for Customs Head Office/Customs House
2. Computer Network for all other Customs Sites (e.g. Airports, Seaports, etc.)
3. Wide Area Network to connect all sites together and allows for the continuous exchange of data.

Overall System Design - involves the creation of a detailed comprehensive design for all components of the overall Customs Software System, following completion of which existing sub-stations would be brought in line with the overall design, and all remaining sub-systems would be implemented.

Project Status - The Jamaica Customs Computerisation Project was scheduled to be completed by 1997 August; this date was not achieved due to a revision in the Requirement

Analysis System design and Business Design. The project which commenced on 1995 May 10, had an estimated completion date of 1997 August 12. However, the sub-projects are behind schedule, hence resulting in a new estimated completion date of 1999 February 2. As at 1998 September the overall progress was recorded as 60% complete.

Accomplishments

See below **TABLE II**, outlining the accomplishments to date.

TABLE II

JAMAICA CUSTOMS COMPUTERISATION PROJECT

Computerised Project	Percentage Complete	Remarks
Overall Project	60%	Development of five other systems and implementtion to be done at other sites
Furnish OFFICE	100%	Completed
Requirement Analysis	100%	Acceptance received from Customs
Business Design	100%	Completed
System Design		
• C78	100%	Completed
• C83	100%	Completed
• CNCRS	100%	Completed
• Cargo Manifest	100%	Completed
• Travel Tax	100%	Completed
• Import Duty Assessment	100%	Completed
• Revenue Accounting 2	90%	
• Monitoring & Enforcement	0%	
• Warehousing	0%	
• Passenger Processing	0%	
• Systems Administration	0%	

Computerization Project	Percentage Complete	Remarks
Systems Development <ul style="list-style-type: none"> • C78 • C83 • CNCRS • Cargo Manifest • Travel Tax • Import Duty Assessment • Revenue Accounting 2 	100% 100% 100% 100% 60% 100% 30%	Completed Completed Completed Completed Completed
Testing <ul style="list-style-type: none"> • C78 • C83 • CNCRS • Cargo Manifest • Import Duty Assessment 	100% 100% 100% 100% 0%	Completed Completed Completed Completed Awaiting completion of C78
Office Automation	100%	Completed
Data Entry Processing	100%	Completed
Revenue Accounting	100%	Completed
Valuations Database	100%	Completed
Network/Communication Development	100%	Completed
Planning & Design	100%	Completed
Implementation <ul style="list-style-type: none"> • C78 • C83 • CNCRS • Cargo Manifest • Import Duty Assessment 	50% 100% 100% 30% 0%	Partial implementation Completed Completed Partial implementation at one site Awaiting completion of C78

Computerization Project	Percentage Complete	Remarks
Evaluation <ul style="list-style-type: none"> • C78 • C83 • CNCRS • Cargo Manifest 	0% 100% 0% 0%	Completed

3.2.1 **MINISTRY OF MINING & ENERGY**

JAMAICA PUBLIC SERVICE COMPANY LTD. (JPSCO) -

Procurement of Motor Vehicles

Background

Jamaica Public Service Company Ltd. initiated a competitive process leading to the selection of supplier/suppliers to provide the company with specialised and non-specialised utility vehicles and motor cars for the 1997-98 budget year.

The invitation to bid stated that currently the specialised vehicles were aged and were not standardised, and that given the present state of the transportation fleet the company was desirous of upgrading the fleet and improving management and maintenance of its vehicles over a four (4) year period and also to improve its capability to maintain its equipment.

Tender Document

The subject of the tender consisted of the manufacture and supply of specialised and non-specialised vehicles and motor cars.

<u>Vehicle Category</u>	<u>Nos. Required</u>	<u>Package</u>
<u>Specialised</u>		
Hot Line Insulated Vehicle	14	E
Single Bucket Van	21	B
Double Bucket Truck	2	A
Digger Derrick	2	C
Truck Digger Derrick	2	D
<u>Non-Specialised Utility</u>		
Small Standard Hardtop Van	20	F
4 WD Single Cab Pickup with Ladder Rack	27	H
4 WD Double Cab Pickup with Ladder Rack	21	G
Panel Van	2	I
Mini Bus	1	J
<u>Motor Cars</u>		
Executive Category 1	6	K
Executive Category 2	8	L
Manager Category	13	M

The objective was to obtain proposals in relation to the supply of the vehicles and the provision of maintenance services, training and spare parts. Tenderers were allowed to tender on **one or more** of the packages or **all** packages.

Selection of Tenderers

Tenderers were selected from suppliers who were deemed to have strong local management/maintenance support and have demonstrated performance in supply and associated services with JPSCo or other companies in Jamaica.

Evaluation Criteria

Tenders were evaluated in accordance with Clause 28.0 of the Invitation To Tender.

The main criterion was Sub-Clause 28.4 which states that "the Purchasers Evaluation of a bid would take into account, in addition to the bid price and the price of incidental services the following factors :

- (a) The performance of the equipment offered.
- (b) Cost of spare parts.
- (c) Installation requirements, specification, compliance, and warranty (time, cost and extent of coverage).
- (d) Degree of compliance with JPS terms and conditions of purchase - cash terms.
- (e) Freight cost
- (f) Terms of payment.
- (g) Firm price versus escalatable price
- (h) Outstanding claims
- (i) Maintainability, quality and reliability
- (j) Volume and or trade discounts Vendor/Supplier experience and previously demonstrated performance in the industry

Post Qualification

JPSCo used this process to determine to its satisfaction whether the tenderer selected as having the lowest evaluated responsive bid was qualified to satisfactorily perform the contract. The determination would take into account the tenderer's financial, technical and production capabilities.

Award Criteria

The successful tenderer based on the criteria set and whose bid has been determined to be substantially responsive and was the lowest evaluated bid would be invited to negotiate the contract.

Tender Evaluation

Tenders were checked for compliance with the instructions to tender and they all complied. A five member Evaluation Committee which included the Manager of Transport evaluated proposals.

Specialised Vehicles

The specialised vehicles were evaluated independently. The response was considered uncompetitive, hence a detailed evaluation was not carried out. In the absence of the detailed evaluation a survey was said to have been conducted in the United States to determine price ranges of vehicles of similar specifications.

Non-Specialised

For the non-specialised vehicles evaluation, the specifications presented by the bidders were matched against those in the bid document. The cost was then ranked based on their proposed prices. User groups which were not a feature of the set criteria were consulted to give their response based on their experience of the different vehicles.

Recommendation

The evaluation team recommended that negotiations be entered into with the following companies:

Companies

Packages

- | | | |
|----|---------------------|-----------|
| 1. | Motor Sales Company | G.I.K.L |
| 2. | United Motors | K |
| 3. | Argo American | A.B.C.D.E |

Conclusion

The award was conducted fairly. We would wish, however, that in future the JPSCo adopts the merit point system of evaluation which we think is a more transparent method of evaluation for this type of procurement exercise.

3.2.2 MINISTRY OF TRANSPORT & WORKS

METROPOLITAN MANAGEMENT TRANSPORT HOLDINGS LTD.-

Cashless Bus Ticketing System

Introduction

The Government of Jamaica, in its continued effort to establish an efficient public transportation system in the Kingston Metropolitan Region (KMR), established its wholly owned company, Metropolitan Management Transport Holding Limited (MMTH).

In 1996 June the MMTH established a committee to investigate and make recommendations for the implementation of an off-bus cash system for the KMR. The system when designed was to achieve the following objectives:

- To minimise the estimated 20% to 40% leakage of fare revenue from the system.
- To minimise the levels of fare increases, Government Subsidies and Capital Investments by ensuring that the cash remains in the system.
- To improve passenger safety by removing cash, and consequently minimising the incentive for robbery.
- To provide the management information desperately needed for effective operation of the KMR's bus system, and
- To provide the opportunity for MMTH to collect lease payment and other sums due from franchise holders.

The services of Mr. John Wilson, a British Transport Consultant, was obtained to assist the committee to further its understanding of the operation of manual and electronic off-bus cash systems. The committee in its deliberation examined the possibility of implementing various types of manual systems. The manual systems, however, were rejected on the basis that they were as expensive as the electronic systems, and would not be able to satisfy the management information objectives outlined above.

The Consultant provided a list of reputable manufacturers of Electronic Fare Collection (EFC) and Automatic Vehicle Location (AVL) systems. The committee also added to the list names of other companies who indicated their interest in supplying systems to the MMTH.

The companies selected were invited to submit preliminary proposals outlining the capabilities of the systems. Based on the preliminary proposals that were presented specifications were prepared which the committee used as part of the proposals requested.

Invitation and Evaluation

During the month of 1996 July, eight (8) companies responded to the invitation. Six (6) to supply the Electronic Fare Collection (EFC) and two (2) for the Automatic Vehicle Location (AVL) systems. These were :

Electronic Fare Collection (EFC)

4. AES Prodata\Integrated Business Services Ltd.
5. Management Control Systems
6. Precursor Limited
7. Metric Group (Almex Division)
8. Rich Group (a US-based Almex dealer)
9. Wayfarer Transit System

Automatic Vehicle Location (AVL)

1. Williams Investments Ltd.
2. Advanced Communications and Information Systems Limited

The Rich Group later withdrew their proposal because the Metric Group already represented them.

The National Transport Co-operative (NTC) was also given the opportunity to make a verbal presentation to the committee. The NTC advised that they proposed to introduce a cash-less system with the use of a magnetic card as the fare tool. They also proposed to use a fare box for collection of cash. These systems were to be sourced from a company known as Can Fare.

All the proposals received including those from NTC/Can Fare were evaluated. The evaluation was carried out using the following criteria:

1. Vendors' understanding of the requirements.
2. Compliance with the specifications.
3. Equipment offered.
4. Maintenance arrangements.
5. Computer systems.
6. Vendors' track record
7. Financial proposal, and
8. Risk, design, construction and viability.

Upon completion of the evaluation exercise the decision was taken to short-list the following companies in order of ranking:

1. Wayfarer Transit System
2. AES Prodata, and
3. Metric Group

The two Automatic Vehicle Location (AVL) systems were also retained for further evaluation.

The short-listed companies were invited to have discussions and make presentations to the then Ministry of Public Utilities & Transport, Ministry of Finance and the Metropolitan Management Transport Holding. Following the discussions and presentations the Metric Group was eliminated based on the cost of their solution. The committee then took the decision to do a customer survey on the two remaining contenders. This was done by the way of a Questionnaire to solicit feedback on:

1. Reliability of the equipment.
2. Quality of Customer Service provided, and
3. Overall Satisfaction with the Solution provided.

The response showed that there was a general satisfaction with the services provided by Wayfarer Transit Systems in comparison to that provided by AES Prodata

Based on the foregoing the decision was taken to negotiate with Wayfarer Transit Systems, the most preferred company, with a view to arrive at a contract. Following a series of negotiations, which were concluded 1998 June 12, the committee recommended that Wayfarer Transit Systems Ltd. be awarded the contract in the sum of US\$3,804,256.00. The Metropolitan Management Transport Holdings and Ministry of Transport & Works supported the award and Cabinet approval was given.

The agreement was signed October 2, 1998, with delivery of the hardware to be completed 1998 December 30. It is proposed to have the installation of a pilot scheme completed by 1999 February 28, and installation of the complete system 1999 June 3.

Payment will be made by way of Promissory Notes prepared by the Ministry of Finance in accordance with the requirements of Citibank and authorised by the Attorney General.

The payments will be made in ten (10) instalments at 7.5% over a period of five (5) years, commencing 1999 April 30, with the last payment being 2003 October 30. Interest to be accrued over the period amounts to US\$795,961.31 with the result being the contract sum moving from US\$3,804,256.00 to US\$4,600,217.31.

Perusal of the relevant documents suggests that the tender and award procedures were conducted in a fair and proper manner and the awardee deservedly selected.

3.2.3 TRANSPORT AUTHORITY OF JAMAICA

Procurement of Taxi Meters

Introduction

The Transport Authority is the agency charged with the modernisation and rationalisation of the transport sector. As a direct consequence of the steadily deteriorating bus service, the taxi industry has been allowed to operate with relatively little monitoring and enforcement of regulations. In an effort to restore regularity and rationale to the taxi industry, a decision was taken to reintroduce the use of taximeters. To guide the process, an Evaluation Committee was formed to oversee the procurement of these meters. Members were drawn from various related public sector agencies and included a member from the general public.

This committee first met on Thursday 1998 May 21, and agreed on the following approach:

- public tenders would be invited for the supply of meters after general meter specifications were agreed;
- tenders would be subjected to a preliminary evaluation to ensure conformity to specifications;
- there would be a public demonstration of these meters at the National Arena;
- each meter would be fitted in a vehicle for a road demonstration;
- vendors would then be short listed;
- the short-listed vendors' facilities would be inspected by a technical team;
- a final evaluation would be effected and a report and recommendation submitted to the Transport Authority

The committee also agreed that the tender process would identify for certification a number of Jamaican companies capable of supplying suitable meters and providing adequate installation and servicing. In this way market forces would determine the cost of meters and the quality of service available.

Tender

Having agreed on the required specifications for the meters, tenders were invited in 1998 April for proposals to be submitted by 1998 May 14, at 3:00 p.m. In addition to the specifications bidders were asked to provide information on the make and cost of the proposed meters and were required to participate in a public demonstration of the meters.

Tenders were opened on 1998 May 20, in the presence of a number of tenderers and a total of 14 bids were received. The evaluation process proceeded as indicated. However, the proposal of Urban Enterprise was disqualified for being non-responsive in that it failed to provide even basic information on the meter it intended to market. The other tenderers were invited to display their meters at the public display scheduled for the National Arena on 1998 May 2. Meters were fitted into taxis and tested on a 6.5 km course. Subsequently the Technical Committee drawn from members of the Evaluation Committee visited the vendors' facilities to inspect and report on: -

- proposed service facilities
- installation and after sales plan
- dealership distributorship arrangements

When the committee met to deliberate on its findings it became apparent that they had taken too simplistic an approach in arriving at the specifications for taxi meters and it was concluded that what was needed instead was the adoption of a complete standard which had to be prepared by the Bureau of Standards. To achieve this the Evaluation Committee established a special subcommittee to review existing international standards with a view to the adoption or modification for use in Jamaica. In the interim, the committee gave provisional approval for all the meters which underwent detailed examination.

Checks made so far indicate that the sub committee identified the European Standards as the closest to the Jamaican needs and the Bureau of Standards is presently in the process of modifying them. This process was expected to be completed by 1998 December but a recent letter from the Bureau of Standards indicated that the standardisation process had proven to be more complex and time consuming than anticipated and projected a new completion date of 1999 February 15.

Comments

In our opinion, the tender process was fair and impartial but the following weaknesses were identified: The data on which applications were based did not fully explain how bids would be rated. There was some concern that the notice of the demonstration of the meters was inadequate. Additionally some tenderers were unable to benefit from a duty free concession arranged by the Transport Authority because the notification arrived just two days before the demonstration date.

Our main concern, however, has been the delay in finalising the process. All the stages as agreed by the Evaluation Committee have been completed and the report submitted in July 1998.

Observation

From very early the Authority recognised its limitations in the handling of this matter and sought the assistance of agencies which should have been ideally placed to provide adequate guidance.

3.3 LICENCES\PERMITS & CONCESSIONS

3.3.0 OFFICE OF THE PRIME MINISTER

BROADCASTING COMMISSION

Subscriber Television Licences (Cable) - Third Round Applications

Subsequent to the first and second round applications for Subscriber (Cable) Television Licences (STV) when a total of twenty-one (21) licences were issued, the Broadcasting Commission embarked on a third round approval process between 1998 May 19 and June 5. Applications were received by the Broadcasting Commission. These applications were from:

- Six (6) companies already licensed in the previous rounds of applications
- Nineteen (19) companies who had applied unsuccessfully in previous rounds
- Four (4) companies who had never applied before for STV Licences.

The applications were for eighty-eight (88) zones, of which forty-six (46) did not contain any providers licensed in the first or second rounds of applications. Forty (40) of the zones applied for already contained one licensed provider and two (2) already contained the legal limit of two (2) licensed providers.

The Commission conducted eligibility evaluations for eighty-six (86) of the zones. Two (2) of the zones which already had their limit were not evaluated. Comparative reviews were effected on applications for zones which contained one (1) licensed operator, and two (2) or more applicants from the third round were found eligible for a licence, but only one (1) could be accommodated. In this instance, comparative reviews were conducted for two (2) such zones. Following the eligibility evaluation and comparative reviews of the twenty-nine (29) applications, twenty-two (22) were found eligible for a licence to provide STV hardwire service in seventy-six (76) of the zones applied for in this round.

Performance of applicants in the third round was significantly better than the first two rounds, as seventy-six percent were found to be eligible for licensing, up from eight percent (8%) in the first round and forty percent (40%) in the second. Justification for this improved performance was stated as the Commission's continued facilitatory interaction with prospective applicants, including the distribution of written application guidelines and one-to-one consultation between prospective applicants and the Commission's executive staff.

Observation

The procedures appear fair. The Broadcasting Commission has made a most commendable effort to ensure that the applicants understood the requirements and to facilitate their applications for licences.

3.4 DIVESTMENT

3.4.0 MINISTRY OF AGRICULTURE

COFFEE INDUSTRY BOARD

Divestment of Coffee Industry Board Farms

Background

The Coffee Industry Board (CIB) currently operates twenty-four (24) coffee farms throughout the island. These include fourteen (14) located in the designated Blue Mountain Coffee producing areas and ten (10) in the lowland. The tenure status of the farms varies from outright ownership of the lands by the CIB to lands leased from various Government agencies.

The farms have consistently failed to produce the output required to make them viable and the CIB is unable to provide the funding to facilitate necessary infrastructure improvements. In light of the foregoing, Cabinet took the decision that the farms should be divested since they were a persistent drain on the CIB's resources. Of the twenty-four (24) farms, twenty-one (21) will be divested and three (3) retained, namely; Top Mountain, Aenon Town and Grenock. Each farm is to be evaluated separately based on a technical and financial appraisal and the location, size and accessibility of the farm. Applications will be entertained from small farmers, employees of the CIB and the general public.

Working Committee

In 1997 June, the Ministry of Agriculture appointed a working committee comprising persons drawn from the public and private sectors whose mandate was "to determine and outline the modus operandi and strategies for the divestment", the following being the original members:

Aaron Parke	-	Permanent Secretary, MOA
Donald Menzies	-	General Manager, Jamaica Orange Co.
Christopher Bicknell	-	Director, Tankweld Construction Co.
Dr. H. Beckford	-	Managing Director, Soil Nutrients for Agricultural Productivity (S.N.A.P.)
Dr. Jean Dixon	-	Executive Director, Scientific Research Council
Miss Valerie Roberts	-	Director, MOA

Method of Divestment

The farms are to be leased through public advertisement inviting interested persons to submit applications. Farms are to be sublet in accordance with the Agro-21 lease terms (with modifications) and the lessee must agree to the development plan approved by the committee.

Selection Process

The Working Committee agreed on a process similar to open tendering whereby an open invitation to apply would be made and based on pre-set criteria, and a preliminary assessment of the applicants would be done. A short list of the highest ranked applicants would then be prepared and those persons asked to submit business plans.

Advertisements were placed in the Daily Gleaner beginning 1997 July 3, for interested persons to submit applications by 1997 July 14. However, likely applicants deemed this time period too short and an extension of one (1) week was given. A total of 359 persons submitted application forms to the Ministry. Initially the ranking process was delayed due to the Chairman's illness and the assumption of office of a new Minister.

Current Status

At the time of writing this report a total of 51 applicants had been short-listed and all were invited to submit business plans. The 20 plans received are being appraised in accordance with the following criteria:

- ▶ Particulars of shareholders
- ▶ Proximity of potential lessees to these farms
- ▶ The Financial and other resources available to operate the farms
- ▶ Knowledge/Experience in coffee production
- ▶ Commitment
- ▶ Overall Development Plan/Action to be taken

3.4.1 MINISTRY OF ENVIRONMENT & HOUSING

Divestment - "Emancipation Lands"

Project Review

This project was first reported on last year. Since the introduction of Operation PRIDE and the implementation of its operations numerous problems have been identified coupled with a number of complaints.

Subsequent to the reports submitted and tabled in Parliament by the Auditor General and the Contractor General, a structure has been put in place to manage and control the operations of PRIDE.

A specific area of concern to this office was the apparently limited involvement of the Parish Divestment Committees in the selection process. However, in 1997 June Cabinet decided that in order to ensure fairness and transparency :-

1. Beneficiaries under Operation PRIDE should be selected by the National Committee which is comprised of representatives of Public Sector Organisations and other groups such as NGOs, Church, Community Organisations and the Parish Land Divestment Committees established by the Government.
2. Designated properties for the PRIDE Programme owned by the Commissioner of Lands be transferred to the Minister of Housing. The proceeds from the sale of the properties under the PRIDE Programme to be placed in the PRIDE Fund.

Subsequent to this there has been a merger of Caribbean Housing Finance Corporation (CHFC), National Housing Corporation (NHC) and Operation PRIDE under the new name National Housing Development Corporation (NHDC). It is intended to be a means of further strengthening the operations of PRIDE through –

1. better staff distribution
2. better organisational structure
3. more equipped personnel
4. improved technical services
5. financial accountability
6. greater efficiency and transparency

Operational Structure

Under the new operational structure the NHDC is responsible for the implementation of infrastructure works and the Provident Societies, for housing development except for Riverton Meadows, where those houses are being erected by NHDC, The Provident Societies are required to file audited financial returns every year through the use of a reputable chartered accountant.

Selection Process

Selection of allottees or beneficiaries is the responsibility of a Committee comprising representatives from :-

1. Jamaica Civil Service Association – JCSA
2. Jamaica Teachers Association – JTA
3. Jamaica Police Federation – JPF
4. Nurses Association of Jamaica - NAJ, and
5. Public Sector Groups

Status of Project

Seventy-eight (78) projects were identified for implementation in the initial stages, but due to financial difficulties and the lack of substantial input from the Provident Societies a decision was taken to reduce the number of projects to nineteen (19) as priority for completion.

Conclusion

For our continued monitoring of the activities of PRIDE in 1999 the role and functions of the various Committees that were appointed will be closely investigated to determine if they are effectively engaged in the process and also if the system is performing in keeping with Cabinet's directives.

3.4.2 MINISTRY OF LOCAL GOVERNMENT, YOUTH & COMMUNITY DEVELOPMENT

Divestment - Parking Control System for the Kingston Metropolitan Area (KMA)

This matter was previously reported on in the 1997 Report at which time the divestment process had been suspended due to a number of issues of concern which had been raised by the Kingston and St. Andrew Corporation.

Since then a number of meetings have been held between the NIBJ and the KSAC with no substantive progress having been made. As a consequence the NIBJ advised the KSAC that unless written communication was received from that body by 1998 November 3, that Cabinet has withdrawn the Parking Meter Control System from the privatisation list, the NIBJ would proceed immediately to conclude the privatisation. Subsequently however, the NIBJ Board has decided that Cabinet should be apprised of the current position and its permission sought to continue negotiations with the highest ranked bidder.

Observation

It is unfortunate that a decision on this matter has been so long delayed, resulting in uncertainty amongst the prospective investors about the Government's intentions.

Divestment of the St. Thomas Abattoir

During our monitoring activities it came to the attention of this office that at some time in 1997 the St. Thomas Parish Council had entered into an arrangement to lease the St. Thomas Abattoir to Mr. Vincent Robinson for a period of fifteen (15) years at a rate of \$10,000 per month. This arrangement was concluded despite the fact that the Abattoir is one of Government's assets which have been placed with the National Investment Bank of Jamaica (NIBJ) for divestment but for which it has been unsuccessful in finding a purchaser. The Parish Council did not inform the NIBJ of its intention before entering into the arrangement with Mr. Robinson. Mr. Robinson began making payment on the lease in 1997 January and took possession of the land on 1997 April 14.

We cannot understand the circumstances under which the Parish Council entered into this agreement with Mr. Robinson. Moreover, there is no evidence of tenders having been sought by the Parish Council.

3.4.3 MINISTRY OF MINING & ENERGY

JAMAICA RAILWAY CORPORATION

This project has been reported on in both the 1996 and 1997 reports. At the end of 1997 the National Investment Bank of Jamaica (NIBJ) had received from Rail India Technical and Economic Services Ltd. (RITES) a proposal for the revitalisation of the Jamaica Railway. The Commonwealth Development Corporation (CDC) had also indicated an interest in participating in the revitalisation of the JRC. In the meantime a Consultancy Agreement was signed between the NIBJ and RITES for RITES to effect studies for Phases III and IV of a four-phase proposal for revitalisation of the railway, RITES subsequently submitted a draft report to the NIBJ. Indications are that this report had proposed a joint venture concept between the Government of India and the Government of Jamaica, which was formally accepted, subject to further discussions between RITES and NIBJ's Negotiating Teams which were to be effected in 1998 December.

Observation

Although the NIBJ over the period has received more than one proposal for revitalisation of the JRC, it seems only the one submitted by RITES was given serious consideration and accepted. It is noted that the Final Report of the studies undertaken by RITES has been accepted by the NIBJ and at the end of the year further discussions were scheduled to take place.

PETROLEUM CORPORATION OF JAMAICA (PCJ)

Divestment of Font Hill Beach Park

In 1998 July the Petroleum Corporation of Jamaica (PCJ) invited applications for the lease of Font Hill Park in St. Elizabeth. Interested parties were required to purchase a Prospectus from PCJ for a non-refundable fee of J\$1,000. Included in the Prospectus was a list of the facilities as well as information on procedure and expected content of bids. Sealed bids were to be submitted to PCJ no later than 1998 August 21. The Natural Resources Conservation Authority would determine user fees, with special consideration being given to the elderly, disabled and disadvantaged groups.

Tenderers were required to provide -

1. operating plan(s) which would include strategies for maintaining and enhancing the environmental integrity of the facility.
2. an operating budget
3. a bid price
4. evidence of financial ability which should include evidence of ability to pay.
5. at least two financial integrity references and two character references.
6. evidence of previous experience in operating a similar facility.

Six (6) applications were received by the closing date from Hotel Commingle Ltd., Andy Boy Inc. (2 separate applications), Watamnem Ltd., Constantine Thompson and Phillip Perkins and Murray Tucker.

Evaluation of the applicants by the PCJ team resulted in the following:

	<u>Points</u>
1. Hotel Commingle Ltd.	409
2. Watamnem Ltd.	398
3. Phillip Perkins	279
4. Andy Boy Inc.	274
5. Constantine Thompson) Murray & Tucker)	245

Based on the above, Hotel Commingle Ltd., Watamnem Ltd. and Phillip Perkins were short-listed for further interviews. Following the interviews the decision was that Watamnem had been the most impressive and consequent upon security and character and financial checks it was decided that negotiations should continue with Watamnem Ltd. for lease of the beach park. The negotiations proved successful and the park was officially handed over to Watamnem Ltd. on 1998 October 30.

3.4.4 OFFICE OF THE PRIME MINISTER

NATIONAL INVESTMENT BANK OF JAMAICA

Divestment of Vehicle Inspection Services

This matter was reported on in our 1997 Report at which time negotiations had commenced between the successful bidder - SGS Supervise Jamaica Ltd. and the NIBJ Negotiating Team. SGS were asked to provide additional information in order that meaningful negotiations could commence.

The negotiations began in 1998 April, with the expectation that they would be concluded by 1998 August to facilitate the Government's anticipated starting date of 1999 April. This was not achieved, however, as certain relevant information could not be generated within this time period. An example of this was the inability of any Government agency to provide a reliable motor vehicle population estimate. This was further complicated by the fact that it is well known that not all the vehicles in the island pass through the present system.

In an effort to devise an improved system that would be less susceptible to corruption, NIBJ and SGS had meetings with the ministries and agencies involved in the eventual implementation. These included:

- The Police
- Inland Revenue Department
- Transport Authority
- Ministry of Finance
- Customs Department
- The Insurance Industry

These meetings served to confirm the need to have the relevant Laws and Regulations amended in time to enable a smooth transition from the old system to the new.

Concurrently with the negotiations the NIBJ prepared draft contracts in collaboration with the SGS's attorneys. Included in the general agreement are the following:

- Certificates of Fitness (COF) are to be issued for one year.
- The duration of the Motor Vehicle Registration (MVR) to be the same as that of the COF.

- That the duration of motor vehicle insurance coverage must coincide with that of the COF and MVR such that absence or cancellation of insurance coverage automatically invalidates the COF and the MVR.

The need for an integrated information system that would be accessible to all stakeholders was highlighted. The most current system resides at the Inland Revenue Department. The negotiations between the NIBJ and SGS continue.

4.0 STAFFING OF THE OFFICE

This year we experienced some change in the staffing of the Office. Mr. Gordon Oscar Wells, CD, retired as Contractor General. This brings to an end another chapter in the distinguished career of a dedicated public servant and we wish him well on his retirement. Mr. Wells is succeeded as Contractor General by Derrick McKoy. The Office also lost the services of Mr. Maurice Henry, Director of Construction Contracts. The establishment of the Office and the staff situation are set out in Appendix III.

We continue to improve the skills of our staff by seeking out and pursuing training activities. MIND continues to be an important resource for this Office. During the course of the year, nine officers participated in some form of formal training. These Officers, and the courses they completed, are as follows:

Courses Attended by Members of Staff

Diana Seaton -Brown Professional Telephone Techniques 1998 February 23-24	-	M.I.N.D
Devon McFarlane Problem Solving and Decision Making 1998 March 23 -24	-	M.I.N.D
Michael Boyd & Clive Brown Certificate in Management Studies 1998 September	-	M.I.N.D
Devon McFarlane Supervisory Management 1998 June 9 - July 28	-	M.I.N.D

Paul East	-	M.I.N.D
Project Management & Implementation		
1998 May 10 - June 10		
Clive Brown }		
Reginald Cornwall }	-	Infoserv Institute of Technology
Devon McFarlane }		Internet Training
Lafete Edghill }		2 days 1998 July

**APPROPRIATION ACCOUNT
OFFICE OF THE CONTRACTOR-GENERAL**

ACCOUNT OF THE SUMS EXPENDED AS COMPARED WITH THE SUMS APPROVED IN THE YEAR ENDED 1998 MARCH 31

SERVICE	TOTAL APPROVED ESTIMATE \$	EXPENDITURE \$	EXPENDITURE COMPARED WITH ESTIMATE	
			MORE \$	LESS \$
Head No. 04000 - Office Of The Contractor-General				
21 - Compensation Of Employees				
Original Estimate	11,934,000.00			
1st. Supplementary	1,655,000.00			
	13,589,000.00	13,618,339.65	29,339.65	
22 - Travel Expenses & Subsistence			0.00	
Original Estimate	3,300,000.00			
	3,300,000.00	3,342,166.51	42,166.51	
23 - Rental of Property				
Original Estimate	2,800,000.00			
	2,800,000.00	2,429,912.48		370,087.52
24 - Public Utility Services				
Original Estimate	650,000.00			
1st. Supplementary	89,000.00			
	739,000.00	622,581.94		116,418.06
25 - Purchase of Other Goods				
Original Estimate	1,870,000.00			
	1,870,000.00	2,202,073.70	332,073.70	
28 - Retiring Benefits				
Original Estimate	3,000,000.00			
1st. Supplementary	2,739,000.00			
	5,739,000.00	5,939,138.53	200,138.53	
31 - Purchase of Equipment				
Original Estimate	305,000.00			
	305,000.00			305,000.00
Total Head No. 0400	28,342,000.00	28,154,212.81	603,718.39	791,505.58
<i>Surplus to be surrendered to Consolidated Fund</i>		<u>187,787.19</u>		

5.1 EXPLANATION OF THE CAUSES OF VARIATION BETWEEN APPROVED ESTIMATES AND EXPENDITURE

21- Compensation of Employees

The excess expenditure of \$29,339.65 was due to the under-provision in the Original and Supplementary Estimates.

22- Travel Expenses & Subsistence Allowance

The excess expenditure of \$ 42,166.51 was due to under-estimation in the original request as more than the estimated mileage was undertaken by our travelling officers which was necessary for the proper functioning of the Office.

23- Rental of Property

The under-expenditure of \$ 370,087.52 was the result of over-estimation in the original request.

24- Public Utilities

The under expenditure of \$ 116,418.06 was as a result of conservation measures implemented by the Office

25- Purchase of Other Goods and Services

The over-expenditure of \$ 332,073.70 was as a result of the original request of \$2,430,000 being reduced to \$1,870,000.00. The increased cost of goods and services also contributed to the over-expenditure which was necessary for the efficient operation of the office.

28- Retiring Benefits

The over-expenditure of \$ 200,138.53 was due to under provision in the original and supplementary estimates.

31- Purchase of Equipment

The non-expenditure of \$305,000.00 provided was due to the inadequate provision and the untimely release of funds to purchase the intended equipment.

Sgd. Maurice A. Henry
.....
Maurice A. Henry
Acting Contractor-General
1998-07-30

In the Auditor General's report for 1997-98 the following was stated about the Office of the Contractor-General :

"The Financial transactions and accounting records examined were found to be generally in order. However, the frequent and costly repairs of two motor vehicles suggested that they had become uneconomical to operate. Efforts to replace the vehicles was unsuccessful as the Ministry of Finance informed the Contractor-General that funds were not available."

<u>BASIC INFORMATION :</u>	<u>COMMENTS RELEVANT TO ANY OF THE FOLLOWING ACTIVITIES :</u>
CLIENT MINISTRY EXECUTING AGENCY PROJECT NAME \ DESCRIPTION LOCATION	PREQUALIFICATION : INVITATION / EVALUATION TENDER : INVITATION / INSTRUCTIONS / DOCUMENTS / BOND / OPENING / EVALUATION / VALIDITY PERIOD AWARD : FAIRNESS / IMPARTIALITY / MERIT
<u>MINISTRY OF EDUCATION & CULTURE</u> MINISTRY OF EDUCATION & CULTURE Reform of Secondary Education Project Albion Primary and Junior High School Renovation and extension of existing building Albion, St James CONTRACT SUM : \$38,580,204.00	<p>Eight (8) contractors responded to a public invitation to bid on this contract by purchasing tender documents.</p> <p>By the close of tender on 1998 March 6, six (6) firms returned bids.</p> <p>At the public opening, one (1) bid was rejected as the form of tender (the bid) was not signed. The remaining bids were checked arithmetically and errors corrected in accordance with the instruction to bid and bidders were asked to confirm their willingness to stand by the corrected bid sum.</p> <p>The two (2) lowest corrected bids were subsequently rejected based on incomplete information to evaluate the bidder's qualification in one case and failure to satisfy the minimum volume of works done over each of the last five years in the other case.</p> <p>The two (2) lowest corrected bids were subsequently rejected based on incomplete information to evaluate the bidder's qualification in one case and failure to satisfy the minimum volume of works done over each of the last five years in the other case.</p> <p>Following comparison and detail analysis of the remaining bids, Construction Developers Associates Ltd., (CDA), the lowest evaluated responsive bidder was recommended for the award in the sum of \$38,584,204. This sum is 11.85% above the pre-tender estimate of \$34,493,875.</p> <p>The pre-contract activities examined is in general, satisfactory and the award seems fair and based on merit.</p>

<u>BASIC INFORMATION :</u>	<u>COMMENTS RELEVANT TO ANY OF THE FOLLOWING ACTIVITIES :</u>
CLIENT MINISTRY EXECUTING AGENCY PROJECT NAME \ DESCRIPTION LOCATION	PREQUALIFICATION : INVITATION / EVALUATION TENDER : INVITATION / INSTRUCTIONS / DOCUMENTS / BOND/ OPENING / EVALUATION / VALIDITY PERIOD AWARD : FAIRNESS / IMPARTIALITY / MERIT
<u>MINISTRY OF EDUCATION & CULTURE</u> MINISTRY OF EDUCATION & CULTURE Reform of Secondary Education Project Construction of Annotto Bay Junior High School Annotto Bay, St. Mary Contract Sum : \$49,488,878.60	<p>Six (6) contractors responded to a public invitation to tender on this contract and purchased tender documents.</p> <p>The date for the return of tenders extended from 1997 July 25, to 1998 July 31, to facilitate the preparation of and issuing of additional documentation requested by the contractors.</p> <p>Five (5) contractors supported the invitation and returned bids by the new deadline. At a public opening following shortly after the close, one (1) of the five (5) contractors was adjudged non-responsive as his bid security was below the amount stipulated.</p> <p>Evaluation and comparison of the three (3) lowest tenderers resulted in a recommendation favoring Construction Developers Associates Ltd., the lowest evaluated bidder, for award of contract in their corrected tender price of \$49,488,878.60.</p> <p>The tendering exercise went smoothly, the evaluation seems fair and the award based on merit.</p> <p>The original bid validity period ended on 1997 November 30, but the award was not made until 1998 November, approximately twelve (12) months after the original validity period had expired.</p>

<u>BASIC INFORMATION :</u>	<u>COMMENTS RELEVANT TO ANY OF THE FOLLOWING ACTIVITIES :</u>
CLIENT MINISTRY EXECUTING AGENCY PROJECT NAME \ DESCRIPTION LOCATION	PREQUALIFICATION : INVITATION / EVALUATION TENDER : INVITATION / INSTRUCTIONS / DOCUMENTS / BOND/ OPENING / EVALUATION / VALIDITY PERIOD AWARD : FAIRNESS / IMPARTIALITY / MERIT
<u>MINISTRY OF EDUCATION & CULTURE</u> MINISTRY OF EDUCATION & CULTURE Reform of Secondary Education Project Bellevue Primary and Junior High School Refurbishing of approximately 690 sq. metres of existing classroom <i>and</i> construction of approximately 457 sq. metres of single storey with related facilities. Bellevue, Trelawny Contract Sum : \$13.07	<p>Notice published in print media inviting interested contractors to bid on the project. The advertisement outlined qualification requirements and the use of post-qualification assessment during the evaluation of bids.</p> <p>Five (5) bids were received and opened publicly by the deadline for the return of bids. However, one bid was rejected on account of an incomplete Form of Bid (no bid sum).</p> <p>The Quantity surveyor B.G.W. Cawston & Partners carried out the evaluation of the three (3) lowest bids which their report stated were responsive, and in accordance with the qualification review, they recommended the lowest bid for award of the contract.</p> <p>Berzel Engineering Ltd. was the successful bidder with a corrected bid sum of \$13,079,153.56. The procedure was conducted fairly and corresponds with standard practice.</p>

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<u>MINISTRY OF EDUCATION & CULTURE</u> MINISTRY OF EDUCATION & CULTURE Reform of Secondary Education Project Elderslie Primary and Junior High School To refurbish 506 sq. metres of existing buildings and construction of extensions of toilet block and a new 2-storey classroom block with electrical installation and associated external works. Elderslie, St. Elizabeth Contract Sum: \$21.2M	<p>The MOEC invited interested contractors to bid on this project by publishing notice in the press. The advertisement contains statement of the post qualification exercise in accordance with the IBRD standard requirements.</p> <p>Eleven (11) contractors collected bid documents, but only seven (7) bids were received and recorded at the public opening of bids. One (1) bid however, was rejected because the bid bond requested was not found in the bid document.</p> <p>Following assessment of bidder's qualification data, the lowest bid was also rejected for incomplete information to substantiate stated requirements.</p> <p>Corrections to arithmetic errors in bids were accepted by the bidders and the subsequent evaluation of the three (3) lowest bids resulted in W.A. Reid Construction Co. Ltd. being recommended for the award of the contract. The contractor submitted the lowest evaluated responsive bid and therefore merits the award.</p>

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<p><u>MINISTRY OF EDUCATION & CULTURE</u></p> <p>MINISTRY OF EDUCATION & CULTURE</p> <p>Reform of Secondary Education Project</p> <p>Hatfield Primary & Junior High School</p> <p>To refurbish approximately 1,912 sq. metres of existing building and classroom extensions of 437 sq metres as well as external works.</p> <p>Hatfield, Manchester</p> <p>Contract Sum : \$20.50M</p>	<p>Ten (10) contractors collected bid documents following advertisement in print media, inviting bids on the project. Six (6) bidders responded by submitting bids but checks for responsiveness resulted in one bid being rejected for unsuitable bid bond.</p> <p>The remaining bids were all post qualified in accordance with the instruction to bid and arithmetic errors were corrected.</p> <p>Subsequent evaluation and comparison of the three (3) lowest bids resulted in a recommendation favouring the lowest bid.</p> <p>The procedure was carried out fairly and the award of the contract to Metrocon Associates Ltd. in their corrected bid sum of \$20,453,550.00 was based on merit.</p>

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<u>MINISTRY OF EDUCATION & CULTURE</u> MINISTRY OF EDUCATION & CULTURE Reform of Secondary Education Project Leichesterfield Primary & Junior High School Construction of a new classroom block of reinforced concrete foundations, frame, roof and infill block walls, rendered and painted; a single storey toilet with concrete block wall, timber frame roof finished with metal sheeting. Leichesterfield, Clarendon CONTRACT SUM: \$13.29M	<p>Interested contractors were invited to purchase bid document and return completed bid which include qualification information for assessment.</p> <p>Six (6) firms collected bid documents but only five (5) bids were recorded at the public opening on 1997 July 31.</p> <p>Following arithmetic correction of bids, the third lowest became the lowest bid. Evaluation of qualification information and comparison of the three (3) lowest bid resulted in the lowest bid recommended for award of the contract.</p> <p>The award of the contract to Metrocon Associates Ltd. in their corrected bid sum of \$13,288,760.00 appears to be fair and with merit.</p>

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<u>MINISTRY OF EDUCATION & CULTURE</u> MINISTRY OF EDUCATION & CULTURE Reform of Secondary Education Project Moneague Primary & Junior High School Construction of new building using reinforced concrete for foundations, frame and roof and the refurbishing of existing buildings Moneague, St. Ann CONTRACT SUM: \$13.4M	<p>Eleven (11) contractors indicated an interest by purchasing the bid document in response to an advertisement to submit bids for the project.</p> <p>Nine (9) of the contractors returned the completed bids by the deadline for the return of bids. These nine (9) bids were seen on the register used at the public opening to record bids.</p> <p>Examination for responsiveness to instructions was followed by arithmetic correction of errors and a post qualification exercise.</p> <p>The evaluation was carried out impartially by the Quantity Surveyor, Goldson Barrett Johnson who recommended the lowest evaluated bid for award of the contract. The successful bidder, W.A. Reid Construction Ltd. merits the award.</p>

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<u>MINISTRY OF EDUCATION & CULTURE</u> MINISTRY OF EDUCATION & CULTURE Reform of Secondary Education Project Nain Primary & Junior High School Refurbishing and extension of existing school including construction of a new two (2) storey classroom block and a single storey toilet block. Nain, St. Elizabeth CONTRACT SUM :\$21,607,460.00	<p>Invitation to bid was advertised in the Sunday Gleaner on 1997 June 8, The notice advised interested contractors when to purchase the bid document - gave the date for return of bids and mentioned that there would be a post qualification assessment among other things.</p> <p>Eleven (11) contractors responded to the invitation by purchasing the bid document, but only seven (7) bids were recorded at the bid opening</p> <p>A bid coming from Ronham & Associates Ltd., was rejected for non-responsiveness due to failure to submit information requested to enable evaluation of their bid.</p> <p>Evaluation of the remaining bids included a comparison with the pre bid estimate for \$24.04M, with the lowest bid being 10.1% below that sum.</p> <p>The recommendation and subsequent award to Metrocon Associates Ltd., the lowest evaluated responsive bidder, in the amount of \$21,607,460.00 being their corrected tender price, seems fair and based on merit.</p> <p>The award in 1998 August was the conclusion of the pre-contract activities which started in 1997 June lasting for fourteen (14) months.</p> <p>This may result in additional cost due to the provision of the fluctuation clause in the contract.</p>

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<u>MINISTRY OF EDUCATION & CULTURE</u> MINISTRY OF EDUCATION & CULTURE Reform of Secondary Education Project New Green Primary & Junior High School The renovation of existing building and the construction of a new classroom block of approximately 174 sq. metres New Green, Manchester Contract Sum : \$10,500,499.00	<p>Contractors were invited to tender on this contract via a Public invitation in the printed media on 1997 June 6.</p> <p>The Notice advised of the date to purchase documents, gives the date for return of bids and a post qualification assessment, among other things.</p> <p>Response to invitation was received from ten (10) firms who purchased the bid document. Seven (7) of these supported the invitation by submitting bid by the extended deadline on 1997 July 31. These were publicly opened shortly after the close.</p> <p>Two (2) of the bids were adjudged none responsive; one for failing to provide a bid bond and the other for failing to provide the bid bond in the form stipulated.</p> <p>The remaining five (5) bids were checked for arithmetic errors and corrections made where necessary. The three (3) lowest bids were subsequently evaluated and compared, resulting in a recommendation favouring Seivwright's Building Supplies Ltd., for the award of the contract in their corrected bid sum of \$10,500,499.00.</p> <p>The recommendation was supported by the Ministry's Contract Award Advisory Committee (CAAC), and Cabinet approved the award. The tendering and evaluation exercise was satisfactorily accomplished and the award seems fair and based on merit.</p> <p>The award in 1998 August, however was not made until after an extension of the validity period by nine (9) months..</p>

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<u>MINISTRY OF EDUCATION & CULTURE</u> MINISTRY OF EDUCATION & CULTURE Reform of Secondary Education - Project New Hope Primary and Junior High School Refurbishing of existing building on the construction of a new two-storey classroom block New Hope - Westmoreland CONTRACT SUM:\$22,395,899.17	<p>Twelve (12) contractors responded to a public invitation to tender on this contract by purchasing tender documents.</p> <p>By the close of tender on 1998 March 6, nine (9) firms returned bids which were publicly opened shortly after the close.</p> <p>One (1) bid was rejected for not submitting a bid bond while the rejection of another was based on incomplete information to evaluate the bidder's qualification. The bidder did not respond to repeated requests for the information.</p> <p>The remaining bids all had arithmetic errors which were corrected in accordance with the instruction to bid and the bidders were asked to confirm their willingness to stand by the corrected bid sums.</p> <p>Following a comparative analysis of the three (3) lowest bids, it resulted in a recommendation in favour of W.A. Reid Construction Company Ltd., the lowest bidder. The corrected bid sum for award of the contract was 2.8% below the pre-tender estimate of \$23,049,960.</p> <p>The award seems fair and impartial.</p>

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<u>MINISTRY OF EDUCATION & CULTURE</u> MINISTRY OF EDUCATION & CULTURE Reform of Secondary Education Project Retreat Primary & Junior High School Exension and refurbishing of Retreat Primary and Junior High School Retreat, St Mary Contract Sum : \$8,691,522.00	<p>An advertisement in the Sunday Gleaner on 1998 January 18, inviting contractors to bid on the project had all the relevant information to facilitate a smooth tender process. The notice gave the dates for purchasing and returning the completed bid document, the validity period and bid security requirements, among other things.</p> <p>Although twelve (12) contractors collected the bid document only ten (10) returned bids by the stipulated deadline</p> <p>Following preliminary examination at the public opening, one (1) bid was rejected as it did not satisfy the five-year requirement for bidding on this project. Detail evaluation thereafter which include correction of arithmetic errors and checking bidders' qualification, resulted in another bid being rejected for incomplete information to assess the bidders' capability.</p> <p>Subsequent comparison of the three (3) lowest bids concluded with a contract for award of the contract to W.G. Walters Construction Co. Ltd in their corrected bid sum of \$8,691,522.00.</p> <p>The exercise was carried out fairly and impartially.</p>

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<u>MINISTRY OF EDUCATION & CULTURE</u> MINISTRY OF EDUCATION & CULTURE Reform of Secondary Education Projects Steer Town Primary and Junior High School Renovation and Extension of existing building and the construction of a new classroom block. Steer Town, St. Ann Contract Sum : \$23,410,830.50	<p>Contractors were invited to tender on this contract via a Public invitation in "The Daily Gleaner" on 1997. June 6.</p> <p>The advertisement gave dates for viewing and purchasing documents. It also mentioned a post qualification assessment and other information.</p> <p>Response to invitation was received from ten (10) firms who purchased bid documents. Eight (8) of these supported the invitation and submitted bids by the extended deadline on 1997 July 31.</p> <p>The tenders were recorded along with their tender bond at a Public opening shortly after the close. The bids were all responsive, and subjected to analysis and arithmetic checks. Where errors were found, the companies were informed and confirmed their acceptance to the corrections.</p> <p>The evaluation and comparison of the three (3) lowest bids resulted in a recommendation favouring Metrocon Associates Limited, the lowest responsive bidder, for the award in their corrected tender price of \$23,410,830.50.</p> <p>The award to the lowest bidder seems fair and based on merit but the award in 1998 August, is eight (8) months after the original bid validity period expires.</p>

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<u>MINISTRY OF EDUCATION & CULTURE</u> MINISTRY OF EDUCATION & CULTURE Reform of Secondary Education White Marl Primary & Junior High School Renovation and extension of existing building and the construction of a new classroom block. White Marl, St. Catherine CONTRACT SUM : \$19.67M	Five (5) contractors responded to a public invitation to tender on this contract and purchased tender documents Date for the return of tenders extended from 1997 July 25, to 1997 July 31, to facilitate the preparation of and issuing of additional documentation requested by the contractors. The five (5) contractors returned bids by the new date, and at a Public Opening following shortly after the closing time, they were all adjudged to be responsive. The evaluation and comparison of the three (3) lowest tenders resulted in a recommendation favouring Ronham & Associates Limited, the lowest responsive bidder, for award of the contract in their corrected tender price of \$19,674,078.50. The tendering exercise was satisfactorily accomplished and the award was fair and based on merit. Original bid validity period ended on 1997 November 30, but the award was not made until 1998 August, approximately nine (9) months after the original validity period expired

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<u>MINISTRY OF EDUCATION & CULTURE</u> HEART TRUST/NTA Expansion of Runaway Bay HEART Academy Construction of hotel rooms and conference facility expansion including auxiliary works. Runaway Bay, St. Ann CONTRACT SUM : \$84M	<p>Nine (9) contractors were short-listed from the Government Register of 'A' Grade Contractors and invitations to tender were sent to them on 1998 April 16. The instruction stipulated that tenders to be returned by 12 noon on 1998 May 15, was subsequently extended to 1998 May 26, due to additions in the bid document.</p> <p>Eight (8) bids were received and recorded at the public opening of the bids the same day.</p> <p>During the Quantity Surveyor's evaluation and analysis of the three (3) lowest bids, arithmetic errors were found in the bids. The bidders were informed and although the lowest and the highest had agreed to stand by their bid price, the second lowest withdrew his bid.</p> <p>Trafalgar Construction Co. Ltd., submitted the lowest bid for \$86M which is 17.3% below an outdated pre-tender estimate of \$104M. The percentage difference and an updated estimate of \$110M seem to have resulted in the Quantity Surveyor not making a definite recommendation for award of the contract. This was supported by the lead Consultant leaving the Client to make a decision. Subsequent discussion, however, resulted in Trafalgar Construction Co. Ltd. conceding that their offer was low and withdrew their bid.</p> <p>The highest or the remaining offer that was evaluated was finally recommended for award of the contract. This however, was after sections of the bid were deleted to accommodate budgetary restraint. The bid sum of \$107,388,602.60 was reduced to \$84,170,429.00 and the contract was awarded to Nesco Construction Services Ltd.</p>

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<u>MINISTRY OF EDUCATION & CULTURE</u> HEART TRUST /NTA Technical High School Development Programme Extension to Block 'G' - Dunoon Technical High School Cawley Road, Kingston 2 CONTRACT SUM : \$8,494,715.05	<p>Eight (8) contractors selected from the Government Contracts Committee list was approved by HEART Trust Board and invited by letter to bid on the project. The eight (8) invitees responded by collecting and returning their bids by the deadline for the return of bids. At the public opening all the bids were accepted as responsive to the instructions to bid.</p> <p>Following APEC Consultants Ltd., evaluation and comparison of the three (3) lowest bids, they recommended 21st Century Building Services Ltd., the lowest bidder for award of the contract.</p> <p>It was noted that the successful contractor is located in 'B' grade on the Government Contracts Committee list with an upper limit of \$6.0M and this contract exceeds this limit. However, it was recorded that the contractor had undertaken contracts of comparative value as this one, successfully. Furthermore the Agency continues to ignore the call for bid bond to accompany bids</p>

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<u>MINISTRY OF ENVIRONMENT & HOUSING</u> MINISTRY OF ENVIRONMENT & HOUSING Cedar Grove Housing Construction of 45 studio units and 83 2-bedroom units with infrastructure consisting of road, water supply and sewage. Grange Lane, Portmore St Catherine CONTRACT SUM : \$166.056M	<p>This is a joint venture project negotiated between the Ministry of Environment & Housing and Uni Motors Properties Ltd. to be completed in fifteen (15) months. This was not a subject of the tender process as there was no invitation to tender.</p> <p>The private partner is a limited liability company with its Memorandum of Association empowering it to deal in real estate as it relates to the Real Estate Act.</p> <p>The test for impartiality and merit could not be done since the tendering procedure was not applied.</p>
Granite Housing Construction of 75 serviced lots and 128 housing units with infrastructure consisting of road, water supply and sewage. Grange Lane, St Catherine CONTRACT SUM : \$166.056M	<p>This is a joint venture project between the Ministry of Environment & Housing and Granite Developers Ltd. which is a limited liability company registered under the Companies Act to carry out certain functions and operations as stipulated in the Articles and Memorandum of Association.</p> <p>The contract was negotiated, consequently, the matter of impartiality and merit was not recognised in the negotiations</p>

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<u>MINISTRY OF ENVIRONMENT & HOUSING</u> MINISTRY OF ENVIRONMENT & HOUSING Mount Royal Housing Construction of 120 serviced lots and 134 2-bedroom and 80 studios with infrastructure consisting of road, water supply and sewage. Cedar Grove, Grange Lane, St Catherine CONTRACT SUM : \$272.4M	<p>This is a joint venture project between the Ministry of Environment & Housing and Mount Royal Development Ltd.</p> <p>The basic arrangement as stipulated in the agreement is that the Ministry will provide and the developers is to finance the construction of infrastructure, housing units and serviced lots.</p> <p>In what appears to be a reasonable agreement the following were also noted:</p> <ul style="list-style-type: none"> (i) a clause giving the Ministry the right to extend commencement of the project or to terminate the agreement; and (ii) the Ministry is to share in any excess profit accumulated from this development.
Greater Portmore Drainage - Phase II Physical infrastructure Portmore, St Catherine CONTRACT SUM : \$84M	<p>This was a negotiated contract. The West Indies Home Contractors Ltd seems to be the only beneficiary of additional contracts emanating from the Greater Portmore housing development. There seems to be no other way to award these contracts but by negotiation based on the written proposals.</p>

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<p><u>MINISTRY OF INDUSTRY & INVESTMENT</u></p> <p>FACTORIES CORPORATION OF JAMAICA LTD.</p> <p>Earthwork & Pavement</p> <p>Excavate earth embankment for additional parking space; construct 6" cc wall including trimming of embankment and back fill behind wall; construct asphalt concrete parking area and "V" drain for storm water.</p> <p>White Marl, St. Catherine</p> <p>CONTRACT SUM : \$ 1.4M</p>	<p>Five (5) contractors on Public Sector List invited to bid on two separate contracts, but only two (2) contractors returned bids as follows:</p> <table border="0"> <tr> <td>T.A. Morgan Contractors Co.Ltd. - Part 1 - \$845,953.73)</td> <td></td> </tr> <tr> <td>T.A. Morgan Contractors Co.Ltd - Part 2 - \$560,612.27)</td> <td>\$1,405,966.00</td> </tr> <tr> <td>Crescent Construction Co. Ltd. - Part 1 - \$892,896.84)</td> <td></td> </tr> <tr> <td>Crescent Construction Co. Ltd. - Part 2 - \$650,000.72)</td> <td>\$1,542,897.56</td> </tr> <tr> <td>Engineer's Estimate - Part 1 - \$926,237.60)</td> <td></td> </tr> <tr> <td>- Part 2 - \$721,059.65)</td> <td>\$1,647,297.56</td> </tr> </table> <p>Recommendation favoured lowest bidder in both cases for award of the contracts, but the procedure was not without faults.</p> <p>Standard practice requires that bids should be opened on the same day following their return. In this case the bids were opened one day later for no apparent reason. Although it was mentioned that the bidders were invited to attend the opening, none was present and the invitations were not seen.</p> <p>Splitting the contract in two (2) parts for bidding appeared to be done to avoid the GCC's deliberation process, and it seems to involve a higher cost to price two separate tenders instead of one. The scope of work did not justify the splitting of the contract.</p>	T.A. Morgan Contractors Co.Ltd. - Part 1 - \$845,953.73)		T.A. Morgan Contractors Co.Ltd - Part 2 - \$560,612.27)	\$1,405,966.00	Crescent Construction Co. Ltd. - Part 1 - \$892,896.84)		Crescent Construction Co. Ltd. - Part 2 - \$650,000.72)	\$1,542,897.56	Engineer's Estimate - Part 1 - \$926,237.60)		- Part 2 - \$721,059.65)	\$1,647,297.56
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<p><u>MINISTRY OF LABOUR</u> <u>SOCIAL SECURITY & SPORTS</u></p> <p>MINISTRY OF TRANSPORT & WORKS</p> <p>Farm Workers Processing Centre</p> <p>Construction of a two storey building to accommodate the processing of farm workers.</p> <p>110-114 East Street</p> <p>CONTRACT SUM : \$42.67 M</p>	<p>In the financial Year 1990/91 the Ministry of Labour Social Security and Sports received funding of C\$2M from the Canadian Government to build a processing centre for its Farm Workers Programme. Although designing began as early as 1991 with the engagement of EDCo. which was eventually merged with the NHC, construction only began in 1998 May.</p> <p>Examination of pre-contract document at the Ministry of Labour Social Security and Sports and the Ministry of Transport and Works revealed the following;</p> <ol style="list-style-type: none"> At one point two architects were employed to provide drawings at the same time. One engaged by EDCo and the other engaged by Ministry of Works. There are conflicting responses on the circumstances leading up to this situation but it is clear that this was badly handled and eventually cost the Ministry of labour additional expense. The successful contractor is listed on the GCC contractor's "B" Grade list which has a limit of \$6 M. <p>The award of \$42.67 M is way above the "B" grade limit and checks made reveals that there has not been any official adjustment of the limit. The contractor has not been upgraded to grade "A" and the minutes of the GCC meeting does not indicate that the contractors position on the list was considered in their deliberation. The GCC status noted that "the contractor has demonstrated the ability to work" in volatile areas. The award received the approval of the GCC who maintains the contractors list and in turn recommended the award of the contract to Cabinet. The issues arising are:</p> <ol style="list-style-type: none"> Why did the Works Ministry include this contractor in the tender list when the GCC is housed in that ministry and checks would easily reveal the contractor's status. Why did the GCC fail to take notice of the contractor's status. <p>It must be conceded that the contracts limits are in need of an upward adjustment a multiplier system seems to be in place to make up for the outdated contractors list. However if this is the case it must be done in a transparent manner.</p> <p>Notwithstanding the above, the contract was awarded in accordance with the selective tendering principles to the lowest responsive bidder K.E.L Construction Management Ltd.</p>

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<p align="center"><u>MINISTRY OF LOCAL GOVERNMENT YOUTH & COMMUNITY DEVELOPMENT</u></p> <p align="center">ST CATHERINE PARISH COUNCIL</p> <p>Linstead Market Repairs to metal roof including supply of materials and to make good.</p> <p align="center">St Catherine</p> <p>CONTRACT SUM: \$.890M</p>	<p>This contract involves general repairs to the metal roof of the Linstead Market. The contract was negotiated with one contractor taken from the Government list of contractors. Due to the value of the contract, it was not necessary for it to be referred to the Government Contracts Committee for approval.</p>
<p align="center"><u>MINISTRY OF TRANSPORT & WORKS</u></p> <p align="center">MINISTRY OF TRANSPORT & WORKS</p> <p>Package 2 Project #1 Negril to Savlamar Roads</p> <p>To prepare road surface, scarify existing roadway and lay additional sub-base, spray MCO prime coating and overlay with asphaltic concrete</p> <p align="center">Westmoreland</p> <p>CONTRACT SUM : \$336.7M</p>	<p>Invitation to tender was based on a Financial Proposal by the contractor, Y.P. Seaton & Associates Ltd. The Financial Proposal was accepted and the contract was negotiated with Y.P. Seaton & Associates Ltd. for the sum of \$336.7M.</p> <p>The Government Contracts Committee after examination of the negotiation recommended the award of the contract to Y.P. Seaton & Associates Ltd. in the sum of \$336.7M.</p> <p>Y.P. Seaton & Associates Ltd. is listed on the Government Registered List of Contractors.</p> <p>The award was not based on competitive merit.</p>

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<p><u>MINISTRY OF TRANSPORT & WORKS</u></p> <p>MINISTRY OF TRANSPORT & WORKS</p> <p>Urban Roads - Periodic Maintenance Programme</p> <p>Asphaltic Concrete Overlay Works Package 1 & 2</p> <p>Corporate Area</p> <p>CONTRACT SUM :\$ 167.8M</p> <p>Sub-Package awarded for implementation - \$50M</p>	<p>Invitations to tender were sent out to ten (10) prequalified "A" Grade Contractors. Three (3) of the ten (10) invitees returned tenders as follows:</p> <ol style="list-style-type: none"> Surrey Paving & Aggregate Co. Ltd. Package 1 - \$ 84,306,435.26 Package 2 - \$ 83,544,025.51 General Paving Co. Ltd. Package 1 - \$105,721,432.00 Package 2 - \$104,251,410.00 <p>The tenders with a validity period of One Hundred and Twenty 120 days were responsive and were publicly opened on 1998 January 16, when the contractors were asked to extend the validity period by an additional sixty (60) days. This request was agreed upon.</p> <p>Tender exercise and evaluation were executed with merit.</p> <p>Surrey Paving & Aggregate Co. Ltd., the lowest tenderer, was recommended for the award of the contract in the sum of \$167.8M. due to budgetary constraints, a sub-package was formulated combining Package 1 & 2 of the most critical sections of the roads. This resulted in the award of the contract being reduced to a Sub-Package "A" in the sum of \$50M.</p>

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<u>MINISTRY OF TRANSPORT & WORKS</u> AIRPORTS AUTHORITY OF JAMAICA Airports Reform & Development Programme Norman Manley International Airport To reconstruct Apron and Fuelling System Kingston CONTRACT SUM : \$478.3M	<p>Based on the two envelope bidding system, a mix of eighteen (18) foreign and local contractors collected the documents to prequalify and bid on this project. However, only one response was recorded at the opening of the envelope containing the prequalification document.</p> <p>After an assessment of that prequalification information submitted, the second envelope with the bid was opened since the bidder satisfied the prequalification requirements for his bid to be accepted for evaluation.</p> <p>Apart from the bid document requirement for the bidders to complete the base bid the document also asked bidders for alternatives. The single bidder included five (5) alternatives along with his base bid. Following the evaluation process of the bids an alternative numbered III was selected for award of the contract. Phil & Son AS of Denmark was the only bidder in this case.</p> <p>Having examined the cause for the poor response to the bidding process, it seems as if the scope of work to be executed would also require the use of specialist sub-contractors by the (main contractor) bidder. Prequalification information therefore had to be submitted as well for these specialists, so the majority of the bidders apparently were either not happy with this arrangement or the time was too short to complete the requirement and submit bids. Notwithstanding the above comments, <u>extraordinary time</u> frame may have been required to enable more bidders to respond.</p>

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<u>MINISTRY OF TRANSPORT & WORKS</u> AIRPORTS AUTHORITY Norman Manley International Airport Extension of existing intransit lounge and adjoining ticketing area and refurbishing with electrical and air conditioning installation <p align="center">Kingston</p> CONTRACT SUM :\$93.7 M	Seven (7) contractors on the public sector list of contractors were invited to tender on the project by letter dated 1998 February 11. The documents were collected by the contractors with instructions to return the tender by 12:00 noon 1998 March 11. Four (4) of seven (7) contractors returned tenders as follows Tankweld Construction Co. Ltd - \$93,739,122.00 Glasford G. Woolery & Partners - \$94,552,844.00 Jatlin Construction Ltd - \$96,000,000.00 Tankweld Limited - \$98,257,798.00 Quantity Surveyor's Estimate - \$98,119,375.00 Tenders were opened publicly. Evaluation and analysis of tenders were carried out in accordance with standard practice. Validity period was three (3) months. Tankweld Construction Company Limited, the lowest responsive tenderer was recommended for the award of the contract in the sum of \$93.7M. Recommendation was made impartially and with merit.

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<u>MINISTRY OF TRANSPORT & WORKS</u> AIRPORTS AUTHORITY OF JAMAICA Refurbishing of Queens/AJAS Warehouse To renovate existing warehouse and offices and erection of security fences on its northern boundary Norman Manley International Airport CONTRACT SUM :\$ 22.6M	Three (3) prequalified contractors from the Ministry's list of contractors were invited to tender on the project. Required instructions and documentation were collected by the contractors from the office. Tenders were returned on the date and time specified and opened publicly Evaluation and analysis of the tenders were executed impartially. All three (3) contractors returned tenders. Elite Enterprises Ltd \$17.5M, Tropical Metal Products Ltd \$19.1M and Alfrasure Structures & Roofing Ltd \$22.6M, which was the most responsive tender. Although Alfrasure Structures & Roofing Ltd was the highest tenderer they were recommended for the award of the contract in the sum of \$22.6M. Quantity Surveyor's Estimate was \$27.6M. Recommendation was made impartially and with merit.

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<u>MINISTRY OF TRANSPORT</u> <u>& WORKS</u> METROPOLITAN MANAGEMENT TRANSPORT HOLDINGS LTD. Eastern Bus Depot The paving of depot area and associated works Windward Road, Kingston CONTRACT SUM: \$68,248,275.13	<p>Letters of invitation were sent to four (4) specialist concreting contractors to submit bids along with financial proposals for the construction of three (3) depots. They were informed that the three (3) projects could be awarded to any one contractor and was requested to offer a discount if an award of two (2) or three (3) was made.</p> <p>Three (3) contractors submitted bids for this project; one of the bids received was disqualified for not submitting their financial proposal following examination of bids.</p> <p>The remaining two (2) bids were evaluated. This evaluation included an analysis of their financial proposal by adding a percentage to the Base GOJ Six-Month Treasury Bill.</p> <p>The lower bid submitted by Suremix Ltd. had a higher interest rate and although a two percent (2%) discount was offered and Redimix Concrete Ltd offered no discount, the indication was if Redimix was awarded the contract the overall cost would be lower to the employer.</p> <p>The GCC supported the award and Cabinet approval given.</p>

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<u>MINISTRY OF TRANSPORT & WORKS</u> METROPOLITAN MANAGEMENT TRANSPORT HOLDINGS LIMITED Portmore Bus Depot The paving of depot area and associated works Greater Portmore, St. Catherine CONTRACT SUM :\$81,478,457.13	<p>Invitations sent to four (4) specialist concreting contractors to submit bids along with financial proposals for the construction of three (3) depots. They were informed that the three (3) projects could be awarded to any one contractor and requested to offer a discount if an award of two (2) or three (3) were made.</p> <p>Two (2) contractors submitted bids for this project. The bids received were evaluated along with an analysis of the proposals with the addition of a percentage to the Base GOJ Six-Month Treasury Bill.</p> <p>The lower bid submitted by Suremix Ltd. had a higher interest rate on the Treasury Bill and although a two percent (2%) discount was offered and no offer of a discount from Redimix Concrete Ltd. the other bidder, the result indicated that if the award was made to Redimix Concrete Ltd. this could result in a significant saving to the employer. The GCC supported the award and Cabinet approval given.</p>

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<u>MINISTRY OF TRANSPORT & WORKS</u> METROPOLITAN MANAGEMENT TRANSPORT HOLDING LTD. Spanish Town Bus Depot The paving of depot area and associated works. Spanish Town, St. Catherine CONTRACT SUM :\$79,679,381.03	<p>Invitation sent out to four (4) specialist concreting contractors to submit bids along with financial proposals for the three (3) depots to be constructed. The contract for this depot received three (3) bids by the deadline for return of bids. The fourth bidder's document was late and it was returned unopened to the bidder, and one of the three bids was also disqualified for not submitting their financial proposal following examination of bids.</p> <p>The remaining two (2) bids were evaluated. This evaluation included an analysis of their financial proposal by adding a percentage to the base G.O.J. six month Treasury Bill.</p> <p>The lowest bidder had a higher rate on the Treasury Bill than the other bidder and although instruction for discount was included in the lowest bidder's price in accordance with the bid document the financing of the contract would cost more than the other bidder with a lower rate, but offered no discount. The lowest bid however was only \$189,061.12, a negligible amount, below the successful bidder, Redimix Concrete Ltd.</p> <p>The GCC supported the recommendation and Cabinet approved the award of the contract.</p>

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<u>MINISTRY OF TRANSPORT & WORKS</u> PORT AUTHORITY OF JAMAICA LTD. Rehabilitation of Beacons - Kingston Harbour Remove existing Beacons, drive "H" Piles, install concrete pile caps, construct and install appropriate Beacons Kingston - Newport West CONTRACT SUM : \$ 14.3M	<p>Invitation to tender was sent to four (4) prequalified contractors. Three (3) responded as follows:</p> <ol style="list-style-type: none"> 1. Tankweld Construction - \$19.7M 2. Diving & Salvaging Ltd. - \$18.8M 3. Tankweld Ltd. - \$12.7M <p>Tenders were opened privately and evaluated. The lowest competitive tender was received from Tankweld Limited and was awarded the contract in the sum of \$12.7M.</p> <p>The contract was implemented twelve (12) months after the tender validity period had expired and the contract sum was revised to \$14.3M.</p> <p>The contract was awarded impartially and on merit, but the PAJ persists in the practice of private opening of tenders.</p>

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<p><u>MINISTRY OF WATER</u></p> <p>NATIONAL WATER COMMISSION</p> <p>Clarks Town/Duncans Water Supply</p> <p>The construction and erection of a 220 cubic meters metal storage water tank with associated site works</p> <p>Spicy Hill, Duncans, Trelawny</p> <p>CONTRACT SUM :\$ 4.4M</p>	<p>Letters of invitation were sent to six (6) approved public sector contractors. Four (4) submitted bids which were publicly opened 1997 October 22.</p> <p>Following the evaluation exercise which was carried out, the decision was taken to award the contract in favour of Seivwright Building Supplies Ltd., the lowest tenderer in the sum of \$4,475,262.60, being 3% below the Engineer's Estimate.</p> <p>The Government Contracts Committee supported the award and Cabinet approval given.</p> <p>The recommendation and subsequent award were carried out in accordance with standard procedures.</p>

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<p align="center"><u>MINISTRY OF WATER</u></p> <p align="center">CARIB ENGINEERING CORPORATION LTD.</p> <p>Darliston Water Supply</p> <p>Caledonia to Darliston- Line C</p> <p>The laying of approximately 5,400 metres 300mm Ductile Iron Pipeline</p> <p align="center">Caledonia, Westmoreland</p> <p>CONTRACT SUM :\$38.48M</p>	<p>Letters of invitation were sent to twenty-two (22) Registered Public Sector Contractors. Eighteen (18) responded by collecting documents. Contractors were given the opportunity to tender on all three (3) contracts in the package with the understanding that no more than two (2) contracts would be awarded to any one tenderer.</p> <p>The respondent contractor submitted an amount of thirty-seven (37) bids which were publicly opened on the 1997 April,24 .</p> <p>Upon completion of the evaluation exercise the decision was taken to award Contracts Nos.1 & 2 in favour of Edwards Construction Ltd., the second lowest tenderer in the sum of \$38.96M and \$36.25M and Contract No. 3 to Bacchus Engineering Works Ltd. in the sum of \$38.48.</p> <p>On referral to the Government Contracts Committee (GCC) for its approval, the GCC requested further information before a decision could be taken. On the provision of the information requested the original recommendation was overturned and Contract No. 1 awarded to Edwards Construction Ltd. In the sum of \$38.96M and Contracts Nos. 2 & 3 awarded to the lowest tenderer, Bacchus Engineering Works Ltd. In the sum of \$35.11M and \$38.48M respectively.</p> <p>Cabinet approved the award.</p> <p>The selection and subsequent awards appeared to have been carried out in accordance with standard procedures. There was however, an area of disagreement between the consultants and the GCC regarding the awards, which resulted in the original recommendation being overturned by the GCC.</p>

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<p align="center"><u>MINISTRY OF WATER</u></p> <p align="center">CARIB ENGINEERING CORPORATION LTD.</p> <p>Darliston Water Supply</p> <p>Roaring River to Whithorn - Line A</p> <p>The laying of approximately 6,200 metres 400mm Ductile Iron Pipeline</p> <p align="center">Roaring River, Westmoreland</p> <p>CONTRACT SUM :\$38.96M</p>	<p>Letters of invitation were sent to twenty-two (22) Registered Public Sector Contractors. Eighteen (18) responded by collecting documents. Contractors were given the opportunity to tender on all three (3) contracts in the package with the understanding that no more than two (2) contracts would be awarded to any one tenderer.</p> <p>The responded contractor submitted an amount of thirty-seven (37) bids which were publicly opened on the 1997 April24 .</p> <p>Upon completion of the evaluation exercise the decision was taken to award Contracts Nos.1 & 2 in favour of Edwards Construction Ltd., the second lowest tenderer in the sum of \$38.96M and \$36.25M and Contract No. 3 to Bacchus Engineering Works Ltd. in the sum of \$38.48.</p> <p>On referral to the Government Contracts Committee (GCC) for its approval, the GCC requested further information before a decision could be taken. On the provision of the information requested the original recommendation was overturned and Contract No. 1 awarded to Edwards Construction Ltd. In the sum of \$38.96M and Contracts Nos. 2 & 3 awarded to the lowest tenderer, Bacchus Engineering Works Ltd. In the sum of \$35.11M and \$38.48M respectively.</p> <p>Cabinet approved the award.</p> <p>The selection and subsequent awards appeared to have been carried out in accordance with standard procedures. There was however, an area of disagreement between the consultants and the GCC regarding the awards, which resulted in the original recommendation being overturned by the GCC.</p>

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<p align="center"><u>MINISTRY OF WATER</u></p> <p align="center">CARIB ENGINEERING CORPORATION LTD.</p> <p>Darliston Water Supply</p> <p>Whithorn to Caledonia - Line B</p> <p>The laying of approximately 3,300 metres 300mm Ductile Iron Pipeline</p> <p align="center">Whithorn, Westmoreland</p> <p>CONTRACT SUM :\$35.11M</p>	<p>Letters of invitation were sent to twenty-two (22) Registered Public Sector Contractors. Eighteen (18) responded by collecting documents. Contractors were given the opportunity to tender on all three (3) contracts in the package with the understanding that no more than two (2) contracts would be awarded to any one tenderer.</p> <p>The responded contractor submitted an amount of thirty-seven (37) bids which were publicly opened on the 1997 April 24.</p> <p>Upon completion of the evaluation exercise the decision was taken to award Contracts Nos.1 & 2 in favour of Edwards Construction Ltd., the second lowest tenderer in the sum of \$38.96M and \$36.25M and Contract No. 3 to Bacchus Engineering Works Ltd. in the sum of \$38.48.</p> <p>On referral to the Government Contracts Committee (GCC) for its approval, the GCC requested further information before a decision could be taken. On the provision of the information requested the original recommendation was overturned and Contract No. 1 awarded to Edwards Construction Ltd. In the sum of \$38.96M and Contracts Nos. 2 & 3 awarded to the lowest tenderer, Bacchus Engineering Works Ltd. In the sum of \$35.11M and \$38.48M respectively.</p> <p>Cabinet approved the award.</p> <p>The selection and subsequent awards appeared to have been carried out in accordance with standard procedures. There was however, an area of disagreement between the consultants and the GCC regarding the awards, which resulted in the original recommendation being overturned by the GCC.</p>

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<p><u>MINISTRY OF WATER</u></p> <p>NATIONAL WATER COMMISSION</p> <p>Packi River Water Supply</p> <p>The laying of pipelines forming part of the transmission and distribution System</p> <p>Packi River, Portland</p> <p>CONTRACT SUM :\$5.20M</p>	<p>Letters of invitation were sent to nine (9) approved contractors. Eight (8) submitted bids which were publicly opened on Tuesday, 1998 April 7.</p> <p>Following the evaluation exercise the decision was taken to award the contract in favour of T.A. Morgan Construction Co. Ltd., the lowest acceptable tenderer, in the sum of \$5,205,155.00.</p> <p>The Government Contracts Committee supported the award and it is presently awaiting Cabinet Approval following which the agreement will be signed.</p> <p>The recommendation and subsequent award were made in an impartial manner and based on merit.</p>

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<p align="center"><u>JAMAICA SOCIAL INVESTMENT FUND</u></p> <p align="center">JAMAICA SOCIAL INVESTMENT FUND</p> <p>Road Improvement Works for Alston- Moravia Roads</p> <p align="center">Alston-Moravia, Clarendon</p> <p>CONTRACT SUM :\$ 2.968M</p>	<p>Thirteen (13) tenderers purchased documents of which nine (9) were returned for opening.</p> <p>The tenders were opened publicly. Bids were pre-qualified and then evaluated in accordance with World Bank's procedures for the procurement of works contracts.</p> <p>The lowest responsive tender submitted by Sanjon Asphalt Co. Was recommended for award of the contract. The recommendation was accepted by the JSIF Board and ratified by Cabinet and the World Bank.</p>
<p>Road Improvement Works for Killancholy to Tremolesworth Road</p> <p align="center">Killancholy/Tremolesworth, St. Mary</p> <p>CONTRACT SUM :\$ 11.12M</p>	<p>Eight (8) bidders returned the completed bid document following the purchase of the document by eleven (11) contractors.</p> <p>The opening of the bids was a public one with the bidders or their representatives in attendance.</p> <p>Bids were examined for responsiveness and post qualified and evaluated for competitiveness.</p> <p>The two lowest bids were rejected following failure to post qualify, and the bid from Chin's Construction Co. Ltd. recommended for award of the contract.</p> <p>The recommendation was accepted by the JSIF Board and ratified by Cabinet and the World Bank.</p>

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<p align="center"><u>JAMAICA SOCIAL</u> <u>INVESTMENT FUND</u></p> <p align="center">JAMAICA SOCIAL INVESTMENT FUND</p> <p>Upgrading of Carron Hall All Age and Infant Schools</p> <p align="center">Carron Hall, St. Mary</p> <p>CONTRACT SUM : \$ 9.17M</p>	<p>Fifteen (15) tenderers purchased documents of which ten (10) were returned for opening.</p> <p>The opening of tenders was conducted publicly with representatives of the various firms present.</p> <p>All bids were post-qualified and then evaluated. The lowest evaluated bidder was disqualified because they were unable to convince the JSIF that they possessed adequate resources in relation to the rates submitted to execute the job.</p> <p>The next lowest tenderer, Dynamic Construction Co. Ltd. was deemed qualified and responsive and was recommended for the award.</p> <p>This recommendation was upheld and ratified by the JSIF Board and World Bank. Award was made on merit.</p>

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<p align="center"><u>JAMAICA SOCIAL INVESTMENT FUND</u></p> <p align="center">JAMAICA SOCIAL INVESTMENT FUND</p> <p>Construction of Mocho Community Center and Basic School</p> <p align="center">Mocho - St. James</p> <p>CONTRACT SUM : \$ 11.99M</p>	<p>Ten (10) contractors responded to the advertisement and purchased bid documents. Seven (7) returned bids, which were opened in the presence of the contractors or their representatives.</p> <p>Following examination for responsiveness, post qualification exercise and bid evaluation, the process resulted as under:</p> <ol style="list-style-type: none"> 1. Lowest bid disqualified for failure to submit a bid bond. 2. Second lowest bid disqualified for lack of experience. 3. Third lowest bid disqualified for unsatisfactory bid bond based on Attorney General's ruling. 4. Fourth lowest bid not considered for award due to his current work load. 5. Fifth lowest bid from H.D.B. Construction Ltd. recommended for award of the contract. <p>The evaluation report gives clear reasons for the rejection of the bids and the recommendation was accepted by the JSIF Board and ratified by Cabinet and the World Bank.</p>

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<p align="center"><u>JAMAICA SOCIAL INVESTMENT FUND</u></p> <p align="center">JAMAICA SOCIAL INVESTMENT FUND</p> <p>Construction of Union Basic School</p> <p align="center">Union, St. Ann</p> <p>CONTRACT SUM :\$ 4.99M</p>	<p>Eleven (11) bids were returned and recorded at a public opening of the bids following the purchase of the bid document by eighteen (18) contractors.</p> <p>The bids were examined for responsiveness, underwent post qualification test and were evaluated for competitiveness.</p> <p>Here is a case where the two lowest bids were disqualified for the same reason and the lowest of the remaining bids from Striders Building Construction & Joinery recommended for award of the contract.</p> <p>Insufficient experience seems to be one of the main reasons for rejection on many bids for JSIF projects. The problem is due to a lack of information in the JSIF's advertisements, but the bidders are not free from blame because they are not reading the bid document carefully.</p> <p>The recommendation was accepted by the JSIF Board and ratified by Cabinet and the World Bank.</p>
<p>Supply and Installation of Pipelines and the Construction of a Booster Station</p> <p align="center">Cooling Spring, Portland</p> <p>CONTRACT SUM :\$5.42M</p>	<p>Thirteen (13) tenderers purchased documents, eight (8) returned for opening.</p> <p>The opening of tenders was conducted publicly with representatives from the various firms present.</p> <p>Bids were Post-Qualified and then evaluated and the lowest responsive tender from Mogul Transport & Construction Ltd. recommended for award of the contract.</p> <p>The recommendation was accepted by the JSIF Board and ratified by Cabinet and the World Bank.</p>

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<p align="center"><u>JAMAICA SOCIAL INVESTMENT FUND</u></p> <p align="center">JAMAICA SOCIAL INVESTMENT FUND</p> <p>Road Improvement Works for York to Cove and Cold Spring to Timbermarket.</p> <p align="center">Westmoreland</p> <p>CONTRACT SUM : \$ 20.86M</p>	<p>Ten (10) tenderers purchased documents. Eight (8) returned tenders. Opening of tenders was conducted publicly.</p> <p>Tenders were Post-Qualified and evaluated in accordance with World Bank Procedures for Procurement of Works Criteria.</p> <p>The tender submitted by Mogul Transport & Construction Ltd. and Striders Building & Joinery Co. Were rejected because they lacked the required experience needed to execute the works.</p> <p>The lowest evaluated tender submitted by D.R. Foote Construction Co. Ltd. recommended for the award of contract. The JSIF Board accepted the recommendation which was subsequently ratified by Cabinet and the World Bank.</p>

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<p align="center"><u>OFFICE OF THE PRIME</u> <u>MINISTER</u></p> <p align="center">NATIONAL HOUSING TRUST</p> <p>Longville Offsite Infrastructure Works</p> <p>Upgrading and construction of the new access road to main road and trunk sewer.</p> <p>Longville, Free Town Clarendon</p> <p>CONTRACT SUM :\$18.96M</p>	<p>Four (4) contracting firms were invited to tender. On the date of the opening all four contractors returned bids but, two (2) were late. The client wanted a minimum of three (3) bids for a competitive evaluation. To accomplish this they postponed the bid opening for four (4) days giving the late bidders an opportunity to return their bids on a new date, instead of rejecting the late bids.</p> <p>All four (4) bids subsequently were early on the new date and were opened in the presence of the bidders or their representatives.</p> <p>The three (3) lower bids were evaluated and the lowest bid from Lester Johnson Construction Company Limited in the amount of \$18.96M was recommended for award of the contract.</p> <p>Lester Johnson's bid was one of the bids that was received on time for the initial bid opening and even though the client introduced new rules which were improper, it ended up with a result that would have been the same if the late bids were rejected at the initial bid opening.</p>

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<u>OFFICE OF THE PRIME MINISTER</u> NATIONAL HOUSING TRUST Longville Sewage Treatment Plant Construction of service buildings, inlet works, oxidation ditch, clarifier, sludge pumping station and fencing. Longville Park, Free Town, Clarendon CONTRACT SUM :\$23.76M	A housing scheme was designed for construction at the named site. However, the contract did not include the construction of the sewage treatment plant. The intention was to either negotiate with the contractor or invite tenders on the project. Three (3) contractors were invited to quote. The proposals were as follows: Ashdev Dev. Ltd - \$24.27M Lester Johnson Construction - \$26.24M M&M Jamaica Ltd - \$21.82M M&M Jamaica Ltd being the lowest was recommended for the contract and the award was on merit.
URBAN DEVELOPMENT CORPORATION Bog Walk Health Centre & Nurses' Quarters Construction of a new Type II Health Clinic & two-bedroom Cottage also associated external works and fencing. Bog Walk, St. Catherine CONTRACT SUM :\$ 19.0M	There was a public invitation to tender using the two-envelope system of simultaneous submission and prequalification and tender documents. Four (4) bidders responded by the stipulated time and one (1) qualified after the prequalification exercise Following the tender opening exercise HDB Construction Co. Ltd. which was 4.06% below the Consulting Quantity Surveyor's Estimate was recommended for award.

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<p align="center"><u>OFFICE OF THE PRIME</u> <u>MINISTER</u></p> <p align="center">URBAN DEVELOPMENT CORPORATION</p> <p>Garvey Maceo Comprehensive High School</p> <p>Refurbishing and extension of existing building</p> <p align="center">Vernamfield, Clarendon</p> <p>CONTRACT SUM : \$ 16.81M</p>	<p>A contract which started in 1997 January, terminated 1998 January, on account of the contractor's poor performance after an expenditure of \$10.57M as shown on Certificate #8 dated 1997 November.</p> <p>The contract was awarded to W.G. Anderson Limited whose bid of \$17.50M was 29.9M % below the Quantity Surveyor's Estimate. The consultant who evaluated the bids was in favour of awarding the contract to the highest bidder, but the agency rejected the recommendation and awarded the contract to W.G. Anderson Limited</p> <p>A new contract worth \$16.81M was negotiated with D.T. Brown Construction Co. Ltd., a contractor selected by the agency for the sake of expediency. However, negotiations could have been carried out with more than one contractor without causing unreasonable delays in awarding the contract.</p> <p>Finally, it was mentioned in our 1996 Annual Report that the award of the contract to W.G. Anderson Limited was likely to lead to significant overruns. The information here seems to have confirmed that prediction.</p>

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<p align="center"><u>OFFICE OF THE PRIME</u> <u>MINISTER</u></p> <p align="center">URBAN DEVELOPMENT CORPORATION</p> <p>Porus Secondary School</p> <p>Construction of a new two-storey multi-purpose block and renovation of existing blocks "D" and "F", also associated drainage and external works.</p> <p>Porus, Manchester</p> <p>CONTRACT SUM :\$12.33M</p>	<p>Subsequent to an unsatisfactory open tender process, four (4) contractors were invited to tender using the two-envelope system of simultaneous submission of prequalification and tender documents. All four (4) responded and submitted documents by the stipulated time. Following the prequalification exercise three (3) were qualified.</p> <p>Following the tender opening exercise, Striders Building Construction & Joinery Ltd., the lowest tenderer, was not recommended for award by the Consulting Quantity Surveyor as the bid was 19.03% below the Quantity Surveyor's Estimate and considered too low. The second lowest bid by Townend & Godfrey Brothers was recommended. This recommendation was, however, rejected by the Urban Development Corporation (UDC) following their investigation and analysis of the tender and tenderers capabilities. Subsequently the contract was awarded to Striders Building Construction & Joinery Ltd.</p> <p>Acceptance by the UDC of an inadequate bond submitted by Striders Building Construction & Joinery Ltd. was irregular and unfair to the other qualified tenderers who had fully adhered to tender specifications.</p>

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<p align="center"><u>OFFICE OF THE PRIME</u> <u>MINISTER</u></p> <p align="center">URBAN DEVELOPMENT CORPORATION</p> <p>Savanna-la-mar Drainage - Contract #2</p> <p>Construction of rectangular reinforced concrete drains and trapezoidal earth drains</p> <p>Savanna-la-mar, Westmoreland</p> <p>CONTRACT SUM :\$ 28.39M</p>	<p>Executing agency determined contract with contractor, W.G. Walters Construction Company Ltd. on 1997 July 9, for failure to proceed with the work with due diligence. Contractor, however, did not admit to having breached the contract. This resulted in the contract being mutually terminated nine (9) months later on 1998 April 17.</p> <p>The case for mutual termination is not supported by the Conditions of the Contract. The conditions make provision for termination by either Employer or Contractor depending on the circumstances which prevail.</p> <p>The insurance company issuing the performance bond is in this case released from any obligation under the bond.</p> <p>A new contract was awarded to the only bidder, Tankweld Construction Company Limited, who responded to the invitation to bid on the completion of the remaining works. The contract signed on 1998 May 1, for \$28.39M is less than the tendered sum of \$39.20M following negotiation to reduce scope of work so as to keep within IDB's estimated budget of original contract.</p>

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<p align="center"><u>OFFICE OF THE PRIME MINISTER</u></p> <p align="center">URBAN DEVELOPMENT CORPORATION (UDC)</p> <p>Savanna-la-mar Transportation Centre</p> <p>Construction of a Bus Park, Land reclamation and associated drainage and external works</p> <p align="center">Savanna-la-mar, Westmoreland</p> <p>CONTRACT SUM :\$ 9.01M</p>	<p>There was a public invitation using the two-envelope system of simultaneous submission of prequalification and tender document.</p> <p>Five (5) tenders were returned by the stipulated time and following the prequalification exercise three (3) were considered as being qualified.</p> <p>Subsequent to the tender opening, the lowest responsive tenderer, D.R. Foote Construction Ltd., which was 2.71% above the Consulting Quantity Surveyor's Estimate, was recommended for award.</p> <p>The process was carried out fairly and the award based on merit.</p>
<p>San Jose Accord - Development of Sports & Recreational Facilities</p> <p>Frome Sports Complex -Renovation of stands and club house</p> <p align="center">Frome, Westmoreland</p> <p>CONTRACT SUM :\$3.9M</p>	<p>Contractors were required to collect and submit completed prequalification and bid documents simultaneously to the UDC as stated in the public invitation to bid.</p> <p>Three (3) bidders responded to the advertisement and submitted the documents by the return date and time stipulated.</p> <p>After assessment of the information in the prequalification document all three bidders were qualified to submit bids.</p> <p>Public opening of bids followed and the evaluation by the Quantity Surveyor resulted in a recommendation in favour of Mogul Transportation & Construction Ltd. for award of the contract. Their bid was the lowest at 14.4% below the Quantity Surveyor's Estimate and the awarding of the contract awaits the UDC Board approval.</p> <p>The tender exercise was carried out impartially and fairly.</p>

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<p align="center"><u>OFFICE OF THE PRIME</u> <u>MINISTER</u></p> <p align="center">URBAN DEVELOPMENT CORPORATION</p> <p>San Jose Accord - Development of Sports & Recreational Facilities</p> <p>Construction of Montego Bay Sports Complex Phase II for football venues, track and field events and auxiliary facilities</p> <p align="center">Catherine Hall, Montego Bay - St. James</p> <p>CONTRACT SUM :\$50.27M</p>	<p>A public notice inviting contractors to bid on the project via the two-envelope system, that is simultaneous submission of prequalification and bid documents.</p> <p>Eight (8) bidders responded by the deadline to return their documents and following the prequalification exercise, the first step of the procedure five (5) bidders were qualified to have their bids opened.</p> <p>At the public opening of the bids one (1) bid was disqualified because no bond accompanied the bid. Evaluation of the remaining bids thereafter by the Quantity Surveyors, B.W. Cawston & Partners resulted in Ashtrom Building System Ltd. recommended for award of the contract. Ashtrom's bid was the lowest at 13.42% below the Quantity Surveyor's Estimate.</p> <p>The precontract process was carried out fair and the contract award awaits the approval of the UDC Board. However, the GCC's deliberation and Cabinet approval of the award seems likely to be bypassed.</p>

ANNUAL REPORT

APPENDIX II

POST-CONTRACT ACTIVITIES AS AT 1998 DECEMBER

<u>BASIC INFORMATION</u>		<u>CONTRACT INFORMATION</u>			<u>COMMENTS ON ANY RELEVANT ISSUE</u>
1. CLIENT MINISTRY 2. EXECUTING AGENCY 3. PROJECT NAME, DESCRIPTION 4. LOCATION	1. LEAD CONSULTANT 2. CONTRACTOR 3. PROJECT MGR.	1. SUM 2. TYPE 3. START DATE 4. PERIOD	1. % EXECUTED 2. TIME ELAPSED 3. COSTS TO DATE 4. ADDITIONAL COSTS	1. SECURITIES 2. T.C.C. 3. MOBI - LISATION	MANAGEMENT CO-ORDINATION SITE SUPERVISION QUALITY OF WORK ADDITIONAL COSTS PERFORMANCE OF PROFESSIONALS
<u>MINISTRY OF EDUCATION & CULTURE</u> MINISTRY OF EDUCATION & CULTURE GOJ/IADB Primary School Programme Frankfield Primary School Demolition of existing pit toilet and single storey building. Alteration, extension and refurbishing of existing buildings and the construction of new two storey blocks, linkway and pit latrines. Frankfield, Clarendon	Morris Chin	\$33.3M	100%	Yes	Practical completion achieved on 1998 November 11, indicates that the project was completed slightly ahead of the scheduled completion date.
	HDB Construction Ltd	Lump Sum	15 Months	Yes	The combined efforts of the project manager, the consultants and the contractor ensured that construction work was carried out in such a manner as to prevent interference with the school's operational activities. The quality of the work was acceptable.
	Morris Chin	1997-08-18	\$39.69M	Yes	Additional costs for material and labour fluctuations are presently unavailable but variation orders totalling \$1.9M or 6% of the contract sum seem reasonable. Additional costs for material and labour fluctuations are presently unavailable but variation orders totalling \$1.9M or 6% of the contract sum seem reasonable.
		15 Months	\$6.38M		

ANNUAL REPORT

POST-CONTRACT ACTIVITIES AS AT 1998 DECEMBER

APPENDIX II

BASIC INFORMATION		CONTRACT INFORMATION			COMMENTS ON ANY RELEVANT ISSUE	
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<u>MINISTRY OF EDUCATION & CULTURE</u> MINISTRY OF EDUCATION & CULTURE GOJ/IADB PRIMARY SCHOOL PROGRAMME	Morris Chin	\$15.16M	85%	Yes	The quality of management provided by the contractor to date was unsatisfactory. It appears that this contractor has been awarded a larger number of concurrent contracts than are within his ability to execute. The project overall progress has remained at 85% since 1998 April 28, the result of a lack of adequate resources to bring the project to completion. The quality of work in many areas was unsatisfactory and had to be corrected, while additional costs were due to fluctuations in labour, materials and variations. The quality of performance by the professionals was satisfactory but continuing effort is required to minimise further delays.	
Garlogie All-Age School	Alval Ltd.	Unit Price	20 Months	Yes		
Construction of a new two-storey classroom block; renovation of an existing single-storey classroom; construction of a new toilet block and renovation of an existing teachers cottage Banana Ground, Clarendon	Morris Chin	1997-08-06	\$16.8M	Yes		
		8 Months	\$3.2M			

ANNUAL REPORT

POST-CONTRACT ACTIVITIES AS AT 1998 DECEMBER

APPENDIX II

<u>BASIC INFORMATION</u>		<u>CONTRACT INFORMATION</u>			<u>COMMENTS ON ANY RELEVANT ISSUE</u>	
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<u>MINISTRY OF EDUCATION & CULTURE</u> MINISTRY OF EDUCATION & CULTURE Primary Education Improvement Programme II Bluefields All-Age School Construction of two (2) new single storey block including administrative area with covered linkways, teacher's cottage and amenities. Bluefields, Westmoreland					This project has suffered from poor management. The works should have been completed in early 1998 but only 32% has been accomplished. In our assessment, delays experienced on the project were as a result of the following:- - tardy performance by the contractor - changes to the contractor's key on- site personnel - inadequate financial resources - inadequate supervision and coordination of the various activities - time lost due to design error - inadequate material/manpower resources Practical completion is scheduled to be carried out in 1999 January.	
	Duncan Sharpe/DLB Joint Venture	\$30.58M	95%	Yes		
	M& M Jamaica Ltd.	Unit Price	21 Months	Yes		
	Duncan Sharpe	1997-03-03 10 Months	\$25.28M \$1.17M to date	Yes		

ANNUAL REPORT

POST-CONTRACT ACTIVITIES AS AT 1998 DECEMBER

APPENDIX II

<u>BASIC INFORMATION</u>		<u>CONTRACT INFORMATION</u>			<u>COMMENTS ON ANY RELEVANT ISSUE</u>
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<u>MINISTRY OF EDUCATION & CULTURE</u> MINISTRY OF EDUCATION AND CULTURE Primary Education Improvement Programme II					
Boston Primary School	APEC Consultants/ SKMV Joint Venture	\$26.04M	100%	Yes	<p>The Annual Report of 1997 reported good management and co-ordination of this contract.</p> <p>Subsequent to this report, the contract recorded continuous slow progress and overran its scheduled completion date of 1998 February 15.</p> <p>The works accepted as sectionally completed on 1998 July 14, were practically completed on 1998 September 14, when the playing field and car park were finally accepted.</p> <p>The contract had overrun its scheduled completion date by approximately four (4) months. However, extension of time granted, totalling 69 days, with another claim of 38 days currently being assessed would have largely accounted for the time overrun.</p> <p>Expenditure to date is \$37.45M, \$11.4M in excess of the contract price, of which fluctuation in the price of material and labour account for \$8.44M or 32.8%.</p>
Construction of a new school	Construction Developers Association Ltd.	Unit Price	13 Months	Yes	
Fairy Hill, Portland	APEC Consultants/ SKMV Joint Venture	1997-06-11	\$37.45M	Yes	
		9 Months	\$11.41M		

ANNUAL REPORT

POST-CONTRACT ACTIVITIES AS AT 1998 DECEMBER

APPENDIX II

BASIC INFORMATION		CONTRACT INFORMATION			COMMENTS ON ANY RELEVANT ISSUE	
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MINISTRY OF EDUCATION & CULTURE MINISTRY OF EDUCATION & CULTURE Primary Education Improvement Programme II Old Harbour Primary School Construction of a three (3) storey building for classroom, kitchen and administration block Succaba Pen , St. Catherine	 SKMV Architects/APEC Consultants Construction Developers Associates Ltd. APEC Consultants	 \$57.4M Lump Sum 1997-09-15 15 Months	 43% 15 Months \$49.6M \$11.5M	 Yes Yes Yes	<p>The implementation of this contract was faced with many difficulties. At the beginning, the presence of squatters affected the start of the contract, while inclement weather, security problems, inferior concrete blocks delivered to site, and the contractor's negative cash flow were additional problems.</p> <p>When the project fell behind schedule, changes made to site personnel in an effort to improve the progress and quality of work produced little improvement initially. However, in the last quarter of 1998, marked improvement was recorded. The contract however was still well behind schedule.</p> <p>The contractor had contended that his progress was affected by negative cash flow, resulting from the withholding of portions of his interim payments. The quality of work is generally satisfactory, although there are areas of poor workmanship which were identified for correction.</p> <p>Sixty five (65) days extension of time has been approved revising the completion date to 1999 February 19. At the present pace of activity this target date is not likely to be achieved as only 43% completion has been recorded to date - 1998 December.</p> <p>Expenditure to date of \$49.6M already includes \$11.5M for material and labour fluctuation.</p>	

ANNUAL REPORT

POST-CONTRACT ACTIVITIES AS AT 1998 DECEMBER

APPENDIX II

<u>BASIC INFORMATION</u>		<u>CONTRACT INFORMATION</u>			<u>COMMENTS ON ANY RELEVANT ISSUE</u>	
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<u>MINISTRY OF EDUCATION & CULTURE</u> MINISTRY OF EDUCATION & CULTURE Primary Education Improvement Programme II						
Woodhall All-Age School	Morris Chin/Rivi Gardner & Assocs. Ltd.	\$21.55M	100%	Yes	The project was completed three (3) months late, but it could have been completed on time if the contractor had maintained the steady progress which was recorded when 85% of the work was accomplished.	
Construction of classrooms, administrative blocks and teachers cottage	D.T. Brown Construction	Lump Sum	14 Months.	Yes	The level of supervision and management seems to have declined toward the end of the project, and the contractor had some financial problems. However, the quality of the work was satisfactory.	
Woodhall, Clarendon	Morris Chin/Rivi Gardner & Assocs. Ltd.	1996-10-16	\$22.41M	Yes	Final account is not yet available, but the additional cost of \$2.76M includes \$950,000 for material and labour fluctuation and \$1,814,777.20 for variation orders.	
		11 Months	\$2.76M			

ANNUAL REPORT

POST-CONTRACT ACTIVITIES AS AT 1998 DECEMBER

APPENDIX II

<u>BASIC INFORMATION</u>		<u>CONTRACT INFORMATION</u>			<u>COMMENTS ON ANY RELEVANT ISSUE</u>	
1. CLIENT MINISTRY 2. EXECUTING AGENCY 3. PROJECT NAME, DESCRIPTION 4. LOCATION	1. LEAD CONSULTANT 2. CONTRACTOR 3. PROJECT MGR.	1. SUM 2. TYPE 3. START DATE 4. PERIOD	1. % EXECUTED 2. TIME ELAPSED 3. COSTS TO DATE 4. ADDITIONAL COSTS	1. SECURITIES 2. T.C.C. 3. MOBI - LISATION	MANAGEMENT CO-ORDINATION SITE SUPERVISION	QUALITY OF WORK ADDITIONAL COSTS PERFORMANCE OF PROFESSIONALS
<u>MINISTRY OF EDUCATION & CULTURE</u> MINISTRY OF EDUCATION & CULTURE Reform of Secondary Education Programme Cedar Valley Primary and Junior High School Construction of a new two-storey block to house Classrooms and Administrative Centre Cedar Valley, St. Thomas	APEC Consultants/SKM V Architects	\$24.92M	100%	Yes	<p>The general management and co-ordination of this contract is satisfactory. Site supervision and quality of work was acceptable although areas of substandard works were pointed out for correction.</p> <p>Resulting from torrential rainfall and labour dispute experienced earlier in the contract implementation, as well as tardiness on the part of the contractor, the contract overran its scheduled completion date of 1998 June 16, by approximately four (4) months.</p> <p>Extension of time totalling forty-eight (48) days was approved resulting in a change of the completion date to 1999 August 3. The contract reached practical completion on 1998 October 13, and appropriate liquidated damages were applied.</p> <p>Expenditure to date is \$29.66M of which labour and material fluctuation account for \$4.74M.</p> <p>The performance of the professionals rated as fair.</p>	
	H.D.B. Construction Limited	Unit Price	16 Months	Yes		
	APEC Consultants	1997-06-04	\$29.66M	Yes		
		12 Months	\$4.74M			

ANNUAL REPORT

POST-CONTRACT ACTIVITIES AS AT 1998 DECEMBER

APPENDIX II

<u>BASIC INFORMATION</u>		<u>CONTRACT INFORMATION</u>			<u>COMMENTS ON ANY RELEVANT ISSUE</u>	
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<u>MINISTRY OF EDUCATION AND CULTURE</u>						
MINISTRY OF EDUCATION AND CULTURE						
REFORM OF SECONDARY EDUCATION (ROSE)						
Nain Primary and Junior High School Construction of a two-storey classroom Block and a single storey toilet block Nain, St. Elizabeth	Simpson/Carter/Whyte	\$21.61M	30%	Yes	The general site supervision is satisfactory, as is the quality of work. Material supply to the site however, is not sufficient to maintain the required rate of progress. Consequently, at the end of the reporting period, the work was three (3) weeks behind schedule. The Consultant, in an effort to minimise fluctuation in the cost of labour reminded the Contractor that where possible, to keep his operations within normal working hours. Expenditure to date is \$5.67M or 26.2% of contract price. This includes an amount of \$55,254.00 for labour fluctuation.	
	Metrocon Associates Limited	Unit Rate	4 months	No		
	Simpson/Carter/Whyte	1998-08-24 12 months	\$5.67M -	Yes		

ANNUAL REPORT

POST-CONTRACT ACTIVITIES AS AT DECEMBER 1998

APPENDIX II

<u>BASIC INFORMATION</u>		<u>CONTRACT INFORMATION</u>			<u>COMMENTS ON ANY RELEVANT ISSUE</u>
1. CLIENT MINISTRY 2. EXECUTING AGENCY 3. PROJECT NAME, DESCRIPTION 4. LOCATION	1. LEAD CONSULTANT 2. CONTRACTOR 3. PROJECT MGR.	1. SUM 2. TYPE 3. START DATE 4. PERIOD	1. % EXECUTED 2. TIME ELAPSED 3. COSTS TO DATE 4. ADDITIONAL COSTS	1. SECURITIES 2. T.C.C. 3. MOBI - LISATION	MANAGEMENT CO-ORDINATION SITE SUPERVISION QUALITY OF WORK ADDITIONAL COSTS PERFORMANCE OF PROFESSIONALS
<u>MINISTRY OF EDUCATION & CULTURE</u> MINISTRY OF EDUCATION & CULTURE Reform of Secondary Education Programme					
New Forest All Age School	Morris Chin/Rivi Gardner	\$28.6M	86%	Yes	Management, co-ordination and site supervision in the early stage of the contract activities showed satisfactory progress and the quality of the work was good.
Renovation of existing classrooms and the construction of two (2) new two-storey classroom blocks	Alval Limited	Unit Price	17 Months	Yes	Following negative cash flow problems faced by the contractor the progress of work fell behind schedule, so that the scheduled completion date of 1998 November 4, was not realized.
New Forest, Manchester	Rivi Gardner	1997-08-05	\$30.70M	Yes	At the end of 1998 December, the contract was estimated at 86% completion and the contractor had indicated that the Workers Bank problem had affected the financing arrangement of the contract.
		15 Months	\$2.13M		Fluctuation in material and labour accounts for \$2.9M or 10.3% of the contract sum while variations account for \$3.8M or 13.3%. The cost has already exceeded the contract sum by \$2.13M and the project is still incomplete.

ANNUAL REPORT

APPENDIX II

POST-CONTRACT ACTIVITIES AS AT 1998 DECEMBER

<u>BASIC INFORMATION</u>		<u>CONTRACT INFORMATION</u>			<u>COMMENTS ON ANY RELEVANT ISSUE</u>
1. CLIENT MINISTRY 2. EXECUTING AGENCY 3. PROJECT NAME, DESCRIPTION 4. LOCATION	1. LEAD CONSULTANT 2. CONTRACTOR 3. PROJECT MGR.	1. SUM 2. TYPE 3. START DATE 4. PERIOD	1. % EXECUTED 2. TIME ELAPSED 3. COSTS TO DATE 4. ADDITIONAL COSTS	1. SECURITIES 2. T.C.C. 3. MOBI- LISATION	MANAGEMENT CO-ORDINATION SITE SUPERVISION QUALITY OF WORK ADDITIONAL COSTS PERFORMANCE OF PROFESSIONALS
<u>MINISTRY OF EDUCATION & CULTURE</u> MINISTRY OF EDUCATION & CULTURE Reform of Secondary Education Project White Marl Primary & Junior High School Refurbishing and alteration to existing building and the construction of a new two (2) storey classroom block. White Marl, St. Catherine					The general management and supervision of this contract to date seem satisfactory on the part of all concerned and the quality of work is also good. Expenditure to date is \$6.29M which includes labour fluctuation amounting to \$0.15M and variations totalling \$0.51M, an indication that there is likely to be cost overrun for this contract.
	Morris Chin/Rivi Gardner	\$19.67M	25%	Yes	
	Ronham & Associates Ltd.	Lump Sum	4 Months	Yes	
	Morris Chin	1998-08-31	\$6.29M	Yes	
		12 Months	\$0.66M		
HEART TRUST/NTA Runaway Bay HEART Academy Construction of hotel rooms and conference facility expansion, including auxiliary works Runaway Bay, St. Ann	APEC Consultant Ltd.	\$84M	2%	Yes	Subsequent to signing of the contract on 1998 November 17, the contractor took possession of the site and commenced activities on 1998 December 1. The contractor has completed site hoarding and blasting operations are in progress. Off site fabrication of reinforcement for the sub structure is also in progress While only three (3) weeks of activity was possible during the period, there are signs of good co-ordination.
	NESCO Construction Services Ltd.	Lump Sum	1 Month	Yes	
	APEC Consultant Ltd.	1998-12-01	\$8.4M	Yes	
		12 Months	-		

ANNUAL REPORT

POST-CONTRACT ACTIVITIES AS AT DECEMBER 1998

APPENDIX II

<u>BASIC INFORMATION</u>		<u>CONTRACT INFORMATION</u>			<u>COMMENTS ON ANY RELEVANT ISSUE</u>	
1. CLIENT MINISTRY 2. EXECUTING AGENCY 3. PROJECT NAME, DESCRIPTION 4. LOCATION	1. LEAD CONSULTANT 2. CONTRACTOR 3. PROJECT MGR.	1. SUM 2. TYPE 3. START DATE 4. PERIOD	1. % EXECUTED 2. TIME ELAPSED 3. COSTS TO DATE 4. ADDITIONAL COSTS	1. SECURITIES 2. T.C.C. 3. MOBI - LISATION	MANAGEMENT CO-ORDINATION SITE SUPERVISION	QUALITY OF WORK ADDITIONAL COSTS PERFORMANCE OF PROFESSIONALS
<u>MINISTRY OF EDUCATION & CULTURE</u> NATIONAL HOUSING DEVELOPMENT CORPORATION LTD. Social Sectors Development Programme Construction of Browns Town Regional Office St. Ann	National Housing Development Corporation Ltd.	\$26.25M	100%	Yes	<p>This poorly managed contract was highlighted in the 1997 Annual Report as Case V. It showed that a contract scheduled for completion in ten (10) months did not achieve practical completion until forty two (42) months had elapsed.</p> <p>The six (6) months maintenance period expired on 1998 May 24, at which time most of the major defects and outstanding work were completed. However, some areas for landscaping and installation of a lightning protection system were still incomplete in 1998 December.</p> <p>The inadequacy of the management, co-ordination and site supervision is responsible for the long delay in completing the project and contributed to the cost overrun of \$25.5M, which includes \$11.6M for material and labour fluctuation.</p>	
	W.G. Walters Construction Ltd.	Lump Sum	42 Months	Yes		
	National Housing Development Corporation Ltd.	1994-04-22 10 Months	\$51.77M \$25.5M	Yes		

ANNUAL REPORT

POST-CONTRACT ACTIVITIES AS AT 1998 DECEMBER

APPENDIX II

<u>BASIC INFORMATION</u>		<u>CONTRACT INFORMATION</u>			<u>COMMENTS ON ANY RELEVANT ISSUE</u>
1. CLIENT MINISTRY 2. EXECUTING AGENCY 3. PROJECT NAME, DESCRIPTION 4. LOCATION	1. LEAD CONSULTANT 2. CONTRACTOR 3. PROJECT MGR.	1. SUM 2. TYPE 3. START DATE 4. PERIOD	1. % EXECUTED 2. TIME ELAPSED 3. COSTS TO DATE 4. ADDITIONAL COSTS	1. SECURITIES 2. T.C.C. 3. MOBI - LISATION	MANAGEMENT CO-ORDINATION SITE SUPERVISION QUALITY OF WORK ADDITIONAL COSTS PERFORMANCE OF PROFESSIONALS
<u>MINISTRY OF EDUCATION & CULTURE</u> NATIONAL HOUSING DEVELOPMENT CORPORATION LTD Social Sector Development Programme	National Housing Development Corporation Ltd.	\$16.15M	99%	Yes	<p>The Annual Report of 1997, pointed out the poor management, poor coordination, and inadequate site supervision which resulted in time overrun and additional cost.</p> <p>The activities continued at a very slow pace in 1998 and the 7% progress achieved for the calendar year must be among the worst recorded for a construction project of this nature.</p> <p>Expenditure to date shows that the contract sum increased by 50.8% with material and labour fluctuations accounting for 29.9% of the total increase.</p> <p>Liquidated damages, were deducted from the contractor's claims for payment.</p> <p>The contractor was hospitalized on account of an accident on the site and his problems were further aggravated by management problems within his organisation.</p>
Mandeville All Age School	W.A. Reid Construction Company	Unit Price	33 Months	Yes	
Refurbishing and extension	National Housing Development Corporation Ltd.	1996-03-04	\$24.36M	Yes	
Mandeville, Manchester		10 Months	\$8.21M		

ANNUAL REPORT

POST-CONTRACT ACTIVITIES AS AT DECEMBER 1998

APPENDIX II

<u>BASIC INFORMATION</u>		<u>CONTRACT INFORMATION</u>			<u>COMMENTS ON ANY RELEVANT ISSUE</u>
1. CLIENT MINISTRY 2. EXECUTING AGENCY 3. PROJECT NAME, DESCRIPTION 4. LOCATION	1. LEAD CONSULTANT 2. CONTRACTOR 3. PROJECT MGR.	1. SUM 2. TYPE 3. START DATE 4. PERIOD	1. % EXECUTED 2. TIME ELAPSED 3. COSTS TO DATE 4. ADDITIONAL COSTS	1. SECURITIES 2. T.C.C. 3. MOBI - LISATION	MANAGEMENT CO-ORDINATION SITE SUPERVISION QUALITY OF WORK ADDITIONAL COSTS PERFORMANCE OF PROFESSIONALS
<u>MINISTRY OF EDUCATION & CULTURE</u> NATIONAL HOUSING DEVELOPMENT CORPORATION LTD. Social Sector Development Programme Construction of Montego Bay Regional Office Catherine Hall, St. James					
	National Housing Development Corporation Ltd.	\$34.9M	98%	Yes	<p>This contract which was reported on in the Annual Reports of 1994 to 1997 and its shortcomings were fully dealt with in these reports. It comes up once again for mention due mainly to the poor management, planning and co-ordination on the part of the client and their executing agency which have to date granted 566 days extension of time.</p> <p>The contractor is to be blamed for the slow progress of activities on site which resulted in only 33% of the 35% outstanding works being accomplished during the calendar year 1998 for an overall 98% completion.</p> <p>The expenditure to date is \$96.5M or 176.5% above the original contract price, and is comprised of \$14.54M or 42% material fluctuation; \$14.5M or 42% labour fluctuation; \$16.49M or 47% variation.</p> <p>On account of re-measurement there may be additions to the final payment certificate.</p>
	Ronham & Associates	Unit Price	56 Months	Yes	
	National Housing Development Corporation Ltd.	1994-04-18	\$96.5M	Yes	
		10 Months	\$61.6M		

ANNUAL REPORT

POST-CONTRACT ACTIVITIES AS AT 1998 DECEMBER

APPENDIX II

<u>BASIC INFORMATION</u>		<u>CONTRACT INFORMATION</u>			<u>COMMENTS ON ANY RELEVANT ISSUE</u>
1. CLIENT MINISTRY 2. EXECUTING AGENCY 3. PROJECT NAME, DESCRIPTION 4. LOCATION	1. LEAD CONSULTANT 2. CONTRACTOR 3. PROJECT MGR.	1. SUM 2. TYPE 3. START DATE 4. PERIOD	1. % EXECUTED 2. TIME ELAPSED 3. COSTS TO DATE 4. ADDITIONAL COSTS	1. SECURITIES 2. T.C.C. 3. MOBI - LISATION	MANAGEMENT CO-ORDINATION SITE SUPERVISION QUALITY OF WORK ADDITIONAL COSTS PERFORMANCE OF PROFESSIONALS
<u>MINISTRY OF EDUCATION & CULTURE</u> SUGAR INDUSTRY HOUSING LTD. (SIHL) Social Sector Development Programme Completion of construction of Cartagena Basic School Granville, St. James	Sugar Industry Housing Ltd.	\$1.77M	100%	Yes	<p>The Annual Report of 1996 December, highlighted continuous poor supervision of low grade tradesmen which contributed to project overrunning its scheduled completion date. These delays and lack of activities ultimately lead to the contract with L.A. Scott Engineering being terminated</p> <p>Subsequent to a poor response for quotations to complete these works, Caleb Drummond was contracted for a negotiated price of \$1.77M.</p> <p>The Contractor commenced activities on the 1997 May 19, and registered satisfactory progress and good workmanship in completing the contract on time and within the additional contract price.</p> <p>The actual cost of Cartagena Basic School to the Public Purse however, is \$7.84M or 15.8% above the original contract price of L.A. Scott Engineering. Also a project scheduled for completion in five (5) months, notwithstanding termination ended up taking twenty-four (24) months.</p>
	Caleb Drummond	Lump Sum	2 Months	Yes	
	Sugar Industry Housing Ltd	1997-05-19 2 Months	\$1.54M Nil	Yes	

ANNUAL REPORT

POST-CONTRACT ACTIVITIES AS AT 1998 DECEMBER

APPENDIX II

<u>BASIC INFORMATION</u>		<u>CONTRACT INFORMATION</u>			<u>COMMENTS ON ANY RELEVANT ISSUE</u>	
1. CLIENT MINISTRY 2. EXECUTING AGENCY 3. PROJECT NAME, DESCRIPTION 4. LOCATION	1. LEAD CONSULTANT 2. CONTRACTOR 3. PROJECT MGR.	1. SUM 2. TYPE 3. START DATE 4. PERIOD	1. % EXECUTED 2. TIME ELAPSED 3. COSTS TO DATE 4. ADDITIONAL COSTS	1. SECURITIES 2. T.C.C. 3. MOBI- LISATION	MANAGEMENT CO-ORDINATION SITE SUPERVISION	QUALITY OF WORK ADDITIONAL COSTS PERFORMANCE OF PROFESSIONALS
<p><u>MINISTRY OF EDUCATION & CULTURE</u></p> <p>URBAN DEVELOPMENT CORPORATION</p> <p>Comprehensive Rural Township Development Programme Phase III</p> <p>McGrath Comprehensive High School</p> <p>To construct new two-storey classroom block and new lavatory block</p> <p>Treadways, St. Catherine</p>	Architect Planners & Associates Ltd.	\$22.2M	100%	Yes	<p>Coordination and management of the work during the construction period were executed professionally,</p> <p>Supervision and control of the work programme were satisfactory and the quality of the work completed is good</p> <p>Additional cost is due mainly to fluctuation in material and labour costs.</p>	
	H.D.B. Construction Ltd.	Fixed Price	6 Months	Yes		
	Urban Development Corporation	1997-10-16 6 Months	\$23.5M \$1.3M	Yes		
<p>Charlemont High School</p> <p>Refurbishing and alteration of existing building, approximately 35,205 sq. ft. Repairs to windows, doors; plumbing and electrical installation</p> <p>Ewarton, St. Catherine</p>	UDC	\$22.9M	100%	Yes	<p>Coordination and management of the project during the construction period were satisfactory.</p> <p>Site supervision was keenly administered and the quality of the work is satisfactory.</p> <p>Performance of the professionals was satisfactory.</p>	
	S.C. Cox Brothers Ltd.	Fixed Price	12 Months	Yes		
	UDC	05-03-97 12 Months	\$22.9M -	Yes		

ANNUAL REPORT

POST-CONTRACT ACTIVITIES AS AT DECEMBER 1998

APPENDIX II

<u>BASIC INFORMATION</u>		<u>CONTRACT INFORMATION</u>			<u>COMMENTS ON ANY RELEVANT ISSUE</u>	
1. CLIENT MINISTRY 2. EXECUTING AGENCY 3. PROJECT NAME, DESCRIPTION 4. LOCATION	1. LEAD CONSULTANT 2. CONTRACTOR 3. PROJECT MGR.	1. SUM 2. TYPE 3. START DATE 4. PERIOD	1. % EXECUTED 2. TIME ELAPSED 3. COSTS TO DATE 4. ADDITIONAL COSTS	1. SECURITIES 2. T.C.C. 3. MOBI- LISATION	MANAGEMENT CO-ORDINATION SITE SUPERVISION	QUALITY OF WORK ADDITIONAL COSTS PERFORMANCE OF PROFESSIONALS
<u>MINISTRY OF ENVIRONMENT & HOUSING</u> MINISTRY OF ENVIRONMENT & HOUSING P = C Angels Estate Housing Development Construction of 338 housing units with related infrastructure being 164 2- bedroom, 104 quads and 70 1-bedroom as Phase I. Angels Pen, Spanish Town St Catherine					This is a joint venture project between the Ministry of Environment & Housing and New Era Homes Jamaica Ltd. The Ministry in this case is providing the land for housing units to be constructed thereon and New Era Homes Jamaica Ltd is financing the development. On completion of the project the Ministry 's share for their contribution includes a portion of the profit. The project is well managed despite some difficulties experienced by the developer/contractor. The quality of work appears to be satisfactory.	
	Ministry of Environment & Housing	\$410.738M	75%	N/A		
	New Era Homes Jamaica Ltd	Negotiated	17 Months			
	New Era Homes Jamaica Ltd	1997 July 2 Years	- -			

ANNUAL REPORT

POST-CONTRACT ACTIVITIES AS AT 1998 DECEMBER

APPENDIX II

<u>BASIC INFORMATION</u>		<u>CONTRACT INFORMATION</u>			<u>COMMENTS ON ANY RELEVANT ISSUE</u>
1. CLIENT MINISTRY 2. EXECUTING AGENCY 3. PROJECT NAME, DESCRIPTION 4. LOCATION	1. LEAD CONSULTANT 2. CONTRACTOR 3. PROJECT MGR.	1. SUM 2. TYPE 3. START DATE 4. PERIOD	1. % EXECUTED 2. TIME ELAPSED 3. COSTS TO DATE 4. ADDITIONAL COSTS	1. SECURITIES 2. T.C.C. 3. MOBI-LISATION	MANAGEMENT CO-ORDINATION SITE SUPERVISION QUALITY OF WORK ADDITIONAL COSTS PERFORMANCE OF PROFESSIONALS
<u>MINISTRY OF ENVIRONMENT & HOUSING</u> MINISTRY OF ENVIRONMENT & HOUSING Drainage - Phase II From Gregory Park through Cumberland, traversing privately owned land to the existing Portmore canal Portmore, St. Catherine	Ministry of Environment & Housing	\$83.65M	100%	Yes	This project was projected to last for 96 weeks but has been completed in 28 weeks. The contractor diligently executed his work and at all times gave value for money. The work so far is of good quality. Areas to be paved have been done, also grass seeding done to areas stipulated. Management and coordination are worthy of commendation.
	West Indies Home Contractors Limited	Negotiated	28 Weeks	Yes	
	Milton Weise & Associates	1998 March	\$90.78M	Yes	
		96 Weeks	\$7.15M		
West Cumberland Housing Scheme Erection of 985 2-bedroom units in three phases Cumberland, Independence City, St. Catherine	Ministry of Environment & Housing	\$1.6B	40%	Yes	The project seems to be fairly well managed and the quality of work appears to be fairly good. Although the developer experienced some difficulties in arranging his finance and with a late start, he is diligently making progress on site. There are 326 units in Phase 1 and practical completion has been issued for 229 in November. Some of these completed units are now occupied by the purchasers while construction work continues on this joint venture project.
		Negotiated	17 Months	-	
	Gore Development	1997 September	-	-	
	Chris Gore	3 Years	-		

ANNUAL REPORT

POST-CONTRACT ACTIVITIES AS AT 1998 DECEMBER

APPENDIX II

BASIC INFORMATION		CONTRACT INFORMATION			COMMENTS ON ANY RELEVANT ISSUE	
1. CLIENT MINISTRY 2. EXECUTING AGENCY 3. PROJECT NAME, DESCRIPTION 4. LOCATION	1. LEAD CONSULTANT 2. CONTRACTOR 3. PROJECT MGR.	1. SUM 2. TYPE 3. START DATE 4. PERIOD	1. % EXECUTED 2. TIME ELAPSED 3. COSTS TO DATE 4. ADDITIONAL COSTS	1. SECURITIES 2. T.C.C. 3. MOBI- LISATION	MANAGEMENT CO-ORDINATION SITE SUPERVISION	QUALITY OF WORK ADDITIONAL COSTS PERFORMANCE OF PROFESSIONALS
<u>MINISTRY OF ENVIRONMENT & HOUSING</u> NATIONAL HOUSING DEVELOPMENT CORPORATION LTD Bridgewater Gardens now "Seacrest Housing Development" Construction of 38 3-bedroom semi- detached units and 48 2-bedroom town houses in three phases. Discovery Bay, St Ann						
	National Housing Corporation Ltd	\$193.5M	100%	Yes	This project was not properly coordinated by the contractor and the client as:	
	Ashtrom Building Systems Ltd	Lump Sum	2 Years	Yes	1. The site is a sloping one which required special foundations instead of a simple strip which was designed, but corrected on site, causing delays as retaining walls had to be erected and foundation redesigned.	
	National Housing Corporation Ltd	1996-05-06	\$217.89	Yes	2. Commencement of the housing units had to wait too long after the construction of the sewage system with inevitable cost escalations which made marketing of the units difficult.	
		18 Months	\$24M		Despite the difficulties the works were satisfactorily completed.	

ANNUAL REPORT

POST-CONTRACT ACTIVITIES AS AT DECEMBER 1998

APPENDIX II

<u>BASIC INFORMATION</u>		<u>CONTRACT INFORMATION</u>			<u>COMMENTS ON ANY RELEVANT ISSUE</u>
1. CLIENT MINISTRY 2. EXECUTING AGENCY 3. PROJECT NAME, DESCRIPTION 4. LOCATION	1. LEAD CONSULTANT 2. CONTRACTOR 3. PROJECT MGR.	1. SUM 2. TYPE 3. START DATE 4. PERIOD	1. % EXECUTED 2. TIME ELAPSED 3. COSTS TO DATE 4. ADDITIONAL COSTS	1. SECURITIES 2. T.C.C. 3. MOBI - LISATION	MANAGEMENT CO-ORDINATION SITE SUPERVISION QUALITY OF WORK ADDITIONAL COSTS PERFORMANCE OF PROFESSIONALS
<u>MINISTRY OF ENVIRONMENT & HOUSING</u>					
NATIONAL HOUSING DEVELOPMENT CORPORATION LTD					
Mona Housing Scheme	National Housing Development Corporation Ltd	\$86M	100%	Yes	<p>Thirty-eight (38) housing units have been constructed on four different sites. The contract was negotiated with the contractor on the basis that he could fund the project. This, however, did not turn out to be the case.</p> <p>The project was successfully completed although it incurred a cost overrun of 12%. Extension of time was granted for the time overrun and the cost overrun included labour and material increases as well as variations and additional work.</p> <p>This project was fairly well managed by the agency.</p>
Erection of 38 2-bedroom townhouses on four sites in the Geranium Path, Violet Avenue, Camelia Way and Orchid Path	Ashtrom Building Systems Ltd	Lump Sum	11 Months	Yes	
Mona, St Andrew	National Housing Development Corporation Ltd	1997-11-12	\$96.5M	Yes	
		8 Months	-		

ANNUAL REPORT

POST-CONTRACT ACTIVITIES AS AT DECEMBER 1998

APPENDIX II

BASIC INFORMATION		CONTRACT INFORMATION			COMMENTS ON ANY RELEVANT ISSUE
1. CLIENT MINISTRY 2. EXECUTING AGENCY 3. PROJECT NAME, DESCRIPTION 4. LOCATION	1. LEAD CONSULTANT 2. CONTRACTOR 3. PROJECT MGR.	1. SUM 2. TYPE 3. START DATE 4. PERIOD	1. % EXECUTED 2. TIME ELAPSED 3. COSTS TO DATE 4. ADDITIONAL COSTS	1. SECURITIES 2. T.C.C. 3. MOBI - LISATION	MANAGEMENT CO-ORDINATION SITE SUPERVISION QUALITY OF WORK ADDITIONAL COSTS PERFORMANCE OF PROFESSIONALS
<u>MINISTRY OF ENVIRONMENT & HOUSING</u> NATIONAL HOUSING DEVELOPMENT CORPORATION LTD.					
Norwood Settlement Upgrading	National Housing Development Corporation Ltd.	\$ 88.73 M	97%	Yes	In our last report this office suggested that the then NHDC should get "more involved with the project" to overcome some of the difficulties facing the contractor. As it turned out the original contract was terminated in 1998 July and a Force Account arrangement instituted to complete the works.
Construction of roadways, and infrastructural works to an existing squatter community.	Clasford Woolery & Assoc.	Lump Sum	28 Months	Yes	Under the new agreement the NHDC provided a resident engineer and clerk of works and the contractor was left to provide labour and other supervisory staff.
Montego Bay, St. James	National Housing Development Corporation Ltd.	1996-08-27	\$70.69 M	Yes	Work under the new arrangement began in 1998 August and has worked well as the job was near practical completion by 1998 December. This was achieved despite frequent showers and the need to do some rehabilitative work.
		8 Months	None		

ANNUAL REPORT

POST-CONTRACT ACTIVITIES AS AT 1998 DECEMBER

APPENDIX II

<u>BASIC INFORMATION</u>		<u>CONTRACT INFORMATION</u>			<u>COMMENTS ON ANY RELEVANT ISSUE</u>
1. CLIENT MINISTRY 2. EXECUTING AGENCY 3. PROJECT NAME, DESCRIPTION 4. LOCATION	1. LEAD CONSULTANT 2. CONTRACTOR 3. PROJECT MGR.	1. SUM 2. TYPE 3. START DATE 4. PERIOD	1. % EXECUTED 2. TIME ELAPSED 3. COSTS TO DATE 4. ADDITIONAL COSTS	1. SECURITIES 2. T.C.C. 3. MOBI - LISATION	MANAGEMENT CO-ORDINATION SITE SUPERVISION QUALITY OF WORK ADDITIONAL COSTS PERFORMANCE OF PROFESSIONALS
<u>MINISTRY OF ENVIRONMENT & HOUSING</u> NATIONAL HOUSING TRUST Portmore Pines Erection of 670 2-bedroom units and 176 serviced lots Greater Portmore, St Catherine	NHT WIHCON NHT	\$1005.44M Negotiated 1997 March 12 Months	100% 12 Months \$1055.810M \$50M	Yes Yes Yes	Management of the project was good -the increase of \$50M was due only to fluctuations in materials and labour costs. The project is now completed with a satisfactory standard of work.

ANNUAL REPORT

POST-CONTRACT ACTIVITIES AS AT 1998 DECEMBER

APPENDIX II

<u>BASIC INFORMATION</u>		<u>CONTRACT INFORMATION</u>			<u>COMMENTS ON ANY RELEVANT ISSUE</u>	
1. CLIENT MINISTRY 2. EXECUTING AGENCY 3. PROJECT NAME, DESCRIPTION 4. LOCATION	1. LEAD CONSULTANT 2. CONTRACTOR 3. PROJECT MGR.	1. SUM 2. TYPE 3. START DATE 4. PERIOD	1. % EXECUTED 2. TIME ELAPSED 3. COSTS TO DATE 4. ADDITIONAL COSTS	1. SECURITIES 2. T.C.C. 3. MOBI - LISATION	MANAGEMENT CO-ORDINATION SITE SUPERVISION	QUALITY OF WORK ADDITIONAL COSTS PERFORMANCE OF PROFESSIONALS
<u>MINISTRY OF FINANCE & PLANNING</u> <u>(REVENUE BOARD)</u> MINISTRY OF TRANSPORT & WORKS May Pen Revenue Services Centre Construction of new revenue building May Pen, Clarendon					The project has slipped further away from the scheduled completion which was originally set for 1998 October 15. The contractor's revised work programme which he presented in 1998 March for completion by 1998 December 18, was far from being realistic. At the reporting period when 61.11% of the time had elapsed only 21.27% of the work was complete. Some of the problems causing such low performance were as follows: <ol style="list-style-type: none"> 1. Squatters on the site 2. High cost of security 3. Skilled workers in short supply 4. Political thuggery 5. Theft 6. Partial handing over of site 7. Late payments 8. Site closure due to violence occasionally. The contractor has been in dialogue with the Ministry of Transport & Works since early 1998 to find solutions to some of these problems, which remain unresolved. The project management teams have expressed dissatisfaction with the progress and quality of the work occasionally, but the management teams themselves are not performing effectively on this poorly planned project. Material and labour fluctuation at the reporting period amount to \$3.39M while variations totalling \$4.28M are additions to the contract sum.	
Ministry of Transport & Works	Alval Limited	\$73.49M	61.11%	Yes		
		Lump Sum	20 Months	Yes		
	Ministry of Transport & Works	1997-05-19	\$49.80M	Yes		
		18 Months	\$7.68M			

ANNUAL REPORT

POST-CONTRACT ACTIVITIES AS AT 1998 DECEMBER

APPENDIX II

BASIC INFORMATION		CONTRACT INFORMATION			COMMENTS ON ANY RELEVANT ISSUE
1. CLIENT MINISTRY 2. EXECUTING AGENCY 3. PROJECT NAME, DESCRIPTION 4. LOCATION	1. LEAD CONSULTANT 2. CONTRACTOR 3. PROJECT MGR.	1. SUM 2. TYPE 3. START DATE 4. PERIOD	1. % EXECUTED 2. TIME ELAPSED 3. COSTS TO DATE 4. ADDITIONAL COSTS	1. SECURITIES 2. T.C.C. 3. MOBI - LISATION	MANAGEMENT CO-ORDINATION SITE SUPERVISION QUALITY OF WORK ADDITIONAL COSTS PERFORMANCE OF PROFESSIONALS
<u>MINISTRY OF HEALTH</u> URBAN DEVELOPMENT CORPORATION Health Services Rationalisation Project Kingston Public Hospital Construction of additional accommodation, renovation, extensions and alterations to the existing hospital. Kingston	Alberga Graham Ja.	\$584.0M	42%	Yes	<p>The delays were mainly associated with the Out Patient Department - North, which was handed over on November 16, 1998. These delays were consequent on (a) poor quality of labour, (b) unsatisfactory working methods, (c) delays in response to contractor's queries, and (d) theft.</p> <p>The contractor has submitted claims for extension of time and associated costs and has so far been granted 21 days and \$11.9 m for costs. The contractor has also been paid over \$600,000.00 as interest for late certificate payments.</p> <p>Remeasurement of provisional items have resulted in net savings of \$4.7M.</p> <p>Inadequate funding of the H.S.R. Project is undermining the U.D.C.'s position as Project Manager.</p>
	Rizzani De Eccher	Fixed Price	18 Months	N/A	
	U.D.C.	1997-07-01	\$291.25M	Yes	
		21 Months	\$7.8M		
Mandeville Hospital Mandeville, Manchester	McMorris Sibley Robinson	\$654.5.0M	44%	Yes	<p>The progress of the works is approximately 5% or 6 weeks behind schedule while the quality of work is generally fair. In response to the industrial action on site earlier in the year (June-July), the contractor has introduced a productivity incentive scheme, the effect of which has not yet been fully evaluated.</p> <p>Additional costs to date include loss and expense of \$17M and interest costs for late payments of certificates.</p>
	Rizzani De Eccher	Fixed Price	16 Months	N/A	
	U.D.C.	1997-09-01	\$254.7M	Yes	
		26 Months	\$ 21.5 M		

ANNUAL REPORT

POST-CONTRACT ACTIVITIES AS AT 1998 DECEMBER

APPENDIX II

<u>BASIC INFORMATION</u>		<u>CONTRACT INFORMATION</u>			<u>COMMENTS ON ANY RELEVANT ISSUE</u>	
1. CLIENT MINISTRY 2. EXECUTING AGENCY 3. PROJECT NAME, DESCRIPTION 4. LOCATION	1. LEAD CONSULTANT 2. CONTRACTOR 3. PROJECT MGR.	1. SUM 2. TYPE 3. START DATE 4. PERIOD	1. % EXECUTED 2. TIME ELAPSED 3. COSTS TO DATE 4. ADDITIONAL COSTS	1. SECURITIES 2. T.C.C. 3. MOBI - LISATION	MANAGEMENT CO-ORDINATION SITE SUPERVISION	QUALITY OF WORK ADDITIONAL COSTS PERFORMANCE OF PROFESSIONALS
<u>MINISTRY OF HEALTH</u> URBAN DEVELOPMENT CORPORATION Health Services Rationalisation Project St. Ann's Bay Hospital St. Ann's Bay, St. Ann	E. Nadine Isaacs	\$356.0M	25 %	Yes	The rate of production has remained fairly constant throughout the year; which means that the contractor is approximately 50% behind planned progress, based on the accepted program of works. The contractor is being hindered by some discrepancies and omissions in the contract documents and wrong information about the site; these may lead to increased costs. The contractor has lost approximately 28 days (224 hrs.) due to weather and labour unrest Expenditure includes mobilization and pre-purchase advances. Additional costs include 'Loss and Expense' of \$12.0 M. and Interest charge of \$ 271,110.60 for late payments.	
	Rizzani De Eccher	Fixed price	17 Months	N/A		
	U.D.C.	1997-08-05	\$ 204.6M	Yes		
		26 Months	\$13.1M			

ANNUAL REPORT

POST-CONTRACT ACTIVITIES AS AT 1998 DECEMBER

APPENDIX II

<u>BASIC INFORMATION</u>		<u>CONTRACT INFORMATION</u>			<u>COMMENTS ON ANY RELEVANT ISSUE</u>
1. CLIENT MINISTRY 2. EXECUTING AGENCY 3. PROJECT NAME, DESCRIPTION 4. LOCATION	1. LEAD CONSULTANT 2. CONTRACTOR 3. PROJECT MGR.	1. SUM 2. TYPE 3. START DATE 4. PERIOD	1. % EXECUTED 2. TIME ELAPSED 3. COSTS TO DATE 4. ADDITIONAL COSTS	1. SECURITIES 2. T.C.C. 3. MOBI - LISATION	MANAGEMENT CO-ORDINATION SITE SUPERVISION QUALITY OF WORK ADDITIONAL COSTS PERFORMANCE OF PROFESSIONALS
<u>MINISTRY OF INDUSTRY & INVESTMENT</u> FACTORIES CORPORATION OF JAMAICA Earthworks and Pavement					<p>The work was managed and coordinated in a satisfactory manner. Site supervision was adequate and the quality of the work of an acceptable standard.</p> <p>Additional cost was due to extra excavation to remove unsuitable soil to provide a stable foundation for the retaining wall.</p> <p>Performance of all professionals was satisfactory.</p>
		-	\$1.4M	100%	
(a) Excavation of existing earth embankment for additional parking space		T.A. Morgan	Lump Sum	12 Weeks	
		M.A. Downer	1998-05-10	\$1.6M	
(b) Construction of reinforced 6" block walls including trimming embankment and back fill. Construction of asphalted concrete parking area, drainage construction for V drain			8 Weeks	\$236,949	
White Marl, St. Catherine					

ANNUAL REPORT

POST-CONTRACT ACTIVITIES AS AT 1998 DECEMBER

APPENDIX II

<u>BASIC INFORMATION</u>		<u>CONTRACT INFORMATION</u>			<u>COMMENTS ON ANY RELEVANT ISSUE</u>
1. CLIENT MINISTRY 2. EXECUTING AGENCY 3. PROJECT NAME, DESCRIPTION 4. LOCATION	1. LEAD CONSULTANT 2. CONTRACTOR 3. PROJECT MGR.	1. SUM 2. TYPE 3. START DATE 4. PERIOD	1. % EXECUTED 2. TIME ELAPSED 3. COSTS TO DATE 4. ADDITIONAL COSTS	1. SECURITIES 2. T.C.C. 3. MOBI - LISATION	MANAGEMENT CO-ORDINATION SITE SUPERVISION QUALITY OF WORK ADDITIONAL COSTS PERFORMANCE OF PROFESSIONALS
<u>MINISTRY OF LABOUR SOCIAL SECURITY & SPORTS</u> MINISTRY OF TRANSPORT & WORKS Farm Workers Processing Centre	L.M.D. Ltd.	\$42.7 M	45%	Yes	<p>Work started on schedule but progress was initially slow. Delays totaling 8 weeks were mainly due to inclement weather and site disturbances. Steps taken in the latter part of the year have resulted in improvement of the contractor's productivity to the point where the latest schedule of works estimates only a 4 week delay.</p> <p>Co-ordination of the various disciplines on site has been good and site supervision is fair and improving.</p> <p>Quality of work appears satisfactory although there is some amount of remedial work being done.</p>
Construction of a two storey building	K.E.L Construction Management Ltd.	Lump Sum	7 Months	Yes	
110-114 East Street, Kingston	M. T. & W	1998-05-11	\$27.6M	Yes	
		10 Months	None		

ANNUAL REPORT

POST-CONTRACT ACTIVITIES AS AT 1998 DECEMBER

APPENDIX II

<u>BASIC INFORMATION</u>		<u>CONTRACT INFORMATION</u>			<u>COMMENTS ON ANY RELEVANT ISSUE</u>
1. CLIENT MINISTRY 2. EXECUTING AGENCY 3. PROJECT NAME, DESCRIPTION 4. LOCATION	1. LEAD CONSULTANT 2. CONTRACTOR 3. PROJECT MGR.	1. SUM 2. TYPE 3. START DATE 4. PERIOD	1. % EXECUTED 2. TIME ELAPSED 3. COSTS TO DATE 4. ADDITIONAL COSTS	1. SECURITIES 2. T.C.C. 3. MOBI - LISATION	MANAGEMENT CO-ORDINATION SITE SUPERVISION QUALITY OF WORK ADDITIONAL COSTS PERFORMANCE OF PROFESSIONALS
<u>MINISTRY OF LOCAL GOVERNMENT YOUTH & COMMUNITY DEVELOPMENT</u> CLARENDON PARISH COUNCIL May Pen Infirmary Upgrade infirmary, construct boundary wall and complete roadway Denbigh, May Pen, Clarendon	Superintendent of Roads & Works	\$1.12M	100%	N/A	Management of the project was commendable and the quality of the work is good. All contractors were selected from a list maintained by the Parish Council. Work was completed within budgeted the figure.
	Several small Contractors	1997 December	3 Months	N/A	
	Superintendent of Roads & Works	3 Months	\$1.10M -	N/A	
ST. CATHERINE PARISH COUNCIL Linstead Market Repairs to metal roof including supply of materials and making good. Linstead, St. Catherine	St. Catherine Parish Council	\$.890M	100%	-	Management and supervision of this project is commendable. There was no time nor cost overruns and the work done appears satisfactory.
	Affordable Engineering & Building Contractors	Negotiated	2 Months	Yes	
	Superintendent, Roads & Works	1998-05-12 2 Months	\$.890M -	-	

ANNUAL REPORT

POST-CONTRACT ACTIVITIES AS AT 1998 DECEMBER

APPENDIX II

<u>BASIC INFORMATION</u>		<u>CONTRACT INFORMATION</u>			<u>COMMENTS ON ANY RELEVANT ISSUE</u>	
1. CLIENT MINISTRY 2. EXECUTING AGENCY 3. PROJECT NAME, DESCRIPTION 4. LOCATION	1. LEAD CONSULTANT 2. CONTRACTOR 3. PROJECT MGR.	1. SUM 2. TYPE 3. START DATE 4. PERIOD	1. % EXECUTED 2. TIME ELAPSED 3. COSTS TO DATE 4. ADDITIONAL COSTS	1. SECURITIES 2. T.C.C. 3. MOBI - LISATION	MANAGEMENT CO-ORDINATION SITE SUPERVISION	QUALITY OF WORK ADDITIONAL COSTS PERFORMANCE OF PROFESSIONALS
<u>MINISTRY OF LOCAL GOVERNMENT, YOUTH & COMMUNITY DEVELOPMENT</u> ST. CATHERINE PARISH COUNCIL Refurbishing and repairs to Matron's Quarters and fencing of Infirmary Spanish Town, St. Catherine	St. Catherine Parish Council	\$3.3M	100%	-	<p>A negotiated contract to fence the infirmary funded by the Jamaica Social Investment Fund at a cost of \$912,000.00, and the Parish Council provided additional funds for the Matron's Quarters.</p> <p>This project was managed fairly well. There was adequate supervision and the work done appears quite satisfactory.</p>	
	Mogol Transport & Construction Ltd	Negotiated	5 Months	Yes		
	Superintendent, Roads & Works	1998-03-14 3 Months	\$3.3M \$2.4M	-		
ST. MARY PARISH COUNCIL Fencing of Infirmary Port Maria, St. Mary	Secretary/ Manager	\$0.846M	100%	N/A	<p>Management and supervision was done by the Superintendent of Roads and Works. Two contractors were invited to quote on the project and the contractor with the lower quotation was awarded the contract after further negotiation.</p> <p>The work was completed in a satisfactory manner.</p>	
	Caribbean Fencing Ltd	Lump Sum	14 days	N/A		
	Superintendent, Roads & Works	1998-07-27 14 days	\$0.774M -	N/A		

ANNUAL REPORT

POST-CONTRACT ACTIVITIES AS AT 1998 DECEMBER

APPENDIX II

<u>BASIC INFORMATION</u>		<u>CONTRACT INFORMATION</u>			<u>COMMENTS ON ANY RELEVANT ISSUE</u>
1. CLIENT MINISTRY 2. EXECUTING AGENCY 3. PROJECT NAME, DESCRIPTION 4. LOCATION	1. LEAD CONSULTANT 2. CONTRACTOR 3. PROJECT MGR.	1. SUM 2. TYPE 3. START DATE 4. PERIOD	1. % EXECUTED 2. TIME ELAPSED 3. COSTS TO DATE 4. ADDITIONAL COSTS	1. SECURITIES 2. T.C.C. 3. MOBI-LISATION	MANAGEMENT CO-ORDINATION SITE SUPERVISION QUALITY OF WORK ADDITIONAL COSTS PERFORMANCE OF PROFESSIONALS
<u>MINISTRY OF LOCAL GOVERNMENT YOUTH & COMMUNITY DEVELOPMENT</u> ST. THOMAS PARISH COUNCIL Morant Bay Market Repairs and upgrading to market Morant Bay, St.Thomas	Superintendent of Roads & Works	\$3.6M	100%	N/A	The Ministry budgeted amount for the work was \$1M, therefore, the Parish Council had to provide an additional amount for completion of the work. All materials were provided by the Parish Council and labour force was selected by the councillors. Payment certificates were disbursed via 'force account'. The quality of work appears satisfactory.
	Small contractors	Force Account	3 Months	N/A	
	Superintendent of Roads & Works	1998 March 3 Months	\$3.6M	N/A	
TRELAWNY PARISH COUNCIL Falmouth Infirmary Upgrading of infirmary Falmouth, Trelawny	Superintendent of Roads & Works	\$0.43M	100%	Nil	1) All contracts on this project were below \$100,000 and contractors were selected by the Council. 2) The contracts were dealt with under the Force Account System and all the signed agreements were in place for proper execution of the work. 3) Supervision was done by the Superintendent of Roads and Works and all materials used were supplied by the Council.
	Several small contractors	Force Account	3 Months	Nil	
	Superintendent of Roads & Works	1998 May 3 Months	\$.43M	Nil	

ANNUAL REPORT

POST-CONTRACT ACTIVITIES AS AT 1998 DECEMBER

APPENDIX II

<u>BASIC INFORMATION</u>		<u>CONTRACT INFORMATION</u>			<u>COMMENTS ON ANY RELEVANT ISSUE</u>
1. CLIENT MINISTRY 2. EXECUTING AGENCY 3. PROJECT NAME, DESCRIPTION 4. LOCATION	1. LEAD CONSULTANT 2. CONTRACTOR 3. PROJECT MGR.	1. SUM 2. TYPE 3. START DATE 4. PERIOD	1. % EXECUTED 2. TIME ELAPSED 3. COSTS TO DATE 4. ADDITIONAL COSTS	1. SECURITIES 2. T.C.C. 3. MOBI-LISATION	MANAGEMENT CO-ORDINATION SITE SUPERVISION QUALITY OF WORK ADDITIONAL COSTS PERFORMANCE OF PROFESSIONALS
<u>MINISTRY OF NATIONAL SECURITY & JUSTICE</u> NORMAN MANLEY LAW SCHOOL Extension & Alteration to the Norman Manley Law School Extension Approx. 4,000 Sqft. UWI, Mona Campus	Apec Consultants	N/A	100%	Yes	<p>This was a "cost plus" contract in which the contractor agreed to a fixed management fee of \$1.6 M plus the actual cost for completing the works and a percentage to cover overhead and profit. The final cost of \$15.1M exceeds the quantity surveyor's preliminary estimate of \$14.41 M by 5%.</p> <p>Work started on time and the contractor's progress was on par with the scheduled activities. However some ground was lost due mainly to the 1997 December Elections and variations requested by the client. The contract was well managed, site supervision and the quality of workmanship was good. All parties to this contract performed well.</p> <p>The "cost plus" contract is not generally recommended for Government contracting as it is more difficult to administer, the project cost is difficult to accurately estimate, and the client normally bears all the risk of time and costs overruns. It gives the contractor little incentive to complete the works on time and as the consultants fee is normally linked to the final contract cost, the client is left in a disadvantageous position. This contract however, had a satisfactory outcome.</p>
	Higgs & Hill Overseas Ltd.	Cost Plus	7 1/2 Months	Yes	
	Apec Consultants	1997-10-06	\$15.1 M	Yes	
		6 Months	N/A		

ANNUAL REPORT

POST-CONTRACT ACTIVITIES AS AT 1998 DECEMBER

APPENDIX II

<u>BASIC INFORMATION</u>		<u>CONTRACT INFORMATION</u>			<u>COMMENTS ON ANY RELEVANT ISSUE</u>	
1. CLIENT MINISTRY 2. EXECUTING AGENCY 3. PROJECT NAME, DESCRIPTION 4. LOCATION	1. LEAD CONSULTANT 2. CONTRACTOR 3. PROJECT MGR.	1. SUM 2. TYPE 3. START DATE 4. PERIOD	1. % EXECUTED 2. TIME ELAPSED 3. COSTS TO DATE 4. ADDITIONAL COSTS	1. SECURITIES 2. T.C.C. 3. MOBI- LISATION	MANAGEMENT CO-ORDINATION SITE SUPERVISION	QUALITY OF WORK ADDITIONAL COSTS PERFORMANCE OF PROFESSIONALS
<u>MINISTRY OF TRANSPORT & WORKS</u>						
MINISTRY OF TRANSPORT & WORKS						
Asphaltic Concrete Overlay Works - Package 1 & 2	-	\$49.9M	95%	Yes	<p>Management and coordination of the project was satisfactory and supervision was very good.</p> <p>Additional cost is due mainly to drain improvement works which will increase the contract sum by 9.6%.</p> <p>Performance of the professionals was also satisfactory.</p>	
To prepare roadway, regulate, construct drainage along roadway and overlay with asphalt is concrete	Surrey Paving & Aggregate Co. Ltd.	Fixed Price	20 Weeks	Yes		
Omara Road, Belmont Road, Worthington Avenue, Upper King Street, Slipe Pen Road, Camp Road	Mr. John Wright	1998-08-12	\$37.7M	Yes		
		24 Weeks	\$4.8M			
Urban & Rural Overlay Programme Package #1 Projects 1 & 5						
Pamphret to Morant Bay Road Section and Yallahs Fording	Ministry of Transport & Works	\$181.25M	100%	Yes	<p>Lack of proper drainage, which was one of the principal causes of the deterioration of the roadway, was not addressed as a priority and site supervision was not efficiently inadequate.</p> <p>The quality of the work was fair and the performance of the professionals was fairly good.</p> <p>Additional cost shown on the December certificate was due to fluctuation in labour and material, representing an increase of 6.01% of the contract.</p>	
To prepare surface of roadway and overlay with asphaltic concrete from Pamphret to Morant Bay. Also to pave Yallahs Fording with concrete of approved quality and specification	Y.P. Seaton & Associates Ltd.	Lump Sum	9 Months	Yes		
	Mr. G. Henry	1998-01-28	\$191.7M	Yes		
St. Thomas		9 Months	\$10.9M			

ANNUAL REPORT

POST-CONTRACT ACTIVITIES AS AT 1998 DECEMBER

APPENDIX II

<u>BASIC INFORMATION</u>		<u>CONTRACT INFORMATION</u>			<u>COMMENTS ON ANY RELEVANT ISSUE</u>
1. CLIENT MINISTRY 2. EXECUTING AGENCY 3. PROJECT NAME, DESCRIPTION 4. LOCATION	1. LEAD CONSULTANT 2. CONTRACTOR 3. PROJECT MGR.	1. SUM 2. TYPE 3. START DATE 4. PERIOD	1. % EXECUTED 2. TIME ELAPSED 3. COSTS TO DATE 4. ADDITIONAL COSTS	1. SECURITIES 2. T.C.C. 3. MOBI - LISATION	MANAGEMENT CO-ORDINATION SITE SUPERVISION QUALITY OF WORK ADDITIONAL COSTS PERFORMANCE OF PROFESSIONALS
<u>MINISTRY OF TRANSPORT & WORKS</u>					
MT&W - NORTHERN JAMAICA DEVELOPMENT PROJECT UNIT					
Northern Coastal Highway Improvement Sub-project Segment I	Stanley Consultants Inc.	US\$25M or US\$16M + J\$349.5M	25%	Yes	<p>The contractor, in our assessment, needs to improve his coordination and planning for the implementation and execution of numerous independent tasks, so as to avoid further slippages on the project. He may have to double the work force (including Saturdays, Sundays and holidays) to achieve this.</p> <p>Land acquisition continues to be very slow. There are many difficulties in determining the legal title holders of the land, problem in negotiating with offshore land owners and removal of structures on untitled land. Presently, only 49% of the land has been made available for the works.</p> <p>Some of the problems encountered by the contractor and MT&W since commencement of the project are as follows:</p> <ul style="list-style-type: none"> - Labour strikes and work stoppages - Delay in issuing the 'notice to commence' - Unusual weather conditions - Change in field/site conditions - Change in design - Delay in progress of the works because of limited possession of site or because of obstacles on lands that have been turned over for construction activities. - Delays caused by utilities : NWC; C&W and JPS
Negril Roundabout to Bogue	Bonsung Engineering & Construction Co Ltd.	Unit Price	465 days	N/A	
Westmoreland and St. James	Stanley Consultants Inc.	1997-09-23	US\$7.8M + J\$66M	Yes	
	Morris Chin	730 days	\$39.69M \$6.38M		

ANNUAL REPORT

POST-CONTRACT ACTIVITIES AS AT 1998 DECEMBER

APPENDIX II

<u>BASIC INFORMATION</u>		<u>CONTRACT INFORMATION</u>			<u>COMMENTS ON ANY RELEVANT ISSUE</u>	
1. CLIENT MINISTRY 2. EXECUTING AGENCY 3. PROJECT NAME, DESCRIPTION 4. LOCATION	1. LEAD CONSULTANT 2. CONTRACTOR 3. PROJECT MGR.	1. SUM 2. TYPE 3. START DATE 4. PERIOD	1. % EXECUTED 2. TIME ELAPSED 3. COSTS TO DATE 4. ADDITIONAL COSTS	1. SECURITIES 2. T.C.C. 3. MOBI - LISATION	MANAGEMENT CO-ORDINATION SITE SUPERVISION	QUALITY OF WORK ADDITIONAL COSTS PERFORMANCE OF PROFESSIONALS
<u>MINISTRY OF TRANSPORT & WORKS</u> MT&W - NORTHERN JAMAICA DEVELOPMENT PROJECT UNIT Northern Coastal Highway Improvement Sub-project Segment 1 (Cont'd)					<p>The contractor methodology appears to have contributed to the slow progress. In our assessment, there are many more activities that could have been executed concurrently such as the construction of bridges, etc.</p> <p>Because of the complexity of the project, it is very difficult to determine actual progress made to the date.</p> <p>Increases in cost to date are due mainly to changes in the scope of work and fluctuation in the cost of labour.</p> <p>The availability of the quantity of material specified for construction of the subsurface may also pose a problem in achieving the completion date.</p> <p>In our assessment, the overall performance of the project team since commencement of the project was satisfactory. However, the client/ministry needs to maintain stricter supervision and coordination, particularly of resource personnel and the contractor in order to improve the chance of early delivery of the project and to avoid/minimise further slippages.</p>	

ANNUAL REPORT

POST-CONTRACT ACTIVITIES AS AT 1998 DECEMBER

APPENDIX II

BASIC INFORMATION		CONTRACT INFORMATION			COMMENTS ON ANY RELEVANT ISSUE	
1. CLIENT MINISTRY 2. EXECUTING AGENCY 3. PROJECT NAME, DESCRIPTION 4. LOCATION	1. LEAD CONSULTANT 2. CONTRACTOR 3. PROJECT MGR.	1. SUM 2. TYPE 3. START DATE 4. PERIOD	1. % EXECUTED 2. TIME ELAPSED 3. COSTS TO DATE 4. ADDITIONAL COSTS	1. SECURITIES 2. T.C.C. 3. MOBI - LISATION	MANAGEMENT CO-ORDINATION SITE SUPERVISION	QUALITY OF WORK ADDITIONAL COSTS PERFORMANCE OF PROFESSIONALS
<u>MINISTRY OF TRANSPORT & WORKS</u>						
MINISTRY OF TRANSPORT & WORKS						
Traffic Management Programme	A . D e B C o n s u l t a n t s Limited	\$20.09M	98%	Yes	The main objective of the project was satisfactorily achieved. through good coordination and management. Supervision was also adequate and the quality of the finished work is acceptable.	
Waterloo Road Improvement Project	Pavement Structures Limited	Fixed Price	40 Weeks	Yes	Additional cost for erecting boundary wall fence resulted from the widening of the roadway and for traffic light signals.	
Carriageway widening, preparatory and regulatory works. Resurfacing and miscellaneous roadway rehabilitation works including drainage rehabilitation of approximately 0.9 km of urban roadway	Mr. Milton Hodelin	1998-03-31	\$27.6M	Yes	The planning of the project should have been more precise in order to avoid or minimize variations.	
		10 Weeks	\$7.5M		The professional performance was fair.	
Waterloo Road, St. Andrew						

ANNUAL REPORT

POST-CONTRACT ACTIVITIES AS AT 1998 DECEMBER

APPENDIX II

<u>BASIC INFORMATION</u>		<u>CONTRACT INFORMATION</u>			<u>COMMENTS ON ANY RELEVANT ISSUE</u>
1. CLIENT MINISTRY 2. EXECUTING AGENCY 3. PROJECT NAME, DESCRIPTION 4. LOCATION	1. LEAD CONSULTANT 2. CONTRACTOR 3. PROJECT MGR.	1. SUM 2. TYPE 3. START DATE 4. PERIOD	1. % EXECUTED 2. TIME ELAPSED 3. COSTS TO DATE 4. ADDITIONAL COSTS	1. SECURITIES 2. T.C.C. 3. MOBI - LISATION	MANAGEMENT CO-ORDINATION SITE SUPERVISION QUALITY OF WORK ADDITIONAL COSTS PERFORMANCE OF PROFESSIONALS
<u>MINISTRY OF TRANSPORT & WORKS</u> AIRPORTS AUTHORITY OF JAMAICA To refurbish and upgrade existing bathroom facilities Norman Manley International Airport, Kingston	Rivi Gardner Associates Ltd.	\$17.29M	100%	Yes	Additional work approved by Cabinet was added as a variation to the contract. Implementation, which included temporary works, had to be carried out in a manner so as not to affect the Airport operational activities. Consequently practical completion of the contract was not achieved until 1998 August, and the additional work is almost completed based on the December Certificate. The overall supervision was satisfactory and the quality of the work was acceptable. Management and coordination were fairly good and the performance of the professionals was of a reasonably high standard. The nature of the work warranted additional time, but it appears to have taken much longer than anticipated.
	Concorde Engineering Ltd.	Lump Sum	15 Months	Yes	
	Mrs. Winsome Strachan	1997-9-15	\$23.8M	Yes	
		3 Months	\$6.6M		
Refurbishing of Queens/AJAS Warehouse To renovate existing warehouse and offices and erection of security fences on the northern boundary Norman Manley International Airport, Kingston	Professional Engineering Consultants Ltd.	\$24.4M	70%	Yes	The management of the project has been satisfactory as has the coordination and site supervision. The quality of the work is of acceptable standard and the performance of the professionals has been quite good.
	Alfrasure Structures & Roofing Ltd.	Unit Price	5 Months	Yes	
		1998-08-03	\$16.4M	Yes	
	Mrs. W. Strachan	5 Months	-		

ANNUAL REPORT

POST-CONTRACT ACTIVITIES AS AT 1998 DECEMBER

APPENDIX II

<u>BASIC INFORMATION</u>		<u>CONTRACT INFORMATION</u>			<u>COMMENTS ON ANY RELEVANT ISSUE</u>	
1. CLIENT MINISTRY 2. EXECUTING AGENCY 3. PROJECT NAME, DESCRIPTION 4. LOCATION	1. LEAD CONSULTANT 2. CONTRACTOR 3. PROJECT MGR.	1. SUM 2. TYPE 3. START DATE 4. PERIOD	1. % EXECUTED 2. TIME ELAPSED 3. COSTS TO DATE 4. ADDITIONAL COSTS	1. SECURITIES 2. T.C.C. 3. MOBI - LISATION	MANAGEMENT CO-ORDINATION SITE SUPERVISION	QUALITY OF WORK ADDITIONAL COSTS PERFORMANCE OF PROFESSIONALS
<u>MINISTRY OF TRANSPORT & WORKS</u> AIRPORTS AUTHORITY OF JAMAICA Airport Reform & Improvement Programme Extension and Renovation of existing Intransit Lounge Extension of existing Intransit Lounge and Refurbishing adjoining Ticket Area, Electrical and airconditioning installation Norman Manley International Airport	Rivi Gardner & Associates	\$93.7M	10%	Yes	The standard of both the management and coordination in the implementation of this project are good. Supervision in place displayed wide experience and the quality of the work so far is of an acceptable standard. The performance of the professionals has been quite good and the sum shown for cost refers to the mobilization certified.	
	Tankweld Construction Co. Ltd.	Lump Sum	3 Months	Yes		
	Mrs. W. Strachan	1998-09-14	\$9.3M	Yes		
		10 Months	-			
Rehabilitation of Runway and Taxiway Norman Manley International Airport, Kingston	EDM Consultants	US\$18.04M Revised to US\$12.76M	100%	Yes	Initial start of the project lacked efficient management, coordination and supervision by the contractor. The quality of the work was poor requiring extensive remedial work to be done resulting in considerable time overrun amounting to thirteen (13) months. Mid 1998 the progress and quality of work showed some improvement due to changes in the project management staff but this did not prevent liquidated damages deductions for the delays in completion of the project. The performance of the professionals on the project was good.	
	Cubiertas y Fomento	Fixed Price	26 Months	Yes		
	N.P. Saulter	1996-09-11	\$11.8M	Yes		
		13 Months				

ANNUAL REPORT

POST-CONTRACT ACTIVITIES AS AT 1998 DECEMBER

APPENDIX II

<u>BASIC INFORMATION</u>		<u>CONTRACT INFORMATION</u>			<u>COMMENTS ON ANY RELEVANT ISSUE</u>	
1. CLIENT MINISTRY 2. EXECUTING AGENCY 3. PROJECT NAME, DESCRIPTION 4. LOCATION	1. LEAD CONSULTANT 2. CONTRACTOR 3. PROJECT MGR.	1. SUM 2. TYPE 3. START DATE 4. PERIOD	1. % EXECUTED 2. TIME ELAPSED 3. COSTS TO DATE 4. ADDITIONAL COSTS	1. SECURITIES 2. T.C.C. 3. MOBI - LISATION	MANAGEMENT CO-ORDINATION SITE SUPERVISION	QUALITY OF WORK ADDITIONAL COSTS PERFORMANCE OF PROFESSIONALS
<u>MINISTRY OF TRANSPORT & WORKS</u> THE PORT AUTHORITY Rehabilitation of Beacons Kingston Harbour Newport West - Kingston	AdeB Consultants Ltd.	\$14.3M	18%	Yes	The management and coordination on the project have been satisfactory. There has been a wide range of technical experience displayed in supervision and the quality of the work is of an acceptable standard. Performance of the professionals on the project has been satisfactory.	
	Tankweld Limited	Lump Sum	9 Weeks	Yes		
	The Port Authority	1998-10-14	\$2.8M	Yes		
		28 Weeks	-			
URBAN DEVELOPMENT CORPORATION Rehabilitation of drains - Contract #1 Construction of debris basin inlet to culvert carrying the Negro River across the Highway. To improve and pave drains with reinforced concrete block walls. Regrade and re-surface roadway St. Ann's Bay, St. Ann	Beckford & Dixon Consulting Engineer	\$36.4M	100%	Yes	Management and coordination of the project was executed satisfactorily. Site supervision throughout the progress of the work was keen and the quality of the finished work was of an acceptable standard. Performance of the professionals in the administration of the project was effectively executed.	
	CFC Construction (Engineers) Ltd.	Fixed Price	9 Months	Yes		
	Urban Development Corporation	1997-05-09	\$35.0M			
		6 Months	\$4M	Yes		

ANNUAL REPORT

POST-CONTRACT ACTIVITIES AS AT 1998 DECEMBER

APPENDIX II

<u>BASIC INFORMATION</u>		<u>CONTRACT INFORMATION</u>			<u>COMMENTS ON ANY RELEVANT ISSUE</u>
1. CLIENT MINISTRY 2. EXECUTING AGENCY 3. PROJECT NAME, DESCRIPTION 4. LOCATION	1. LEAD CONSULTANT 2. CONTRACTOR 3. PROJECT MGR.	1. SUM 2. TYPE 3. START DATE 4. PERIOD	1. % EXECUTED 2. TIME ELAPSED 3. COSTS TO DATE 4. ADDITIONAL COSTS	1. SECURITIES 2. T.C.C. 3. MOBI - LISATION	MANAGEMENT CO-ORDINATION SITE SUPERVISION QUALITY OF WORK ADDITIONAL COSTS PERFORMANCE OF PROFESSIONALS
<u>MINISTRY OF TRANSPORT & WORKS</u> URBAN DEVELOPMENT CORPORATION					
Rehabilitation of drains Contract #2	Beckford & Dixon Consulting Engineers	\$32.48M	100%	Yes	<p>Coordination and management of the project were satisfactorily executed. The quality of the work was satisfactory.</p> <p>Additional cost on the project was due to variations and price fluctuation in labour.</p> <p>Performance of the professionals was satisfactory.</p>
River training works and improvement of drains with reinforced concrete inverts and concrete block walls	Rollers Compressors Hireage Ltd.	Fixed Price	12 Months	Yes	
St. Ann's Bay, St. Ann	Urban Development Corporation	1997-07-29 8 Months	\$34.4M \$1.9M	Yes	

ANNUAL REPORT

POST-CONTRACT ACTIVITIES AS AT 1998 DECEMBER

APPENDIX II

<u>BASIC INFORMATION</u>		<u>CONTRACT INFORMATION</u>			<u>COMMENTS ON ANY RELEVANT ISSUE</u>
1. CLIENT MINISTRY 2. EXECUTING AGENCY 3. PROJECT NAME, DESCRIPTION 4. LOCATION	1. LEAD CONSULTANT 2. CONTRACTOR 3. PROJECT MGR.	1. SUM 2. TYPE 3. START DATE 4. PERIOD	1. % EXECUTED 2. TIME ELAPSED 3. COSTS TO DATE 4. ADDITIONAL COSTS	1. SECURITIES 2. T.C.C. 3. MOBI - LISATION	MANAGEMENT CO-ORDINATION SITE SUPERVISION QUALITY OF WORK ADDITIONAL COSTS PERFORMANCE OF PROFESSIONALS
<u>MINISTRY OF WATER</u> NATIONAL WATER COMMISSION Bulstrode Water Supply Extension Contract #3 The construction of 1.70 miles (2.74km) 8" and 6" Diameter PVC distribution pipeline and associated appurtenances Bulstrode, Westmoreland	NWC Engineering & Capital Project Department Litfield General Construction Co. Ltd. Mr. Walter Bygrave	\$5.29M Lump Sum 1998-08-27 5 Months	85% 3 Months \$3.18M	Yes Yes Yes	The agreement was signed 1998 August 18, and works commenced 1998 September 30, to be completed 1999 February 28, a construction period of five (5) months. At the time of reporting completion was approximately 85%. Testing of pipelines has been completed and rehabilitation of the excavated area was being carried out. Expenditure now totals \$3,153,000.00 representing 60% of the contract sum. Amount of rocks in foundation are less than the estimated quantity in the contract and will result in savings. It is proposed to use this saving made for financing the construction of an additional 3,500 ft. of 4" diameter distribution pipeline in the area.

ANNUAL REPORT

POST-CONTRACT ACTIVITIES AS AT 1998 DECEMBER

APPENDIX II

BASIC INFORMATION		CONTRACT INFORMATION			COMMENTS ON ANY RELEVANT ISSUE	
1. CLIENT MINISTRY 2. EXECUTING AGENCY 3. PROJECT NAME, DESCRIPTION 4. LOCATION	1. LEAD CONSULTANT 2. CONTRACTOR 3. PROJECT MGR.	1. SUM 2. TYPE 3. START DATE 4. PERIOD	1. % EXECUTED 2. TIME ELAPSED 3. COSTS TO DATE 4. ADDITIONAL COSTS	1. SECURITIES 2. T.C.C. 3. MOBI - LISATION	MANAGEMENT CO-ORDINATION SITE SUPERVISION	QUALITY OF WORK ADDITIONAL COSTS PERFORMANCE OF PROFESSIONALS
<u>MINISTRY OF WATER</u> NATIONAL WATER COMMISSION Bulstrode Water Supply Extension Contract #4 The construction of 2.2 miles (3.5km) 6" and 4" diameter pipeline and associated appurtenances Bulstrode, Westmoreland	NWC Engineering & Capital Project Department Frederick Rodriques & Associates Ltd. Mr. Walter Bygrave	\$5.74M Lump Sum 1998-08-18 5 Months	90% 3 Months \$5.04M None	Yes Yes Yes	The agreement was signed 1998 August 18, and works commenced 1998 September 30, to be completed 1999 February 26, a contract period of five (5) months. At the time of reporting completion was approximately 90%. Testing of pipelines has been completed with other aspects of the work are in the final stages. Expenditure now totals \$5,042,901.50 representing 87.8% of the contract sum. There will be a saving on this contract as the amount of rocks found was less than the estimated quantity in the contract document. It is planned that the saving to be made will be used to finance the construction of an additional 3,500ft. of 4" distribution pipeline in the area.	

ANNUAL REPORT

POST-CONTRACT ACTIVITIES AS AT 1998 DECEMBER

APPENDIX II

<u>BASIC INFORMATION</u>		<u>CONTRACT INFORMATION</u>			<u>COMMENTS ON ANY RELEVANT ISSUE</u>	
1. CLIENT MINISTRY 2. EXECUTING AGENCY 3. PROJECT NAME, DESCRIPTION 4. LOCATION	1. LEAD CONSULTANT 2. CONTRACTOR 3. PROJECT MGR.	1. SUM 2. TYPE 3. START DATE 4. PERIOD	1. % EXECUTED 2. TIME ELAPSED 3. COSTS TO DATE 4. ADDITIONAL COSTS	1. SECURITIES 2. T.C.C. 3. MOBI - LISATION	MANAGEMENT CO-ORDINATION SITE SUPERVISION	QUALITY OF WORK ADDITIONAL COSTS PERFORMANCE OF PROFESSIONALS
<u>MINISTRY OF WATER</u>						
NATIONAL WATER COMMISSION						
Clarks Town/Duncans Water Supply	Lawson & Associates Ltd.	\$4.47M	98%	Yes	The agreement was signed 1998 March 24, and works commenced 1998 April 29, to be completed 1998 August 27, a contract period of four (4) months. At the time of reporting the project was practically completed but the certificate is not yet issued. The delay in completion is as a result of the late employment of a sub-contractor to carry out important aspects of the work and also loss of time due to the breakdown of equipment. Additionally, the National Water Commission was experiencing cash flow problems and their inability to honour payment certificates on a timely basis resulted in the contractor having to suspend operations. The contractor applied for and was granted a three (3) week extension of time. Expenditure now totals \$4,720,282.56 being, \$245,019.96 or 5.6% above the contract sum.	
Construction and erection of a 220 cubic metre steel storage tank with associated site works	Seivwright Building Supplies Ltd.	Lump Sum	8 Months	Yes		
Spicy Hill, Duncans, Trelawny	Mr. Walter Bygrave	1998-04-27	\$4.72M	Yes		
		4 Months	\$0.25M			

ANNUAL REPORT

POST-CONTRACT ACTIVITIES AS AT 1998 DECEMBER

APPENDIX II

<u>BASIC INFORMATION</u>		<u>CONTRACT INFORMATION</u>			<u>COMMENTS ON ANY RELEVANT ISSUE</u>
1. CLIENT MINISTRY 2. EXECUTING AGENCY 3. PROJECT NAME, DESCRIPTION 4. LOCATION	1. LEAD CONSULTANT 2. CONTRACTOR 3. PROJECT MGR.	1. SUM 2. TYPE 3. START DATE 4. PERIOD	1. % EXECUTED 2. TIME ELAPSED 3. COSTS TO DATE 4. ADDITIONAL COSTS	1. SECURITIES 2. T.C.C. 3. MOBI - LISATION	MANAGEMENT CO-ORDINATION SITE SUPERVISION QUALITY OF WORK ADDITIONAL COSTS PERFORMANCE OF PROFESSIONALS
<u>MINISTRY OF WATER</u> NATIONAL WATER COMMISSION Moneague Water Supply Scheme					
Installation of Transmission and Distribution Pipes	A & P Consultants Ltd.	\$5.97M	98%	Yes	The agreement was signed 1997 December 1, and works commenced 1998 February 16, to be completed 1998 June 9, a contract period of four (4) months.
The laying of 1,550 metres of 150m PVC Pipes and 1710 metres of 150mm Ductile Iron Pipes	Construction Developers Associates Ltd.	Lump Sum	9 Months	Yes	Completion of the project has been delayed as a result of a protracted negotiation between the National Water Commission and the contractor regarding the discovery of compacted marl during excavation on which extra claims were made. As a result of this problem the decision was taken to employ the services of a Geotechnical Engineer to carry out the necessary tests to determine the validity of the contractor's claim.
Moneague, St. Ann	Mr. Walter Bygrave	1998-02-16	\$5.81M	Yes	At the time of reporting, a certificate of practical completion has been issued and the maintenance period is in effect. Certification is issued on the basis that the pipeline, which is the main component of the contract, has been completed and successfully tested. There are, however, other aspects such as reinstatement which remain to be completed.
		4 Months	-	-	The contract sum has been revised from \$5,972,240.00 to \$6,721,040.00, an increase of \$748,800.00 or 12.6%. This is as a result of an approved variation order for additional rock excavation. Expenditure now totals \$5,807,563.65, representing 86.5% of the revised contract sum.

ANNUAL REPORT

POST-CONTRACT ACTIVITIES AS AT 1998 DECEMBER

APPENDIX II

<u>BASIC INFORMATION</u>		<u>CONTRACT INFORMATION</u>			<u>COMMENTS ON ANY RELEVANT ISSUE</u>
1. CLIENT MINISTRY 2. EXECUTING AGENCY 3. PROJECT NAME, DESCRIPTION 4. LOCATION	1. LEAD CONSULTANT 2. CONTRACTOR 3. PROJECT MGR.	1. SUM 2. TYPE 3. START DATE 4. PERIOD	1. % EXECUTED 2. TIME ELAPSED 3. COSTS TO DATE 4. ADDITIONAL COSTS	1. SECURITIES 2. T.C.C. 3. MOBI - LISATION	MANAGEMENT CO-ORDINATION SITE SUPERVISION QUALITY OF WORK ADDITIONAL COSTS PERFORMANCE OF PROFESSIONALS
<u>MINISTRY OF WATER</u> NATIONAL WATER COMMISSION MONEAGUE WATER SUPPLY SCHEME Installation of Transmission and Distribution Pipelines The laying of 1761 meters of 150mm pipes and 1695 meters of 100mm PVC pipes Moneague, St. Ann	A & P Consultants Ltd.	\$7.31M	98%	Yes	The agreement was signed 1997 December 15, and works commenced 1998 March 10, to be completed 1998 July 10, a contract period of four (4) months.
	Cooper & Associates Ltd.	Lump Sum	10 Months	Yes	Completion of the project has been delayed as a result of the non-payment of certificates on a timely basis by National Water Commission, which was the cause of disruption in the contractor's work programme and subsequent suspension of the works.
	Mr. Walter Bygrave	1998-03-10	\$6.68M	Yes	The National Water Commission attributed the problem to insufficient funds to pay the contractor. During the process the contractor applied for and was granted fourteen (14) days extension of time. The claims were made on the basis that the National Water Commission did not supply fittings in a timely manner and also for the period of suspension.
		4 Months	None		<p>The contractor has also filed claims for fluctuation in the cost of labour and for additional rock excavation. These claims are now the subject of negotiations.</p> <p>At the time of reporting a certificate of practical completion has been issued and the maintenance period is in effect. There are, however, other aspects of the works such as reinstatement which remain to be completed.</p> <p>Expenditure now totals \$6,681,460.00 representing 91% of the contract sum. The possibility exists however, that there will be an overrun of the contract sum on completion of the project in light of the abovementioned developments that have taken place.</p>

ANNUAL REPORT

POST-CONTRACT ACTIVITIES AS AT 1998 DECEMBER

APPENDIX II

<u>BASIC INFORMATION</u>		<u>CONTRACT INFORMATION</u>			<u>COMMENTS ON ANY RELEVANT ISSUE</u>
1. CLIENT MINISTRY 2. EXECUTING AGENCY 3. PROJECT NAME, DESCRIPTION 4. LOCATION	1. LEAD CONSULTANT 2. CONTRACTOR 3. PROJECT MGR.	1. SUM 2. TYPE 3. START DATE 4. PERIOD	1. % EXECUTED 2. TIME ELAPSED 3. COSTS TO DATE 4. ADDITIONAL COSTS	1. SECURITIES 2. T.C.C. 3. MOBI-LISATION	MANAGEMENT CO-ORDINATION SITE SUPERVISION QUALITY OF WORK ADDITIONAL COSTS PERFORMANCE OF PROFESSIONALS
<u>MINISTRY OF WATER</u> NATIONAL WATER COMMISSION					
Negril Waste Water Project	Witteveen & Bos	\$580.6M	100%	Yes	<p>The agreement was signed the 1994 May 24, and works commenced 1994 September 19, to be completed 1996 September 18, a construction period of two (2) years. This completion date was not realized. The contractor applied for and was granted an extension of time to 1997 January 31. This was further extended to 1997 March 15. This date was also not realized and the imposition of liquidated damages applied with a reportedly \$34,741,804.38 collected so far.</p> <p>The project is now substantially completed twenty-five (25) months after the original completion date and a Certificate of Acceptance issued. The twelve (12) month maintenance period is in progress commencing 1998 November 3.</p> <p>The expenditure on the October quarterly payment certificate amounts to \$694,836,087.65. We now await the penultimate certificate for the final cost to see the full extent of the cost overrun for this project.</p>
Construction of a Sewerage Treatment Plant and Disposal System	Cubiertas y FOMENTO	Bills of Quantities	49 Months	Yes	
Negril, Westmoreland	Mr. Walter Bygrave	1994-09-19	\$694.8M	Yes	
		24 Months	\$114.2M		

ANNUAL REPORT

POST-CONTRACT ACTIVITIES AS AT 1998 DECEMBER

APPENDIX II

<u>BASIC INFORMATION</u>		<u>CONTRACT INFORMATION</u>			<u>COMMENTS ON ANY RELEVANT ISSUE</u>
1. CLIENT MINISTRY 2. EXECUTING AGENCY 3. PROJECT NAME, DESCRIPTION 4. LOCATION	1. LEAD CONSULTANT 2. CONTRACTOR 3. PROJECT MGR.	1. SUM 2. TYPE 3. START DATE 4. PERIOD	1. % EXECUTED 2. TIME ELAPSED 3. COSTS TO DATE 4. ADDITIONAL COSTS	1. SECURITIES 2. T.C.C. 3. MOBI- LISATION	MANAGEMENT CO-ORDINATION SITE SUPERVISION QUALITY OF WORK ADDITIONAL COSTS PERFORMANCE OF PROFESSIONALS
<u>MINISTRY OF WATER</u> NATIONAL WATER COMMISSION Newell/Newcombe Valley Water Supply The construction of a 10,000 gallon reinforced concrete reservoir and 1125 ft. of access road Newell/Newcombe Valley, St. Elizabeth	A & P Consultants Ltd.	\$4.82M	98%	Yes	The agreement was signed the 1996 November 29, and works commenced 1996 December 10, to be completed 1997 June 11, a contract period of six (6) months.
	Donald Lewis Construction Co. Ltd.	Lump Sum	24 Months	Yes	This date was not realized. The contractor applied for and was granted a Seventeen (17) Week extension of time. The new date for completion was also not realized.
	Mr. Walter Bygrave	1996-12-10 6 Months	\$3.91M None	Yes	<p>With the expiration of the various deadlines due to the contractor's poor performance, the National Water Commission took the decision to intervene by employing a sub-contractor to expedite completion.</p> <p>The activities that were behind schedule were the roof slab, access road, parking area, fencing, pipe work, outstanding steel and form work. It was agreed that the main contractor would undertake maintenance of the works after practical completion is certified.</p> <p>The project is eighteen (18) months behind schedule but is close to completion following the NWC's action.</p> <p>Expenditure is now totalling \$3,905,000.00, representing 81% of the contract sum. The possibility exists, however, that there will be an overrun of the contract sum on completion of the project.</p>

ANNUAL REPORT

POST-CONTRACT ACTIVITIES AS AT 1998 DECEMBER

APPENDIX II

<u>BASIC INFORMATION</u>		<u>CONTRACT INFORMATION</u>			<u>COMMENTS ON ANY RELEVANT ISSUE</u>	
1. CLIENT MINISTRY 2. EXECUTING AGENCY 3. PROJECT NAME, DESCRIPTION 4. LOCATION	1. LEAD CONSULTANT 2. CONTRACTOR 3. PROJECT MGR.	1. SUM 2. TYPE 3. START DATE 4. PERIOD	1. % EXECUTED 2. TIME ELAPSED 3. COSTS TO DATE 4. ADDITIONAL COSTS	1. SECURITIES 2. T.C.C. 3. MOBI- LISATION	MANAGEMENT CO-ORDINATION SITE SUPERVISION	QUALITY OF WORK ADDITIONAL COSTS PERFORMANCE OF PROFESSIONALS
<u>MINISTRY OF WATER</u> NATIONAL WATER COMMISSION						
Installation of Transmission Pipeline	None	\$4.45M	100%	Yes	The agreement was signed the 1997 September 3, and works commenced 1997 October 2, to be completed 1997 November 26, a contract period of eight (8) weeks.	
The laying of 1328 metres of 400mm of Ductile Iron Pipelines and appurtenances	H.S.A. Limited	Lump Sum	28 Weeks	Yes	The project was completed the 1998 May 1, five (5) months after the projected completion date.	
Ocho Rios, St Ann	Mr. Walter Bygrave	1997-10-03	\$5.99M	Yes	The delay in the completion is as a result of excessive rocks encountered during excavation of trenches and the protracted negotiation that followed to arrive at a settlement.	
		8 Weeks	\$1.54M	-	Although the project has experienced delays the management and coordination have been adequate and the quality of work good.	
					The contract sum has moved from \$4,454,780.00 to \$5,995,727.24 representing an increase of \$1,540,947.25 or 34%, which has resulted from the negotiation that was concluded between the contractor and National Water Commission.	

ANNUAL REPORT

APPENDIX II

POST-CONTRACT ACTIVITIES AS AT 1998 DECEMBER

<u>BASIC INFORMATION</u>		<u>CONTRACT INFORMATION</u>			<u>COMMENTS ON ANY RELEVANT ISSUE</u>	
1. CLIENT MINISTRY 2. EXECUTING AGENCY 3. PROJECT NAME, DESCRIPTION 4. LOCATION	1. LEAD CONSULTANT 2. CONTRACTOR 3. PROJECT MGR.	1. SUM 2. TYPE 3. START DATE 4. PERIOD	1. % EXECUTED 2. TIME ELAPSED 3. COSTS TO DATE 4. ADDITIONAL COSTS	1. SECURITIES 2. T.C.C. 3. MOBI - LISATION	MANAGEMENT CO-ORDINATION SITE SUPERVISION	QUALITY OF WORK ADDITIONAL COSTS PERFORMANCE OF PROFESSIONALS
<u>MINISTRY OF WATER</u> NATIONAL WATER COMMISSION						
Ocho Rios Waste Water Project	Witteveen+Bos Consulting Engineers	\$329.25M	98%	Yes	The agreement was signed h 1994 May 20, and works commenced 1994 September 19, to be completed 1996 September 18, a contract period of Two (2) years.	
The construction of a sewerage treatment plant and disposal system	Cuibertas y Fomento	Bills of Quantities	31 Months	Yes	The project is presently behind schedule by thirty-one (31) months with completion at approximately 98%.	
Ocho Rios, St. Ann	Mr. Walter Bygrave	1994-09-11	\$496.7M	Yes	The contractor applied for and was granted extension of time to 1997 January 15. The extended period has been exceeded and liquidated damages applied. Several completion dates have been mentioned with the latest being the end of 1999 February..	
		24 Months	\$166.5M		It has been proposed that the project will be completed in two phases. Testing for completion on Phase I is currently being undertaken following which the system will be put into operation. Phase II which consists of line #1 was rejected and relaying is approximately 50% complete.	
					Expenditure to date now totals \$496,733,347.00 being \$166,482,559.89 or 50% above the contract sum. A reported amount of \$22,707,042.14 in the form of liquidated damages has been collected so far.	
					It is estimated that the completion cost will be approximately \$604,000,000.00.	

ANNUAL REPORT

POST-CONTRACT ACTIVITIES AS AT 1998 DECEMBER

APPENDIX II

<u>BASIC INFORMATION</u>		<u>CONTRACT INFORMATION</u>			<u>COMMENTS ON ANY RELEVANT ISSUE</u>
1. CLIENT MINISTRY 2. EXECUTING AGENCY 3. PROJECT NAME, DESCRIPTION 4. LOCATION	1. LEAD CONSULTANT 2. CONTRACTOR 3. PROJECT MGR.	1. SUM 2. TYPE 3. START DATE 4. PERIOD	1. % EXECUTED 2. TIME ELAPSED 3. COSTS TO DATE 4. ADDITIONAL COSTS	1. SECURITIES 2. T.C.C. 3. MOBI - LISATION	MANAGEMENT CO-ORDINATION SITE SUPERVISION QUALITY OF WORK ADDITIONAL COSTS PERFORMANCE OF PROFESSIONALS
<u>MINISTRY OF WATER</u> NATIONAL WATER COMMISSION					
Roaring River to Petersfield Transmission Pipeline	National Water Commission Capital Project Unit	\$10.11M	85%	Yes	<p>The agreement was signed 1998 March 24, and works commenced April 20, 1998 to be completed 1998 December 31, a contract period of eight (8) months.</p> <p>At the time of reporting the project was at approximately 85% completion.</p> <p>The delay in completion was as a result of excessive rainfall and a high water table experienced in the area. There was also the problem of an excessive amount of rocks encountered during excavation of trenches which necessitated blasting which was not a part of the contract. This resulted in a variation order and the sum of \$3,949,740.00 submitted by the contractor for the cost of the works is being reviewed. The contractor also indicated that on account of the prevailing conditions there are sufficient grounds for extension of time.</p> <p>Expenditure is now totalling \$9,447,614.40, representing 93.5% of the contract sum.</p>
The installation of 3.4km (2.13 miles) of 500 mm (20") diameter ductile iron pipeline and associated appurtenances	Edwards Construction Co. Ltd.	Lump Sum	8 Months	Yes	
Roaring River to Petersfield, Westmoreland	Mr. Walter Bygrave	1998-04-20	\$9.45M	Yes	
		8 Months	-	-	

ANNUAL REPORT

POST-CONTRACT ACTIVITIES AS AT 1998 DECEMBER

APPENDIX II

<u>BASIC INFORMATION</u>		<u>CONTRACT INFORMATION</u>			<u>COMMENTS ON ANY RELEVANT ISSUE</u>
1. CLIENT MINISTRY 2. EXECUTING AGENCY 3. PROJECT NAME, DESCRIPTION 4. LOCATION	1. LEAD CONSULTANT 2. CONTRACTOR 3. PROJECT MGR.	1. SUM 2. TYPE 3. START DATE 4. PERIOD	1. % EXECUTED 2. TIME ELAPSED 3. COSTS TO DATE 4. ADDITIONAL COSTS	1. SECURITIES 2. T.C.C. 3. MOBI - LISATION	MANAGEMENT CO-ORDINATION SITE SUPERVISION QUALITY OF WORK ADDITIONAL COSTS PERFORMANCE OF PROFESSIONALS
<u>MINISTRY OF WATER</u> CARIB ENGINEERING CORPORATION LTD.					
Construction of Access Road and Tank Base	Jentech Consultants Ltd.	\$9.84M	100%	Yes	The project commenced 1997 January 20, and was scheduled to be completed 1997 May 20, a contract period of four (4) months.
Construction of 9,200m of access road, retaining wall, tank base, plinths and all other necessary works, installation of 230m of 150mm and 610m of 200mm Ductile Iron Transmission and Distribution Pipes	Glaves Mid-Island Construction Co. Ltd.	Lump Sum	12 Months	Yes	Delays in completion of the project resulted from the contractor's poor management coupled with problems associated with his labour force and a change in the scope of work, leading to variation orders being issued.
Lluidas Vale, St. Catherine	Mr. Audley W Thompson	1997-01-07	\$10.41M	Yes	Application for five (5) weeks extension of time was granted, but we are not aware of any further extension of time granted or liquidated damages deducted since an additional eight (8) months elapsed before completion on 1998 January 20.
		4 Months	\$0.57M		The final cost of the project is showing an increase of \$574,348.30, which was covered by a variation order.

ANNUAL REPORT

POST-CONTRACT ACTIVITIES AS AT 1998 DECEMBER

APPENDIX II

<u>BASIC INFORMATION</u>		<u>CONTRACT INFORMATION</u>			<u>COMMENTS ON ANY RELEVANT ISSUE</u>
1. CLIENT MINISTRY 2. EXECUTING AGENCY 3. PROJECT NAME, DESCRIPTION 4. LOCATION	1. LEAD CONSULTANT 2. CONTRACTOR 3. PROJECT MGR.	1. SUM 2. TYPE 3. START DATE 4. PERIOD	1. % EXECUTED 2. TIME ELAPSED 3. COSTS TO DATE 4. ADDITIONAL COSTS	1. SECURITIES 2. T.C.C. 3. MOBI - LISATION	MANAGEMENT CO-ORDINATION SITE SUPERVISION QUALITY OF WORK ADDITIONAL COSTS PERFORMANCE OF PROFESSIONALS
<u>MINISTRY OF WATER</u> CARIB ENGINEERING CORPORATION LTD. Roaring River to Whithorn - Line A The laying of approximately 6,200 metres of 400mm ductile iron pipe line Roaring River, Westmoreland	Mr. Ralph Fisher	\$38.96M	81%	Yes	The agreement was signed 1997 November 11, and works commenced 1998 January 5, to be completed 1998 September, a construction period of eight (8) months. The construction period has been exceeded and the project is approximately 81% complete. The delay in completion is the result of the contractor not being paid on a timely basis and as a consequence the decision was taken to suspend operation. Carib Engineering Corporation Ltd. (CECL) is having cash flow problems and has not been able to honour its commitment to these projects being implemented. There will be serious cost implications because extra money will have to be found to pay for the extended period of this contract if CECL's cash flow problem is not resolved early. Expenditure now totals \$21,682,239.23 being 55.6% of the contract sum.
	Edwards Construction Ltd.	Lump Sum	11 Months	Yes	
	Mr. Audley W. Thompson	1998-01-05	\$21.68M	Yes	
		8 Months	-		

ANNUAL REPORT

POST-CONTRACT ACTIVITIES AS AT 1998 DECEMBER

APPENDIX II

<u>BASIC INFORMATION</u>		<u>CONTRACT INFORMATION</u>			<u>COMMENTS ON ANY RELEVANT ISSUE</u>
1. CLIENT MINISTRY 2. EXECUTING AGENCY 3. PROJECT NAME, DESCRIPTION 4. LOCATION	1. LEAD CONSULTANT 2. CONTRACTOR 3. PROJECT MGR.	1. SUM 2. TYPE 3. START DATE 4. PERIOD	1. % EXECUTED 2. TIME ELAPSED 3. COSTS TO DATE 4. ADDITIONAL COSTS	1. SECURITIES 2. T.C.C. 3. MOBI- LISATION	MANAGEMENT CO-ORDINATION SITE SUPERVISION QUALITY OF WORK ADDITIONAL COSTS PERFORMANCE OF PROFESSIONALS
<u>MINISTRY OF WATER</u> CARIB ENGINEERING CORPORATION LTD. Whithorn to Caledonia - Line B The laying of approximately 3,300 metres of 300 mm diameter ductile iron pipeline Whithorn to Caledonia, Westmoreland	Mr. Ralph C. Fisher	\$35.11M	43%	Yes	The agreement was signed 1997 November 11, and works commenced 1998 January 5, to be completed 1998 September, a contract period of eight (8) months. From its commencement the project has been having problems. The personnel employed to supervise the project were not adequately trained to carry out these functions. There was also the problem of the contractor's not having the necessary equipment to efficiently carry out the work. The contractor is also claiming to be having cash flow problem and is not able to pay his creditors. Furthermore, Carib Engineering has not been honouring payment certificates on a timely basis. This has further impacted negatively on the progress of the work. Resulting from Carib Engineering Ltd's financial problems a decision was taken to suspend the project works. The project is now three (3) months behind schedule with completion at approximately 43%. Expenditure now totals \$9,111,598.63 representing 25.9% of the contract sum.
	Bacchus Engineering Works Ltd.	Lump Sum	11 Months	Yes	
	Mr. Audley W. Thompson	1998-05-01	\$9.11M	Yes	
		8 Months	None		

ANNUAL REPORT

POST-CONTRACT ACTIVITIES AS AT 1998 DECEMBER

APPENDIX II

BASIC INFORMATION		CONTRACT INFORMATION			COMMENTS ON ANY RELEVANT ISSUE	
1. CLIENT MINISTRY 2. EXECUTING AGENCY 3. PROJECT NAME, DESCRIPTION 4. LOCATION	1. LEAD CONSULTANT 2. CONTRACTOR 3. PROJECT MGR.	1. SUM 2. TYPE 3. START DATE 4. PERIOD	1. % EXECUTED 2. TIME ELAPSED 3. COSTS TO DATE 4. ADDITIONAL COSTS	1. SECURITIES 2. T.C.C. 3. MOBI - LISATION	MANAGEMENT CO-ORDINATION SITE SUPERVISION	QUALITY OF WORK ADDITIONAL COSTS PERFORMANCE OF PROFESSIONALS
<u>MINISTRY OF WATER</u> CARIB ENGINEERING CORPORATION LTD.						
Caledonia to Darliston - Line C	Mr. Ralph C. Fisher	\$58.48M	34.43%	Yes	The agreement was signed 1997 November 14, and works commenced 1998 January 5, to be completed 1998 September, a construction period of eight (8) months.	
The laying of approximately 5,400 metres of 300 mm diameter ductile iron pipeline	Bacchus Engineering Works Ltd.	Lump Sum	11 Months	Yes	At the time of reporting the project was three (3) months behind schedule with completion at approximately 46%.	
Caledonia to Darliston, Westmoreland	Mr. Audley W. Thompson	1998-01-05	\$11.71M	Yes	The project has been plagued by problems from the beginning. These problems began when the owners of the trenching machines and other suppliers withdrew their services because of non-payment of bills.	
		8 Months	-		It is recorded in the status report that Carib Engineering is having cash flow problems and as a consequence has not been able to honour payment certificates on a timely basis. This has resulted in the project being suspended.	
					It appears that the funding arrangement was not in place for the three (3) projects now being implemented as a package. The status report on the financial problems are based on the unavailability of funds.	
					Expenditure now totals \$11,710,439.22, representing 30.43% of the contract sum.	

ANNUAL REPORT

POST-CONTRACT ACTIVITIES AS AT 1998 DECEMBER

APPENDIX II

<u>BASIC INFORMATION</u>		<u>CONTRACT INFORMATION</u>			<u>COMMENTS ON ANY RELEVANT ISSUE</u>
1. CLIENT MINISTRY 2. EXECUTING AGENCY 3. PROJECT NAME, DESCRIPTION 4. LOCATION	1. LEAD CONSULTANT 2. CONTRACTOR 3. PROJECT MGR.	1. SUM 2. TYPE 3. START DATE 4. PERIOD	1. % EXECUTED 2. TIME ELAPSED 3. COSTS TO DATE 4. ADDITIONAL COSTS	1. SECURITIES 2. T.C.C. 3. MOBI - LISATION	MANAGEMENT CO-ORDINATION SITE SUPERVISION QUALITY OF WORK ADDITIONAL COSTS PERFORMANCE OF PROFESSIONALS
<u>JAMAICA SOCIAL INVESTMENT FUND (JSIF)</u>					
JAMAICA SOCIAL INVESTMENT FUND					
Carron Hall All Age & Infant School	Desmond Hayle & Associates	\$9.17M	43.2%	Yes	<p>The contractor was accused by the Supervising Consultant of lack of diligence in performing the works in a methodical and timely manner, despite written and verbal requests. It was reported that he also failed to provide adequate supplies of building materials to the site on a timely basis and furthermore that he did not ensure that competent supervision was available on site on a daily basis.</p> <p>The contractor for his part however, claimed that a substantial change in the scope of work and the Quantity Surveyor's reluctance to compensate him accounted for his poor performance.</p> <p>After careful study and examination of the issues the contract was terminated by SIF under the Convenience Clause in the Contract Conditions of Particular Application. The compensation package the contractor received amounted to \$1,358,690.00. He had, however, received payment of \$3,517,942.20 in previous certificates.</p> <p>Prior to the settlement which was agreed by both parties to the contract a re-tender exercise on 1998 November 1, resulted in a new contract sum of \$6,793,376.80 for completion of the works. Mogul Transport & Construction Co. Ltd. submitted the lowest amended tender and was awarded the contract.</p>
Upgrading of Carron Hall All Age School	Dynamic Construction Co. Ltd.	Lump Sum	8 Months	Yes	
Carron Hall, St. Mary	Desmond Hayle & Associates	1998-10-01	\$5.28M	-	
		6 Months	\$0.685M	-	

ANNUAL REPORT

POST-CONTRACT ACTIVITIES AS AT 1998 DECEMBER

APPENDIX II

<u>BASIC INFORMATION</u>		<u>CONTRACT INFORMATION</u>			<u>COMMENTS ON ANY RELEVANT ISSUE</u>
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<u>OFFICE OF THE PRIME MINISTER</u> NATIONAL HOUSING TRUST Green Pond Housing Development	Ashtrom Development Ltd.	\$1.45 B	97.5 %	Yes	<p>This project has continued its good progress throughout the contract period and is now poised for an early completion. The contractor has experienced his fair share of problems but was still able to produce a fair quality of work in good time. It is however hard to understand why the contractor chose to install interior quality doors externally. These are being replaced at the contractor's expense.</p> <p>Expenditure to date is about 10% above the contract sum. This is largely due to fluctuations in material and labour. Variation costs so far are negligible.</p> <p>Construction management, site supervision and coordination were exemplary on this project.</p>
	Infrastructure and Housing - Design & Build Contract for the provision of 1940 housing solutions	Ashdev. Ltd.	Design & Build	30 Months	Yes
	Montego Bay, St. James	Allied Business Consultants	1996 June 35 Months	\$1.59B \$0.143B	Yes
Longville Housing Scheme Erection of 737 housing units comprising 221 service lots, 441 studio units and 75 2-bedroom units with related infrastructure	Jentech Consultants Ltd	\$441.67M	70%	Yes	<p>Management of this project has been commendable in spite of the difficulties which the contractor encountered on the site which includes gun violence. All the units for Phase I have been erected and are being completed and the quality of work appears satisfactory. This phase should be completed in 1999 May.</p> <p>A water storage tank is being presently erected on site. The sewage system and road network are still under construction but should be completed early.</p>
	Ashdev Ltd	Lump Sum	12 Months	-	
	Longville, Freetown, Clarendon	NHT Ltd	1997-12-09 2 Years	\$346.6M -	-

ANNUAL REPORT

POST-CONTRACT ACTIVITIES AS AT 1998 DECEMBER

APPENDIX II

<u>BASIC INFORMATION</u>		<u>CONTRACT INFORMATION</u>			<u>COMMENTS ON ANY RELEVANT ISSUE</u>	
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<u>OFFICE OF THE PRIME MINISTER</u> NATIONAL HOUSING TRUST Longville Sewage Treatment Plant Construction of service buildings, inlet works, oxidation ditch, clarifier, sludge pumping station and fencing complete. Longville Park, Free Town, Clarendon					This project should have been completed in 1998 November but violence on the site made it difficult for the contractor to perform normally. The quality of the work done so far appears satisfactory.	
	Jentech Consultants Ltd	\$23.76M Revised \$26.423M	90%	Yes		
	M&M Jamaica Ltd	Lump sum	6 Months	-		
	National Housing Trust	August 1998 3½ Months	\$25.82M -	-		

ANNUAL REPORT

POST-CONTRACT ACTIVITIES AS AT 1998 DECEMBER

APPENDIX II

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<u>OFFICE OF THE PRIME MINISTER</u> NATIONAL HOUSING TRUST Rosemount Row Houses The provision of 150 Two Bedroom Town Houses Montego Bay, St. James	N.H.T	\$98.96M	98 %	Yes	<p>A contract that should have lasted 1 year is still not complete after 3 years. The circumstances are such that delays could not have been avoided but the contractor has not done enough to achieve a more timely completion. Various initiatives taken to speed up progress have met with some success to the point where it was expected that practical completion would have been achieved within the year, but this was not to be. Progress was so slow in 1998 that the NHT had to eventually terminate the contractor's employment in 1998 November.</p> <p>Of the sum expended so far, variations and fluctuation in material and labour are major contributors to the additional cost.</p> <p>The quality of work remains acceptable but could be improved. The NHT has decided to employ small contractors to carry out the works to completion.</p>
	C. Woolery & Partners	Lump Sum	36 Months	Yes	
	N.H.T	1995-11-20	\$151.19 M	Yes	
		12 Months	\$52.23 M		

ANNUAL REPORT

POST-CONTRACT ACTIVITIES AS AT 1998 DECEMBER

APPENDIX II

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<u>OFFICE OF THE PRIME MINISTER</u> URBAN DEVELOPMENT CORPORATION Comprehensive Rural Township Development Programme Phase III Bog Walk Health Centre Construction of new Type II Health Centre, a two-bedroom cottage and associated external works and fencing Nollis, Bog Walk, St. Catherine					
	APEC Consultants Ltd.	\$18.9M	95%	Yes	Budgetary constraints, late appointment of an electrical sub-contractor, as well as the agency's and the contractor's delayed responses to urgent matters all contributed to the time overrun.
	HDB Construction Ltd.	Unit Price	9 Months	Yes	Although site supervision, quality of work and the performance of the professionals were good, the overall management and coordination of the project activities were not satisfactory.
	UDC	1998-03-09 4 Months	\$16.64M -	Yes	

ANNUAL REPORT

POST-CONTRACT ACTIVITIES AS AT 1998 DECEMBER

APPENDIX II

<u>BASIC INFORMATION</u>		<u>CONTRACT INFORMATION</u>			<u>COMMENTS ON ANY RELEVANT ISSUE</u>	
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<u>OFFICE OF THE PRIME MINISTER</u> URBAN DEVELOPMENT CORPORATION Comprehensive Rural Township Development Programme -Phase III Ferncourt High School - Contract #2 Classroom extension and works to existing building Claremont, St. Ann		Urban Development Corporation Striders Building Construction & Joinery Ltd. Urban Development Corporation	\$8.98M Unit Price 1997-07-18 32 Weeks	100% 30 Weeks \$11.96M \$2.97M	Yes Yes Yes	Management and coordination on this project were good and the contractor's performance commendable. Despite delays due to re-design to sections of the foundations and late appointment of electrical sub-contractor, practical completion was achieved two (2) weeks ahead of the scheduled completion date. Site supervision and quality of work were good as was the performance by the professionals. Expenditure to date indicates that the contract sum was exceeded by \$2.97M or 33.06% of which \$0.52M or 5.88% was material and labour fluctuations and the remaining variations. It has been noted that the defects liability period has expired but defects are still outstanding.

ANNUAL REPORT

POST-CONTRACT ACTIVITIES AS AT 1998 DECEMBER

APPENDIX II

<u>BASIC INFORMATION</u>		<u>CONTRACT INFORMATION</u>			<u>COMMENTS ON ANY RELEVANT ISSUE</u>	
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<u>OFFICE OF THE PRIME MINISTER</u> URBAN DEVELOPMENT CORPORATION Manley Meadows Housing Development Erection of 1068 urbana quad units and 88 2-bedroom duplex units along with infrastructure. Bellevue Lands, Windward Road, Kingston 2					In 1998 December the overall completion of housing units and infrastructure works total 79.2%. The contractor experienced some difficulties on site, and furthermore, he was unable to gain access to the western Bellevue lands for an extended period of time. A total of fifty-three (53) weeks extension of time has been approved. The estimated revised completion date for the project is now 1999 May instead of the original 1998 May date, and the estimated final cost is 12.10% above the contract sum. The quality of work so far is satisfactory and the contractor performed his duties well under adverse circumstances.	
	A de B Consultants Ltd	\$797.235M	79.2%	Yes		
	West Indies Housing Contractors Ltd	Negotiated	104 Weeks	-		
	Urban Development Corporation	1997-01-27	\$631.5M	-		
		68 Weeks	-			

ANNUAL REPORT

POST-CONTRACT ACTIVITIES AS AT 1998 DECEMBER

APPENDIX II

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<u>OFFICE OF THE PRIME MINISTER</u> URBAN DEVELOPMENT CORPORATION Comprehensive Rural Township Development Programme -Phase III May Day Secondary School Construction of a new single-storey classroom and multi-purpose laboratory block and a new single-storey lavatory block plus renovation works to existing building Mandeville, Manchester						
	J. Gregory Saunders Associates Ltd.	\$15.3M	95%	Yes	Agency and contractor did not carry out their role and responsibilities as expected. The agency took a long time to award the sub-contract for electrical work and to decide on issues concerning Block A and B buildings,	
	Metrocon Associates Limited	Unit Price	50 Weeks	Yes	The contractor's inability to adequately staff and finance the works resulted in work stoppages and time loss.	
	Urban Development Corp oration	1998-01-05	\$12.5M	Yes	Notwithstanding this, however, site supervision was good and the quality of the work acceptable	
		20 Weeks	-		Expenditure to date is still within the contract sum.	

ANNUAL REPORT

APPENDIX II

POST-CONTRACT ACTIVITIES AS AT 1998 DECEMBER

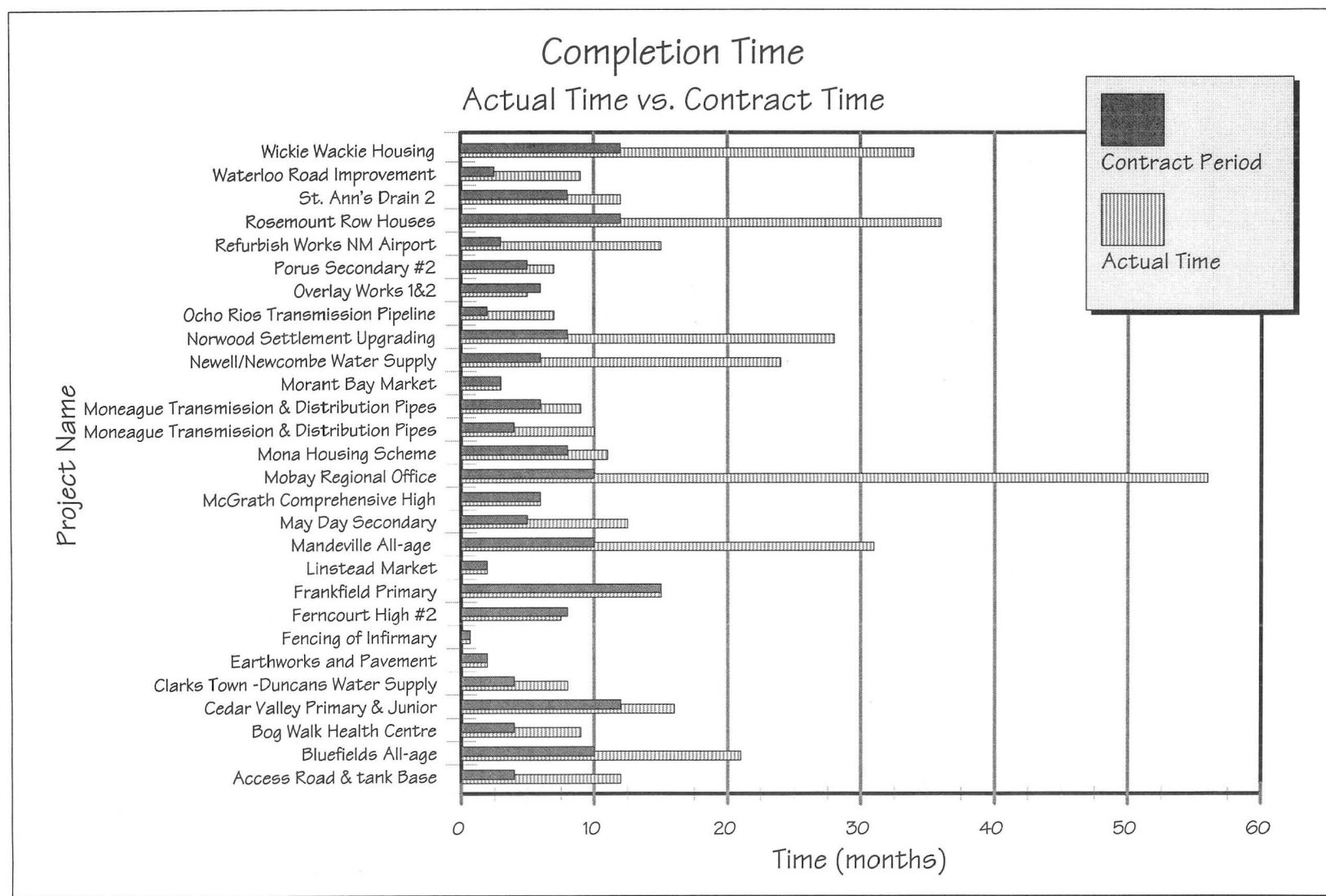
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<u>OFFICE OF THE PRIME MINISTER</u> URBAN DEVELOPMENT CORPORATION COMPREHENSIVE RURAL TOWNSHIP DEVELOPMENT PROGRAMME III Munro College #2 Construction of two (2) new blocks: "C" Agricultural & Physics, "E" Art & Craft Building Malvern, St. Elizabeth	Audrey Knight Architects Ltd.	\$20.56M	60%	Yes	Management and coordination by the agency/architect initially was poor as they had implemented the project with outstanding information still to be given to the contractor. Site supervision by the agency and quality of work were good. The contractor's performance however was not satisfactory . Due to inadequate staffing and financial constraints he was unable to carry out the works in a timely manner.	
	Clasford Woolery & Partners Ltd.	Unit Price	8 Months	Yes		
	Urban Development Corporation	1998-05-18 8 Months	\$11.42M \$0.5M	Yes		

ANNUAL REPORT

POST-CONTRACT ACTIVITIES AS AT 1998 DECEMBER

APPENDIX II

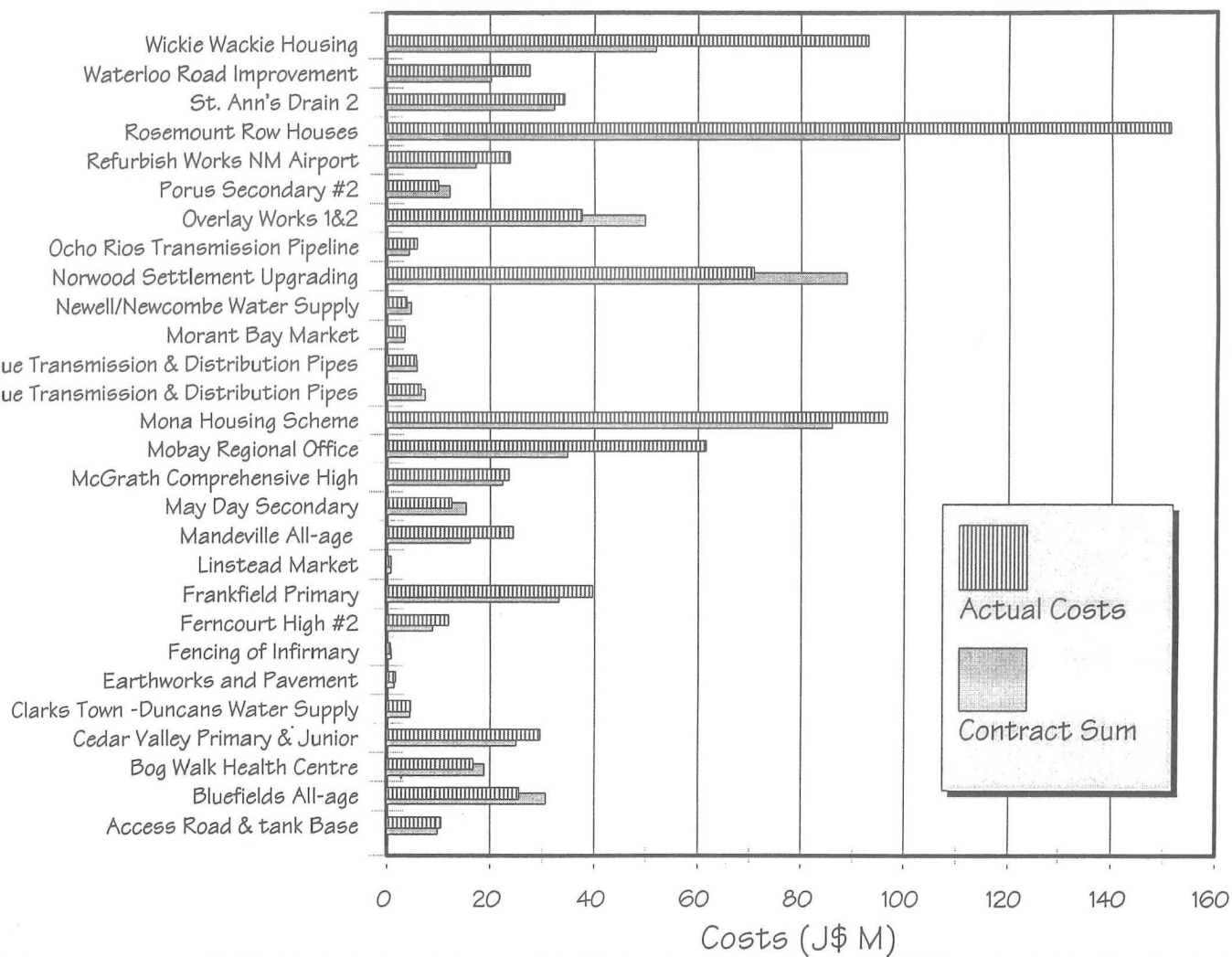
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<u>OFFICE OF THE PRIME MINISTER</u> URBAN DEVELOPMENT CORPORATION Comprehensive Rural Township Development Programme - Phase III Porus Secondary School #2 Construction of a new two-storey multi- purpose block and renovation of existing blocks "D" and "F", also associated drainage and existing works Porus, Manchester	L.Mark Taylor & Associates	\$12.22M	98%	Yes	Management, coordination and site supervision were fairly good and the performance of the professionals was good. The quality of the masonry work was not of an acceptable standard, however, the rest of the work appears satisfactory.	
	Striders Building Construction & Joinery Ltd.	Unit Price	7 Months	Yes		
	Urban Development Corporation	1998-05-07 5 Months	\$10.08M -	Yes		



Project Name

Completion Costs

Contract Sum vs. Actual Costs



STAFF SITUATION FOR 1998

<u>COMPLEMENT</u>	<u>APPROVED</u>	<u>EMPLOYED</u>	<u>VACANT</u>	<u>REMARKS</u>
Contractor-General	1	1	-	
Deputy Contractor-General &	1	1	-	
Legal Advisor	1	1	-	Parrr-time Legal
Director - Licences & Permits	1	1	-	
Director - Administration	1	1	-	
Co-ordinator Inspection & Research	1	1	-	
Senior Inspectors	5	5	-	
Inspectors	6	5	1	
Executive Secretary II	1	1	-	
Executive Secretary I	3	3	-	
Public Relatiion Officer	1	-	1	Post frozen
Chief Accountant	1	1	-	
Personnel Officer	1	-	1	Post frozen
Office Manager	1	1	-	
Senior Accountant	1	1	-	
Senior Secretary	1	1	-	
Accountant	1	1	-	
Secretaries	2	-	2	Post frozen
Registrar	1	1	-	
Personnel Clerk	1	-	1	Post frozen
Clerk (Registry)	1	1	-	
Telephone Operator/Receptionist	1	1	-	
Driver	2	1	1	
Office Attendant	1	1	-	
Canteen Attendant	1	1	-	
Messenger	1	1	-	
Watchman	2	-	2	Posts frozen
Part-time Cleaners	2	-	2	Posts frozen
TOTAL	43	32	11	

ABBREVIATIONS

A.C.B	-	Agricultural Credit Bank
B.O.J.	-	Bank of Jamaica
C.E.C.L	-	Carib Engineering Corporation Limited
C.I.B.	-	Coffee Industry Board
D.V.L	-	Development Ventures Limited
E.C	-	European Community
E.D.Co.	-	Estate Development Company
F.I.D.I.C	-	Federation Internationale Des Ingenieurs Conseils
G.C.C	-	Government Contracts Committee
G.E.I	-	Government Electrical Inspection
G.O.J.	-	Government of Jamaica
I.B.R.D.	-	International Bank for Reconstruction and Development (World Bank)
I. D.B	-	Inter-American Development Bank
JAMPRO	-	Jamaica Promotions Corporation
J.B.C.	-	Jamaica Broadcasting Corporation
J.C.C.	-	Joint Consultative Council
J.S.I.F.	-	Jamaica Social Investment Fund
M.M & E	-	Ministry of Mining and Energy
M.F&P	-	Ministry of Finance and Planning
M.O.T&W	-	Ministry of Transport and Works
M.O.E&C.	-	Ministry of Education and Culture
M.O.H.	-	Ministry of Health
M.P	-	Member of Parliament
N.C.C.	-	National Contracts Commission
N.H.D.C.L.	-	National Housing Development Corporation Limited
N.H.T.	-	National Housing Trust
N.I.B.J.	-	National Investment Bank of Jamaica
N.I.C.L.	-	National Irrigation Commission Limited
N.R.C.A.	-	Natural Resource Conservation Authority
N.W.C.	-	National Water Commission
O.E.C.F.	-	Overseas Economic Co-operation Fund
O.P.E.C.	-	Organization of Petroleum Exporting Countries
P.A.J.	-	Port Authority of Jamaica
PAMCo	-	Project Analysis & Monitoring Company
P.I.O.J.	-	Planning Institute of Jamaica
R.J.R.	-	Radio Jamaica Limited
S.E.S.P	-	Social and Economic Support Programme
S.I.H.L.	-	Sugar Industry Housing Limited
T.A.P.	-	Tourism Action Plan
T.C.C.	-	Tax Compliance Certificate
U.D.C.	-	Urban Development Corporation
USAID	-	United States Agency for International Development

