

**THE**

**THIRTEENTH ANNUAL REPORT**

**OF**

**THE CONTRACTOR-GENERAL**

**JANUARY TO DECEMBER 1999**



**OFFICE OF THE CONTRACTOR-GENERAL**  
**17 KNUTSFORD BOULEVARD**  
**P.O. Box 540**  
**KINGSTON 5**  
**JAMAICA, W.I.**

Any reply or subsequent reference to this communication should be addressed to the Contractor-General and the following reference quoted:-

No. : 10-2-01<sup>IV</sup>  
TELEPHONE No. : 929-8560/6466  
FAX No. : 929-7335  
E-Mail : cg-ja@cwjamaica.com

January 17, 2001

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

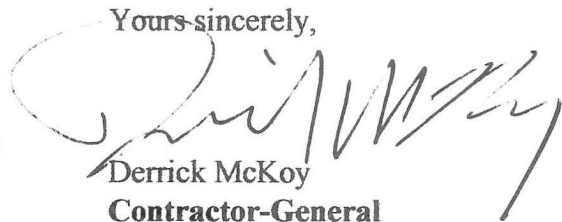
Hon. Syringa Marshall-Burnett  
President of the Senate  
Gordon House

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 Thirteenth Annual Report of the Contractor-General for 1999 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	2
3.0 MONITORING OF NON-CONSTRUCTION CONTRACTS, LICENCES & PERMITS	16
4.0 NATIONAL CONTRACTS COMMISSION	21
5.0 STAFFING OF THE OFFICE	23
6.0 INFORMATION SYSTEMS	25
7.0 APPROPRIATION ACCOUNT FOR THE FINANCIAL YEAR 1998/1999	28
8.0 APPENDICES	
I. Pre Contract Activities	30
II. Post Contract Activities	51
III Staff Situation 1999	102
IV. Abbreviations	103

## **2.0 MONITORING OF CONSTRUCTION CONTRACTS**

### **2.1 INTRODUCTION**

Over-expenditure on projects continues to be a cause for serious concern to this Office. Our experience indicates that such over-expenditure is consequent not only on inadequate management and execution of the contracts but often also on poor and inadequate planning before the contract is awarded. We still continue to see cases where contracts are tendered and awarded before the designs have been completed. This absence of completed designs invariably leads to higher final cost than the contract sum since the original award sum did not truly reflect the total amount of work needed to be done.

We continue to experience cases where additional works are included by variation orders, which should have been the subject of completely new and separate contracts. Variations on account of under-measurement are also of concern. We believe that the new instructions from the Cabinet on the control of variation orders will go a long way in avoiding this problem.

Another matter of concern is the suspension and restart of contracts. The practice of some agencies of entering into contractual arrangements for construction works then stopping or suspending the implementation, sometimes up to more than a year later, adds significantly to the overall cost of the project. When the agencies are ready to re-start the project, the contractor is asked to stand by his tender. Very often the contractor agrees to stand by his tender price, even though it does not reflect current market prices. This practice is not only unfair to the contractor, but it is likely to cost the agency in the short and long run. Although price fluctuations may be allowed to the contractor, this covers only a portion of the additional cost to the contractor and also does not consider the time value of money. A contractor faced with such a situation where he will not be paid for the additional costs is likely to take steps to alleviate them. Such steps may have effects on the project that might not show up immediately. This practice is often a consequence of inadequate planning and financing in the first place and a simple, and we would think practical, remedy to this is not to award contracts when there are not sufficient funds to cover the cost.

We note that the maintenance of public facilities, and road maintenance in particular, has continued to be the main complaint of the general public. In addition, even where facilities are maintained, the repairs last only a short time before further repairs are needed. A solution to this may be to have longer maintenance periods, certainly on the road contracts. Some standard forms of civil works contract allow for a maintenance period of twelve months, but we understand that this requirement is often changed to six months in civil works contracts. The shorter period is the standard for building contracts.

## 2.2 SELECTED PROJECTS

We have again selected for consideration several projects which we think are of special interest.

### 2.2.1 Case I - Old Harbour By-Pass, St. Catherine

#### The Works

The works include the construction of 14.2km of two-lane highway from Bushy Park to Sandy Bay bypassing the town of Old Harbour. The objective is to relieve the traffic congestion in the Town Centre. (The project also includes land acquisition and resettlement).

#### Funding

Funding for the works was:

Government of Jamaica	-	US\$ 6.23M
OPEC	-	US\$ 2.00M
Kuwait Fund Arabic Economic Development	-	<u>US\$ 8.27M</u>
		<u>US\$17.5M</u>

#### Prequalification and Tender

Prequalification invitations were issued to the public through local newspapers both in Jamaica and Kuwait and in two other international newspapers. Twenty-five (25) contractors submitted prequalification documents but only eleven (11) were prequalified and invited to submit tenders.

At the deadline for the submission of tenders, October 28, 1998, only four (4) tenders were received with Consolidated Contractors Company from Safet Kuwait coming in the lowest, at J\$993,222,442.76 and was recommended for the award of contract.

#### Tender Validity

A tender validity period of 180 days was requested in the tender document. However, that period expired on April 27, 1999, before all the funding partners gave their approvals. Subsequently, Consolidated Contractors wrote to the Ministry of Transportation & Works indicating that they could not hold the tender of J\$993,222,442.76 beyond April 27, 1999, and put forward a new price of \$1,327,412,064.00. After a successful negotiation both parties agreed a figure of J\$1,202,029,184.16 an increase of J\$208,806,742.00.

### **Local Contractors' Objection**

The local construction industry having only partial or incorrect information, objected to the negotiations with Consolidated Contractors. There were allegations about Consolidated Contractors having insider information thus putting them at an advantage. These allegations gained tremendous media coverage thus further aggravating the issue.

Checks revealed that there was nothing untoward on the part of any of the parties concerned. The tender validity period had passed and the tenderer exercised his right by withdrawing his tender and submitted a new figure. (That was the right of all tenderers). The new figure of J\$1,202M agreed between Consolidated Contractors and MOT&W was still below the tender figure of second placed tenderer.

The records showed that MOT&W tried diligently to have the approval and award of the contract done before the expiration of the tender validity, but without success.

### **Implementation**

The implementation of the works commenced with handing over of the site, start date of September 27, 1999, and scheduled completion August 15, 2001.

At that time only 80% of the land was acquired and handed over to the contractor, and there was no firm date when the balance would have been handed over. The Office of the Contractor-General has indicated to MT&W its concern about that, as failure to hand over the site will put the contractor in a position to make legitimate claims for loss and expense, thus causing an overrun of the contract sum.

This case is particularly worthy of mention because of the attempts made, perhaps a little belatedly, by the Ministry to inform the public of the developments in the award and its implementation. Transparency in the public management is critical and this attempt by the MOT&W is most commendable.

Monitoring of the project continues.

#### **2.2.2 Case II - May Pen Revenue Services Centre**

The project was highlighted as case #1 in the 1998 Annual Report, and comes up again for mention because of poor planning and management of the project components.

In May 1997 the Ministry of Transport & Works in collaboration with the Revenue Board awarded a contract to Alval Limited in the sum of \$73.49M for construction of the new Revenue Centre in May Pen, Clarendon. The contract period was to be eighteen (18) months with commencement and completion dates of May 19, 1997 and October 15, 1998 respectively.

From the early stages of implementation, the project suffered a number of set backs that affected the completion schedule and budget. Those were :

- squatting
- inadequate water supply
- security problems
- closure of site due to violence
- late payments to workers
- theft of materials
- intimidation of skilled tradesmen
- unavailability of sufficiently suitable skilled workers
- late payments to sub-contractor
- late instructions from the Consulting Engineer, Jentech and lack of critical detail for tile field, waffle and front slabs

At the end of the reporting period the project has achieved a progress of 71% completion, with expenditure of \$79.68M. Variations were \$13.18M, material fluctuation \$6.21M, labour fluctuation \$4.31M and the total time elapsed was twenty-nine (29) months. Extension of time amounting to fourteen (14) weeks has been approved and granted.

The works were suspended and the site closed for a period of four (4) months from February to May 1999 following numerous work stoppages. It is our understanding that the suspension was due mainly to cash flow problems which the contractor faced on account of the crisis in the Banking Sector.

The site was reopened in June and a new period of ninety-nine (99) days established for the completion of the project. The revised date for completion was December 1999. The new revised date for completion was not achieved and another date of March 5, 2000 established. At the rate of progress the completion date of March 5, 2000, seemed highly unlikely. A more realistic date would be August 2000.

### **2.2.3 Case III - Road Rehabilitation and Institutional Strengthening Lot #3 Chovey-Claremont Islington Port Maria Water Valley**

Tender for the works was won by Build-Rite Construction Limited who submitted the documents which fulfilled all the qualification criteria in the amount of \$115,773,451.00. That was 16% below the Engineer's Estimate.

The site was handed over with a commencement date of April 19, 1999, and scheduled for completion January 19, 2000. In our opinion the contractor started out poorly and the planning, coordination and supervision of the works were unsatisfactory.

When three (3) months had elapsed the works were behind schedule some three (3) weeks. The explanation given was that the contractor had cash flow problems. That indicated that there was lack of thoroughness in the assessment of the contractor's financial status. At the end of the reporting period and with less than one (1) month remaining before scheduled completion, only 60% of the works were completed. projected completion date was then set at May 2000 .

### **2.2.4 Case IV - Road Rehabilitation and Institutional Strengthening - Lots 1 & 2 Papine**

The work formed part of the Road Rehabilitation and Institutional Strengthening Project and involved upgrading the road from Papine to Buff Bay across the Newcastle hills. Funding was provided by the Government of Jamaica (GOJ) and the European Development Fund (EDF).

Tenders were requested and received in November 1998, for both lots individually, with L.S.M. Joint Venture winning both lots:

Lot #1	-	\$144,937,847.00
Lot #2	-	\$104,670,993.00

For administrative purposes both lots were joined into one contract.

Work commenced in April 1999, with a construction period of twelve (12) months. The planning, coordination and execution of the works by the contractor were very good and demonstrated expertise and professionalism. The performance of the consultants, along with the Ministry of Transport & Works' team has been satisfactory.

Notwithstanding the performance of the project team, some aspects of the work, such as paving of the road, were held up because of intermittent rain. The completion date has been pushed back to June 2000, on that account.

At the end of the reporting period we noted the following:

- (a) Expenditure J\$232.15M
- (b) Additional Works \$23.65M

Monitoring of this project continues.

## **2.2.5 Case V - ROSE Programme - Terminated Contracts**

Four (4) contracts under the ROSE Programme implemented by Ministry of Education & Culture were terminated in 1999, as a result of under performance by the contractor. These contracts were:

- (a) Nain Primary & Junior High School - St. Elizabeth -Contract Sum - \$21.5M
- (b) Hartfield Primary & Junior High School - Manchester -Contract Sum - \$20.5M
- (c) Leichesterfield Primary & Junior High School - Clarendon -Contract sum - \$13.0M
- (d) Steer Town Primary & Junior High School - St. Ann -Contract Sum - \$23.4M

Metrocan Associates Limited submitted tenders and won the award for the upgrading and extension of the above-mentioned schools.

The awardee, Metrocan Associates Limited, is listed on the Public Sector List of Contractors and classified as Grade 'C' under the Building category and Grade 'B' under the Civil Engineering category. The limit of both categories before December 1998, were \$3.0M and \$6.0M respectively. In December 1998, the limits were revised and increased to \$8.0M for Grade 'C' Building category and \$24.0M for Grade 'B' Civil Engineering category).

All the contracts were awarded in 1998, through the open tendering method with pre- or post-qualifications. As it turned out, all the contract periods overlapped.

The performance of the contractor in the early stage of these contracts was acceptable although there were reasons to question the contractor on his material supply to the site which was not considered adequate to maintain the required progress.

Finally, in 1999, all four contracts were terminated for lack of performance by the contractor.

In addition to the four contracts awarded to this contractor under the captioned programme, two others were awarded by the UDC which were also terminated for lack of performance. May Day Secondary School - Mandeville - Contract Sum \$15M and Junction Health Centre - St. Elizabeth - Contract Sum \$6.5M.



Although the process of awarding the contracts was open, fair and impartial, there must be a question as to requirement for qualification. Any system that allows a Grade C contractor to be qualified for works beyond his capability needs to be reviewed urgently. The criteria for qualification should take into consideration the amount of work the contractor has outstanding at the time of tendering and the amount (value) of work he is registered to undertake. We expect that an issue like this would not arise again when the National Contracts Commission become operational and its contractors list put in place.

## **2.2.6 Case VI - Mineral Heights - Phase II - Infrastructure Works**

The contract for the works was signed December 1990 between the Ministry of Housing and Environment (formerly Ministry of Construction-Housing) and Le Bros Associated Ltd. following the selection and award through selective tendering. The contract sum was \$19.35M.

The works commenced January 1991, with a contract period of nine (9) months. However, the progress was impeded by numerous hindrances attributed to the contractor, the executing team of consultants and force majeure.

After numerous changes, re-design, extensions of time, compromises, and warnings to the contractor, the progress still had not improved. With the expenditure about \$23.0M, 85% of the works completed and no firm completion date in sight, the Ministry, in order to minimize the amount of overrun, terminated the contract in December 1992. The Ministry moved on to the site and seized the contractor's equipment in accordance with the contract and withheld all payments due to the contractor.

The contractor, Le Bros Associates Ltd., subsequently took legal action in the Supreme Court against the Ministry. The contractor's application was not entertained because it had not first sought to have the matter arbitrated as was required by the contract. Following numerous attempts to come to some agreement, an out of court settlement was reached. The Ministry paid Le Bros Ltd. \$7.0M plus for its losses.

In mid-1993 the Ministry sought to have the remaining 15% of the works completed and entered in negotiation with Trevor Dunkley & Company, the contractor with the second lowest tender in tender process in 1990. An agreement was reached in the amount of \$24.05M, however, there was some delay in implementation of the contract. After some time had elapsed, the contractor, Trevor Dunkley & Company, requested an additional amount of \$912,000.00 due to the delay. The agreement subsequently broke down because the Ministry refused the addition and the contractor withdrew.

In 1996 the Ministry entered into a joint venture agreement with the National Housing Trust (NHT) to complete the project. NHT, in December of the same year, had tender documents prepared and invited ten (10) contractors to tender. Five (5) tenders were received with E. B. Singh and Son Ltd. coming in at the lowest at \$44.39M and was recommended by the Quantity Surveyors for the award of the contract. The recommendation was not approved so the project went back in "hibernation."



In October 1999, a new set of contractors were asked to submit tenders. Four (4) tenders were received from an invited list of five (5) with M & M Construction coming in the lowest at \$48.6M. E.B. Singh & Son Ltd., the contractor who had the lowest tender in the 1996 tender process, complained to this office of not being invited to tender in October 1999. E.B. Singh's concern was why he was bypassed and not invited to submit a tender, although he was the lowest tender in the previous attempt.

There are several significant deficiencies concerning this project. First, the project was implemented with inadequate designs, hence the need for extensive variations. Secondly, the FIDIC standard form of contract was used but its clauses not modified to make them relevant to the local circumstances. Third, although the contract allowed for the seizure of the contractor's equipment on site, when the client terminated the employment of the contractor on the grounds of non-performance the procedure was not executed efficiently. The intention of the provision was upon termination, the client would use the equipment to complete the work immediately and at the end the cost of completing the works assessed. If the total cost for the completion of the project was less than the contract sum (which would be most unlikely) the client would pay the difference to the contractor and release the equipment. However, if the total cost was higher than the contractor's sum, then the contractor or guarantor would have to pay client the difference.

## **2.2.7 Case VII -Mandeville Hospital**

In addition to the normal construction agreement, the parties to the contract also entered into a supplemental agreement dated April 21, 1997. These agreements addressed :

1. Retention
2. Advance mobilization payment, and
3. Advance payment for purchase of material

The parties agreed that instead of a retention, the contractor would provide a guarantee. The contractor experienced several delays which could be attributed to the following reasons:

- Later than anticipated possession of site as the Ministry re-evaluated the proposal to implement all three hospitals at once.
- More rock was encountered during excavation than was expected.
- Tiling which should have started from as early as April and May could not have started because the tiles had not arrived from Italy on time.
- Strike by workers on two occasions between June 19, 1998 and June 29, 1998 ; and between July 10, 1998 and July 15, 1998.

- The contractor also experienced equipment problems which has hampered the flow for work; the equipment was either out of service, unavailable or in use elsewhere.
- It was also reported that the contractor was operating on a tight cash flow due to difficulties experienced by its international operations.

Those difficulties prompted the granting of a four month extension of time which extended the completion to March 31, 2000, and included loss and expenses. An additional month's extension would be granted if deemed necessary, but without associated costs. Notice has been served on the contractor that the liquidated damages clause would be invoked if the works were not completed by April 30, 2000.

In addition to the above, it was reported that UDC was having difficulty making timely interim payments to the contractor. That has resulted in the payment of interest to the contractor.

Variations approved as at the end of the reported period amounted to \$94,336,600.07. That was 14% of the contract sum. It was substantially funded by the contingency sum and should not adversely affect the final cost. Expenditure was fairly in line with progress when compared with the projected contract sum. All things considered, the project was doing reasonably well financially as the protracted delays have not resulted in substantial increases in cost. That could be attributed to the fact that the parties agreed on a fixed cost contract which included the contractor's estimate of fluctuations. A detailed analysis would have to be done to assess the merit of the approach.

### **Progress**

Most of the new structures were structurally completed and finishes were on in earnest. The issue of main concern then was the decanting which was causing some delays. The refurbishing component of contract required the hospital to hand over various sections of the facility to the contractor. At certain times the handing over procedures experienced difficulties and several discussions have been held to work out solutions.

As a result of the expressed productivity concerns the contractor made some staff changes which was reportedly bearing fruit. However, more time was needed to judge the effectiveness of the move.

The contractor has worked diligently since the start of the work and although some delays have been attributed to his organisation, checks suggested that most delays were unavoidable. While there have been some disagreements between the contractor and the consulting team, the synergy in the main proved effective in advancing the contract.

Quality of workmanship was inconsistent. There were areas of very good work, but also areas where the work was poor and unacceptable. Monitoring continues.

## **2.2.8. Case VIII - Farm Workers Processing Centre**

The pre-contract stages of the project were replete with a number of problems and the post-contract stage was no different. From inception there was the problem of inadequate funding. Despite the budgetary limitations, an architect was employed for the post-contract stage (the service of earlier architect was terminated) at 5% of the contract. The usual fee for architectural services (both pre- and post- contract) is 5% broken down 70 - 30 ratio.

That money could have been better used by dispensing with the services of the consultant architect for the post-contract work. Instead, a competent clerk of works could have been employed to co-ordinate and monitor the work with periodic checks by the chief architect from the Ministry of Transport & Works.

### **Progress**

Work started on schedule but proceeded at a very slow pace. The reasons for the delays were cited as: off site disturbances; inclement weather; variations and change in the scope of the works; and the frequent need to remedy defects caused by poor workmanship. Several initiatives were made to get work going but without success.

An extension of time was granted revising the completion date to September 3, 1999, with the understanding that the liquidated damages clause would have been invoked if the works were not completed by that date. Completion was not achieved, but the liquidated damages clause was not invoked.

### **Pre-purchase Agreement**

During the carrying out of the works the contractor complained of cash flow difficulties. In an effort to speed up the progress the Ministry of Labour agreed to and advanced \$14M to the contractor to pre-purchase material. That initial arrangement was made without the input of the Quantity Surveyor. Also, the contractor was tardy in providing the receipts. However, checks revealed that periodic deductions have been done to recover the amount advanced.

### **Completion and Final Cost**

At the end of the reporting period ( December 31, 1999) completion of the works was not achieved. The projected final account then was approximately \$53M. The items of works that were removed from the contract because of inadequate funds, had to be added back. These buildings could not function without them in place and it was not clear why that exercise was done.

Monitoring continues.

## **2.2.9 Case IX - Hope Country Club - Joint Venture**

### **Background**

The office had followed the varying discussions and concerns on the proposed Hope Country Club Housing Development to be implemented by Joint Venture Agreement between Selective Homes and the Ministry of Environment and Housing. The arguments surrounded, inter alia, the following issues:

- (a) environmental protection
- (b) adequacy of open space/green area
- (c) the quality of the Environmental Impact Assessment (EIA)
- (d) devaluation of properties in the surrounding community
- (e) overcrowding of roads
- (f) inadequacy of water supply and sewage system
- (g) that the site for the development was needed for expansion of the Hope Zoo.
- (h) the method of selection of the developer

In discharging this Office's mandate under the Contractor General Act, we sought to address the process of the selection of the developer, Selective Homes, and to also review Joint Venture Agreements within the Ministry of Environment & Housing.

### **Project Background**

On April 26, 1990, Selective Homes & Properties Ltd. indicated their interest by letter to the then Minister of Agriculture, the Hon. Horace Clarke, to enter into a Joint Venture Agreement to construct houses on lands located at Hope Estate and adjoining the Hope Pastures area. The letter outlined that they would also consider the purchase of the properties with conditions set by the Ministry.

The proposal was that Selective Homes would use approximately thirty (30) or more acres to construct approximately three hundred (300), 1000 sq. foot luxury houses, each located on 4,500-5,000 sq. ft. lots all within secured boundaries. Covenants would prohibit lot fencing and allow for rolling lawns and lush tropical landscaping. At least six (6) acres would be allocated for Common Areas to include tennis courts, swimming pool and jogging paths.

Subsequent application was made for the purchase of forty-two (42) acres of land at Hope Estate by Roosevelt Associates for the construction of a Housing Scheme.

Those applications were referred to the Commissioner of Lands. No objection responses were sought in July 1990, by the Commissioner from the following agencies:

- Rural Physical Planning
- Town Planning Department
- Natural Resources Conservation Authority (NRCA)
- National Water Commission (NWC)

National Water Commission offered no objection providing a number of conditions were met. NRCA offered no objection. Rural Physical Planning also offered no objection as the land was not suitable for agricultural development.

A meeting was held with the Developer, Mr. Robert Cartrade, on November 30, 1999. At that meeting Mr. Cartrade outlined that the approval for the development was withdrawn due to the proposal for the expansion of the Hope Zoo. He went on to say that the Minister of Environment and Housing, Hon. Easton Douglas, contacted Selective Homes to re-open the proposal in 1996, but with modification to the existing designs.

The project was re-designed by the following team in November 1999:

Architect	-	Roy Stephenson & Associates
Structural Engineer	-	Hue Lyew Chin
Electrical & Mechanical Engineer	-	Omni Services Ltd.
Quantity Surveyors	-	Paul Green

Valuation of the lands was done by D. C. Tavares & Finson Realty Co. Ltd. The Environmental Impact Assessment was done by ESTECH - March 1999. Geo-Technical Report was done by Civil Engineering Resource & Testing in November 1999.

### **Joint Venture**

A Joint Venture Agreement between the Minister of Housing (a Corporation Sole) and Selective Homes Development Ltd. was signed on October 5, 1999. Attached also was the Corresponding Land Use Agreement which was also signed on that date. Both Agreements outlined all the considerations and obligations of both parties.

Subsequent to the agreements the development was declared on November 8, 1999, a housing area by the Minister of Environment and Housing.

## **Objections**

Objections to the development were raised by different interest groups under Section 8, Sub-Section 3 of the Housing Act.

A six-member Board headed by Mr. Justice March (retired) was appointed December 9, 1999 to consider submissions of objections to the development.

Before all submissions were considered the Prime Minister commissioned a closure to the Hope Country Club Development, citing that no such development would take place until a comprehensive and integrated plan for the area was developed. An alternative site, located at Long Mountain in St. Andrew was chosen.

## **Observation**

A review of existing practices on Joint Venture within the Ministry of Environment and Housing indicated that implementation of housing projects were not based on advertisement and open tender. The process was largely influenced by requests and queries from interested parties who had either identified lands and submitted proposals to the Ministry of Environment & Housing for development, or parties who indicated an interest in entering a Joint Venture Partnership.

The Ministry, on the other hand, would respond to such queries by advising of available lands suitable for such developments, subject to conditionalities. Over the years the Ministry of Environment and Housing has been pressured to respond to queries as they relate to -

- (a) method of selection
- (b) criteria for selection of Joint Venture Partners
- (c) advertisement of suitable lands for divestment/development.

Cabinet responded to the above issues in a Cabinet Decision dated 7<sup>th</sup> July 1997 and give approval to the Ministry of Environment and Housing to -

- (a) develop a list of the various properties owned by Government for which development was sought.
- (b) advertise for Joint Venture projects
- (c) state the criteria required for Selection of Joint Venture Agreements.

## **Conclusion**

We have two critical concerns. First, that the Cabinet Decision No. 24/97 has not been adequately circulated. In that Decision, the Prime Minister had stated that the Ministry of Environment and Housing would have to alter its method of choosing joint venture partners. He felt it was necessary to ensure that all properties benefited from the best development programmes. In order to ensure this, the Ministry of Environment and Housing should advertise for joint venture projects, state the criteria required for development and list the various properties owned by government for which development was sought. It is important that every one knows of Government's policy of the divestment of lands for development by joint venture arrangements.

Secondly, we are concerned that the Ministry of Environment and Housing adheres to Cabinet Decision No. 24/97 which directs that a list of lands to be divested should be prepared, and that the criteria for Selection of Joint Venture agreements be developed. This would go a long way to avoid the discomfort experience when divesting lands for development.



## **3.0 MONITORING AND INVESTIGATION OF NON-CONSTRUCTION CONTRACTS, LICENCES & PERMITS**

### **3.1 INTRODUCTION**

Most of the efforts of the Office in relation to non-construction contracts, permits and licences were confined to monitoring the awards and the further monitoring of how the contracts and licences were carried out. With very few exceptions, we continue to receive support for our work from government departments and agencies. There have been three investigations in this area (two on procurement contracts and one for government licence) that warrant special mention.

### **3.2 PROCUREMENT CONTRACTS**

#### **3.2.1 National Water Commission Procurement of Vehicles**

During 1998 the National Water Commission (NWC) purchased motor vehicles and equipment for its transportation section. It was alleged that the contracts for the procurement of those vehicles and equipment were awarded in an irregular manner, and awards were made to connected persons.

Investigations by the Office did not support the allegation that awards were made to persons connected to the Commission or the Ministry. Neither were they made in circumstances which would indicate a conflict of interest. Nevertheless, the assessment process was not regular. Our investigations disclosed that after the initial assessment of the tenders, a second evaluation sheet was prepared for one of the contractors so as to make his tender the most competitive. The National Water Commission conducted its own internal investigation and found that scores for one tender had been improperly revised and the officer who was found responsible was placed on interdiction. The Commission has subsequently taken steps to improve its procurement systems.

#### **3.2.2 Ministry of Water Procurement of 60 X 15140 Litres Water Trucks and 40 X 302280 Litre Tractor Head/Water Trailers**

##### **Background**

The Government of Jamaica through the Ministry of Water sought to procure 60 water trucks and 40 tractor heads and trailers. Prospective suppliers collected the tenders on February 5, 1999. The original tender closing date was 11:00 a.m. on March 5, 1999. By an addendum dated March 4, the opening date was subsequently extended to March 31. This was followed by another addendum, dated March 8, which comprised of corrections to main specifications.

The tenders were opened by personnel from the Ministry of Water and the Ministry of Transport and Works on Wednesday, March 31, 1999. This was followed by the evaluation of the tenders



based on both the technical and financial proposals in the tenders. Based on the evaluation, the Ministry recommended that the contract be awarded to Euro Stars Motors. The Government Contract's Committee at its meeting of May 14, 1999 supported this recommendation.

The Ministry of Water by letter dated May 31, 1999, requested revised financial proposals from the tenderers which would provide for a least two years moratorium on principal and one year moratorium on interest.

### **Tender Evaluation**

The tender evaluation of the tenders was carried out in accordance with the procedures agreed by the Ministry of Water with assistance from the Directorate of Electrical and Mechanical Services. The financial package was analysed by the Ministry of Finance and Planning using criteria it had developed. The results are as follows:

1. Key Motors ranked No. 1 for both the 60 X 15140 litres water trucks and the 40 X 30280 litres water trailers and the 40 X 30280 litres water trailers in meeting the technical specification and price.
2. Euro Stars Motors ranked No. 3 for the 60 X 15140 litres water trucks and ranked No. 2 for the 40 X 30280 litres water trailers in respect to the technical specifications and price.
3. Key Motors ranked No. 2 in the financial package for both the water trucks and the water trailers while Euro Stars ranked No. 1.
4. On the revised financial proposals, Euro Stars ranking No. 1 while Key Motors came in at No. 3 in both categories.

### **Award**

The Ministry of Water after its evaluation which was supported by the Government Contracts Committee, recommended to Cabinet that the contracts be awarded to Euro Stars for \$404,295,852 (\$222,804,739.00 and \$181,491,114.00). Cabinet by decision No. 22/99 dated 99/06/28 gave its Infrastructure Committee the authority to decide the award of the contract. The Infrastructure Committee approved the award and Cabinet ratified by decision No. 23/99 dated 99/07/12.

### **Findings**

The process was fair and in keeping with government procurement procedures. It was, however, unnecessarily untidy. For example, the request for revised financial proposal was dated May 31, with a submission deadline date of June 9. Yet one tenderer received the request on June 2, while another received it on June 3. In addition, the process could have been more transparent. There is no good reason while the financial proposals were not opened in public the way the technical proposals were. That action impaired the otherwise transparent process.

### **3.3 LICENCES\PERMITS & CONCESSIONS**

#### **3.3.1 MINISTRY OF EDUCATION & CULTURE**

##### **Licence granted to Admiralty Corporation to Salvage Treasure in the Territorial Waters of Jamaica**

###### **Background**

The Office of the Contractor-General embarked on an investigation under the provision of Section 15-(1) (b) of the Contractor-General Act, concerning the circumstances of the grant of licence to Admiralty Corporation to salvage treasure in the territorial waters of Jamaica. The primary concern of the Office was to determine whether the circumstances of the grant or issue of the licence was proper and regular. Moreover, since it is the Government of Jamaica's policy to require transparency and fairness in the grant of licences and government contracts, the Office was also concerned to ascertain whether or not the grant of the licence was consistent with that policy.

###### **Governments's policy**

Until the granting of a licence to Admiralty to commercially recover treasure from sunken vessels in Jamaica's territorial waters, the established and widely known policy related to marine archaeology. Cabinet Decision No. 90 dated 12/11/90 approved the policy prohibiting treasure hunting and commercial salvaging in Jamaican waters. This policy was modified by Cabinet Decision No. 13, dated 30/03/98. That decision approved the proposal to review existing Marine Archaeology policy in light of new techniques. It also authorised the Ministry of Education and Culture and Jamaica National Heritage Trust to respond to the proposals from Admiralty, and to negotiate with its principals. Cabinet thereafter approved the terms of the licence to Admiralty and that was followed by approval of an agreement for Admiralty to commercially recover treasure in Jamaican waters. We understand that the change in policy was intended to accommodate any treasure-salvaging operations that would not damage the aquactic environment or the wreck site

###### **Applications for licences**

Apart from Admiralty's application for a licence, there were two other applications or expressions of interest for treasure salvaging licences, which were before the Government. Mr. Ronald Bitter of Marine Structure and Piling Co. Limited (hereinafter referred to as Bitter) and Mr. John Aird of Darina Limited (hereinafter referred to as Aird) had either applied for a licence or indicated an interest in treasure hunting. Those applications or expressions of interest were proximate to Admiralty's application but neither one was accepted or, for that matter, even refused. At the time those applications were made, there was no doubt that the responsible Ministry was the Ministry of Education and Culture.

## Process

Although the Ministry appeared to have ignored the applications or expressions of interest of Bitter and Aird, it applied itself with some industry to Admiralty's application. The Ministry formed two teams to deal with the latter's application. The first was a technical team headed by the Commissioner Mines and Geology, Mr. Coy Roach, and included Commander H.M. Lewin, Mr. Dorrick Gray and Ms. Helen McLean. The second was a negotiating team headed by Dr. Vincent Lawrence and including Mr. Coy Roach, Commander H.M. Lewin, Mr. Dorrick Gray, and Ms. Helen McLean. Resource persons from several Ministries and departments supported both teams. It is our opinion that the relevant stakeholders were adequately represented, great technical skills was brought to the process, and that the process could be usefully applied to any applicant before the Ministry being considered for a treasure salvaging licence.

## Findings

Public policy must be clear and unambiguous and there is a responsibility on any Ministry or agency desirous of having Government articulate a policy, to take the necessary steps to have that policy articulated in clear and unambiguous terms and adequately communicated to persons who have an interest in that policy or who would be affected by it. We find that the change in policy on commercial treasure salvaging licensing was not clear nor effectively communicated to those persons with an interest in the change or who would be affected by it.

When the Crown purports to exercise a residual or prerogative power, it must do so fairly and impartially. There is no less a duty on the Government to be fair and impartial in the exercise of a residual power than where the power it exercises is given to it by legislation. The citizen has an expectation that when he is dealing with a Ministry or an agency of Government that he will be treated fairly and impartially. We find that Bitter and Aird were not fairly treated. Indeed, their applications were not addressed. We do not suggest that if either of these applicants had been exposed to the technical team in the manner Admiralty's application was, either of them would necessarily have impressed the team sufficiently for the team to recommend the granting of a similar licence. Nevertheless, the Ministry had the responsibility to communicate the acceptance or refusal of the applications. Bitter and Aird were disadvantaged by the Ministry failing to communicate to them its change in policy. Bitter and Aird were further disadvantaged by the Ministry failing to deal with their applications one way or the other.

We also find that in the exercise of its power to grant a licence, the Ministry in its treatment of Admiralty, Bitter and Aird was not impartial. This is not to suggest that Admiralty, Bitter and Aird are necessarily equal one with the other in their capacity to engage in underwater salvaging, but they each have a right to be equally considered and assessed for the Government's favour.

The process by which the grant of the licence was made was neither fair nor transparent because the Ministry afforded an accommodation or benefit to one applicant that it had not afforded to others. The process was not transparent because there was an absence of public notification that the existing policy was under review, and consequently the change was not generally anticipated.

Outside the Ministry's technical and negotiating teams, few interested persons were afforded the opportunity to know of the changes in policy until the licence to Admiralty was announced.

The government has declared a policy of fairness and transparency in the grant of its contracts, licences and concessions that should guide all its agencies. There is an additional legal responsibility on Government agencies to be fair. The Ministry's failure to treat with the other persons expressing interest in underwater commercial treasure salvage was a breach of policy and duty. The Ministry has prescribed no form for taking applications for treasure hunting licences. It is purporting to exercise a residual power in the grant of such licences. It therefore cannot choose to entertain one application and act on it while simply refusing to consider others.

### **Recommendation**

We recommended to the Ministry that it clarifies the policy to be applied to underwater commercial treasure salvaging from sunken vessels in our territorial waters, take the necessary steps to have the policy fully communicated, and consider the applications of all interested persons no less seriously than it had considered Admiralty's.

### **Conclusions**

We have been advised by the Ministry that it will accept our recommendations and steps will be put in place to consider the applications of Bitter and Aird.

## 4.0 NATIONAL CONTRACTS COMMISSION

During the year, with the assistance of the Management Development Division of the Cabinet Office and the approval of Parliament, both the National Contracts Commission (NCC) and the Technical Services Division of this office were established. This was followed by the official launch of the Commission by the Prime Minister on October 7, 1999. The Technical Services Division has already been of particular assistance to certain government agencies in their procurement processes and is providing secretariat, professional and general staff support services to the NCC. The Commission, which consists of the Chairman, Mr. Gordon Wells, along with seven commissioners, is expected to become operational early in the second quarter of 2000.

The principal objects of the Commission are the promotion of efficiency in the process of award and implementation of public sector contracts and ensuring transparency and equity in the awarding of such contracts. Two working groups were set up by the Commission in pursuance of its mandate to register public sector contractors and consultants, make regulations for tendering procedures and process the awards of contracts, with the assistance of its Sector Committees. A third working group will commence work in early January of 2000.

Membership of the working groups is drawn from those public and private sector organizations with considerable procurement experience and the terms of reference of each of the three groups is as follows:

- Group 1:** To establish categories and grades, as well as the criteria to be used for the contractor/consultant registration process.
- Group 2:** To establish the procedures to be followed in the invitation and evaluation of tenders and the award of works contracts.
- Group 3:** To establish the procedures to be followed in all stages of the procurement process for goods and services.

We must make particular mention of those public agencies and other bodies whose representatives have made invaluable contributions to the success of the working groups. They are:

- Urban Development Corporation
- Ministry of Education & Culture
- Ministry of Finance & Planning
- Ministry of Transport & Works
- Ministry of Agriculture
- Ministry of Health

- Auditor's General's Department
- Post & Telecommunications Department
- Management Institute for National Development (MIND)
- National Water Commission
- Ports Authority of Jamaica
- Airports Authority of Jamaica
- Jamaica Public Service Company Limited
- Incorporated Masterbuilders Association of Jamaica
- Joint Consultative Committee for the Building Industry
- Jamaica Institution of Engineers
- Association of Consulting Engineers Jamaica
- Jamaican Institute of Architects
- Jamaica Institute of Quantity Surveyors

The use of the working groups to assist in the establishment of the National Contracts Commission and to support its work will save the Office of the Contractor-General approximately \$2.5 million. The following table gives details of working group meetings held up to end of December 1999 and the approximate benefit to this Office for their services.

<b>Working Group</b>	<b>No. of Meetings</b>	<b>Man Hours</b>	<b>Benefit at \$2,500 per Man Hour</b>
1	13	292.50	\$731,250.00
2	6	180.00	\$450,000.00
<b>Total</b>	<b>19</b>	<b>472.50</b>	<b>\$1,181,250.00</b>

We estimate that the value of the working groups to this Office for the period January to end of May, 2000 will be a further \$1.5 million.



## 5.0 STAFFING OF THE OFFICE

### Courses Attended by Members of Staff

NAME OF COURSES	DATES	CANDIDATES
<b>University of New Orleans</b> <b>Le Meridian Jamaica Pegasus</b> Project Management Principles & Practices Course	1999 February 3 - 6	Leonard Bailey Reginald Cornwall Gary Wong
<b>M.I.N.D</b> Filing System Management	1999 February 10 -11	Rosemarie White
<b>M.I.N.D</b> Project Management Training	1999 February 23 - 25	Reginald Cornwall Leonard Bailey
<b>LEARNING CENTRE</b> Certificate in Computer Application	1999 May-June	Shawn Pinnock
<b>UTECH.</b> Bachelor Degree in Construction & Management Engineering	1999 June 21- Sept. 30	Paul East
<b>M.I.N.D</b> Government Accounting Level 1 Module 2	1999 June 14 - 21	Marlon Atkinson
<b>University of New Orleans</b> Le Meridien Jamaica Pegasus Leadership, Motivation & Organisation Change Management	1999 June 28 - July 1	Percival Griffiths
<b>M.I.N.D</b> Second Year Certificate in Management Studies	1999/2000 Academic Year	Michael Boyd Clive Brown
<b>U.W.I.</b> B.Sc. Public Administration & Accounting	Academic Year 1999/2000	Devon McFarlane
<b>Wyndham Hotel Kingston</b> Inter-American Development Bank - Procurement & Contracting Procedures Course	1999 September 23 -24	Norman Hall Percival Griffiths

<b>Office of the Contractor-General</b> Network International- Fraud Investigation Training	1999 October 19 - 22	Derrick Mckoy
		Norman Hall
		Percival Griffiths
		Alfred James
		Reginald Cornwall
		Michael Hyatt
		Lafete Edghill
		Wayne Stewart
		Paul East
		Michael <i>Boyd</i>
		Samuel Richards
		Basil Coy
		Leslie Johnson
		Boyd, Gary Wong
		Joseph Ng-you
		Leonard Bailey



## 6.0 INFORMATION SYSTEMS

Information Management & Technology Services (IM&TS) has evolved into an essential component of the methods used by the Office of the Contractor-General in accomplishing its mission. As such, IM&TS is a key tool in attaining strategic objectives, enhancing efficiency and reducing long-term costs. With a mandate to provide a service for both the Office of the Contractor-General as well as for the National Contracts Commission, our strategies are as follows:

Firstly, by cross-cutting Departmental boundaries in implementing Corporate IM&TS initiatives while balancing available technology and mission, a robust and scalable local area network infrastructure that will support both the current and projected future needs is now being set up. To this end, specifications differentiated for 'desktop' and 'server' class machines as well as network interface cards, hubs and network cabling and connection standards, etc., have been established and is currently being used to guide the acquisition and deployment of computer and networking hardware. Additionally, a comprehensive Data and Network protection programme has been developed and successfully implemented to ensure the provision of adequate security to safeguard our network against virus infestations and hack attacks on both the server and desktop machine ends.

Secondly, by working in conjunction with the National Contracts Commission, the IM&TS Department now plays an important role in ensuring the effective use of technology in assisting the process by which Government of Jamaica (GOJ) contracts are put out to tender and subsequently awarded. To this end, a database application system has been developed to carry out the following functions:

- Registration of all contractors desirous of tendering for GOJ contracts.
- Recording of all GOJ contracts that are put out to tender.
- Recording of all tenders submitted by registered contractors.
- Recording of all awards of GOJ contracts.
- Provision of predefined and ad hoc querying of all data recorded by the system.

Based on the foregoing, provision of timely and accurate information to the National Contracts Commission and its various sub-committees as well as the following bodies, is of paramount importance:

- Public at large;
- Contractors interested in doing work with the GOJ;
- Consultants interested in doing work with the GOJ;
- Government Departments and their Internal Consultants;
- Parliament;
- The Government of Jamaica;

- Political Directorate;
- Local and International Media Houses;
- Other interested individuals/groups of individuals both local and overseas.

Additionally, by working continuously with the National Contracts Commission as well as with Departments internal to the Office of the Contractor-General, the IM&TS Department is committed to improving efficiency and streamlining operations whether through the usage of technology or by improving procedures and strengthening controls. To this end, we have designed and developed an Equipment Asset Management System (EAMS) to assist our Accounts Department to more easily administer and monitor asset acquisition and deployment. We are now actively planning an online Leave Roster to allow our Administration Department to more easily manage vacation leave applications and approvals. Subsequent to this, we will enter the investigative stage of designing and developing a Consultants' Registration System for the National Contracts Commission. This will be a 'sister' application to the present Contractors' Registration System and will provide similar functionality.

Thirdly, the IM&TS Department has established a Corporate Intranet on which office information is published and a range of other tools made available. In support of this, very active investigation is continuously taking place in which a number of available technologies and collaboration tools etc., are being researched with a view to making them available to the staff as necessary. the following lists some of the facilities available on our Intranet, at present:

1. **Media Centre:**Used to receive a number of streaming audio and video presentations inclusive of the Contractor-General's address to the Doctor Bird Chapter of the Project Management Institute on evening of Tuesday March 14.
2. **Work Schedule:** Used to enter and manage the work schedules of our field officers.
3. **Discussion Board:**Used for conducting online discussions by staff members.
4. **Staff List:** Used to generate the most up-to-date staff list to be printed at any time.
5. **Update Central:** Used for updating virus software as well as other as necessary.
6. **Departments:** Allows outlining of departmental objectives and strategies to be used in assisting the Office of the Contractor-General in accomplishing its mission.
7. **Search Page:** This allows all Intranet users to conduct both internal as well as external Internet searches from the relative safety of our Intranet.

Additionally, we have registered our domain name at [www.ocg.gov.jm](http://www.ocg.gov.jm) and are actively developing our web site. When completed, our web site will serve to meet some of the needs of the National Contracts Commission by allowing the following, among other services:

1. Printing of Contractors' and Consultants' Registration Application forms and instructions,
2. Generation and printing of a number of adhoc and predetermined reports on both Contractors as well as Consultants.

# APPROPRIATION ACCOUNT

## OFFICE OF THE CONTRACTOR-GENERAL

ACCOUNT OF THE SUMS EXPENDED AS COMPARED WITH THE SUMS APPROVED IN THE YEAR ENDED 1999 MARCH 31

SERVICE	TOTAL APPROVED ESTIMATE  \$	EXPENDITURE  \$	EXPENDITURE COMPARED WITH ESTIMATE	
			MORE \$	LESS \$
<b>Head No. 04000 - Office of the Contractor-General</b>				
21 - Compensation of Employees				
Original Estimate	15,040,000.00			
1st. Supplementary	3,620,000.00			
	18,660,000.00	18,845,345.03	185,345.03	
22 - Travel Expenses & Subsistence			0.00	
Original Estimate	3,300,000.00			
1st. Supplementary	442,000.00			
	3,742,000.00	3,883,767.09	141,767.09	
23 - Rental of Property				
Original Estimate	2,460,000.00			
	2,460,000.00	2,369,855.80		90,144.20
24 - Public Utility Services				
Original Estimate	720,000.00			
1st. Supplementary	119,000.00			
	839,000.00	783,068.69		55,931.31
25 - Purchase of Other Goods				
Original Estimate	1,870,000.00			
Supplementary	134,000.00			
	2,004,000.00	2,249,526.11	245,526.11	
28 - Retiring Benefits				
Original Estimate	10,410,000.00			
Supplementary	-			
	10,410,000.00	8,369,865.32		2,040,134.00
31 - Purchase of Equipment				
Original Estimate	-			
Supplementary	250,000.00	538,515.24	288,515.24	
<b>Total Head No. 0400</b>	<b>38,365,000.00</b>	<b>37,039,943.28</b>	<b>861,153.47</b>	<b>2,186,210.19</b>
<i>Surplus to be surrendered to Consolidated Fund</i>		<u>1,325,056.72</u>		

## **7.1 EXPLANATION OF THE CAUSES OF VARIATION BETWEEN APPROVED ESTIMATES AND EXPENDITURE**

### **21- Compensation of Employees**

The excess expenditure of \$185,345.03 was due to the under-provision in the Original and Supplementary Estimates. Original request was \$20,343,000.00

### **22- Travel Expenses & Subsistence Allowance**

The excess expenditure of \$141,767.09 was due to under-provision in the Original Estimates and the payment of increased travel which was not provided in the Supplementary Estimates.

### **23- Rental of Property**

The under-expenditure of \$90,144.20 was the result of over-estimation in the original request.

### **24- Public Utilities**

The under expenditure of \$55,931.31 was as a result of continued conservation measures implemented by the Office.

### **25- Purchase of Other Goods and Services**

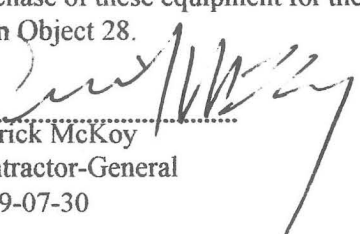
The over-expenditure of \$245,526.11 was as a result of the original request of \$2,267,000.00 being reduced to \$1,870,000.00. The increased cost of goods and services also contributed to the over-expenditure which was necessary for the efficient operation of the office.

### **28- Retiring Benefits**

The under-expenditure of \$2,040,134.68 was the result of over-estimation in the original request.

### **31- Purchase of Equipment (Capital Goods)**

The excess expenditure of \$288,515.24 was due to the increase in the cost of equipment between the time of budget preparation and actual purchase and it was essential for the purchase of these equipment for the efficient operation of the office. Virement is being sought from Object 28.



.....  
Derrick McKoy  
Contractor-General  
1999-07-30

In the Auditor General's report for 1998-99 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, purchased in 1989 and 1992, suggested that they had become uneconomical to operate."*

<b><u>BASIC INFORMATION :</u></b> <b>CLIENT MINISTRY</b> <b>EXECUTING AGENCY</b> <b>PROJECT NAME \ DESCRIPTION</b> <b>LOCATION</b>	<b><u>COMMENTS RELEVANT TO ANY OF THE FOLLOWING ACTIVITIES :</u></b> <b>PREQUALIFICATION :</b> INVITATION / EVALUATION <b>TENDER :</b> INVITATION / INSTRUCTIONS / DOCUMENTS / BOND/ OPENING / EVALUATION / VALIDITY PERIOD <b>AWARD :</b> FAIRNESS / IMPARTIALITY / MERIT
<b><u>MINISTRY OF ENVIRONMENT &amp; HOUSING</u></b>  <b>NATIONAL HOUSING TRUST (NHT)</b>  <b>Cedar Grove Housing</b>  Construction of 90 2-bedroom housing units with its related infrastructure  <b>Cedar Grove, Gregory Park St Catherine</b>  <b>CONTRACT SUM :\$31.5M</b>	<p>This venture was negotiated between the Ministry of Environment &amp; Housing and the contractor at a specified sum. The Ministry would provide the land while the contractor provide the funding. Accrued benefit would be shared among the parties.</p>
<b>Christian Gardens Housing Scheme</b>  Construction of 536 studio housing units and infrastructure works.  <b>Christian Pen, Gregory Park P.O. St Catherine</b>  <b>CONTRACT SUM: \$351.66M</b>	<p>The arrangement for this studio units housing project is set out in a loan agreement between the NHT as financiers and West Indies Home Contractors Ltd the developer and also the contractor for the project.</p> <p>The negotiated loan agreement document hereby agreed and stipulated in short form as follows:-</p> <p>Article (1) Trust loan to be made available;</p> <p>(2) Developer to carry out the works;</p> <p>(3) Notices;</p> <p>(4) Settlement of disputes.</p> <p>The document also contain a schedule and a general conditions, of all which appear to be satisfactory.</p>

<b>BASIC INFORMATION :</b>	<b>COMMENTS RELEVANT TO ANY OF THE FOLLOWING ACTIVITIES :</b>
<b>CLIENT MINISTRY</b> <b>EXECUTING AGENCY</b> <b>PROJECT NAME \ DESCRIPTION</b> <b>LOCATION</b>	<b>PREQUALIFICATION :</b> INVITATION / EVALUATION <b>TENDER :</b> INVITATION / INSTRUCTIONS / DOCUMENTS / BOND/ OPENING / EVALUATION / VALIDITY PERIOD <b>AWARD :</b> FAIRNESS / IMPARTIALITY / MERIT
<p><b><u>MINISTRY OF FINANCE &amp; PLANNING</u></b></p> <p><b>JAMAICA SOCIAL INVESTMENT FUND</b></p> <p><b>Berrydale Road Upgrading</b></p> <p>The rehabilitation of 3.6 km of road way</p> <p align="center"><b>Berrydale, Portland</b></p> <p><b>Contract Sum : \$8,419,836.00</b></p>	<p>Invitation to bid on the project was advertised in the press and eleven (11) contractors purchased bid documents. Seven (7) bids were received by the deadline for return of bids. All bids were subjected to a detailed post-qualification examination and the recommendation for award of the contract made to the lowest responsive bid.</p> <p>The contract awarded to Alcar Construction and Haulage Co. Ltd. was impartial and based on merit. The lending agency and Government requirements were strictly observed.</p>
<p><b>Bryan Piece Road Rehabilitation</b></p> <p>The rehabilitation of 3.2 km of road way</p> <p align="center"><b>Clarendon</b></p> <p><b>Contract Sum : \$8,743,550.00</b></p>	<p>Invitation to bid on the project was advertised in the press and eight (8) contractors purchased bid documents. Seven (7) bids were received by the deadline for return of bids. All bids were subjected to a detailed post-qualification examination and the recommendation for award of the contract made to the lowest responsive bid.</p> <p>The contract awarded to V.O. Watson &amp; O'Neil Associates Ltd. was impartial and based on merit. The lending agency and Government requirements were strictly observed.</p>
<p><b>Green River/Park Hall Road</b></p> <p>The rehabilitation of 2.28 km of road</p> <p align="center"><b>Clarendon</b></p> <p><b>Contract Sum : \$8,087,400.00</b></p>	<p>Invitation to bid on the project was advertised in the press and request for bids were received from seven (7) contractors. Six (6) bids were received by the deadline for return of bids. All bids were subjected to a detailed post-qualification examination and the recommendation for award of the contract made to the lowest responsive bid.</p> <p>The contract awarded to V.O. Watson &amp; O'Neil Associates Ltd. was impartial and based on merit. The lending agency and Government requirements were strictly observed.</p>

<b>BASIC INFORMATION :</b>	<b>COMMENTS RELEVANT TO ANY OF THE FOLLOWING ACTIVITIES :</b>
<b>CLIENT MINISTRY</b> <b>EXECUTING AGENCY</b> <b>PROJECT NAME \ DESCRIPTION</b> <b>LOCATION</b>	<b>PREQUALIFICATION :</b> INVITATION / EVALUATION <b>TENDER :</b> INVITATION / INSTRUCTIONS / DOCUMENTS / BOND / OPENING / EVALUATION / VALIDITY PERIOD <b>AWARD :</b> FAIRNESS / IMPARTIALITY / MERIT
<b><u>MINISTRY OF FINANCE &amp; PLANNING</u></b>	
<b>JAMAICA SOCIAL INVESTMENT FUND</b>	
<b>Rehabilitation of Mt. Peto Basic School</b>	<p>Invitation to bid on the project was advertised in the press and Seven (7) contractors purchased bid documents.. Five (5) bids were received by the deadline for return of bids. All bids were subjected to a detailed post-qualification examination and the recommendation for award of the contract made to the lowest responsive bid.</p>
<p>The rehabilitation of an existing building to provide school and community facilities.</p>	<p>The contract awarded to Superior Engineering Construction Ltd. was impartial and based on merit. The lending agency and Government requirements were strictly observed.</p>
<p align="center"><b>Hanover</b></p>	
<p><b>Contract Sum :\$3,969,960.70</b></p>	



<u>BASIC INFORMATION :</u>	<u>COMMENTS RELEVANT TO ANY OF THE FOLLOWING ACTIVITIES :</u>												
<b>CLIENT MINISTRY</b> <b>EXECUTING AGENCY</b> <b>PROJECT NAME \ DESCRIPTION</b> <b>LOCATION</b>	<b>PREQUALIFICATION :</b> INVITATION / EVALUATION <b>TENDER</b> : INVITATION / INSTRUCTIONS / DOCUMENTS / BOND/ OPENING / EVALUATION / VALIDITY PERIOD <b>AWARD</b> : FAIRNESS / IMPARTIALITY / MERIT												
<b><u>MINISTRY OF INDUSTRY &amp; INVESTMENT</u></b>  <b>Factories Corporation of Jamaica Ltd.</b>  <b>Construction Valve Chamber, Thrust Blocks &amp; Pipe Work Connections</b>  To construct valve chamber, thrust blocks and pipe work connections to improve the distribution system <b>Freezone, Kingston</b>  <b>CONTRACT SUM : \$470,500.00</b>	<p>Four (4) Civil Engineering contractors were invited to tender and were given the tender documents on 1999 July 19, with instructions to return tender on 1999 August 15. Three (3) of the four (4) contractors invited returned tenders as follows:</p> <table><tr><td>1. Glen Spence</td><td>-</td><td>\$756,793.55</td></tr><tr><td>2. T.A.Morgan Construction</td><td>-</td><td>\$843,512.25</td></tr><tr><td>3. K. Adoorman Construction</td><td>-</td><td>\$470,500.00</td></tr><tr><td>Engineer's Estimate</td><td>-</td><td>\$385,899.00</td></tr></table> <p>The tenders were received and opened publicly. After analysis and evaluation, K. Adoorman Construction, whose tender was the lowest responsive, was recommended for the award of the contract.</p> <p>The evaluation process and recommendation of the award were executed impartially and were based on merit.</p>	1. Glen Spence	-	\$756,793.55	2. T.A.Morgan Construction	-	\$843,512.25	3. K. Adoorman Construction	-	\$470,500.00	Engineer's Estimate	-	\$385,899.00
1. Glen Spence	-	\$756,793.55											
2. T.A.Morgan Construction	-	\$843,512.25											
3. K. Adoorman Construction	-	\$470,500.00											
Engineer's Estimate	-	\$385,899.00											

<b>BASIC INFORMATION :</b>  <b>CLIENT MINISTRY</b> <b>EXECUTING AGENCY</b> <b>PROJECT NAME \ DESCRIPTION</b> <b>LOCATION</b>	<b>COMMENTS RELEVANT TO ANY OF THE FOLLOWING ACTIVITIES :</b>  <b>PREQUALIFICATION :</b> INVITATION / EVALUATION <b>TENDER :</b> INVITATION / INSTRUCTIONS / DOCUMENTS / BOND/ OPENING / EVALUATION / VALIDITY PERIOD <b>AWARD :</b> FAIRNESS / IMPARTIALITY / MERIT
<p><b><u>MINISTRY OF LOCAL GOVERNMENT YOUTH &amp; COMMUNITY DEVELOPMENT</u></b></p> <p><b>ST. THOMAS PARISH COUNCIL</b></p> <p><b>Road - Priority Upgrading</b></p> <p>1. Hope Road - Morant Bay  2. West Street; 3. Murray Avenue;  4. Highbury Road; 5. Retreat;  6. Bath Fountain Road (Wall);  7. Duhaney Pen;  8. Easington School Road;  9. Red Hills Housing Scheme;  10. Sun Valley Road; 11. Albion;  12. School Lane - Yallahs</p> <p><b>St. Thomas</b></p> <p><b>CONTRACT SUM : \$3.325M</b></p>	<p>The priority upgrading project is supported by the Parochial Road Revenue Funds and administered by the Ministry of Local Government and Community Development.</p> <p>Contractors are generally selected in one of two ways as under:</p> <ul style="list-style-type: none"> <li>• from the Parish Council approved list; or</li> <li>• recommended by the Councillor</li> </ul> <p>The Superintendent of Works would satisfy himself that the contractors are capable of doing the works subsequent to making individual recommendation.</p> <p>The award process seems to lack one aspect of competitive bidding as it does not allow the contractors to provide an estimate.</p>

<b><u>BASIC INFORMATION :</u></b>	<b><u>COMMENTS RELEVANT TO ANY OF THE FOLLOWING ACTIVITIES :</u></b>
<b>CLIENT MINISTRY</b> <b>EXECUTING AGENCY</b> <b>PROJECT NAME \ DESCRIPTION</b> <b>LOCATION</b>	<b>PREQUALIFICATION :</b> INVITATION / EVALUATION <b>TENDER :</b> INVITATION / INSTRUCTIONS / DOCUMENTS / BOND/ OPENING / EVALUATION / VALIDITY PERIOD <b>AWARD :</b> FAIRNESS / IMPARTIALITY / MERIT
<b><u>MINISTRY OF LOCAL</u></b> <b><u>GOVERNMENT YOUTH &amp;</u></b> <b><u>COMMUNITY DEVELOPMENT</u></b>  <b>WESTMORELAND PARISH</b> <b>COUNCIL</b>  <b>Priority Roads Improvement</b> General asphaltting of road surfaces, curbs and channels on - 1. Wharf Road; 2.Chantilly Street; 3. Kingwood Road 4. Western Street; 5. Queen Street <b>Westmoreland</b> <b>CONTRACT SUM :\$3.154M (Total)</b>	<p>The Parish Council has an approved list of small contractors from which the Superintendent of Roads &amp; Works consults when recommending a contractor. The contractors selected for these works were as follows:</p> <ul style="list-style-type: none"> <li>• Keith Johnson</li> <li>• J. Kirlew</li> <li>• Horace McNamee</li> </ul> <p>Quantities and prices are agreed with the Superintendent and contract drafted and signed. Quotations should however, be requested from selectees and contract awarded based on lowest quotation received to maintain competitiveness in the award of these contracts.</p>

<b><u>BASIC INFORMATION :</u></b>	<b><u>COMMENTS RELEVANT TO ANY OF THE FOLLOWING ACTIVITIES :</u></b>
<b>CLIENT MINISTRY</b> <b>EXECUTING AGENCY</b> <b>PROJECT NAME \ DESCRIPTION</b> <b>LOCATION</b>	<b>PREQUALIFICATION :</b> INVITATION / EVALUATION <b>TENDER :</b> INVITATION / INSTRUCTIONS / DOCUMENTS / BOND/ OPENING / EVALUATION / VALIDITY PERIOD <b>AWARD :</b> FAIRNESS / IMPARTIALITY / MERIT
<b><u>MINISTRY OF TRANSPORT &amp; WORKS</u></b>  <b>MINISTRY OF TRANSPORT &amp; WORKS</b>  <b>Northern Jamaica Development Programme</b>  <b>Montego Bay Drainage and Flood Control</b>  Enclosing and realigning the south gully drainage channel from its existing outfall into the Caribbean Sea through the City of Montego Bay, traversing a corridor roughly defined as paralleling South Creek Dome and Princess Streets and South Gully Road.  <b>Montego Bay, St. James</b>  <b>CONTRACT SUM : US\$9.78M</b>	<p>This contract was originally tendered in 1995 and the contract was awarded to the lowest bidder, N.H. International/Emili Elias JV. The MOT&amp;W terminated the contract in 1998 due to the contractor's lack of performance.</p> <p>After a period of one year had elapsed, three (3) contractors were invited to submit prequalification information along with bid document on 1998 October 2. Two (2) contractors were subsequently prequalified and bids were accepted and opened publicly in October 16, 1998.</p> <p>Following the evaluation of tender by Stanley Consultant Inc., the lowest bid from Bosung Engineering and Construction Ltd. was recommended for award of the contract.</p> <p>The tender process was carried out fairly and the award was based on merit.</p>

<b>BASIC INFORMATION :</b>	<b>COMMENTS RELEVANT TO ANY OF THE FOLLOWING ACTIVITIES :</b>
<b>CLIENT MINISTRY</b> <b>EXECUTING AGENCY</b> <b>PROJECT NAME \ DESCRIPTION</b> <b>LOCATION</b>	<b>PREQUALIFICATION :</b> INVITATION / EVALUATION <b>TENDER :</b> INVITATION / INSTRUCTIONS / DOCUMENTS / BOND / OPENING / EVALUATION / VALIDITY PERIOD <b>AWARD :</b> FAIRNESS / IMPARTIALITY / MERIT
<u><b>MINISTRY OF TRANSPORT &amp; WORKS</b></u>  <b>MINISTRY OF TRANSPORT &amp; WORKS</b>  <b>Road Rehabilitation &amp; Institutional Strengthening Programme (RRISP)</b>  <b>Lot # 3 - Chovey - Claremount Islington- Port Maria- Water Valley</b>  Repair existing retaining structures, construct new retaining structures, clean and repair existing drainage, scarify and re-shape, re-compact existing base, resurface new base with asphaltic concrete overlay  <b>ST. MARY</b>  <b>CONTRACT SUM : \$115.7M</b>	Prior to the contractors invitation to tender they were prequalified for their competence.  Seventeen (17) contractors were invited to tender and given tender documents. Nine (9) of the seventeen (17) contractors invited to tender returned tenders. Tenders were opened publicly and only four (4) of the tenders were responsive having met the criteria assessment. Build-Rite Construction Ltd. submitted the lowest responsive tender in the sum of \$115.7M which was 16% below the Engineer's estimate of \$137.6M.  Build-Rite Construction process and recommendation of the award were executed impartially and fairly.
<b>Lot # 4 - Highgate - Windsor Castle - Richmond - Tavern Hill</b>  Repair existing retaining structure, clean and repair existing drainage, scarify, re-shape and re-compact existing base, resurface new base with asphalt concrete.  <b>St. Mary</b>  <b>CONTRACT SUM : \$108.015M</b>	Contractors who were invited to tender on the project were all prequalified.  Seventeen (17) contractors were invited to tender and collected documents, but only nine (9) returned tenders. Of the nine (9) contractors only four (4) were determined to be responsive. Tenders were publicly opened.  Dwight's Construction Co Ltd. submitted the lowest responsive tender in the sum of \$108.015M and was recommended for the award. This tender sum was 21% below the Engineer's Estimate of \$136.6M.  The evaluation process and recommendation of the award of the contract were executed impartially and properly.

<b><u>BASIC INFORMATION :</u></b> <b>CLIENT MINISTRY</b> <b>EXECUTING AGENCY</b> <b>PROJECT NAME \ DESCRIPTION</b> <b>LOCATION</b>	<b><u>COMMENTS RELEVANT TO ANY OF THE FOLLOWING ACTIVITIES :</u></b> <b>PREQUALIFICATION :</b> INVITATION / EVALUATION <b>TENDER :</b> INVITATION / INSTRUCTIONS / DOCUMENTS / BOND / OPENING / EVALUATION / VALIDITY PERIOD <b>AWARD :</b> FAIRNESS / IMPARTIALITY / MERIT
<b><u>MINISTRY OF TRANSPORT &amp; WORKS</u></b>  MINISTRY OF TRANSPORT & WORKS  <b>Road Rehabilitation &amp; Institutional Strengthening Programme (RRISP)</b>  <b>Lot # 1 &amp; II Papine, Redlight, Hardware Gap, Wakefield, Balcarres, Buff Bay</b>  Rehabilitation work including reshaping, repair, drainage repair and construct new retaining structures, asphaltic concrete overlay, etc.  <b>St. Andrew/Portland</b> <b>CONTRACT SUM: \$254.6M</b>	Contractors invited to tender on the project were all prequalified, Of the number of contractors prequalified and invited to tender only nine (9) collected tender documents and returned documents at the time specified. These tenders were opened publicly.  Lots I & II were evaluated together to determine the technical and financial capabilities of the tenderers.  R.S.M. Joint Venture being the lowest qualified responsive tenderer for both Lots I and II in the sum of \$254.6M was recommended for the award of the contract.  The execution of the evaluation process was in accordance with contractual procedures and the recommendation of the award was impartial and fair.

<b>BASIC INFORMATION :</b>	<b>COMMENTS RELEVANT TO ANY OF THE FOLLOWING ACTIVITIES :</b>
<b>CLIENT MINISTRY</b> <b>EXECUTING AGENCY</b> <b>PROJECT NAME \ DESCRIPTION</b> <b>LOCATION</b>	<b>PREQUALIFICATION :</b> INVITATION / EVALUATION <b>TENDER :</b> INVITATION / INSTRUCTIONS / DOCUMENTS / BOND / OPENING / EVALUATION / VALIDITY PERIOD <b>AWARD :</b> FAIRNESS / IMPARTIALITY / MERIT
<b><u>MINISTRY OF TRANSPORT &amp; WORKS</u></b>  <b>MINISTRY OF TRANSPORT &amp; WORKS</b>  <b>Traffic Management Programme</b>  <b>Hope Road Improvement Works</b>  Widening carriageway, preparatory and regulatory works, rehabilitation works include new drainage and resurfacing of roadway  <b>Hope Road, St. Andrew</b>  <b>CONTRACT SUM: \$245.93M</b>	Three (3) pequalified contractors were invited to bid on the project on August 26, 1998 . Bidders were required to submit a financial proposal indicated by a letter of intent from a financial institution along with their bid by 11.00 a.m. on September 18, 1998.  At the public opening the bid received were recorded as follows:  Surrey Paving & Aggregate Ltd.        -        \$258,278,763.15 West Indies Home Contractors Ltd.    -        \$246,054,753.36 Pavement & Structures Ltd.           -        \$257,040,720.00  Evaluation of the bids were carried by A de B Consultants Ltd. and the following comments were recorded in their report  Only one contractor, West Indies Contractors Ltd was considered to have fully complied with the full requirements of the tender. The lack of compliance emanated from unsatisfactory financial proposal.”  Pavement and Structures Ltd. did not submit a financial proposal and Surrey Paving and Aggregate Ltd’s proposal was not in accordance with the instructions.  The contract awarded to West Indies Home Contractors Ltd. in their corrected bid sum was impartial and based on merit.



<b><u>BASIC INFORMATION :</u></b>	<b><u>COMMENTS RELEVANT TO ANY OF THE FOLLOWING ACTIVITIES :</u></b>
<b>CLIENT MINISTRY</b> <b>EXECUTING AGENCY</b> <b>PROJECT NAME \ DESCRIPTION</b> <b>LOCATION</b>	<b>PREQUALIFICATION :</b> INVITATION / EVALUATION <b>TENDER :</b> INVITATION / INSTRUCTIONS / DOCUMENTS / BOND/ OPENING / EVALUATION / VALIDITY PERIOD <b>AWARD :</b> FAIRNESS / IMPARTIALITY / MERIT
<b><u>MINISTRY OF TRANSPORT &amp; WORKS</u></b>  <b>THE PORT AUTHORITY</b>  <b>Development of Blacklands, South Terminal</b>  Remove shrubs and grass vegetation, regrade site, supply and spread river shingles 150 mm thickness, supply and deposit stabilized marl overlay with asphaltic concrete, upgrade electrical supplies and lighting water supply, sewage and surface drainage  <b>Gordon Cay, Kingston</b>  <b>CONTRACT SUM: \$131.7M</b>	<p>Five (5) contractors taken the Ministry's "A" list was invited to bid on the project on the October 5, 1999. A sixth contractor was invited on the instruction of the agency on October 12, 1999. No extension was granted, bids were to be returned as originally stipulated on October 30, 1999.</p> <p>At the public opening, four (4) bids were received. The record showed that the late invitee, Surrey Paving and Aggregate Ltd. had submitted the lowest bid. During the evaluation the consultant, Smada Ltd. reported that Surrey's bid was 21.22% below the Engineer's Estimate of \$167.18M and Surrey had marginally acceptable credentials for work of the type and scope. The consultant however, recommended Surrey for award of the contract on the following factors, "despite concerns at the low rate":</p> <ol style="list-style-type: none"> <li>1. Specialist equipment to be available to execute specified works</li> <li>2. Additional experienced personnel identified, and</li> <li>3. The only producer of asphaltic concrete among the tenders.</li> </ol> <p>The contract was subsequently awarded to Surrey in their corrected tender sum of \$131,689.47.</p>

<b><u>BASIC INFORMATION :</u></b>	<b><u>COMMENTS RELEVANT TO ANY OF THE FOLLOWING ACTIVITIES :</u></b>
<b>CLIENT MINISTRY</b> <b>EXECUTING AGENCY</b> <b>PROJECT NAME \ DESCRIPTION</b> <b>LOCATION</b>	<b>PREQUALIFICATION :</b> INVITATION / EVALUATION <b>TENDER :</b> INVITATION / INSTRUCTIONS / DOCUMENTS / BOND/ OPENING / EVALUATION / VALIDITY PERIOD <b>AWARD :</b> FAIRNESS / IMPARTIALITY / MERIT
<b><u>MINISTRY OF TRANSPORT &amp; WORKS</u></b>  <b>THE PORT AUTHORITY</b>  <b>Pilotage Office Boundary Wall</b>  To construction pre-cast concrete wall 382 sq. m. (1200'.0") long average 3m (9'.0") high  <b>Paradise Street, Windward Road, Kingston</b>   <b>Newport East, Kingston</b>  <b>CONTRACT SUM: \$4.77M</b>	Three (3) prequalified contractors were invited to tender on the project on April 19, 1999, with instructions to return tenders on May 17, 1999. Tenders were received on the time specified and opened publicly. Tenders were evaluated impartially by the consultant, Hue Lyew Chin Engineering Ltd. Stresscon Jamaica Ltd. was recommended for the award of the contract in the sum of \$4,776,944.00 having submitted the lowest responsive tender.  The tender procedures were executed with merit and impartiality.
<b>Proposed Pilotage Office</b>  Fabricate, transport to site, pitching and driving 60 no. 47'.6" long and 8 no. 52'.6" long concrete piles   <b>Newport East, Kingston</b>   <b>CONTRACT SUM: : \$7.18M</b>	The tender procedure appears to be satisfactory except that the Port Authority carried out a private opening of bids instead of a public opening. Other information of the procedure showed that a list of contractors were approved for bidding on the project by the Port Authority. Five (5) bids were opened and recorded after the deadline expired for return of bids. Six (6) bidders were however, invited to bid. The consultant Alberga Graham (Ja) Ltd. evaluated all the bids and recommended the lowest bid from Stresscon (Ja) Ltd. which was 4.20% below their estimate of \$7.50M. The contract awarded to Stresscon (Ja) Ltd. for the sum of \$7,185,070.00.00 was based on merit.

<b><u>BASIC INFORMATION :</u></b>	<b><u>COMMENTS RELEVANT TO ANY OF THE FOLLOWING ACTIVITIES :</u></b>
<b>CLIENT MINISTRY</b> <b>EXECUTING AGENCY</b> <b>PROJECT NAME \ DESCRIPTION</b> <b>LOCATION</b>	<b>PREQUALIFICATION :</b> INVITATION / EVALUATION <b>TENDER :</b> INVITATION / INSTRUCTIONS / DOCUMENTS / BOND/ OPENING / EVALUATION / VALIDITY PERIOD <b>AWARD :</b> FAIRNESS / IMPARTIALITY / MERIT
<b><u>MINISTRY OF TRANSPORT &amp; WORKS</u></b>  <b>URBAN DEVELOPMENT CORPORATION</b>  <b>Kingston Coast Road Development - Phase II</b>  To construct new sub-base, prepare road surface and asphalt carriageway. Construct side drains and culverts crossing bridges. Demolish building and construct boundary walls.  <b>Paradise Street, Windward Road, Kingston</b>  <b>CONTRACT SUM : \$173.7M</b>	Cabinet approved the recommendation for the award of the contract to West Indies Home Contractors (WIHCON). This contractor won the award for Phase I of the works which was done satisfactorily.  The Urban Development Corporation, the executing agency, used the success of the Phase I as the basis for its recommendation of the award to WIHCON without a tender. From the point of experience this action seems reasonable. However, on the point of equity the action is unfair to other prospective contractors who were not allowed to tender for the contract.
<b><u>MINISTRY OF WATER</u></b>  <b>CARIB ENGINEERING CORPORATION LTD.</b>  <b>Kingsland/Lincoln Transmission Pipeline</b>  <b>Kingsland/Lincoln - Northwest Manchester</b>  <b>CONTRACT SUM : \$11.58M</b>	Ten (10) tenderers were selected by Carib Engineering Corporation Ltd. and invited to tender. Eight (8) tenders were returned by the specified time and subsequently opened.  The lowest responsive tenderer, T.A. Morgan Construction Co Ltd.'s bid subsequent to corrections was 11.2% below the Quantity Surveyor's estimate and recommended for award which was supported by the GCC, Ministry of Water and Cabinet.  The tender process was fair and award based on merit.

<b><u>BASIC INFORMATION :</u></b>	<b><u>COMMENTS RELEVANT TO ANY OF THE FOLLOWING ACTIVITIES :</u></b>
<b>CLIENT MINISTRY</b> <b>EXECUTING AGENCY</b> <b>PROJECT NAME \ DESCRIPTION</b> <b>LOCATION</b>	<b>PREQUALIFICATION :</b> INVITATION / EVALUATION <b>TENDER :</b> INVITATION / INSTRUCTIONS / DOCUMENTS / BOND / OPENING / EVALUATION / VALIDITY PERIOD <b>AWARD :</b> FAIRNESS / IMPARTIALITY / MERIT
<p align="center"><b><u>OFFICE OF THE PRIME</u></b>  <b><u>MINISTER</u></b></p> <p align="center"><b>JAMAICA SOCIAL INVESTMENT FUND</b></p> <p><b>Duanvale Community Centre</b></p> <p>Completion and alteration to existing structures; the building of 333 mm skills training workshop; 156 mm meeting hall with external work consisting of an outdoor court/stands and general drainage works.</p> <p align="center"><b>Duanvale, Trelawny</b></p> <p><b>CONTRACT SUM : \$3.96M</b></p>	<p>Nine (9) prequalified tenderers purchased documents of which four (4) were returned for the public opening with representatives of both the JSIF and the firms represented.</p> <p>Tenders were examined for responsiveness to the bid document and after corrections for arithmetical errors by the evaluation team, Matrix Engineering Works Ltd was considered the lowest most responsive tenderer and was recommended for award of the contract.</p> <p>The recommendation was approved by the JSIF and contract signed on January 27, 1999.</p> <p>The project had previously been implemented and contract terminated on June 23, 1998, due to lack of diligence in carrying out the works within the stipulated time-frame. The contractor was compensaed in full and the remaining works assessed to determine final cost before the re-tendering exercise was conducted.</p>

<b><u>BASIC INFORMATION :</u></b>	<b><u>COMMENTS RELEVANT TO ANY OF THE FOLLOWING ACTIVITIES :</u></b>
<b>CLIENT MINISTRY</b> <b>EXECUTING AGENCY</b> <b>PROJECT NAME \ DESCRIPTION</b> <b>LOCATION</b>	<b>PREQUALIFICATION :</b> INVITATION / EVALUATION <b>TENDER :</b> INVITATION / INSTRUCTIONS / DOCUMENTS / BOND / OPENING / EVALUATION / VALIDITY PERIOD <b>AWARD :</b> FAIRNESS / IMPARTIALITY / MERIT
<p align="center"><b><u>OFFICE OF THE PRIME</u></b> <b><u>MINISTER</u></b></p> <p align="center"><b>JAMAICA SOCIAL INVESTMENT FUND (JSIF)</b></p> <p><b>Expansion and equipment of Haughton Grove Basic School</b></p> <p align="center"><b>Haughton Grove, Hanover</b></p> <p><b>CONTRACT SUM : \$4.66M</b></p>	<p>Nine (9) tenderers purchased documents of which six (6) were returned for opening.</p> <p>The opening of the tenders was conducted publicly with representatives of both the JSIF and the various firms present.</p> <p>Tenders were examined for their responsiveness and to determine if they had complied with the criteria as set out in the Instruction to Tender of the tender document.</p> <p>Tenders considered to be substantially responsive were checked for arithmetical errors and corrected accordingly within the format stipulated by the tender document. The tender submitted by Senior's Woodwork Limited when examined was considered to be the lowest most responsive and conformed with the conditions of the tender. After careful and comprehensive review and analysis of the three lowest tenders the evaluation team in their deliberation rejected Senior's Woodwork Limited, the lowest tender, for lack of evidence to support the bidders liquidity or ability to access credit in order to effectively execute the contract. W.A. Reid Construction, the second lowest tenderer, was also rejected on the basis of poor performance on previous projects and lack of adequate technical and administrative resources. Matrix Engineering, the third lowest tenderer, was requested to present additional information pertaining to their liquidity to finance three (3) projects simultaneously.</p> <p>This request was met and was considered satisfactory, hence the recommendation made for the award of contract to Matrix Engineering. The recommendation was approved by the JSIF Procurement and Contracts Committee and supported by the IBRD.</p> <p>The contract was signed in 1999 February for a contract period of four (4) months .</p>

BASIC INFORMATION :	COMMENTS RELEVANT TO ANY OF THE FOLLOWING ACTIVITIES :
<b>CLIENT MINISTRY</b> <b>EXECUTING AGENCY</b> <b>PROJECT NAME \ DESCRIPTION</b> <b>LOCATION</b>	<b>PREQUALIFICATION :</b> INVITATION / EVALUATION <b>TENDER :</b> INVITATION / INSTRUCTIONS / DOCUMENTS / BOND / OPENING / EVALUATION / VALIDITY PERIOD <b>AWARD :</b> FAIRNESS / IMPARTIALITY / MERIT
<p align="center"><b><u>OFFICE OF THE PRIME</u></b> <b><u>MINISTER</u></b></p> <p align="center"><b>JAMAICA SOCIAL INVESTMENT FUND (JSIF)</b></p> <p><b>Junction Day Care Centre</b>  Renovation of existing building and  construction of four (4) separate  buildings to house day care and  skills training centre, cafeteria and  toilets totalling 1686 sq. meters.</p> <p align="center"><b>Junction, St Elizabeth</b></p> <p><b>CONTRACT SUM : \$5.22M</b></p>	<p>Sixteen (16) pre-qualified tenderers purchased bid documents of which ten (10) were returned for the public opening with representatives of the JSIF and the firms present.</p> <p>Tenders were examined for responsiveness to the bid document and arithmetical errors corrected. Striders Building Construction &amp; Joinery Ltd after analysis by the evaluation team was considered the most responsive of the three (3) lowest tenderers and recommended for the award of contract. The recommendation was approved by the JSIF Contracts Committee and subsequently by Cabinet and the IBRD. The contract was signed on January 18, 1999.</p>
<p align="center"><b>NATIONAL HOUSING TRUST</b></p> <p><b>Adelphi Housing Development (Infrastructure Works)</b></p> <p>The construction of roadways,  stormwater drains and potable water  distribution.</p> <p align="center"><b>Adelphi, St James</b></p> <p><b>CONTRACT SUM : \$25,437,394.00</b></p>	<p>The agency had invited five (5) contractors to bid on the project, however, only three (3) bids were received and recorded at the public opening of the bids on the stipulated return date. Following evaluation of the bids, a recommendation for the award of the contract to the lowest bidder, Palisadoes Development Company Ltd., was supported by the GCC and later ratified by Cabinet.</p> <p>The tender procedure was carried out impartially and the award of the contract based on merit.</p>



<b><u>BASIC INFORMATION :</u></b>	<b><u>COMMENTS RELEVANT TO ANY OF THE FOLLOWING ACTIVITIES :</u></b>
<b>CLIENT MINISTRY</b> <b>EXECUTING AGENCY</b> <b>PROJECT NAME \ DESCRIPTION</b> <b>LOCATION</b>	<b>PREQUALIFICATION :</b> INVITATION / EVALUATION <b>TENDER :</b> INVITATION / INSTRUCTIONS / DOCUMENTS / BOND / OPENING / EVALUATION / VALIDITY PERIOD <b>AWARD :</b> FAIRNESS / IMPARTIALITY / MERIT
<p align="center"><b><u>OFFICE OF THE PRIME MINISTER</u></b></p> <p align="center"><b>NATIONAL HOUSING TRUST (NHT)</b></p> <p><b>Tredegar Park Infrastructure</b></p> <p>Construction consisting roads, storm water drains and distribution of water mains</p> <p align="center"><b>Tredegar Park, St Catherine</b></p> <p><b>CONTRACT SUM : \$16.761M</b></p>	<p>Bid document for this project was made available on March 25, 1999, and eight (8) of the nine (9) GCC "A" grade firms that were invited submit bids. The bids were recorded at a public opening after the deadline expired for their return on April 27, 1999, and given to the Quantity Surveyor Neville Mills &amp; Associates Ltd for evaluation. Comparison and analysis of the three (3) lowest bids resulted in a report recommending the award of the contract to the second lowest bidder M&amp;M Jamaica Ltd instead of the lowest bidder. This recommendation was based on the Q.S's assumption that the lowest bid with a seven percent (7%) summary rebate would prove uneconomical and affect the project. Objection to the Q.S's recommendation became clear eight (8) months later when the NHT requested and received Cabinet approval for awarding the contract to the lowest bidder Tankweld Construction Co. Ltd. The bid sum was \$16.76M and the Q.S's estimate is \$21.57M.</p>
<p><b>Uniform Supply to male and female NHT staff.</b></p> <p><b>4 Park Boulevard, Kingston 5</b></p> <p><b>CONTRACT SUM : \$1.14M</b></p>	<p>Six (6) firms were invited to tender on the supply of uniform for the staff of the National Housing Trust Ltd. Letters of invitation were sent to Heffes Sales Company, Rozanne Ltd, Satisfaction Garment Co. Ltd, L.P. Azar Ltd, Fabric Consultants Ltd and Davon Corporation. The letters outlined how, where and when the bid must be sent. On the date of closing all firms made a return except L.P. Azar Ltd.</p> <p>The bids were publicly opened on August 12, 1999, in the presence of NHT staff and representatives of the five (5) companies. All five (5) bids were taken for evaluation and two (2) were short-listed. These were Davon Corporation and Fabric Consultants Ltd with ratings of 5-8 and 7-8 respectively. Fabric Consultants having attained the highest rating was recommended for the award.</p> <p>The selection process seems fair and in keeping with established procedure.</p>



<b><u>BASIC INFORMATION :</u></b>	<b><u>COMMENTS RELEVANT TO ANY OF THE FOLLOWING ACTIVITIES :</u></b>
<b>CLIENT MINISTRY</b> <b>EXECUTING AGENCY</b> <b>PROJECT NAME \ DESCRIPTION</b> <b>LOCATION</b>	<b>PREQUALIFICATION :</b> INVITATION / EVALUATION <b>TENDER :</b> INVITATION / INSTRUCTIONS / DOCUMENTS / BOND / OPENING / EVALUATION / VALIDITY PERIOD <b>AWARD :</b> FAIRNESS / IMPARTIALITY / MERIT
<p align="center"><b><u>OFFICE OF THE PRIME</u></b> <b><u>MINISTER</u></b></p> <p align="center"><b>NATIONAL HOUSING TRUST</b> <b>(NHT)</b></p> <p><b>Wickie Wackie Housing</b> <b>Development</b></p> <p>Erection of 8 2-bedroom and 7 studio units.</p> <p align="center"><b>Bull Bay, St Andrew</b></p> <p><b>CONTRACT SUM :</b></p>	<p>Tender procedure apparently ignored in the case of these contracts.</p> <p>Local contractors were selected from the development area via recommendation from the Members of Parliament and also from the NHT list of Build On Own Land (BOL) contractors. Following interviews and evaluation the short-list consists of the following contractors:</p> <p>McDonald Building - 2 two-bedroom and 3 studio units</p> <p>R&amp;S Haulage &amp; Construction Ltd - 3 two-bedroom and 2 studio units</p> <p>Chuchill Hall - 3 two-bedroom and 2 studio units</p> <p>Demaco Engineering Services Ltd and Caribbean Electrical Company Ltd are selected for other units that are to be built later, while Kenneth Brown is to undertake septic tanks and tile fields construction.</p> <p>Information on contract sums are not yet available.</p>

<b><u>BASIC INFORMATION :</u></b>	<b><u>COMMENTS RELEVANT TO ANY OF THE FOLLOWING ACTIVITIES :</u></b>
<b>CLIENT MINISTRY</b> <b>EXECUTING AGENCY</b> <b>PROJECT NAME \ DESCRIPTION</b> <b>LOCATION</b>	<b>PREQUALIFICATION :</b> INVITATION / EVALUATION <b>TENDER :</b> INVITATION / INSTRUCTIONS / DOCUMENTS / BOND / OPENING / EVALUATION / VALIDITY PERIOD <b>AWARD :</b> FAIRNESS / IMPARTIALITY / MERIT
<p align="center"><b><u>OFFICE OF THE PRIME MINISTER</u></b></p> <p align="center"><b>URBAN DEVELOPMENT CORPORATION (UDC)</b></p> <p><b>Comprehensive Rural Township Development Programme Phase III</b></p> <p><b>Santa Cruz Bus Park</b></p> <p>Construction of bus park with administrative building and associated works.</p> <p align="center"><b>Santa Cruz, St. Elizabeth</b></p> <p><b>CONTRACT SUM : \$11.8M</b></p>	<p>Tenderers through the UDC were publicly invited to tender using the two-envelope system of simultaneous submission of prequalification and tender documents.</p> <p>Five (5) tenderers responded by the stipulated time and following the prequalification exercise four (4) were considered qualified</p> <p>Public opening of tenders followed and the evaluation by the Quantity surveyor resulted in a recommendation in favour of Construction Developers Associates Ltd. for the award of the contract. This bid was the lowest although it was 7.6% above the Quantity Surveyor's estimate. Prior to award the agency reduced the scope of works and subsequent negotiations between Construction Developers Associates Ltd. resulted in a revised sum which was recommended for award and duly ratified by the UDC's Board.</p> <p>The tender process was fair and recommendation for award based on merit.</p>

<b><u>BASIC INFORMATION :</u></b>	<b><u>COMMENTS RELEVANT TO ANY OF THE FOLLOWING ACTIVITIES :</u></b>
<b>CLIENT MINISTRY</b> <b>EXECUTING AGENCY</b> <b>PROJECT NAME \ DESCRIPTION</b> <b>LOCATION</b>	<b>PREQUALIFICATION :</b> INVITATION / EVALUATION <b>TENDER :</b> INVITATION / INSTRUCTIONS / DOCUMENTS / BOND / OPENING / EVALUATION / VALIDITY PERIOD <b>AWARD :</b> FAIRNESS / IMPARTIALITY / MERIT
<p><b><u>OFFICE OF THE PRIME MINISTER</u></b></p> <p><b>URBAN DEVELOPMENT CORPORATION</b></p> <p><b>San Jose Accord Development of Sports and Recreational Facilities</b></p> <p><b>Independence Park Development - Stadium East Running Track</b></p> <p>Demolition of existing walls, fences and buildings; excavation and filling over area of proposed track; construction of site infrastructure; excavation base and paving for track construction</p> <p><b>National Stadium East, St. Andrew</b></p> <p><b>CONTRACT SUM : \$45.36M</b></p>	<p>Four (4) contractors were selected and invited to tender by the UDC. All four (4) returned tenders by the specified time.</p> <p>Following the tender opening the lowest substantially responsive tenderer, Jatlin Construction &amp; Associates Ltd's bid which was 15.1% below the Quantity Surveyor's Estimate was recommended for award.</p> <p>The tender process was fair and award based on merit.</p>
<p>Construction and Erection of Four (4) Lighting Towers</p> <p><b>National Stadium, St. Andrew</b></p> <p><b>CONTRACT SUM : US\$2.85M</b></p>	<p>Investigation led to the selection of a specialist contractor, Ferralma c.a. of Venezuela, to provide the design and construct lighting towers on the basis of a "turn-key" contract.</p> <p>The contract sum was arrived at after the agency prepared the Bills of Quantities and negotiated price with the contractor for execution of the works, which will be monitored by local consultants.</p> <p>This type of contract can only be carried out by few contractors, hence the single selection made by the agency.</p>

<b><u>BASIC INFORMATION :</u></b>	<b><u>COMMENTS RELEVANT TO ANY OF THE FOLLOWING ACTIVITIES :</u></b>
<b>CLIENT MINISTRY</b> <b>EXECUTING AGENCY</b> <b>PROJECT NAME \ DESCRIPTION</b> <b>LOCATION</b>	<b>PREQUALIFICATION :</b> INVITATION / EVALUATION <b>TENDER :</b> INVITATION / INSTRUCTIONS / DOCUMENTS / BOND / OPENING / EVALUATION / VALIDITY PERIOD <b>AWARD :</b> FAIRNESS / IMPARTIALITY / MERIT
<p><b><u>OFFICE OF THE PRIME MINISTER</u></b></p> <p><b>URBAN DEVELOPMENT CORPORATION</b></p> <p>San Jose Accord - Development of Sports and Recreational Facilities</p> <p><b>Montego Bay Civic Centre</b></p> <p>Restoation of Montego Bay Old Court House as a Civic Centre.</p> <p><b>Sam Sharpe Square, Montego Bay St James</b></p> <p><b>CONTRACT SUM : \$125.5M</b></p>	<p>Four (4) tenderers were selected by the Urban Development Corporation and invited to tender. Two (2) tenders were returned by the specified time and subsequently opened.</p> <p>The lower of the two tenders (from Inprosur c.a./lasford Woolery &amp; Partners Joint Venture) was 13.97% below the revised Quantity Surveyor's estimate and recommended for award</p> <p>Tender process was carried out fairly and award based on merit.</p>

# ANNUAL REPORT

POST-CONTRACT ACTIVITIES AS AT DECEMBER 1999

## 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 EDUCATION &amp; CULTURE</u>  MINISTRY OF EDUCATION & CULTURE  Primary Education Improvement Programme II		Morris Chin /Rivi Gardner	\$28.6M	100%	Yes	The contract (construction period of fifteen (15) months) appeared in the 1998 Annual Report and was reported 87% completed after seventeen (17) months had elapsed.  The contractor's performance worsened on account of financial problems. Consequently, an arrangement was made allowing a sub-contractor to complete the works. That was done in an effort to avoid the inherent delays associated with termination.  The second contractor, Lorell Smith Construction Company Ltd., commenced activity on site April 1999, and recorded good progress initially. The progress then slowed as the contractor became concerned because payments on Interim Certificate were less than his claims.  The Quantity Surveyor addressed the contractor's concern, and the progress of the work improved. Sectional completion was achieved September 7, 1999, and overall practical completion in mid October 1999 after a total twenty-seven (27) months had elapsed.  Expenditure was is \$38.21M or 33.7% above the original contract price. Additional works accounted for \$6.5M or 19.8% of the original cost with fluctuations in material and labour costs accounting for \$4.7M or 16.5% of the cost.  Final account was still outstanding at the end of the reporting period..
New Forest All-Age School		Alval Limited	Lump Sum	27 Months	Yes	
Renovation of existing classrooms and the construction of two (2) new classroom blocks.		Rivi Gardner	05-08-1997	\$38.2M	Yes	
New Forest, Manchester			15 Months	\$9.6M		

# ANNUAL REPORT

POST-CONTRACT ACTIVITIES AS AT DECEMBER 1999

## 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
<b><u>MINISTRY OF EDUCATION &amp; CULTURE</u></b>						
<b>MINISTRY OF EDUCATION &amp; CULTURE</b>						
<b>Primary Education Improvement Programme II</b>						
<b>Old Harbour Primary School</b>						
The construction of a new school containing four (4) two-storey buildings and two (2) toilet blocks.						
<b>Succaba Pen, St. Catherine</b>						
	APEC Consultants Ltd.	\$57.42M	70%	Yes	<p>This contract appeared in the Annual Reports of 1997 and 1998 as case III and II respectively, which highlighted the many woes associated with the implementation.</p> <p>The general poor performance of the contractor continued, and as a consequence he was issued with a Notice of Termination.</p> <p>The contractor complained that the general progress was affected by:</p> <ul style="list-style-type: none"> <li>- inclement weather</li> <li>- ongoing security problems</li> <li>- harassment of tradesmen; and</li> <li>- cash flow problem</li> </ul> <p>On August 30, 1999, after twenty-four (24) months had elapsed with 70% completion, the contractor sought to determine the contract citing the <u>Force Majeure</u> provision. Unfavourable response to instruction to resume work led to the Ministry terminating the contract on September 7, 1999.</p> <p>The parties were engaged in dialogue with an aim to settle outstanding matters.</p> <p>Expenditure then was \$69.37M or 120.8% of contract price. The figure included fluctuations and advanced payments.</p> <p>Tender exercise for completing the project was undertaken and an award was expected in the first quarter of 2000.</p>	
	Construction Developers Ltd.	Lump Sum	24 Months	Yes		
	APEC Consultants Ltd.	15-09-1997	\$69.37M	Yes		
		15 Months	\$11.95M			

# ANNUAL REPORT

POST-CONTRACT ACTIVITIES AS AT DECEMBER 1999

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 EDUCATION &amp; CULTURE</u>  MINISTRY OF EDUCATION & CULTURE  Primary Education Improvement Programme II		Morris Chin /Rivi Gardner	\$20.54M	100%	Yes	The construction activities on this contract commenced August 1997, for completion August 1998.
Porus Primary School	Alval Limited	Lump Sum	23 Months	Yes		The good progress which was recorded during the early stage of implementation, was later affected by the contractor's cash flow problems.
Extension and refurbishing	Morris Chin/Rivi Gardner (M. Chin)	05-08-1999	\$23.13M	Yes		The situation became worse with the "banking crisis", consequently, material supplies to the site were inadequate to allow for a timely completion of the works.
Porus, Manchester		12 Months	\$2.59M			A five (5) week extension of time was granted, but practical completion was not achieved until July 1999, resulting in an eleven (11) month overrun.  The finished work was poor and the cost to date is 12.6% above original contract sum, with fluctuations and variations accounting for \$3.32M of the total expenditure.



# ANNUAL REPORT

POST-CONTRACT ACTIVITIES AS AT DECEMBER 1999

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 &amp; CULTURE</u>						
MINISTRY OF EDUCATION & CULTURE						
Reform of Secondary Education Project						
Albion Primary and Junior High School	Simpson/Carter/ Whyte	\$38.58M	45%	Yes	The general management and coordination of this twelve (12) month contract have been unsatisfactory.	
Renovation of existing building and the construction of a new block.	Construction Developers Associates Ltd.	Lump Sum	11 Months	Yes	After eleven (11) months have elapsed, only 45% completion was achieved.	
Albion, St. James	Simpson/Carter/ Whyte (C. Whyte)	04-02-1999	\$19.22M	Yes	Material supplies have not been adequate to maintain steady progress. As a result, the works are twenty (20) weeks behind schedule. The slow pace of the activities prompted the issue of a notice of termination.	
		12 Months			An unresolved issue relating to the calculation of labour fluctuation has been agreed to be put before an adjudicator.	
					Expenditure was 49% of the contract sum and \$870,000 of the fluctuation was certified, at the end of the reporting period.	

# ANNUAL REPORT

POST-CONTRACT ACTIVITIES AS AT DECEMBER 1999

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
<b><u>MINISTRY OF EDUCATION &amp; CULTURE</u></b>						
<b>MINISTRY OF EDUCATION &amp; CULTURE</b>						
<b>Reform of Secondary Education Project</b>						
<b>Annotto Bay Junior High School</b>	Morris Chin/Rivi Gardner	\$49.49M	40%		<p>Following the signing of this contract on December 16, 1998, the contractor took possession of the site and commenced construction activities on February 10, 1999.</p> <p>The project, however, lack efficient management, coordination and supervision by all involved with its implementation. For the ten (10) months which has already elapsed, the work was carried out at a very slow pace.</p> <p>Expenditure to date of \$34.60M is 70% of the contract sum and includes \$6.75M for material and labour fluctuation, and an amount yet to be ascertained for variations. Notwithstanding the contract is only 40% completed and nearly four (4) months behind the scheduled completion date.</p> <p>The administration of this contract has left a lot to be desired.</p>	
Construction of a new school consisting of two (2) two-storey building and two (2) single toilet blocks	Construction Developers Associates Ltd. (CDA)	Unit Price  02-02-1999	10 Months			
<b>Annotto Bay, St. Mary</b>	Morris Chin	12 Months	\$34.68M			

# ANNUAL REPORT

POST-CONTRACT ACTIVITIES AS AT DECEMBER 1999

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 &amp; CULTURE</u>  MINISTRY OF EDUCATION & CULTURE  Primary Education Improvement Programme II						
<b>Clonmel Primary and Junior High School</b>  To renovate existing building and construction of 656 sq. metres of new building.  <b>St. Mary</b>	Morris Chin /Rivi Gardner	\$26.81M	38%	Yes	The general management and coordination of this twelve (12) month contract have been satisfactory, as well as the site supervision and the quality of work.  At the end of the reporting period (1999 December) the contract was estimated at 38% complete with approximately 41% of the time elapsed.  The contractor was optimistic of achieving a timely completion and stated that slippage in time was due to inclement weather.  Expenditure was \$9.23M or 34.4% of the contract sum with fluctuation in labour accounting for \$0.59M or 2.2%.	
	Matrix Engineering Works	Unit Price	5 Months	Yes		
	Morris Chin	26- 07- 1999	\$9.23M	Yes		
		12 Months	-			
<b>Leicesterfield Primary and Junior High School</b>  Extension and refurbishing  <b>Leicesterfield, Clarendon</b>	Morris Chin / Rivi Gardner & Associates	\$13.29M	45%	Yes	After repeated assessment of the contractor's performance it was concluded that he has not demonstrated the ability to manage/maintain a satisfactory work rate that would enable the completion of the works in an acceptable time-frame. Also, there was unauthorised stoppage of work.  The contract was subsequently terminated October 14,1999, on the ground of breach of contract. Alternative arrangement was put in place for the completion of the project.  The quality of supervision and performance of the consultants were satisfactory.	
	Metrocon Associates Ltd.	Unit Price	105%	Yes		
	Morris Chin	24 -08 -1998	\$4.71M	Yes		
		12 Months	-			

# ANNUAL REPORT

POST-CONTRACT ACTIVITIES AS AT DECEMBER 1999

## 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
<b><u>MINISTRY OF EDUCATION &amp; CULTURE</u></b>						
<b>MINISTRY OF EDUCATION &amp; CULTURE</b>						
<b>Reform of Secondary Education Project</b>						
<b>Nain Primary and Junior High School</b>	Simpson/Carter/ Whyte	\$21.61M	38%	Yes	This contract appeared in the 1998 Annual report where the inadequacy in the supply of material and the slow progress of the work were highlighted.	
Construction of a two-storey classroom block and a single storey toilet block	Metrocon Associates Ltd.	Lump Sum	13 Months	Yes	The supervision and quality of work were satisfactory.	
	Simpson/Carter/ Whyte	1998-08-24	\$8.77M	Yes	The lack of progress and prolonged stoppage resulted in the termination of the contract by letter dated 1999 October 8. At that stage 38% of the contract was completed and 13.5 months had elapsed. Payment to the contractor stood at \$8.77M, 40.6% of the contract sum.	
<b>Nain, St, Elizabeth</b>		12 Months	-		New bills of quantities and tender documents have been prepared to facilitate the tendering for the completion of the works.	

# ANNUAL REPORT

POST-CONTRACT ACTIVITIES AS AT DECEMBER 1999

## 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
<b><u>MINISTRY OF EDUCATION &amp; CULTURE</u></b>  MINISTRY OF EDUCATION & CULTURE  Reform of Secondary Education Project					
<b>New Green Primary and Junior High School</b>	Simpson/Carter/ Whyte	\$10.50M	100%	Yes	The contract was signed on July 14,1998, and the contractor took possession of the site and commenced working on August 10, 1999.  The general management, coordination and supervision of the works lack the necessary urgency to enable a timely completion.  Extension of time was granted to May 18,1999, but practical completion was not achieved until September 13,1999 , resulted in the liquidated damages being applied.  The expenditure of \$11.40M shown on the penultimate certificate included \$1.3M for material and labour fluctuation and \$0.35M for variation. This represented a 15.71% increase of the contract sum.
Refurbishing of existing building and the construction of a new classroom block.	Seivwright's Building Supplies Ltd.	Unit Price	13 Months	Yes	
	Simpson/Carter/ Whyte -	1998-08-10	\$11.4M	Yes	
<b>New Green, Manchester</b>	N. Cookhorne	6 Months	\$0.90M		
<b>New Hope Primary and Junior High School</b>	Simpson/Carter/ Whyte	\$22.40M	95%	Yes	The general management and supervision of the contract were satisfactory and the quality of the work good.  At the end of December 1999, the contract was 95% complete with completion scheduled for February 2000 .  Expenditure stood at \$19,872,930.20M or 88% above the contract sum.  The variations and fluctuation on this contract were relatively small, an indication that the project has benefitted from good planning and administration.
Construction of a two-storey classroom block and refurbishing of existing building.	W.A. Reid Construction Co. Ltd.	Unit Price	11 Months	Yes	
	Simpson/Carter/ Whyte	02-01-1999	\$19.87M	Yes	
<b>New Hope, Westmoreland</b>		12 Months	-		

# ANNUAL REPORT

POST-CONTRACT ACTIVITIES AS AT DECEMBER 1999

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
<b><u>MINISTRY OF EDUCATION &amp; CULTURE</u></b>						
<b>MINISTRY OF EDUCATION &amp; CULTURE</b>						
<b>Reform of Secondary Education Project</b>						
<b>Retreat Primary and Junior High School</b>	Morris Chin/Rivi Gardner	\$8.69M	75%	Yes	<p>The contractor was not carrying out his obligation of the contract, especially with regard to his claims for payments. The total claim of \$1.76M was well below the sum entitled for the amount of work (75%) he has completed.</p> <p>The original completion date was overrun and extension of time was granted for one month. However, after a month beyond the new completion date, there were 25% of the works still outstanding.</p> <p>The quality of the finished works was satisfactory, but the contractor's management and coordination of the project were unsatisfactory.</p>	
Extension and refurbishing	W.G. Walters Construction Company Ltd.	Unit Price	11 Months	Yes		
<b>Retreat, St. Mary</b>	Morris Chin	01-02-1999	\$1.76M	Yes		
		9 Months	-			

# ANNUAL REPORT

POST-CONTRACT ACTIVITIES AS AT DECEMBER 1999

## 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
<b><u>MINISTRY OF EDUCATION &amp; CULTURE</u></b>  <b>MINISTRY OF EDUCATION &amp; CULTURE</b>  <b>Reform of Secondary Education Project</b>					
<b>Steer Town Primary and Junior High School</b>	Morris Chin/Rivi Gardner	\$23.41M	35%	Yes	Construction activities on this project commenced in August 1998, but the work was being carried out at a very slow pace.
Construction of a new classroom block and toilet block, and the removation and extension of existing building	Metrocon Associates Ltd.	Lump Sum	11½ Months when terminated	Yes	In December 1998, disgruntled workers took strike action and dismantled sections of the temporary structures to pursue their demand for project bonus. Suspension of the project activities occurred between March and April for a period of thirty-five (35) days. In July, the workers walked off the job in protest of non-payment of wages and threatened to dismantle site structures. In fact, the ply-panelling of the sheds and storeroom were taken off by boisterous workers.
<b>Steer Town, St. Ann</b>	Morris Chin/Rivi Gardner (M. Chin)	24-08-1998	\$5.49M		The contractor's financial woes as it was reported, seems to have contributed to his problems to diligently execute the works. As a consequence, the Ministry terminated the contract on the grounds of the contractor's poor performance set out in a letter dated August 9, 1999.
		12 Months	-		Tenders for completion of the remaining work was carried out in December 1999, and an award of the contract is expected in the first quarter of the year 2000.



# ANNUAL REPORT

POST-CONTRACT ACTIVITIES AS AT DECEMBER 1999

## 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
<b><u>MINISTRY OF EDUCATION &amp; CULTURE</u></b>  <b>MINISTRY OF EDUCATION &amp; CULTURE</b>  <b>Reform of Secondary Education Project</b>						
<b>White Marl Primary and Junior High School</b>	Morris Chin/Rivi Gardner	\$19.67M	98%	Yes	The contract appeared in 1998 Annual Report where the satisfactory progress and good quality of work in the early stage of the contract were highlighted.	
Refurbishing and alteration to existing building and the construction of two (2) new classroom blocks.	Ronham & Associates Ltd.	Lump Sum	16 Months	Yes	However, as a result of cash flow problems, cement shortage, gas demonstration, discrepancies in the bills of quantities, and some tardiness on the part of the contractor, the progress of the works fell behind schedule. Consequently, the scheduled completion date of August 31, 1999, was not realised.	
<b>White Marl, St. Catherine</b>	Morris Chin	31- 08-1998	\$26.46M	Yes	Extension of time was granted with completion date at November 30. However, at December 1999, only 98% of completion of the works was achieved.	
		12 Months	\$6.79M		Expenditure was of \$26.46M or 34.5% above the contract price. Fluctuation in the price of material and labour accounted for \$1.94M or 9% of the contract price. Additional cost associated with variation was also included in the amount.	

# ANNUAL REPORT

POST-CONTRACT ACTIVITIES AS AT DECEMBER 1999

APPENDIX I

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 EDUCATION &amp; CULTURE</u>  HEART Trust/NTA  Runaway Bay HEART Academy  The construction of thirty-six (36) additional hotel rooms and multi-purpose conference facilities expansion and other sub-contract as described  Runaway Bay, St. Ann		APEC Consultants Ltd.  Nesco Construction Ltd  APEC Consultants Ltd..	\$84M  Lump Sum  01-12-1998  12 Months	73%  13 Months  \$63.8M  -	Yes  Yes  Yes	General management and supervision have been satisfactory and the quality of works acceptable. However, better coordination of the activities as related to external works and landscaping, would have advanced the project completion further.  Delays outside of the contractor's control have resulted in the contract period being extended from November 30, 1999, to February 12, 2000. The contract sum was also revised from \$84.2M to \$87.6M.  The contract for the construction of the central sewage plant, which was removed from the main contract because of inadequate budget, commenced at a cost of \$24.8M.  Expenditure on main contract stood at \$63.8M, \$2.8M of which represented material and labour fluctuations and \$1.4M for variations.  Expenditure on the sewage plant stood at \$12.5M with 63% of the works completed.

# ANNUAL REPORT

POST-CONTRACT ACTIVITIES AS AT DECEMBER 1999

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><b><u>MINISTRY OF ENVIRONMENT &amp; HOUSING</u></b></p> <p>MINISTRY OF ENVIRONMENT &amp; HOUSING</p> <p><b>Cedar Grove Housing Phase I</b></p> <p>Construction of 90 housing units</p> <p><b>Cedar Grove Gregory Park P.O. St. Catherine</b></p>	Ministry of Environment & Housing	\$31.5M	100%	Yes	<p>The Minister of Housing, entered into a joint venture agreement with three developers to develop the Cedar Grove property containing 100 acres into 840 housing and service lots in ratio of 25% - 75%; 75% in favour of the developers. The developers formed themselves into a consortium to do their part of the works. Presently the infrastructure works, light, water, road, sewage, etc., are being done by the consortium. The Ministry contracted with New Era Homes, separately to build the first 90 units. New Era Homes is not a member of the consortium.</p>	
	New Era Homes Jamaica Ltd	Negotiated	5 Months	Yes		
	Ministry of Environment & Housing	July 1998  12 Months	\$31.5M  -	No		

# ANNUAL REPORT

POST-CONTRACT ACTIVITIES AS AT DECEMBER 1999

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
<b><u>MINISRY OF ENVIRONMENT &amp; HOUSING</u></b>  <b>NATIONAL HOUSING TRUST LTD</b>  <b>Red Hills Pen Housing Scheme</b>  Construction of 145 shell studio units with related infrastructure.  <b>Red Hills Pen, Morant Bay</b> <b>St Thomas</b>	National Housing Trust Ltd	\$67.210M Revised \$84.188M	90%	Yes	The developers took possession of the site April 1999. The contractor's progress and quality of the work were good in the early stage of implementation. However, problems developed preventing the contractor from completing the project. A solution to allow small contractors to finish the work resulted in industrial action because of lack of coordination between those involve with the implementation process. Consequently the March 1999 deadline for completion was not achieved and new date of November 1999 set. Completion was still not achieved at that time.  It was expected that the work will be completed in the year 2000 but no date has been agreed or confirmed.	
	Aerocon Construction Ltd	Negotiated	17 Months	Yes		
	St Thomas Community Development Ltd	April 1998  12 Months	\$64.78M	Yes		

# ANNUAL REPORT

POST-CONTRACT ACTIVITIES AS AT DECEMBER 1999

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 &amp; PLANNING</u>  JAMAICA SOCIAL INVESTMENT FUND					
Berrydale to Fellowship Road	Ministry of Transport & Works	\$8.41M	98%	Yes	<p>Work began on schedule and progressed steadily but the contractor experienced delays because of the following:</p> <p>i. The road in question was divided into two sections by a bridge which the contractor was informed by the P.W.D. could not safely carry any vehicle over 10 tonnes. The contractor claimed additional transportation cost as had to double handle the material carried over the bridge.</p> <p>ii. The road was originally designed to utilise compacted marl but because of the close proximity of the Rio Grande and the frequency of flooding along sections of the road, the design was changed in preference to stabilization marl.</p> <p>iii Inclement weather condition.</p> <p>The contractor was granted extension of time and practical completion was achieved on December 22, 1999. Quality of workmanship was satisfactory.</p> <p>Although additional cost to date was low, variations already approved will inflate the contract by approximately 50%.</p>
The rehabilitation of 3.6 km of road	Alcar Construction & Haulage Co	Lump Sum	4 Months	Yes	
Portland	Jamaica Social Investment Fund (JSIF)	12-08-1999	\$8.84M	Yes	
		4 Months	\$0.43M		

# ANNUAL REPORT

POST-CONTRACT ACTIVITIES AS AT DECEMBER 1999

## 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
<b><u>MINISTRY OF FINANCE &amp; PLANNING</u></b>  <b>JAMAICA SOCIAL INVESTMENT FUND</b>  <b>Bryan Piece Feeder Road</b>  Rehabilitation of 3.2 km of road  <b>Clarendon</b>	N.K. Construction Engineers	\$8.74M	45%	Yes	This contractor tendered and was awarded two contracts to be done simultaneously. The first one, Green River Road was for a period of 4 months and this one for 5 months. Although the contractor was able to satisfy JSIF of his ability to do both contracts simultaneously, work on Bryan Piece only began seriously late November 1999, after he had done most of the work on Green River. The delays caused JSIF to send the contractor a letter outlining their concern and informing him that the liquidated damages clause will be invoked.  The contractor has failed to provide an updated Tax Compliance Certificate and JSIF has withheld 20% of monies due to him.	
	V.O. Watson & O'Neil Associates	Lump Sum	3 Months	No		
	Jamaica Social Investment Fund (JSIF)	06-09 1999	\$3.95M	Yes		
		5 Months	None			
<b>Green River Park Hall Road</b>  Rehabilitation of 2.28 km of road  <b>Clarendon</b>	N.K. Construction Engineers	\$8.08M	85%	Yes	Work is proceeding steadily and indications are that the job will be completed on time. All concerned have so far performed creditably and the quality of workmanship is satisfactory.  The contractor has failed to provide an updated Tax Compliance Certificate and JSIF has withheld 20% of monies due to him.	
	V.O. Watson & O'Neil Associates	Lump Sum	4 Months	No		
	Jamaica Social Investment Fund (JSIF)	06-09-1999	\$5.46M	Yes		
		4 Months	None			

# ANNUAL REPORT

POST-CONTRACT ACTIVITIES AS AT DECEMBER 1999

## 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  Mandeville Hospital  Mandeville, Manchester	McMorris Sibley Robinson	\$654.5M	68%	Yes	The contractor has experienced several delays which has prompted the granting of a 4 month extension of time to March 31 2000. In addition it was reported that UDC was having continuous difficulty making timely interim payments. That resulted in the contractor being paid interest for late payment.  The project was going reasonable well as the protracted delays have not resulted in substantial increase in cost. Variations were expected to increase the contract by approximately 9%.  The contractor has worked diligently since the start of the work and although some delays have been attributed to his organisation, checks suggested that most delays were unavoidable. While there have been some disagreements between the contractor and the consulting team, that has not hampered progress. Quality of workmanship was inconsistent. There were areas where the work was poor and unacceptable.	
	Rizzani De Eccher	Fixed Price	28 Months	No		
	U.D.C.	01-091997	\$535.8M	Yes		
		26 Months	None			



### POST-CONTRACT ACTIVITIES AS AT DECEMBER 1999

### POST-CONTRACT ACTIVITIES AS AT DECEMBER 1999

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
<b><u>MINISTRY OF INDUSTRY &amp; INVESTMENT</u></b>  <b>FACTORIES CORPORATION OF JAMAICA LTD.</b>						
<b>Construction Valve Chambers, Thrust Block &amp; Pipe Works - Garmex</b>  Connection to improve the distribution system  <b>Freezone, Kingston</b>	Earle & Associates Ltd.  K. Adooman Construction Co Ltd.  M.A. Downer	\$470,500.00  Lump Sum  11-10-1999  6 Weeks	100%  3 Weeks  \$84,130.00	Yes  Yes  Yes	The project was professional managed and coordinated. Site supervision was executed diligently and with experience. This resulted in the quality of the work being of acceptable standard.  Performance of the professionals was of a high standard.	

# ANNUAL REPORT

POST-CONTRACT ACTIVITIES AS AT DECEMBER 1999

## 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 LOCAL GOVERNMENT YOUTH &amp; COMMUNITY DEVELOPMENT</u>  CLARENDON PARISH COUNCIL  Priority Roads  Surface, drainage, marling and asphaltting to Top Halse Hall Road  Clarendon		-	\$350,000.00	50%	N/A	Works below \$500,000.00 are seldom given to contractors. These are generally done by the Council's staff whereby the material and labour are provided by the Council and funding done through the Parochial Revenue Funds on the 'force account' system of accounting. The road in question was marled and rolled to receive asphalt. Funds are now in place to complete the work.
Superintendent of Roads & Works		Negotiated	3 Months	N/A		
Superintendent of Roads & Works		July 1999  3 Months	\$350,000  -	N/A		

# ANNUAL REPORT

POST-CONTRACT ACTIVITIES AS AT DECEMBER 1999

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 &amp; COMMUNITY DEVELOPMENT</u>  <b>MANCHESTER PARISH COUNCIL</b>  <b>Priority Roads Improvement</b>		-	\$2.6MM	100%	N/A
1. West Road; 2. Wesley Avenue; 3. New Acres Drive; 4. Knowles Road; 5. Job Lane - Hodensfield; 6. Mile Gully 7. Advent Avenue.		-	Force Account	2 Months	N/A
<b>Manchester</b>		Superintendent of Roads & Works	? May/June	\$2.6M	N/A
		3 Months	-		

# ANNUAL REPORT

POST-CONTRACT ACTIVITIES AS AT DECEMBER 1999

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 &amp; COMMUNITY DEVELOPMENT</u>  <b>PORTLAND PARISH COUNCIL</b>  <b>Priority Roads Improvement</b>  Rehabilitation and paving of roadway - Mount Pleasant to Rock Hall  <b>St. Margaret's Bay, Portland</b>		-	\$1.5M	100%	N/A
	Portland Parish Council	Force Account	3 Months	N/A	The road programme is funded through the Parochial Revenue Funds administered by the Ministry of Local Government. All material and equipment are provided by the Council while labour is provided the Councillor of the specific area. Payments for the works were done through the 'force account' system of accounting. The Mount Pleasant to Rock Hall Road was done by the Council supervised by the Superintendent of Roads & Works. Works include filling, rolling of sub-surface, oiling, asphaltting, repairs and cleaning of drains.  The works appear fairly well done.
	Superintendent of Roads & Works	June 1999  3 Months	\$1.5M  -	N/A	

# ANNUAL REPORT

POST-CONTRACT ACTIVITIES AS AT DECEMBER 1999

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 style="text-align: center;"><b><u>MINISTRY OF LOCAL GOVERNMENT, YOUTH &amp; COMMUNITY DEVELOPMENT</u></b></p> <p style="text-align: center;"><b>ST. ELIZABETH PARISH COUNCIL</b></p> <p><b>Road works in -</b></p> <p><b>1. Peacock Heights; 2. Road 500 Burnt Savannah; 3. Spice Grove</b></p> <p style="text-align: center;"><b>St. Elizabeth</b></p>	Superintendent of Roads & Works	1. \$1.5M Negotiated Jan. 1999 3 Months	100% - \$1.5M -	N/A N/A N/A	<p>The maintenance of the roads in the parish is funded through the Parochial Revenue Funds whereby certain roads are done on a priority system. Supervision of the works are done by the Superintendent of Roads and Works for the Council. Payments are done through the 'force account' system. Funding provided through the Parochial Revenue Funds.</p> <p>The works seen so far appear quite satisfactory.</p>
	St. Elizabeth Parish Council	2. \$0.5M Negotiated July 1999 2 Months	100% - \$0.5M -	N/A N/A N/A	
	Superintendent of Roads & Works	3. \$1.131M Negotiated Feb. 1999 14 Days	100% - \$1.131M -	N/A N/A N/A	

# ANNUAL REPORT

APPENDIX II

POST-CONTRACT ACTIVITIES AS AT DECEMBER 1999

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
<b><u>MINISTRY OF LOCAL GOVERNMENT YOUTH &amp; COMMUNITY DEVELOPMENT</u></b>  <b>St. THOMAS PARISH COUNCIL</b>  <b>Road - Priority Upgrading</b>  1. Hope Road - Morant Bay; 2. West Street; 3. Murray Avenue; 4. Highbury Road; 5. Retreat; 6. Bath Fountain Road (Wall) 7. Duhaney Pen; 8. Easington School Rd.; 9. Red Hills Housing Scheme 10. Sun Valley Road; 11. Albion; 12. School Lane - Yallahs  <b>St. Thomas</b>						
-		\$3.325M	100%	N/A	These twelve (12) small contracts were implemented via the 'force account' system, with a combined cost of \$3.33M and contract period of three (3) months.  The general quality of the work has been satisfactory, however, there were areas of re-surfacing works that were below par.	
Various contractors		Force Account	-	N/A		
Superintendent of Roads & Works		Jan. - June 1999	\$3.325M	N/A		
		3 Months	-			

# ANNUAL REPORT

POST-CONTRACT ACTIVITIES AS AT DECEMBER 1999

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 &amp; COMMUNITY DEVELOPMENT</u>  <b>WESTMORELAND PARISH COUNCIL</b>  <b>Priority Roads Improvement</b>		-	\$3.154M (Total)	100%	-
General asphaltting of road surfaces including curbs and channels on - 1. Wharf Road; 2. Chantilly Street; 3. Kingwood Road; 4. Western Street; 5. Queen Street.  <b>Westmoreland</b>	a. Keith Johnson	Negotiated	3 Months	-	The general management of these contracts are satisfactory and the works completed under the supervision of the Road and Works staff to be of good standard.
	b. J. Kirlew			-	
	c. Horace McNamee	Between July 1998 and July 1999	\$3.154M	-	
	Superintendent of Roads & Works	(1-3 Months)	-		



# ANNUAL REPORT

POST-CONTRACT ACTIVITIES AS AT DECEMBER 1999

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 &amp; WORKS</u>  <b>AIRPORTS AUTHORITY OF JAMAICA</b>  <b>Airport Reform &amp; Improvement Programme</b>  <b>Extension and Renovation of existing Intransit Lounge</b>  Extension of existing Intransit Lounge and Refurbishing adjoining Ticket Area, Electrical and airconditioning installation  <b>Norman Manley International Airport</b>	Rivi Gardner & Associates	\$93.7M	70%	Yes	The management and coordination of the project lacks urgency and attention to detail. Consequently, the progress has been slow. Site supervision fair. The quality of the works to date is of an accepted standard.  Performance of the professionals has been fair.	
	Tankweld Construction Co. Ltd.	Lump Sum	15 Months	Yes		
	Mrs. W. Strachan	14-09-1998	\$63.03M	Yes		
		10 Months	-			

# ANNUAL REPORT

POST-CONTRACT ACTIVITIES AS AT DECEMBER 1999

## 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
<b>MINISTRY OF TRANSPORT &amp; WORKS</b>  <b>AIRPORT AUTHORITY OF JAMAICA</b>  <b>Airport Reform &amp; Development Programme</b>  <b>Norman Manley International Airport</b>  To re-construct Apron and Fueling System  <b>Kingston</b>	EDM Consultants	\$478.3M	80%	Yes	The contract has overrun its scheduled completion date by three (3) months. The work had to be carried out without causing interruption to the airport operations. The contractor managed and coordinated the activities with a minimum of interference, but this resulted in some of the delays he experienced.  Some other factors that may have affected the contractor's performance and thus delay the works: - the contractor's lack of knowledge of our importation procedures - misunderstanding of the local culture - international weather conditions which delayed the shipment of equipment and materials - variations to the works  The quality of work is satisfactory.  Performance of the professionals was of a high and satisfactory standard.	
	Phil & Sons AS	Lump Sum	13 Months	-		
	P. Saulter	23-11-1998	\$376.7M	Yes		
		10 Months	-			

# ANNUAL REPORT

POST-CONTRACT ACTIVITIES AS AT DECEMBER 1999

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
<b><u>MINISTRY OF TRANSPORT &amp; WORKS</u></b>						
<b>AIRPORTS AUTHORITY OF JAMAICA LTD.</b>						
<b>Refurbishing of Queens/AJAS Warehouse</b>	Professional Engineering Consultants Ltd.	\$22.69M	100%	Yes	<p>The management, coordination and supervision were satisfactory. The quality of the work was acceptable and the performance of the professionals has been good.</p> <p>Some delays occurred to acquire material from overseas and to carry out variation orders. This resulted in an additional seven (7) weeks to complete the project.</p> <p>Final cost includes \$2.77M for variation, but omission of items from the Bills of Quantities resulted in a net amount of \$1.03M added to the contract sum. A sum of \$0.27M is also added for re-measurement, a negligible amount for material fluctuation and the extended preliminaries amounted to \$0.49M for the extension of time granted to the contractor.</p>	
To renovate existing warehouse and offices and erection of security fences on the northern boundary	Alfrasure Structures & Roofing Ltd.	Lump Sum	9 Months	Yes		
<b>Norman Manley International Airport, Kingston</b>	Mrs. W. Strachan	08-03-1998	\$24.49M (Final Account)	Yes		
		5 Months	\$1.80M			

# ANNUAL REPORT

POST-CONTRACT ACTIVITIES AS AT DECEMBER 1999

## 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
<b><u>MINISTRY OF TRANSPORT &amp; WORKS</u></b>						
<b>MT&amp;W - NORTHERN JAMAICA DEVELOPMENT PROJECT UNIT</b>						
<b>Northern Coastal Highway Improvement Sub-Project Segment I</b>						
<b>Construction of the Negril to Montego Bay Coastal Roadway</b>	Stanley Consultants Inc	US\$16 J\$345.5M	40%	Yes	<p>The project had experienced numerous delays and tardy performance by the contractor.</p> <p>The original startup and completion dates were September 23, 1997, and September 22 1999, respectively. The revised construction completion date is scheduled for September 22, 2000, resulting from a tentative time extension of one year. The revised completion target date may not be attained based on the progress made so far and at the rate at which the project is being executed. Furthermore, there are no formal information from Bosung's representatives indicating when the project will be completed.</p> <p>Financial hardship, on account of low tender price and current downturn in the Korean economy, has limited the contractor's ability to fund the project as required to meet the schedule. It seems that most of the payments are sent to the company's head office in Korea and not enough left to carry out the works.</p> <p>Other major causes of delays since startup resulted from:</p> <ul style="list-style-type: none"> <li>- labour strike and work stoppages</li> <li>- delays in issuing the notice to commence</li> <li>- inclement weather</li> </ul>	
	Bosung Engineering & Construction Cozs Ltd.	Lump Sum	830 days	N/A		
	Stanley Consultants Inc.	23-09-1997  730 days	US\$10.52M  J\$22.35M	Yes		
<b>Westmoreland &amp; St. James</b>						

# ANNUAL REPORT

POST-CONTRACT ACTIVITIES AS AT DECEMBER 1999

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 &amp; WORKS</u>  MT&W -NORTHERN JAMAICA DEVELOPMENT PROJECT UNIT  Northern Coastal Highway Improvement Sub-project Segment I (Cont'd)					<ul style="list-style-type: none"> <li>- change in site condition</li> <li>- design changes</li> <li>- delays caused by utilities, NWC, C&amp;W &amp; JPS</li> <li>- delays caused by Land Acquisition and Resettlement</li> <li>- differences resulting from contractor's strategies and work method</li> </ul> <p>The construction of bridges in our view is a critical component but the activities appear to have ceased.</p> <p>The complexity of the project makes it difficult to determine actual progress made to date. The progress is therefore based on the financial records together with other information available.</p> <p>The overall performance of the contractor up to the date of this report is unsatisfactory while the performance of the consultant and project team is satisfactory. The MT&amp;W need to maintain tight management by insisting on strict supervision at all level and intensifying the execution of activity including the resettlement and land acquisition.</p>	

# ANNUAL REPORT

POST-CONTRACT ACTIVITIES AS AT DECEMBER 1999

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 &amp; WORKS</u>  MINISTRY OF TRANSPORT & WORKS  Northern Jamaica Development Project  <b>Montego Bay Drainage &amp; Flood Control</b>  Enclosing and realigning the South Gully drainage channel from its existing outfall into the Caribbean Sea through the City of Montego Bay traversing a corridor roughly defined as paralleling South Creek, Dome, Princes Streets and South Gully Road  <b>Montego Bay, St. James</b>		Stanley Consultants Inc.	US\$9.78M	19%	Yes	<p>Over the period under review, the contractor has been slow in execution of the work. As a result the progress made to date has been unsatisfactory.</p> <p>It was acknowledged on numerous occasions that the scarcity of resources are due to lack of funds. The client has paid the contractor in accordance with the contract document. However, the contractor has failed to provide working capital to maintain the required production rate necessary to carry out the work as schedule.</p> <p>Bosung principals and the client need to negotiate an agreement for majority of payments made on the project be placed in the local account representative in Jamaica be given greater financial authority.</p> <p>The current rate of activities need also to be intensified in order to achieve completion by the revised date in November 2000.</p> <p>The contractor, however, seems to be carrying out more work than his capacity t manage successfully.</p>
		Bosung Engineering & Construction Co. Ltd.	Lump Sum	-	N/A	
		Stanley Consultants Inc.	26-07-1999  12 Months	US\$2.7M  -	Yes	

#### POST-CONTRACT ACTIVITIES AS AT DECEMBER 1999

## 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
<b><u>MINISTRY OF TRANSPORT &amp; WORKS</u></b> <b><u>MINISTRY OF TRANSPORT &amp; WORKS</u></b> <b>Road Rehabilitation &amp; Institutional Strengthening Programme (RRISP)</b>						
Lot #3 - Chovey- Claremount Islington - Port Maria - Water Valley	D. Callagy	\$254.6M	60%	Yes	<p>The management and coordination of the project have not been effective. For better quality control of the works should be executed in phases rather than preparing 6 km of roadway all at once. This method would minimize inconvenience to the travelling public and be better controlled.</p> <p>At the end of December 1999, eight (8) months of the contract period had elapsed of the nine (9) month contract period and only 60% of the work completed. Projected date for completion May 2000.</p>	
Repair existing retaining structures, construct new retaining structures, clean and repair existing drainage, scarify and re-shape, re-compact existing base, resurface new base with asphaltic concrete overlay	Build-Rite Construction Co Ltd.	Lump Sum	8½ Months	Yes		
St. Mary	Keith A. Brown	19-04-1999	\$70.69M	Yes		
		9 Months	-			



# ANNUAL REPORT

APPENDIX II

POST-CONTRACT ACTIVITIES AS AT DECEMBER 1999

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
<b><u>MINISTRY OF TRANSPORT &amp; WORKS</u></b>						
<b>MINISTRY OF TRANSPORT &amp; WORKS</b>						
<b>Road Rehabilitation &amp; Institutional Strengthening Programme (RRISP)</b>						
Lot #4 - Highgate - Windsor Castle- Richmond - Tavern Hill	D. Callagy	\$108.01M	45%	Yes	<p>The management and coordination of the project have not been diligently executed by the contractor. Eight (8) months of the contract period of nine (9) months have elapsed and only 45% of the work completed. In some areas of the work delays were caused by the NWC's delays in the laying of pipes. However, the overall progress and corrective measures could have been improved upon to avoid the excessive delays encountered.</p> <p>In spite of the required coordination and set programme, NWC failed to execute their responsibilities for the implementation of their work.</p> <p>The quality of the completed work is fair. Performance of the professionals to date is fair.</p>	
Repair existing retaining structure, clean and repair existing drainage, scarify, re-shape and re-compact existing base, resurface new base with asphaltic concrete overlay.	Build-Rite Construction Co. Ltd.	Lump Sum	8 Months	Yes		
St. Mary	Keith A. Brown	18-04-1999 9 Months	\$49.25M -	Yes		

# ANNUAL REPORT

POST-CONTRACT ACTIVITIES AS AT DECEMBER 1999

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 &amp; WORKS</u>					
MINISTRY OF TRANSPORT & WORKS					
Road Rehabilitation & Institutional Strengthening Programme (RRISP)					
Lots I and II Papine, Redlight, Hardware Gap, Wakefield, Balcarres, Buff Bay	D. Callagy	\$254.6M	64%	Yes	The project is diligently managed and coordinated. Site supervision is executed with experience resulting in the quality of the work being of a high standard. Adverse weather conditions have however affected the progress of the work. The projected date for completion will be June 2000.
Rehabilitation work including reshaping, repair, drainage repair and construct new retaining structures, asphaltic concrete overlay, etc.	LSM Joint Venture	Lump Sum	8 Months	N/A	Payments are done in the ratio of 71% Jamaican dollars and 29% sterling. Additional cost to date is \$23.65M.
St. Andrew/Portland	Keith A. Brown	19-04-1999	\$232.15M	Yes	Performance of the professionals is satisfactory.
		12 Months	-		

# ANNUAL REPORT

POST-CONTRACT ACTIVITIES AS AT DECEMBER 1999

## 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 &amp; WORKS</u>  MINISTRY OF TRANSPORT & WORKS  Traffic Management Programme  Hope Road Improvement Works   Widening carriageway, preparatory and regulatory works, rehabilitation works include new drainage and resurfacing of roadway.   Hope Road. St. Andrew					
	A DeB Consultants Limited	\$245.93M	30.3%	Yes	Management of the project to date has been satisfactory. Coordination with NWC in respect of sewer and water mains is posing some degree of problems which is affecting the progress of the work. This and variation orders have resulted in a revision of the completion date to 2000 September 1. The variation to date amounts to \$17.27M.
	West Indies Home Contractors (WIHCON) Limited	Lump Sum	7 Months	Yes	Site supervision is keen and effective and the quality of the work is good.  Performance of the professionals has been satisfactory.
	Ministry of Transport & Works	1999-06-04  12 Months revised to 15 Months	\$86.47M  -	Yes	

# ANNUAL REPORT

POST-CONTRACT ACTIVITIES AS AT DECEMBER 1999

## 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
<b><u>MINISTRY OF TRANSPORT &amp; WORKS</u></b>  THE PORT AUTHORITY  <b>Rehabilitation of Beacons - Kingston Harbour</b>  <b>Removal of existing beacons and the construction of new beacons</b>  <b>Newport East, Kingston</b>	A. DeB Consultants Limited	\$14.35M	100%	Yes	The management and coordination of the work during the construction period were executed professionally.  Performance of the professionals in the administration of the project was effectively executed.  Practical completion certificate has been issued, but the final account for the project is not yet available.  The expenditure of \$14.18M so far as shown on payment certificate #5 includes \$563,603.22 for material and labour fluctuation. Variation amounts to \$939,500.00, but there is an omission of \$1,478,002.00 pertaining to items deleted from the Bills of Quantities and this has resulted in a net omission of \$538,502.00.	
	Tankweld Ltd.	Lump Sum	28 Weeks	Yes		
	The Port Authority	10-14- 1998 28 Weeks	\$14.18M	Yes		
<b>Development of Backlands - South Terminal</b>  Remove shrubs and grass vegetation, regrade site, supply and spread river shingles 150mm thickness, supply and deposit stabilized marl overlay with asphaltic concrete, upgrade electrical supplies and lighting water supply, sewage and surface drainage.  <b>Gordon Cay, Kingston</b>	SMADA Consultants Ltd.	\$131.6MM	100%	Yes	The management and coordination of the project appear to be effective.  The quality of the work is acceptable and the professionals performed satisfactorily.  The cost to date includes \$3.5M for material and labour fluctuation and the contract sum is likely to be exceeded by the amount. Final accounts are not yet prepared.	
	Surrey Paving & Aggregate Ltd	Lump Sum	9 Months and 24 days	Yes		
	Mr. B.A. Griffiths	1999-03-15 9 Months	\$131.22M	Yes		

# ANNUAL REPORT

POST-CONTRACT ACTIVITIES AS AT DECEMBER 1999

## 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
<b><u>MINISTRY OF TRANSPORT &amp; WORKS</u></b>						
<b>THE PORT AUTHORITY</b>						
<b>Pilotage Office Boundary Wall</b>  To construct pre-cast concrete wall 382 sq. m. (1200'.0") long average 3m (9'.0") high  <b>Newport East, Kingston</b>	Hue Lyew Chin Engineering Ltd.	\$4.77M	100%	Yes	Overall management and coordination of the project were efficiently executed. Site supervision was keenly administered and the quality of the work was good. The cost to date does not exceed the contract sum. Practical completion certificate is expected to be issued in 2000 January.  Performance of the professionals was satisfactory.	
	Stresscon Jamaica Ltd	Lump Sum	4½ Months	Yes		
	Mr. B.A. Griffiths	1999-08-24	\$4.77M	Yes		
		5 Months	-			
<b>Proposed Pilotage Office</b>  Fabricate, transport to site, pitching and driving 60 no. 47'.6" long and 8 no. 52'.6" long concrete piles  <b>Newport East, Kingston</b>	Alberga Graham (Ja.) Ltd	US\$7.18M	100%	Yes	Management and coordination of this contract were satisfactory as well as the performance by the professionals. Site supervision was keenly administered and the quality of the work was good.  Fabrication of piles took place between April 23, 1999, the contract start date and May 10, 1999, when the contractor was given possession of the site. The site works were completed under five (5) weeks with practical completion achieved June 9, 1999.  Expenditure to date is \$5.24M and labour fluctuations \$83,950.00 as shown on the last payment certificate #3 dated August 31, 1999.	
	Stresscon (Ja.) Ltd.	Lump Sum	7Weeks	Yes		
	Mr. Barry Griffiths	23-04-1999	\$5.24M	Yes		
		3 Months				

# ANNUAL REPORT

POST-CONTRACT ACTIVITIES AS AT DECEMBER 1999

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 &amp; WORKS</u>  URBAN DEVELOPMENT CORPORATION  <b>Kingston Coast Road Development Phase II</b>  To construct new sub-base, prepare road surface and asphalt carriageway. Construct side drains and culverts crossing bridges, demolish building and construct boundary walls  <b>Paradise Street to Windward Road, Kingston</b>					Management and coordination of the project have been diligently executed. Site supervision is satisfactory and the quality of the work is acceptable.  The project is progressing at a satisfactory pace and the performance of the professionals has been good so far.	
	Urban Development Corporation (UDC)	\$173.7M	63%	Yes		
	West Indies Home Contractors (WIHCON)	Lump Sum	6 Months	Yes		
	UDC	21-06-1999	\$109.5M	Yes		
		12 Months	-			

# ANNUAL REPORT

POST-CONTRACT ACTIVITIES AS AT DECEMBER 1999

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	Fisher, Pryce & Associates	\$38.96M	91%	Yes	<p>Works commenced January 5, 1998 and was scheduled to be completed in eight (8) months. However, after twenty-four (24) months only 91% completion was achieved.</p> <p>The budget cut severely affected Carib Engineering's cash flow and prevented the agency to meet and honour payments to the contractor. As a consequence of this, a decision was taken to suspend the works.</p> <p>Funds were made available on April 7, 1999 and the works restated. However, the contractor still complained about not being paid on time.</p> <p>Pipelines are laid but not tested, nor the road reinstated. The progress is held up because Carib Engineering failed to supply to the contractor valves according to the contract.</p> <p>The suspension of and subsequent restart of the works is likely to increase the overall cost of the project. This extra cost has not yet been determined.</p> <p>Expenditure now totals \$26,947,971.00 representing 69% of the contract sum.</p>	
The laying of approximately 6,200 metres of 400mm ductile iron pipe line	Edwards Construction Ltd.	Lump Sum	24 Months	Yes		
Roaring River, Westmoreland	Mr. Audley Thompson	05-01-1998	\$26.95M	Yes		
		8 Months	-			



# ANNUAL REPORT

POST-CONTRACT ACTIVITIES AS AT DECEMBER 1999

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
<b>MINISTRY OF WATER</b>  <b>CARIB ENGINEERING CORPORATION LTD.</b>  <b>Whithorn to Caledonia - LineB</b>  The laying of approximately 3,300 metres of 300 mm diameter ductile iron pipeline  <b>Whithorn to Caledonia, Westmoreland</b>	Fisher Pryce & Associates	\$35.11M	76%	Yes	The works commenced January 5, 1998 and was scheduled to be completed September 1998, a contract period of eight (8) months.  From its commencement the project has been plagued with problems, with the most severe being the lack of funds. As a result of those problems a decision was taken to suspend the programme.  Funds were made available and the project restarted April 7, 1999, but the problems still persisted. The contractor failed to carry out reinstatement of the road on a timely basis, thus prolonged the inconvenience to the road users.  The contractor attributed the delay to heavy rainfall. He complained that the paving material was expensive and requested that Carib Engineering bear some of the cost.  The project is now 76% complete. The contractor has been asked to submit a revised work programme.  Expenditure to date is \$16,984,166.00, representing 48% of the contract sum.	
	Bacchus Engineering Works Ltd.	Lump Sum	24 Months	Yes		
	Mr. Audley Thompson	05-01-1998	\$16.98M	Yes		
		8 Months	None			

# ANNUAL REPORT

POST-CONTRACT ACTIVITIES AS AT DECEMBER 1999

## 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>  <b>CARIB ENGINEERING CORPORATION LTD.</b>  <b>Caledonia to Darliston - Line C</b>  The laying of approximately 5,400 metres of 300 mm diameter ductile iron pipeline  <b>Caledonia to Darliston, Westmoreland</b>	Fisher Pryce & Associates	\$38.48M	70%	Yes	The works commenced January 5, 1998, to be completed September 1998- a construction period of eight (8) months.  After twenty-four (24) month only approximately 70% of the works are completed. This contract, as with all the contracts in the package, has numerous problems, chief among them is the lack of funds. As a result the works were suspended in December 1998.  Funds were made available and the works restarted on April 7, 1999. However, the works fell behind because of the contractor's inability to effectively manage two contracts in the package. In order to speed up progress the contractor was asked to concentrate his effort and resources in complete contract #2.  At the time of reporting the contract was still experiencing problems. The contractor failed to reinstate the roads on time thus prolonging the inconvenience to the road users. In order to expedite completion, a sub-contractor has been employed to carry out and complete the balance of road reinstatement.  Expenditure to date is \$209,913,113.44. This represents 54% of the contract sum.
	Bacchus Engineering Works Ltd.	Lump Sum	24 Months	Yes	
	Mr. Audley Thompson	05-01-1998  8 Months	\$20.91M	Yes	

# ANNUAL REPORT

POST-CONTRACT ACTIVITIES AS AT DECEMBER 1999

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
<b><u>MINISTRY OF WATER</u></b>						
<b>CARIB ENGINEERING CORPORATION LTD.</b>						
<b>Kingsland/Lincoln Transmission Pipeline</b>	Carib Engineering Corporation Ltd.	\$11.5M	60%	Yes	Management and coordination of activities on this project have been carried out in a timely and efficient manner resulting in the works progressing at a satisfactory pace.  Pipe laying and testing are well advanced and if the contractor continues at the current pace without serious interruptions the works should be completed within a satisfactory period.	
Laying of 4.8km 150mm ductile iron (DI) pipeline	T.A. Morgan Corporation Ltd.	Lump Sum	18 Weeks	Yes		
<b>Kingsland/Lincoln, North West Manchester</b>	Carib Engineering Corporation Ltd.	28-06-1999  30 Weeks	\$4.9M  -	Yes		
<b>Lucea/Negril Water Supply Project - Water Treatment Works</b>	D.H.V. (International) U.K. Ltd.	US\$15.66M	-	Yes	The original contract between the NWC and SOGEA/Coopers & Associates Ltd. JV was signed on August 20, 1996, but was not implemented due to the Government of Jamaica's inability to provide their portion of the required funding.  Approximately 2½ years elapsed before funding was acquired by the Government of Jamaica and negotiations resumed with the contractors, after which a mutually acceptable agreement for a fixed price contract sum was arrived at and a revised contract signed.  Up to December 1999 progress was made in the setting up of facilities for the administrative personnel. On site, erection of site huts and site clearance were done.	
Construction of 7.5 million gallons per day water treatment works	SOGEA/Coopers & Associates JV	Fixed Price	7 Weeks	Yes		
<b>Logwood, Hanover</b>	Caribbean Engineering Corporation Ltd.	03-11-1999  500 days	US\$3.13M  -	Yes		

# ANNUAL REPORT

POST-CONTRACT ACTIVITIES AS AT DECEMBER 1999

## 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
<b><u>MINISTRY OF WATER</u></b>  <b>CARIB ENGINEERING CORPORATION LTD.</b>  <b>Whithorn Reservoir &amp; Pumping Station - Contract #4</b>  The construction of a reservoir and pumping station  <b>Whithorn, Westmoreland</b>	Fisher Pryce & Associates	\$18.59M	20%	Yes	The contract agreement was signed October 1998 but the implementation was suspended because of lack of funds.  After a delay of approximately six (6) months funding was made available to commence work on April 7, 1999. However, there were further delays because of problems related to land acquisition.  Work started September 1999, and is scheduled for completion in May 2000, a construction period of eight (8) months.  Three (3) months have already elapsed but only 20% completion has been achieved.  The expenditure to date is \$3,178,800.00 which is 17% of the contract sum.	
	Edwards Construction Limited	Lump Sum	3 Months	Yes		
	Mr. Audley Thompson	20-09-1999	\$3.18M	Yes		
		8 Months	None			
<b>Caledonia Reservoir &amp; Pumping Station - Contract #5</b>  The construction of a reservoir and pumping station  <b>Caledonia, Westmoreland</b>	Fisher Pryce & Associates	\$21.56M	45%	Yes	The progress of the works was affected by the large amount of rocks encountered during excavation that was not planned for. The delay was further aggravated by excessive rainfall.  Although the contractor has not submitted a formal request for extension of time, he was asked by the project manager to provide a revised schedule.  At the end of the reporting period, expenditure stood at \$12.4M, representing 58% of the contract sum.	
	Edwards Construction Limited	Lump Sum	8 Months	Yes		
	Mr. Audley Thompson	07-04-1999	\$12.39M	Yes		
		8 Months	None			

# ANNUAL REPORT

POST-CONTRACT ACTIVITIES AS AT DECEMBER 1999

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
<b><u>MINISTRY OF WATER</u></b>  <b>CARIB ENGINEERING CORPORATION LTD.</b>					
<b>Darliston Reservoir - Contract #6</b>	Fisher Pryce & Associates	\$19.88M	35%	Yes	<p>The agreement was signed October 1998. Work commenced June 1999 for completion on February 7, 2000.</p> <p>The delay in starting resulted from prolonged negotiation for the acquisition of lands. In addition to the late start, the project is also running behind schedule. The slow progress has been attributed to the high level of rainfall experienced during the initial stage of implementation.</p> <p>The contractor has been advised to speed up progress and to submit a revised programme so that progress can be monitored. He was also warned that liquidated damages might be imposed.</p> <p>The contractor has given an indication that an extension to the contract period would be needed.</p> <p>With six (6) months of the contract period already elapsed, only approximately 35% completion has been achieved.</p> <p>Expenditure now total \$8,892,897.75, representing 46.8% of the contract sum.</p>
The construction of a reservoir	Edwards Construction Limited	Lump Sum	6 Months	Yes	
<b>Darliston, Westmoreland</b>	Mr. Audley Thompson	07-04-999	\$8.89M	Yes	
		8 Months	None		

# ANNUAL REPORT

POST-CONTRACT ACTIVITIES AS AT DECEMBER 1999

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
<b><u>MINISTRY OF WATER</u></b>  <b>URBAN DEVELOPMENT CORPORATION</b>					
<b>Negril Sewer Extension Works</b>	Professional Engineering Consultants Ltd	\$47.59M	38%	Yes	<p>The general management and supervision have been satisfactory to date. Quality of work and workmanship have also been good</p> <p>The works are progressing fairly satisfactorily despite the excessive rock encountered in sections of the excavation for pipeline.</p> <p>There is the possibility of delay and cost increases on account of insufficient communication between UDC, the consultants and NWC.</p> <p>A substantial increase in cost has occurred as a result of late inclusion of item of works not slated for this phase of the works. The inclusion became necessary to facilitate the Northern Coastal Highway Works (different contract).</p>
Construction of lateral sewers, main sewers and sewer manholes along Norman Manley Highway between North Negril River and the Cabins.	Ashtrom Building Systems Ltd.	Fixed Price	74 Weeks	Yes	
<b>Negril, Hanover</b>	Urban Development Corporation	10-06-1999  180 Weeks	\$8.42M	Yes	

# ANNUAL REPORT

APPENDIX II

POST-CONTRACT ACTIVITIES AS AT DECEMBER 1999

<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>OFFICE OF THE PRIME MINISTER</u>  <b>NATIONAL HOUSING TRUST LTD</b>  <b>Duncans Hills Housing Scheme</b>  Construction of 325 serviced lots as Phase I on 27.52 hectares of land with lot sizes ranging from 279m <sup>2</sup> - 465m <sup>2</sup> with related infrastructure  <b>Duncans, Trelawny</b>	-	\$40M	96%	Yes	This project, although not quite completed, experienced some difficulties but appears to be well managed. Work currently being done on the sewage pond, lift station and road surfacing.  The agreed 137 serviced lots have already been handed over to the NHT as repayment of a loan as per the agreement.  Additional costs identified on this project so far include the following: 1. Material Fluctuation - \$ 0.83M 2. Labour Fluctuation - \$ 1.00M 3. Variation - <u>\$12.18M</u> <u>\$14.01M</u>  Should the lots be sold for their advertised price of \$0.49M the joint venture would have achieved its objectives.	
	Silver Sands Jamaica Ltd	Negotiated Loan Contract	17 Months	Yes		
	National Housing Trust Ltd	August 1998	\$52.41M	Yes		
		6 Months	\$14.01M			



# ANNUAL REPORT

POST-CONTRACT ACTIVITIES AS AT DECEMBER 1999

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
<b><u>OFFICE OF THE PRIME MINISTER</u></b>  <b>NATIONAL HOUSING TRUST</b>  <b>Longville Housing Scheme</b>  Erection of 441 studio units, 75 2-bedroom units and 221 service lots with related infrastructure  <b>Longville, Freetown, Clarendon</b>	Jentech Consultants Ltd	\$441.67M Revised \$399.00M	100%	Yes	The original contract for construction includes a design component with a start date in April 1997 for completion of the project in twenty-nine (29) months. Site activities commenced in December 1997 and the 2-bedroom units were subsequently deleted in favour of additional service lots. The contract sum was revised to reflect the change and completion date amended after taken into consideration the violence on the site during the early stage of implementation.  The project is completed but the final accounts is not yet completed. The December 1999 certificate showed variation to be \$34.67M, labour and material and equipment fluctuation totalled \$72.38M. The additional cost is 26.82% of the revised contract sum.
	Ashdev Ltd	Lump Sum	28 Months	Yes	
	NHT Ltd	1997 April	\$493.82M	Yes	
		29 Months	\$107.03M		

### POST-CONTRACT ACTIVITIES AS AT DECEMBER 1999

### POST-CONTRACT ACTIVITIES AS AT DECEMBER 1999

<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>OFFICE OF THE PRIME MINISTER</u> <b>NATIONAL HOUSING TRUST LTD</b> <b>Royal Place Housing Scheme</b>  Construction of 160 detached standard units.  <b>Bevan Pen, St Johns Road Spanish Town</b>	Ron Foreman & Associates Ltd    Ron Foreman	\$104.34M Revised \$124.870M  Negotiated Loan Contract August 1998  15 Months	90%  17 Months  \$113.540M  \$20.53M	Yes  Yes  Yes	By way of loan from the NHT the developer was able to erect all the units by September 1999, of which the Trust was able to get units numbering 134 from the lot. The Trust then sold its 134 for \$900,000.00, thereby re-couping its loan amount and probably at a profit. This project was well managed.  The Loan sum increased by \$20.53M because the prices used were taken from a 1996 bill of quantities. There were price adjustments involving labour increases for periods 1997-1999 and 1999-2000 amounting to some \$7M.  In the case of sewage plant upgrade, there was a provisional sum of \$4M which increased to \$8.2M on completion. Material price increased by \$10.5M. It is anticipated that the revised final cost will be increased to \$137M.  The quality of work done so far appears satisfactory. Work on the infrastructure is till in progress.

# ANNUAL REPORT

APPENDIX II

POST-CONTRACT ACTIVITIES AS AT DECEMBER 1999

<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
<b><u>OFFICE OF THE PRIME MINISTER</u></b>  <b>URBAN DEVELOPMENT CORPORATION</b>  <b>Manley Meadows Housing Development</b>  Erection of 1068 urbana quad units and 88 2-bedroom duplex units along with infrastructure.  <b>Bellevue Lands, Windward Road, Kingston 2</b>	A de B Consultants Ltd	\$797.25M	100%	Yes	The management of the project was good despite the location. The area is known to be volatile.  The contractor was unable to gain access to the western section of lands for an extended period of time, because the Ministry of Health failed to relocate patients from the building in this area on schedule. This resulted in 53 weeks extension of time.  Completion of the project was achieved May 1999. The project final cost include \$8.38M for variations, \$65.69M for material and labour fluctuations. The contractor submitted claims for loss and expense in the amount of \$37.92M. \$30.33M of this amount has been agreed but the balance is still under review.	
	West Indies Home Contractors Ltd	Negotiated	124 Weeks	Yes		
	UDC	27-01-1997	\$901.67M	Yes		
		68 Weeks	\$104.42M			

# ANNUAL REPORT

POST-CONTRACT ACTIVITIES AS AT DECEMBER 1999

APPENDIX II

<u>BASIC INFORMATION</u>		<u>CONTRACT INFORMATION</u>			<u>COMMENTS ON ANY RELEVANT ISSUE</u>	
1. CLIENT MINISTRY	1. LEAD	1. SUM	1. % EXECUTED	1. SECURITIES	MANAGEMENT	QUALITY OF WORK
2. EXECUTING AGENCY	CONSULTANT	2. TYPE	2. TIME ELAPSED	2. T.C.C.	CO-ORDINATION	ADDITIONAL COSTS
3. PROJECT NAME, DESCRIPTION	2. CONTRACTOR	3. START DATE	3. COSTS TO DATE	3. MOBI -	SITE SUPERVISION	PERFORMANCE OF PROFESSIONALS
4. LOCATION	3. PROJECT MGR.	4. PERIOD	4. ADDITIONAL COSTS	LISATION		
<b><u>OFFICE OF THE PRIME MINISTER</u></b>  <b>URBAN DEVELOPMENT CORPORATION</b>  <b>Comprehensive Rural Township Development Programme - Phase III</b>  <b>Construction of bus park with administration building and associated works</b>  <b>Santa Cruz, St. Elizabeth</b>	Urban Development Corporation	\$11.8MM	50%	Yes	The contractor has not performed at an acceptable level. This was further aggravated by the shortage of material and inclement weather.	
	Construction Developers Associates	Lump Sum	5 Months	Yes	The original contract period has expired, but extension of time has been granted. However, the contractor's poor management and coordination are still affecting the progress of the works.	
	Urban Development Corporation	12-07-1999	\$3.5M	Yes	The agency has expressed their dissatisfaction at the slow rate of progress and has threatened to invoke liquidated damages clause in the contract.	
		4 Months	-			

# ANNUAL REPORT

POST-CONTRACT ACTIVITIES AS AT DECEMBER 1999

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>OFFICE OF THE PRIME MINISTER</u>  <b>URBAN DEVELOPMENT CORPORATION</b>  <b>San Jose Accord Development of Sports and Recreational Facilities</b>  <b>Frome Sport Complex</b>  Renovation of Stands and Club House  <b>Frome, Westmoreland</b>					
	Urban Development Corporation	\$3.93M	90%	Yes	The management and coordination of the works were not satisfactory. The project was implemented without the following : - revised spectator stand drawings - window details - sewage details - paint schedules All of those, in addition to inclement weather, contributed to delays of the works. The quality of work in general was inconsistent and not of a high standard. These indicated either the contractor's inability to employ competent tradesmen or a lapse in supervision.
	Mogul Transport & Construction Ltd.	Lump Sum	6 Months	Yes	
	Urban Development Corporation	14-06-1999  3 Months	\$38.78M	Yes	

# ANNUAL REPORT

APPENDIX II

POST-CONTRACT ACTIVITIES AS AT DECEMBER 1999

<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>OFFICE OF THE PRIME MINISTER</u>  URBAN DEVELOPMENT CORPORATION  San Jose Accord Development of Sports and Recreational Facilities						
Montego Bay Civic Centre	Harold Simpson/Michael Carter Joint Venture	\$125.53M	45%	Yes	The project activities are affected by: 1. Modifications to the structural and architectural designs. 2. Re-design drawings not reaching the contractor on a timely basis. 3. Delay in importation and clearing of goods by the contractor. 4. Communication problems exists between consultants. 5. Administrative delays in processing of payment certificates. 6. Variation and shortage of cement.  The contractor submitted a revised programme with new completion date, but this was not approved.  Quality of the work and supervision are good. However, the management and coordination are not what is expected. Concerted effort is needed to sort out the problems to enable a timely completion of the works.	
Restoration of the Montego Ba old Court House as a civic centre.						
Montego Bay, St. James	Inprosur C.A./Classford Woolery & Partners JV	Unit Price	11 Months	Yes		
	Urban Development Corporation	25-02-1999	\$38.78M	Yes		
		7 Months	-			

**STAFF SITUATION FOR 1999**

<b><u>COMPLEMENT</u></b>	<b><u>APPROVED</u></b>	<b><u>EMPLOYED</u></b>	<b><u>VACANT</u></b>
Contractor-General	1	1	-
Director - Technical Services	1	1	-
Legal Advisor	1	-	1
Director - Construction Contracts	1	1	-
Director - Licences & Permits	1	1	-
Director - Finance & Administration	1	1	-
Architect	1	-	1
Director - Information Technology	1	1	-
Co-ordinator Inspection & Research	1	1	-
Senior Inspectors	6	5	1
Inspectors	6	5	1
Data Base Administrator	1	-	1
Financial Analyst	1	-	1
Administrator	1	-	1
Executive Secretary II	1	1	-
Communications Officer	1	-	1
Quality Control Supervisor	1	-	1
Data Entry Clerks	2	-	2
Chief Accountant	1	1	-
Civil Engineer	1	-	1
Quantity Surveyor	1	-	1
Personnel Officer	1	-	1
Office Manager	1	1	-
Senior Accountant	1	1	-
Senior Secretary	5	5	-
Accountant	2	1	1
Secretaries	3	-	3
Registrar	1	1	-
Clerical Officer	1	1	-
Clerk (Registry)	2	2	-
Telephone Operator/Receptionist	1	1	-
Driver	2	1	1
Office Attendant	3	3	-
Messenger	1	1	-
<b>TOTAL</b>	<b>56</b>	<b>37</b>	<b>19</b>

**ABBREVIATIONS**

B.O.J.	-	Bank of Jamaica
C.E.C.L.	-	Carib Engineering Corporation Limited
F.I.D.I.C.	-	Federation Internationale Des Ingenieurs Conseils
G.C.C.	-	Government Contracts Committee
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.C.C.	-	Joint Consultative Council
J.S.I.F.	-	Jamaica Social Investment Fund
M.F&P.	-	Ministry of Finance & Planning
M.O.T&W.	-	Ministry of Transport & Works
M.O.E&C.	-	Ministry of Education & Culture
M.O.E&H.	-	Ministry of Environment & Housing
M.O.H.	-	Ministry of Health
M.P.	-	Members 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.R.C.A.	-	Natural Resources Conservation Authority
N.W.C.	-	National Water Commission
P.A.J.	-	Port Authority of Jamaica
PAMCo.	-	Project Analysis & Monitoring Company
P.I.O.J.	-	Planning Institute of Jamaica
S.E.S.P.	-	Social and Economic Support Programme
T.C.C.	-	Tax Compliance Certificate
U.D.C.	-	Urban Development Corporation
USAID	-	United States Agency for International Development



