

**CONSTRUCTION SECTOR TRANSPARENCY
INITIATIVE (CoST)- ETHIOPIA**

REPORT ON INFORMATION PROVIDED

BY

ETHIOPIAN ROADS AUTHORITY

FOR

BEREDIMTU-IMI ROAD UPGRADING PROJECT

FINAL REPORT (COMBINED)

LIST OF ACRONYMS / ABBREVIATIONS

MPI	Material Project Information
BOQ	Bills of Quantity
GCC	General Conditions of Contract
CoST	Construction Sector Transparency Initiative
ERA	Ethiopian Roads Authority
TAC	Tender Analysis Committee
CAC	Contract Award Committee
GM	General Manager
DDM	Deputy Director General
Gov	Government of Ethiopia
DBST	Double Surface Treatment
AC	Asphalt Concrete
LCB	Local competitive bidding
ETB	Ethiopian Birr (local currency)
MSG	Multi Stakeholder Group
PPA	Public Procurement & Property Administration
PE	Procuring Entity
RE	Resident Engineer
RFP	Request for Proposals
RFI	Request for Inspection
ToR	Terms of Reference
VAT	Value Added Tax
VO	Variation Order

Pilot Project	Team Member	Team Leader
Beredimtu-Imi Road Upgrading project	Gugssa Tadesse	Yaregal Ali

TABLE OF CONTENTS

	List of Acronyms	1
1.0	Summary	2
2.0	Introduction	7
2.1	Background	7
2.2	Objective of pilot programme	8
2.3	Data Collection & Verification Process	8
2.4	Pilot Project---Beredimtu-Imi Road Upgrading Project	10
3.0	Verification on Material Project Information	10
3.1	Procedures For Selection Of Design& Supervision Consultants	10
3.2	Project Identification & Budget	11
3.3	Selection of Design Consultant	12
3.3.1	Evaluation Process	12
3.3.2	Appointment	14
3.4	Selection of Supervision Consultant	14
3.4.1	Evaluation Process	14
3.4.2	Appointment	15
3.4.3	Scope of works	16
3.4.4	Implementation phase	16
3.5	Selection of contractor-Works Contract	17
3.5.1	Tender procedure	17
3.5.2	Documents Provided	17
3.5.3	Intial Tender	18
3.5.4	Retendered Bid Evaluation	19
3.5.5	Appointment	20
3.5.6	Implementation Status	20
4.0	Analysis	22
4.1	Appointment procedures	22
4.2	Supervision Contract	24
4.3	Works Contract	26

Appendix I- Material Project Information

Appendix II- Schedule of Documents Disclosed

Table 1 - Changes in contract time, price

Table 2 - Changes in contract terms

Pilot Project	Team Member	Team Leader
Beredimtu-Imi Road Upgrading project	Gugssa Tadesse	Yaregal Ali

1.0 Executive Summary

CoST is a multi-stakeholder initiative designed to enhance transparency in the construction sector in order to enhance the accountability of procuring bodies and construction companies for the cost and quality of public sector construction projects.

This initiative is being piloted in seven countries, and Ethiopia lately joined the programme. As a result, CoST – Ethiopia engaged individual professional to verify and analyse MPI (material project information) disclosed by Procuring entity (PE)

The report gives reference to the TOR of the consultancy agreement, Guidelines procedures for data verification & analysis, templates for disclosure of MPI and made use of data and documents disclosed by the procuring entity, ERA, with respect to the specific road project

A summary of the findings, background of the pilot programme, objective & tasks of assurance team, activities to be undertaken in verification of MPI disclosed by ERA is discussed by the report. The report deals with project information which covers the project cycles from inception to the recent implementation status of the road project.

The report summarizes findings on each heading of phase I and phase II of assurance team assignment.. Generally speaking most of the documents were received and verified. One Contractor and two consultants were also approached with request for confirmation on the accuracy on information identified in the various documents disclosed by ERA.

The report is compiled based on the information extract from documents provided by ERA and consultants. Additional materials was requested but no provided until this report compilation. The information or documents requested deals with feasibility, bid documents, explanation on re-tendered contracts, short listing procedures and criteria, request for proposals, expression of interest et

KEY FINDINGS:-

1.1 APPOINTMENT OF CONSULTANTS

- 1.1.1.** Consultants for Supervision and design services were appointed through competition from among companies shortlisted and invited by ERA. No evaluation report for forming the shortlist was disclosed. A request for the information was forwarded through CoST coordination office but not received until compilation of the report

Pilot Project	Team Member	Team Leader	
Beredimtu-Imi Road Upgrading project	Gugssa Tadesse	Yaregal Ali	3

1.1.2 During evaluation of the bid for supervision services, it was identified that proposals of ICTE (Ethiopia) in JV with ICT (India) & OMEGA plc (Ethiopia), had not fulfilled qualification requirement pursuant to ITB 25.3, Provision of tax clearance certificate. It was also noted that proposal of DANA-MH JV had not presented tax clearance certificate of one of the JV member as per the same requirement. Non- fulfilment of the requirement is sufficient ground for rejection of the proposals, however; tender analysis committee has decided to go ahead with the evaluation process citing the requirement as recent enclosures.

1. 2. TENDER PROCEES AND APPOINTMENT OF CONTRACTOR

1.2.1 One of the bidders in the tender for works contract, DMC Construction, was eliminated during post qualification examination citing his performance on on-going projects as not acceptable, but the contractor was under mobilization phase on both road projects, the bidder has entered into contracts with ERA at the time. It is not clear how they came up with measured performance while the contractor was on preparation phase

1.2.2 As per the qualification requirement, bidders were expected to have experience as contractor in at least one road project with a value of ETB 90,000,000.00 or one **gravel** road project of length 40kms within the last 10 years that has been successfully and substantially completed (70%) , AKIR Construction plc, The appointed contractor for works contract , had presented Adama town road project of length 19.6 kms and double lane arterial ,triple surface treated road with a value of ETB 83million as his experience . His experience was accepted as being equivalent to be 54.6 kms in terms of 7mts width and 1.5 mts shoulder both sides. It isn't not clear how the equivalency was calculated and whether the works are of same nature and complexity to the assignment

1.2.3 As per qualification requirement bidders were requested to provide Evidence on adequacy of working capital for this Contract (access to line(s) of credit and availability of other financial resources) cash flow of not less than ETB 30 million and shall also required to submit audit report for the year 1995 E.C. AKIR Construction plc, the appointed contractor for works contract, had presented his bid not fully complying as required. Confirmation letter from the bank was missing and the attached auditor's report the year 1995 E.C does not hold either initial or stamp of the Audit firm, which makes the bidder non responsive as per the requirement in the instruction to bidders (ITB). However TAC noted the deficiency and recommended to go ahead with further evaluation stating that the bidder be requested to furnish confirmation letter from his bank if found successful. The committee has also checked and confirmed audit report from previous submissions and noted to request the bidder to present signed and sealed audit report if found successful.

1.2.4 As per the qualification requirement ,bidders were required to furnish brief work program showing critical activities, sequence of major work items, histogram for Equipment and recourse utilization schedule , considering requirements of engineer’s temporary provision and possession of site. As per the evaluation report the proposal submitted by AKIR Construction plc had major drawbacks i.e. Sequence of major work items are not indicated as they are not linked, no critical activities are shown, Equipment and recourse utilization schedule (histogram) is not provided, and the schedule does not consider engineer’s temporary provision and requirements for possession of site. Similarly the other proposals of post qualified bidders had also sustained varying scale of drawbacks in fulfilment of stated requirement. TAC has identified the shortfalls and recommended to request the bidders to consider the discrepancies when presenting clause 14.1 programme if found successful.

1.2.5 It was also identified that all three post qualified bidders had not fully complied the minimum requirements set in the bid with respect to minimum number and type of key equipments, construction methodology and key personnel. TAC has observed the drawbacks and continued the evaluation with a recommendation to request the bidders supplement non-fulfilled issues if found successful

1.2.6 General observation on tendering process (Inconsistency) – It was observed that during examination of proposals both for works and service contracts the tender analysis committee had identified discrepancies of varying degree as compared with the requirement of bids. The committee quite often proceeds with the evaluation and recommends to request the bidder supplement the non-conformity after award if found successful except few actions of rejection. There is no disclosed information which clearly differentiates to what degree or extent a requirement could be tolerated or compromised and which requirement is a” must meet”. As an illustration one proposal was accepted while not presenting cash flow information (Missed confirmation from bank attesting the line of credit) as required by the tender. (The requirement has a direct effect on the implementation of the project) and while a proposal of another bidder was rejected as non-responsive for presenting an audited financial statement for all the four years a requested but partially for the year 2000E.C.(The requirement is to identify historical soundness of the bidder over 5 years period) .

1.3 CONTRACT IMPLEMENTATION PHASE

1.3.1 A substantial reduction, about 50million Birr in contract price was reported in the design review report conducted on a section of road that covered 75% of the project road. The change proposed and made on the original design is an indication of how the design project was implemented.

1.3.2 Two Compensation events have occurred during implementation. A variation order issued to change specification of facilities to be provided for use of Engineers’ staff ,which reduced the contract price by about 3million birr and the second one additional cost for provision of vehicles (ETB 800 thousand)and accommodations for security escort (nearly ETB120 thousand).

Pilot Project	Team Member	Team Leader
Beredimtu-Imi Road Upgrading project	Gugssa Tadesse	Yaregal Ali

1.3.3 There is Significant delay in progress of works contract, 25% of the works are only complete within in 67% of contract time, up to end of June 2010. No improvement in progress during July 2010. Works on 5 major bridges and pavement works not yet started and substantial works also remained on construction of minor drainage structures. Though, the contractor in a discussion believes will catch-up and complete within time, it is unlikely that the works be complete within contract time. There had been successive revisions of work schedules but the progress is still lags behind the recent programme

1.3.4 Completed works have no insurance coverage yet. The requirement is contractual and ought to be provided at the commencement of works. The engineer has advised ERA, to apply clause 25.1 of the conditions of contract. Upon advice from the Engineer, ERA has instructed the contractor to discharge its contractual obligation.

1.3.5 Compliance with the contract requirement in providing reports timely was not observed by supervision consultant. The design review report was delayed and only covers a section of road after over significant time of contract have elapsed while it is required to be provided before commencement of permanent works.

1.3.6 Qualification application of contractors was evaluated for fulfilment of minimum requirements as set in the bidding document and the successful bidder was awarded contract. On the other hand project progress is reported to suffer mainly for non-performance in provision of those minimum requirements during implementation of the contract (reason for delays are reported to be non provision of minimum No & type of equipments, failure to assign key staff, failure to organize project management and managing the works, not compliance with project schedule prepared by the contractor himself, non-fulfilment of contractual obligation etc). This makes questionable the value of selection requirements with respect to implementation of the project.

2. Introduction

2.1 Background

The Construction Sector Transparency Initiative (CoST) is an international multi-stakeholder programme designed to increase transparency and accountability in the construction sector. It is supported by the UK Department for International Development (DFID) and the World Bank and is currently being piloted in seven countries.

The Construction Sector Transparency Initiative (CoST) aims to increase the accountability of public sector organisations and construction companies for their construction projects. It will do this by disclosing Project Material Information (MPI) at all stages of the construction project cycle, from the initial identification of the project to the final completion.

It is, however, recognised that the disclosure of this information may not be sufficient on its own to achieve greater accountability. This is because some of the information is likely to be complex and not easily intelligible to the general public. For example, there are many reasons for time and cost overruns on construction projects that may be quite legitimate and not necessarily an indication of poor governance of the procurement process.

This pilot is led by the CoST-ETHIOPIA Multi-Stakeholder Group, which comprises representatives from the Civil Society, Contractors' Association, Association of Consulting Engineers And Architects and Government.

A number of projects have been identified by the Multi-Stakeholder Group for the pilot assurance process in Ethiopia. One of the selected projects is Beredimtu-Imi Road Upgrading project. Responsible PE for management of the construction cycles is Ethiopian Roads Authority (ERA).

To ensure that the information that is released is both accurate and available in a form that can easily be understood by stakeholders it is verified and interpreted by experts appointed for this purpose -- the assurance team.

This report has been prepared by Gugssa Tadesse, a team member who carried out the verification and analysis of disclosed information on the project under the pilot study.

Pilot Project

Beredimtu-Imi Road Upgrading project

Team Member

Gugssa Tadesse

Team Leader

Yaregal Ali

2.2 Objectives of the pilot programme

The National Multi-Stakeholder Group has identified four objectives for the pilot:

- To learn lessons to inform the design of CoST internationally
- To learn lessons that improves transparency internationally through the disclosure of project information.
- An enhanced understanding of construction project costs amongst public sector clients, industry and wider society
- To learn and share lessons on publicly-funded construction project governance

The assurance team has been appointed to carry out the following tasks:

- Collect the project information
- Verify the accuracy and completeness of the information
- Report on the extent and accuracy of the information which has been released
- Analyse the information and make informed judgements about the cost and quality of the project
- Report on the findings regarding the cost and quality of the project and highlighting any outstanding questions.

2.3 Data Collection & Verification Process

- CoST- Ethiopia has signed memorandum of understanding outlining schedule of project information and documents to be disclosed by the procuring entity for the pilot programme on selected projects
- ERA has appointed two of its staff to liaison with assurance team members , Ato Behailu from contract implementation division and Ato Kibrom from Engineering services procurement & design division, and coordinate information disclosure in their respective departments i.e. one for the cycle from inception to tender process and one for implementation stage of the construction process
- Each Assurance team member had to contact the liaisons in ERA and through them counter part engineers, assigned to follow up each project, for documents. Then documents are copied and the original returned back to ERA.

Pilot Project	Team Member	Team Leader
Beredimtu-Imi Road Upgrading project	Gugssa Tadesse	Yaregal Ali

- In between the data collection process a meeting was arranged with Deputy Director of ERA on 10th & 11th of, August 2010, in the presence of all Department managers, aiming to evaluate status and coordinate document disclosure. The meeting was held at the request of coordination office of CoST - Ethiopia. In the meeting ERA also committed to notify contractors and consultants regarding the assignment of assurance team.
- The information provided was reviewed to obtain understanding of the project and remaining information & data required for further scrutiny was identified and is indicated under each title of this report.
- The schedule of project information which ERA was expected to disclose under the pilot programme is set out in Appendix 1. We have completed the schedule by identifying the information required from the documents provided.
- The documents disclosed in hardcopies at this stage of the pilot programme in connection with the project are the followings:-
- Hard copies of Tender evaluation reports dealing with selection and appointment of design consultant, works contractor and supervision consultant
- Documents relating to project monitoring and contract administration i.e. recent copy of payment certificate, recent annual progress report, contract document for the works and supervision contract

Documents dealing with project feasibility and project appraisal reports, bidding documents are not provided.

2.4 Beredimtu-Imi Road Up Grading Project

The road project is part of Ginir-Imi-Gode road linking south eastern Oromiya with Somalia region. The project length is 82 kms and starts at the town of Ginir and ends at Imi village after crossing Wabi shebelle River. The project involves upgrading with gravel surfaced carriage way, 7 meters wide out side towns and 19mts in town section. The town section includes 3.5meters parking lanes & 2.5 meters wide footpaths at both sides of traffic lane. The upgraded road shall have DS5 standard as per Geometric manual of ERA, 2202. The scope of works also includes construction minor drainage structures, 242 pipe and box culverts, of varying sizes and five bridges. . The road besides improving access shall contribute to the local & national economic development

The feasibility study, as indicated in EIA reports, was conducted by Sheladia Associates, Inc of USA and Pan African Consultants plc of Ethiopia b/n November 2001 & March 2003.

CORE Consult in Joint venture with DANA & associates appointed to carry out a detailed design of the project. Project Management of the contract and supervision of works during the construction stage is being provided by an Engineering firm, DANA & associates plc in JV with MH engineering plc, while construction of the of the road is being executed by a local construction company called , AKIR Construction plc

3. Verification on material project information

3.1 Procedures for Appointment of Design & Supervision Consultants

Procedures followed by ERA in selecting design & supervision consults of this particular project as set out in the reports is hereunder summarized:-

- All works on the design and construction supervision of the project is awarded to consultants and contractors on competitive basis.
- ERA short list consultants and send invitation with request for proposal (RFP) in a letter so that they can participate in the tender, when selecting the Design & Supervision Consult. However the procedures & criteria for forming a short list from number of consultants operating in the country is not explained in the reports.
- Pre-proposal meetings were arranged at prescribed dates indicated on each RFP. ERA representative gave clarifications to queries received on and before the meeting. The answers and minutes of meeting were distributed to all before submission deadline date.

Pilot Project	Team Member	Team Leader	
Beredimtu-Imi Road Upgrading project	Gugssa Tadesse	Yaregal Ali	10

- Tender Analysis Committee (TAC) was organized for each contract projects tendered by ERA,. TAC is a committee consisting of junior engineers selected from departments in ERA, quite often from Engineering Service Procurement, Design & Tech. Support Division. The committee receives copies of proposals or qualification applications and examines each proposal with respect to criteria specified in the RFP and determines scores. The committee reports to Contract Award Committee
- Two stage Evaluation of bids was adopted for selection, as stated in the RFP, first technical proposals are evaluated with respect main criteria in RFP and set of breakdown scores prepared by TAC members. Each proposal was evaluated out of 100 points and those scored above the minimum score in RFP considered technically responsive.
- TAC prepared evaluation reports with their recommendation and highlighted issues and present to Contract Award Committee (CAC). CAC decides on report and forward it to the director general for approval
- Financial Offers are opened in the presence of CAC members and representatives of consultants. TAC members examine the offer and evaluate as per evaluation criteria set in RFP and determine scores out 100,
- Finally a report is prepared on the combined rating of each offer as per the selection criteria in RFP i.e. summing up 80% of technical scores and 20% of financial scores for each proposal. The committee presents its recommendation to award the successful bidder highlighting issues for pre-award negotiations. The report is presented to CAC for endorsement.
- CAC in meeting decides on the report and if accepted endorses the report & forward to GM, ERA with suggestions for Award.
- The documents provided are full & complete to describe selection procedure except missing is criteria (if any) for short listing consulting firms

3.2 Project identification and budget

As reported above feasibility study document and project appraisal report is not yet provided to the assurance member. Nonetheless, the under listed information are extracted from various reports disclosed

Pilot Project	Team Member	Team Leader
Beredimtu-Imi Road Upgrading project	Gugssa Tadesse	Yaregal Ali

- Feasibility study of the project was conducted by Sheledia associates ,Inc of USA AND PAN African Consults plc of Ethiopian between November 2001 and March 2003
- Detailed Engineering Design and tender document preparation was carried out by Joint venture of two local firms , CORE Consult in JV with DANA& associates We are provided with copies of the Technical evaluation and combined (technical & financial) evaluation reports
- As stated in the final bid evaluation report of May 2002, ref no W/60/08, the Engineer’s Estimate was prepared by CORE Consult in JV with DANA & associates in April, 2008 .the project cost was estimated as ETB 464,733,180.14. Arithmetic errors were corrected by TAC to the final price of ETB 464,149,655.46. No document is provided dealing with issues of feasibility studies. And financial agreement isn’t required for the particular project as the source of fund is national treasury.

3.3 Selection of Design Consultant

The following documents were provided in relation with the appointment of design consultant

1. Technical evaluation report
2. combined (financial +technical) evaluation report

3.3.1 Evaluation process

- Request for proposal (RFP) addressed to five local consulting firms was issued by ERA. The RFP is addressed to the shortlisted consultants in the table

I/N	Name of Consulting Firm
1	United Consulting Engineers
2	Core Consult
3	Highway Engineers & Consultants
4	Yerer Engineering
5	GAT MeTS International Plc

Pilot Project

Beredimtu-Imi Road Upgrading project

Team Member

Gugssa Tadesse

Team Leader

Yaregal Ali

- Pre-proposal meeting was held on April 11, 2005 and ERA clarified to queries forwarded by representatives before the meeting and during. The minute with clarifications to queries and addendum No 1 was sent to all invited shortlisted consultants on April 28, 2005.
- As per RFP the scope of services covers Detailed Engineering Design & Tender document preparation for the road project Ginir-Imi-GODE , of which Beredimtu-Imi constitute one lot/or section . Hence the tender is not entirely for Beredimtu-Imi Road upgrading project.
- Among the five shortlisted companies who were invited , two consulting firms have submitted their technical and financial proposals before the deadline date , May 10,2005 , 2.30pm in separate sealed envelopes In the presence of ERA contract award committee members (CAC) and representatives of firms, the envelopes containing the technical proposal were opened after checking the sealing and markings and technical proposals handed over to tender evaluation committee (TAC) to be evaluated in detail and determined scores
- Depending on the average scores, the committee finally submitted evaluation report, identifying both proposals as technically responsive with points for CORE in JV with DANA-86.8% and HEC-UNICONE-HAMDA –81.4%.
- CAC on its meeting held June 16, 2005 discussed and endorsed the recommendation which was approved by GM, of ERA 23 June, 2005. Minutes of meetings is attached to the evaluation report.
- Following endorsement and subsequent approval by GM of ERA, a notice was addressed to the two firms, setting the opening of financial proposal for 28 June,2005.The financial offer was opened and their respective prices readout as per the procedure. The readout bid prices for each consultant were 2,432,422.50 ETB for CORE-DANA JV and ETB 5,272,290 for HEC-UNICONE-HAMDA JV.
- TAC has examined the offers and found some six key personnel refereed in the technical proposal of the least bidder are changed and also noted significant difference in the amount of offers. The committee decided to request clarification/or confirmation on the appointment of key personnel as proposed in the technical proposal if the bidder found successful, further the committee has compared the offers with recently evaluated prices of other projects as advised by CAC.

- When compared with average man-month of three road projects of similar scope of works and of recent tender offers , The offer of CORE-DANA was found minimum (ETB 29,845.67 / man-month versus ETB 60,768.91/Man-month , ETB 31,257.74/Man-month & ETB 26,666.06/Man-month. Thus As a result of combined weightings CORE-DANA JV has scored 89.1, while HEC-UNICONE-HAMDA GOT 74.3, hence

3.3.2 Appointment

- TAC recommended contract award negotiations with **CORE-DANA JV** for a total contract amount of **ETB 2,432,422.50 Inc tax**. The recommendation was endorsed by CAC at the meeting held on 07, July 2005 and the same was approved by GM, ERA on 16 July 2005.

Since the scope of works of detailed design services covered not only Beredimtu-Imi Road project but a larger segment of roads which was split in to four lots later at implementation stage, it difficult to correlate findings with only one particular lot.

3.4 Selection of supervision consultant

The following documents were provided in connection with the appointment of supervision consultant

- Technical evaluation report
- Combined evaluation report
- contract document
- recent payment certificate
- progress report of June, 2010

3.4.1 Tender Evaluation process

- The same tendering procedure, as in the appointment of design consultant, was adopted for selecting construction supervision consultant.
- Five shortlisted local consulting firms were invited to submit their proposals on November 16, 2007 and a pre-proposal meeting was held on December 05, 2007 to clarify queries. Minutes of the meeting and addendum no 1 was sent to each firm. Three firms had submitted their technical and financial proposals before December 27, 2007, deadline date.

Pilot Project	Team Member	Team Leader	
Beredimtu-Imi Road Upgrading project	Gugssa Tadesse	Yaregal Ali	14

I/	Consultant	Participation in
1	Compran Engineering and planning associates	Invited
2	DANA and Associates Engineering consultants	Invited & submitted
3	Ethio Infra in JV with Hitcon Engineering	Invited
4	ICTE in association with Hitcon Engineering(sub consultant)	Invited & submitted proposal
5	SABA Engineering plc in association with YIDIDIYA Engineering	Invited and submitted proposal

- The same selection process, two stage evaluation, was adopted as described above. Thus, a technical evaluation committee was organized, comprised of three engineers from within ERA. In the process of evaluation the committee had rejected one firm for not fulfilling compliance requirement, The firm has proposed to subcontract 77% of man month inputs to its associate in contrary to the requirement of RFP limit of 25%, Finally TAC concluded its evaluation and recommended the opening of financial proposals of two firms, ICTE in JV with ICT and in association with Hitcon Engineering with 88.8% score and DANA & Associates in JV with MH Engineering with 84.1%. score and presented the report to CAC
- CAC endorsed the recommendation to open the financial proposal of the firms as presented on its meeting, 23,January 2008 and the same was approved by GM,ERA on 18/03/08
- ERA notified those firms declared technically responsive and opened the financial offer on 27, March 2008 in the presence of their representative and CAC members. Readout prices of the firms were ETB 9,538,845.20 for DANA & Associates in JV with MH engineering and ETB 16,100,058 for ICTE in JV with ICT & in association with Hitcon Engineering
- The same TAC members received copies and examined the offers and determined the financial and combined scores of each bidder. Thus the committee recommended **DANA& Associates plc in JV with MH Engineering** for contract award negotiations with a total price of **ETB 9,538,845.20 inc.15%VAT**.

Pilot Project

Team Member

Team Leader

Beredimtu-Imi Road Upgrading project

Gugssa Tadesse

Yaregal Ali

15

- Reasons for the huge difference in the offers lies , as per the comparison table in the combined evaluation report , mainly on the difference of fees quoted for each professional for the duration of the assignment

3.4.2 Appointment

- CAC on its meeting on 11 April, 2008 endorsed the recommendation and the same was approved by GM,ERA on 29, April 2008
- Letter of acceptance (LO) was issued to the consultant and contract agreement was signed on 2, June 2008 for the contract price of ETB 9,538,845.20 incl.15%VAT for duration of 36 months b/n commencement at 10, July 2008 and completion on 21, June 2011. The service also extends over one year of defect liability period.
- The consultant has agreed and confirmed positive to all comments ERA highlighted in the evaluation process as conditions for award. This was confirmed in a Pre-contract award negotiation meeting held on 16, May 2008

3.4.3 Scope works of supervision contract

- Fulfil the role of Engineer/ Engineers representative as set out in the contract
- Design Review details as per the methodology and scope in the contract
- Supervise construction of works on behalf of the client throughout the construction period including defect liability period, as per the terms and conditions , drawings ,specifications , etc stated in the contract agreement

3.4.4 Implementation stage

- As of end June,2010 67.4% of contract time has elapsed and ETB 3,823,796.25 was certified to the consultant
- The consult on May 16, 2010 has advised the client, ERA, implementation of GCC clause 25.3 as the contract default on provision insurance policies. ERA, in a discussion with counterpart engineer, confirmed that the contractor was summoned and instruction was given to comply with the contractual requirement as prompt as possible.

- The consult has also conducted design review of the first section of the road (Km 90+000 to KM 151+500) which covers 75% of the project length. They had submitted a report on august 2009. The outcome of design review process has suggested a substantial reduction of project cost. ERA has confirmed receipt of the report.

The information provided is complete and confirmed by consultant and the contractor for the accuracy

3.5 Selection of contractor –works contractor

3.5.1 Tender Procedure

- The tender procedure is an open tender, local competitive bidding , whereby interested contractors fulfilling administrative requirement of the notice shall buy the bid document and prepares their qualification applications and financial offer at the prescribed deadline date
- Tender evaluation committee will verify and check for substantial responsiveness of the applications to be followed with detailed examination of technical and financial status.
- The committee writes post qualification evaluation report and presents to CAC which give its deliberation (comment & revise or forward to the GM) ,if approved a notice will be issued to responsive bidders stating the opening date of the financial proposal . The prices are then readout in the presence of their representatives and CAC committee members
- TAC will receive copies the proposals and examine completeness and substantial responsiveness; check for errors in engineering estimate, provisional sums and considers any discounts and modifications. Finally comparing the price with engineering estimate will present its recommendation to CAC, which will revert or endorse the report, after which the report passes to GM and finally to Board of Directors.

3.5 .2 Documents provided

The under listed documents are provided in relation with the appointment and status contract implementation phase

Pilot Project	Team Member	Team Leader	
Beredimtu-Imi Road Upgrading project	Gugssa Tadesse	Yaregal Ali	17

- Tender evaluation reports (post qualification and financial) under procurement ref.NO W/50/07
- Tender evaluation reports (post qualification & financial) under procurement reference No W/60/08
- Annual progress report ,June 2002]
- Copy of payment certificate No 9, contract document

3.5.3 Initial tender

- As stated in Evaluation reports, under procurement ref No W/50/07 the road project was initially tendered as a DBST surfaced, DS5 Geometric standard, having a carriage way width of 6mts and 0.5mts un-paved shoulder either sides outside towns and 18mts wide in town sections. Notice on invitation to bid was published on Ethiopian Herald on September 4, 5 2007 and an other notice with a change in scope works was published on 23rd and 24th September, 2007.
- 8 (Eight) has collected bid documents and 6 (Six) bidders had submitted qualification applications and financial offer in separate envelopes before December 13, 2007, 2:30 pm A pre-bid meeting had been conducted to clarify queries on October 18, 2007. The under listed are the companies named

I/N	Applicant firms	Country of registration
1	Alemayehu Ketema	Ethiopia
2	Berhe Hagos GC	Ethiopia
3	Yencomad Inc plc	Ethiopia
4	AKIR Construction	Ethiopia
5	Gitto	Nigeria
6	Aydeniz-KMC JV	Turkey/India

- The eva

- Evaluation procedure was two stage, post qualification and financial evaluation. All the six applicants were declared post qualified after examination of their applications.
- After clarification of issues highlighted in the Technical evaluation , and evaluation of Financial offers it was recommended by TAC and endorsed by CAC on a meeting , 04, February 2008, to award to the lowest evaluation bidder **Aydeniz-KMC joint venture** with a ceiling contract amount of **ETB 646,507,936.52** Including. Provisional sum, contingency and vat on the conditions.
- As we can see below the tender was annulled and decision was passed to retender , the reason wasn't indicated in the documents provided

3.5.4 Re-tendered bid evaluation process

Notice for invitation to bid for retendered project, under ref No w/60/08, was published on Ethiopian Herald on march14, 15, 2008

- Nine(9) applicants had collected the tender documents , pre-bid meeting was held on April 03,2008 ,three (3) addendums and the minutes of pre-bid meeting was issued to all bidders between April 09 and April 17,2008 . six (6) of them had submitted their application and financial offers before April 24,2008

I/N	Companies	Remark
1	Ahmed	collected
2	Alemayehu	Collected
3	AKIR GC	Collected
4	DMC GC	Collected
5	GAD	collected
6	SABA	Collected
7	SATCON	collected
8	Tibeb	Collected
9	Yencomad	Collected

- Tender analysis committee in the course of its analysis has rejected (SABA construction plc)contractor not fulfilling the requirement stated under 3.3.3.6 of

RFP specific construction experience , (DMC Construction plc) for not fulfilling the requirement stated under 3.3.1 performance of bidders on ongoing projects i.e. scored 2.72 % of actual performance verses 3.22% of expected performance on on-going projects and a third one (Tibeb construction plc) for not fulfilling the requirement of peak annual turnover requirement as per RFP of ETB 60,000,000.00 but the bidders peak annual turnover was ETB 40,001,267.00

- Tender analysis committee finalized its report and recommends the rest three post- qualified and their bids to be opened with conditions. CAC agreed and endorsed the report on a meeting held 29, April 2008 and the same was approved by GM ,ERA, on 29, April 2008
- On 7, may 2008 at 6:00 pm financial offer was opened in the presence of representatives of bidders post qualified at the outcome of post-qualification evaluation and in the presence of CAC members. The financial offers of the three post qualified contenders were read-out including the discount if any , .hence AKIR Construction plc offered ETB 495,874,017.15 , Yencomad inc plc offered ETB 507,655,721.99 with unconditional discount of 6% on all items except provisional sums , Alemayehu Ketema G.C offered ETB 547,743,550.26.

3.5.5 Appointment

- Tender analysis committee had examined completeness of bid, checked substantial responsiveness, correction of errors and consideration of discounts & modifications, comparison with Engineers estimate & finally assessment on multiple projects floated at the same time .at the end TAC concluded to recommend AKIR Construction plc for pre contract discussion and eventual award for the construction of the road with corrected price of ETB 497,108,024.65 inc. provisional sums, contingencies and VAT. Correction of arithmetic errors are made on computation had increased the bid price by the amount of ETB 1,234,007.50. The major part of the error is in the summation due to error in formulae.
- The scope of works is described in 2.4
- The project shall be completed with in 1095 calendar days. The contractor was notified of commencement date to be 22· June 2008 and completion date to be 21, June 2011

3.5.6 Implementation status

Pilot Project	Team Member	Team Leader	
Beredimtu-Imi Road Upgrading project	Gugssa Tadesse	Yaregal Ali	20

- Variation order was issued amounting to ETB 3,001,763.21. The reasons are change in specification of Vehicles and houses to be supplied to the supervision consultant i.e. Type “A” houses & vehicles are changed to Type” B” ones, this brought reduction in cost to the client. As a result the contract price has reduced to ETB 404, 106,261.87 inc. provisional sums, contingency and 15% VAT.
- On going evaluation of the project by the supervision consultant reveals that the contractor has a slippage of 42.8% with respect time (elapsed contract time) and 31.78% with respect its schedule (planned works). 738 calendar days (67.4% of contract time) elapsed and the contractor only managed to complete 20.6kms(25.12%) vs. a plan of 46.59 kms(56.83%).i.e. the contractor as per his own programme has planned to complete up to end of June 2010 , 46.59kms of the road (this constitute 56.83% of the contract road length) but could accomplished 20.6kms (constitutes 25.12 % of the total length)
- No records of insurance policy provided as per the contract requirements, clauses GCC 21.1, 23.1, and 24.2 for the works, workmen and third party. Engineer’s action refers on 3.4.4. The consultant has advised lately the consult on May 16, 2010 has advised the client, ERA, implementation of GCC clause 25.3 as the contract default on provision insurance policies. As clarified with the counter Engineer, Ato Negussu, ERA had held a meeting with the contractor with regards the issue ..
- In the annual progress report prepared on end of June, major reasons mentioned for substantial delay are failure to provided construction superintendence and site management, lack of resources, shortage of equipments (61% of key equipment fleet is mobilized of what was planned), failure to diversify construction as per the programme (major structure works not yet started) for which Engineers representative has issued numerous correspondences.
- With regards the payment for works executed, 12 interim payment certificates are certified by the consultant amounting to ETB 107,894,346.14, of which ETB 4,489,750.48 is the retention amount as per the contract. An advance payment of ETB 78,394,154.09 IS effected to the contractor.
- On 24, August contractor’s representative, Ato Melese Molla, Head of Construction, has confirmed the information provided, with the respect to project status, is correct. He has cited shortage of water as major problem and also complains on delay in provision of complete design for major structures, which in the opinion of the consultant, is responsibilities of the contractor as per the contract.

Pilot Project

Beredimtu-Imi Road Upgrading project

Team Member

Gugssa Tadesse

Team Leader

Yaregal Ali

4.0 Data analysis

4.1 Approach to awarding contracts

- The Consultant for detailed geometric design and contract document preparation of the Road from **Ginir- Imi-Gode**, of which **Beredimtu-Imi (the contract)** constitutes a section of road within the bigger lot, was selected from among shortlisted firms who had been invited by ERA. The procedure has potential for time savings in procurement process but the criteria for short listing wasn't clarified in any of the documents and no evaluation report is disclosed
- Since the scope of works of the design consultant was not limited to this particular project but covered a longer stretch, divided in 4 lots during implementation, AT found it beyond the scope of service of AT assignment. Thus further analysis on its implementation was not conducted .The design contract for the whole lot, as a single project , was awarded to CORE in JV with DANA & associates
- The Consultant for Supervision Services of Works Contract, during implementation phase of the project, was appointed through competition from among shortlisted and invited consultant by ERA. No evaluation report for forming the shortlist was disclosed hence it is difficult to comment on the transparency of the selection. A request for the information was forwarded through CoST coordination office but not received until compilation of the report. In this particular tender only three consultants has responded to the invitation, hence selection method has limited competitiveness and also restricted wider choices.
- ICTE in JV with ICT & OMEGA PLC, and another JV member MH engineering of DANA-MH in JV should have been rejected as technically non-responsive for not fulfilling requirements pursuant to ITB Sub clause 25.3 (PPA 25.3) . Provision of tax clearance. The case was also been identified by TAC, but decided to go ahead with the evaluation citing the requirement is included recently. A huge difference could be noted b/n financial offers of two technically responsive consultants. The winners' offer was found acceptable after comparing average man-months with recently awarded supervision contracts of comparable scope.
- The Contractor for Works Contract of this project was appointed as a result of competition through open bidding as often being done in ERA for selecting contractors. I.e. tenders are floated in news magazines or known websites and interested bidders are requested to file applications and submit financial offers as per the terms and conditions in the bidding document. This allows equal

opportunity and participation for construction companies and helps achieve benefits of competition in identifying competence and reasonable financial offer.

- The tender for works contract was floated **twice**. The tendering process of the first tender was terminated after evaluations are complete and the successful contractor was known. No explanation could be traced on the documents disclosed to us as to why the rebid was decided, but the tender was re-floated with a different specification, the same grade of road but with gravel surfacing. Afterwards a discussion with ERA branch manager, Ato Negussu, it was clarified that a decision was adopted for phased construction due to shortage in finance. It is not clear how this decision reconciles with the assumptions and outcome of feasibility study. It is not also clear how the budget forecast wasn't made clear before the tendering process was launched. The availability of budget should have been decided on project identification and appraisal stage.
- The contractor, AKIR Construction plc, was appointed winning a competition in a two stage evaluation process (post qualification & financial evaluation) of an open tender (Re-tender). Appointment process is covered in 3.3.2.
- The contractor was awarded contract of this project being the second least bidder after Yencomad Inc plc. The decision to award was made after a multiple contract assessment has conducted on offers of bidders participated on four road projects, which were tendered simultaneously. Analysis of the information provided identified the under listed points.
 1. One of the bidder ,DMC Construction, was eliminated during post qualification examination citing his performance on on-going projects as not acceptable , but the contractor was only under mobilization phase on both projects thus it is not clear how they came up with measured performance while the contractor was on preparation phase
 2. As per the qualification requirement bidders were expected to have experience as contractor in at least one road project with a value of ETB 90,000,000.00 or one **gravel** road project of length 40kms within the last 10 years that has been successfully and substantially completed (70%) , AKIR Construction plc has presented Adama town road project of length 19.6 kms and double lane arterial ,triple surface treated, road with a value of ETB 83million as his experience . His experience was accepted as being equivalent to be 54.6 kms in terms of 7mts width and 1.5 mts shoulder both sides. It isn't fully clear how the equivalency calculated and whether the nature of works are of same scope and complexity to the assignment

Pilot Project	Team Member	Team Leader	
Beredimtu-Imi Road Upgrading project	Gugssa Tadesse	Yaregal Ali	24

3. Evidence of adequacy of working capital for this Contract (access to line(s) of credit and availability of other financial resources) was not complete. Confirmation letter from the bank was missing; however, TAC has noted the issue but decide to go ahead with further evaluation stating that the bidder be requested to furnish if found successful.

4.2 Appointment of CORE-DANA JV

- A Joint venture of two local companies was appointed to carry out detailed design and supervision work for the road project from Ginir –Beredimtu-Imi- IMI-Lab-Gode as package. The contract price offered and agreed and the contract time of the contract was meant to cover the detailed engineering design services as per conditions and terms in the contract on four lots, i.e. Ginir-Beredimtu-Imi-Gode. The documents provided don't split the service with respect to each lot thus we couldn't undertake analysis on time extensions or cost overruns as the scope of contract was not limited only to this project.

4.3 Supervision Contract – DANA & associates in JV with MH Engineering

- The appointment of DANA & associates in JV with MH Engineering PLC was made following two stage evaluation of proposals made by three tenderers. A score was given to the examination of tenderers' technical proposals (specific experience, work plan & methodology, qualification of key staff), which later was combined with a score based on the evaluation of price submitted by each tenderer to give a total score as a sum of 80% of technical and 20% of financial scores . The consultant received the highest score and was thus awarded the contract at a price of ETB 9,538,845.20 including VAT. for the duration of the contract of 48 months including 12 months of defect liability period.
- The approach to awarding contracts, based on a combination of price and quality, provides some degree of balance between the tender price for a project and the quality of the service to be provided by the supplier. In this way, it reduces the likelihood of the contract being awarded at an unrealistic price, whilst retaining a substantial degree of competition of competence.
- The basis of contract was that the consultant would be paid as per the schedule of payments in the contract which is mainly based on the tendered rate for each staff and the attendance time of assignment. The consultant submits each month the attendance of his staff on site, and evidence of reimbursable. To this end, the ERA's budget for the supervision contract will remain fixed for the duration of contract and could only be changed by a limited number of events.

Pilot Project	Team Member	Team Leader	
Beredimtu-Imi Road Upgrading project	Gugssa Tadesse	Yaregal Ali	25

- Up to end of June, 2010, 67.4% of contract time of the road project has elapsed and the consultant was paid ETB 3,823,796.25(40.08%) thus the price is within targeted budget.
- The scope of services of the supervision contract is divided in three phases – 4 months of pre-construction, 32 months of construction and 12 months of defect liability period. The main task during the initial phase is design review and as per the contract it is planned to be conducted before commencement of actual construction works (after 4 months of commencement). Design review report for the section of the road b/n km 90+000 and km151+500 was submitted to ERA on August 20, 2009. The report details the changes recommended and effect on BOQ items and the contract price. Main findings recommended in the report include replacement of one type of a culvert with another and provision of additional culverts, changes in horizontal and vertical alignments. The rationale for the changes cited in the report are results of investigations on channel characteristic & hydrological analysis for the drainages and the discrepancies identified b/n ground elevation on the design and actual ground elevations
- The report is generally compressive and includes all details and re-quantification of items. The outcome of review recommended a substantial reduction of contract price by ETB 50,057,730.36. A formal response (approval or rejection) isn't yet received from ERA., whilst the construction work is progressing . The consultant is also expected to cover the remaining section and report findings to ERA.
- The Engineer has issued a variation order amounting to ETB 3,001,763.21 .The variation was issued as a result of instruction given from ERA to change Type “ A “ housing facilities and Type “ A “ vehicles to corresponding Type ‘ B”s. but not all consultants are not convinced of the change ,while the changes in house types is embraced by all Type ‘A” vehicles are known for their durability and powerful on off the road conditions ,but Type “B” are Toyota Pickups models of less powered and delicate,
- The consultant has written various correspondences advising the contract fulfil contractual obligations, speedup progress, urging to provide additional machineries, urging to provide facilities for the use of engineer's representative, diversify construction fronts and advice to assign of qualified and experienced superintendence for works and site management. Further the consultant on May 16, 2010, after a considerable time has elapsed since commencement of actual construction works, has advised ERA implement GCC clause 25.3 as the contract default on provision of insurance for works. The contract requires the contractor to provide insurance policy at first dates of works commencement.

4.4 Works Contract- AKIR Construction PLC

- During the progress of the works, Two compensation events (events which could change the target price) arose from variation order No 1 with regards to changes in the specification of facilities provided to the Engineer and for purchase of additional service vehicles for military escort
- ETB 3,001,763.21 is a saving from the target price due to changes made in specification of vehicles and house to be provided to the Engineer
- ETB 800,000 was certified up to June 30, 2010 to compensate cost of two Isuzu mini trucks purchased by the contractor for military escort on construction site. A new rate was requested by the contractor but not yet approved by ERA, contractors request for payment of overhead and profit margin on the two Isuzu trucks and cost of fuel, lubricants and maintenance service was declined as agreement from ERA not yet received.
- ETB 119,317.00 was certified to the contractor for compensation made with respect provision of tents to be used for security escort
- A total amount of ETB 6,300,334.78 was certified to the contractor for price adjustment up to June 30, 2010 (IPC 12) for the price of materials specified in the contract (Reinf.steel, fuel, equipment and cement). The total payment certified to the contract for all items up to June 30, 2010 amounts to ETB 107,894,346.14 including VAT& price adjustment. The advance amount affected is ETB 78,394,154.09 against conditional guarantee based on the mobilization schedule and disbursement agreement signed b/n ERA 7& the contractor. No recovery of the advance has yet started, as the cumulative amount certified for works doesn't reach 30% of the contract price as stated in the contract
- Payment certified for Bill item No 42.03(a) - cut to spoil from materials obtained from common excavation exceeds nearly by 300% from the bid amount for the item, while payment certified for Bill No-42.01a (ii) A -cut to fill /embankment is under by 750% from the bid amount. Likewise item 41.03(b) and item 42.01a (ii) B are under paid by nearly 300% from the bid amount. One cause for discrepancy may be linked on the change in earthwork quantities as a result of the design review. It is anticipated that some of the gaps may converge as the work progresses

- On June 30, 2010, 67% of contract time has elapsed with a recorded delay of 31.7% from schedule. The progress chart isn't improved at end of July. Substantial workload of major permanent works yet remained to be executed within the remaining contract period (construction of 5 bridges & construction of pavement works not started and many more culverts are yet also remained to be built) It is unlikely that the project be complete within the contract time unless the contractor is forced to speedup progress deploying additional resources and diversify the works as advised repeatedly by the engineer. The consultant ought to place written warning with respect to rate of progress of works in line with conditions of contract
- The contractor provided regular programme updates throughout the project. Detailed programmes for the entire project were revised three times as per instructions from the Engineer's representative in order to monitor the progress of the works and to assess the impact of any changes as they arose.
- The supervision consultant in his periodic reports had signified major reasons for the delay in progress as failure of the contractor to discharge his contractual obligation i.e. failure to mobilize plant and equipments, failure to maintain his plants, failure to work on full front/diversify the works/, absence of qualified and experienced personnel. It was indicated that though more than half of contract time has elapsed but no approved material source for gravel wearing pavement and also the contractor has not yet started works on major structures. The issue highlighted in the report as causes for delay are minimum qualification requirements of the bid that the contractor has declared to provide and got into agreement to comply.
- The contractor rightly has sub-contracted bridge foundation investigation tasks to transport construction design share company (TCDSCo) who has the experience and necessary professionals in the last fiscal year.

Appendix 1 – Material Project Information

Project identification	Project specification	Upgrading with gravel surfacing and Geometric standard, ERA 2002 of 7mts wide outside towns and 18mts in town sections. Construction minor & major structures The road is 82kms
	Project purpose	Link south eastern Oromia region with Somalia region and contribute to the local and national socioeconomic development
	Location	Starts at the town of Ginir in Oromia region and ends at a village called Imi crossing Wabi Shebele river
	Intended Beneficiaries	Will enhance economic development of the regions, facilitates improvement in social and administrative coverage by reducing vehicle operating cost(Annual report,June 2008)
	Feasibility Study	N/A.
Project funding	Financing agreement	Fund is from treasury
	Budget	Not in the documents
	QS's estimate	ETB 464,733,180.14
Tender process (project Design)	Tender procedure	Selected consultants are shortlisted and invited to submit technical proposal & financial offer as per RFP. Proposal is evaluated and responsive bidder identified as per criteria set in the RFP Financial is opened of those declared responsive Combined evaluation with weightings 80% for technical scores & 20% for financial scores Highest scorer invited for contract award negotiations
	Number Expressing Interest	N/Applicable
	Number shortlisted	5
	Number submitting tender	2
	List of Tenderers	1.CORE-DANA JV 2.HEC-UNICONE-HAMDA JV
Tender Evaluation report	Technical & Combined reports	
Tender process (Project Supervision)	Tender procedure	Same as in the tender procedure of appointment of Design consultant- Two stage evaluation (Technical & Financial)
	Number expressing interest	N/Applicable
	Number shortlisted	5
	Number submitting tender	3
	List of Tenderers	1.ICTE in JV with ICT and in association with Hitcon Engineering 2. DANA in JV with MH engineering 3.SABA Engineering in JV with YIDIDIYA Engineering
Tender process (main contract for works)	Tender procedure	Open tender through public announcement Post qualification evaluation and least bidder
	Number expressing interest	9
	Number shortlisted	Not applicable
	Number submitting tender	6

Pilot Project

Beredimtu-Imi Road Upgrading project

Team Member

Gugssa Tadesse

Team Leader

Yaregal Ali

	List of Tenderness	6
	Tender Evaluation report	Technical (post qualification) & Combined Evaluation
Contract award (project supervision)	Name of main consultant	DANA & associates in JV with MH engineering plc DANA
	Contract price	ETB 9,538,845.20 inc.15%VAT
	Contract scope of work	<ul style="list-style-type: none"> • Role of Engineer & Engineers representative • Design review • Supervision of works as per specifications, drawings , conditions and terms of contract ,
	Contract programme	10, July 2008 and completion on 21, June 2011,36months inc. defect liability period
Contract award (project design)	Name of main consultant	CORE-DANA JV
	Contract price	ETB 2,432,422.50 inc tax
	Contract scope of work	Set out in Contract Data
	Contract programme	Not provided
Contract award (main contract for works)	Name of main contractor	AKIR Construction plc
	Contract price	ETB 497,108,024.65 inc Provisional sums, contingency and 15%VAT
	Contract scope of work	Upgrading a road with gravel wearing course /base course formation & 10 cm capping Construction of 242 minor drainage structures & 6 bridges as per project specification , drawings & as per the conditions of contract and any modification thereto
	Contract programme	Commencement on 22 June,2008 Completion 21 June,2011 Duration 1095 calendar days including defect liability period
Contract Execution (project supervision)	Changes to contract price, programme, scope with reasons	No compensation events.
Contract Execution (project Design)	Changes to contract price, programme, scope with reasons	N/A
Contract Execution (Main contract for works)	Individual changes to the contract which affect the price with reasons	<ol style="list-style-type: none"> 1. The contract price has decreased by ETB 3,001,763.21 in favor of the PE due to issuance of VO due to changes made on type of facilities provided by the contractor for use of the engineer from Type”A” to Type “B” 2. ETB 800thousand was certified to cover cost of vehicles provided for security escort 3. ETB 119,317.00 was certified t to cover cost of tents provided by the contractor for use of military escort
	Individual changes to the contract which affect the programme, with reasons	No Time extension granted
	VO’s, claims, Early Warnings & Compensation Events	No claim was submitted and approved yet claim The contract has been advised by Engineers representative with respect to deployment of equipments, contractor’s superintendence, diversification works, provision of facilities, and provision of insurance policies., work

Pilot Project

Team Member

Team Leader

Beredimtu-Imi Road Upgrading project

Gugssa Tadesse

Yaregal Ali

30

		programme
	Payment certificates	12 payment certificates issued at intervals
	Details of any re-award of main contract	No re-award
Post contract completion details (main contract for works)	Actual contract price	Not applicable
	Total payments made	Upto June 30, 2010, ETB 107,894,346.14 is certified for all the works executed. The amount includes VAT & price adjustment
	Actual contract scope of work	No change in scope of works was identified during contract implementation.
	Actual contract programme	Up to June 30,2010 , 738calendar days ,which constitute 67.4% of contract time ,has elapsed
	Project evaluation report on going	It was indicated in the annual report, June 2010 that the project has a slippage of 42.28% against time and 31.8% against the project programme .
Documents to be disclosed		
	Feasibility study	N/A
	Financing agreement	Not applicable
	Tender evaluation report	<ul style="list-style-type: none"> • Post qualification & financial evaluation reports for works contract • Technical and combined evaluation reports for service contracts
	Project evaluation reports (on completion and on-going)	On going evaluation was part of the reporting requirements of supervision consultant. No independent status evaluation report availed to us

Pilot Project

Beredimtu-Imi Road Upgrading project

Team Member

Gugssa Tadesse

Team Leader

Yaregal Ali

Pilot Project

Beredimtu-Imi Road Upgrading project

Team Member

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Yaregal Ali

Table 1: Analysis of changes for contract time, price

Change Identifier	Effect	Unit	Amount and percentage	Scale (N,S,M, L)	Type of Effect	Cause Category	Apparent Cause	Comment - Detail or Justification
	Completion Cost	Birr	(3,001,763.21)	N	Reduction in price	Client-related	Change in specification	Change in specification of facilities provided from Type “A” to Type “B”
		Birr	800,000.00	N	Compensation		Additional goods provision	Cost of 2Isuzu-trucks purchased for military Escort on site
		Birr	119,317.00	N	Compensation		Additional goods provision	Cost of provision of tent accommodation To members of security escort on site
	*Contract Terms	Birr	5oMillion	M	Financial terms, quantity of items	Design-related	Design reviewed	A design review was conducted that covers 75% of the project length. by the supervision consultant The Report was submitted to ERA.

Change Identifier	Effect	Type of Effect	Cause Category	Apparent Cause	Comment - Detail or Justification
	**Change on Contract Terms	Financial terms	Design-related	The original design was reviewed as required by	The report highlights non conformity of ground levels of original design and actual, changes in vertical & horizontal

Pilot Project

Team Member

Team Leader

Beredimtu-Imi Road Upgrading project

Gugssa Tadesse

Yaregal Ali

Change Identifier	Effect	Type of Effect	Cause Category	Apparent Cause	Comment - Detail or Justification
				the contract	alignments, changes in type and size of drainage structures realignment sections
	**No change on contract terms	Uncompensated delay	Contractor-related	Combination of under listed Site management	The contractor has said that the many of the problems are solved and will catch-up with the progress
				Equipment shortage and lack of maintenance	
				Work not proper organized Non-availability Water resources	

Table 2: Analysis of changes on terms of contract

Appendix 2. Document disclosure

Pilot Project
Beredimtu-Imi Road Upgrading project

Team Member
Gugssa Tadesse

Team Leader
Yaregal Ali

I/N	Description	Date Received
1	Soft copy of EIA report	30,July 2010
2	Revised Technical Evaluation report s/62/08 / supervision/	30,July 2010
3	Annual Progress Report, June 212010	30,July 2010
4	Financial evaluation Ref w/50/07/works/	06,august 2010
5	Post qualification Ref w/50/07/works/	06,august 2010
6	Financial evaluation Ref w/60/08/ works/	06,august 2010
7	Post qualification Ref w/60/08/works/	06,august 2010
8	Combined evaluation S/62/08/supervision/	06,august 2010
9	Contract agreement for works	11,August,2010
10	Contract agreement for supervision service	11,August,2010
11	Payment certificate No 13	15August 2010
12	Technical Evaluation report S/105/05 / Design	15 august 2010
13	Combined evaluation S/105/05 / Design/	15 august 2010

Pilot Project

Beredimtu-Imi Road Upgrading project

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