

project planning and management series

PNA 475

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ACKNOWLEDGEMENT

The Project Planning and Management Series consists of a set of manuals and associated modules presenting practical approaches, tools and techniques for project planning and management. (See list on back cover). A product of the Government of Jamaica/USAID National Planning Project (1976-1980), the series was developed by the Project Development Resource Team (PDRT) of PAMCO for use in "action-training" workshops and reflects extensive experience in training and project development. All present PDRT members are contributing authors and have worked together in writing, revising and publishing the series. Special credits are due to Dr. Merlyn Kettering for design and development of the series; Dr. Bruce Brooks for writing final versions of many modules; Mrs. Marjorie Humphreys for assuming primary editing and production responsibility and for organizing draft papers into more useful materials; Mr. Lascelles Dixon, head of PDRT since 1979, for designing the cover and improving many of the illustrations; and Mrs. Christine Hinds and Miss Linette Johnson for typing the drafts and final manuscripts. Any comments on the series and its usefulness are welcome.

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MODULE 35

THE ROLE OF CONSULTANTS AND THEIR SELECTION
Lascelles Dixon

A. PREREQUISITES: None

B. DISCUSSION:

The need to foster social and economic growth in both developed and developing countries brings with it a demand for a wide diversity of skills and expertise. Governments and organizations in developing countries may have difficulty in obtaining the necessary expertise locally and, in most cases, expertise has to be recruited abroad primarily from the more developed countries. The kinds of specialised services needed and the extent to which particular services can be made effective varies with the environment in which the client is located. The cost of consulting services and many other details of consultants' relationships may also differ greatly.

I. THE ROLE OF CONSULTANTS

The fundamental idea of bringing outside consultants into a client firm or organization on a temporary contractual basis to render specific services has many inherent advantages and has a direct influence on the transfer of technology as an aspect of economic development.

SOME ADVANTAGES IN THE USE OF CONSULTANTS:

1. to provide needed expertise and know-how in situations where they are non-existent;
2. to give professional direction to all aspects of projects;
3. the possibility of shortening the time needed for implementation of projects;
4. the possibility of finding a fresh approach to established practices;
5. to ensure proper control; and
6. the possibility of obtaining independent evaluations and recommendations (particularly where outside consultants are employed).

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7. To pass on the experience gained through involvement in programmes in which they have participated in other developing countries.

TYPES OF CONSULTING SERVICES:

Consultants provide different types and forms of services, including direct assistance to government or its agencies (or other organizations) in establishing criteria, objectives, priorities, and procedures for an integrated development plan toward achieving specific goals. Consultants (referred to as individual consultants) provide services which can be broadly divided into seven categories as follows:

1. *Design and Engineering Services*

The design and engineering services necessary for projects or for the establishment of an industrial plant may include:

- a) project feasibility studies;
- b) design;
- c) preparation of construction drawings;
- d) preparation of bills of quantities;
- e) evaluation of tender;
- f) post contractual services including actual supplies, preparation of payment certificates and approval of payment to contractors for work done;
- g) to conduct and participate in arbitration in the settlement of disputes.

2. *Technical Services*

This may involve reporting on the exploration and examination of the natural resources that exist within a country. Studies may be carried out to determine the quantity and quality of raw materials available and their suitability for specific uses through laboratory tests and analyses. The consultant may develop and improve the application of technical know-how in industrial projects and conduct specialised research in product development including design, packaging, new uses as well as the utilization of waste. Consultants may also evaluate and make recommendations as to the improvement of production methods and processes, design plant and equipment lay-out and prepare specifications. They can also assist in the establishment of project operations including construction

standards and safety regulations.

3. *Economic Services*

These services include development planning and surveys of economic and industrial potential, specific industrial surveys, project analyses, banking and the study of the investment climate. They may also include overall review of the industrial and economic situation with a view to stimulating investment in industry.

4. *Management Services*

Consultants may be engaged to review and evaluate the objectives and goals of a particular project. They may undertake management surveys product planning and control schemes, conduct operation research, inventory control, quality control, materials handling, product and cost accounting and corporate planning. They may also review management and personnel cost accounting and electronic data processing or such other systems and controls that may be necessary.

5. *Training Programmes*

Consultants are frequently engaged to design and/or undertake training programmes. Such programmes may relate to a wide range of personnel and may include such situations as training in the use of specific equipment, training in general factory operations and maintenance, management or to design long term training plans. They may also be involved in the training of trainers or may be engaged to prepare training materials.

SOURCES OF CONSULTANTS

The source and type of consultants will depend to a great extent on the work to be carried out, as this may vary from research to actual project implementation.

Consulting services may be available from many sources as follows:

1. the individual consultant;
2. consulting firms;
3. industrial research institutes;
4. universities; and
5. governments and international organizations.

1. *The Individual Consultant*

Such an individual usually has the necessary academic and professional qualifications as well as relevant and recognized experience. Such a person may offer consulting services in one or more branches of activity, e.g. in techno-economic aspects of certain sectors of industry; in management; in engineering or architectural design; in implementation, etc.

Usually, consultants are specialists who work in association with other consultants or organizations on assignments for which they are primarily responsible. A consultant's reputation is largely due to the success of important projects he/she has undertaken.

2. *Consulting Firms*

Many individual consultants find that their assignments require expertise other than their own or that the extent of work in which they are involved cannot be undertaken single handedly. In order to maintain satisfactory performance, direct collaboration with other consultants under a contractual relationship is required. A team is therefore assembled and a partnership or company is established.

Consulting groups may be divided into two main categories in terms of size.

- a) The small partnership or company established by a few experts whose specialities complement each other but cover a comparatively narrow area.
- b) The medium sized or large corporation which employs a large staff of professional, specialist and general service workers. The larger organizations may operate sub-offices in different locations, sometimes in different countries, and generally offer a broader diversity of services and engage a larger diversity of professional personnel. The organization and administration procedures of the larger firms tend to be more formalized than in the smaller ones.

Some of the larger organizations operate research and test laboratories in order to carry out the necessary investigations related to their particular discipline, while others sub-contract some of their assignments to other firms or individuals.

3. *Industrial Research Institutes*

These usually provide investigative services in industrial technology, engineering and in other areas of economics and socio-economics. Some developing countries have found research from this source extremely useful. This was evidenced by participants from developing countries at the United Nations Inter-Regional Seminar on Industrial Research and Development Institutes in Developing Countries, held in Beirut in 1964. Industrial Research Institutes also vary in size in areas of specialization and in legal status. Those commonly referred to as "Specialized" provide services for the benefit of a particular industry or product such as steel, or a group of related industries or products such as building materials or food products. There are also multi-purpose institutes which are usually equipped to handle a variety of fields, products or scientific disciplines. Generally speaking, multi-purpose institutes are usually staffed by a pool of professional workers of different backgrounds and whose collective talents can be usefully employed to solving a particular problem, allowing for a more efficient utilization of available skills in an integrated approach to problem solving.

Research Institutes may offer consulting help on one or more of the following:

- Technology
- Engineering
- Economics
- Finance and Management

They may also provide information services, technology services, techno-socio services. Among the technical services are included assistance in the formulation of products, studies and specialities, process development, evaluation of equipment, quality control, design engineering, product improvement and ad hoc technical trouble shooting.

4. *Universities*

Universities in some countries and in some situations are undertaking consultations. Some of these have established consulting offices to handle the administrative work. They usually try to deal with basic research projects and sometimes establish research institutes for that purpose. The university researchers may participate in socio-economic and development activities such as resource surveys, educational projects and management training courses.

5. *Government and International Organizations*

There are numerous programmes of technical assistance available to developing countries. These are sponsored by various foreign governments and international organizations on a bi-lateral multi-lateral or international basis. These programmes usually necessitate the recruitment of individual consultants, groups of consultants or consulting organizations by the sponsoring government or international body to carry out the work involved. The agreements between parties usually impose certain counterpart obligations on the local government which agrees to supply personnel and to defray the local cost of the programme.

This type of assistance is provided by such organizations as the United Nations Industrial Development Organization under the Special Industrial Service Programme. It is important to note that sometimes joint venture relationships are established under certain technical assistance programmes sponsored by some of the funding agencies such as United States Agency for International Development (USAID). Such joint ventures usually consist of a local counterpart consultant or consulting firm and a foreign consultant or consulting organization. Sometimes however, a joint venture may consist totally of foreign counterparts. The former however, is more desirable in that it promotes the transfer of technology between foreign and local consultants.

SECONDARY SOURCES OF CONSULTANTS

Certain services (which strictly speaking are not professional consulting services) may be required in the implementation of certain projects. Some of these are as follows:

1. Equipment procurers,
2. Suppliers of materials,
3. Suppliers of proprietary information, and
4. Engineering designers - contractors.

1. *Equipment Procurers*

Certain programmes may have included as a major part of their composition, equipment procurement. These may include a small number of large pieces or a large number of small equipment or a mixture of both. Invariably, such equipment will have to be purchased from foreign sources if the project is located in a country where the equipment required is not manufactured. Not only must such equipment be properly specified but the

conditions under which such equipment must be purchased may have to be in keeping with established procedures which are usually spelt out by the funding organization.

These procedures may include among other things - tendering procedures, source of purchase, shipping regulations, marking requirements and proof as to source and origin as well as payment for services. Where large amounts of equipment are required, a purchasing division with the sole responsibility of conducting the necessary purchases is established. Not only is this a costly venture but it may be quite difficult to find persons with the necessary experience to carry out the task. In addition, large sums of money would have to be spent on foreign travel which the project could find difficult to accommodate. For these and other reasons, purchasing agencies have been established to provide the necessary service related to the purchase of equipment overseas. One example of such an organization is the African American Purchasing Centre (AAPC) based in New York.

2. *Suppliers of Materials*

Agents or manufacturers of materials such as machinery and their components, may provide information on the use of their products as part of their marketing service to customers. In cases where the amount of assistance or advice required is greater than usual, such extended service may be rendered on the basis of a fee.

3. *Suppliers of Proprietary Information*

Manufacturing companies frequently make arrangements with purchasers of proprietary know-how or patent rights to have some of their technical personnel assist in handling and applying the information in question. This item may be included in the license or by a separate "know-how" agreement. In some instances a manufacturer may extend consultation services to a client in a developing country in order to assist in the extraction or production of a raw material which he wishes to purchase. Agreements may also stipulate that these services may be paid for in kind. This is true for such material resources as timber, ores, minerals, hides, etc.

4. *Engineering Designers - Contractors*

One form of consulting assistance in developing countries is called "turn key" or "package" projects in which both the engineering and construction work in connection with a project are contracted to a single engineering contractor or equipment supplier who may in turn sub-contract to other organizations.

Such work may include feasibility studies, field investigations, planning, designing, specification of equipment and facilities and construction. These projects are usually undertaken only after preliminary technical and economic studies and reports have been prepared.

II. THE SELECTION OF CONSULTANTS

The need to select the appropriate consultant(s) for a project cannot be overstressed. Consultant(s) should have the necessary qualification, including training, experience, capabilities and capacity to carry out a project successfully and economically within the given time frame.

The responsibility of selecting the consultant(s) rests with the client organization. The establishment of proper guidelines as a basis for the selection of a consultant is strongly recommended.

Before any attempt be made at selecting consultant(s), the following should be carried out:

1. the appointment of a Project Manager (or Management Committee);
2. definition of the problem;
3. definition of the scope of consultants' work;
4. establishment of regulations or criteria governing the award of contracts;
5. establishment of pre-qualification conditions;
6. evaluation and selection of consultants; and
7. contracting consultants.

The Appointment of a Project Manager (or Management Committee)

A Project Manager (or Management Committee) should be established as soon as possible (once a decision has been taken to proceed with the project). The selection of the Project Manager (or the committee) should be based on (among other things) previous experience of the prospective project management, record of past performance and overall knowledge of the work to be carried out.

The Terms-of-Reference setting out the terms and conditions of employment and areas of responsibility should be agreed before the appointment of the Project Manager.

In the case of the management committee, it is also necessary to establish the terms of reference which will guide the committee as to its responsibilities.

The project manager (or committee) will, upon its appointment, become the main point of contact through which all communications should be directed. Such an individual or committee would proceed to carry out items (2) through (7) above.

Definition of the Problem

The client/owner or organization should first of all define the problem as clearly as possible before involving consultants. There are situations, however, in which the client/owner may be unable to define the problem (particularly in the field of management) and may only be able to indicate the desired objectives. In such cases, the consultant(s) may be required to undertake a study in order to identify and define the problem.

The consultant's services therefore, in such cases, may be engaged initially to carry out preliminary studies leading to a recommendation for a solution to the existing problem.

The client/owner should provide prospective consultant(s) with the exact terms of reference in order that mutual understanding may exist between both parties at a very early stage, therefore avoiding misunderstanding. Such terms of reference should indicate the background of the project and the scope of the consultant's input required.

Definition of Scope of Consultants' Work

The scope of consultants' work should delineate the list of services required, the necessary field surveys to be conducted by the consultants, a list of available information and a list of previous studies carried out. Such information would avoid duplication of work already done, and would result in savings in both cost and time.

The scope of work may also indicate whether or not a possibility exists for its extension. Such information may be useful to the prospective consultant(s) in that it could have a bearing on their future commitments to other projects.

It has almost become a standard requirement for client/owner to prepare a synopsis of the proposed project for publication in order to invite expressions of interest from qualified consultants. (SEE APPENDIX 35.1).

Certain projects which are funded by international organizations, usually require both local and overseas advertisement, inviting "expressions of interest" from qualified firms which may be interested in working on the project. A synopsis is usually forwarded to those

consultants requesting expressions of interest, which is received by the owner/client, and a list containing the names and addresses of these firms is prepared.

Establishment of Regulations or Criteria Governing the Award of Contracts:

The regulations or criteria governing the selection of consultants should be established. Almost all funding agencies and government departments have established their own criteria which may affect the eligibility of certain consultants. These should be made known to prospective consultants who have expressed interest in the project. APPENDIX 35.2 sets out some of the criteria for the engagement of consulting firms as required by USAID.

Establishment of Pre-qualification Conditions:

In most cases, particularly where large projects are concerned, the number of firms wishing to participate in a project, may not be known to the project manager (or committee). Certain important background information must therefore be extracted from consultants or firms which have expressed interest in the project. The amount of information required may be extensive (some of which may be confidential). For this reason, international funding agencies have established standard pre-qualification questionnaire forms which must be completed by those firms wishing to participate in the project. (SEE APPENDIX 35.3 WHICH SHOWS THE FORMAT USED BY USAID). Some of the information usually required is as follows:

- 1) names and addresses of organizations;
- 2) names of principals and associate members of the firm;
- 3) names of key employees and their qualifications;
- 4) types of services offered by the firm, e.g. architectural, civil, technical, electrical, geological and hydraulic engineering, etc;
- 5) academic qualifications of personnel;
- 6) professional history of persons within the firm;
- 7) records of firm's performance, indicating types and cost of projects undertaken.

(Please refer to APPENDIX 35.3 for an example of a pre-qualification questionnaire form).

Evaluation and Selection of Consultants:

Following the return of the pre-qualification questionnaire forms by interested consultants (or consulting firms), the information contained would be assessed. Based on this assessment, a short-list consisting of about 6-8 consultants would be prepared. The consultants on the short-list would be required to submit technical proposals, which would invite (among other things) their undertaking of the work to be done, and how they intend to carry out same.

Fees to be charged by the consultants for work in which they have expressed interest are not to be included as part of the technical proposal. Their selection at this stage would be based primarily on the consultants' capacity, experience and ability to carry out the work.

A number of important factors should be taken into account in assessing whether prospective consultants are suitable. Although some of this information would have already been indicated in the pre-qualification questionnaire, it is useful that such information be repeated in the technical proposal by the consultants. Some of the criteria on which the assessment of the pre-qualification should be based are as follows:

- (a) the consultant's approach to the problem;
- (b) his experience and background with respect to the project and services performed in the execution of past projects;
- (c) his experience in carrying out similar projects in developing countries;
- (d) the personnel to be assigned to the project and their professional qualifications, language skills, specific knowledge of the country, and experience with the consulting organizations;
- (e) the background of the consulting organization, taking into consideration factors such as financial standing, number of years in operation, scale of operation, range of services, types of clients and list of projects, size of professional staff and their qualifications, and in-house capabilities (such as laboratory and testing facilities or access to such facilities necessary for undertaking a specific project).

It is wise policy to examine each consultant's approach to the problem carefully, and analyse his understanding of the project and of the

problems to be solved as well as the manner in which the proposes to carry out the assignment. The client should determine whether or not the consultant's approach is realistic, having regard for the statistical data available, transportation and port facilities, supply of skilled labour, trained technicians and management personnel, location and supply of raw materials and similar factors which must be taken into account particularly where industrial projects are concerned.

Moreover, the client will be protecting his own interest if he takes the time and trouble to investigate the reputation and financial standing of a prospective consultant. Previous clients of the consultant can provide information on his experience and performance. The client may also wish to look into the experience acquired by the consultant in other developing countries.

In order that a rational and objective assessment be carried out, it is usual to prepare a rating chart. Some international funding agencies however, have established their own guidelines as to the design of such a chart. (SEE APPENDIX 35.4 WHICH GIVES AN EXAMPLE OF USAID RATING CHART). Such organizations however, usually state that the use of such a form is not compulsory and as such it is to be used primarily as a guide for the preparation of a rating form which is relevant to the particular situation. (SEE APPENDIX 35.5).

Following the rating or assessment exercises, a short list of consultants would be placed in order, beginning with that one which has achieved the highest rating and ending with the lowest. It is usual that following the completion of the rating exercises, the successful consultant is advised as to his selection with the approval to be obtained from the funding agency as to their agreement to both the method of selection and the selection itself. It is to this agreement that the successful firm is requested to enter into negotiation with the client organization on fees. If such a negotiation is successful, both parties will seek to enter into the contract which will establish the terms and conditions of the engagement of the services of the consultants and also which will improve the scope of work in which the consultants are to be involved.

In the event however, that negotiations break down with the consultants receiving the highest rating, such negotiations would cease and the firm next in line would be invited to negotiate in a similar manner.

Contracting:

Although it is usual for professional groups to use standard forms of contract, it is usually prepared by their respective professional organizations. Such standard forms by themselves may not be specific enough and may not adequately relate to the particular situation, i.e., they tend to be general in nature. It is usually necessary therefore for both client and consultants to agree to a

contract which is designed specifically in response to the peculiarities of the particular situation. APPENDIX 35.6 provides a check-list of items to be included in such a contract.

APPENDIX 35.1

SYNOPSIS

USAID/UWI PROJECT - LOAN 538-V-004
(MONA, CAVE HILL & ST. AUGUSTINE PROJECTS)

The University of the West Indies will negotiate a contract with a qualified firm or Joint Venture of such firm, for the construction of buildings on its three campuses located at: Mona, Jamaica; Cave Hill, Barbados and St. Augustine, Trinidad. (SEE ATTACHMENTS A, A1 AND A2).

The Mona Campus is located approximately six (6) miles from the heart of metro Kingston at the foothills of the suburban Liguanea Plains. The Cave Hill Campus is situated approximately four (4) miles from the centre of Bridgetown, while the St. Augustine Campus is located approximately eight (8) miles from Port of Spain. All three campus sites are easily accessible and requires no special provisions for access. The buildings are to be constructed of reinforced concrete and blockwork two to three storeys in height and are to occupy overall gross square footage areas of approximately 36,000, 19,500 and 42,000 respectively at the Mona, Cave Hill and St. Augustine Campuses.

There are to be individual contracts for work on each campus. The Mona Contract is to be based on the Modified Jamaican Standard Form while Contracts for Cave Hill and St. Augustine are to be based on the Modified RIBA Standard Form. Expressions of Interest will be accepted from the United States, other countries included within the AID Geographic Code Book 941, Local Firms and Joint Ventures of eligible firms. Joint Ventures shall show qualifying information for all its members. Payments will be in local currency (Jamaica, Barbados and Trinidad dollars) and United States dollars for U.S. dollar expenses and will be jointly financed by AID Loan No. 538-V-004 and the University of the West Indies.

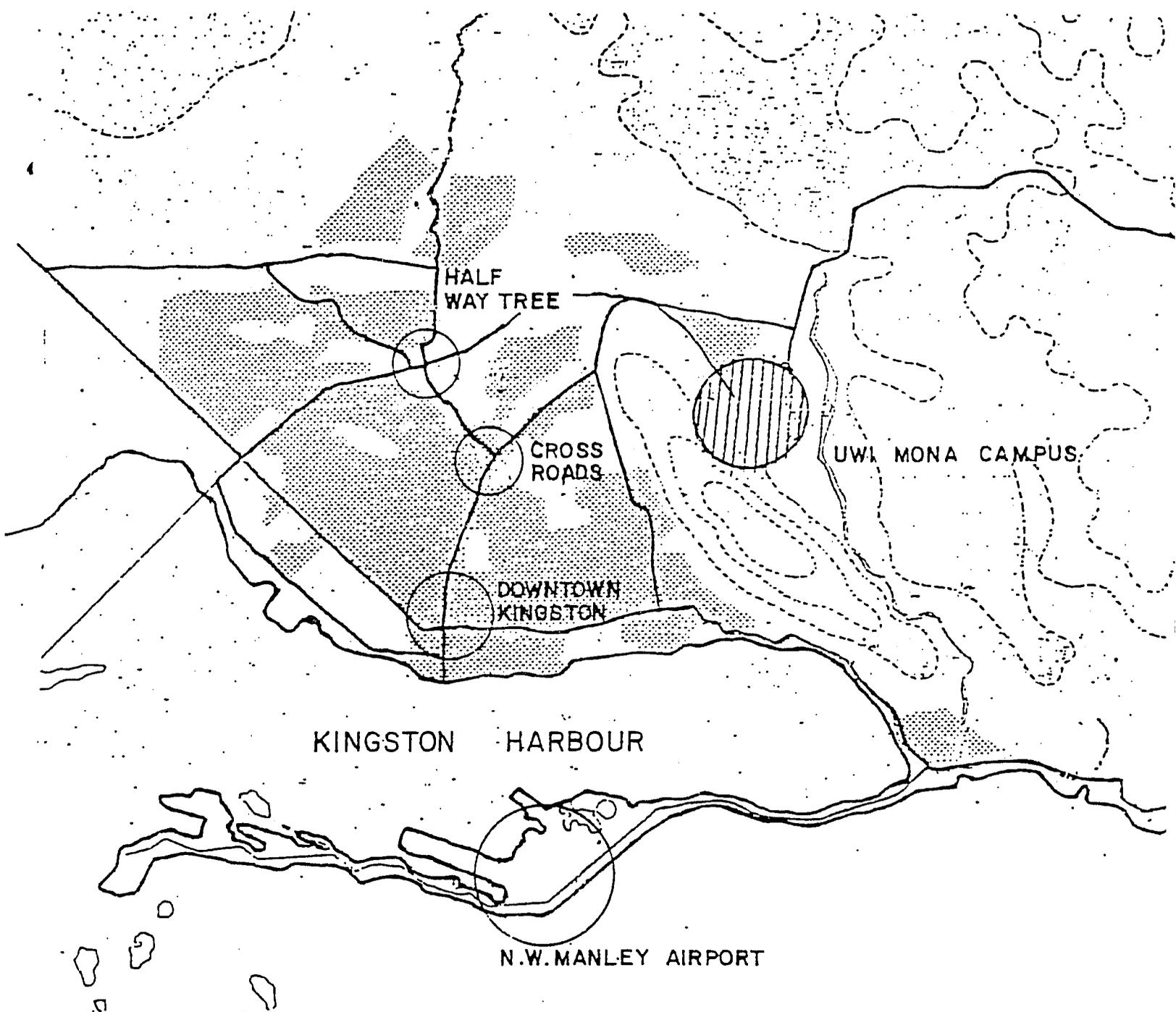
Firms desiring to submit expressions of interest should submit qualifying information to demonstrate (1) the experience of the firm in work of this type, (2) the current work load of the firm, and (3) the capability of the firm in terms of its financial resources and experienced manpower to provide the service within the time specified.

Information submitted should include complete qualifying information as per AID pre-qualification questionnaire for construction contractors. Expressions of Interest shall show biographic data of all key personnel to be engaged in the work and such other data that the firm may consider appropriate to demonstrate its understanding of the services to be supplied. Prices should not be included in the basis of the information

supplied. Invitation for bids will only be sent to and bids accepted from firms which are pre-qualified.

It is proposed to contract for construction services during and to commence construction no later than two weeks after the signing of the contract. Construction is to be over a twelve-month period.

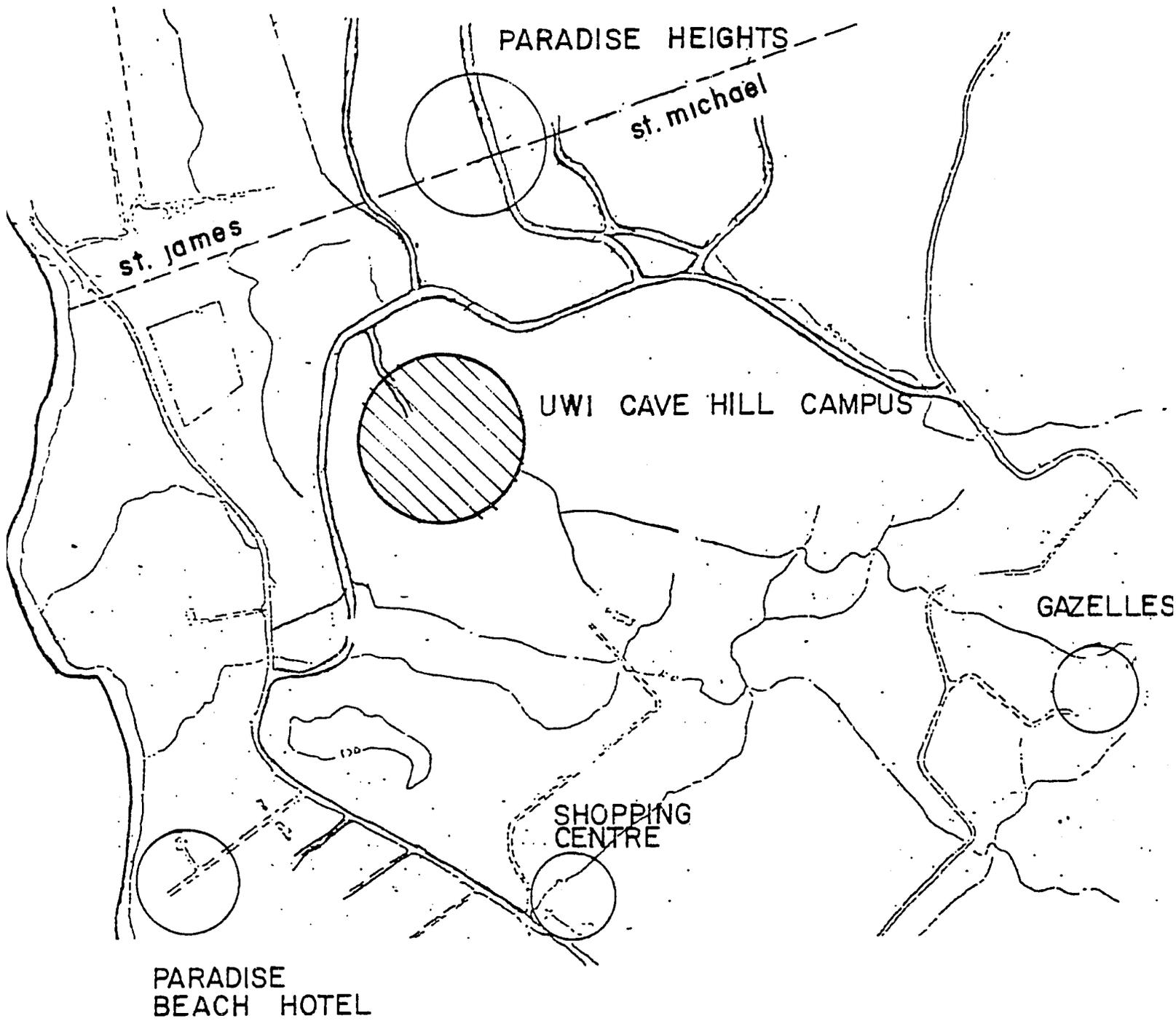
Expressions of Interest must reach the University of the West Indies no later than (local time) 4:00 p.m. August 4, 1977. Expressions of Interest may be delivered by hand or forwarded by Registered Mail to the Campus Secretary, University of the West Indies, St. Augustine, Trinidad.



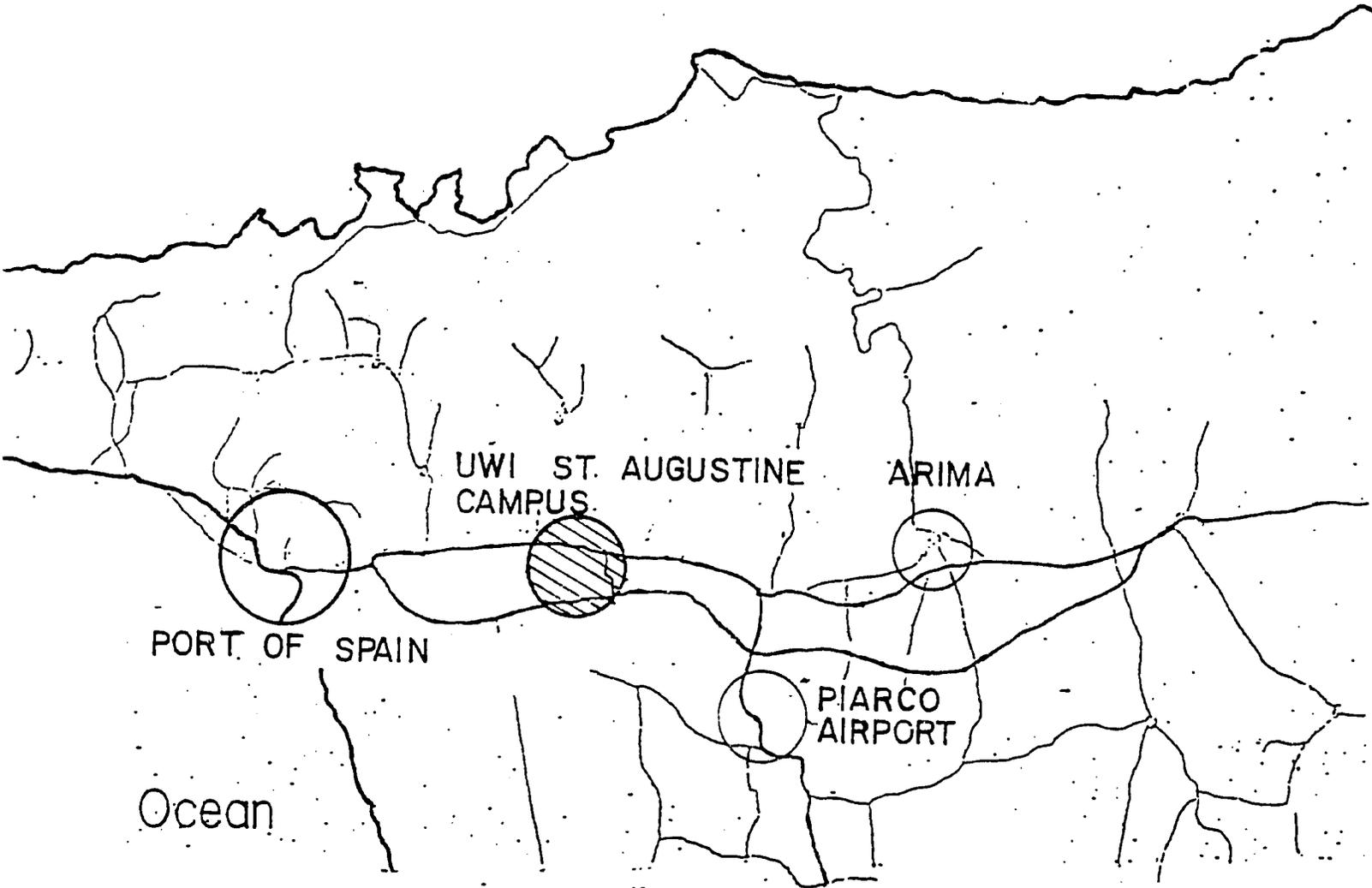
Locational Plan - UWI Mona Campus, Jamaica W.I.

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Locational Plan - UWI Cave Hill Campus, Barbados, W.I.



Locational Plan - UWI StAugustine Campus, Trinidad W.I.

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APPENDIX 35.2

ESTABLISHMENT OF REGULATIONS OR CRITERIA GOVERNING THE AWARD OF CONTRACTS

Certain firms may be ineligible to be financed by AID for one or more of the following reasons:

- (1) A firm should not be employed to perform services when in the judgement of the responsible officer such firm has been, or might be, placed in a position where its judgement may be biased, or where it had achieved an unfair competitive advantage. However, a firm employed to make a feasibility study, or participate in sector assessments, DAP or project design, or perform other technical or engineering services for a single project, may be used if otherwise qualified for detailed design, supervision and rendering of other subsequent technical advisory services on such subject.
- (2) Unless specifically approved by AID in exceptional circumstances (e.g., for certain turnkey jobs) no firm may perform both engineering and construction services on the same project.
- (3) An affiliate or subsidiary of a firm shall be considered a part of such firm, for purposes of (1) and (2) above.
- (4) No firm shall be eligible for AID financing if it is included on the list of suspended, debarred, or ineligible bidders maintained by AID.
- (5) Neither a United States firm, nor any other firm which is more than 50 percent beneficially owned by a United States firm, shall be eligible for AID financing if the United States firm involved is not in compliance with its equal employment opportunity obligations under Executive Order 11246, as amended, and regulations and orders issued thereunder. This requirement may be waived only by the AID Administrator.

APPENDIX 35.3

CONSTRUCTION

PRE-QUALIFICATION QUESTIONNAIRE
FOR CONSTRUCTION CONTRACTORS

PART 1 - GENERAL

It is understood and agreed that the information submitted herein is to be used by _____

_____ (Borrower)

and the Agency for International Development, an agency of the United States of America (A.I.D.), in determining, according to their sole judgement and discretion, the qualifications of prospective contractors to perform work in connection with the project described in the synopsis previously issued. In consideration of being permitted to submit his qualifications as a prospective contractor for review, the undersigned waives any claim against the owner and/or A.I.D. that might arise with respect to their decision as to a prospective contractor's qualifications. It is understood that the decision of the owner and A.I.D., with respect to the qualifications of any prospective contractor, is final and not subject to appeal of any kind.

A prospective contractor will not be considered qualified by the owner and A.I.D. unless he possesses reputation, ability, experience, qualified personnel, availability of equipment, and net current assets or working capital sufficient in the judgement of the owner and A.I.D. to render it probable that he can satisfactorily execute the contract, should it be awarded to him, and meet his obligations therein incurred.

The signing by the undersigned of his questionnaire guarantees, as evidenced by the sworn affidavit required herein, the truth and accuracy of all statements and of all answers to the interrogatories hereinafter made.

The undersigned hereby authorize(s) and request(s) any public official, engineer, architect, surety company, bank, depository, material or equipment manufacturer or distributor or any other person, firm, or corporation to furnish any pertinent information, requested by the owner and/or A.I.D., deemed necessary to verify the information and assurances provided by the undersigned herein, or regarding the competence and general reputation of the prospective contractor.

The undersigned understands and agrees that further qualifying information may be requested, and agrees to furnish any such information at the request of the owner or A.I.D. Failure to complete this form adequately may result in disqualification.

Date at _____, this _____ day of _____, 19____

(Name of Organization)

By _____

(Title)

(if corporation, seal)

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CONSTRUCTION

APPENDIX 3 (Cont'd)

PRE-QUALIFICATION QUESTIONNAIRE

PART II - EXPERIENCE QUESTIONNAIRE - PAST PERFORMANCE RECORD

1. How many years has your organization been in business as a contractor under your present business name? _____
2. How many years experience in construction work has your organization had:
 - (a) As a general contractor _____
 - (b) As a subcontractor _____
3. What is the construction experience of the principal individuals of your organization?

Individual's Name	Present Position or Office	Years of Construction Experience	Years With Firm	Magnitude and Type of Work	In What Capacity

4. Have you ever failed to complete any work awarded to you? _____
 If so, where and why? _____

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PRE-QUALIFICATION QUESTIONNAIRE

3. If the work is awarded to you, who will personally supervise it and what is his nationality? _____

List the names and nationalities of key personnel who will be assigned to this work. _____

4. Do you intend to subcontract any portion of the work? _____
If so, state the nature of work to be done by subcontract, and, if known, give the name and address of the subcontractor, amount and type of his equipment, and his financial responsibility.

5. What equipment do you own that is considered suitable and available for the proposed work?

Quantity	Item	Description, Size, Capacity, etc.	Condition	Years of Service	Present Location

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PRE-QUALIFICATION QUESTIONNAIRE

- 6. What equipment do you intend to purchase for use on the proposed work, should the contract be awarded to you?

Quantity	Item	Description, Size, Capacity, etc.	Approximate Cost	Geographic Source and Origin

- 7. Do you propose to rent any equipment for this work? _____
If so, state type, quantity, and reasons for renting.

- 8. Have you made contracts or received firm offers for all materials within prices used in preparing your proposal? If not, what is the basis of prices that will be contained in your proposal? Do not give name of dealers or manufacturers.

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PRE-QUALIFICATION QUESTIONNAIRE

PART IV - FINANCIAL

Condition of quick assets and liabilities at close of business _____, 19__			
1	Cash (a) On hand	\$ _____	
	Cash (b) Deposited in banks named below	_____	
	Cash (c) Elsewhere -- (State where.).....	_____	
	Name of Bank	Location	Deposit in Name of \$ Amount

2	Deposits with bids or otherwise as guarantees (due within 90 days).....			\$ _____
	Deposited with: (Name and Address)	For What	When Recoverable	\$ Amount.

3	Accounts receivable (i.e., due within 90 days) from completed contracts, exclusive of claims not approved for payment.....			\$ _____
	Name and Address of Owner	Nature of Contract	Amount of Contract \$	\$ Amount Receivable

Have any of the above been assigned, sold, or pledged? _____ If so,
state amounts, to whom and reason: _____

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PRE-QUALIFICATION QUESTIONNAIRE

4	Sums earned on uncompleted contracts (due on monthly estimates) as shown by engineer's or architect's estimate: (a) Amount receivable after deducting retention (due within 90 days)\$ _____ (b) Retention to date due upon completion of contract _____
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Designation of Contract and Name and Address of Owner	Amount of Contract	Gross Amount Earned Including Last Approved Estimate	Amount Previously Received	Retention Date \$ Amount	\$ Now Due on Monthly Estimate Exclusive of Retention

Have any of the above been sold, assigned or pledged? _____ If so, state amount, to whom, and reason _____

5	Uncompleted Contracts: Sums earned since last approved estimate to date of this questionnaire.....\$ _____
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Designation of Contract and Name and Address of Owner	\$ Amount of Contract	\$Gross Amount Earned Including Latest Estimate (Including Retention)	\$ Amount Earned Since Last Estimate	Date Next Estimate is Due

Have any of the above been sold, assigned, or pledged? _____ If so, state amount, to whom, and reason _____

CONSTRUCTION

PRE-QUALIFICATION QUESTIONNAIRE

6	Accounts receivable not from construction contracts (due within 90 days).....\$ _____		
	Receivable from: Name and Address	For What	When Due \$ Amount
What amount, if any, is past due? \$ _____			

7	(a) Stocks and Bonds: At present market value	\$ _____
	(b) Building and Loan: At present withdrawal value	\$ _____
	(c) Life Insurance: At cash surrender value (for an individual or partnership only) ..	\$ _____

8	Other quick assets (due within 90 days)	\$ _____
	Not including: Real estate, loans, furniture, fixtures, equipment, mortgages receivable, stock of materials, notes receivable.	

TOTAL QUICK ASSETS \$ _____

CONSTRUCTION

PRE-QUALIFICATION QUESTIONNAIRE

DETAILS RELATIVE TO CURRENT LIABILITIES

1	Notes Payable	((a) To banks, regular.....	\$	
		((b) To banks for certified checks.....	\$	
		((c) To others for equipment obligations	\$	
		((d) To others exclusive of equipment obligations.....	\$	
To Whom: Name and Address		What Security	When Due	\$ Amount	
2	Accounts Payable	((a) Not past due	\$	
		((b) Past due.....	\$	
To Whom: Name and Address		For What	Date Payable	\$ Amount	
3	Other Liabilities.....				\$
Description					Amount
TOTAL CURRENT LIABILITIES \$					

CONSTRUCTION

PRE-QUALIFICATION QUESTIONNAIRE

STATUS OF CONTRACTS ON HAND

Give full information about all of your contracts, whether prime or sub-contracts; whether in progress or awarded but not yet begun; or where you are low bidder pending formal award of contract.

Owner	Location	Description	Contract \$ Amount	\$ Amount Completed and Billed	Additional Earned Since Last Estimate \$	Percentage of Physical Completion	Scheduled Date of Completion	Estimated Date of Completion
TOTALS								

DO NOT DUPLICATE WITHOUT PERMISSION

35.3.12

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CONSTRUCTION
PRE-QUALIFICATION QUESTIONNAIRE
BANK CREDIT LETTER

(To be submitted only where needed to show financial capacity)

NOTE: If more than one bank credit letter is being submitted the second or subsequent letters must be in this form on regular bank letterheads. They should be attached to this page.

Name of Bank _____

Address _____

Date _____
(To be at least as recent as that shown on Part IV)

Dear Sir:

A line of credit in the maximum amount of \$ _____ has been placed at the disposal of _____ for use when, as, and if needed for a period of _____ months.

None of the items listed as quick assets in Part No. IV of this questionnaire now being submitted by _____ have been pledged to secure the line of credit mentioned above except as follows: _____

The line of credit mentioned above has been given with full knowledge of accommodations extended by other banks in amounts as follows: _____

AFFIDAVIT

STATE OF _____ }
COUNTRY OF _____ } ss:

_____ being duly sworn, deposes and says that he is of the _____, the bank named in and which executed the foregoing statement.

Sworn to before me this _____ day _____ (Bank officer sign here)

of _____, 19 _____

(Notary Public)

My Commission expires _____

CONSTRUCTION

PRE-QUALIFICATION QUESTIONNAIRE

RECAPITULATION OF QUICK ASSETS AND LIABILITIES
(As stated in the foregoing questionnaire)

Assets

- 1. Cash on hand.....\$ _____
- Cash on deposit.....\$ _____
- Cash elsewhere.....\$ _____
- Total cash.....\$ _____
- 2. Deposits with bids.....\$ _____
- 3. Due from completed contracts.....\$ _____
- 4. Earned and billed-uncompleted contracts.....\$ _____
- Retention-uncompleted contracts.....\$ _____
- 5. Earned but not billed - uncompleted contracts.....\$ _____
- 6. Ordinary accounts receivable.....\$ _____
- 7. Stocks and bonds at present market value.....\$ _____
- Building and loan at present withdrawal value.....\$ _____
- Life insurance at cash surrender value (for an individual or partnership only).....\$ _____
- 8. Other quick assets (due in 90 days).....\$ _____

Liabilities

- 1. Notes payable (all kinds).....\$ _____
- 2. Accounts payable.....\$ _____
- 3. Other current liabilities.....\$ _____
- Total current liabilities.....\$ _____
- Net quick assets.....\$ _____
- Total lines of credit.....\$ _____
- TOTAL NET QUICK ASSETS.....\$ _____

Certified by _____ CPA or equivalent satisfactory to owner and A.I.D.

Date _____

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CONSTRUCTION

PRE-QUALIFICATION QUESTIONNAIRE

<p>If a <i>corporation</i> answer this:</p> <p>Capital paid in cash\$ _____</p> <p>When incorporated _____</p> <p>Where incorporated _____</p> <p>President's name _____</p> <p>Vice-President's name _____</p> <p>Secretary's name _____</p> <p>Treasurer's name _____</p>	<p>If a <i>co-partnership</i>, answer this:</p> <p>Date of organization _____</p> <p>State whether partnership is general, limited, or association: _____</p> <p>NAME, NATIONALITY, & ADDRESS OF PARTNERS; AGE _____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p>
---	--

EITHER AFFIDAVIT NUMBER (1), (2), or (3) MUST BE EXECUTED. AFFIDAVIT NUMBER (4) MUST BE EXECUTED BY ALL PROSPECTIVE CONTRACTORS.

(1) AFFIDAVIT FOR INDIVIDUAL

_____ being duly sworn, deposes and says that the foregoing financial statement, taken from his books, is a true and accurate statement of his financial condition as of the date thereof and that the answers to all the foregoing interrogatories and all statements therein are true, complete, and accurate.

(2) AFFIDAVIT FOR CO-PARTNERSHIP

_____ being duly sworn, deposes and says that he is a member of the firm of _____, that he is familiar with the books of the said firm showing its financial condition; that the foregoing financial statement, taken from the books of the said firm, is a true and accurate statement of the financial condition of the said firm as of the date thereof and that the answers to all the foregoing interrogatories and all statements therein are true, complete and accurate.

NOTE: A co-partnership must give firm name and signature of all partners.

DO NOT DUPLICATE WITHOUT PERMISSION

CONSTRUCTION

PRE-QUALIFICATION QUESTIONNAIRE

(3) AFFIDAVIT FOR CORPORATION

_____ being duly sworn, deposes and says that he is _____ of the _____ the corporation described in and which executed the foregoing statement; that he is familiar with the books of the said corporation showing its financial condition; that the foregoing financial statement, taken from the books of the said corporation, is a true and accurate statement of the financial condition of said corporation as of the date thereof and that the answers to all the foregoing interrogatories and all statements therein are true, complete, and accurate.

NOTE: A corporation must give full corporate name, signature of official, and affix corporate seal.

(4) AFFIDAVIT FOR INDIVIDUAL, CO-PARTNERSHIP AND CORPORATION

I, _____, an individual
(Name)

We, _____ and _____, partners trading
(Name) (Name)

as _____
(Name)

We, _____, a corporation

by _____
(Name of Officer) (Title)

hereby certify, that (I) (we) have neither directly or indirectly entered into any combination or arrangement with any person, firm or corporation, nor entered into any agreement, the effect of which is to prevent competition or increase the cost of construction of the project for which this Pre-qualification Questionnaire is being submitted.

And we further certify that all statements and all authorizations and requests contained herein are made under oath to accompany (my) (our) Bid for Contract with the borrower.

_____, being duly sworn, deposes and says that he is _____ of _____
(Name of Contractor)

CONSTRUCTION

PRE-QUALIFICATION QUESTIONNAIRE

That he is duly authorized to make the foregoing affidavit and that he makes it on behalf of () himself; () said co-partnership; () said corporation.

Sworn to before me this _____ day of _____, 19____

(Notary Public)

My commission expires _____

STATE OF _____)
COUNTRY OF _____) ss.:

APPENDIX 35.5

RATING CHART - U.S.A.I.D./UWI IRD

Submission No.

SELECTION ITEMS	RATING POINTS
A. <u>REPUTATION</u>	
(i) Overall professional reputation.....	
(ii) Known cases of prior performance.....	
(iii) Relationship with clients.....	
Subtotal.....	
B. <u>JOB CAPACITY</u>	
(i) Understanding of services to be performed.....	
(ii) Ability and intention to assign qualified personnel.....	
(iii) Current work load relative to capacity.....	
(iv) Capacity to start work promptly.....	
(v) Ability to deal with local personnel and agencies including language capacity.....	
Subtotal.....	
C. <u>APPLICABLE EXPERIENCE</u>	
(i) In handling contracts of comparable size complexity and technical speciality.....	
(ii) In performing services in the same field as (1).....	
(iii) Experience with Architecture in the Tropics and in similar kind of economy.....	
(iv) Experience in handling local (or similar) contracts and conditions.....	
Subtotal.....	
D. <u>QUALITY</u>	
(i) Quality of firm's proposal.....	
Weighted by 10.....	
OVERALL GRAND TOTAL (A, B, C, D).....	

"Acceptable" 1; "Good" 2; "Very Good" 3; "Excellent" 4; for subitems under A, B, C, and D. If a firm cannot show experience under its name (for items listed under item C), it will not be considered.

DO NOT DUPLICATE WITHOUT PERMISSION

APPENDIX 35.6

CHECKLIST OF CONTRACT PROVISIONS FOR
ENGAGEMENT OF CONSULTANT SERVICES

- (a) Date of agreement
- (b) Identification of client and consultant, including transfer of responsibility to successors. If the client is a public body, the authority under which it acts and the source of available funds should be specified.
- (c) Review of the background and brief definition of the project.
- (d) Scope of the assignment, including reference to any detailed description incorporated in appendices.
- (e) Effective date of commencement of work, when different from (a), and estimated or stipulated time for completion.
- (f) Designation of individuals in client and consultant organization responsible for policy decisions.

Responsibilities of the Consultant:

- (g) Professional help, services, and information to be supplied.
- (h) Work schedule to be maintained.
- (i) Personnel to be supplied (may be detailed in appendix).
- (j) Availability for conference with the client.
- (k) Reporting, including the schedule, nature and language of reports.
- (l) Ownership of designs, blueprints, reports, etc., to be specified in the contract.
- (m) Safeguarding of information supplied by client.
- (n) Guarantee of performance, where required.

Responsibilities of the Client:

- (o) Information, services, and facilities to be provided.
- (p) Availability for conference with the consultant.

APPENDIX 35.6 (Cont'd)

Duration of Contract:

- (q) Stipulation of termination, either by stating a specific date or by indicating the duration of the operation from the execution of the contract.
- (r) Provision and mechanism for the modification of the specified date by mutual agreement.
- (s) Provision for extension or renewal.
- (t) Provision and mechanism for early termination by either party.
- (u) Termination by reason of events beyond control of either party.
- (v) Provision against delays.

Financial Provisions:

- (w) Total financial commitment by the client.
- (x) Method and schedule of billing by the consultant.
- (y) Method of payment.
- (z) Currency or currencies of payment and conversion rates.
- (aa) Guarantee of payment by the client.
- (bb) Payment of interest on delayed payments.

General Provisions:

- (cc) Legal jurisdiction for the interpretation of the contract.
- (dd) Insurance provisions.
- (ee) Best efforts pledged by both consultant and client.
- (ff) Handling of disagreement through arbitration procedures.
- (gg) Obligations for visas, permits, licence fees and taxes.

Project Planning and Management Series.

MANUAL - I Planning for Project Implementation
MANUAL - P Project Planning
MANUAL - M Project Management
MANUAL - PF Pioneer Farm Implementation Planning

MODULES

1. Defining Project Objectives (Objective Trees)
2. The Logical Framework
3. Work Breakdown Structure
4. Activity Description Sheets
5. Project Organization
6. Linear Responsibility Charts
7. Project Scheduling - Bar Charts
8. Bar Charting for Project Control/Scheduling
9. Project Scheduling - Network Analysis
10. Milestones Description Charts
11. Resource Planning & Budgeting
12. The Role of PAMCO
13. Project Technology Analysis
14. Demand Analysis
15. Market Strategy Analysis
16. Project Area Analysis
17. Project Costs & Benefits
18. Project Profile
19. Financial Analysis
20. Cash Flow Analysis
21. Discounting
22. Net Present Worth Analysis
23. Cost-Benefit Analysis
24. Benefit-Cost Ratio Analysis
25. Internal Rate of Return
26. Social Analysis of a Project
27. Economic Analysis of Projects (including Border Pricing)
28. Financial Statements & Ratios
29. Project Selection & Ratios Analysis
30. Brainstorming
31. Decision-making System for Projects
32. Project Institutional Environmental Analysis
33. Ecological Analysis for Projects
34. Introduction to Contracts, Jamaican Contract Documents & Tendering Procedures
35. Selection & Use of Consultants
36. Project Documents for Planning & Implementation
37. Report Writing for Projects
38. Project Files
39. Formats for Pre-Feasibility & Feasibility Studies
40. Motivation of Employees and Personnel Evaluation
41. Design of a Project Management Control System
42. Evaluating & Forecasting Project Progress & Performance
43. Project Termination
44. Introduction to Lending Agencies
45. Organizing and Conducting Conference Meetings
46. Withdrawal of and Accounting for Loan Funds in the Financing of Projects

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