



# FINAL CLOSEOUT REPORT TO 9 – Juba Office Expansion

SUDAN INFRASTRUCTURE SERVICES PROJECT (SISP)  
CONTRACT NUMBER 650-I-00-06-00010-00



USAID Juba Office Compound Annex

Project Start Date: 29 September 2009

Project Finish Date: 31 March 2012

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# Table of Contents

## Final Report TO 9 – Construction of Juba Office Annex/Addition for USAID Sudan

|       |  |    |
|-------|--|----|
| 1     | TASK ORDER OVERVIEW.....   | 2  |
| 1.1   | Background and Summary Scope of Work.....                        | 2  |
| 1.2   | Task Order Objectives and Deliverables.....                      | 3  |
| 1.3   | Task Order Modification History.....                             | 4  |
| 2     | TASK ORDER EXECUTION.....  | 5  |
| 2.1   | Task Order Organization Structure and Management Details.....    | 5  |
| 2.2.1 | Management.....  | 5  |
| 2.1.2 | Task Order Manager.....  | 5  |
| 2.1.3 | Electrical Superintendent.....                                   | 5  |
| 2.1.4 | In-country and home office resources.....                        | 6  |
| 2.2   | Execution of Work.....   | 6  |
| 2.2.1 | Project Location.....  | 6  |
| 2.2.2 | Project Office.....  | 8  |
| 2.2.3 | Design.....  | 8  |
| 2.2.4 | Construction.....  | 8  |
| 2.2.5 | Construction Inspection.....                                     | 11 |
| 2.2.6 | Security.....  | 11 |
| 2.3   | Subcontracts and Major Procurements.....                         | 11 |
| 2.4   | Task Order Budget and Expenditures.....                          | 13 |
| 2.5   | Government Property Summary.....                                 | 14 |
| 3     | SAFETY PROGRAM/PLANS.....  | 14 |
| 4     | QUALITY CONTROL PROGRAM/PLAN.....                                | 14 |
| 5     | STATEMENT OF NO PATENTS, ROYALTIES, OR CLASSIFIED MATERIALS..... | 14 |
| 6     | LESSONS LEARNED.....   | 14 |
| 7     | OUTSTANDING ISSUES.....  | 15 |
| 8     | CONCLUSION.....  | 16 |

# FINAL REPORT TO 9 – CONSTRUCTION OF JUBA OFFICE ANNEX/ADDITION FOR USAID SUDAN

## I TASK ORDER OVERVIEW

### 1.1 Background and Summary of Scope of Work

By the middle of 2009, it was identified that with the approaching referendum for the independence of South Sudan on January 9, 2011, and the United States Government continuing support for the peace process, USAID urgently needed additional space to accommodate a rapidly expanding workforce.

On September 29, 2009, USAID awarded Task Order 9 to the Louis Berger Group (LBG) for work within the office complex in Juba, South Sudan which consisted of new construction and minor renovations. The new construction included an extension to the existing office building; the renovation consisted of a slight revision of the entranceway to the ablution block, relocation of sewage lines and clean-out access points and the shifting of part of the central driveway on the office compound five to six meters to the north. It also included an increase in the amount of safe haven space and the renovation of the rest room in the existing safe haven to bring it into compliance with requirements of the Americans with Disabilities Act. A walkway along the north side of the extension and covered parking for six vehicles were also required. USAID emphasized the urgency of the work and encouraged the Contractor to work his crew seven days per week until the project is complete. This work was projected to be completed on September 29, 2010.

However, with the co-location of the Consulate General in the compound, further security measures were identified, therefore by September 2010, USAID had requested for the construction of a second Compound Access Control (CAC)/Sallyport and a Support Building which were awarded to LBG as modifications 1 and 2 respectively on September 30, 2010.

The CAC/Sallyport work (modification 1) consisted of the design and construction of a CAC/Sallyport arrangement similar to that existing at the east end of the compound, a building that includes a Compound Access Control (CAC) center as well as a Pedestrian Access Control (PAC) center, a vehicle entrance gate-sally port-mantrap structure fitted with anti-ram sliding gates and barriers, a vehicle entrance similar in design to the one on the east end of the compound and built of the same dimensions. In addition to the CAC/Sallyport, the construction entailed the replacement of two existing steel pedestrian entrance doors, one at the Office Compound (OC) and the other at the north gate of the Residence Compound (RC), with 15-minute FE/BR doors (with FE/BR windows) and the replacement of the an Existing steel pedestrian entrance door at the south gate of the RC with a 60-minute FE/BR door. Finally the construction required the installation of hydraulic bollards systems at two vehicle gates on the RC in Juba. It was planned that this construction would commence at the end of the Annex construction, thus the extension of the period of performance to June 30, 2011.

The Support Building work (modification 2) consisted of the construction a concrete building to OBO design in such a manner that one end of the building would remain open for the insertion of the highly sensitive communications container, then that wall would be sealed. The construction entailed the installation of a FE/BR door, chiller unit, and security conduits connecting to the SIC in the main building. Due to the urgency for the services of this building this construction was to be done concurrently with the Support Building.

The Contractor was encouraged to have his crew personnel work seven days per week with extended hours until the project is complete. Consequently with this additional work the Period of performance was extended to 30 June 2011.

## 1.2 Task Order Objectives and Deliverables

The objective of the original Task Order 9 was to construct a two-story office extension contiguous to existing structures located on the USAID Office Compound. This work was to be completed no later than 12 months from the task order start date without jeopardizing the quality of materials or workmanship. The original completion date was set to enable USAID beneficial occupancy of the new extension no later than October 31, 2010. However, due to delays in the design process, this date was revised before commencement of construction prior to the independence referendum date of January 9, 2011.

The objective of Task Order 9 modification 1 was to construct the CAC/Sallyport located at the USAID Office Compound, the replacement of three existing steel pedestrian entrance doors with FE/BR doors on both compounds, as well as the installation of hydraulic bollards systems at two vehicle gates on the RC. The work was to commence at the completion of the Annex building and to be completed by the revised period of performance date of June 30, 2011. The funding for this work was to be sourced from outside USAID, so costs incurred were reported in the financial reporting of Task Order modification 1, separate from the rest of the Task Order.

The objective of the original Task Order 9 modification 2 was a concrete Communication Support Building located on the USAID Office Compound. This work was to be done concurrently with the Annex and was to be completed prior to the independence referendum.

Deliverables to this Task Order include the following:

- Implementation and Management Plan (including Milestone Plan)
- Contractor's Quality Control Plan
- Contractor's Construction Manual
- Construction Risk Management Plan
- Health and Safety Plan
- Environmental Management Plan
- Commissioning and Testing Plan
- 33% Design Submittal
- 66% Design Submittal
- Final Design Submittal
- Subcontractor evaluation criteria
- Contractor's Report on Equipment recommendation
- Resource Loaded Project Schedule
- Weekly Progress Reports
- Completion of Construction Program
- Design As Built Drawings
- Completion of Operation and Maintenance Training Program
- Final Report

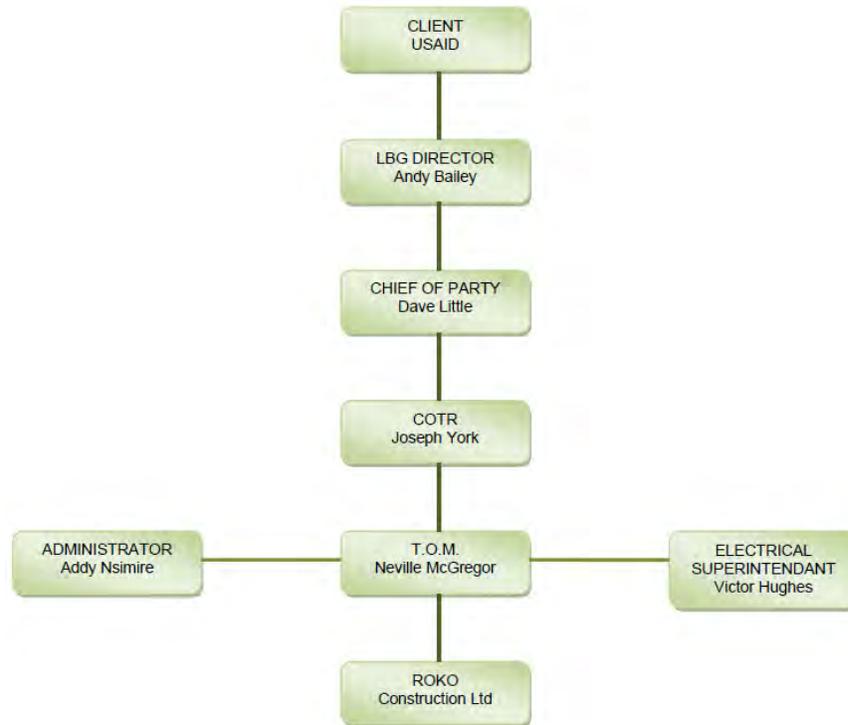
### 1.3 Task Order Modification History

| Date               | Modification #    | Description of Scope Modification  |
|--------------------|-------------------|--|
| September 29, 2009 | TO 9 Contract     | <ul style="list-style-type: none"> <li>Design and construct an office annex (a two-story office extension contiguous to existing structures) on the U.S. Consul General/USAID Office Compound located in Juba, Southern Sudan</li> </ul>   |
| September 30, 2010 | Modification # 1  | <ul style="list-style-type: none"> <li>Provide \$1,079,584 in incremental funding, increasing the obligated amount from \$5,214,326 to \$6,293,910</li> <li>Increase the Ceiling Price by \$1,079,584</li> <li>Extend the period of performance from October 31, 2010 to June 30, 2011</li> <li>Provide Additional Statement of Works for the USG Juba compound security enhancements.</li> </ul>                                    |
| September 30, 2010 | Modification #2   | <ul style="list-style-type: none"> <li>Provide \$428,734 in incremental funding, increasing the obligated amount from \$6,293,910 to \$6,722,644</li> <li>Increase the Ceiling Price by \$428,734</li> <li>Provide additional SOW for the USG Juba Communication Support Building.</li> </ul>  |
| April 28, 2011     | Modification # 3  | <ul style="list-style-type: none"> <li>To request the authorized agent to extend the period of performance through September 30, 2011 at no additional cost.</li> </ul>  |
| May 16, 2011       | Modification # 4  | <ul style="list-style-type: none"> <li>To correct mis-numbering of Modification #3 as Modification #2</li> </ul>   |
| August 16, 2011    | Modification # 5  | <ul style="list-style-type: none"> <li>Modify the scope of work to reflect CAC/PAC/TOC/Sallyport design changes</li> <li>Modify the estimated cost of the Task Order to increase it by \$805,296.67, changing the Total Estimated Cost from \$6,722,644 to \$7,527,940.67</li> <li>Provide incremental funding in the amount of \$350,000.00 increasing the total obligated amount from \$6,722,644.00 to \$7,072,644.00.</li> </ul> |
| September 24, 2011 | Modification # 6  | <ul style="list-style-type: none"> <li>Change the estimated completion date to January 31, 2012 at no additional cost</li> </ul>   |
| September 30, 2011 | Modification # 7  | <ul style="list-style-type: none"> <li>To obligate \$805,306 out of OE-R funds and de-obligate \$350,000 from previous OE obligation resulting in providing an incremental funding in the amount of \$455,306 increasing the total obligated amount from \$7,072,644 to \$7,527,950.</li> </ul>  |
| January 31, 2012   | Extension of Time | <ul style="list-style-type: none"> <li>COTR approval to extend the Task Order up to 60 days with no cost related.</li> </ul>   |
| September 30, 2012 | Modification # 8  | <ul style="list-style-type: none"> <li>Provide incremental funding in the amount of \$215,000.00 increasing the Total Obligated amount to \$7,742,950.00.</li> <li>Increase the Total Estimated Cost Plus Fixed Fee to \$7,742,950.00</li> <li>Extend the period of performance to September 30, 2012.</li> </ul>  |

## 2 TASK ORDER EXECUTION

### 2.1 Task Order Organizational Structure and Management Details

An organizational chart of LBG staff for this Task Order is provided below:



#### 2.1.1 Management

IQC Manager and Chief of Party responsibilities remained per other Task Orders. Primary management supervision for this Task Order was the responsibility of the Task Order Manager.

#### 2.1.2 Task Order Manager

The Task Order Manager was the overall authority for this task order implementation and was responsible for all related contract management, client coordination, correspondence, invoicing, mobilization of personnel and other project management activities in coordination with the Electrical Superintendent. He served as the project manager for all phases of implementation to include planning, design and construction. The Task Order Manager was the Contractor's key point of contact for the Employer on all contractual, administrative and technical matters related specifically to this task order. He was based primarily at the site to provide immediate and full-time access to the Employer and subcontractors.

#### 2.1.3 Electrical Superintendent

The Electrical Superintendent was the primary point-of-contact for the day-to-day execution of all electrical works for this task order at the site and had onsite supervisory responsibility to implement and enforce the Electrical requirements of subcontract(s) including adherence to the quality performance standards specified in the design, plans and specifications. He was located full-time at the USAID compound to coordinate electrical installation supervision, quality assurance, subcontractor oversight and documentation. He coordinated, prepared and conducted technical progress meetings at the site on a daily basis with the construction monitoring staff and on a weekly basis with subcontractor(s) project management team. The Electrical Superintendent reported directly to the Task Order Manager.

### 2.1.4 In-country and home office resources

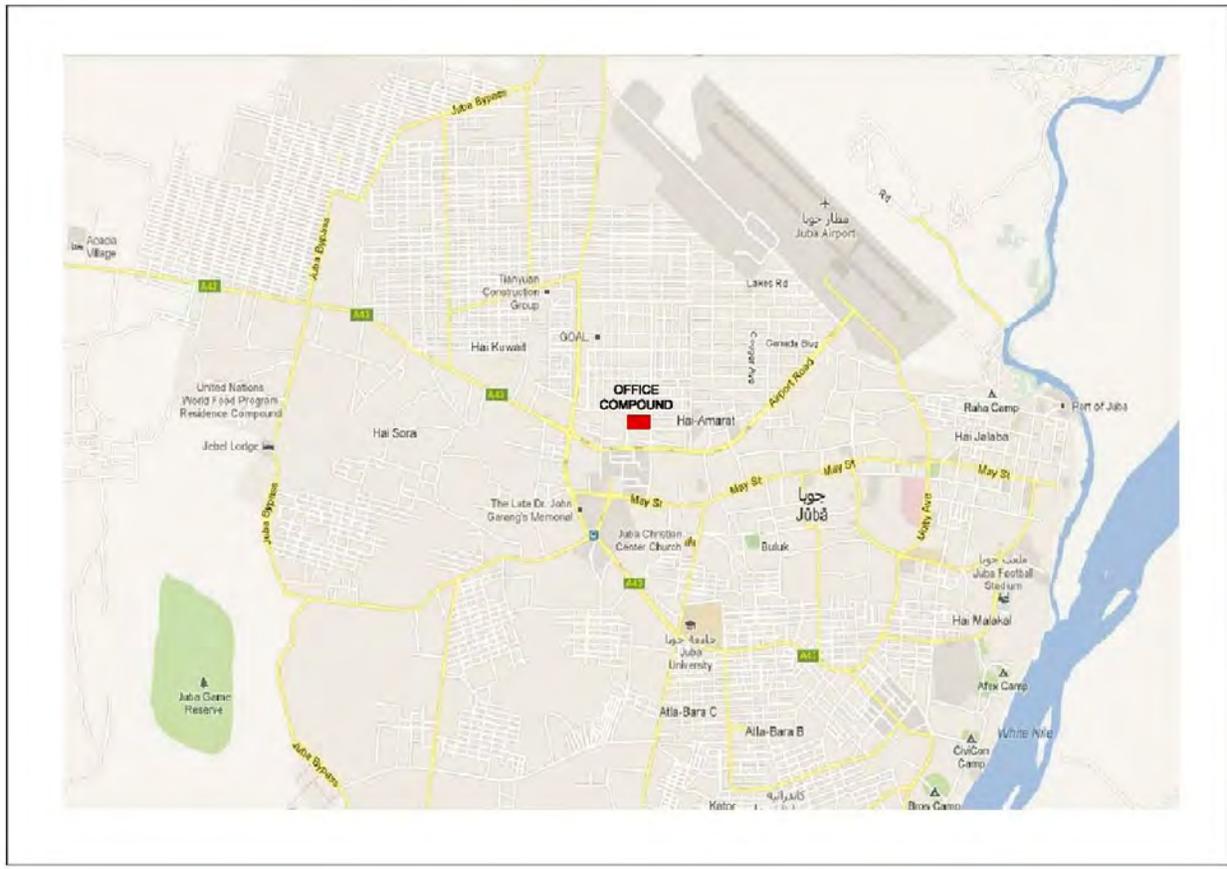
There was a financial, contractual, and IT support based at the LBG Juba office. The IQC Manager and contractual support staff was based in the Louis Berger Group Washington, DC Headquarters. The preparation of invoices and cost reporting functions for the Task Order was also performed by staff at the Louis Berger Group office in Washington, DC and Morristown, NJ. Other home office support included technical reviews and guidance.

## 2.2 Execution of Work

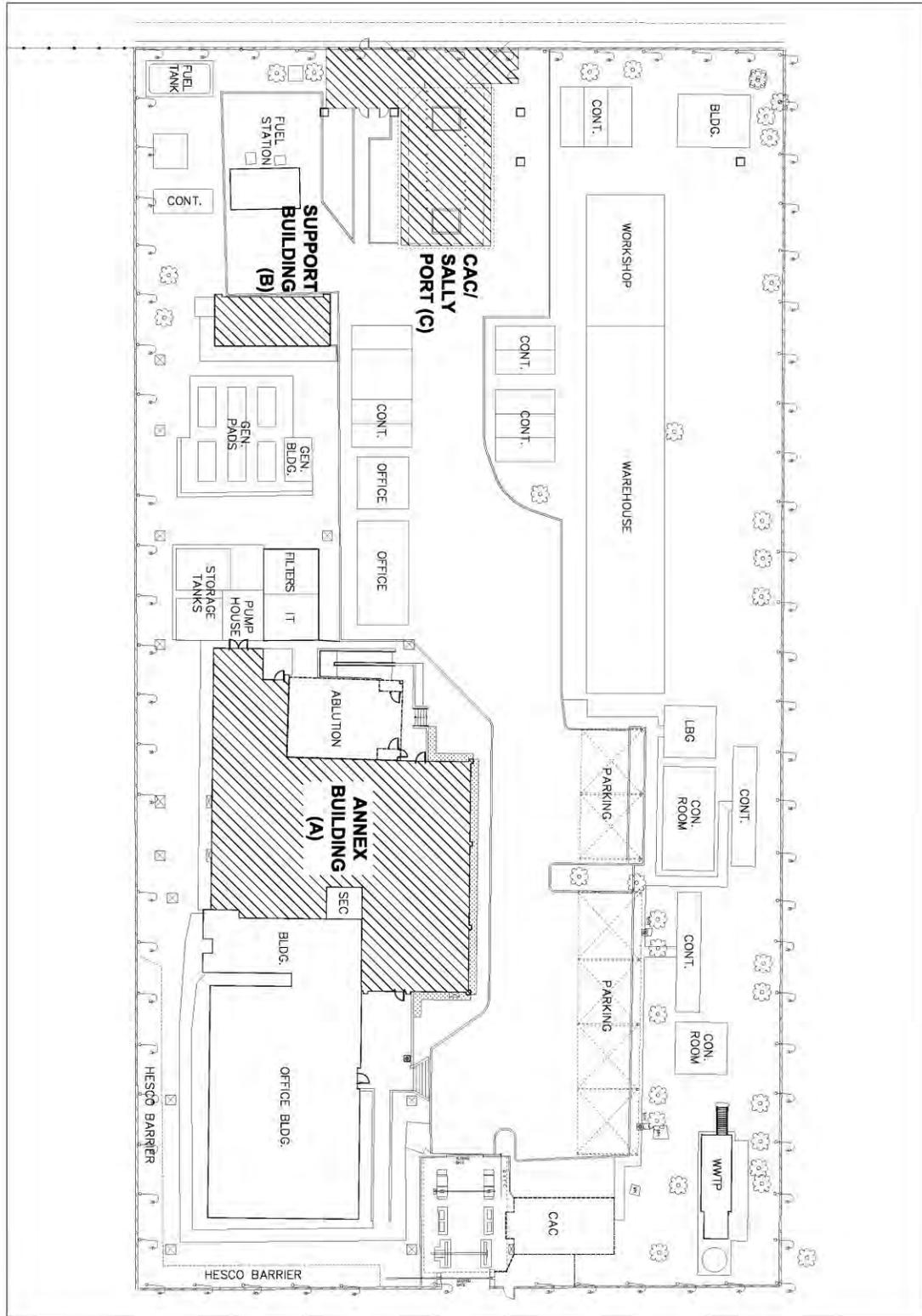
The implementation of work was as follows:

### 2.2.1 Project Location

The project location is within the USAID Office Compound in Juba located in Figure 1 below.



The three structures located within the USAID Office Compound are shown in Figure 2 below.



### 2.2.2 Project Office

Task Order 9 established a project office within the USAID Office Compound to provide oversight for the construction activities. The location is shown in figure 2, with the building labeled as LBG near the car park.

### 2.2.3 Design

In accordance with the Task Order 9 Scope of Works, the Contractor developed detailed construction plans and project specifications for the work described within the Scope of Work. On issuance of the Notice to Proceed on September 28, 2010, designers Hankins and Andersen Consulting Engineers (H&A) were engaged to design the Annex Building, while Architectural drawings were provided by LBG.

The following key dates were observed during the design process;

|                                   |  |
|-----------------------------------|--|
| 27 October 2009 – 1 November 2009 | Design team visit (draft 33% design presentation)                |
| 5 November 2009                   | Acceptance of 33% design   |
| 20 Nov 2009                       | 1 <sup>st</sup> Iteration of 66% design submitted                |
| 12 December 2009                  | 2 <sup>nd</sup> Iteration of 66% design submitted (dissatisfied) |
| January 2009                      | Resubmission 66% design  |
| 26 January 2010                   | Acceptance of 66% design   |
| 18 February 2010                  | SEC review - advised would need OBO review                       |
| 26 February 2010                  | Submission of 90% to OBO   |
| 5 May 2010                        | 100% design complete   |
| 18 May 2010                       | Signed IFC issued to Contractor                                  |

The resubmission of the 66% design was due to OBO's review as discussion revolved around whether there needed to be an elevator and larger fire pump - these were eventually not included.

The next design effort by the H&A/LBG team was for Task Order 9 modification 1 –CAC/Sallyport. USAID requested an RFP in September 2010 based on a design similar to the existing. However, after the issuance of the modification, there were many iterations of the design until the issuance of the 90% design on November 22, 2010. The 100% design was issued on January 5, 2011, however further changes were needed, requiring the issuance of a new 100% on January 26, 2011.

For Task Order 9 modification 2, the design was supplied by OBO though a review conducted by H&A, with comments forwarded to OBO. The initial design was supplied on July 26, 2010 and a revised set on September 9, 2010.

### 2.2.4 Construction

The original Scope of Work had a requirement for the construction of the Annex to be completed by September 29, 2010, however due to the delays encountered during the design phase this was extended to be completed before the end of December so that the building could be occupied and functional for the South Sudan Independence Referendum of January 9, 2011. To accommodate this timeframe, it was decided to go to Tender for the main Sub-Contract work on the 66% design based on the risk that what changes from the 66% that may occur would be minor. The intent was to follow up with a modification when the 100% design was released to reflect and cost for any changes.

A prequalification process was followed by calling for an RFP from those prequalified on February 3, 2010. After a mandatory site visit and addendums to Tender, the tender period closed on March 3, 2010. An analysis was conducted to find the tender that was both technically sound and competitively priced to

give the best value. The sub-contract was awarded to Roko Construction Ltd with a Notice to Commence on May 3, 2010 for completion on November 23, 2010.

With the issuance of the IFC drawings on May 18, 2010, it was evident that there were significant changes to the quantities which would evidently impact the timeline for completion. Furthermore, progress was slow during in the initial stages due to the slow processing of custom exemption paperwork for imported materials. This process usually averaged 8 days but during June/July 2010 it took 22 to 25 days, making an impact on progress. Due to these issues, Roko's contract was extended to December 23, 2011.

Though Roko was the main sub-contractor, other subcontractor's and specialists were engaged to fulfill functions during the course of the project. To enable quick mobilization and commencement of work, a local company, Rakman Services Ltd, was engaged to do site demolition of the Tukul, and Prism Trading was engaged to do preparatory site work (relocate access road and services) prior to the award of the main sub-contract.

For operations such as FEBR installation and sprinkler system, specialists were engaged to train Roko work teams to perform these tasks correctly. Curtiss Brasswell from Hardline Installations trained a team for the FEBR component installations, while Thom Letran from Simplex Grinnell trained a team for the sprinkler system installation and pressure testing.

Due to the difficulty of finding electricians in the region who can perform work to US standards, a US national master electrician was employed to ensure the quality by self-performing the work. A team of local workers which included two electricians, an apprentice and three laborers performed all electrical installation under the supervision of the Master Electrician, Victor Hughes.

At the completion of the work, two specialists were engaged to test, certify, and train USAID staff on the fire system. Derek Lentner form Fluid Services commissioned the fire pump while Pat Green from Simplex Grinnell commissioned the fire alarm system.

The installation of furniture, connection of communication, and security devices were out of scope and completed by USAID.

Despite the earlier mentioned issues, the final inspection of the first floor was conducted on December 6, 2010 and the 2nd floor on December 23, 2010. With USAID occupation of the building, substantial completion was awarded though there was still work required on the exterior such as architectural lines on the walls, footpaths, and roof trimmings. This work was finalized over the following two months.

As mentioned previously, two further structures were added to the Task Order in September 2010. Due to being funded from outside USAID and the start/completion dates, these works were included in Roko's subcontract as separable portions. Thus, the following schedules were created:

- Schedule A - Annex Building (Original Contract)
- Schedule B - Support Building
- Schedule C - CAC/Sallyport

Due to the urgent requirement for the Support Building to be completed mid-November, Notice to Proceed was issued to Roko on August 22, 2010. The work was to proceed concurrently with existing construction. LBG was working from the initial issued drawings while a new set was issued on September 9, 2011, which resulted in some rework to comply with the new drawings. Further delay was encountered when the project was thought to be finished when OBO produced a new drawing that required TSS conduits to be installed. Work was completed on December 23, 2010; however, support was provided to the TSS team for their installation and final completion in May 2011.

For Schedule C, the initial intent was to construct a CAC/Sallyport the same as that on the East Gate commencing in December. However, delays with getting USAID consent and a larger/different scope

made it impossible to complete the project with funds available. Therefore, a revised proposal was submitted on March 4, 2011 and consent was given to begin construction on March 30, 2011, with Roko being awarded Notice to Proceed on March 31, 2011. The consent from USAID was given with the instruction that the TEC would be modified incrementally as funds became available. This would eventually have an impact on the works, with a stop work order being issued by USAID on September 20, 2011, only to be rescinded on September 30, 2011 as funds became available.

As South Sudan headed for independence on the July 9, 2011, preparations were put in place to make the USAID Compound the United States Embassy for South Sudan. One of the changes associated with this preparation was that the security of both compounds was to be taken over by the State Department. This resulted in much stricter security access for the construction on the compound. Many of the changes came in force between May and August 2011, with restricted working hours (8am to 6pm), more stringent access procedures, weekly access lists, restriction on vehicle access, etc. These restrictions resulted in productivity dropping to 60%, thus the project extending beyond the September 30, 2011 completion date.

Another issue was the supply of the FEBR components. In the initial scope the contractor was to supply the FEBR components, however due to the timeframe it would take to get an ITAR license this was removed from the scope for USAID to supply. However in October 2011 under Task Order 11, USAID directed LBG to supply the components. To avoid further delay, a deal was made with SEC that they would ship the FEBR components from their ready-pack store thus not requiring an ITAR license, while LBG would have replacements manufactured and sent to SEC ready-pack store. The FEBR components began arriving on site on January 26, 2012 and substantial completion was achieved on March 13, 2012.

Of the other items for modification 1, the 3 perimeter entry doors were installed after they arrived in January 2012 by Roko team that was trained earlier by the Hardline specialist. For the pop-up hydraulic bollard installation on the RC Sallyports, the Bollards were supplied by USAID. The intent was that the least used North Gate be installed first to work out process, so that when the South Gate barriers are installed, they would be done quickly with minimum disruption to the Residence Compound access. Since the hydraulic bollards were to be installed under the direction of the USAID SEC technicians, once each hole was prepared they were filled with aggregate and steel plates were installed to allow vehicles to drive over until the technicians arrived after all preparatory work was complete. Preparation works commenced on May 16, 2011 with local company Danphil Constructions engaged to do the work. The North Gate preparatory works was completed by June 17, 2011. Work commenced on the South Gate immediately after, and the preparatory works were completed by July 1, 2011 in time for South Sudan Independence. The SEC technicians arrived on August 16, 2011 to commence the installation, where the aggregate was removed from the North Gate locations in readiness for the hydraulic bollards installation. The hydraulic bollards were installed and operation by December 3, 2011.

With all physical work activities complete, the task order was completed on March 31, 2012.

### **2.2.5 Construction Inspection**

Under the terms of the sub-contract, it was mandatory that Roko provide a Quality Control Manager who is sole responsibility for the quality of works. LBG provided a Site Engineer to work with the QA manager to monitor and inspect all the works. Tests, such as cube testing of concrete, were observed and recorded, with record being kept in the project filing system. Daily inspection reports were conducted to record all site activities.

### **2.2.6 Security**

The project was performed within the confines of the USAID compound, which are secure facilities with security provided, so no security was required.

## 2.3 Subcontracts and Major Procurements

The major subcontracted work elements for this Task Order are as follows:

### **Design**

Hankins & Anderson (Detail Design Mechanical/Electrical/plumbing) - Annex & Support Building (review); Sallyport/CAC/TOC

Provided Civil, Structural, Mechanical, Electrical, Fire Protection, and Plumbing engineering design services necessary to furnish construction documents for the USAID Juba Office Compound Expansion to include the following:

1. Extension of the existing office building
2. Revision of the entranceway to the ablution block
3. Relocation of sewer lines and clean out access points
4. Shifting of part of the central driveway five to six meters to the north
5. Increase to the amount of safe haven space
6. Renovation of the restroom in the existing safe haven to ADA standards
7. New walkway along the north side of the extension
8. Covered parking for six vehicles.

Morris Wade Associates, Inc. - Estimating/BOQ

Morris Wade conducted the estimating/BOQ for the construction of the new facility between existing buildings, and included site works, utilities, and perimeter security.

### **Construction**

ROKO – Construction

LBG subcontracted with ROKO to build a new two-story office extension contiguous to existing structures located on the USAID Office Compound. Roko was tasked to construct, supply, install, test, commission, and warranty a functional two-story office building. The new building was a reinforced concrete building built to USAID specified structural and security standards. The new construction also involved associated works, including the construction of the entranceway to the existing building, modifications to existing buildings to accommodate the location of the new building, renovation for cashier office in existing building, revision of the entranceway to the ablution building block, relocation of services, the renovation of the existing safe haven rest room, a covered parkway for six vehicles, and realignment of the existing paved roadway.

Schedule A (Annex)  
Schedule B (Support Building)  
Schedule C (Sallyport/CAC/TOC)

Rakman Services Ltd - Rakman was contracted to do the Tukul demolition.

Prism Trading – Prism was contracted to do the site works.

Danphil Construction – Danphil was contracted for the Hydraulic Bollards.

Various local companies such as Intratech, Prestige, Rejoice and Danphil were used at various times for minor works all valued under \$3000.00.

## Specialists

LBG contracted with Simplex Grinnell for Fire System commissioning , to include a fire sprinkler/fire alarm installation superintendent to supervise the installation of the fire suppression/alarm system.

For the FE/BR installation, LBG contracted with BBG Partners (Hardline) to provide oversight, supervision, and quality assurance for the installation of FE/BR rated doors, windows, and roof hatch at the USAID Compound.

## Life Support

LBG contracted with Africa Expeditions (AFEX) to provide accommodation throughout the life of the project. Bilpam Telecommunications provided the Internet.

## Major Procurements

### *Annex*

Simplex Grinnell procured the fire pump, sprinkler system & alarm system; Bunting Doors procured the fire rated doors; through Nationwide LBG procured various electricals (including lights, panels); and Logenix handled the shipping of electrical items.

### *Support Building*

Ferguson Enterprises procured the Support Building Chiller.

### *CAC/Sallyport (modification 1)*

|                      |  |
|----------------------|--|
| Delta Scientific Inc | Wedge Barriers                               |
| Logenix              | Shipping barriers; Shipping electrical items |
| Lumenyte             | Under carriage lights                        |
| Nationwide           | Various Electricals (inc. lights/Panels)     |

### *Bollards (modification 1)*

|                  |                                     |
|------------------|-------------------------------------|
| Roko             | Jackhammer Hire                     |
| Project Services | Concrete supply                     |
| Rejoice Steel    | Metal sheeting                      |
| Zikhara          | Various Electricals (inc. shipping) |

## 2.4 Task Order Budget and Expenditures\*

The Task Order budget, actual incurred costs, and accruals, projections and contingencies through December 2012 are summarized in Table 1 (Task Order 9 Overall: Annex and Support Building + CAC/Sallyport) .

Table 1 –Budget and Cost Summary Overall Task Order 9 Including Modification 1

| Description                                       | Budget                | Total Billed to the Client as of December 2012 |
|---|-----------------------|--|
| 1. PROGRAM SUPPORT COSTS                          |                       | \$2,848,120.83                                 |
| <i>A. Salaries and Wages</i>                      |                       | \$585,168.23                                   |
| <i>B. Overhead &amp; Fringes</i>                  |                       | \$524,408.70                                   |
| <i>C. Travel, Transportation and Per Diem</i>     |                       | \$64,801.00                                    |
| <i>D. Allowances (Post diff, danger pay, SMA)</i> |                       | \$227,862.72                                   |
| <i>E. Other Direct Costs (incl. Equip./Supp)</i>  |                       | \$1,445,880.17                                 |
| 2. Subcontractors                                 |                       | \$4,061,900.64                                 |
| 3. G&A  |                       | \$168,655.98                                   |
| 4. Subtotal Costs                                 |                       | \$7,103,275.72                                 |
| Fixed Fee   |                       | \$275,700.49                                   |
| <b>5. TOTAL PROGRAM COST</b>                      | <b>\$7,742,950.00</b> | <b>\$7,378,976.21</b>                          |

## 2.5 Government Property Summary

During the closing stages of the construction of the CAC/Sallyport, USAID awarded a new Task Order (TO11) for additional work on both the Office and Residence Compounds. This Task Order commenced on September 30, 2011 while Task Order 9 was completed on March 30, 2012, this represented a 6-month overlap of the task orders and a transition from Task Order 9 to Task Order 11. The assets for Task Order 9, mostly consisting of Office equipment, were transferred over to Task Order 11.

### 3 SAFETY PROGRAMS/PLANS

LBG was operating under an infrastructure program-wide general safety program. A site-specific plan was developed for the construction phase of the work. The implementation of a safety program at this site was the responsibility of the construction subcontractors with oversight and guidance provided by qualified LBG professionals. The Task Order Manager monitored the construction contractor's safety procedures, reviewed the safety plan, and made periodic reports on safety. The Task Order Manager made occasional safety inspections to ensure that the contractor and the Task Order Manager are satisfying regulatory and contractual safety requirements.

### 4 QUALITY CONTROL PROGRAM/PLAN

LBG was operating under a SISP-wide general quality assurance/quality control program. A site-specific plan was developed for the design and construction of an office annex at the US Consul General/USAID office. The implementation of the subcontractors' QC program on site was provided with oversight and guidance by qualified LBG professionals. LBG provided a QA program with on-site personnel.

### 5 STATEMENT OF NO PATENTS, ROYALTIES OR CLASSIFIED MATERIALS

There were no patents, royalties or classified materials obtained or generated under the activities of this task order.

### 6 LESSONS LEARNED

#### Major Lessons Learned

| Issue  | Lesson  | Recommendation   |
|--|---|--|
| Costly delays were encountered during the construction phase due to difficulties with customs clearance for the projects | The administrative complexity and instability of the tax exemption procedures makes acquiring the relevant documentation difficult for NGO's or Contractors | A greater involvement is needed by relevant authorities to streamline the process, yet maintain the integrity for the organizations that are entitled to exemptions  |
| As circumstances surrounding the use of the compound changed, so did the security requirements that caused costly delays | It is understood that security measures are necessary; however sudden changes cause unnecessary delays as relevant parties work out the best way to comply. | Clear guidelines and rules need to be set prior to the commencement of any works and any changes need to be communicated in a timely manner so all involved can co-operatively work on means to meet requirements without compromising security. |
| Under the IQC, the contractor is required to   | The purchasing and shipping of electrical items (work that  | There needs to be a review of the purchasing system to   |

|   |   |  |
|---|---|--|
| follow government requirements to purchasing.   | was self-performed) became arduous especially when it becomes repetitive to the same suppliers.   | allow for Standard Offer Arrangements (SOA's) to some suppliers and shipping companies to reduce the risk of costly delays while going through the procurement process   |
| Such items as TPO roof sheeting and large steel component galvanizing are not available in East Africa  | The specification of materials that are not available locally cause unnecessary delays and additional costs   | Drawings and Documents to be reviewed by a suitable experienced person familiar with East African conditions.  |
| To export regulated security items such as FEBR components require an ITAR License. Acquiring these can take more than 3 months which is a delay before shipping.                 | Due to ITAR, FEBR items become very long lead items. It is difficult to order early until after the design is finalized.  | Either the USG should procure the equipment since they do not require an ITAR license <b>or</b> the purchase needs to be programmed as soon as possible after design to give sufficient time for the material to arrive on site. |
| To save cost in construction, one method is to employ specialists to teach the local workforce in installation and to commission specialize systems such as FEBR and fire systems | To program the work for specialists can become difficult due to coordination between the availability of the specialists, programming of works, and availability of work crews. | The window of opportunity for the use of specialists should be made bigger to allow better onsite coordination of efforts.   |
| During the warranty period, the main subcontractor had difficulty controlling his subcontractors, such as the HVAC installer and the roofing APP installer                        | The lack of cooperation usually came down to lack of payment. Therefore, a more direct contract method would help resolve these issues and produce more responsive results.     | A review of work activities need to conducted to take into account work not performed by the main subcontractor be subcontracted directly the various specialist so better control can be made on delivery and warranty.         |

## 7 OUTSTANDING ISSUES

### Warranty

The construction of the Annex Building was substantially completed in December 2010 and the 12-month warranty period expired in December 2011. However, Roko continued to fix construction faults and punchlist items in 2012 and those have now all been complete.

The Construction of the CAC Sallyport was substantial completed in March 2012. This initiated a 12-month warranty period provided by Roko to USAID which expires on March 12, 2013. LBG will perform final warranty inspection in February 2013 and will provide corrections upon any warranty defects.

These issues extended beyond the end of the Task Order but not beyond the end of the SISF Project. SISF procurement department will complete the listed payments on satisfactory completion of the warranty items.

|   |   |
|---|---|
| <b>Contract:</b>                                      | <b>JUBA OFFICE EXPANSION (Schedule A – Annex)</b> |
| Contractor  | : Roko Limited                                    |
| Contract No.  | : GH2004-SUBC-03-10                               |
| Total Contract value                                  | : \$ 2,582,943.39                                 |
| Previous Payments                                     | : \$ 2,449,854.32                                 |
| Final Certificate (Submission July 14, 2012)          | : \$ 2,555,109.65                                 |
| Release of 50% of Retention Money (December 23, 2010) | : \$ 105,255.49                                   |
| Release of other 50% of Retention Money (TBA)         | : \$ 105,255.49                                   |
| Total Work Done (December 22, 2011)                   | : \$ 2,555,109.65                                 |
| Unspent for this contract                             | : \$ 27,833.74                                    |
| Effective Date of Taking Over Certificate             | : 23 December 2010                                |
| Defects Liability Period                              | : 12 months                                       |
| End Date for Defects Liability Period                 | : 22 December 2011                                |

|  |   |
|--|---|
| <b>Contract:</b>   | <b>JUBA OFFICE EXPANSION (Schedule C – CAC/Sallyport)</b> |
| Contractor   | : Roko Limited  |
| Contract No.   | : GH2009-SUBC-03-10                                       |
| Total Schedule value                                     | : \$ 761,903.41   |
| Previous Payments  | : \$ 718,494.89   |
| Final Certificate (Submission Nov 3, 2012)               | : \$ 723,808.25   |
| Release of 50% of Retention Money (March 13, 2012)       | : \$ 37,815.52  |
| Release of other 50% of Retention Money (March 12, 2013) | : \$ 38,095.17  |
| Total Work Done (March 12, 2013)                         | : \$ 761,903.41   |
| Effective Date of Taking Over Certificate                | : 13 March 2012   |
| Defects Liability Period                                 | : 12 months   |
| End Date for Defects Liability Period                    | : 12 March 2013   |

## 8 CONCLUSION

In conclusion, the entire SISF and Task Order 9 staff would like to express its gratitude to the professionals who for three years dedicated themselves to the completion of this challenging project, especially the Cooperating Country National Engineers and Technicians who grew in capacity and professionalism throughout this project, and who now are available to fulfill the construction needs of South Sudan in many other programs. Also, our gratitude goes out to USAID and OBO for their professional oversight and directions as our client, and a special thanks to the government and people of South Sudan, without whose support the construction of the Support Building and USAID's occupation of the Annex building before the South Sudanese Referendum of January 9, 2011 would not have been possible.