



FEDERAL GOVERNMENT COLLEGE ENUGU (FGCE) CLASS OF 91

Project Completion Report

December 2017



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EXECUTIVE SUMMARY

The Class of 91 celebrated their 25 year anniversary in 2016 and were committed to giving back to the school to mark this milestone. As one of our committee members recently said:

This has been a roller-coaster journey...

I believe this sentence accurately reflects the entire process everyone involved in this process has been through. There were a lot of challenges encountered during this process. These included:

- Deciding upon a project to then subsequently discovering our chosen project was not sustainable. We therefore had to go back to the drawing board and start again
- Trying to attain our goal of raising 10 million Naira for our project
- Coordinating all our actions due to the various time zones of committee members

These challenges were overcome due to the perseverance, dedication and hard work of the entire Project Team. I would like to express my gratitude and thanks to all of them for their efforts to ensure this project was successfully completed.

A big thanks to all our classmates who were not part of the Project Team but made countless journeys to the school to ensure we achieved our aim.

I would also like to formally place on record our gratitude to the Principal and the entire school for putting their trust in us, and giving the Class of 91 the opportunity to carry out this work. Without their permission, none of this would have been possible.

Finally, a very big thank you to the Class of 91 – none of this would have been achievable without you.

I hope the pictures contained in our Completion Report reflect the journey we have been through.

A handwritten signature in black ink that reads 'Adindu Ezeocha'.

Adindu David Ezeocha
Project Coordinator



PROJECT TEAM

Project Committee (PC)	Ada Azi-Ufomadu Bode Musa Chinedu Anosike David Ezeocha Emeka Okafor Henry Erenah Obinna Anikwe Rita Okeke-Momah Theophilus Nyamali Tony Eruomiavo Uche Egenti Ujuaku Nwobi
Project Implementation Committee (PIC)	Chinedu Anosike David Ezeocha Rita Okeke-Momah Uche Egenti
Contractor	Udoka Onyuike GT Terracom
Project Manager	Alozie Nwankwo
Architect	Jennifer Nwafor Decipher
Custodian of contributions collected	Obinna Anikwe
Principal	Helen Alfred



STATEMENT OF ACCOUNTS

	Notes to the accounts	Naira
Contributions		
North America (NA)	1	3,994,750
United Kingdom (UK)	2	1,581,130
Nigeria and non-NA and non-UK	3	4,389,600
Total contributions collected		9,965,480
Expenditure		
BOQ	4	6,848,450
Additional structural work	5	869,360
Furniture		1,120,000
Fees and other costs	6	863,000
Bank charges		32,900
Total expenditure		9,733,710
Balance		231,770



NOTES TO THE ACCOUNTS

1. North America (NA)

Name	Naira	Dollars
Adaku Azi-Ufomadu	300,000	
Adindu Ezeocha		485
Anonymous A	700,000	
Anonymous B	395,000	
Anthony Ifeanyi	100,000	
Azuka Ifeanyi		100
Calistus Ufombah		50
Chinedu Akwukwaegbu	170,000	500
Ebele Oramalu	20,000	140
Edozie Atueyi		100
Emeka Duramaku		40
Emeka Egbuonye		100
Emeka Ibekwe		100
Greg Odikpo		200
Henry Williams		100
Ikenna Uzowulu		100
Ini Abasiattai	50,000	
Karen David		250
Kenneth Izuora	20,000	100
Maximus Anitube		500
Ngozi Okoli		200
Njikoka Ozumba		100
Nnamdi Ezeokoli		500
Nneka Ojielo	26,500	200
Obioma Ogbonna		100
Princesca Eneh		900
Rita Momah		580
Tomi Solola		100
Tunde Owoiya		200
Uche Okudo		50



Udumeje Jack-Ogunewe	100,000	100
Anonymous**	50,000	
Total	1,931,500	5,895*

*An exchange rate of 1 dollar to 350 Naira was used to convert the total amount of dollars collected into Naira. This means the Naira equivalent of the dollar amount collected was 2,063,250.

**This was a special contribution paid directly to our legal adviser to cover the legal costs of reviewing all our contracts.

The total Naira amount from North America amounted to 3,994,750.

2. United Kingdom (UK)

Name	Naira	Pounds Sterling
Chinedu Anosike	228,000	
Chinedu Ifediora**	1,000	200
Anonymous A		100
Chinwe Chikwendu		200
Chioma Ogbonna		200
Emeka Okoye	30,000	100
Ifesinachi Anyamene		300
Ijeoma Minna		200
Anonymous B		60
Ikem Ifesi***	104,280	
Nosa Uwaifo	50,000	
Obiora Nwabueze		150
Okey Enedah	40,000	180
Okezie Okwuonu		100
Onochie Nwabunike	100,000	
Simeon Ndubuaku	50,000	
Uche Egenti		260
Total	603,280	2,050*

*An exchange rate of 1 pound to 477 Naira was used to convert the pounds sterling amount in the total column into Naira

**The exchange rate on the date the pounds sterling amount (£200) was transferred was 482 – for ease of accounting, and to ensure the actual Naira amount collected was recorded, we have credited 1,000 Naira in the Naira column.

***Amount actually received was £220 – the exchange rate on the date the funds were transferred was 1 pound to 474 Naira.

This means the Naira equivalent of the pound amount collected was 977,850. The total Naira amount from the United Kingdom amounted to 1,581,130.

3. Nigeria and non-NA and non-UK

Name	Naira
Adaeze Ugwu	50,000
Adaora Anakwenze	50,000
Anaeto Umeano	50,000
Anonymous A	15,000
Anonymous B	50,000
Anonymous C	70,000
Anonymous D	271,000
Anonymous E	250,000
Anonymous F	100,000
Blessing Oge Iloka	10,000
Chidi Aroh	250,000
Chinelo Echetaabu	50,000
Chioma Onuaguluchi	20,000
Chizalu Odumodu	100,000
Chukwudi Akpu	50,000
Chukwudi Ibe	40,000
Collins Onuosa	50,000
Dare Makinde	100,000
Ebere Izunobi	100,000
Ebuka Ofor	250,000
Ejimofofor Akah	50,000
Emeka Okafor	200,000
Emeka Okpala	50,000
Emeka Ujam	100,000



Emmanuel Ekong	50,000
Ene Iwowari	20,000
Eze Uzoma	51,600
Ezenwa Anumnu	40,000
Femi Olubunmi	50,000
Francisca Olayiwola	50,000
Gboyega Bello	50,000
George Iwenjiora	100,000
Gozie Ujam	100,000
Henry Erenah	50,000
Henry Okoh	30,000
John Nya	110,000
Jonah Eze	100,000
Kayode Onabanjo	100,000
Michael Nnamah	30,000
Michael Ogbalu	100,000
Ngozi Afulukwe nee Okonkwo	100,000
Obinna Anikwe	50,000
Obinna Chukwujekwu	40,000
Obinna Nweje	100,000
Obinna Nwizu	50,000
Ogechi Osadolor	100,000
Okey Ozoagu	50,000
Olisa Aghanya	114,000
Onyinye Okaro	28,000
Oseloka Ugochukwu	100,000
Phyllis Anyaehie	50,000
Theresa Maduka	50,000
Tochukwu Onyiuke	50,000
Tony Eruomiavwo	100,000
Ugochukwu Nwankwo	50,000
Total	4,389,600

4. BOQ

The table below provides a high level breakdown of the costs to complete the building that was submitted by the successful contractor (GT Terracom). Further details can be found in the actual tender document, which will be published alongside the Completion Report.

Item	Cost (Naira)
Demolition and Alteration	280,000
Blockwork and Partitions	227,050
Roofing and Woodwork	602,960
Doors Installation	160,000
Windows Installation	1,400,000
Electrical Installation	1,139,550
Floor Finishing	2,228,050
Painting and Decoration	354,550
External Work	322,000
Preliminary Work	134,283.20
Total	6,848,443.20*

*This figure was rounded up to 6,848,450 Naira for the purposes of our contract with GT Terracom.

5. Additional structural work

In addition to the work listed in 4 (BOQ), additional structural work that was not contained in the BOQ was required. Details of the cost incurred are listed below:

Item	Cost (Naira)
Structural Repair of Building Wall	569,360
Concrete Lined Drain	300,000
Total	869,360



6. Fees and other costs

The table below sets out the various fees and additional costs incurred.

Item	Cost (Naira)
Architect's fee (1)	250,000
Architect's fee (2)*	150,000
Architect's fee (3)	80,000
Legal fees	50,000
Project Manager's fee	100,000
Plaque	200,000
Handover budget	33,000
Total	863,000

*We had two architects prepare the BOQ for our project – this fee relates to the second architect.



LEARNING OUTCOMES AND RECOMMENDATIONS

We are pleased that the Class of 91 have successfully completed the building, which our beloved school will hopefully benefit from using it.

Now that the work is done, it is important to look back at the entire process and see what we:

- did well that could form best practice for future projects; and
- could, and maybe should, have done better.

This aim of this section of the Completion Report is to provide some learning outcomes, and where appropriate, make recommendations for the Class of 91 to take forward into future projects. It does not seek to single out or apportion blame on any individual.

To achieve this, there are four broad areas that have been considered, and they are:

- Governance
- Treasury Management
- Structure of Project Committee
- Communication and Engagement

Governance

It is important that internal controls are established by those tasked with delivering any project. This will enable those involved to identify, evaluate and manage any risks associated with the project.

Broadly speaking, this covers:

- accurate record keeping
- monitoring all contributions received
- providing information
- good working relationships with various parties involved with the project
- identifying and managing any conflicts of interest

Looking back at this project, certain things could be considered a success, such as:

- keeping colleagues informed during every step of the process; and
- maintaining good working relationships with the Contractor and Project Manager.



It would be fair to say we could have done better in identifying and managing various conflicts that we encountered. This is not to detract from the good work that was done by the entire Project Team but it is an area that can, and should, be improved upon.

Recommendations

- Formal internal controls must be established at the start of any project. This may include:
 - a timetable outlining various stages of the process, and this timetable should evolve over the timeframe of the project
 - [potential] conflicts must be identified and managed appropriately – this could be achieved by having a conflicts register
- Build upon the steps taken to keep colleagues informed during the entire process

Treasury Management

This is the most critical part of any project because:

- funds are collected from various colleagues; and
- the collected funds are spent to achieve an objective.

It is vital that whoever is responsible for accounting and managing the funds collected does this in a transparent manner to ensure confidence is maintained in the process.

Whilst there were a few delays in settling invoices, in general, the process functioned as intended. Some of the issues to consider upon completion of the project are:

- real-time record keeping
- conflicts of interest
- fiduciary responsibilities and the structures to manage this

Recommendations

- The class should open up its own bank account and transfer the outstanding balance into this new account – this will address the issue of conflicts of interest
- Fiduciary responsibilities need to be split between a:
 - Treasurer who will be responsible for the management of the bank account; and
 - Financial Secretary responsible for real-time record keeping of funds collected and preparing the necessary accounts
- The Treasurer and Financial Secretary should be signatories to the bank account
- The Treasurer and Financial Secretary should be part of the Project Committee and report to them on all financial matters



Structure of Project Committee

There were two committees responsible for this project, namely the:

- Project Implementation Committee (PIC)
- Project Committee (PC)

The PIC was responsible for the day-to day running of the project. This included but was not limited to:

- reviewing all documents such as contracts and invoices
- drafting all internal and external communications
- working with the contractors
- ensuring various stages of the project were completed before authorising payment of invoices

The PC was responsible for:

- general oversight of the project in its entirety; and
- making decisions pertaining to the project.

The interaction between the PIC and PC was not always seamless, and there was often mistrust and discord when matters were discussed in the PC. Some root causes of these issues included:

- the composition of the PIC – there was no representation from Nigeria
- financial commitment towards the project
- communication through Whatsapp – messages could be open to misinterpretation

Despite these problems, it was important that there were two committees to ensure a wide range of views were taken into account.

Recommendations

- Going forward, there should still be two committees structured along the lines stated above (that is, a PC and a PIC)
- The PIC should have five members – the odd number ensures the Chair of the PIC has the final deciding vote in the event of a tie
- The PC should be made up 9 members split:
 - 5 PIC members with voting rights
 - 2 additional members with voting rights
 - Treasurer with no voting rights
 - Financial Secretary with no voting rights



- Geographical location should not be taken into account when selecting committee members – we need to get out of the ill-conceived view that every region must be represented on a committee. What matters and should be the overriding consideration when selecting committee members, is whether the individual is:
 - competent
 - committed to doing the work required
 - willing to sacrifice resources for the common good of the school
- Improve upon the good practice of communicating with colleagues

Communication and Engagement

Communication with, and engagement from, colleagues is necessary to ensure any plans are successful. Without buy-in from the class, it is unlikely any project will be successful.

The use of Whatsapp to keep colleagues informed was extremely helpful. Furthermore, engagement from the class was good and they should be commended for this.

Recommendations

- It is important that the class reads and understand any updates provided by their Project Committee. Committee members are there to serve the class as a whole but do need your help
- Engagement and support of future projects is not solely down to financial contributions. Colleagues who are experiencing financial constraints can offer support through other mediums (for example, help the drive to raise funds)
- There is a need to be respectful towards committee members at all times. Committee members need your support – without it, it is difficult to envisage successful completion of any project. Any criticism should be constructive so lessons can be learnt



LIST OF DOCUMENTS TO BE PUBLISHED ALONGSIDE THE COMPLETION REPORT

- BOQ template and Architect's Drawings
- BOQ template with our estimated costs
- All invoices that were paid
- Successful tender document from GT Terracom

APPENDIX A – PICTURES OF THE INITIAL BUILDING





APPENDIX B – PICTURES OF THE COMPLETED BUILDING







