

October 2009

Tokyo International Airport (HANEDA Airport)

HANEDA Airport Construction Office

<http://www.pa.ktr.mlit.go.jp/haneda>

A TRADITIONAL WAY

Design-tender or design-bid-build project delivery method is usually applied to ordinary public works and infrastructure projects, in which each design is separate from each construction work, and each project, for example, takes following steps.

* Project planning > structuring > pre-negotiations among stakeholders > budget allocation > design phase 1 (basic design) > negotiations > necessary legal procedures > design phase 2 (precise design) > bid phase (contract) > construction phase.

In this course, the period of negotiations usually controls over all period of a design-tender delivery method, although it also depends on other aspects. Therefore, it is often said to take long time due to negotiations until construction bidding and contract is concluded.

However, as design-build project delivery method under lump sum method was adopted in the D-runway project, a construction bidding and contract were concluded in March 2005 before important negotiations were started among special stakeholders in the sea, such as people relating to fishery, sea transportation and sea water environment. Following steps were taken in this project.

* Project planning > structuring > budget allocation > bid phase (contract for design and construction) > design phase 1 (basic design) > negotiations among stakeholders > necessary legal procedures > design phase 2 (precise design) > construction phase.

In this course, responsibility of a contractor is evident rather than a design-tender approach because design and construction are to be done by the same entity. On the other hand, it is anticipated to take a relatively long time in negotiations more than a design-tender approach, because of unpleasant feelings of stakeholders, especially projects in the sea, by the fact that the project has already been given a green light and that the construction contract has already been made without any agreements on the project among stakeholders.

Therefore, nobody knew an exact time of start of construction work due to anticipated hard negotiations among stakeholders, even though it was scheduled in March 2006, in only one year after the contract. Under such conditions, the JV of 15 construction companies was preparing for construction work so as to start it anytime after agreements for compensation. The delay of agreements was gradually weighing heavily on the JV as well as the MLIT as time passed.

NEGOTIATIONS

At the time of the contract in March 2005, there was no negotiation with the people concerned on this project, especially with fishery people for damage compensation. Since there were three possible candidates of construction methods for the bid on this project, which were (1) Floating method (an extra large pontoon type), (2) Hybrid method by reclamation and steel pile founded jacket platform and (3) Steel pile founded jacket platform method, it was not until a contract was made that construction method was approved and that a basic feature of a new runway was apparent. Therefore, compensation negotiations for damage to the fisheries, an environmental impact assessment and other legal procedures were undertaken by the MLIT after the contract, because such negotiations and legal procedures largely depended on a construction method.

Although such negotiations and legal procedures are usually conducted before a construction contract in an ordinary project, there was no choice in this case without doing those things under a reverse approach due to the bid structure. As there are 39 fishermen's unions and groups in Tokyo bay, which are composed of approximately 9,000 fishermen, so there must be severe difficulties in compensation negotiations in this case more than in an ordinary approach. Consequently, the total count of talks of negotiations with fishermen's unions and groups became approximately 2,800 times and it took 2 years from March 2005 to March 2007, which was one more year than it was expected at the contract, to alleviate feelings of fishermen.

Finally, the MLIT and fishermen's unions and groups got an agreement to construct the new "D runway" of HANEDA airport in Tokyo bay in March 2007, and construction work of this project had started just after it.

(To be continued)