TECHNICAL REPORT

ON

STUDENTS' INDUSTRIAL WORK-EXPERIENCE SCHEME

UNDERTAKEN AT

HIS GLORY SERVICE AND GEO-INFORMATICS

77, IKORODU ROAD, IKORODU, LAGOS STATE

(FROM AUGUST, 2024 – NOVEMBER, 2024)

BY

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ND/23/SGI/FT/0009

SUBMITTED TO:

THE DEPARTMENT OF SURVEY AND GEO- INFORMATICS,
INSTITUTE OF ENVIRONMENTAL STUDIES,

KWARA STATE POLYTECHNIC, ILORIN, KWARA STATE, NIGERIA.

IN PARTIAL FULFILMENT FOR THE AWARD OF NATIONAL DIPLOMA (ND) IN SURVEY AND GEO-INFORMACIES.

2024.

CERTIFICATION

This is to certify that the bearer **OLAFIMIHAN RACHEAL OLAMIDE** with matriculation number **ND/23/SGI/FT/0009** of the Department of Survey and Geo-Informatics, Institute of Environmental Studies, Kwara State Polytechnic has successfully undertaken the Students' Industrial Work Experience Scheme for the 2023/2024 academic session at His Glory Service and Geo-Informatics in partial fulfilment for the award of National Diploma (ND) in Survey and Geo-Informatics.

(SIWES CO-ORDINATOR)

SIGNATURE & DATE

SIGNATURE & DATE

(HEAD OF DEPARTMENT)

DEDICATION

I dedicate this report to The Almighty God for His unconditional support and Guidance	•
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ACKNOWLEDGEMENT

I appreciate the Almighty God for the knowledge, endurance, safety, and courage He bestowed upon me throughout the period of my Industrial attachment.

My profound gratitude goes to my employer SURV OLAOGUN ELIJAH (MNS) for the heart-melting fatherly care that he extended to me throughout the period of my training. His readiness to teach, advice, financial and material support and above all his professional display of emotional intelligence were all my success drivers during the Industrial Training.

I also acknowledge the educative and moral support of my lecturers during the SIWES.

My gratitude also goes to my family especially my only sister for their unceasing support since my stay in school.

My heart also melts at the care and support of my friends and course mates especially, Oreoluwa and Blessing. With them I felt like the whole world is there for me.

Finally, I would like to appreciate the Department of Survey and Geo-Informatics, Kwara State Polytechnic, Ilorin for making SIWES part of our training as Surveyors.

ABSTRACT

This report covers a review of work done; knowledge and skills acquired between August 2024 to November 2024 during the Students' Industrial Work- Experience Scheme (SIWES) at His Glory Service and Geo-Informatics, Ikorodu, Lagos State. The Students Industrial Work-Experience Scheme (SIWES) is designed to enable students gain on-the-job knowledge applicable to their course of study thereby making them competent to handle jobs available in the industry after their graduation. This training, is paramount in the development of the practical and professional skills required of each student in their respective course of study. This report covers brief Introduction of SIWES and Quantity Surveying. It goes further to capture the Organisation of attachment, Experiences gained during the period of the training and ends with Conclusion and Recommendations and then Appendices. This training has offered me the privilege to synergize what I was taught in classroom with what is applicable in the industry.

Key words: SIWES, His Glory Service and Geo-Infomatics, On-the-job Knowledge, Experiences gained, Synergize, Classroom, Industry.

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CHAPTER ONE

INTRODUCTION

1.0 BRIEF HISTORY OF SIWES

The Student Industrial Work Experience Scheme (SIWES), also known as Industrial Training is a compulsory Skills Training Programme designed to expose and prepare students of Nigerian Universities, Polytechnics, Colleges of Education, Colleges of Technology and Colleges of Agriculture, for the industrial work situation they're likely to meet after graduation.

The scheme also affords students the opportunity of familiarizing and exposing themselves to the needed experience in handling equipment and machinery that are usually not available in their institution. The scheme also affords students the opportunity of familiarizing and exposing themselves to the needed experience in handling equipment and machinery that are usually not available in their institution. The duration of SIWES is four months in Polytechnics at the end of NDI, four months in College of Education at the end of NCE II and six months in the Universities at the end of 300, 400 or 500 level depending on the course of study and departments preference.

The government's decree No. 47 of 8th Oct; 1971 as amended in 1990, highlighted the capacity building of human resources in industry, commerce and government through training and retraining of workers in order to effectively provide the much needed high quality goods and services in a dynamic economy as ours (Olusegun A.T. Mafe, 2009). This decree led to the establishment of Industrial 1973/1974. Training Fund (ITF) in The growing concern among our industrialists that graduates of our institutions of Higher learning, lack adequate practical background studies preparatory for employment in industries, led to the formation of students Industrial Work Experience Scheme (SIWES) by ITF in 1993/1994(Olusegun A.T. Mafe, 2009).

Before the establishment of the scheme, there was a growing concern among industrialists, that graduates of institutions of higher learning lacked adequate practical background studies preparatory for employment in industries. Thus, employers were of the opinion that the theoretical education in higher institutions wasn't responsive to the needs of the employers of labour. SIWES introduction, initiation and design was done by the Industrial Training Fund (I.T.F) in 1993 to

acquaint students with the skills of handling employer's equipment and machinery. The Industrial Training Fund (I.T.F) solely funded the scheme during its formative years. However, due to financial constraints, the fund withdrew from the Scheme in 1978.

The Federal Government, having noticed the significance of the skills training handed the management of the scheme to both the National Universities Commission (N.U.C) and the National Board for Technical Education (N.B.T.E in 1979. The management and implementation of the scheme was however reverted to the I.T.F by the Federal Government in November, 1984 and the. administration was effectively taken over by the Industrial Training Fund in July 1985, with the funding solely borne by the Federal Government. ITF has as one of its key functions; to work as cooperative entity with industry and commerce where students in institutions of higher learning can undertake mid-career work experience attachment in industries which are compatible with student's area of study.

1.1 AIMS AND OBJECTIVES OF SIWES

The objectives of SIWES among others includes:

- i. SIWES provide an avenue for students in higher institutions to acquire industrial skills and experience in their approved course of study.
- ii. It Prepare students for possible industrial works situation which they may meet when they graduate.
- iii. It makes the transition from school to the world of work easier and enhance students contact for future job opportunities.
- iv. Provide students with an opportunity to apply their knowledge in real work situation thereby bridging the gap between theory(classroom) and practice(industry).
- v. Enlist and strengthen employers' involvement in the entire educational process and prepare students for absorption into the field after graduation.
- vi. Expose students to work methods and techniques in handling equipment and machinery which may not be available in their institutions.

1.2 BENEFITS OF SIWES TO STUDENTS

It affords the student an opportunity to learn how to function in multi-disciplinary teams.

- i. Students can now effectively communicate within the working environment.
- ii. It provides the opportunity for students to understand professional and ethical responsibilities more.
- iii. The scheme provides an opportunity for the industries to evaluate prospective employees and give healthy feedback to the institutions.
- iv. It gives opportunity for the student to make better mastery of the theoretical knowledge acquired in classrooms using practical knowledge acquired in the industry.
- v. It enhances the student' attitudes to work like commitment, dedication, punctuality, politeness, effective communication and such like.

1.3 BODIES INVOLVED IN THE MANAGEMENT OF SIWES

The bodies involved are: Federal Government, Industrial Training Fund (ITF), Other Supervising Agencies are: National University Commission (NUC), National Board for Technical Education (NBTE) & National Council for Colleges of Education (NCCE), Institutions of learning (say, UBITS Department in the case of University of Benin)

- i. The functions of these agencies above include among others to:
- ii. Ensure that the scheme is adequately funded
- iii. Establish SIWES and accredit SIWES unit in the approved institutions.
- iv. Formulate policies and guideline for participating bodies and institutions as well as appointing SIWES coordinators and supporting staff.
- v. Supervise students at their places of attachment and sign their log-book and ITF Forms.
- vi. Vet and process student's log-books and forward same to ITF Area office Ensure payment of Allowances for the students and supervisors.

1.4 QUANTITY SURVEYING: A BRIEF OVERVIEW

Quantity Surveying is a branch of the built environment that deals with the management of the financial and contractual side of both building and civil engineering projects like roads, bridges, steel structures and such like from the initiation stage through the completion and to the post completion stage. A Quantity Surveyor seeks to minimise the costs of a project and maximise

value for a proposed project(including value for money), whilst keeping the required quality, project budget and time uncompromised.

1.5 DUTIES OF A QUANTITY SURVEYOR

According to the Royal Institute of British Architects (RIBA) plan of work the roles of a Quantity Surveyor include:

In feasibility Stage

- Preliminary cost advice
- Project feasibility study
- Cost planning and budget establishment

In Design Stage

- Budget cost control
- ❖ Advice on contractual method and tendering procedures

In Tender stage

- ❖ Advice on sections of contractors
- Preparation of Expenditure statements for tax and accounting
- **❖** Technical auditing

In construction stage

- Contract documents
- Project cost control
- Interim payments
- Evaluation of life cycle

Others

- ❖ Assessment of building replacement value for insurance
- ***** Expert evidence in arbitration and mediation
- * Represent the client in design and build projects
- Evaluation of project life cycle

1.6 TRAINING OF A QUANTITY SURVEYOR

The Quantity Surveying program designed to train quality Quantity Surveyors who will render first-class services in the profession both locally and globally. It is a five years course which include six months of SIWES/Industrial Training during the period. Although some universities

offer the course as a four years program. To become a certified Quantity Surveyor in Nigeria one must obtain a degree or Higher National Diploma (HND) from an accredited institution of learning. To attain a professional status, the graduate Quantity Surveyor must become registered with The Nigerian Institute of Quantity Surveyors (NIQS) having passed through the pre-qualification requirements which include three years of post-graduate experience and success in the Institute's assessment/examination. He can then after be referred to as a "Quantity Surveyor". Furthermore, such a qualified member of the professional body, NIQS has to register with the Quantity Surveyors Registration Board of Nigeria (QSRBN) to obtain a license to practice.

CHAPTER TWO

OVERVIEW OF ORGANISATION OF ATTACHMENT

2.0 ABOUT THE FIRM

His Glory Service and Geo-Informatic is a construction company based in Nigeria with its head office located in Ikorodu, Lagos. It is a privately owned firm which was established in 2005 under the name SURV OLAOGUN ELIJAH (MNS) to offer its combined experience in the construction Industry to the Nigerian community and the world in general where there is demand for such expertise. The Company was during its establishment in 2005 registered as a multi-disciplinary practice and as at 2008, it grew up to a partnership under the present name of HIS GLORY SERVICE AND GEO-INFORMATIC with four principal partners, namely:

- a. Meyrick Uyinmwen (Quantity Surveyor)
- b. Osaro Bobby Eribo (Quantity Surveyor)
- c. Erasmus E. Osahon (Engineer)
- d. Jesuorobo A. Orobor (Engineer)

Other key management officials are

- a. Odiai Aideloje Clifford (Engineer)
- b. Arch. Osagie Emankhun
- c. Arch. Isaac Omorogbe
- d. Bldr. Ademola Adeleke
- e. Engr. Osamuyimen Edobor

The key management officials since their qualification have acquired diversified professional experience in the Nigerian Construction Industry. The firm offers Building and civil engineering construction and engineering services, Development Consultancy and Project Management services to the Nigeria Community.

Bowen Partnership has a group of very resourceful and dedicated staff, who can ensure fast, satisfactory and efficient execution of any development or scheme to the highest possible standard. It also provides multi-disciplinary services as a consortium in order to ensure better co-ordination of the design efforts of the various professionals involved in a project. It has offices located in

Ikorodu, Warri and Abuja for easy liaising with other Consultants, clients & building materials merchants in any part of the country and providing on-the-spot services to ensure successful completion of projects.

2.1 SERVICES PROVIDED BY THE FIRM

Bowen Partnership offers multi-disciplinary services covering a wide spectrum of studies from project appraisal stage up to commissioning and through the maintenance stage.

The scope of services rendered by the firm includes the following:

- Construction and maintenance of Buildings, Landscaping and other Engineering infrastructures
- Feasibility and Viability Studies
- Pre-investment Studies/Appraisals
- Cost Modeling
- ❖ Preliminary and Final Designs (Architectural and Engineering)
- Estimating and Quantity Surveying
- Construction Management
- Construction Supervision
- Turn-Key Projects Negotiation and Supervision
- Direct Labour Projects
- Arbitration
- Expert Witness
- Fire Insurance Assessment
- Dilapidations

2.2 OFFICE EQIPMENT FOR ARCHITECTURAL/ENGINEERING/QUANTITY SURVEYING SERVICES

Some of the office equipment at the disposal of the Firm are:

- ❖ 5 Nos Pentium 4.0 Computers
- ❖ 3 Dell Pentium M Laptop
- ❖ 1 No Hp Deskjet 1280 Coloured Printer
- ❖ 1 No Hp Deskjet 1220 Coloured Printer

- Binding Machine
- ❖ Elepaq CE 2500 Generating Set

Software in use include:

- ❖ Microsoft Excel 2010
- Microsoft Word 2010
- Microsoft Office 2010
- Microsoft Office Project 2010
- ❖ Autocad 2016
- ❖ Adobe Pagemaker 6.5
- **❖** Corel Draws 5,10 & 11
- Archi CAD 9,11 & 19
- Photoshop C23

The firm also has tools and equipment for Construction Purpose and is in arrangement with Messrs MADONA Organisation Ltd. on hiring of equipment that it does not own.

2.3 OFFICE ADDRESS

Head Office- 77, Ikorodu Road, (Second Floor), Unity Bank Building

Ikorodu, Lagos.

Telephone: 08023397661, 08056583427

Warri Office - C/O Namok Technical Limited, 205(157),

Jakpa Road, Effurun, Warri, Delta State.

E-mail: <u>bowenpartnership@yahoo.com</u>

Telephone: 08023282623

Abuja Office- Suite 29E, Sabondale Complex,

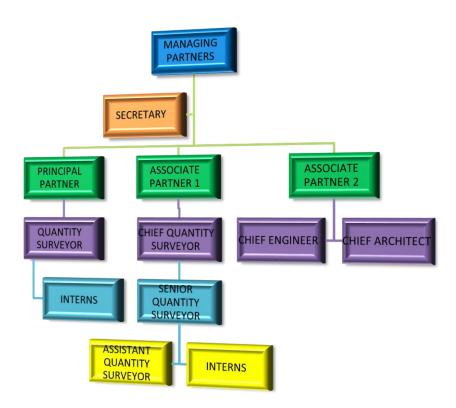
Jabi, Abuja.

Tel: 08055437261

E-mail: bowenpartnership@yahoo.com

2.4 THE STRUCTURE OF THE ORGANISATION

The organizational structure of the company Bowen Partnership is headed by three Managing Partners; the principal partner and two other associate partners as shown in the organogram below. One secretary handles correspondence for the partners.



CHAPTER THREE

ACTIVITIES DURING THE SIWES PROGRAM

3.0 OVERVIEW OF MY EXPERIENCE

The Student Industrial Work Experience Scheme (SIWES) definitely achieved its purpose during these few months of my attachment with Bowen Partnership. It has enlightened my knowledge of quantity profession more beyond the confinement of my notebooks and classroom. During the period of my training at Bowen Partnership, I have been exposed to various practices in quantity surveying in the area of consultancy under the supervision of QS Uyinmwen Uyi Meyrick. I took part in activities such as contract Bills of Quantities preparation, program of work preparation, site visits, NIQS Biennial Conference, market survey and such like.

Generally, the experiences gained could be summarized under the following headings:

3.1 MEASUREMENTS (QUANTITIES TAKE OFF)

In the aspect of measurements, I was made to study complex building drawings and then taking off for the drawings. Upon completion, the measurements were checked and corrections were made by my supervisor. Subsequently, I did taking off of drawings of proposed and ongoing projects.

3.2 MARKET SURVEY

Market survey is a sales forecasting method which is used to gather information related to products in the market which cannot be collected from the company's internal record. During my training, I was made to fetch current prices of furniture's and electrical appliances so as to generate adequate rates for the preparation of Bills of quantities and material schedule. This enabled me to know more types of Air conditioners, fans and furnitures of local and international standards.

3.3 SITE SUPERVISION

This involves the coordination and direction of onsite work progress in order to attain the specified project standards with respect to time, quality of materials, safety and such likes. During my training, I was able to visit some construction sites in states where physical facilities were examined for the purpose of renovation, completion, interim valuation and at times alteration.

3.4 PREPATATION OF BILLS OF QUANTITIES

The Bills of quantities provide project specific measured quantities for work items which are specified in the drawings and specifications of a contract/tender documentations. The BoQ contains three major parts which are preliminaries, measured works and provisional sum. The addition of the sum from these three parts give the contract sum. The contract sum is the anticipated sum for the completion of a project. It is the basis for valuation and variation. During my training, I grounded my knowledge on how to prepare the BoQ using Microsoft Excel.

3.4.1 Preliminaries

These are cost significant items that are not related to any measured work but are crucial for the project execution. It is very difficult to distribute these costs among measured works hence, the reason why it is separated. Preliminaries include;

- ❖ Maintenance of the site clean
- Charges for health and safety
- Lighting and power
- ❖ Site accommodation

3.4.2 Measured Works

These are works that have been actually measured from the principles of measurements and which will be carried out during the course of the project. The units for their measurements range from linear meter, square meter, cubic meter, tonnes, number and such like. The amount is obtained from the product of quantities of the measured work and the rate (which is born from market prices) with necessary adjustments made to it.

3.4.3 Provisional Sums

This is an allotted sum for a specific work that is not defined enough in details but for which tenders are made to price.

3.5 OFFICE MANAGEMENT

Office management is the administrative process of handling, controlling, managing and maintaining balanced with duties and processes within an establishment which are essential for the actualization of the organization's goals. So far, I have learnt the use of some office equipment in my firm such as photocopier, printer, scanner, perforators and skills such as file sorting, proof-reading techniques, official(contract) correspondence and reception.

3.6 PROGRAMME OF WORK

This may be a non-contractual document serving as a reference point for how work will be carried out. It could also be an obligation imposed on the contractor to deliver certain works in a particular way and within a certain time. It is made up of work elements on one column and the duration for execution on the adjacent column. During my training, I was exposed to the process of preparing a programme of work using the Gantt chart.

3.7 CONTRACT ADMINISTRATION DUTIES

This involves decision making and prompt information exchange during inception, through execution and after the completion of a contract to enhance compliance with basis of the contract and adequate fulfillment of the parties' obligations. During this SIWES I was taught that proper documentation and understanding of contract documents is important not only for the purpose of quality compliance, but also to serve as a tool for detecting ambiguities in design and for legal purposes. The items below are activities relating to contract administration which I engaged in.

3.7.1 Preparation of Interim valuation

When a contractor files in for interim payment, it is necessary that valuation be carried out to ascertain how much is really due to him for the work he has done. Hence, the need for interim valuation. Interim valuation is prequalification for the issuance of the interim payment certificate which then lead to payment to the contractor. It is a detailed breakdown that contains an application for payment of work undertaken since the last valuation.

The manner of payment of interim payment is usually specified in the contract. It can either be by paying an agreed amount at a certain date (or when a milestone is reached) or by measurement of quantity of work done at stages until the completion of the project. When any aspect of the work cannot be easily measured physically on site, a percentage of it will be taken from the BoQ.

However, in the case of variation, valuation will be done according to the JCT standard form of contract. These are:

- ❖ If the works are similar in character and executed under similar conditions without significant change in quantity to those in the BOQ the rates in the BOQ are used.
- ❖ If the work is not similar in character or involves other than additions, omissions, or submissions or if it not reasonable to value it using the rates in the BOQ as basis then a fair valuation is used. A fair valuation as I was made to understand is a rate agreed upon by both the QS and the contractor.
- ❖ If there are changes in the conditions and quantity, the valuation is to use the rates in the BOQ as basis.

Generally, interim valuation is summarized as:

Money due for contractor = Gross Valuation – Previously certified Amount.

Gross Valuation = Preliminaries + Work done + Material Onsite + Nominated Subcontractor + Variations + Fluctuations + Claims – Retentions - Amortized advance payment

The determinants of the gross valuation are explained below:

- ❖ Preliminaries: The sum of items of preliminaries already used as at the time of valuation are added up from the Preliminary Bill of Quantities. The items that are time related are apportioned to the time already spent. We add if any.
- ❖ Work done: This is the amount of work done by the contractor and can be verified from what is in the BoQ for measured works. This can only be added.
- ❖ Material on and offsite: I was made to know that the JCT requires the inclusion of material onsite and the ones ordered and paid for(with evidence of payment) by the contractor. Add if any.
- ❖ Nominated Sub contractors: I was told consideration is also given for works carried out by subcontractors since it is the duty of the contractor to pay them. Addition is made.
- ❖ Variations: I was made to understand that a change in sum as a result of change in design will be considered as well but this must have the express approval of the designer and must have been agreed by the parties to the contract. Addition is made.

- **❖ Fluctuations**: Cases of fluctuations mostly occur when there is economic crisis or delay in a project. Addition is required.
- ❖ Claims: A claim may be laid by either parties to the contract when the other party defaults in his part of the contract agreement. The compensation could be in form of money or Extension of Time (EOT). Addition is therefore required.
- **Retention**: Retention is a particular percentage of the contract sum that is held back by the client to ensure that the contractor meets up with the project standards and that there is no defect recorded during the defect liability period. This amounts to a deduction.
- ❖ Amortization of Advance payments: The advance payment granted to the contractor during the beginning of the project is now deducted from the sum of money due to him.

Other than the interim valuation, I was able to observe the preparation of other contract documents such as, form of tender (articles of agreement and conditions of contract), fee claim and preliminaries. I was also able to represent the firm in the submission of Expression of Interest (EOI) for consultancy services.

3.8 CONTRACTORS, CONSULTANTS AND SERVICE PROVIDERS (CCSPS) REGISTRATION

The Bureau of Public Procurement is the body in charge of registering contractors, consultants and service providers who intend to do business with the Federal Government of Nigeria. During my SIWES, I was able to register a new contractor and also renew my firm's registration with BPP. The following information were required for the registration with exemption of National Pension Commission (Pencom) for companies with less than (15) personnel and Industrial Training Fund (ITF) contributions for companies with less than (5) personnel or less then (50) million naira annual turnover.

- ❖ Corporate Affairs Commission (CAC) registration number
- Company type (business name, private liability or public liability company)
- ❖ Federal Inland Revenue Service (FIRS) Tax Identification Number (TIN)
- ❖ Nigeria Social Insurance Trust Fund (NSITF)
- Company address details and company's contact information

Upon successful registration one is issued a unique login credentials (username and password) which will be used to login and complete the following data about the company

- Board of Directors
- Group Company Registration
- **&** Business Category Information
- ❖ Professional Regulatory Bodies Information (For service companies only)
- ❖ Manufacturer Representation Information (For Goods category only)
- Construction Equipment List (For works category only)
- Financial Capacity
- Key Human Resources
- Projects Completed
- Terms and Conditions

3.9 NIQS BIENNIAL CONFERENCE

The Nigerian Institute of Quantity Surveyors organizes several programs which include workshops, seminars, conferences and such like. During my training at Bowen Partnership, my employer sponsored me to the 28th NIQS Biennial Conference which held in Lagos. There I was able to increase my network of relationship with persons in the profession, I observed the grand finale of the maiden edition of the NIQS/YQSF inter-tertiary institutions competition where south-south (represented by UNIBEN and RSU) emerged third position. There were also activities such as paper presentation and site visit to Eko Atlantic City.

CHAPTER FOUR

CONCLUSION AND RECOMMENDATIONS

4.1 CONCLUSION

Generally, I have been able to discuss SIWES itself. Its history, purpose, bodies involved in its management and its benefit to the students. Also, we now know what Quantity Surveying is about and how to become a qualified Quantity Surveyor in Nigeria. Above all, the wonderful experiences I gained during the period of my training have all been concisely outlined too including Measurements, Market Survey, Site Supervision, Preparation of BoQ, Office management, Programme of work, Contract Administration, Registration with BPP and NIQS Biennial Conference.

Until now, I have always esteemed measurement as the peak of Quantity Surveying practice, I had little awareness of the professional ethics required in Quantity Surveying and I also did not see must importance on basic attitudes to work especially punctuality. All these and several other fallacies I had in mind about quantity surveying have been carted away by the educative, practical and first-class professional training I received during my Internship at Bowen Partnership. Now, I am able to synergize what I have been learning in classroom with what is applicable in the industry.

Although much have been learnt during the period of my training, but majority of my experiences are related to consultancy because I was attached to a consultant firm. Also, the passive nature of the construction market in warri unlike Abuja and Lagos affects flow of jobs which causes dormancy at times.

I hope it only gets better with SIWES in department of Quantity Surveying. The limitations in the preceding paragraph can be taken into consideration and possible solutions made for better performance of the SIWES program.

4.2 **RECOMENDATIONS**

As it has been noted earlier, the one-sided nature of my experience as regards Quantity Surveying in a consultant is a challenge in the sense that few knowledge about construction was gained. Also, the poor market competition causes dormancy at times in companies because no or less work is at

hand to do. In addition to these, inadequate supervision from the institution is a problem as this may cause some students to take the program less seriously.

It is therefore recommended that students be supervised on regular basis during the training say, monthly. This is to ensure that the students are assessed on the job and to keep track on how the students are improving on the job. I also recommend that the institution create structure whereby students can easily move from one organization to the other without difficulty in situation where the initial organization has less than three departments.