

**DEPARTMENT FOR INTERNATIONAL DEVELOPMENT (DFID)**

**School Construction and Rehabilitation Programme (SCRP)  
Third Party Construction Inspection**

**Introduction**

- 1 DFID Pakistan's School Construction & Rehabilitation programme (SCRP) is providing a grant of up to £60 million to the Government of Khyber Pakhtunkhwa (KP) through the KP Education Sector Programme (KESP) and a further grant of £104 million to the Government of Punjab through the Punjab Education Sector Programme (PESP II) for the rehabilitation and upgrading of existing education infrastructure, including schools destroyed or at risk from natural disasters and those affected by conflict. The Australian Department of Foreign Affairs and Trade (DFAT) has allocated an additional £20 million towards the KP component through a Development Partnership Agreement. Thus an overall total of £184 million
- 2 has been made available for SCRCP from March 2014 to the end of March 2020.
- 3 SCRCP is expected to help achieve education outcomes in both provinces by providing missing facilities and upgrading schools by constructing new classrooms, toilets, boundary walls, examination halls, and laboratories and by rehabilitating existing classrooms, toilets and other facilities. SCRCP will not construct new schools.
- 4 SCRCP is expected to construct 10,987 classrooms in 3,615 schools located in 16 districts of Punjab and 5,027 classrooms in 2,297 schools located in nine districts of KP. List of the districts in each province is provided in Annex-A.
- 5 DFID Pakistan procured IMC Worldwide for implementing SCRCP through an open and competitive OJEU procurement process in 2013.
- 6 SCRCP is being managed through a series of robust processes. IMC has prepared generic designs for mainstream educational infrastructure e.g. classrooms along with accompanying Bills of Materials (BoMs), specifications and contractual documentation. They have conducted pre-qualification of sub-contractors and other suppliers. Baseline and technical surveys, bespoke school layouts with the generic design concepts have been prepared for the initial packages. For the next packages, these activities are being carried out on a rolling basis.
- 7 Schools are divided in phases and packages across the two provinces. IMC has started the construction of classrooms in hundreds of schools across Phase I districts in Punjab and KP. These works are at different stages of completion. Baseline and technical surveys for the next phase are in progress and construction is expected to start in the Phase II districts in August/September 2016.
- 8 IMC has developed a Management Information System (MIS) to track the construction quality and pace of work. MIS is updated in real-time by IMC staff visiting the construction sites.

**Purpose**

- 8 This Terms of Reference is for a supplier to undertake Third Party Construction Inspection of a sample of schools being constructed and rehabilitated by IMC in Khyber Pakhtunkhwa and Punjab. The Supplier is expected to have demonstrated experience in construction supervision, engineering inspection and physical validation of education infrastructure especially school buildings.
- 9 Third Party Construction Inspection is a type of monitoring, facilitated through an external body or consultant to undertake routine assessments of construction work. Construction inspection is important for infrastructure programmes to ensure quality construction work

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is carried out in a timely manner but also as a duty-of-care mechanism to ensure all delivered infrastructure is fit for purpose and meets specified guidelines /standards /specifications, adheres to the design, the contract BoQ and is safe for use and occupation. Third Party Construction Inspection is useful for:

- undertaking sample assessments of the designs, specifications and the on-site construction and rehabilitation activities.
  - identifying potential problems, issues and lesson learning that have emerged during the course of construction or rehabilitation.
  - assessing the suitability of contract modalities and their implementation for this kind of work.
  - performing sample quality checks to ensure construction is in accordance with the contract documents and designs.
  - providing a useful benchmark, lesson learning and improvement for future implementation phases/packages.
  - providing regular, periodic and reliable feedback on the project implementation and performance.
- 10 The contract for Third Party Construction Inspection will run from January 2017 to September 2019. The consultancy firm is expected to conduct construction inspection on a rolling basis. It is expected that the Supplier will inspect a geographically representative sample of 60 schools in each province spread across all the districts where work is ongoing in each quarter. The Supplier will review the quality and pace of construction, quality assurance processes put in place by IMC and how effectively these processes are followed in the field as well as the impact these have on the quality and pace of construction. The Supplier will identify any gaps in the processes or their implementation and suggest improvements to IMC and DFID Pakistan to improve the quality and pace of construction.

### Objectives

- 11 The objectives of the proposed assignment are to:
- provide independent construction inspection to ensure that quality construction work through sub-contractors is carried out in a timely manner.
  - provide independent verification/validation of completed school infrastructure.
  - provide strategic and operational guidance to address any defects or deviations from original designs and standards.
  - identify where the construction processes by sub-contractors are not delivering work to the required standards and advise on how this can be improved.
  - act as an independent mechanism to provide advice on the performance of IMC in managing sub-contracts and sub-contractors' performance.

### Recipients

- 12 Once completed, infrastructure is handed over to the relevant provincial government departments i.e. Elementary and Secondary Education Department (E&SED) in KP and School Education Department (SED) in Punjab for operations and maintenance.
- 13 The primary beneficiaries of SCRP's works and services will be children attending the public schools in the provinces of Khyber Pakhtunkhwa and Punjab, as well as teaching staff. In addition, members of the local community are receiving training through the project in basic construction principles, to enable them to provide a first layer of accountability.

### Methodology

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- 14 Given the size and scope of the work, and the limited budget and time, a sampling approach to Construction Inspection will be adopted. The Supplier is to prepare a sampling methodology to identify a random but geographically representative sample of 60 school construction sites quarterly in each province (120 in total). School sites will be split across the provinces based on the active school sites in the two provinces. Selected sample should balance girls' schools / boys' schools; construction / rehabilitation; primary / secondary; and sites with smaller and larger scopes of work.
- 15 Once the sample is identified, the Supplier will coordinate with IMC to get design, procurement documents, IMC site reports, contract enforcement and construction scheduling information for all the selected sites.
- 16 The Supplier will apply a 'mixed methods approach' to collect relevant quantitative data and reviews combined with a series of qualitative based interviews, observations, and field visits. For a sample, they should compare their own physical measurements (e.g. material quantity takeoffs) of completed works to specified BoQ to identify any significant deviance or discrepancy between the accepted design and the actual works. They will also review the material testing reports and match these against agreed specifications. They can also identify whether sub-contractors appear to be working on schedule, maintaining a site that is generally organised, complies with environment friendly practices and free from excessive debris and Occupational Health and Safety hazards. They can meet with sub-contractors to gather information, but should not provide them with instructions.
- 17 It is expected that the Supplier will also make use of the MIS to track the progress and quality of the work through the photographic evidence shared on the system though, it will not be a replacement for field visits and independent verification of the work to be carried out by the Supplier.

### **Expected outputs**

- 18 Timely and effective support to deliver quality school infrastructure at a fast pace ensuring value for money.
- 19 Changes in procedures and ways of working to construct the school infrastructure.
- 20 Monthly progress reports, quarterly technical reports, and annual reports.

### **Scope**

- 21 The scope will focus on 120 schools (60 in Punjab and 60 in KP) schools per quarter identified through the sampling framework in the methodology, with the following priorities:
  - To determine if the Statement of Requirements (SoR) provides a clear, comprehensive and detailed instruction to the contractor for executing the construction works.
  - To determine if the designs and contract documents are fit for purpose.
  - Ascertain if construction has adhered to the original design, contract and BoQ and is safe for use and occupation.
  - Ensure the installation/construction of associated additional infrastructure (toilets, boundary walls etc.) also adheres to relevant designs and contracts.
- 22 The Supplier will:
  - Perform the duties of the representative of DFID as "Construction Inspection" Engineer for the School Construction and Rehabilitation Programme.
  - Review the process for the identification and verification of school infrastructure.
  - Review technical surveys conducted by IMC to assess the infrastructure requirements and advise if all aspects were covered.

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- Review designs and contract documents prepared by IMC against the intended purpose, outputs and requirements.
- Review the level of site supervision and oversight provided by the IMC.
- Undertake interviews, meetings and site visits as required.
- Ensure ethical standards are maintained at all times in dealings with communities, schools and provincial/district government officials.
- Deploy field engineering personnel of qualification and experience as a core team to inspect the quality and pace of construction and assess whether works are executed in full compliance with the approved specifications and sound engineering practices.
- Advise DFID Pakistan on matters relating to the efficient and successful execution of works by IMC and their sub-contractors.
- Act at all times so as to protect the interests of DFID Pakistan and take all reasonable steps to keep all expenses to a minimum consistent with sound economic and engineering practices.
- Evaluate work programmes, method statements, material sources, working/shop drawing prepared by IMC Worldwide and submit a report on their suitability.
- Inspect and evaluate sub-contractor's resources regarding construction machinery, manpower etc. to ensure their compliance with respect to the construction schedule.
- Analyse and report the progress on site, any existing impediments to progress or likely to appear in the foreseeable future which might cause delay.
- Recommend corrective action and measures that need to be taken to ensure progress leading to a timely completion of works.
- Check, inspect, and report on the suitability of the materials being used by sub-contractors. The Supplier will review the material testing reports including concrete, steel and bricks etc. to ensure adherence to specifications and report to DFID Pakistan if these results are satisfactory or not as a part of the site report.
- Make sample measurements and computation of quantities, where needed.
- Report any defects and deficiencies in the construction works by sub-contractors and advise if any removal and substitution of the improper works is required and recommend any additional appropriate actions to DFID Pakistan.
- Be responsible for providing all the necessary services required for the efficient, effective and timely execution of the construction inspection.
- Prepare and share with DFID a lesson learning note if a serious problem in construction is detected so that the same problem can be tracked and rectified outside the sample.
- Provide assurance that IMC has achieved value for money on sub-contracting.
- Ensure that IMC has competitive tendering procedures in place, including procedures on conflict of interest.

### Reporting

- 23 The supplier will report to DFID Pakistan's Deputy Head, Basic Services Group on strategic programme management issues and SCRP Infrastructure Adviser(s) on technical issues.
- 24 The supplier will work closely with the SCRP Deputy Programme Manager and report to the Deputy Programme Manager on contract/ compliance requirements and finances.
- 25 At the start, the supplier will develop a standard template to assess the pace and quality of construction at each site in consultation with DFID. This standard template will be used

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to assess each site for a uniform and standard assessment of construction practices across all the sites.

- 26 The supplier will submit monthly progress reports, quarterly technical reports, and annual review reports against agreed costed work plans. Reports will be discussed with and approved by DFID and any follow up actions/ recommendations will be taken forward by the supplier.
- 27 The supplier will establish and maintain active risk registers to foresee and mitigate risks and issues that may impact programme progress. This should be reviewed on a quarterly basis.
- 28 The supplier will comply with DFID audit requirements as necessary. DFID will fund this activity directly.

### **Deliverables**

- 29 The assignment will be run on a continuing basis. It is expected that for each province, a monthly Construction Progress Report will be submitted for previous calendar month within five business days detailing the inspections conducted since the last report and providing a summary of the pace, quality and value for money on the construction sites observed. The report will highlight issues and assess their criticality. The report will be finalised after review by DFID. DFID may ask IMC for a response to the issues raised in the report before finalising the report.
- 30 Quarterly technical reports will summarise the issues identified in monthly reports, analyse the issues to find patterns e.g. occurrence of similar issues in a specific district, repetition of similar issues on sites constructed by the same sub-contractor, repetition of issues in a similar stage of construction or a building component e.g. concrete work, paint work etc. A lesson learning section will highlight the key takeaways and areas to improve which are applicable to the schools outside the inspected sample as well.
- 31 Annual review reports will provide high level strategic observations including a review of some of the completed and in-use infrastructure. This report will provide strategic observations on the durability and sustainability of the constructed infrastructure. These reports will also provide observations on the required levels of maintenance to ensure long service life for the constructed infrastructure.

### **Support**

- 32 The Supplier will be supported by DFID and IMC who will assist in the selection of samples, provide insights and guidance around current approaches and support, and facilitate site inspections.

### **Competencies**

- 33 The selected Supplier must demonstrate relevant technical expertise and experience against the following criteria, which will form the evaluation criteria for bids:
  - Wide experience in Civil Engineering especially in the construction of buildings.
  - Previous experience in third party inspections of brick masonry and concrete construction.
  - Understanding of different contexts in which SCRP activities are undertaken.
  - The Supplier or members of the team must be able to travel unhindered into the provinces and districts.
  - The Supplier or members of the team must be able to communicate fluently in English and Urdu (essential) and preferably also in Punjabi/Pashto.

### **Team Composition for Assignment**

- 34 The supplier can propose a team organogram to optimise the use of resources and ensure the best value for money. However, as a minimum the team should include a Team Leader and at least three Construction Inspection Specialists with relevant engineering education and construction inspection experience. The Team Leader will be the responsible point person for communicating with DFID and IMC and will provide guidance to, and review reports of Construction Inspection Specialists assigned to carry out assignments at the Provincial and District levels in the field. These staff should be tasked with providing a significant portion of their working time in the field, and should coordinate and communicate with IMC as required to ensure that they receive updated information, and coordinate field visits, if necessary.

### **Performance Management**

- 35 The Supplier will be responsible for recruiting their own staff and managing their performance. They will be required to demonstrate a strong commitment towards transparency, and financial accountability. The Supplier is expected to exhibit zero tolerance to corruption and fraud.
- 36 DFID will assess the performance of the Supplier against agreed work plans, results and key working principles elaborated in the scope section. DFID will also track performance through: monthly and quarterly reports; monthly programme management and technical meetings; and regular performance reviews.

### **Timeframe**

- 37 Work is expected to commence in September 2017 and to be completed by May 2020. The project will commence with a 3 month Inception Phase followed by a 30 month Implementation Phase. The contract may be extended by periods of 6 months subject to a value for money rationale, need, and acceptable programme and supplier performance to date, in the case of any extensions to IMC's contract.

### **Break Points**

- 38 The contract will include a break clause at the end of the Inception Phase where the supplier will be required to submit an Inception Report. Proceeding to the Implementation Phase is dependent on satisfactory performance of the Supplier in the Inception Phase, DFID satisfaction of the Inception Report, a continuing requirement for the services, and agreement on work plans for the following period.
- 39 There will be further breakpoints occurring annually for the duration of the contract following each Annual Review. Continuation from a review point is subject to the satisfactory performance of the supplier during the preceding period and the continuing need of the programme.

### **Duty of Care**

- 40 The Supplier is responsible for the safety and well-being of their Personnel and Third Parties affected by their activities under this contract, including appropriate security arrangements. They will also be responsible for the provision of suitable security arrangements for their domestic and business property.
- 41 DFID will share available information with the supplier on security status and developments in-country where appropriate. DFID will provide the following:

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- 43 All Supplier Personnel will be offered a security briefing by the British Embassy/DFID on arrival. All such Personnel must register with their respective Embassies to ensure that they are included in emergency procedures.
- 44 A copy of the DFID visitor notes (and a further copy each time these are updated), which the Supplier may use to brief their Personnel on arrival.
- 45 The supplier is responsible for ensuring appropriate safety and security briefings for all of their Personnel working under this contract and ensuring that their Personnel register and receive briefing as outlined above. Travel advice is also available on the FCO website and the Supplier must ensure they (and their Personnel) are up to date with the latest position.
- 46 This procurement will require the supplier to operate in a seismically active zone and is considered at high risk of earthquakes. Minor tremors are not uncommon. Earthquakes are impossible to predict and can result in major devastation and loss of life. There are several websites focusing on earthquakes, including <http://geology.about.com/library/bl/maps/blworldindex.htm>. The supplier should be comfortable working in such an environment and should be capable of deploying to any areas required within the region in order to deliver the contract (subject to travel clearance being granted).
- 47 The Supplier will need to operate in conflict-affected areas which are highly insecure. Travel to many zones within the region will be subject to travel clearance from the UK Government in advance. The security situation in Pakistan is volatile and subject to change at short notice. The supplier should be comfortable working in such an environment and should be capable of deploying to any areas required within the region in order to deliver the contract (subject to travel clearance being granted).
- 48 The Supplier is responsible for ensuring that appropriate arrangements, processes and procedures are in place for their Personnel, taking into account the environment they will be working in and the level of risk involved in delivery of the Contract (such as working in dangerous, fragile and hostile environments etc.). The supplier must ensure their Personnel receive the required level of training prior to deployment.
- 49 Tenderers must develop their PQQ Response and Tender (if invited to tender) on the basis of being fully responsible for Duty of Care in line with the details provided above and the initial risk assessment matrix prepared by DFID. They must confirm in their PQQ Response that:
  - 50 They fully accept responsibility for Security and Duty of Care.
  - 51 They understand the potential risks and have the knowledge and experience to develop an effective risk plan.
  - 52 They have the capability to manage their Duty of Care responsibilities throughout the life of the contract.
  - 53 If you are unwilling or unable to accept responsibility for Security and Duty of Care as detailed above, your PQQ will be viewed as non-compliant and excluded from further evaluation.
- 54 Acceptance of responsibility must be supported with evidence of Duty of Care capability and DFID reserves the right to clarify any aspect of this evidence. In providing evidence, interested Suppliers should respond in line with the Duty of Care section of the Pre-Qualification Questionnaire (PQQ).

## **Key Documents**

Annexure 1:	Punjab / KP Districts
Annexure 2:	Khyber Pakhtunkhwa Education Sector Programme (KESP) Business Case and Addendum
Annexure 3:	Punjab Education Sector Programme II (PESP) Business Case and addendum
Annexure 4:	Latest KESP Annual Review
Annexure 5:	Latest PESP Annual Review
Annexure 6:	Previous Third Party Construction Inspection Reports
Annexure 7:	PbR SMART Guidance
Annexure 8:	DoC Assessment



### Section 3 Terms of Reference

#### Annexure A:

Punjab Districts	
Sr.	Districts
1	Faisalabad
2	Rahim Yar Khan
3	Lahore
4	Sialkot
5	Rajanpur
6	Bahawalpur
7	Muzaffargarh
8	Kasur
9	Bahawalnagar
10	Gujranwala
11	Sargodha
12	D. G. Khan
13	Shiekhupura
14	Khanewal
15	Layyah
16	Khushab

KP Districts	
Sr.	Districts
1	Peshawar
2	Mardan
3	Lower Dir
4	Charsadda
5	Nowshera
6	Kohat
7	Abbottabad
8	Haripur
9	Chitral