

Sub: Construction Management System - Circular No. – 14.

Ref: Guidelines for proactive actions to be taken before execution of works at Site.

1. It is very important to envisage and foresee the hindrances and bottlenecks at the very early stage, so as to facilitate smooth and time-bound functioning of a Contract. All concerned personnel of DSC & IPIU and Contractor are required to enlist such issues, take pro-active action and evolve strategies to ensure speedy action narrated below. It should be our endeavor to expedite matters in the following fields:
 - (a) Handing over of hindrance free site to the Contractors
 - (b) Approval from Forest Department / Land acquisition / Removal of encroachments etc.
 - (c) Shifting of underground utilities & charged electrical over head lines;
 - (d) Timely issue of Construction / working drawings.
 - (e) Timely approval of work plan for the contract and its strong monitoring.
 - (f) Approvals from Railways like (a) crossings of the Railway lines (b) activities through their lands.
 - (g) Statuary clearances, safeguard compliances as per requirement of the sub-project.
 - (h) Excise benefit in RUIDP Contracts on the basis of Essentiality Certificate.
 - (i) Early submissions of designs for proof checking and pursuance for prompt compliance of observations/comments of PMC and proof checker.
 - (j) Timely foresee the hindrances and bottlenecks, so as to facilitate, smooth and time-bound functioning of a Contract.
 - (k) Process for Mobilization advance to the Contractor.
 - (l) Adequate mobilization of Man power, Material, Machinery and finances.
2. The site should be immediately handed over in writing at the time of issue of Notice to Proceed (NTP). Record should also be made before physically handing over the site.
3. The DSC & PIU engineers should assess the quantities in accordance to the BOQ well before the NTP for issue of Essentiality certificate and to facilitate the Contractor for timely procurement of material & equipments.
4. The delay in shifting of utilities may become major constraint in timely completion of the work. The EE PIUs & DSC's Engineers needs to have pro-active approach in advance assessment of the quantum of work and should involve line agencies much before the Letter of acceptance is issued. The EE PIUs are required to take estimates & necessary approval from the line agencies well in advance and should be ready to take up the work of shifting of utilities immediately after the issue of Notice to Proceed. In order to carry out correct assessment of hindrances & utilities at the work site, layout in lime powder should be marked at the site right in the design phase or at the earliest. It should be clearly understood that this is the job of PIU & DSC and contractor can be facilitated greatly if advance actions are taken much before his arrival on the scene.
5. A list of required designs & construction drawings good for execution **(to be provided at the time of issue of NTP)** and their issue date to the Contractor should be prepared jointly by the DSC & PIU for item rate contracts. The copy of the

issue of drawings should be given to IPMC & PMU. The IPMC will monitor the issue of such drawings for each package.

6. A list should be prepared by the DSC & PIU for required designs & construction drawings good for execution to be submitted by the Contractor at the time of issue of NTP for Turnkey contracts. The detailed chart should be prepared and monitored weekly by the PIU for targeted dates of initial submission, joint review by DSC & PIU, approval from IPMC if required, re-submission if required and final approval.
It has been assumed that there will be no need for more than one review. This depends on the comprehensiveness of the review and the attention paid during the first re-submission. Both the agencies should ensure that no case goes beyond one review. If for some reason, it is felt that the case may require more reviews, the submission should be pre-poned for the period of issue of comments and review. This would be the responsibility of the agency making first submission.
7. It is very important to prepare & weekly monitor a detailed work plan of each Contract identifying minutest activities to the last detail. Successful contract management requires preparation of detailed work plan. If planning is detailed & accurate, half the battle is won. The four M's of Construction Management i.e. Man power, Material, Machinery and Money resources should be thoroughly assessed while approving the work plan of the contractor. This is also most important document under the Contract to implement escalation clause.
8. Lack of communication is not desirable for better performance of the work. There should be proper coordination with the consultants, better rapport between client and contractor, better formal communication systems and proper crisis management.
9. Contractor should be pressed hard to make initial efforts for procurement of material, equipments, staff to maintain good progress in the very first month, so that pace & momentum in the coming months can be maintained at desired level. The timely payment of the mobilization advance should be ensured to the Contractor.
10. Proper file maintenance should be ensured in PIU office for each contract. All correspondence with the contractor should be carried out on that file.
11. The measurement books should be procured in advance and the register should be maintained for the issue & movement of the same. The MBs should be issued only through this register mentioning all relevant details.

This circular should be abided by all the members of IPMU, IPIU, IPMC and DSC.

Sd/-
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