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FROM THE AMERICAN PEOPLE



# SEED



Secondary Education Expansion for Development

**PRECONSTRUCTION MANUAL  
SEED RURAL GROUP I  
CONSTRUCTION SERVICES  
Rev 01 – December 2020**



Next

This Preconstruction Manual introduces the construction phase for the U.S. Agency for International Development (USAID) Secondary Education Expansion for Development (SEED) Program called the SEED Rural Group I Construction Services Project. The Manual is intended to inform potential *offerors* about the project scope and general expectations, describe the bid process and evaluation criteria, and discuss key contractual elements of the upcoming project.

***The goal of is to provide information to offerors before the solicitation, so that the offerors may prepare for a strong submission compliant with all bid requirements***

This Manual does not supersede any material in the RFP and any prospective *offerors* must submit a proposal in response to the RFP and NOT this Manual. The content in the Manual may change by the time the RFP is advertised. This Manual is considered for informational purposes only.

# Program Overview

- ✓ The SEED program includes two phases: SEED Urban and SEED Rural
- ✓ SEED Urban is an ongoing project installing prefabricated classrooms and latrines at existing urban schools. SEED Urban started in 2019 and is schedule to be completed in 2020
- ✓ SEED Rural is a four-year program funded by USAID and PEPFAR, with two goals:
  - Increase access to public community day secondary schools (CDSS) in rural Malawi
  - Reduce early pregnancy, early marriage, and new HIV infections
- ✓ At the end of the SEED Rural Project:
  - Up to **48,000 students will benefit each year** with improved access to secondary education
  - Young girls will experience safer access to school and the opportunity to continue education
  - The program aims to reduce the number of girls who are compelled to trade school for early marriage and pregnancy

**This Manual is for the construction of the SEED Rural schools.**

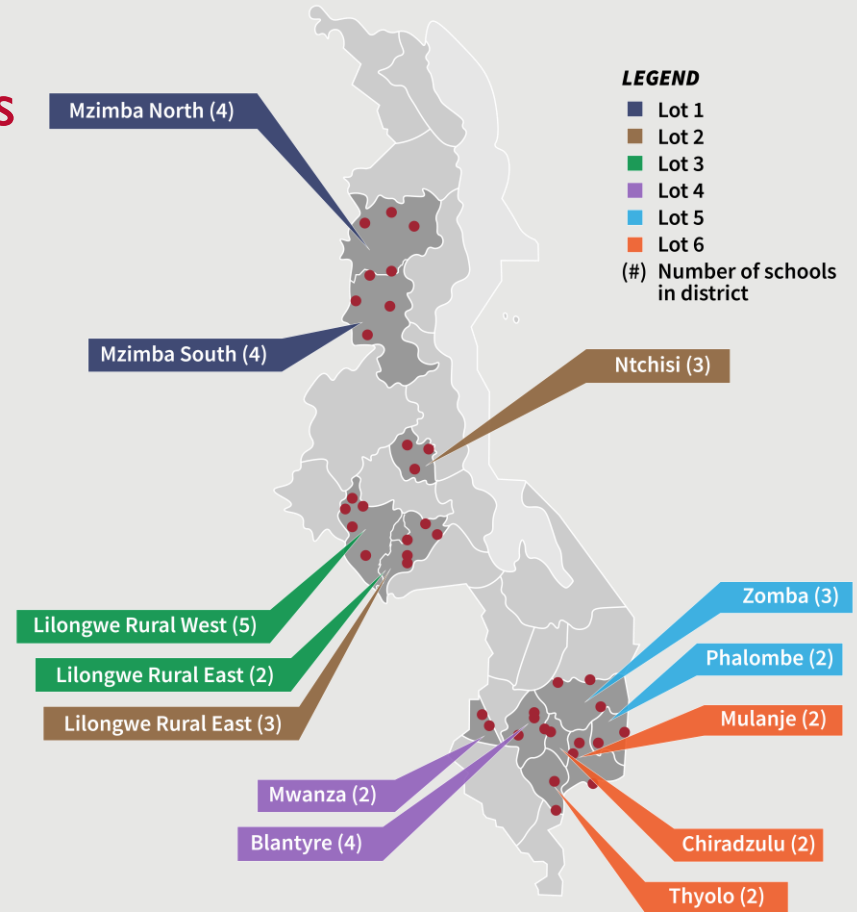
## SEED Rural Overview

- ✓ Under SEED Rural, USAID plans to build **up to 200 new secondary schools** across Malawi over the next four years
- ✓ The site selection of each new school was completed by Ministry of Education, Science, and Technology (MoEST) and USAID and determined based on stringent technical criteria for health and education, including overall gaps in secondary school infrastructure and pass rates of successful nearby primary schools
- ✓ USAID envisions 4 solicitations being issued over the next year and a half
- ✓ The first solicitation - SEED Rural Group I - will include 38 schools divided into six Lots
- ✓ **The RFP will be released in January 2021**

[Click here to learn more about SEED](#)

# Proposed Group I Site Locations

- ✓ SEED Rural Group I includes 38 school sites spanning 12 Districts across Malawi
- ✓ Group I is divided into six Lots, each of which will include five to eight school sites
- ✓ The sites are clustered based on geographic location



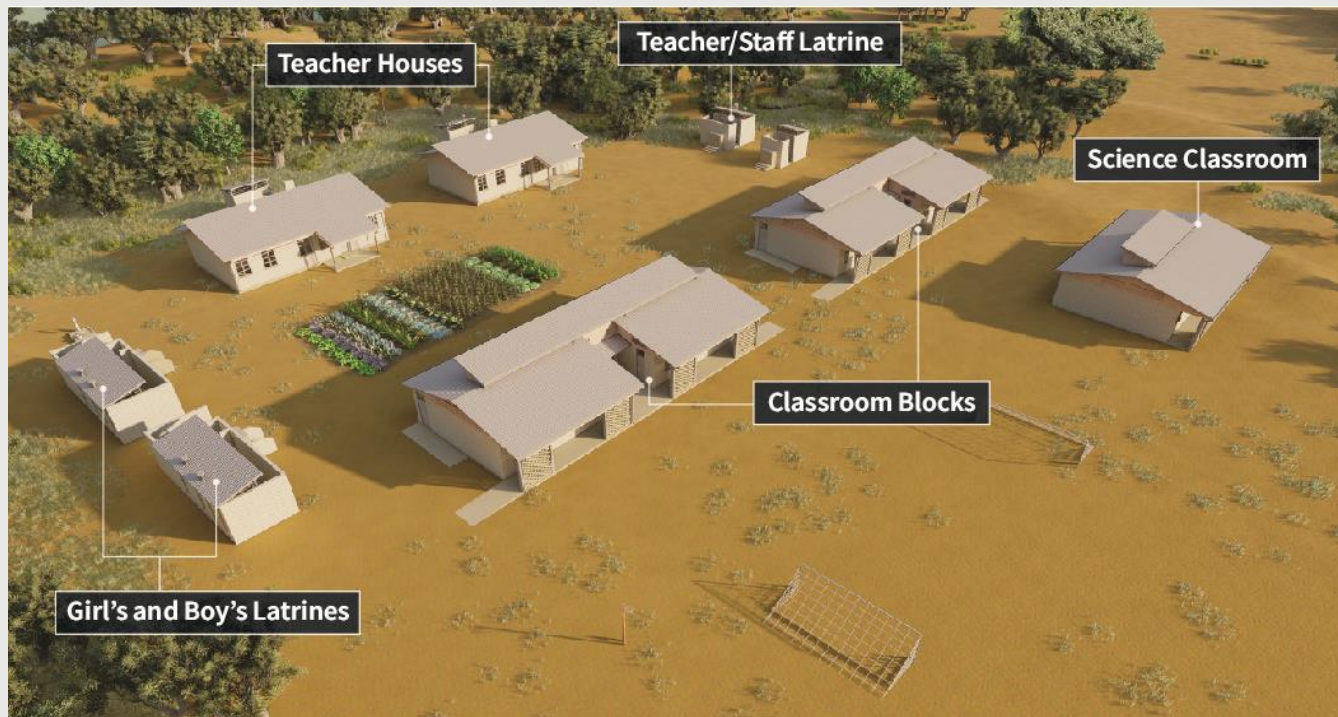
## Site Location Breakdown

- ✓ The table lists the six Lots, their respective Districts and the number of schools planned in each District
- ✓ Offerors must determine which Lot(s) they are most suited to build, and pursue those Lot(s) when preparing a proposal
- ✓ Offerors may bid on multiple Lots
- ✓ USAID anticipates making up to six awards to six Contractors
- ✓ USAID may elect to award multiple Lots to one offeror if this is deemed in the best interest of USAID

District	Lot	District	No. Sites	Total No. Sites
1	1	Mzimba North	4	8
2		Mzimba South	4	
3	2	Ntchisi	3	6
4A		LLW Rural E	3	
4B	3	LLW Rural E	2	7
5		LLW Rural W	5	
6	4	Mwanza	2	6
7		Blantyre	4	
8	5	Zomba	3	5
9		Phalombe	2	
10	6	Mulanje	2	6
11		Chiradzulu	2	
12		Thyolo	2	



# School Layout



# Key Stakeholders



**USAID** and **PEPFAR** are the funding agencies for the project. USAID is responsible for holding the contract with the construction contractor.



**Tetra Tech** is USAID's Architect & Engineer (AE) Firm providing quality assurance and monitoring construction activities on behalf of USAID. Tetra Tech developed the 100% construction drawings.

- ✓ **Ministry of Education, Science and Technology (MoEST)** – the Owner and recipient of the new schools
- ✓ **Education Infrastructure Management Unit (EIMU)** – the technical branch of MoEST and will provide regular on-site inspection
- ✓ **Environmental Affairs Department (EAD)** – the national environmental regulating agency which will inspect the sites and expect compliance with their regulations
- ✓ **National Construction Industry Council (NCIC)** – who will inspect the sites and expect compliance with their regulations



# Preconstruction Book Content

Project  
Specifics

Project  
Requirements

Bid  
Phase

Contractual  
Matters

Expression of  
Interest



# Project Specifics

Schedule

Cost

Quality

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## Schedule

- ✓ The Group I construction period of performance is 10 months followed by a 12-month warranty period
- ✓ The construction phase starts at the Notice to Proceed (NTP) and ends when Final Completion is awarded for all sites in the contract or Lot
- ✓ The Warranty, or Defects Liability Period (DLP) is a period of 12 months from the date of Final Completion at each site
- ✓ The contractor must consider the rainy season, long lead procurement, manufacturing, and resource coordination when developing their detailed schedule







## Schedule at the Substantial Completion Phase



*This graphic explains the timeline and process to achieve substantial completion and final closeout. DLP refers to the Defects Liability Period or Warranty period. Schools must be ready for occupancy upon award of Substantial Completion.*



## Cost

- ✓ The SEED Rural Group I Construction Services contract will be a Firm Fixed Price (FFP) contract
- ✓ The Contractor will be paid for percentage of work completed each month based on an established Schedule of Values
- ✓ The percent complete each month will be verified by the USAID Engineer in the field.
- ✓ The Contractor will develop a Schedule of Values at the start of the project based on the final Bill of Quantities (BOQ)
- ✓ The Schedule of Values will provide a Lump Sum value of key project elements from which progress payments are calculated.

## Payment Terms



# Quality

It is the Contractor's responsibility to propose and implement a Quality Management Plan:

- ✓ The Quality Management Plan (QMP) must include a supervision plan to ensure Quality Assurance (QA) and Quality Control (QC) measures are implemented per plan, and that all construction work is done in accordance with the terms of the contract:
  - **Quality Assurance (QA):** measures ensure high quality materials are used and high quality workmanship takes place, including all work performed by subcontractors, fabricators, and suppliers
  - **Quality Control (QC):** measures verify that the work was done correctly and conduct tests to verify and confirm quality.

Quality  
Assurance

Quality Control

Submittals

Quality  
Expectations

Non-  
Conformance

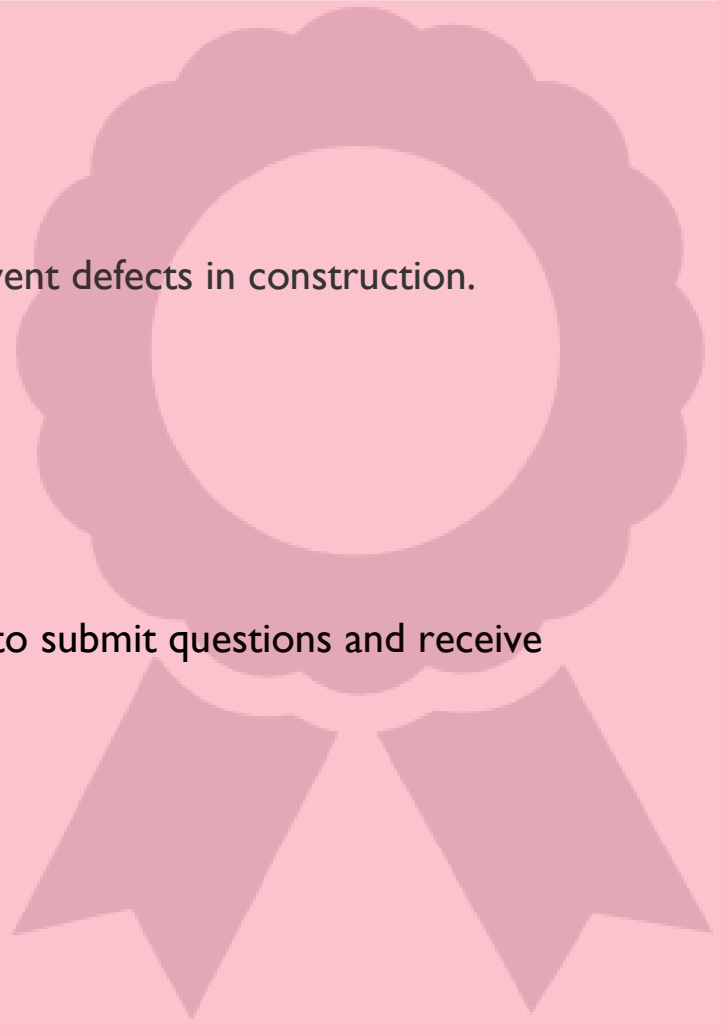


# Quality Assurance

A process of pro-active measures that aims to prevent defects in construction.

Examples of Quality Assurance (QA) processes:

- ✓ Review/approve shop drawings and products
- ✓ Produce and use method statements
- ✓ Produce and use checklists
- ✓ Use the Request for Information (RFI) process to submit questions and receive responses
- ✓ Plan to supervise and monitor work.





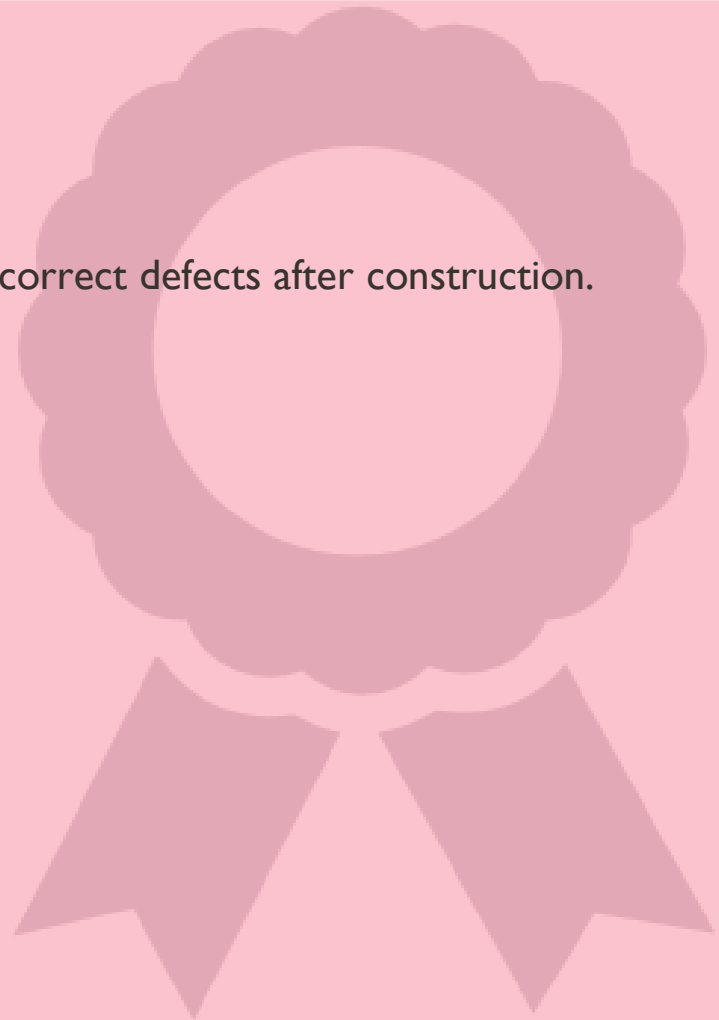


# Quality Control

Reactive detection measures aimed to identify and correct defects after construction.

Examples of Quality Control (QC) measures:

- ✓ Concrete tests
- ✓ Compaction tests
- ✓ Hollow core block tests
- ✓ Rebar strength test
- ✓ Plan to test the work
- ✓ Plan to correct defects





# Submittals

- ✓ Submittals are forms of correspondence between contractor and USAID requesting approval, clarification, or direction. Submittals may include request for information (RFI), shop drawings, substitutions, change orders, etc. submitted by the contractor to USAID.
  - **RFI:** Request for Information submitted to request clarification
  - **Shop Drawings:** submittals that contain fabrication details, product information, and other specifications that the Contractor plans to use and requires USAID approval/review



# Quality Expectations

The Contractor is expected to read the contract documents including construction drawings and Technical Specifications to understand quality requirements and expectations.

Key quality components of the project include:

- ✓ The quality of materials delivered to site and used to build the school
- ✓ The quality of workmanship that requires skilled and experienced laborers who are supervised and instructed,
- ✓ The correct tools and equipment to do the work;
- ✓ The quality fabrication of steel trusses, windows, doors, and other elements

Materials

Workmanship

Fabrication



# Materials

- ✓ Materials are the raw resources or products required to build the schools, examples include: sand, aggregate, rebar, cement and more
- ✓ Materials delivered to site must meet with contract specifications and may be inspected by the USAID Engineer or Representative
- ✓ The Contractor is required to replace any poor-quality materials identified on site
- ✓ USAID may request a visit to a quarry or offsite plant to observe the materials produced or prepared for the work
- ✓ Submittals are required for materials proposed in the work
- ✓ Submittals are reviewed and approved by USAID



# Workmanship

- ✓ Workmanship is the assembly, construction, installation, and general works required to build the schools
- ✓ Those working on assigned tasks must be experienced and trained in the work assigned to each individual
- ✓ Work methods statements are used to review and prepare for specific work
- ✓ The proper tools, equipment, and machinery must be provided by the Contractor so that work is done in a timely and efficient manner
- ✓ Checklists are helpful tools to ensure work is done correct and completely
- ✓ USAID will provide QA onsite to monitor workmanship



# Fabrication

- ✓ Offsite fabrication of school building components will be required and must meet the expectations of the contract
- ✓ Shop drawings must be approved in advance of fabrication of trusses, windows, doors, louvers, and other components to ensure they meet the terms of the contract



# Non-Conformance

For work or material that is non-compliant with the terms of the contract, the Contractor will be issued a Non-Conformance Report (NCR). Non-conformance occurs when:

- ✓ Poor and incorrect materials are used
- ✓ Poor preparation and workmanship take place such as poor rebar bending/spacing, poor placement of formwork, improper concrete mixing, placement, and curing
- ✓ Failure to comply with terms of the drawings and/or specifications such as not building per the plans

The non-compliant work may be required to be reworked, replaced, removed, or accepted as with deviations noted in the contract. Additional cost associated with fixing conformance will be the Contractor's responsibility.





# Project Requirements

Bill of Quantities

Child Safeguarding Policy

Deliverables

Construction Drawings

Drawings

Health & Safety

Technical Specifications

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## Bill Of Quantities

- ✓ The RFP will include a Bill of Quantities (BOQ) with line items and quantities for the proposed work
- ✓ Offeror must complete and submit the BOQ with the Price Proposal before the Bid Submission date
- ✓ Each Lot BOQ includes a Facility Package and Site Package
  - Facility Package includes a price for all school buildings and latrines in the Lot
    - This price covers the vertical construction
  - Site Package includes a price for the site work such as clearing, tree removal, grading, drainage, and other site specific requirements
    - This price covers that horizontal or site work
- ✓ The total price from the Facility and Site Packages results in the total price for the Lot



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## Child Safeguarding Policy

The Construction Contractor must adhere to the SEED Child Safeguarding policy put in place to protect children in communities from under-age labor and sexual abuse from Construction Contractor personnel and anyone involved in the project. USAID has a zero-tolerance policy for abuse of the Child Safeguarding Policy and the Contract may be terminated for violation. For example, Construction Contractor personnel are not permitted to become involved with young girls in the communities they are working. The Construction Contractor must:

- ✓ Follow the Child Safeguarding policy and make sure all subcontractors, vendors, laborers, suppliers, etc. comply with the requirements
- ✓ Conduct training of all its staff prior to mobilization, and provide frequent refresher training throughout the duration of the project
- ✓ Keep records of the training provided to each staff member
- ✓ Report any incident or infraction of the child safeguarding policy to the USAID COR immediately



# Deliverables

Project deliverables include Plans and Reports. Section F of the contract includes the list of deliverables with submission dates, and a brief explanation of each.

Example of project deliverables include:

- ✓ Mobilization plan
- ✓ Project Management (PM) Plan that includes approach to organize team, manage and supervise, and deliver the project
  - The PM Plan includes Quality Management Plan, Health, Safety & Environmental Plan, and more
  - An outline is provided in the RFP
- ✓ Weekly and Monthly Reports
- ✓ Substantial Completion Inspection Report



## Construction Drawings

- ✓ The SEED Rural school solicitation will include 100% construction drawings
- ✓ The drawings are divided into two packages:
  - **Facility Package:** 100% construction drawings for each classroom, teacher house, and latrines
  - **Site Package:** 100% construction drawings for each site layout including clearing, tree removal, grading, erosion & sediment control, and drainage designs
- ✓ Construction drawings must be read together with technical specifications that provide detailed requirements for the project
- ✓ The Offeror must acquaint themselves with the construction drawings and technical specifications prior to completing their offer and BOQ



# Drawings

- ✓ The 'Issued for Construction' drawings are 100% design drawings
- ✓ The design drawings include a Facility Package and a Site Package
- ✓ The facility package includes the architectural and structural design for a typical SEED Rural school building
- ✓ The building design is similar for all sites
- ✓ The site package includes site specific design for each school site, including existing site conditions, site layout, grading and erosion, and sediment control and drainage plan





## Health & Safety

- ✓ The Contractor must prepare a Health and Safety Plan (HASP) to be approved by USAID
- ✓ The HASP provides guidelines and information to avoid risks to the construction workers, subcontractors and vendors, visitors on site, and the community
- ✓ The Contractor is required to maintain close communication and coordination with community for HASP implementation
- ✓ Compliance with MoH, NCIC, EAD, USAID, and others for health and safety requirements, including the most current COVID-19 related hygiene practice measures in place is required
- ✓ The Contractor's Health and Safety Plan forms part of the Project Management Plan – a bid submission requirement



# Technical Specifications

The RFP will include technical specifications that detail requirements and expectations of the Contractor. The Contractor must read the drawings and contract documents together with the Technical Specifications. The specifications include general and specific conditions for the various parts of the work.

Each specification section is divided into the three parts:

- ✓ **Part 1 – General:** includes a summary, references, and general information about the specific work
- ✓ **Part 2 – Products:** specifies the materials, products and details acceptable for the work
- ✓ **Part 3 – Execution:** describes the specification required for the execution of the work



# Bid Phase

Bid Process

Proposal Submission

Submission Requirements

Qualifications

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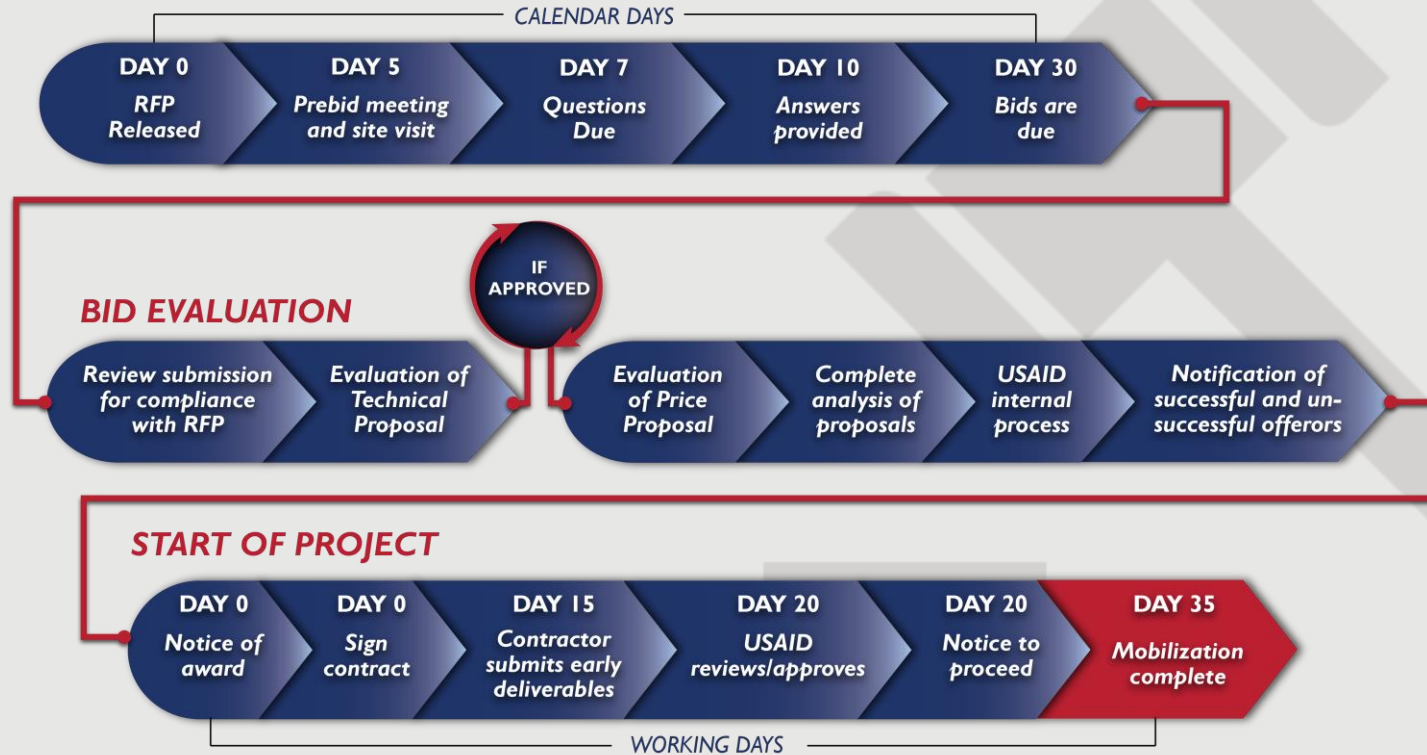
## Qualifications

Who can bid on SEED Rural Group I Construction Services Project?

- ✓ Experienced construction contractors in the National Construction Industry Council (NCIC) Unlimited Category (or ability to demonstrate they meeting NCIC Unlimited Category requirements) with the ability to obtain a performance bond and a letter from bank verifying the contractor's ability to access credit
- ✓ All Offerors are required to register with NCIC
- ✓ The contractor must demonstrate the ability to obtain the performance bond and prove credit worthiness during the proposal phase
- ✓ Bonds and guarantees must be provided within 15 days of the Notice of Award as will be detailed in the RFP under early contract deliverables



# Bid Process





# Submission Requirements

## **RFP Submissions:**

- ✓ Technical Proposal
- ✓ Price Proposal
- ✓ Past Performance Qualification (PPQ)

**If awarded, the following need to be submitted for approval prior to notice to proceed:**

- ✓ Performance Bond
- ✓ Mobilization Plan
- ✓ Project Management (PM) Plan



## Proposal Submission

- ✓ Proposal submissions will follow the two envelope system:
  - Technical Proposal
  - Price Proposal
- ✓ Proposals will be submitted via email to USAID before the proposal submission deadline
- ✓ Offeror must submit all required sections of the proposal or otherwise may be disqualified
- ✓ Proposals must include the required templates stated in Section L of the RFP

Technical Evaluation

Price Evaluation





# Technical Evaluation

- ✓ Proposals will be evaluated based on the criteria specified in Section M of the RFP
- ✓ Evaluation is based on pass or fail
- ✓ Templates will be provided for each factor:

Financial Capacity

Project Management Plan

Past Performance



# Financial Capacity

## Factor I

The Offeror must submit financial records demonstrating annual turnover for the past three years, a financial questionnaire from a financial institution demonstrating credit capacity of the company, and surety form that demonstrates the bonding capacity of the company.

- ✓ *Does the offeror have the minimum annual turnover stated in the RFP?*
- ✓ *Does the offeror have access to capital?*
- ✓ *The offeror must demonstrate and document their financial capacity and ability to finance the project*



# Project Management Plan

## Factor 2

The Offeror must provide a Project Management (PM) Plan that includes the organization and approach to complete construction at multiple rural sites concurrently. The PM plan must provide a clear understanding of the requirements, expectations, and risks associated with the delivering the Works.

The PM Plan must address the preferred Lot the Offeror has submitted a proposal for and describe how the Offeror will manage, supervise, and coordinate personnel and resources to deliver the project. The PM Plan will include proposed Key Personnel and list available resources from the Offeror.

- ✓ *The offeror must demonstrate understanding of the Project and propose a sound approach to manage, supervise, and complete the work.*
- ✓ *This criteria includes a (1) Project Management Plan that describes the offeror's management approach and organization and (2) resource availability.*





# Past Performance

## Factor 3

The Offeror must provide description of 3-5 projects similar in scope, complexity, and location. In addition, the Offeror is requested to have five past performance questionnaires submitted on their behalf -- three from Client/owners of past projects and two from suppliers or vendors that worked with the Offeror.

- ✓ *Has the offeror completed projects of similar scope, value, and quality requirements?*
- ✓ *Has the offeror performed similar management and schedule expectations?*



## Price Evaluation

- ✓ The Offeror must submit a price proposal using the provided Bill of Quantities
- ✓ Proposals that “Pass” the Technical Proposal evaluation will be eligible for price evaluation
- ✓ Proposals will be reviewed for correctness and completeness
- ✓ Prices will be reviewed for reasonableness and within the Engineer’s Estimate acceptable range
- ✓ The offeror with the low price within the acceptable range in each lot will be eligible for award
- ✓ If an offeror bid on multiple lots and has the low price for multiple lots, USAID will make a determination as to the best value based on the aggregate of all lot low bid prices and cost savings to USAID, based on the Engineer’s Estimate
- ✓ The Offeror must verify quantities in the BOQ when preparing their price proposal. The BOQ price will become the fixed price contract value the Offeror proposes to complete the work.



# Contractual Matters

Contract Award

Contract Sections

Payment Terms

Substantial Completion

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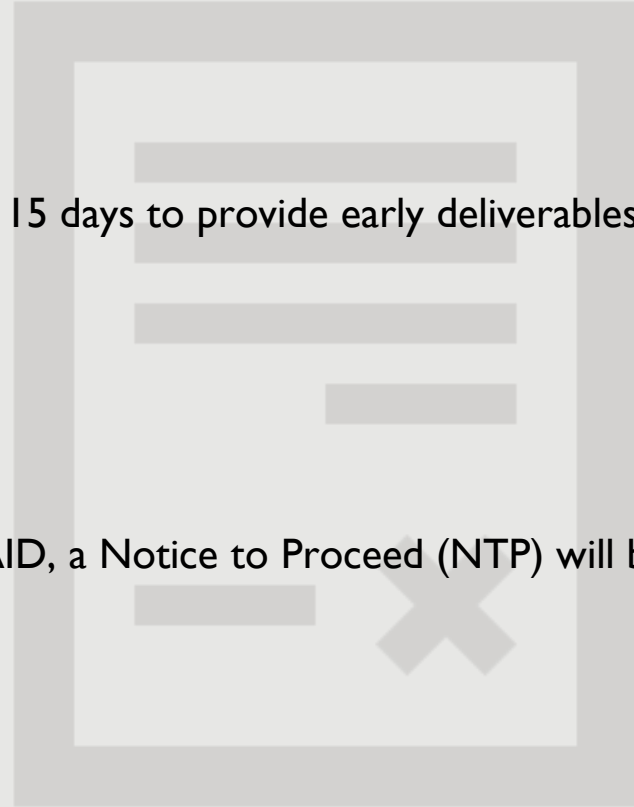
## Contract Award

- ✓ USAID plans to award six separate contracts, one lot per awardee
- ✓ An offeror can submit a proposal for multiple lots
- ✓ The awards are based on low cost and a technically acceptable approach:
  - This approach includes a two envelope system where the offeror submits a technical proposal and a price proposal
  - The technical proposal is evaluated on a pass/fail basis, if the technical proposal passes, the offeror is eligible for price proposal evaluation
  - Price proposal is based on lowest reasonable and accepted price
  - If an offeror is low price for multiple lots, the lot awarded will be based on the aggregated best value considering all lot award prices



## Contract Award

- ✓ Offerors selected for award will be notified
- ✓ After award of the contract, the Contractor has 15 days to provide early deliverables that include:
  - Performance Bond
  - Mobilization Plan
  - Project Management (PM) Plan
- ✓ Once the early deliverables are accepted by USAID, a Notice to Proceed (NTP) will be awarded, and the period of performance starts







## Contract Sections

- ✓ **Section B: Supplies or Services and Price/Costs**
  - Defines the type of contract and method of payment
- ✓ **Section C: Description/Specifications/Statement of Work**
  - Provides the detailed scope of work and construction requirements
- ✓ **Section D: Packaging and Marking**
  - Defines the branding and marking required on the project to identify the work from USAID and PEPFAR
- ✓ **Section E: Inspection and Acceptance**
  - Defines the terms of inspection and acceptance of the work including the roles and responsibilities of USAID's Architecture & Engineering firm



# Contract Sections

## ✓ **Section F: Deliverables or Performance**

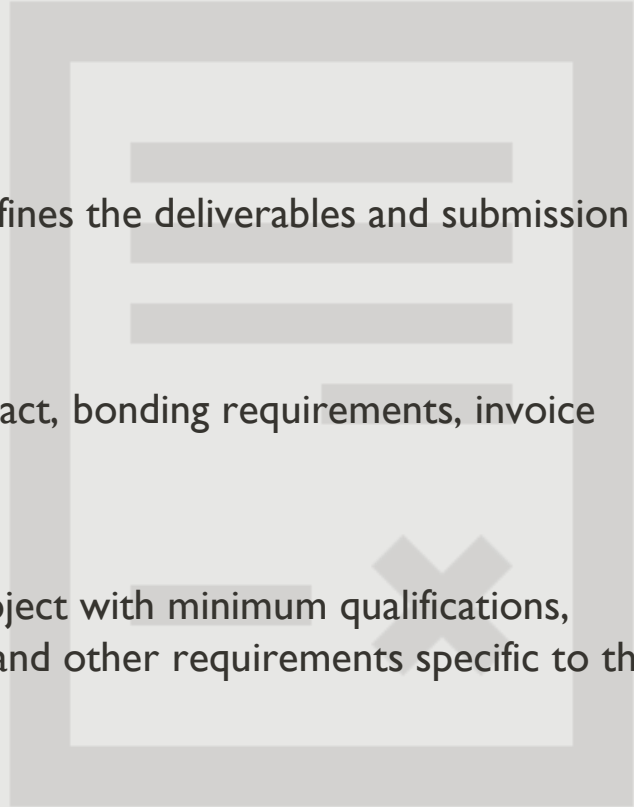
- Provides the period of performance and defines the deliverables and submission dates

## ✓ **Section G: Contract Administration Data**

- Provides USAID's contractual point of contact, bonding requirements, invoice submission details, and terms of payment

## ✓ **Section H: Special Contract Requirements**

- Defines Key Personnel required for the project with minimum qualifications, procurement and insurance requirements, and other requirements specific to this project.





# Contract Sections

## ✓ **Section I: Contract Clauses**

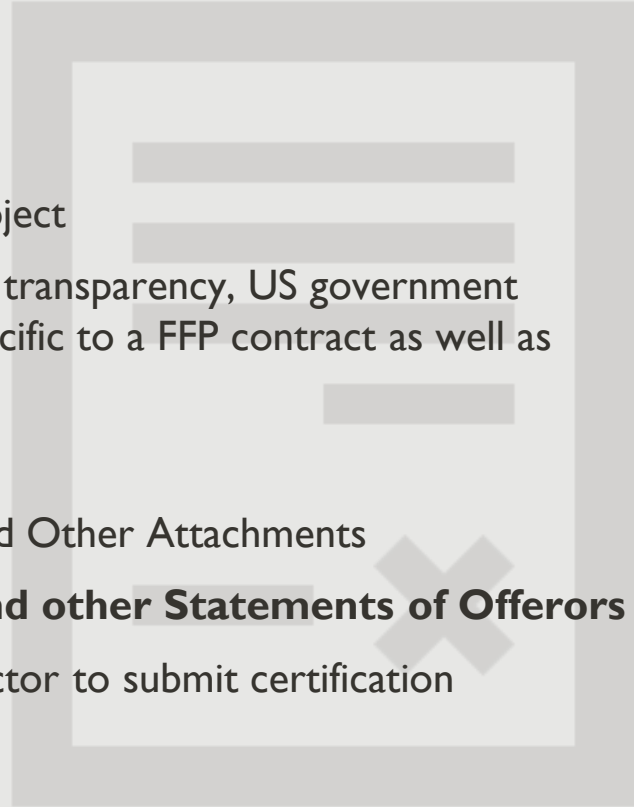
- Lists the FAR clauses applicable for this project
- The clauses define ethical code of conduct, transparency, US government requirements, and construction clauses specific to a FFP contract as well as general construction conditions

## ✓ **Section J: Attachments**

- List of Specifications, Drawings, Exhibits and Other Attachments

## ✓ **Section K: Representation, Certificates, and other Statements of Offerors**

- General requirements that require Contractor to submit certification demonstrating compliance





## Bid Sections

- ✓ **Section L: Instructions, Conditions, and Notices to Offer**
  - Provides details on the bid phase and instruction on how to submit a responsive proposal
- ✓ **Section M: Evaluation Factors for Award**
  - Provides the proposal evaluation criteria and award conditions





## Payment Terms

- ✓ Monthly Progress Payment paid for the % of work completed each month based on the Schedule of Values
- ✓ 10% retention will be withheld from each Progress Payment
- ✓ 50% of the retention shall be paid to contractor at Substantial Completion approval.
- ✓ Remaining retention shall be paid at the end of warranty period or DLP
- ✓ Contractor will submit monthly invoices for the milestones achieved each month
  - The milestones must be verified by USAID's representative





# Payment Terms

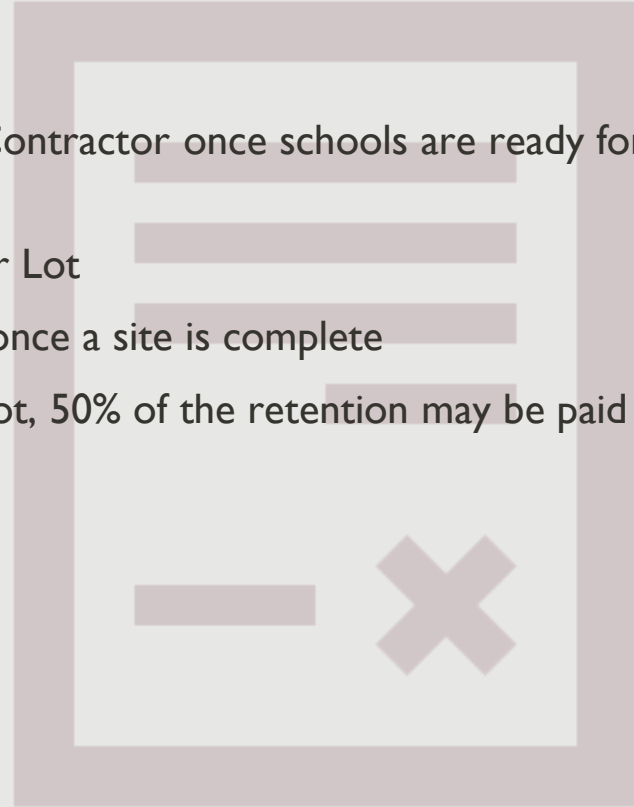
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- ✓ Contractor will submit monthly invoices for the milestones achieved each month
  - The milestones must be verified by USAID's representative





# Substantial Completion

- ✓ Substantial Completion will be awarded to the Contractor once schools are ready for occupancy
- ✓ Substantial Completion will be awarded once per Lot
- ✓ Partial Substantial Completion may be awarded once a site is complete
- ✓ Once Substantial Completion is awarded for a Lot, 50% of the retention may be paid and the Warranty period begins







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# SEED



Secondary Education Expansion for Development

**End of Manual**

