

# FINAL CLOSEOUT REPORT TO 10 —Establishment of the El Fasher Compound

SUDAN INFRASTRUCTURE SERVICES PROJECT (SISP)

CONTRACT NUMBER 650-I-00-06-00010-00



Site of El Fasher Compound

Project Start Date: 29 September 2009

Project Finish Date: 29 August 2013

## DISCLAIMER

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# Table of Contents

## Final Report TO 10 – Establishment of the El Fasher Compound for USAID Sudan

1	TASK ORDER OVERVIEW.....	2
1.1	Background and Summary Scope of Work.....	2
1.2	Task Order Objectives and Deliverables.....	4
1.3	Task Order Modification History.....	4
2	TASK ORDER EXECUTION.....	5
2.1	Task Order Organization Structure and Management Details.....	5
2.2.1	Management.....	5
2.1.2	Task Order Manager.....	5
2.1.3	Site Engineer.....	5
2.1.4	Business Manager.....	6
2.1.5	Administrative Assistant.....	6
2.1.6	In-country and Home Office resources.....	6
2.2	Execution of Work.....	6
2.2.1	Project Location.....	6
2.2.2	Project Office.....	7
2.3	Subcontracts and Major Procurements.....	7
2.4	Task Order Budget and Expenditures.....	7
2.5	Government Property Summary.....	8
3	SAFETY PROGRAM/PLANS.....	8
4	QUALITY CONTROL PROGRAM/PLAN.....	9
5	STATEMENT OF NO PATENTS, ROYALTIES, OR CLASSIFIED MATERIALS.....	9
6	LESSONS LEARNED.....	9
7	OUTSTANDING ISSUES.....	9
8	CONCLUSION.....	9

# FINAL REPORT TO IO – ESTABLISHMENT OF THE EL FASHER COMPOUND USAID SUDAN

## I TASK ORDER OVERVIEW

### 1.1 Background and Summary of Scope of Work

USAID Sudan leased a vacant plot of land in El Fasher Darfur (10 years, with two 10 year renewals) from the Government of Sudan’s Agricultural Research Corporation (ARC). Task Order 10 was set up to design and build a USAID compound in El Fasher, Darfur, Sudan. Due to schedule, shipping and site considerations, the project required a design that met USAID functional requirements, provided adequate security, could be built quickly and survive a harsh climate and hostile territory for at least 10 years. The Louis Berger Group (LBG) was tasked to design and construct a secure, totally self-sufficient Office and Residential Compound sited on that plot.

In the beginning, there was uncertainty about the quickest and most economical approach to constructing the facility in El Fasher. This, combined with the lack of historical pricing data for the region, made it difficult to provide an accurate cost estimate at the time. Because the funding obligated at award of the task order was not sufficient to meet all the requirements of the Task Order budget, LBG proposed a “phased” approach to the work. The first phase consisted of a Design Charrette, attended by the Contractor and relevant USAID and OBO staff, during which all design criteria was determined and a final decision was made on the extent to which imported modular versus on-site construction was to be used for the various buildings.



The Charrette prioritized the order of construction of the various facilities so that essential work is completed in Construction Phase I under the current funding obligation, with nonessential facilities delayed until Construction Phase II, which was to be funded under a subsequent and additional obligation.



The final output of the Charrette was a final and comprehensive scope of work for each of the two construction phases: *Phase I* and *Phase II*. The security perimeter, utilities, and security facilities were to be completed within the first phase. The Compound, when completed, was to consist of the following (**Note: only items in bold were completed due to cancellation of the project**):

1. Office Facility
2. Residential Facilities
3. Motor Pool, Fuel Storage and Distribution Facility
4. Ablution Facility.
5. Office Storage Facility.
6. Equipment Storage Facility.
7. Generator Facility.
8. Safety and Security Measures
  - *Compound Access Control (CAC).*
  - *Sally Port.*
  - ***Perimeter Wall meeting the minimum State Department Security requirements.***
  - *Stand Off/Set Back/Clear Zone.*
  - *Compound Lighting.*
  - *Fire/Safety Requirements.*
  - *Off-gassing.*
  - *Grading.*
9. Utilities
  - *Electricity.*
  - ***Water - establish an on-site water supply by drilling a well/borehole.***
  - *Sewage.*
  - *Air Conditioning.*
  - *Garbage.*



With the receipt of Task Order Modification #4 and the increased funding within, the phased approach was abandoned in favor of a single award approach for construction of the entire facility. This was dependent upon receiving NTP for the project from USAID.

## 1.2 Task Order Objectives and Deliverables

The objective of this project was to deliver a secure, complete, functioning USAID office compound. Subject to additional funding becoming available during the task order period of performance, the residential compound was also to be completed and handed over. However, due to the lack of host country approvals, the project was cancelled.

Deliverables to this Task Order include the following:

1. Site Surveys
2. Security Plan
3. Quality Control Plan
4. Construction Risk Management Plan
5. Health & Safety Plan
6. Environmental Management Plan
7. 33% Design Submittal
8. 66% Design Submittal
9. Final Design Submittal
10. Subcontracting Plan
11. Weekly Reports
12. Monthly Reports
13. Final Report



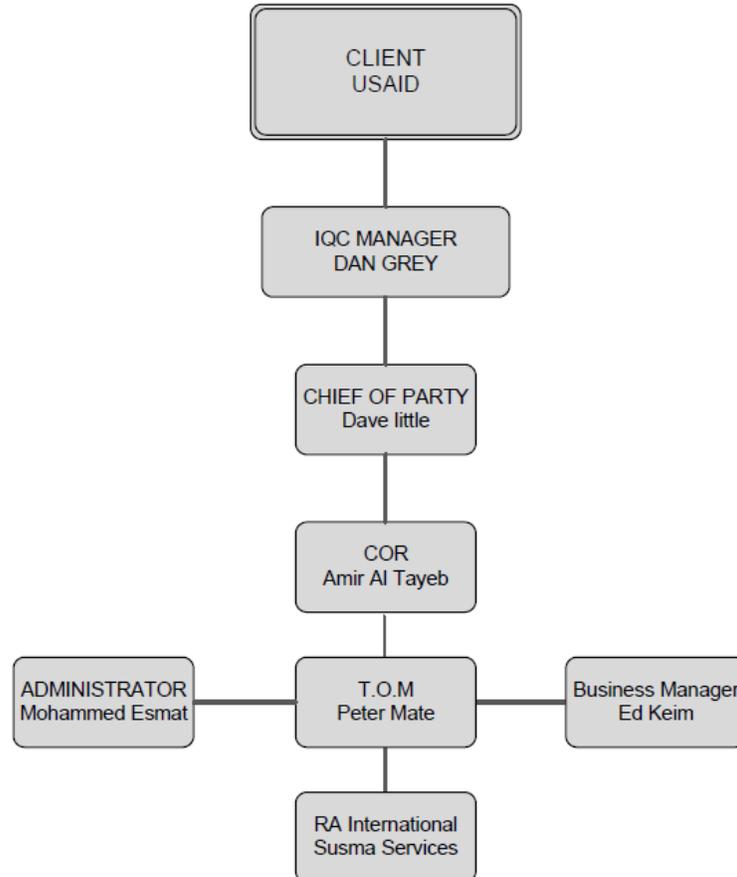
## 1.3 Task Order Modification History

Date	Modification #	Description of Scope Modification
September 29, 2009	TO 10 Contract	<ul style="list-style-type: none"> <li>Design and construct a USAID Office Compound in El Fasher, Darfur, Sudan</li> </ul>
February 14, 2011	Modification # 1	<ul style="list-style-type: none"> <li>Extend the period of performance for nine months from March 31, 2011 to December 31, 2011 at no additional cost.</li> </ul>
February 20, 2011	Modification #2	<ul style="list-style-type: none"> <li>To correct the number of the previous modification, dated February 14, 2011, that extended the period of performance. This modification corrects that modification to number 01.</li> </ul>
September 27, 2011	Modification # 3	<ul style="list-style-type: none"> <li>To a) modify the SOW, b) extend the period of performance to December 31, 2012, c) increase the TEC from \$11,670,542.00 to \$16,532,330.60, and d) provide incremental funding in the amount of \$7,834,270.00.</li> </ul>
September 28, 2011	Modification # 4	<ul style="list-style-type: none"> <li>FEBR Procurement: To increase the TEC by \$780,172.00 from \$16,532,330.60 to \$17,312,502.60, incrementally fund \$780,172.00 to increase the total obligated amount to \$17,312,502.60.</li> </ul>
January 7, 2013	Modification # 5	<ul style="list-style-type: none"> <li>The purpose of this Modification No. 05 is to provide no cost time extension for six months, thereby, changing the Task Order end date from December 31, 2012 to June 30, 2013.</li> </ul>
April 23, 2013	Modification # 6	<ul style="list-style-type: none"> <li>To modify the Task Order budget to reflect the \$7,330.66 reduction in fixed fees, 2) reduce the TEC by \$7,330.66, thereby reducing the TEC from \$17, 312,502.60 to a new TEC of \$17,305,171.94, 3) reduce the total obligated amount of the Task Order by \$7,330.66, thereby reducing the total obligated amount from \$17,312,502.60 to a new total obligated amount of \$17,305,171.94.</li> </ul>
June 26, 2013	Modification # 7	<ul style="list-style-type: none"> <li>To provide a no-cost time extension for sixty days, thereby changing the Task Order end date from June 30, 2013 to August 29, 2013.</li> </ul>

## 2 TASK ORDER EXECUTION

### 2.1 Task Order Organizational Structure and Management Details

An organizational chart of LBG staff for this Task Order is provided below:



#### 2.1.1 Management

The IQC Manager and Chief of Party responsibilities remained per other Task Orders. Primary management supervision for this Task Order was the responsibility of the Task Order Manager.

#### 2.1.2 Task Order Manager

The Task Order Manager was the overall authority for this task order implementation and was responsible for all related contract management, client coordination, correspondence, invoicing, mobilization of personnel and other project management activities. He served as the project manager for all phases of implementation to include planning and design. The Task Order Manager was the Contractor's key point of contact for the Employer on all contractual, administrative and technical matters related specifically to this task order.

#### 2.1.3 Site Engineer

The Site Engineer was responsible for direct subcontractor supervision, design compliance and quality assurance.

### 2.1.4 Business Manager

The Business Manager was responsible for all facets of business operations to include finance, human resources, contract management, travel management and procurement.

### 2.1.5 Administrative Assistant

The Administrative Assistant was responsible for invoice verification, document preparation, and field cash management.

### 2.1.6 In-country and home office resources

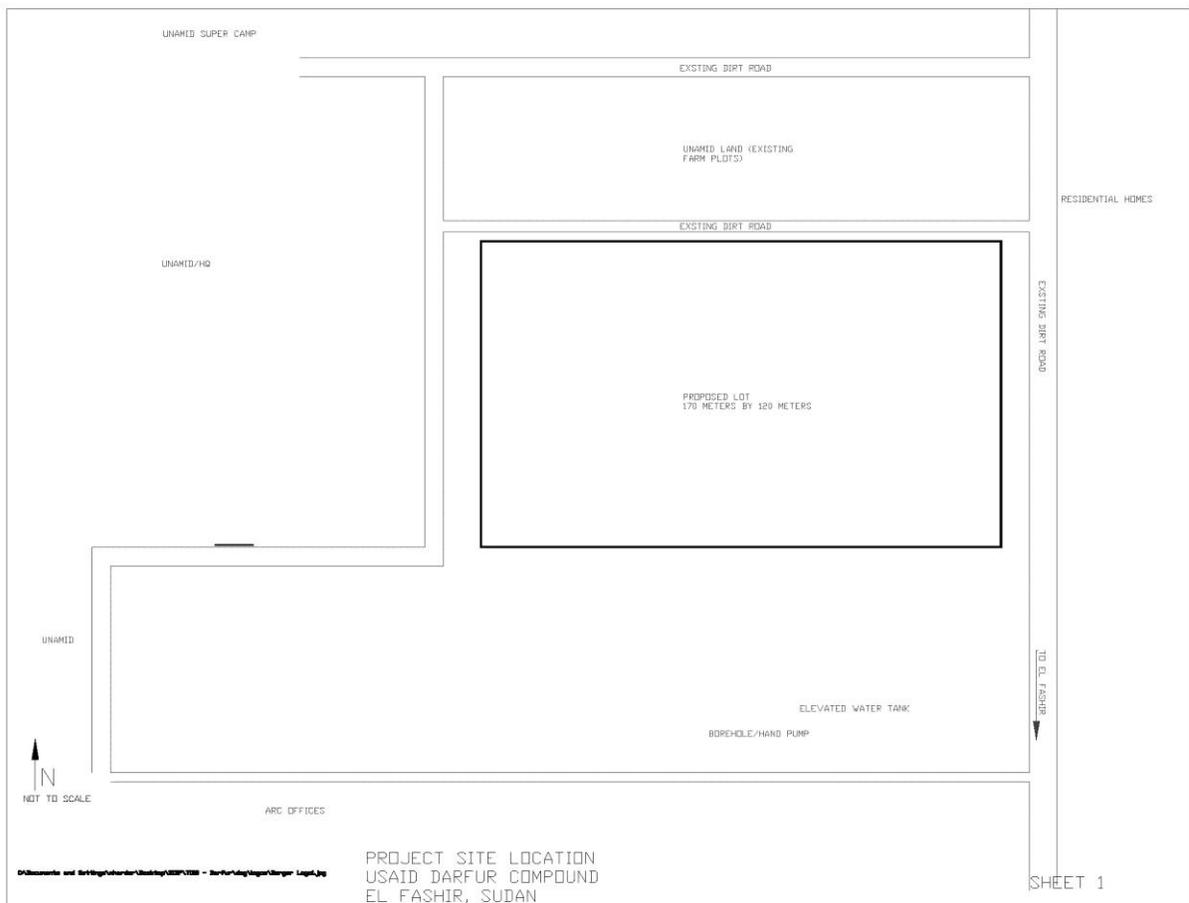
There was a financial, contractual, and IT support based at the LBG Juba office. The IQC Manager and contractual support staff was based in the Louis Berger Group Washington, DC Headquarters. The preparation of invoices and cost reporting functions for the Task Order was also performed by staff at the Louis Berger Group office in Washington, DC and Morristown, NJ. Other home office support included technical reviews and guidance.

## 2.2 Execution of Work

The implementation of work was as follows:

### 2.2.1 Project Location

The project location was located in El Fasher, Darfur.



### **2.2.2 Project Office**

Task Order 10 established a project management office in Khartoum, Sudan.

Given the considerable level of interaction with USAID in Khartoum as well as requirements for conducting administrative functions, coordination of personnel movements and general project management activities it was deemed necessary and cost effective to establish a project management office in Khartoum. This provided both office and accommodation facilities for management, administrative and transit personnel.

### **2.3 Subcontracts and Major Procurements**

The major subcontracted work elements for this Task Order are as follows:

- Amman & Whitney conducted the compound blast report design
- Louis Berger JU Division and H&A Engineering provided project A&E services
- Susma Services provided local national staffing and well drilling services
- RA International provided Site Preparation and Compound Wall Construction services
- Damfo provided demobilization freight forwarding services from El Fasher, North Darfur to Khartoum, Republic of Sudan and Khartoum to Juba, Republic of South Sudan.

#### **Construction**

Due to the cancellation of the task order a construction subcontract was not awarded.

#### **Specialists**

Due to the cancellation of the task order specialist subcontracts were not awarded.

#### **Life Support**

Susma Services provided visa and work permit sponsorship services.

#### **Major Procurements**

Major procurements completed under this task order were the procurement of Compound Access Control devices and equipment and FEBR Doors, Windows and Louvers.

### **2.4 Task Order Budget and Expenditures\***

The Task Order budget, actual incurred costs, and accruals, projections and contingencies through August 15, 2013 are summarized in Table 1.

Table 1\* –Budget and Cost Summary Overall Task Order 10

Description	Budget	Total Billed to the Client as of August 15, 2013
A. Salaries and Wages	\$976,243.57	\$740,003.17
B. Overhead & Fringes	\$704,421.72	\$756,253.70
C. Travel, Transportation and Per Diem	\$194,756.47	\$130,364.93
D. Allowances (Post diff, danger pay, SMA)	\$397,915.29	\$323,415.99
E. Other Direct Costs (incl. Equip./Supplies)	\$3,797,784.69	\$2,750,315.77
2. Subcontractors	\$9,972,483.35	\$1,918,450.51
3. G&A	\$632,037.28	\$210,336.19
4. Subtotal Costs	\$16,675,642.37	\$6,829,140.26
Fixed Fee	\$629,529.62	\$273,687.01
5. TOTAL PROGRAM COST	\$ 17,305,171.94	\$ 7,102,827.27

*\*This table does not reflect the NICRA adjustments or final cost at completion.*

## 2.5 Government Property Summary

The assets for Task Order 10 were transferred as follows:

### USAID's Office of Security FE/BR Ready Pack:

- FE/BR Components

### Agricultural Research Corporation (ARC):

- Borehole: Water well in North Darfur, El Fasher
- Perimeter Wall: Compound Wall of the El Fasher Compound
- Spare Wall Materials

### USAID/South Africa

- Delta Barrier Items

### GSO-US Embassy USAID/Sudan:

- Motor Vehicle

### USAID/South Sudan

- Containers, Furniture, Appliances, VSAT, Equipment

### USAID/Sudan:

- Furniture, IT Equipment

## 3 SAFETY AND SECURITY PROGRAMS/PLANS

LBG was operating under an infrastructure program-wide general safety program. A site-specific plan was developed for all phases of the in country work. The implementation of a safety program at this site was the responsibility of the construction subcontractors with oversight and guidance provided by qualified LBG professionals. The Task Order Manager monitored the construction contractor's safety procedures, reviewed the safety plan, and made periodic reports on safety. The Task Order Manager made occasional safety inspections to ensure that the contractor and the Task Order Manager are satisfying regulatory and contractual safety requirements.

Additionally, the in country security situation was assessed and a security plan was developed for the security of LBG personnel. Through ongoing communications with US Embassy Security as well as other security advisory sources the security plan was continually reviewed and amended to reflect the requirements as dictated by the evolutionary nature of the in country security situation.

#### 4 QUALITY CONTROL PROGRAM/PLAN

LBG was operating under a SISP-wide general quality assurance/quality control program. A site-specific plan was developed for the design and construction of the office and accommodation facility in El Fasher. The implementation of the subcontractors' QC program on site was provided with oversight and guidance by qualified LBG professionals. LBG provided a QA program with on-site personnel.

#### 5 STATEMENT OF NO PATENTS, ROYALTIES OR CLASSIFIED MATERIALS

There were no patents, royalties or classified materials obtained or generated under the activities of this task order.

#### 6 LESSONS LEARNED

Issue	Lesson	Recommendation
Lack of Host Country Cooperation	Work with key stakeholders to ensure that requirements are addressed in advance	Establish regular stakeholder meetings to ensure all issues are addressed in a timely manner



#### 7 OUTSTANDING ISSUES

No issues remain outstanding and LBG has demobilized from Sudan.

#### 8 CONCLUSION

In conclusion, it is regretful that the absence of a formal agreement between the United States Government and the Government of Sudan resulted in the cancellation of this task order. The entire SISP and Task Order 10 staff would like to express its gratitude to USAID and OBO for their professional oversight and directions as our client.