

DIRECTORATE OF PRIMARY EDUCATION

GOVERNMENT OF NWFP

PESHAWAR

**PRIMARY EDUCATION DEVELOPMENT
PROGRAMME**

**REPORT
ON
PROPOSED ORGANIZATION
OF DIRECTORATE OF CIVIL WORKS
PRIMARY EDUCATION
N.W.F.P.**

FINAL REPORT

April, 1992

Consultants:

ENGINEERING ASSOCIATES

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NO. EA/A/01/987/92.

April 15, 1992.

Mr. Shah Jahan Khan
Director, Primary Education,
Directorate of Primary Education,
Hayatabad, Peshawar.

**SUBJECT: FINAL REPORT ON PROPOSED ORGANIZATION OF
DIRECTORATE OF CIVIL WORKS, PRIMARY
EDUCATION N.W.F.P.**

Dear Sir,

As desired we are pleased to forward herewith 25 copies of Final Report, April 1992 on the proposed organization of Directorate of Civil Works revised in accordance with the discussions held with the concerned officials of Education Department NWFP and USAID and the comments conveyed to us.

Assuring you of our best technical services at all times.

Thanking you.

Yours faithfully,
for ENGINEERING ASSOCIATES

(A. H. SIDDIQUI)

Encl:(As above)

BRANCH OFFICES : HYDERABAD, ISLAMABAD, QUETTA, PESHAWAR,

WAYS-HEAVY INDUSTRIES-MARINE ENGINEERING & PORT DEVELOPMENT PROJECT-MUNICIPAL ENGINEERING-ELECTRICAL ENGINEERING
HEATING, VENTILATION AND AIR-CONDITIONING-CITY AND REGIONAL PLANNING-ARCHITECTURE & BRIDGES

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- G. Copy of allocation letter dated 24.4.1991 for Petty/Annual Repairs of Primary and Middle Schools
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The Consultants are deeply indebted to the officials of Education Department, NWFP and USAID for their help and guidance.

Our thanks are particularly due to Sahibzada Riaz Noor, Secretary Education, NWFP, Mr. Shah Jahan Khan, Director Primary Education, Mr. Fida Hussain, Assistant Director, Primary Education, Dr. Wade M. Robinson, Chief of Party, Primary Education Development Programme, USAID, Mr. Nadir Abbas, Engineering Coordinator USAID and Mr. Mohammad Jan Momand, Project Engineer USAID.

SUMMARY

The Education Department North Western Frontier Province (NWFP) was not satisfied with the existing system of management of construction and maintenance of primary schools in NWFP. M/s Engineering Associates was therefore commissioned to look into the present system and propose feasible alternative for development and maintenance/ repair of primary education facilities in NWFP.

The feasibility of various alternative proposals was studied by Engineering Associates and the formation of a Directorate of Civil Works (DCW) was recommended and a report was presented for consideration of Education Department. Engineering Associates was subsequently asked to work out the details of the proposed organization of DCW.

The salient features of the proposed organization can be summarized as under:

- a. The proposed Directorate of Civil Works is to be placed under Directorate of Primary Education. It shall be headed by a Director (BPS-20) and have an Additional Director (BPS-19) with three Deputy Directors (BPS-18). It will be responsible for managing construction and maintenance works of all Primary Education facilities in NWFP to begin with.
- b. Later on it may be considered to extend the jurisdiction of DCW to cover Primary Education facilities in the Federally Administered Tribal Areas (FATA) and Frontier Regions (FR) as well. In that case arrangements/procedures will have to be devised to deal with the peculiar situation in FATA.
- c. The Director/Chief Engineer of DCW shall be assisted by one or more private sector Architectural/Engineering consultants who will carry-out the planning, designing, tendering and detailed field supervision of work of new construction and maintenance/repairs of existing facilities of Primary Education.
- d. This system will require the Directorate of Civil Works to have only skeleton staff of a Director, one Additional Director, three Deputy Directors and thirty-five supporting staff at Peshawar with a capital cost of Rs.6.2 million and recurring expenditure of Rs.3.7 million. The Engineering staff will carry-out the top supervision of works, manage formulation of projects, approvals, procedural and financial aspects of the works and control the performance of the consultants. Later on if considered necessary, Offices of Deputy Directors with the supporting staff can be established at suitable locations within their jurisdiction.

- e. For detailed planning, design and supervision of construction and maintenance, the DCW shall hire the services of Private Sector A/E firms. The expenditure on this account is estimated at about Rs.20 million to begin with and increasing at a rate of about 5% annually depending upon the size of the provincial development and maintenance budget. These funds shall be allocated under provisional annual development and maintenance budget.
- f. Minor amendments to Rules of Business of Education Department will be required for the creation of DCW.
- g. The work procedures and financial powers for managing the works by DCW and Consultants shall be as laid down in the report.
- h. The taking over of works responsibility and documents from C&W may be done by a committee to be appointed by Secretary Education through a flexible process based on the current progress status of various contracts in hands to avoid contractual complications.
- j. The technical staff deputed by C&W to Education Department should be absorbed by C&W and Education funds allocated for the purpose withdrawn by June, 1992.
- k. The key technical staff for DCW shall be recruited by initial recruitment through Public Service Commission and the support staff may be recruited through initial appointment or transferred from within the Education Department. The Service Rules of Government of NWFP shall be applicable to the staff of DCW.
- l. The performance of DCW shall be reviewed and evaluated at periodical intervals. If a need is felt, changes can be made such as modifications in the scope of work, increasing the number of professional and or support staff, improvement of office facilities, equipment, transport, etc.
- m. The organization of DCW may, at a later stage, be expanded and upgraded to build a capability to handle the entire construction and maintenance/repairs work of facilities of the Education Department.

PROPOSED ORGANIZATION OF DIRECTORATE OF CIVIL WORKS PRIMARY EDUCATION N.W.F.P.

I. INTRODUCTION

A. Background

1.1 M/S Engineering Associates completed a study during 1991 on management of construction and maintenance activities for primary schools in North West Frontier Province (NWFP). The study recommended as under:-

(a) A Project Directorate with skeleton staff should be created within the Education Department under the Directorate of Primary Education for construction and maintenance of primary schools in NWFP and Federally Administered Tribal Area (FATA). The Directorate would comprise of a Project Director and three Executive Engineers. Later on the Directorate could be expanded to take over all civil works of Education Department and be placed under Secretary Education.

(b) The Project Directorate would employ one or more private sector consulting Architect/Engineering (A/E) firms for all detailed tasks of planning, design, tender preparation and supervision relating to construction and maintenance of primary schools.

(c) The petty repairs be continued to be entrusted to the Headmasters/Headmistresses as is being done at present.

1.2 The recommendations of the consultants were submitted to Primary Education Development Program Steering Committee headed by Additional Chief Secretary, P&D Department, NWFP, who formed a committee consisting of the following officials to examine the consultant's recommendations and submit recommendations for the final approval of the Additional Chief Secretary:

- o Secretary Education, Chairman
- o Additional Secretary, C&W Department, Member
- o Additional Secretary, P&D Department, Member
- o USAID Representative, Member
- o Director Primary Education, Member/Secretary

1.3 The Committee in their meeting held on November 21, 1991 agreed as under:

- (a) Management of construction and maintenance of Primary Schools should be shifted to the Education Department.

- (b) A Directorate of Works will be established in the Directorate of Primary Education under the control of a Director of Works and three Deputy Directors for managing (overseeing and monitoring) construction and maintenance of all primary education facilities in NWFP. Later on it was decided to add an Additional Director in BPS-19 as well.
- (c) The Directorate of Works will employ private sector firms for all detailed tasks of planning, scheduling, designing, tendering, and supervising.
- (d) The C&W Department will withdraw the staff being paid from ADP, Primary Education Sector and arrange their absorption in their own Department by June 30, 1992.
- (e) M/s Engineering Associates will be asked to work out the details for establishment of the Civil Works Directorate.

A copy of the draft minutes of the meeting is attached as Annexure "A".

B. Work Assignment

1.3 The Chief of Party, Technical Assistance Team, Primary Education Development Programme, through a notification dated 9, December 1991, requested M/S Engineering Associates to undertake the task of developing the details of Directorate of Civil Works including its organizational structure, budget, working procedures and changes required in the Rules of Business for the Education Department for submission to Primary Education Development Programme Steering Committee.

C. Scope of Work

1.4 The scope of work assigned to the consultants is summarized below:

- (a) Study the existing set up of engineering cell/directorate of Punjab and Sindh Education Departments.
- (b) Prepare organization chart of the proposed Directorate of Civil Work (DCW) showing staff positions and their relationships, including area jurisdiction, physical locations, space and equipment needs, furniture and transport requirements.
- (c) Prepare scope of work and job descriptions for the staff.

- (d) Prepare work procedures of DCW.
- (e) Preparation of estimates of salary and other expenditures.
- (f) Preparation of amendment of the Rules of Business of the Education Department permitting the establishment of DCW.
- (g) Recommended follow up actions.

A copy of the "Statement of Work" is attached as Annexure "B".

D. The Present Report

1.5 The present report has been prepared in the light of the scope of work assigned to the consultants, minutes of meetings, discussions held with officials of Education Department, P&D Department, C&W Department and USAID. It contains:

- (a) Salient features of Civil Engineering Cell, Department of Education Punjab and Directorate of Engineering Works, Education Department, Govt. of Sindh.
- (b) Proposed organization of Directorate of Civil Works, Primary Education, Govt. of NWFP, its office requirements, their relationship and control, areas of jurisdiction and responsibilities.
- (c) Work procedures, administrative and financial powers.
- (d) Equipment, transport, supplies and furniture needs.
- (e) Estimates of capital cost and recurring expenditure of proposed Directorate of Civil Work.
- (f) Recommended follow up actions for DCW.

II. EXISTING ENGINEERING ORGANIZATIONS IN PUNJAB AND SINDH EDUCATION DEPARTMENTS.

A. Civil Engineering Cell (CEC) in Department of Education Punjab

2.1 Prior to 1986 the development and maintenance of all school/college buildings of Punjab Department of Education was the responsibility of Building and Works Division (B&W) of Punjab Public Works Department (PWD). The school/college buildings generally and particularly primary education buildings in particular, specially in rural areas, deteriorated as the B&W Department could not cope efficiently with the low volume of work of individual buildings which were very widely spread over villages and towns.

2.2 The Department of Education, therefore, created their own engineering organization on 11th November, 1986, called Civil Engineering Cell (CEC) for maintenance work of all school/college buildings in the Punjab. The development (construction) work was still the responsibility of C&W Department.

Organization of CEC

2.3 CEC is an integral part of Department of Education Punjab and is headed by a Superintending Engineer, (S.E, BPS-19) on deputation from B&W Department Punjab. He is responsible to Secretary Education through Additional Secretary (Planning). His office is located in Lahore.

2.4 The organization consists of eight Executive Engineers (XEN, BPS-18) located at each Divisional Headquarter, one Sub-Divisional Officer (SDO, BPS-17) at each District HQ and one Sub-Engineer (S/E, BPS-11) at each Tehsil Headquarter. The organization chart of CEC is shown in Figure 1 and the list of total staff, including the supporting staff is placed at Annexure "C".

2.5 The CEC organization will be seen to conform to the administrative units of the province and has no relationship with the actual work load. This system is considered suitable as the CEC staff has to coordinate its work with the local Government and Rural Development Department (LG&RDD).

Powers

2.6 Since CEC is dealing only with the maintenance work of educational buildings, the powers of technical sanction are limited to the following:

SE	Rs.500,000
XEN	Rs.100,000

ORGANIZATIONAL CHART OF ENGINEERING CELL

PUNJAB EDUCATION DEPARTMENT

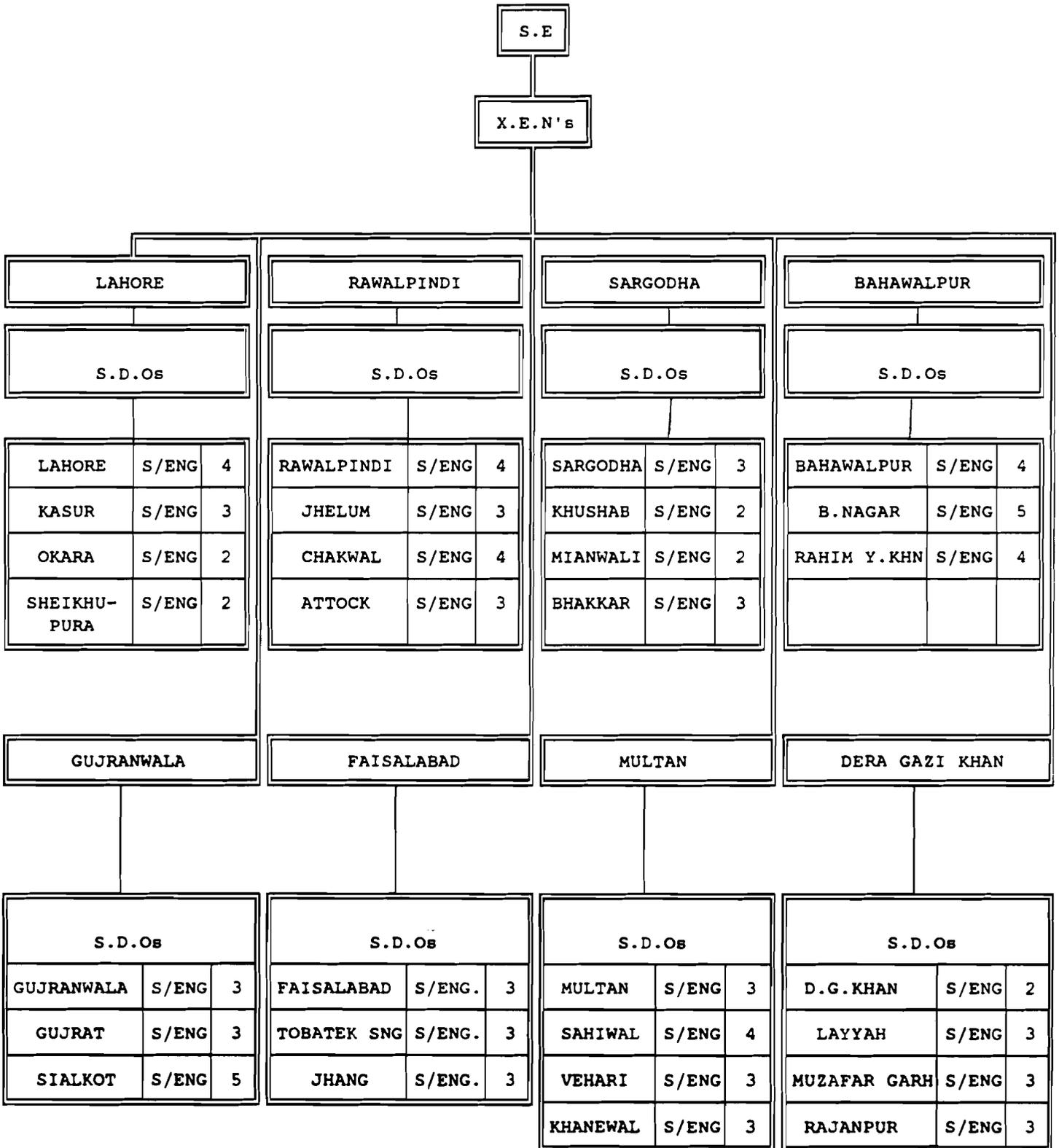


FIG-1 4-A

2.7 A project committee has been formed consisting of six members from the staff of the local Member Provincial Assembly (MPA), councilors and school staff. The chief function of this committee is the approval of:

- Required maintenance work
- Cost estimates prepared by CEC
- Tenders and bills.

A provision has been made for employment of work charged staff for execution of maintenance works.

2.8 The legal provision for creating the CEC was provided by the Governor of Punjab by establishment of an "accounting system" while for the remaining matters, the rules contained in the PWD code and Developmental Financial Rules were made effective. This accounting system is enclosed as Annexure "D" for reference.

Budget

2.9 The annual budget of CEC for maintenance works of educational buildings in Punjab is Rs. 140 million. This amount was described by SE (CEC) as grossly inadequate. It has forced the CEC to use priority system to execute works in buildings requiring urgent repairs and leave out others needing works which could be deferred.

B. Directorate of Engineering Works (DEW), Education Department, Government of Sindh

2.10 An Implementation Unit was created in the Education Department, Govt. of Sindh in the year 1977-78 with one Project Director, one Executive Engineer and an Assistant Engineer deputed from C&W Department for civil works at 5 sites with a capital budget of Rs.2.5 million. The Unit had the specific purpose to execute the civil works of Third Education Project of the World Bank (PEP III). Consultants were appointed to prepare schematic designs, develop architectural plans, structural details and contract documents, and to supervise execution of works. All other civil works of Education Department were continued to be handled by C&W.

2.11 During 1980-81, execution of civil works of Fourth Primary Education Project (PEP IV) was entrusted to the Unit and in 1981-82 execution of construction works under various ADP schemes to the extent of Rs. 26 million was also assigned to it. The remaining schemes of Education Department were still implemented by C&W.

2.12 The Implementation Unit progressively grew into a full fledged Directorate of Engineering Works and within a period of 10 years it was executing all construction and maintenance works of Education Department, except college education, worth Rs. 790 million annually in 1987-88. From 1991 the Directorate has started executing the entire civil works of Education Department in the Province.

Present Work Load

2.13 The present annual development work load of DEW is given below:

<u>Description</u>	<u>Allocation</u> <u>1991-92</u> (Rs in millions)
- 585 ADP Schemes	685
- Sind Primary Education Development Project (World Bank)	633
- Second Primary Education Project (World Bank)	20
- Girls Primary Education Project (A.D.B.)	75
Total	----- 1413

Organization of DEW

2.14 The Directorate of Engineering Works with its headquarters at Hyderabad is attached to the Education Department, Govt. of Sindh. It is headed by a Project Director of the level of a Chief Engineer (BPS-20). There are seven Circles under him each headed by a Superintending Engineer (BPS 19). There are 25 Divisions headed by Executive Engineers (BPS-18) and 80 Sub-Divisions headed by Assistant Engineers (BPS-17) upto Tehsil level. The organization chart of the Directorate of Engineering Works is shown in Fig: 2 and category-wise sanctioned strength of the staff is attached as Annexures "E". It can be noted that the Directorate has a total sanctioned strength of 1604 persons.

2.15 The Directorate of Engineering Works is responsible for all construction and maintenance Work of Education Department in Sindh Province and has grown to the present size in view of its satisfactory performance and work load. Most of the staff of the Directorate is deputed from C&W Department.

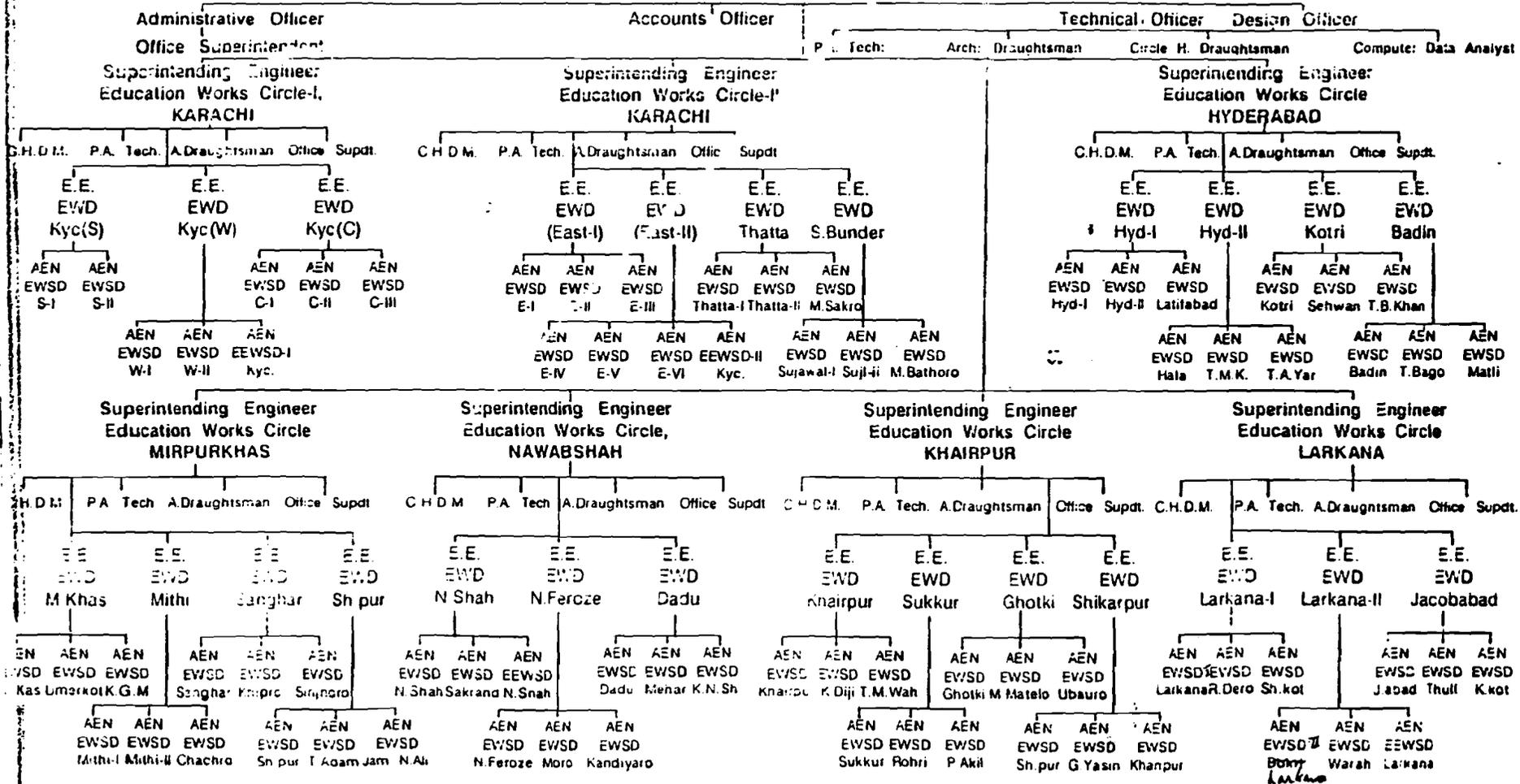
Powers

2.16 The powers of technical sanction of the engineers for new work and maintenance and repairs are as under:

ORGANIZATIONAL CHART

DIRECTORATE OF ENGINEERING WORKS HYDERABAD

Education Department
Government of Sindh
PROJECT DIRECTOR



P.D. = Project Director (BS-20)	1	No.	AEN/P.A. Tech = Assistant Engineer (BS-17)	80	Nos.
S.E. = Superintending Engineer (BS-19)	7	Nos.	A.D.M. = Architectural Draughtsman (BS-16)	8	Nos.
E.E. = Executive Engineer (BS-18)	25	Nos.	C.H.D. = Circle Head Draughtsman (BS-16)	9	Nos.
D.O. = Design Officer (BS-18)	1	No.	S.D.O. = Sub-Divisional Officer	3	Nos.
T.O. = Technical Officer (BS-18)	1	No.	Office Supdt. = Office Superintendents (BS-16)	8	Nos.
A.O. = Accounts Officer (BS-17)	1	No.	EWD = Education Works Division		
A.O. = Administrative Officer (BS-17)	1	No.	EWSD = Education Works Sub-Division		

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FIG-2 . 6-A

Maintenance and Repairs:

Executive Engineer	upto Rs.	50,000
Superintending Engineer	upto Rs.	250,000
Project Director	above Rs.	250,000

New Works:

Executive Engineer	upto Rs.	600,000
Superintending Engineer	upto Rs.	2,000,000
Project Director	above Rs.	2,000,000

The Directorate of Engineering Works follows West Pakistan Building & Roads Department Code for its works procedures and functions on the pattern similar to C&W Department as amended from time to time by Sindh Government. It employs services of consultants on specialized design works as and when required.

Staff Promotion Committee

2.17 A staff promotion committee consisting of the following departmental officials has been formed for promotion of staff of grade 16 and above in the Directorate of Engineering Works:

Secretary	Chairman
Additional Secretary	Member
Deputy Secretary Administration	Member
Project Director	Member/Secretary

The promotion committee for lower staff consists of the following officials:

Project Director	Chairman
Superintending Engineer	Member
Deputy Secretary Administration	Member
Executive Engineer	Member/Secretary

2.18 The Education Department, Govt. of Sindh has created a Planning & Monitoring Cell headed by Director Planning which is responsible for planning the development works, its budgeting and evaluating and monitoring the progress of works of Directorate of Engineering Works.

2.19 According to the officials of the Education Department, the creation of Directorate of Engineering Works within the Department has proved to be very useful. It was able to achieve its objectives and has performed well due to:

- (a) Elimination of communication gap which previously existed between the Department and C&W
- (b) Timely utilization of allocated funds
- (c) Timely preparation of cost estimates and schemes
- (d) Vigorous follow up of projects
- (e) Effective monitoring and evaluation

2.20 The engineering "wings" of the Punjab and Sindh Education Departments are essentially modelled on C&W department. In other words, it will not be far from truth to describe them as "mini C&W's" within the education departments. This has eliminated the communication gap between C&W and Education departments and increased the control of the latter on management of construction and maintenance of its facilities. But it has certainly not resulted in more efficient organisations. It has also increased the recurrent costs of the departments and the provinces as a whole.

2.21 A comparative statement of Engineering Directorates of Punjab, Sindh and NWFP (Proposed) is given in Table 2.

III. FUNDAMENTAL CONSIDERATIONS

3.1 As described in the following sections, a rational approach for designing a workable minimum organisation for Directorate of Civil Works as part of Directorate of Primary Education NWFP, will depend on a correct assessment and considerations of objectives, extent and scope of work, and spread of work sites. These are discussed in detail in the following sections.

A. Objectives

3.2 As per the recommendations of the committee appointed by Additional Chief Secretary P&D, Directorate of Civil Works will be responsible for managing construction and maintenance of all primary education facilities in NWFP".

3.3 The Directorate of Civil Works (DCW) thus has to manage two distinct activities: construction of new facilities and maintenance of existing facilities.

3.4 For the implementation of these activities, comprehensive planning, scheduling, resource management, and monitoring will be required.

3.5 New facilities have to be planned according to the criteria laid down by Education Department and located as per siting criteria designed for local conditions in conformity with approved technical code, contracted and supervised during construction, including the monitoring and billing process. That small buildings will be located at far flung sites throughout the province makes the management even critical.

3.6 Existing facilities represent huge public investment. Measures to protect this investment will translate into enormous savings for the province over long term. This calls for a maintenance program which should be viable and effective. In view of the present misgivings about proper utilization of funds allocated for maintenance, the development and implementation of an efficient maintenance program requires even greater care than the plans for new construction.

3.7 The province has decided to employ private sector consultants for management. The consultants will be overseen by the engineers of the Civil Works Directorate. The details of this organisation are indicated in chapter VIII.

3.8 Private Sector Architectural/Engineering (A/E) Consulting firms will perform all of the detailed tasks of planning, designing, scheduling, tendering, supervising and monitoring of new works as well as maintenance. The DCW and its staff will exercise the functions of top supervision of both consultants and construction contractors, and acceptance of services on behalf of the Education Department keeping effective liaison with the consultants and the Education Department at all levels.

3.9 Maintenance of buildings involves:

- assessment of work
- establishing priorities
- method of execution

3.10 The surveying, mapping and preparing an inventory of the existing facilities and carrying out a condition survey is a major job. The province is already in the process of engaging an A/E firm to carry out these activities. The information thus collected will be computerized providing a data bank to DCW to organise and implement the maintenance work comprehensively. This will also facilitate preparation of realistic annual and five years maintenance and repairs plan.

3.11 As discussed above, DCW staff is required for overseeing consultants and contractors. Detailed planning, designing, tendering, supervision, and monitoring will be the responsibility of the consultants.

B. Extent and Scope of Work

3.12 According to the Statistical data 1990-91 issued by MUST, there are about 9,600 primary and 800 middle schools in NWFP. Of these, about 2,000 are housed in the premises either not owned by the Provincial Government or which are not required to be maintained. The Government is maintaining only about 7,600 primary and 760 middle schools as per Maintenance Grant Sanction for Petty/Annual Repairs of Primary and Middle Schools for the Year 1990-91 (Annexure "G").

3.13 Hence about 7,600 primary and 760 middle school buildings belonging to Education Department are being maintained at present which are spread over the whole province of NWFP. In addition there are about 2,000 primary schools in the Federally Administered Tribal Areas (FATA). In future the Education Department envisages construction of about 1,000 new primary schools annually under ADP. Construction of new primary schools and addition of class rooms in existing schools under several donor funded projects will be in addition to this. This is by far an enormous activity.

3.14 This requires provision of a highly accountable as well as a flexible DCW organization with great mobility. It can only be achieved by keeping regular staffing at office and field work levels to a bare minimum.

C. Spread of Work Sites

3.15 Primary Schools are located in the urban and rural areas of NWFP and FATA, more or less evenly spread. The geographic dimensions of the province are such that it has a considerable length (about 620 km) with relatively narrow average width of about 130 km. The determination of the areas of jurisdiction of DCW engineers shall conform to the administrative units of NWFP. There are: 6 Divisions, 18 Districts including 3 newly created ones, and FATA.

3.16 The Director of Works along with the Additional Director and three Deputy Directors (Executive Engineers) will be located at Peshawar for the present. Later on if found necessary, offices of the Deputy Directors can be located at suitable places within their jurisdiction areas.

3.17 Following discussions with officials of the Education and C&W Departments, USAID, and detailed analysis of the various factors involved, the organisational design of the DCW, as described in Chapter IV, has been developed.

3.18 The areas of jurisdiction for the Deputy Directors have been determined as follows and as shown on a map in Chapter IV:

DD-I	Peshawar, Mardan and part FATA Division
DD-II	Kohat, D.I.Khan and the rest of the FATA
DD-III	Hazara and Malakand Division

IV. PROPOSED ORGANIZATION OF THE DIRECTORATE OF CIVIL WORKS

4.1 Presently, the Directorate of Primary Education has the overall organizational set up already functioning. But it requires a working technical set-up within the organization to execute the engineering works required for development of its new and maintenance/repairs of its existing facilities.

4.2 In view of the above, a Directorate of Civil Works (DCW) is being set up the details of which have been proposed in this report. The C&W shall be relieved of its responsibilities for the primary education facilities, which will be executed by DCW.

4.3 The engineering works which will be undertaken by DCW are of two categories:

- Development or construction of new facilities
- Maintenance/repairs of existing facilities.

4.4 All works in Government Departments are normally carried out by the responsible engineering organizations through contracts. But, some maintenance work is also carried out through directly employed work-charged labor (DEL). C&W has an elaborate code and rules for guidance and control. Similarly, there are specific rules and financial processes for concluding contracts.

4.5 To enforce the contract conditions, assure quality, achieve the required pace of work, and for certification of work bills, C&W has its own large cadre of supervisory staff, the cost of which is naturally charged to the concerned works account.

4.6 For the proposed DCW, private sector consultants will be employed for planning, designing, tendering, detailed supervision of works at site, and certifications of works/bills etc. This system relieves the Government Engineering Department from the bulk of architectural/engineering and supervision/ control duties, and the organization can concentrate on top supervision of works and financial and administrative aspects of projects.

4.7 This approach makes it possible to keep the numerical strength of the staff required on the departmental permanent pay-roll to a minimum resulting in substantial savings in the recurrent costs.

4.8 The proposed organizational structure of DCW is based on all works being planned and executed through contracts concluded by Department with the assistance of and being supervised by consultant's staff.

TABLE - 1

STAFF REQUIRED FOR DIRECTORATE OF CIVIL WORKS WITH
CONSULTANTS MANAGING CONSTRUCTION AND MAINTENANCE WORKS

SR. NO.	POSITION	BPS	TOTAL
1.	Director of Works	20	1
2.	Additional Director of Works	19	1
3.	Deputy Directors	18	3
4.	Internal Auditor	17	1
5.	Accountant	16	1
6.	Stenographer/Computer Operators	15	5
7.	Draughtsman	11	1
8.	Cashier	11	1
9.	Office Assistants	11	2
10.	Accounts Clerks	9	3
11.	Clerks	5	3
12.	Drivers	5	5
13.	Naib Qasids	1	7
14.	Chowkidars	1	3
15.	Mali	1	1
16.	Sweepers	1	2
	TOTAL:-		40

4.9 The DCW staff has been kept at a minimum level which will reduce the establishment/ engineering cost. The consultancy cost of private sector architects/engineering firms shall be reflected in the development and maintenance cost of the works.

4.10 The two categories of activities, i.e., construction and maintenance have varying significance for DCW: maintenance/repair work would not have any significant element of architectural and engineering works involved, the main thrust in this case is on detailed supervision.

4.11 The staffing of DCW, if planned as a normal engineering government department performing the work of detailed supervision would be quite different from what is proposed here.

4.12 With Consultant employed to manage the new construction and maintenance/repair works, the DCW does not require field supervisory staff. The Deputy Directors will exercise the top supervisory functions and also oversee, the Consultants functioning in the field. Besides the Director as head of office, his staff requirement is dependent on the work load and the distances from headquarter over which the control is required to be exercised.

4.13 There are about 7,600 existing schools to be maintained in 18 districts of N.W.F.P. At present, there are no specific criteria for estimating the workload with great accuracy. After consulting officilas of NWFP and USAID, we believe that an area of six districts, having about 3,000 schools can be considered as a reasonable package to be looked after by one Deputy Director. Therefore, three Deputy Directors can be placed in the organisation of DCW for primary education facilities considering that the consultants shall manage construction and maintenance of these buildings.

4.14 In fact, if the work was to be limited to construction only and the consultants shouldering all the work responsibility from initial planning to completion of work, the Directorate could handle the top supervision with the three Deputy Directors for a number of years to come.

4.15 In the light of above considerations, the proposed organization of Directorate of Civil Works within Directorate of Primary Education shall have the minimum staff for the management and top supervision of civil works of primary education facilities. The private sector Architect/Engineers' staff shall increase and decrease depending upon the work load at a particular time. In this way efficiency of operations and quality of work can easily be achieved.

TABLE - 2

**COMPARATIVE STATEMENT OF ENGINEERING ORGANIZATIONS
FOR
EDUCATION WORKS IN PUNJAB, SINDE & NWFP**

S.NO.	DESCRIPTION	PUNJAB	SINDE	NWFP (PROPOSED)
1.	Responsible Authority	Education Department	Education Department	Director of Primary Education
2.	Type of Works undertaken	Maintenance work of all Schools/College buildings	Construction and Maintenance of all Education facilities	Construction and Maintenance of Primary Education facilities
3.	Role of Consultants	Nil	Involved in Specialized Works	Planning, design, preparation of Tender Documents, Bid evaluation and Construction Supervision of new works & maintenance of existing buildings.
4.	Staff Strength:			

	Engineers	47	110	5
	Technical Support Staff	181	411	1
	Non-Technical Support Staff	372	1083	34
	Work Charged Staff	365	-	-
	Total	965	1604	40
5.	Annual Establishment Cost	Rs.17.7 million	* Rs.39.6 million	Rs. 3.7 million
6.	Cost not included	C&W for New Works	Consultants Fee for specialised Works.	Consultants Fee

* = Including Rs.3.8 Million for purchase of durable goods i.e. transport, machinery, equipment and furniture.

Source:- CEC Punjab, Education Department, Sindh, & Consultants' Estimates.

4.16 The organization chart of proposed DCW is shown in Fig-3. Table 1 gives the details of staffing strength of DCW with its headquarter at Peshawar. The three Deputy Directors working under the Director of Works shall also be located at Peshawar in the DCW office. The jurisdiction areas of these Deputy Directors is shown in Fig-4.

4.17 Locating all engineers at one station rather than at their respective divisional headquarters has a number of advantages:

- In case of one or more engineer travelling, the engineer at the station can fill in to perform the work of the travelling engineers.
- Since the consultants would be responsible to look after works in the field, location of offices at divisional headquarters can be avoided.
- Cost of physical facilities and establishment will be reduced.
- Since engineers will be required to travel a considerable period of time regularly, stationing them at Peshawar is practically the same as stationing them at the divisional headquarters.
- Positions located in Peshawar will be an added incentive for attracting better personnel.

4.18 Performance of DCW shall be reviewed and evaluated periodically. Based on this review if a need is felt, changes can be made such as increasing the number of professional and or support staff, location of separate offices of Deputy Directors at a suitable place within their jurisdiction and improvement of office facilities, equipment, transport, etc.

4.19 Table 2 gives a comparative statement of Engineering Organizations for Educational works in Punjab, Sindh and as proposed by the Consultants for NWFP.

PROPOSED ORGANIZATIONAL SETUP OF
DIRECTORATE OF CIVIL WORKS, PRIMARY EDUCATION, NWFP.

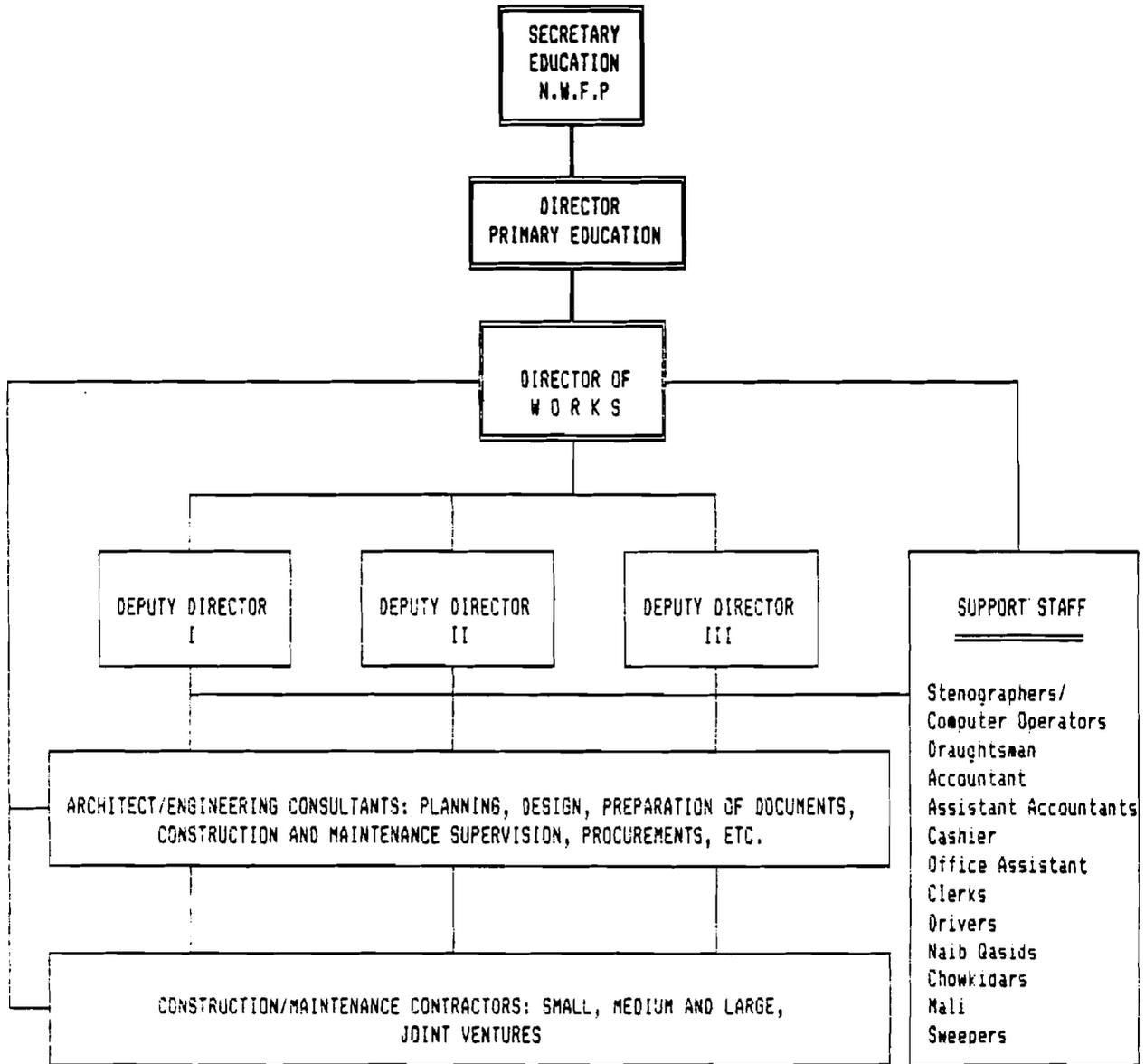
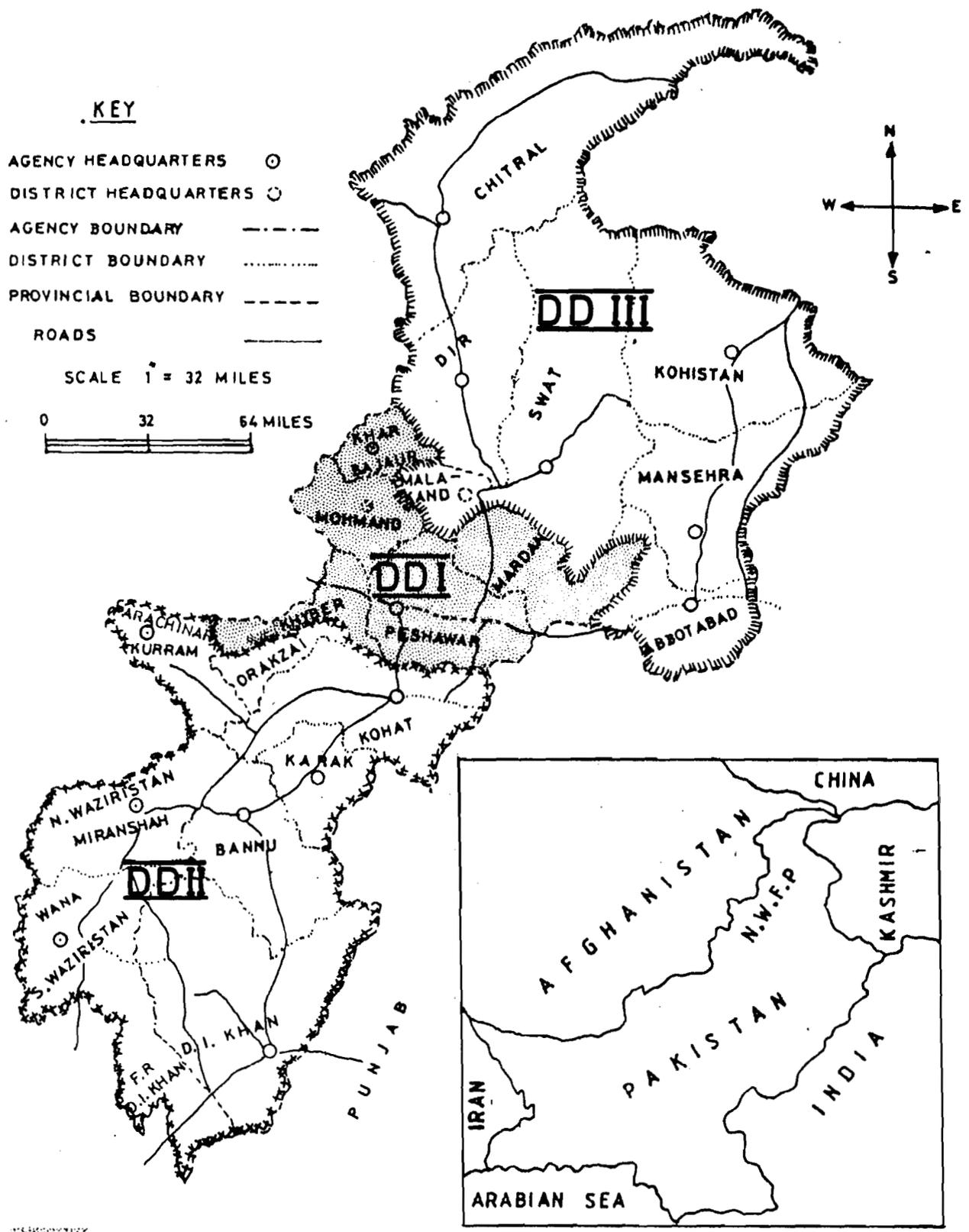


FIG-3

14-A

AREA JURISDICTION OF DEPUTY DIRECTORS DIRECTORATE OF CIVIL WORKS, PRIMARY EDUCATION NWFP



DD I [Stippled pattern]

DD II [Cross-hatched pattern]

DD III [Diagonal line pattern]

Fig-4

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14-B

V. AREA JURISDICTION AND WORK LOAD

5.1 The jurisdiction of work for Deputy Directors is indicated in detail in Table 3 of this report.

A. The Work Load

5.2 The work load of each district will depend mostly on the number of primary school buildings in each district, which are to be maintained and which require special repairs and the number of new school buildings which are to be constructed.

5.3 Following is a review of the method of work envisaged for the two categories of work.

5.4 Maintenance of buildings shall be carried out through item rate contracts concluded by Director/Deputy Director of DCW and based on the extent of work obtained from the computerised data bank available. The quantum of work, however, is directly related to the number of school buildings occurring in each district.

5.5 This district-wise distribution of the school buildings to be maintained is given in Table-3.

5.6 Table-3 indicates that the number of schools for each of the three Engineering Divisions, as planned above, are uniformly distributed i.e. about three thousand schools in each Deputy Director's jurisdiction including FATA.

5.7 As per the allocation of money for annual maintenance (at the rate of Rs.500 per school) and for special repair (at the rate of Rs.2,000 for 50% of schools) for 1990-91, the total allocation for each of the three Deputy Director will be approximately:

3,000 schools @ Rs. 500 each	= Rs. 1.50 million
1,500 schools @ Rs.2,000 each	= <u>Rs. 3.00 million</u>
Total allocation	= Rs. 4.50 million

(Source: Education Department letter No.SO(Coord:)Edu/4-3/90-91 dated 24.4.1991 Annexure "G").

5.8 The capacity of work of an XEN is normally higher than this figure, but considering the widely distributed work and its nature the amount of Rs.4.50 million annually for repairs is considered adequate and compatible with the working capacity of one XEN. Moreover the work load of new construction has also to be considered in relation to the proposed method of execution.

5.9 The number of primary schools planned for construction through ADP shall be 1,000 annually. Over and above this figure, there shall be additional schools and class rooms to be constructed annually under international and bilateral funding agencies.

5.10 The distribution of this construction programme over the six administrative divisions, will determine the regional work load. Any priority to be given to any specific area for school development, as a Government policy, will also affect the distribution of the construction work in the Province.

Considering the present level of literacy, the resource input in the primary education is likely to rise considerably. The allocation, and consequently work level, will increase manifold in the near future.

B. Organisation Expansion

5.11 It is planned that the scope of work of DCW will be expanded gradually to cover all educational buildings in NWFP.

5.12 The ultimate objective will naturally be obtained by a phased development of the proposed DCW organisation over a number of years.

The changes involved will be:

- (a) Expansion in number of various categories of personnel to cope with the additional work load.
- (b) Upgrading of the personnel in top echelon to control a larger organisation.

5.13 The extent of the above changes will depend on the work load as the time passes, and will have to be determined specifically at an appropriate time.

5.14 According to an assessment of work load by the Consultants for construction of primary schools based on planned allocation over the next few years, the projected development budget including donor funds for Primary Education in NWFP is likely to increase from an estimated amount of Rs.374 million in 1991-92 to Rs.579 million in 1998-99.

TABLE - 3

NUMBER OF SCHOOLS WITHIN JURISDICTION OF EACH DEPUTY DIRECTOR

Division	District	No. of Schools			Schools in each Deputy Director's jurisdiction
		Primary	Middle	Total	
Peshawar	Peshawar	378	48	426	DD-I 2866
	Charsadda	303	36	339	
	Nowshera	262	37	299	
Mardan	Mardan	368	46	414	
	Swabi	423	40	463	
F A T A	Bajour	184	36	220	
	Mohmand	163	50	213	
	Khyber	163	49	212	
	FR Peshawar	62	18	80	
Kohat	Karak	335	26	361	
	Kohat	332	24	356	
D. I. Khan	D. I. Khan	489	51	540	
	Bannu	844	63	960	
F A T A	S.W'tan	201	2	203	
	N.W'tan	219	44	263	
	FR D. I. Khan	111	31	142	
	Orakzai	161	45	206	
	Kurram	180	41	221	
Hazara	Kohistan	201	2	203	DD-III 3760
	Mansehra	859	89	498	
	Abbottabad	988	107	1095	
	Haripur	-	-	-	
Malakand	Malakand	235	20	255	
	Dir	641	59	700	
	Swat	814	88	902	
	Chitral	83	24	107	
	Bunair	-	-	-	

Source: Education Department N.W.F.P.

16-A

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VI. DUTIES AND RESPONSIBILITIES OF OFFICIALS OF DIRECTORATE OF CIVIL WORKS, PRIMARY EDUCATION

6.1 In this chapter duties and responsibilities of key officials of the Directorate of Civil Works (DCW), Primary Education are described against each position.

A. Duties and Responsibilities

6.2 The normal duties and functions of the officials of NWFP Govt. will be generally applicable to the DCW staff, some specific duties, however, applicable to engineer officers are indicated as under:

1. Director of Works (Chief Engineer)

The Director of Works shall be the head of the Directorate of Civil Works and would be responsible for the efficient working of his Directorate. He shall report to the Director, Primary Education and provide requisite technical advice to him concerning works assigned to his Directorate. He shall ensure that all works are undertaken economically with workmanship and materials as per design, drawings and specifications. He shall supervise all technical staff and be administratively responsible for all the staff of his Directorate and shall arrange all service matters of the staff in consultation with the Director Primary Education.

He shall correspond directly with other Departments and Organizations on all matters related to his work. He shall exercise all financial and miscellaneous powers assigned to him for the performance of his duties.

He shall keep a control of accounts of the Directorate and give strict attention to the regulations concerning the disbursement of money, the custody of stores and the submission of accounts. He shall prepare annual budget for his Directorate and plan its activities based on the budgetary allocations and needs of the works under his control.

He shall organize and supervise the works under taken either directly or through the Consultants with the assistance of his Deputies. He shall oversee the work of the Consultants, review the progress of works, prepare review reports and make necessary corrective measures to expedite progress and ensure quality of works. He shall undertake periodical inspections under specific program and spontaneous visits to the works of the Directorate.

He shall keep a complete record of all the works undertaken by his Directorate. He shall prepare terms of reference, invite and scrutinize proposals of Consultants, invite tenders for execution of construction and maintenance works, conclude the contracts with the Consultants, award the works and monitor their progress. He shall work in close liaison with the concerned officials of the Education Department.

2. Additional Director (Superintending Engineer)

The Additional Director shall be responsible to the Director of Works for the works assigned to him from time to time. He shall also look after all administrative matters related to the Directorate of Civil Works and shall act as Director of DCW during the absence of the Director. He shall exercise all financial and miscellaneous powers assigned to him for the performance of his duties.

3. Deputy Director of Work (Executive Engineer)

The Deputy Director of Works shall be responsible to the Director of Works/Additional Director for the execution and management of all works within his jurisdiction. It shall be his duty to see that the works are expeditiously and economically carried out with good workmanship and materials of good quality in conformity with the contract requirement and specifications. He shall assist the personnel of the Consultants in carrying out their assignments.

It will be his responsibility to ensure that defects identified are rectified and the works undertaken are generally in accordance with the drawings, designs and specifications. He shall exercise financial and technical powers assigned to him. He shall inspect periodically or as required all the works under his jurisdiction. It shall be the responsibility of the Deputy Director of Works to ensure proper maintenance of all works in his charge either directly or through the appointment of Consultants.

He shall ensure that the works are carried out as per design and specifications in an economical manner with best workmanship and materials of specified quality. No work shall be commenced by him without the sanction of the competent authority and also he shall not make or permit any deviation from the approved design and materials in the course of execution without prior approval of the competent authority.

He shall submit monthly accounts of works undertaken in his jurisdiction to the Director of Works. He shall undertake all works and assignments entrusted to him by the Director of Works from time to time and ensure their satisfactory completion. He shall report regularly the progress of works undertaken in his jurisdiction to the Director of Works. He shall invite tenders, quotations and award the works falling within his specified financial powers. He shall work in close liaison with concerned officials of Education Department.

4. Accountant

He shall be responsible for maintaining the accounts of the Directorate/Division both in respect of works and Establishment. He shall conduct detailed checking of all works bills, claims and account for all receipts and payments and perform all other functions assigned to him in this respect.

He shall maintain complete accounts as required under the rules and the required Accounts Returns shall be submitted to the concerned quarters by the prescribed dates. He shall prepare cheques for work expenditure after ensuring that works have been certified and no payment is made without technical scrutiny and approval of the Director of Works.

He shall also prepare budget estimates of the Directorate/Division and keep a close watch on the expenditure. He shall be well versed with the financial rules and regulations of the Government and shall strictly follow these in the discharge of his duties.

B. Delegation of Powers

6.3 The following delegation of powers under the Financial Rules and Power of Re-Appropriation Rules 1981 shall be exercised by the officials of Directorate of Civil Works, Primary Education Department.

Technical Sanctions

a. New Works:

- i. Administrative Department: Full Powers
(Secretary Education)

Subject to the condition that excess over the amount for which the administrative approval has been accorded does not exceed 10 percent. In case it does exceed, fresh administrative approval will be required.

- ii. Director of Works: Full Powers

Subject to the condition that excess over the amount for which the administrative approval has been accorded does not exceed 10 percent. In case it does exceed, fresh administrative approval will be required.

- iii. Additional Director of Works Upto Rs.2,500,000

Subject to the condition that excess over the amount for which the administrative approval has been accorded does not exceed 10 percent will be required.

- iv. Deputy Director of Works Upto Rs.500,000

Subject to the condition that the excess over the amount for which the administrative approval has been accorded does not exceed 10 percent.

- b. Ordinary and Special Repairs to Non Residential buildings:

- i. Administrative Department Full Powers
Secretary Education

Subject to the furnishing of lists.

- ii. Director of Works Full Powers

Subject to the furnishing of lists.

- iii. Additional Director of Works Upto Rs.1,000,000

Subject to the furnishing of lists.

- iv. Deputy Director of Works: Upto Rs.500,000

Subject to the furnishing of lists.

- c. Ordinary and Special Repairs to Residential Buildings:

- i. Administrative Department Upto Rs.50,000 in the case of each building subject to furnishing of lists.
- ii. Director of Works Upto Rs.50,000 Education and Director of in the case of each Works building subject to furnishing of lists.
- iii. Additional Director of Works Upto Rs.20,000 in case of each building subject to furnishing of list.

- | | | |
|-----|--------------------------|---|
| iv. | Deputy Director of Works | Upto Rs.10,000 in case of each building subject to furnishing of lists. |
|-----|--------------------------|---|

2. Administrative Approval for Works/Development Schemes

- | | | |
|------|---|---------------------------------------|
| i. | Administrative Department
(in Sub Committee) | Upto Rs.5,000,000
(non recurring) |
| ii. | Director of Works
(without Sub Committee) | Upto Rs. 1,000,000
(non recurring) |
| iii. | Additional Director of Works | Upto Rs.700,000
(non recurring) |
| iv. | Deputy Director | - |

C. Recruitment Rules for Directorate of Civil Works

6.4 The Directorate of Civil Work shall be attached to the Directorate of Primary Education, Govt. of NWFP and shall follow all the relevant service rules as adopted by the Govt. of NWFP and are applicable to personnel of Directorate of Primary Education.

6.5 However, it is essential to have separate recruitment and appointment rules for Directorate of Civil Works which are described below for the key officials. For the support staff such as assistants, accountants, clerks, drivers, chowkidars and others, the normal Govt. rules for their recruitment and appointment shall be followed:

- | | | |
|----|------------------------|--|
| 1. | Name of Post | Director of Works (Chief Engineer) |
| | Minimum Qualifications | Degree from a recognized University or Institution. |
| | Minimum Experience | 18 years professional experience with a reputed consulting engineering firm, contractor or a Govt. Organization in design/ construction /maintenance of buildings and related works. Relaxable to 15 years experience in case of Master's Degree in civil engineering from a recognized university or institution. |

Method of Recruitment	By initial appointment through Public Service Commission OR By promotion of Additional Director or holders of equivalent posts in Directorate of Civil Works.
2. Nomenclature of Post	Additional Director (Superintending Engineer)
Minimum Qualification	Degree in Civil Engineering from a recognized University or Institution.
Minimum Experience	12 years professional experience with a reputed consulting engineering firm, contractor or a Govt. Organization in design/ construction/ maintenance of buildings and related works. Relaxable to 8 years experience in case of Master's Degree in civil engineering from a recognized university or institution.
Method of Recruitment	By initial appointment through Public Service Commission OR By selection on merit from amongst the Deputy Directors of Works or holders of equivalent posts in Directorate of Civil Works.
3. Nomenclature of Post	Deputy Director of Works (Executive Engineer)
Minimum Qualifications	Degree in Civil engineering from a recognized university or institution.
Minimum Experience	8 years professional experience with a reputed consulting engineering firm, contractor or a Govt. Organization in design/construction / maintenance of buildings and related works. Relaxable to 5 years experience in case of Master's Degree in Civil engineering from a recognized university or institution.
Method of Recruitment	By initial appointment through Public Service Commission

6.6 The minimum qualifications, experience, method of recruitment for accountants, assistants, clerks, naib qasids, drivers, stenographers, computer operators (steno typists) and others shall be as per rules of the Govt. of N.W.F.P. except that these person shall be recruited by initial appointment for the new Directorate of Civil Works or taken from the existing strength of Education Department.

VII. SPACE AND OFFICE REQUIREMENTS OF DIRECTORATE OF CIVIL WORKS, PRIMARY EDUCATION, NWFP

A. Standards Used:

7.1 The requirement of space for the officials and staff of the DCW and requisite furniture in each office is given below. The space requirements are based on standards approved by the ECNEC in its meeting held on 25.4.79 and are used in planning office and other space requirements in the country. A copy of the approved standards is given as Annexure "F" These are:

1.	Officers Grade 19-20	240 sft./person
	Officers Grade 17-18	160 sft./person
2.	Secretarial Staff	
	a) Where no public dealing is involved	40-50 sft./person
	b) Where some public dealing is involved	60-80 sft./person
3.	Gross Space (including Carpet area, Circulation, wall thickness, toilet, lobbies, etc.)	150-170 sft./person
4.	Committee Room	15-20 sft./person

B. Total Number of Staff of DCW with Consultants Managing Construction and Maintenance.

7.2 The following staff members shall be employed at the headquarter of the Directorate of Civil Works at Peshawar as per Table-1.

Director of Works	1
Additional Director	1
Deputy Director of Works	3
Internal Auditor	1
Draftsman	1
Accountant	1
Office Assistants	2
Accounts Clerks	3

Cashier	1
Clerks	3
Stenographers/Computer Operators	5
Drivers	5
Naib Qasids	7
Chowkidars	3
Mali	1
Sweepers	2
Total	40 persons.

C. Space Requirements

7.4 There shall be a total of 40 persons working in the Directorate of Civil Works assuming that planning, design and supervision of construction and maintenance of Primary Schools shall be undertaken by private sector Consultants. Excluding drivers, Naib Qasids, chowkidars and sweepers, the office space requirement shall be for 22 person:

Director of Works	1 No.	240 sft.
Additional Ddirector	1 No.	240 sft.
Dy. Director of Works	3 Nos. 160 X 3	480 sft.
Support Staff	17 Nos. 70 X 17	1190 sft.
Committee Room	12 Nos. 20 x 12	240 sft.
Misc. space for toilets, corridor etc.		300 sft.
	TOTAL	2690 sft.
	SAY	2700 sft.

D. List of Furniture Required for Directorate of Civil Works

7.6 The list of furniture estimated for the Directorate of Civil Work at Peshawar which will utilize services of private sector Consultants for supervision of construction and maintenance of primary schools is given below:

Deputy Director of Works (3 Rooms)

<u>Item</u>	<u>No.</u>	<u>Rate</u>	<u>Total Costs</u>
1. Office Tables	3	4,000	12,000
2. Executive Chairs	3	1,500	4,500
3. Visitor's Chairs	12	600	7,200
4. Side Racks	3	1,000	3,000
5. Almirahs (Cupboard)	3	2,000	6,000
6. File Cabinets	3	2,000	6,000
7. Carpet & Curtains	3	5,000	15,000
8. Book Shelves	3	2,000	6,000
9. Misc. Items	3	3,000	9,000
		Sub-Total	68,700

Furniture for Support Staff Offices (17 Nos.)

<u>Item</u>	<u>No.</u>	<u>Rate</u>	<u>Total Costs</u>
1. Office Tables	11	2,500	22,500
2. Chairs	16	800	12,800
3. Visitor's Chairs	32	600	19,200
4. Side Racks	16	800	12,800
5. Almirahs	8	2,000	16,000
6. File Cabinets	8	2,000	16,000
7. Safe	1	6,000	6,000
8. Curtains	-	5,000	8,000
9. Drawing Board	1	4,500	4,500
10. Stool	1	500	500
11. Drawing Shelf	1	3,000	3,000
12. Drawing Instruments	-	3,000	5,000
13. Computer Tables	5	2,500	10,000
14. Misc. Items	-	10,000	10,000
		Sub-Total	151,300
		Grand Total	326,800
		Say Rs.	330,000

E. List of Equipment and Vehicles for DCW

7.8 The lists of equipment and vehicles estimated for DCW are shown in Tables 4.

VIII.METHOD OF EXECUTION OF WORKS

8.1 The organizational set-up of DCW, its manning and other details have been dealt with in Chapter IV of this report. The proposed organization shall utilize the services of Architect/ Engineers' firms for planning, design, preparation of tender document, evaluation, construction and maintenance supervision of all primary education facilities. In addition they shall provide advisory services to the DCW. In this chapter the procedures for inducting the Consultants and undertaking the construction and maintenance works through consultants are given in detail for DCW.

A. Method of Inducting Consultants

8.2 For Architectural Design (planning and design of buildings) rules laid down in Pakistan Council of Architects & Town Planners Ordinance 1983 shall be followed. For engineering services, (planning, surveying, supervision, etc) consulting engineers shall be hired as per rules laid down by Pakistan Engineering Council byelaws 1986. An outline of the method of inducting consultants as per rules is given below:

Applications for pre-qualification of consultants be invited through advertisements in newspapers of Peshawar, Lahore & Karachi, indicating the nature and content of work. This employment shall be for a period of 1 to 2 years for consultancy work as it arises in this period.

Applications shall be evaluated for experience, particularly in NWFP, their organization, personnel, etc. Selected Consultant be invited to submit their proposals for planning & execution of specific works at indicated locations. Separate technical & financial proposals be invited.

Technical proposals shall be evaluated with respect to methodology, technology, CV of assigned personnel allocated, perception and proposed solutions of expected problems etc.

The financial proposals of three firms with the best technical proposal may then be opened and cost negotiations be carried out with the firm with the best technical proposal.

If negotiations fail, the next technically evaluated proposal may be taken up. The Consultant may then be appointed for specific period of time.

8.3 The scope of work for consultants agreement shall be specified as per the ADP and other known aided projects, but may be kept open-ended (indefinite quantity, time-based) so as to include any other work of PED.

TABLE - 4

LIST OF EQUIPMENT, VEHICLES AND OTHER ITEMS FOR
DIRECTORATE OF CIVIL WORKS AT PESHAWAR WITH CONSULTANTS
MANAGING CONSTRUCTION AND MAINTENANCE WORKS

S.NO.	ITEMS	DIRECTOR OF WORKS	ADDITIONAL DIRECTOR OF WORKS	DEPUTY DIRECTORS	OFFICE STAFF	TOTAL
1.	Diesel Jeeps	1	1	3	-	5
2.	Motor Cycles	-	-	-	2	2
3.	Computer PCs with System	1	1	3	-	5
4.	Manual Typewriter	-	-	-	1	1
5.	Pocket Calculators	1	1	3	7	12
6.	Photocopy Machines	1	-	-	1	2
7.	A/C with Heater	1	1	3	-	5
8.	FAX Machines	1	-	1	-	2
9.	Heaters	-	-	-	20	20

The consultants appointed for specified period shall then proceed to arrange execution of works as illustrated below through construction contracts or any other method approved by Directors of Works and Primary Education.

1. New Construction

These works, after administrative approval, shall be entrusted to private sector Consultants, for planning, architectural and engineering design, contracting, monitoring of work execution and progress, and contractors payment etc. These works contracts are to be concluded by the Consultants on item rate basis, which is the normal standard method. The consultants remain responsible till the facilities are taken over and start functioning, and the construction contracts are finalized.

2. Maintenance and Repairs Work

The nature of work in this category varies considerably and may be classified as: petty repairs, annual maintenance work, and special repair/reconstruction. The methods and procedure for each class of works are different as described below:

3. Petty Repairs

This repair is for minor items like replacement of broken glass panes or repairs like water tap leakage, or replacement of electric bulbs and minor electric faults etc. Such repairs shall be arranged by the Head Master of the school through a technician of the trade involved and paid for on individual job basis. The head of the school is authorized by the Education Department to incur such expenditure under the supervision of SDEO concerned. We recommend that this system may continue as it is. This is to be done for all of the schools. A system be developed with the help of consultants to verify the work done on the basis of random sampling or detailed check.

The allocation for petty repairs made during 1990-91 by Education Department, NWFP was Rs. 5.297 Mill., for 7555 primary school and 760 middle schools at Rs. 500 for each school.

4. Annual Maintenance

The annual maintenance repair includes the decorative work e.g. white washing, painting and patch repairs of plaster or floor or roof etc. This work may be contracted for by DCW using the consultant.

The allocation for 1990-91, by Education Department for annual maintenance repair of primary and middle schools was apaprox. Rs.10.00 million @ Rs. 2,000 for approximately 50% of the primary schools and Rs.6,000 for approx. 50% of the middle schools. This indicates the scale of this activity for primary and middle schools at present (Annexure "G").

The most critical requirement for maintenance work contract for about 8400 primary and middle schools, which are spread over the whole NWFP Province, is the determination of quantities of maintenance work items for these schools, spelled out individually for each school. Collection of such large scale and detailed information requires a very large effort. Even then its credibility and accuracy may remain doubtful. The cost effectiveness of any monetary allocation for this work will be directly proportional to the accuracy of the information regarding the repair work quantities gathered.

As indicated elsewhere in this report, a buildings inventory and maintenance work survey has been organized under PED which is proposed to be computerized to make available a data bank. It is also proposed, we understand, that checking of a statistically designed sample will be done to ensure 95% accuracy. As explained later, this will greatly simplify the contracting procedure for maintenance work.

5. Special Repair

The special repair requirements shall be included in the building survey and information for this item shall also be available in the Data Bank.

The arrangement to conclude maintenance work contracts for large or small packages of schools, will be possible based on this data bank information. Needless to say this data bank will not remain static, but updating will be done on conclusion of each contract and also periodically to include new schools and on periodic inspection report.

Two considerations need to be made at this stage for decision on each contract size:

- a. Whether the contract package of schools, be decided on area basis e.g. each district or tahsil or on its manageable size.
- b. Whether contracts to be separate/combined for annual maintenance and special repairs.

The recommendation for item (a) above is that area wise packaging may be done. For example, one or two districts depending on a manageable number of schools, but one package/contract may not be for the jurisdiction of two Deputy Directors.

So the prime consideration for size of each package/ contract to be the number of schools in each division (controlled by one Deputy Director).

The recommendation for the item (b) above, is that a comprehensive contract for both items of work may be more practical and easier to manage from supervision point of view.

The nature of contracts to be concluded could be:

- Measurement Contract or Unit Rate Contract
- Lump Sum contract

The pros and cons of each system are very well known, not requiring enumeration here. Two aspects are however, very pertinent which can bear repetition:

- Measurement Contracts need little effort at time of conclusion of contracts but a large effort and engineering personnel is required on monitoring and billing etc. during and after the execution of work.
- Lump Sum contracts need a large effort at the time of conclusion of contract, needing detailed quantities and nearly perfect drawings where required, but limited effort is needed for checking and billing etc at the completion of work.

Considering our schools scenario, the quantities and all details, building wise, will be available from the data bank and may be easily indicated in the tender issued to the contractor. Also since our main consideration is to keep the engineering personnel at the minimum possible level, the obvious choice in these conditions is, the lump sum contracts, where the contractor quotes a total lump sum cost for carrying out the work of all quantities of work given in the tender. This is different to the "item rate contract" where rates of each item are given by the tenderer. Our recommendation is to adopt the lump sum contact for repair work. In this system the contracting and supervision process will be done by the consultant.

The lump sum contracting procedure has been further elaborated in the Section B, para 8.5-3 later in this chapter.

6. Tendering Process

The financial powers suggested for various levels within the Directorate of Civil Works and Director of Education, with respect to the civil works are indicated elsewhere. The salient features of these powers are:

7.	<u>Technical Approval</u>	(Maintenance Work)
	Director Civil Works (C.E)	Full Powers
	Additional Director of Civil Works (S.E.)	upto Rs.1,000,000
	Dy. Director of Civil Works (XEN)	upto Rs.500,000
8.	<u>Acceptance of Contracts</u>	
	Director Civil Works	Full Powers
	Additional Director of Civil Works	upto Rs.2,500,000
	Dy. Director of Works	upto Rs.500,000

The tender shall be issued by the Director or the officer in whose financial powers the tender cost lies. It is also suggested that the quantities in the data bank may be priced on any standard schedule of rate. These rates may be upgraded periodically on an appropriate officially approved percentage increase and applied by the computer across the board.

Thus at any time the standard current price of items of repair will be available, to fix responsibilities and to be kept as Government estimate.

The tender form may be the same as used by C&W Department or from MES.

The general conditions of contract may also be adapted from any of these organizations or the consultants can be given the task of drafting them.

The system of pre-qualification of tenderers may be adapted to screen the contractors for all tenders or an approved list of contractors may be kept by DCW. This will avoid many complications later on.

B. Supervision by Consultants

8.4 As stated earlier, as a result of the work being supervised by the Consultants, the contracting process and detailed working at the sites for maintenance works will be considerably streamlined.

8.5 This system has the advantage of a drastic reduction in the staffing of the total organization of DCW. This saving could go towards the payment of the Consultancy services. The net most important result, however is the likely overall improvement in efficiency in execution process and possibility of savings in time and quality. This system of working requires the induction of Architectural/Engineering Consultants, to take over the following functions for maintenance works:-

1. Planning

This will be done by Consultants in consultation with DCW and will include:

- (a) Thorough study of the computerized information regarding building inventory and the nature and extent of maintenance repair required in each building. The data bank containing this information will be available with the DCW.
- (b) Making a 5 year plan for this maintenance and special repair works, based on engineering priorities to ensure safety of buildings. Regional priorities may be fixed by Education Department, which will also be observed in the 5 Year Plan.
- (c) Make annual programme for the current year, for actual execution, within the Five Year Plan framework.
- (d) Plan work packages for each contract within the framework of one or two districts as approved by Directorate of civil Works and in conformity with the approved 5 year plan and annual plan as far as the allocation of resources permit.

2. Designing

Any architectural or engineering design required for any of the maintenance and special repair works, shall be done and drawing made for inclusion with the tender after approval from DCW.

3. Conclusion of Contracts

The procedure for conclusion of contracts shall be as under:

- (a) Conclusion of contracts shall be on lump sum basis. The tender documents is to contain the quantities of maintenance and special repair works of each buildings separately, and will comprise of a group of schools in each tender as decided by DCW.

- (b) Each tender will be submitted to DCW before issue by the consultant. DCW will fix reserve price based on the computerized costs obtained from the data bank and keep it as a confidential information.
- (c) The Consultants shall frame the appropriate specification for building materials and workmanship, and get these approved from DCW. These will be attached with all tenders issued for maintenance and repair work. The general conditions of contracts, appropriate for this maintenance work shall also be framed and got approved from the DCW for attachment with tenders.
- (d) The Consultants will prequalify the contractors after advertising in the press and recommend to DCW the issue of tender to these contractors. The tenders shall then be issued as approved. The contractors shall submit a lump sum price for the works indicated in the tender.
- (e) Tender evaluation and recommendations for acceptance to be submitted to DCW, who will issue the letter of intent to the contractor for the lump sum cost tendered by the contracts.
- (f) For payment of interim bills the Consultant shall assess the percentage of work done in each building and work out the total payment from the reserve cost worked out at the time of issue of tender and apply the ratio of reserved cost and tendered cost on this total to determine the amount payable.

4. Supervision

The procedure for construction supervision by the consultants shall be as under:

- (a) Detailed supervision of work shall be done by the Consultant, based on the number of supervising personnel to be deployed in the field by the Consultant as approved by the DCW, to ensure completion of work within the time specified in the tender.
- (b) Monthly progress of work in hand shall be issued by the consultant covering all aspects of works and its progress, with the comments of consultants on the overall performance of contractor.
- (c) The material used by the contractor and quality of workmanship shall be ensured by the consultant to be in accordance with the specification indicated in the contract.

- (d) Checking of bills and certification of works shall be done by the Consultant to enable DCW to make payments to the contracts whether interim or final.
- (e) Consultants shall attend all meeting as required by DCW, and give presentations to DCW or Education Department as required by DCW.
- (f) The payment for the consultancy services rendered by the Consultant shall be made by DCW as per provision of the Consultancy contracts.

8.6 The Consultants shall operate the contracts as per the approved general conditions of contract. They shall deal effectively with any claims of contractor and get these finalized in consultation with DCW. The consultants shall attend any arbitration proceedings and represents the DCW case regarding the contracts.

8.7 The works shall be reported upon by the Consultants on completion and appropriate notices be issued if required, before completion of the maintenance period as per the contract conditions. The Consultants shall attend to any other business related to the works, required for completion of these Primary Education facilities or as desired by Director of Civil Works.

IX. TRANSFER OF PRIMARY EDUCATION WORKS FROM C&W DEPARTMENT TO DIRECTORATE OF CIVIL WORK (DCW)

9.1 The process of transfer of responsibility for execution of Primary Education Works (Development and Maintenance/Repair) will be different for different stages of completion of works, for example:

- (i) Maintenance and Repair works in hand by C&W Department through Departmental labor.

may be handed over to DCW straightaway by recording the present stage of work.

- (ii) Maintenance and Repair work being done under a current contract of C&W.

Works in progress under current contracts need to be completed under the contract, and the completed building be finally handed over to DCW. C&W may curtail the works, if possible without contractual complications.

- (iii) Maintenance and Repair contract completed physically, but bills not finalized by C&W.

For the work completed physically, the finalization of bills may be done by C&W while the completed works be handed over to DCW. For such work rectification of defects on check list, settlement of claims, notice of any defects on completion of maintenance period, and arbitration if any, shall still remain the responsibility of C&W.

- (iv) Original works physically completed but contractor's bill not finalized by C&W.

For the work completed physically, the finalization of bills may be done by C&W while the completed works be handed over to DCW. For such work rectification of defects on check list, settlement of claims, notice of any defects on completion of maintenance period, and arbitration if any, shall still remain the responsibility of C&W.

- (v) Original work under construction on current contracts of C&W.

Works in progress under current contracts need to be completed under the contract, and the completed building be finally handed over to DCW. C&W may curtail the works, if possible without contractual complications.

(vi) Work for which contract action is in hand with C&W.

Documents for works for which contracts procedure is in hand and tenders for which acceptance has not been issued by C&W shall be formally handed over to DCW for further contractual action.

(vii) Work for which contract concluded by C&W but work not yet commenced.

Works for which letter of intent issued but work not commenced at site may be suspended and discussion between DCW, C&W and contractor may be had to arrive at a workable and agreed solution, which may require amendments in the contract.

(viii) Work for which tenders called for by C&W but letter of intent not issued.

Documents for works for which contracts procedure is in hand and tenders for which acceptance has not been issued by C&W shall be formally handed over to DCW for further contractual action.

9.2 In case of any contractual complication for any of the above categories, DCW and C&W may discuss the problem and take any suitable action.

9.3 In all cases of handing over of works and documents, a written handing over and taking over document shall be made and signed, indicating and listing in detail all the items handed over, and reservations if any, shall be recorded by the taking over officer of DCW, on the handing over document itself.

9.4 A list of all works of the eight categories listed above, and any other coming to light, shall be made and signed by C&W and handed over to DCW, so as to indicate the total list for all categories of works, in hand with C&W for Director of Primary Education, NWFP.

9.5 A full account of the current allocations placed with C&W by Department of Education/Director Primary Education, for both maintenance and development works shall be provided by C&W.

9.6 This process of taking over of works and documents from C&W may be made the responsibility of a Committee of not more than three persons from Director of Education. Persons well versed in works procedures and works accounts need to be placed on this Committee, as many complications are likely to arise, which shall be settled in accordance with various Govt. rules and codes.

9.7 C&W have some personnel on their strength costing Rs. 8.76 million per year vide letter of Education Department no:CPO (PO.II) 22-1/83/G515PE dated December 15, 1991 and C&W have Deptt. indicated a list of additional staff agreed to by the Finance Department NWFP costing Rs. 1.57 million per year as specified in C&W Deptt. NWFP letter no: 21-Bud/88-89/4578-4626 dated May 20, 1989. (copies of these two letters are enclosed as Annexures "H" and "J").

9.8 The disposal/discharge/absorption of this staff on C&W strength needs a detailed discussion between Education Department and C&W Department. In any case, however, the Govt. approval for all this staff expires on June 30, 1992, by which date a decision has to be arrived at.

X. COST ESTIMATES FOR ESTABLISHMENT OF DIRECTORATE OF CIVIL WORKS PRIMARY EDUCATION

10.1 In this Chapter Consultants estimates are given for establishment of Directorate of Civil Works within the Directorate of Primary Education, NWFP. The estimates are based on accepted principles, prevailing market rates and Consultants assumptions based on their experience. The cost of items have been precisely estimated but may cover some escalation. It is to be noted that these cost estimates quite fairly represent the likely cost of establishment of the Directorate of Civil Works.

10.2 The estimates are divided into capital costs and annual recurring expenditure separately for Directorate of Civil Works, Primary Education at Peshawar utilizing services of private sector Consultants also for maintenance and repairs of primary education facilities.

10.3 The total strength of the Directorate of Civil Works at Peshawar shall be 40 persons as the Consultants shall also be hired to supervise maintenance works of primary schools in NWFP as shown in Table-1.

10.4 The capital cost of furniture, equipment, vehicles computers and air-conditioners is estimated to be Rs.6.2 million (Table-5). The salaries and allowance for the staff is estimated to be Rs.1.37 million and is shown in Table-6 while the estimates for the furniture is Rs.330,000 which can be seen in para 7.6.

10.5 The annual recurring expenditure including office rent, cost of utilities, telephones, POL and maintenance of vehicles, TA/DA of the staff, etc. amounts to Rs.3.7 million as shown in Table-7.

Thus the total cost shall be

Capital cost	Rs.6,200,000
Recurring Expenditure	Rs.3,700,000

TABLE - 5

ESTIMATED COST OF VEHICLES, FURNITURE AND EQUIPMENT FOR DCW
WITH CONSULTANTS MANAGING CONSTRUCTION AND MAINTENANCE WORKS

(Rs. in Million)

S.NO	ITEM	QTY.	RATE	TOTAL
1.	Toyota Diesel Jeeps	5	0.850	4.250
2.	Motor-cycles	2	0.040	0.080
3.	Computer PCs with System	5	0.070	0.350
4.	Manual Type-writers	1	0.020	0.020
5.	Pocket Calculators	12	500	0.006
6.	Photocopy Machines	2	0.120	0.240
7.	A/C with Heater	5	0.030	0.150
8.	FAX Machines	2	0.040	0.080
9.	Heaters	20	250	0.005
10.	Furniture as estimated in Pa	Total	0.330	0.330
11.	Kitchen Equipment & Crockery	L/S	0.060	0.060
	SUB-TOTAL			5.571
	Misc. & Contingencies	10%		0.557
	TOTAL			6.128

Say Rs. 6.2 Million

TABLE - 6

SALARIES AND ALLOWANCES FOR THE STAFF OF THE DIRECTORATE OF CIVIL WORKS, PRIMARY EDUCATION PESHAWAR
UTILIZING PRIVATE SECTOR CONSULTANTS FOR SUPERVISION OF CONSTRUCTION AND MAINTENANCE WORKS

S Post #	No. of BPS Posts		Pay	Total Salary	HRA 45%	Convey. Allow	Washing Allow	Dress Allow	Medical Allow	Total Monthly	Total Annual
1 Director Works	1	20	7460	7460	3,357	300	-	-	200	11,317	135,804
2 Addl. Director Works	1	19	6310	6310	2,840	300	-	-	200	9,650	115,794
3 Deputy Director Works	3	18	4307	12921	5,814	900	-	-	600	20,235	242,825
4 Internal Auditor	1	17	3300	3300	1485	96	-	-	60	4,941	59,292
5 Accountant	1	15	1882	1882	847	96	-	-	60	2,885	34,619
6 Steno/Computer Operator	5	15	1882	9410	4,235	480	-	-	300	14,425	173,094
7 Draftsman	1	11	1447	1447	651	96	-	-	60	2,254	27,050
8 Office Assistant	2	11	1447	2894	1,302	192	-	-	120	4,508	54,100
9 Cashier	1	11	1447	1447	651	96	-	-	60	2,254	27,048
10 Accounts Clerk	3	9	1329	3987	1,794	288	-	-	180	6,249	74,990
11 Clerks	3	5	1133	3399	1,530	288	-	-	180	5,397	64,759
12 Drivers	5	4	1091	5455	2,455	480	150	105	300	8,945	107,337
13 Naib Qasids	7	1	972	6804	3,062	672	210	147	420	11,315	135,778
14 Chowkidars	3	1	972	2916	1,312	288	90	63	180	4,849	58,190
15 Mali	1	1	972	972	437	96	30	21	60	1,616	19,392
16 Sweeper	2	1	972	1944	875	192	60	42	120	3,233	38,794
Total	40										Rs. 1,368,865

Say Rs. 1,370,000

Note: Two increments for each position assumed.

TABLE - 7

**ESTIMATES OF EXPENDITURES OF DIRECTORATE OF CIVIL WORKS AT
PESHAWAR WITH CONSULTANTS MANAGING CONSTRUCTION AND MAINTENANCE
OF PRIMARY SCHOOLS**

(Rs. in Thousands)

1.	<u>Capital Cost Table No. 4</u>		6,200
2.	<u>Recurring Expenditure</u>	<u>Rupees Per Month</u>	<u>Annual</u>
	Salaries & Allowances Tab. 5 ^L	87,405	1,370
	TA/DA for officials & Staff	30,000	360
	Office Rent 2700 Sq.ft. @ 6/Sft.	16,000	188
	Telephones	20,000	240
	Gas, Electricity, Water	6,000	72
	Office Stationery	25,000	300
	Developing, Printing	30,000	360
	<u>P O L</u>		
	5 diesel Jeeps 6 return trips per month 500 km each @ 8 km/litre	375 lit x 5 x 6	135
	2 Motorcycles 6 trips/month 400 km each and 20 km/litre	120 lit x 2 x 12	35
	<u>Maintenance of Vehicles</u>		
	5 Jeeps	3000 x 5	180
	2 Motor Cycles	500 x 2	12
	Maintenance of Equipment	5,000	60
	Postage/Telegrams	5,000	60
	SUB-TOTAL		3,372.00
	Contingencies at the Rate of 10%		337.20
	TOTAL		3,709.20
	<u>SAY Rs. 3,700,000</u>		

Capital Cost
Recurring Expenditure

Rs. 6,200,000
Rs. 3,700,000

XI. PROPOSED AMENDMENTS IN RULES OF BUSINESS OF EDUCATION DEPARTMENT

11.1 The Government of NWFP Rules of Business were framed in 1985 and were notified vide Notification No.SD(O&M)S&GAD/3-3/85 dated 6 April 1985. These rules lay down the procedure for the disposal of work of the Provincial Government and are required to be followed strictly by all concerned in order to ensure smooth, correct and expeditious disposal of Government work.

11.2 These rules also define clearly the distribution of business of the Government amongst several departments in Schedule-II of the said notification. The distribution of business for Education Department is reproduced below:

A. Education Department

1. General Education:-
 - (a) Primary Education
 - (b) Secondary Education; and
 - (c) University Education
2. Technical educational research, excluding medical and agricultural education, but including the Agricultural University.
3. Co-ordination of schemes for higher studies abroad.
4. Grants of scholarships.
5. Promotions of scientific Research.
6. Promotion of art and literature.
7. Production and distribution of educational in scientific films.
8. [.....] Deleted vide notification No.SO(O&M).S&GAD/3-3/89. dated 27.6.1989.
9. Historical or protected monuments maintained by or through the Provincial Government.
10. Copyright.

(Extracts from schedule-II of Rules of Business 1985, Govt. of NWFP)

11.3 Similarly in case of Communication and Works Department, the distribution of business is as given below:

B. Communication and Works Department

Buildings and Roads:

1. Construction, equipment, maintenance repairs, internal electrification and fixation of rent of all Government buildings, residential and non-residential, including tents, dak bungalows and circuit houses.
2. Accommodation for Federal and Provincial Government servants in the province except that entrusted to Services and General Administration Department.
3. Construction, maintenance and repairs of roads, bridges, ferries, tunnels, ropeways, cause-ways and tram-ways lines.
4. Road Funds
5. Tolls (excluding those levied by Local Bodies and local councils).
6. Engineering training other than:-
 - a) Engineering University
 - b) Engineering colleges; and
 - c) Engineering schools.
7. Evaluation/Fixation of Rent/Control/Management, leases and disposal sales of Government buildings.
8. Water supply of Sanitary Works pertaining to Government Buildings and Government Estates.
9. Laying standards and specification for various types of roads and bridges for the province.
10. Planing and Designing roads and connected works for the Department financed from Provincial and/or central funds.
11. Road Research and material testing.

12. Execution of works on behalf of other Agencies/Departments as Deposit Works.
13. Preparation of architectural plans/drawing of buildings of Provincial Government.
14. Hazara Hill Tracts Improvement Trust.
15. Service matters, except those entrusted to Services and General Administration Department.

(Extracts from Schedule-II of Rules of Business 1985, Govt of NWFP)

11.4 According to the rules of business, construction, equipments, maintenance, repairs and internal electrification of all Govt. buildings is the responsibility of Communication and Works Department. Therefore, necessary amendment to the rules of business of Education Department would be required in order to permit the Education Department to execute construction and maintenance works of primary education facilities in NWFP through Directorate of Civil Works. This can be done by inserting a new item number 11 in Schedule-II of Rules of Business for Education Department as under:

"11. Construction, equipment, maintenance and repairs of primary schools including primary portion of middle schools and related primary education facilities."

11.5 Since the Directorate of Civil Works shall be a subordinate office of Directorate of Primary Education, there shall be no necessity to amend Schedule-I of Rules of Business,, List of Departments and Attached Departments. Later on when the Directorate of Civil Works takes up all the civil works of Education Department and is required to be placed under Secretary Education, Schedule-I related to Education Department can be amended to include the name of Directorate of Civil Works like Directorates of College, Primary, Secondary, and Technical Educations and Bureau of Curriculum Development and Education Extension Services.

11.6 In addition to the above, the Consultants, do not consider it necessary to delete anything from the rules of business of C&W Department as primary schools have not been specifically mentioned in items no. 1 of distribution of business for C&W Department and the work is generalized to cover all govt. buildings. Hence there shall be no conflict with the amended Rules of Business of Education Department proposed in para 11.4.

XII. RECOMMENDED FOLLOW-UP ACTIONS

A. General

12.1 Engineering Associates in their report for "Study of Management of the Construction and Maintenance of Primary Schools in NWFP" made certain recommendations, which were studied by a committee appointed by Additional Chief Secretary in the Steering Committee meeting of 25.8.91.

12.2 As per minutes of the meeting of committee on 21.11.91 the recommendation of Engineering Associates were accepted. These recommendations required:

- Creation of a project Directorate, within the Education Department, under the Directorate of Primary Education, to look after all the works of Primary Schools in NWFP.
- This project directorate could expand later on to take over the development and maintenance of all the education facilities of Education Department in NWFP.
- Utilization of A/E services of private sector Consultants for planning, design tendering, detailed construction supervision and maintenance of primary schools facilities.
- The name of this new organization be "Directorate of Civil Works" (DCW)

12.3 It was directed that Engineering Associates shall develop details for submission to Steering Committee for DCW's organizational structure, budget, working procedures, and changes required in Rules of Business for Education Department.,

12.4 The scope of work for the new directorate shall be to manage:

- Maintenance and special repairs of about 7,600 primary and 800 middle schools baring primary sections, spread over 18 districts of N.W.F.P.
- Maintenance and special repair of about 2000 primary and 250 middle schools baring primary sections, in 7 Agencies and 4 FR areas of FATA. (At a later stage).
- Construction of new primary schools and addition of class rooms in existing primary schools every year from donor funds.
- The organizational structure of DCW has been discussed for employing the consultant for maintenance and repair also.

The organizations cost (DCW) as worked out is detailed in Table 5 and Table 7.

Capital Cost	Rs.6,200,000
Recurring Cost	Rs.3,700,000

12.5 Numerically the staff required for the DCW organization will be :-

Director (Chief Engineer)	1
Additional Director (S.E)	1
Deputy Director (XEN)	3
Support Staff	35

TOTAL:	40

The working procedures of the proposed organization are related to the type and method of concluding contracts and their administration in the field along with the related financial system of payments.

The most suitable and practical types of contract for these works are:

- **New Works** Item rate contracts which is a well tried practice for original works.
- **Maintenance/Repair Works** Lumpsum contract based on the items of work and their quantities for each building available in the computerized data bank and indicated in detail in the tender. The cost to be quoted by the contractor as a lump sum for each building indicated in the tender.

12.9 The repair works contracts shall be for a convenient package of schools over one or two districts as considered appropriate.

- The billing and payment for maintenance work is simple, as the quoted lump sum cost for each building is available in the contract. On completion of work of each building, duly inspected and certified by the consultant, its payment can be made.

B. Recommended Follow-up Actions

In order to establish the proposed Directorate of Civil Works, Primary Education, the Consultants recommend follow-up action as under:

1. A Directorate of Civil Works (DCW) be established within the Directorate of Primary Education headed by a Director of Works/Chief Engineer (BPS-20), having one Additional Director (BPS-19), three Deputy Directors (BPS-18) and necessary support staff of 35 persons for managing construction and maintenance of all Primary Education facilities in NWFP through Private Sector Architects/Engineering Firm(s)
2. Later on it may be considered to extend the jurisdiction of DCW to cover Primary Education facilities in the Federally Administered Tribal Areas (FATA) and Frontier Regions (FR) as well. In that case arrangements/procedures will have to be devised to deal with the peculiar situation in FATA.
3. The Consultants shall do "planning, design, tender preparation, detailed site supervision, complete administration of contract, work certification and billing for the new construction and maintenance/repair of existing facilities", in consultation with DCW who will oversee and control the consultants working.
4. The appointment of the personnel of DCW should be done through Public Service Commission particularly for the officers cadre. In order to avoid delays, if possible appointment on Ad-hoc basis may be considered. The support staff may also be similarly appointed or alternatively taken from Education Department. The Service Rules of Govt of NWFP shall be applicable to the DCW staff.
5. The amendment in Rules of Business of Education Department should be undertaken to incorporate DCW within the Directorate of Primary Education, as per draft suggested.
6. The work procedure, and financial powers for managing the works by DCW and Consultants shall be as detailed within the report.
7. The conclusion of contracts for employment of Consultants, to be done by the Director of Works and induction of contractors to work execution to be arranged by the Consultants and Director of Works as detailed in the report.
8. The staffing, equipment, vehicles, furniture and office space requirements may be adopted as per indicated details.
9. The disposal of the technical staff deputed to Education Department should be done after discussions between C&W and Education Departments. The C&W Department should be in a position to absorb them by June 30, 1992 as indicated in the draft minutes of meeting held on 21.11.1991.

10. The taking over of works responsibility and documents works from C&W department by DCW, may be done through a committee which may be nominated by Secretary Education NWFP. The taking over process may be adjusted as required by the progress status of various contracts already in hand by C&W as detailed in this report. This adjustment is necessary to avoid various legal complications later on.
11. A General Consultant may be appointed to oversee and help working out the details of various day to day technical procedures and rules for DCW and render technical advice for resolving teething troubles of DCW organization. This appointment may be for a limited period of one year.
12. The performance of the DCW shall be reviewed and evaluated at periodical intervals. If a need is felt, changes can be made such as modification in the scope of work, increasing the number of professional and or support staff, establishment of separate offices of Deputy Directors at suitable locations within their jurisdiction and improvement of office facilities, equipment, transport, etc.
13. The DCW organization may ultimately be expanded to take over, the construction and maintenance of all educational facilities of Education Department of NWFP and that of FATA. For this wider responsibility the initial organization of DCW may be expanded and upgraded, but shall still make maximum use of consultants and thus the expansion of staff may be kept to the minimum.

ANNEXURES

A TO J

ANNEXURE - A

D R A F T

MINUTES OF THE MEETING HELD UNDER THE CHAIRMANSHIP
SECRETARY EDUCATION GOVERNMENT OF NWFP ON NOVEMBER
21,1991 IN CONNECTION WITH MANAGEMENT FOR
CONSTRUCTION FOR PRIMARY SCHOOLS IN N.W.F.P.

A meeting of the Committee, constituted to examine the study report submitted by M/S Engineering Associates Karachi in connection with the management of construction and maintenance of Primary Schools in NWFP, was held on November 21, 1991 under the Chairmanship of the Secretary to the Government of NWFP, Education Department.

List of participants is annexed.

The Chairman welcoming the participants invited their view point on the Study of Management for Construction for Primary Schools in N.W.F.P.

The Director Primary Education NWFP circulated the working paper containing main points of the study report which recommended the establishment of a separate Directorate for the management of construction and maintenance of Primary Schools in NWFP under the control of Primary Education Directorate supported the recommendations.

Dr. David Sprague Chief Human Resources USAID, Islamabad, Dr. Sarah Tirmazi Project Director USAID and Dr. Wade M. Robinson Chief of the Party (USAID Consultants) explained that it was the requirement of the donor agency to involve private sector for the management of construction and maintenance which will not only increase efficiency of the Education Department but will also improve the quality of Education in general. They informed that Balochistan has already adopted this system while in the provinces of the Punjab and Sind, construction and maintenance are being done by the Engineering Cells inside the Education Department since long.

Prof: Mohammad Ibrahim Beg, P&D Department supported the change of system and put forth the following points for consideration:-

- i) Amendment in the rules of business for entrusting construction work to the Education Department.
- ii) Decision regarding construction of all kinds of school buildings by the Private Firm(s) or only the buildings under PED Programme (US-Assisted).
- iii) Consideration for taking over maintenance of buildings which are presently done by the C&W Department.

He observed that the P&D Department would like to know the system of management of construction in the provinces of Punjab, Sind and Balochistan.

Mr. Mohammad Afzal Khan, Chief Engineer (Development) and Mr. Abdul Qayyum, Deputy Secretary, C&W Department proposed that due to heavy load of civil work, the C&W Department should be strengthened instead of shifting the work to Private Firms and imposing a new system. They were of the view that Private Firms will not succeed to manage the construction and maintenance of small units of Primary School buildings which are scattered all over the Province.

After discussing the subject at length it was agreed that the management for construction and maintenance should be shifted to the Education Department to get it done through Private Engineering Firm(s).

It was agreed that a Directorate of Works will be established in the Directorate of Primary Education under the supervision/control of the Director.

The Directorate of work will consist of the following posts with supporting staff and vehicles etc.

- i) Director of Works BPS - 19 = One
- ii) Deputy Directors BPS - 18 = Three

The Directorate of Works will be responsible for managing construction and maintenance of all Primary Education facilities in N.W.F.P.

It was also agreed that funds for the operation of for the Directorate of Works will be met out from the PED-PLA till these posts are regularised.

The C&W Department will withdraw the Officers/Officials (Executive Engineers, Sub Divisional Officers and Sub Engineers) being paid from A.D.P. Primary Sector and arrange their absorption in their own Department by June 30, 1992.

It was agreed that a complete case indicating the existing system of construction and maintenance and proposed changes, Service Rules with costs involved will be submitted at the latest in the first week of January, 1992.

It was also agreed that possibilities for expanding this system to the Secondary Education in NWFP and Primary Schools of FATA will be examined.

The Engineering Associates Firm, Karachi which already conducted the study will prepare the case in consultation with the Education Department, for which it will be paid after executing an agreement from PED P.L.A.

LIST OF PARTICIPANTS

- 1- Sahib Zada Riaz Noor,
Secretary to Govt of NWFP,
Education Department,
Peshawar.
- 2- Mr. Shah Jahan Khan
Director,
Primary Education NWFP.
- 3- Mr. Mohammad Afzal Khan,
Chief Engineer (Development),
C&W Department, N.W.F.P;
Peshawar.
- 4- Mr. Mohammad Ibrahim Baig,
Planning & Development Department
Government of N.W.F.P.
- 5- Mr. Gul Bar Khan,
Additional Director-II,
Primary Education NWFP.
- 6- Mr. Abdul Qayyum,
Deputy Secretary,
C&W Department,
Government of NWFP.
- 7- Mr. David Sprague,
HRD - USAID,
Islamabad.
- 8- Ms. Sarah Tirmazi,
Project Officer, USAID,
Islamabad.
- 9- Mr. Nadir Abbas,
Project Engineer,
USAID, Islamabad.
- 10- Dr. Wade M. Robinson,
Chief of the Party,
PED/Peshawar.
- 11- Mr. Mohammad Jan,
Project Engineer,
PED, Peshawar.

ANNEXURE - B

ATTACHMENTStatement of Work &
Illustrative BudgetSTATEMENT OF WORKBackground

The Education Department of NWFP is planning to establish a Directorate of Civil Works (DCW) within the Primary Education Directorate of the Education Department. DCW will be headed by a Grade 19 Director (Chief Engineer) and will include three Grade 18 Deputy Directors (Executive Engineers) with suitable secretarial staff. Appropriate offices, equipment, furniture, and transport will be provided to DCW.

DCW will be responsible for managing construction and maintenance of all primary education facilities in NWFP including those in the Federally Administered Tribal Areas (FATA).

For administrative purposes, the province will be divided into three Civil Works Divisions. Each Deputy Director of Civil Works, reporting to the Director, will be responsible for managing all construction and maintenance activities in one Civil Works Division.

From time to time, for detailed tasks of planning, scheduling, designing, tendering, supervising, and monitoring, DCW and respective Deputy Directors will procure one or more long and/or short term private sector Architectural/Engineering (A/E) firms on an as-and-when-needed basis. Subsequently, the Deputy Directors will administer and monitor A/E contracts on behalf of the department.

DCW will eventually expand to undertake management of all construction and maintenance of the Education Department. It may then be placed under the Education Secretary.

Until June 30, 1992, DCW will be funded out of the funds in Personal Ledger Account (PLA) operated by the Director of Primary Education under the Primary Education Development (PED) Program. Subsequently, DCW will be regularized and funded through the regular recurrent cost budget of the Education Department. Funding for the staff employed by C&W for primary education construction will also be withdrawn by June 30, 1992.

ATTACHMENT

Statement of Work &
Illustrative Budget

Scope of Services

The Director of Primary Education is required to develop details, by December 21, 1991, for submission to and approval of the PED Steering Committee, of DOW's organizational structure, budget, working procedures, and changes required in the Rules of Business for the Education Department. Services of the Consultant are required to assist the Director Primary Education in the task.

The Consultant shall, working mainly at Peshawar and in close coordination with the Director of Primary Education, Chief of Party/PED TA Team, and USAID Project Engineer:

1. Prepare an organization chart for the proposed DOW. The chart will show the positions of Director, three Deputy Directors, secretaries/clerks, accountants, peons, drivers, guards, etc. The staff relationships within the DOW and those between the staff of the DOW and the Director of Primary Education will be indicated.
2. Prepare scopes of work and position descriptions for each of the staff position of DOW.
3. Prepare a Manual of Standard Operating or Work Procedures for DOW.
4. Define a tentative division of the province into three Civil Works Division. Jurisdiction and physical locations of the offices of the Director of Civil Works and the three Deputy Directors will be proposed and indicated.
5. Prepare schedule of space, furniture, supplies, equipment, transport, and utilities required for and number of offices to be established.
6. Prepare an estimate of salary related expenditures.
7. Prepare an estimate of expenditures related to office establishment and support.
8. Prepare a draft for the amendment of the Rules of Business of the Education Department permitting establishment of DOW.

ATTACHMENTStatement of Work &
Illustrative BudgetSubmissions

1. Draft Work Plan
2. Draft Report including:
 - a. DOW's Organization Chart
 - b. Schedule of office buildings, space, furniture, supplies, equipment, utilities, and transport required for the establishment of DOW.
 - c. Estimate of salary and office support expenses.
3. Pre-Final Report Including in addition to the above:
 - a. Position Descriptions of DOW staff.
 - b. Standard Operating Procedures for DOW.
 - c. Draft amendment in the Education Department's Rules of Business.
 - d. Organization Charts for Engineering Directorates of Punjab and Sind Education Departments
4. Final Report

Performance Schedule

<u>Activity</u>	<u>Completion from the date of the Notice To Proceed (NTP)</u>
1. Draft Outline	Two Days
2. Draft Report	One Week
3. Pre-Final Report	Two Weeks
4. Final Report	Three Weeks

Coordination

Consultant will be directly supervised by the Chief of Party, PED TA Team. He will work in close coordination with the Director of Primary Education and USAID PED Project Engineer. Consultant will also meet and have discussions with senior C&W officials. He will also look into the organizations of the engineering cells/directorates of the Punjab and Sind Education Departments.

ATTACHMENTStatement of Work &
Illustrative BudgetApprovals

Consultants will submit six copies of each of the required submissions for the approval of the Director of Primary education, Chief of Party PED/TA, and USAID Project Engineer. Unless, within two days of the submission, the Consultant receives other instructions, he will proceed with the next stage of the work.

Payments

On satisfactory completion of the work, the consultant shall receive, the lump sum amount of Rs. _____ as full and final payment.

ANNEXURE - C

C.E.C. PUNJAB
DETAIL OF STAFF IN ALL
GRADES DESIGNATION ONLY

Sr.No.	D E S I G N A T I O N	GRADE	NO.OF POST
1.	Superintending Engineer,	BPS-20	01
2.	Executive Engineer	BPS-18	09
3.	Sub-Divisional Officer.	BPS-17	37
4.	Superintendent	BPS-16	01
5.	Stenographer	BPS-15	10
6.	Accountant	BPS-15	09
7.	Circle Head Draftsman	BPS-13	01
8.	Steno Typist.	BPS-12	08
9.	Assistant	BPS-11	01
10.	Draftsman	BPS-11	29
11.	Sub Engineer	BPS-11	120
12.	Accounts Clerk	BPS-9	29
13.	Senior Clerk	BPS-7	37
14.	Junior Clerk	BPS-5	38
15.	Tracer.	BPS-5	31
16.	Typist	BPS-5	30
17.	Driver	BPS-4	38
18.	Daftri	BPS-2	01
19.	Naib Qasid	BPS-1	85
20.	Chowkidar	BPS-1	47
21.	Sweeper	BPS-1	<u>38</u>
			TOTAL: = 600
22.	Regular Work Charged Maintenance Staff		= 365
		GRAND TOTAL:	= 965 =====

ANNEXURE - D

7-3 88.

To

1. All the Director of Education(Schools) in the Punjab.
2. All the Director of Education(Colleges) in the Punjab.
3. The Director Technical Education, Punjab, Lahore.
4. The Director Special Education Punjab, Lahore.
5. The Superintending Engineer, (Engg:Cell) Punjab Education Department, Lahore.

SUBJECT: ACCOUNTING SYSTEM FOR THE ENGINEERING CELL OF EDUCATION DEPARTMENT.

Kindly refer to the subject noted above.

The Governor of the Punjab is pleased to approve the following Accounting System for the Engineering Cell of Education Department.

1. PROJECT COMMITTEE

The Project Committees for each Institution would consist of:-

- i) Principal/Headmaster of the Institution. (Convener)
- ii) Local MPA or his representative (Member)
- iii) Local Councilor in whose ward the institution is located. (Member)
- iv) Senior Most member of the teaching staff. (Member)
- v) Two representatives of the parents who would be nominated jointly by the above mentioned members. (Member)

It will have the following responsibilities:-

- i) The determination of the maintenance requirements of the Institutions, including A/M/R/SR.
- ii) The authentications of the estimates prepared by the Engineering staff on the basis of the requirements.
- iii) Receiving and approving the tenders. The tender documents would be prepared by the staff of the Engineering Cell. Acceptance letter to the Contractor will be issued by the Executive Engineer.
- iv) The approval for payment of Running & Final bill of Contractors, prepared by the staff of the Engineering Cell as laid down here in after.

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- v) The quorum for the Project Committee meeting shall be three, however it will be compulsory for the Head of the Institution to ensure that all the members have received the invitations to attend the meeting.

2. PLACEMENT OF FUNDS

The maintenance grant will be distributed among the Directors of Education who would release work wise fund to the Executive Engineer under intimation to the Superintendent Engineer, Engineering Cell. The Executive Engineer will follow the public works accounting system and utilize the budget through P.W. Cheques.

Re-appropriation of funds among works within the Division may be sanctioned by the Director of Education and beyond the Division by D.P.I. in consultation with the Superintending Engineer (Engineering Cell).

3. ESTIMATION

The detailed estimates would be prepared by the Engineering Cell according to the requirements of the Project Committee and would be technically sanctioned by the Competent Authority after they have been authenticated by the Project Committees. The funds would be released according to the Technically sanctioned estimates.

4. TENDER DOCUMENTS/TENDERING.

Based on the technical sanction, tender documents would be prepared by the Engineering Staff. The Project Committee would call and receive tenders after its public notice. The committee would approve the tender based on the comparative/financial statements of the tenders received, accepted by the Authority competent to accord Technical Sanction. Acceptance letter will be issued by the Executive Engineer. The agreement will be signed between the Contractor and the Executive Engineer.

The agreement form already in vogue with other Engineering Departments would be adopted.

5. The tenders for various institutions would be called in groups for better competition and saving of advertisement charges. Tenders costing above Rs.50,000/- should be called through press whereas wide publicity should be made for work costing up to Rs.25,000/- would be called through press.

6. The intending tender, must deposit with the tender, an amount equal to 2% of the tender cost in the shape of deposit at call. This would be converted into security deposit which would be 10% of the total work done. The security will be refunded to the Contractor after 6 months of completion of the work.

7. The tenders will be issued to approved contractors by the Sub Divisional Officer upto one day prior to the opening of the tenders with the following costs:-

- i) Works upto Rs. 50,000/- Rs. 50/-
- ii) Works from Rs. 50,000/- to Rs. 2.00 Lacs. Rs. 100/-
- iii) Works from Rs. 2.00 Lacs & above. Rs. 200/-

8. EXECUTION AND PAYMENT OF WORKS.

The Contractor would execute the work under direct supervision of Project Committee and Engineering staff. Contractor would submit its bill for payment to the Committee and it will be passed on to the Sub Divisional Officer for checking. The Sub Engineer would make detailed measurements of the works in the M.B. The S.D.O. would release payment upto 75% of Annual Maintenance agreement amount and beyond that he would get the bill pre-audited from Executive Engineer and in case of special repair work the S.D.O. will get all the bills pre-audited from the Executive Engineer. The bills would be passed on the Project Committees for approval and cheque will be issued by the Executive Engineer/S.D.O.

The monthly statement of Accounts would be compiled and submitted by the Executive Engineer to the Director General, Audit & Accounts Works in the normal manner and record will be kept in his office where audit will be conducted by the Director General, Audit & Accounts Works.

9. The Executive Engineer and his staff will ensure that the work is done according to the technical sanction which is indicated in the estimates and may bring and check in the notices of the Project Committees as and when it inspects the works and while recommending the payment. The Divisional Accountant would be responsible for post/pre-audit of bill check, the quantity viz-a-viz provision of the estimates, rates and compile the monthly accounts.

10. The Sub Divisional Officer will submit a monthly statements of accounts to the Divisional Officer by the 5th of every month and the Divisional Officer will forward the accounts duly compiled to the Director General, Audit & Accounts Works.

Contd. D/2

and Accounts Works by 12th of every month.

11. Income Tax would be deducted according to rules and accounted for properly.

12. R A T E S

The composite schedule of rates 1979 and specification for execution of works and materials would be followed. Item rates may also be adopted where rates do not exist in CSR.-1979. Superintending Engineer(Engineering Cell) will fix premia above or below CSR-1979 to be allowed for annual/special repairs and non-schedule rates.

13. ENLISTMENT OF CONTRACTORS.

The works will be allotted to the enlisted and approved contractors of the Engineering Cell. The contractors would be enlisted by the authority to the limit to which it is competent to accord technical sanction and would be eligible for tendering in the jurisdiction of the enlisting authority. The enlistment/renewal fee would be Rs.500/- per annum for contractors of Category-I who can tender upto Rs.1.00 lac and Rs.1,000/- per annum for contractors of category-II who can tender upto Rs.5.00 Lacs. The Draft Rules for enlistment of the contractors are attached as Annexure-A.

14. EXECUTION THROUGH DAILY LABOUR.

The works if executed through the daily labour would be paid through muster rolls. Payments will be approved by the Project Committee and made by the Sub Divisional Officer. Proper accounts of purchase/issue of material will be maintained by the convener of the Project Committee.

15. TECHNICAL SANCTION

It has already been decided that Executive Engineer and Superintending Engineer would accord technical sanction upto Rs.1.00 Lac and 5.00 Lacs respectively.

16. SUPERVISORY STAFF.

The provision for the temporary supervisory staff is available in the estimates which would be engaged during the process of the execution of the maintenance works. However such staff would be applied under the approved financial delegations of Powers which would only be engaged after getting sanction from the Superintending Engineer giving full justification of the requirements.

M. S. ...

17. GENERAL

In all other matters the rules applicable in the Engineering Departments as contained in P.W.D. Code and Departmental Financial Rules will be applicable.

Dated Lahore, the
7th March, 1988.

(SH: ZAHOOR-UL-HAQ)
SPECIAL SECRETARY
EDUCATION DEPTT:

NO. & DATE EVEN:

A copy forwarded to:-

1. The Accountant General, Punjab, Lahore.
2. The Director General, Audit & Accounts(Works), Punjab, Lahore.
3. All the District Accounts Officer in the Punjab/Treasury Officer, Lahore.

(KARIM BUKSH VID)
UNDER SECRETARY (PW-II)
FINANCE DEPARTMENT.

NO. & DATE EVEN:

A copy forwarded to:-

1. The Director Public Instruction (Schools/Colleges) Punjab, Lahore.
2. The Budget Officer (I) and (III), Finance Dptt.
3. The Under Secretary (PW-II), Government of the Punjab, Finance Department with reference to his U.O. No. F.D. (PW-II) 4(13)87 dated 24.2.1988.
4. All Executive Engineer, Education Buildings Division, in Punjab.
5. Deputy Secretary (Accounts), Finance Department, Punjab.

(MUHAMMAD ARBAS SHAHID)
SECTION OFFICER (ENGG:ESTT)

IBRAR

ANNEXURE-A

ENLISTMENT OF CONTRACTORS.

There would be two categories of Contractors:-

1. Contractor Category-I: Who can tender for works costing upto Rs.1.00 Lac.
2. Contractor Category-II: Who can tender for works costing upto Rs.5.00 Lacs.

The procedure/documents to be supplied by the contractors would be as under:-

- 1) Application on prescribed form(specimen attached).
- 2) List of works executed by firm during last three years and works in hand. The satisfactory execution of the works should be attested the Engineer Incharge under whom the works are/have been executed.
- 3) List of T&P and machinery duly verified by the staff of the Engineering Cell.
- 4) The power of attorney and registration of the firm with the Income Tax/Taxation department and registration under Company Act, if any. Copy of the registration Certificate should be supplied.
- 5) The list and details of the Engineering staff available with the firm and affidavit regarding relationship with any officer/official of the Engineering Cell/Education Department.
6. Bank Balance sheet of the firm for last six months
7. Details of immovable property held by the members of the firm duly attested by the collector of the District in which the property is located.

M. S. K. S.

IBRAR

ANNEXURE - E

ANNEXURE - F

Early

INDICATIVE SPACE STANDARDS FOR VARIOUS FUNCTIONS

OFFICES

Secretarial Staff (where no public dealing is involved)	40 to 50 sft. per person
Secretarial Staff (where some public dealing is involved)	60 to 80 sft. per person
Officers - Grade 17-18	160 sft. per person
Grade 19-20	240 sft. per person
Grade 21-22	360 sft. per person
Corridore to be always double loaded: Corridore Width:	5' 4" to 6'
Gross space(including carpet area, circulation, wall thickness, toilet, lobbies etc.)	150 to 170 sft. per person
Space efficiency (proportion of carpet area to total area)	70 to 85 percent
Committee Rooms	15 to 20 sft. per person

AUDITORIUM/HALLS

Projection hall (without performing stage), space worked out on the basis of 20" seat, spaced with two sizes	7 to 8 sft. per seat
Auditorium (with performing stage), but without foyer, cafeterias, booths, etc.	10-15 sft. per seat
Auditorium with allied facilities such as foyer, booths, cafeteria, green rooms etc.	25 to 30 sft. per person

LIBRARIES

Stacking space (with checking and catalogue space)	12 to 16 books per sft.
Reading and referencing space	20 sft. per person for maximum number of persons at any one time.
No. of books per shelf	140 - 215 books.
School libraries(gross space)	600 to 900 sft.
College libraries(gross space)	1000 to 2000 sft.

* includes space for filling cabinet.

CLASS ROOMS:

1) Primary Schools (without desks)	8 to 10 sq. ft. per student
Primary Schools (with desks)	12 sq. ft. per student
Secondary Schools (with desks)	12 to 16 sq. ft. per student (In case of desks the lower limit of the space will apply whereas in case of individual table and Chair the upper limit would apply).
College (with tablet-chairs)	10 to 12 sq. ft. per student
Seminar Hall/Lecture Theatres	12 to 15 sq. ft. per student

LABORATORIES/WORKSHOP

Laboratory with demonstration space	30 to 35 sq. ft. per student
Laboratory without demonstration space	20 to 25 sq. ft. per student
Workshops	35 to 45 sq. ft. per student

GROSS AREAS

Primary school	12 to 15 sq. ft. per student
Secondary school	20 to 30 sq. ft. per student
Colleges	25 to 35 sq. ft. per student.

HOSTELS

	<u>Minimum</u>	<u>Maximum</u>
Cubicles	80	120
Dormitories	50	80
Dining	8-10	12 - 15
Gross space	150	200

PARKING SPACE

<u>Sit/Car</u>	<u>Angle of Parking</u>	<u>Single bank</u>	<u>Double bank</u>
	Parallel to Kerb	506	-
	Right angle to kerb	308	225
	45° to kerb	462	318

HOSPITALS

1) Space per bed for Teaching Hospital	a) Inpatient ward;	275-325 sq. ft.
	b) Outpatient inclusive of hospital administration and diagnostic facilities	110-150 sq. ft.
	c) Total average/bed	around 500 sq. ft.
2) Space per bed for DHQ Hospital	Gross space	250-300 sq. ft.

3) Hostel accommodation

a) Room allotment

i) 4 students per room for 1st and 2nd year students.

ii) 2-3 students per room for 3rd and 4th year students.

iii) Cubicals for 5th year students.

b) i) Space per student

130-220 sft.

ii) space per internee

325-375 sft.

iii) space per student nurse

180-220 sft.

iv) space per staff nurse/sister

325-375 sft.

4) Space per student

i) Medical College

120-180 sft.

5) Space for rural health centre

i) Functional area

3000 sft. to 4000

ii) Residential area

10314 sft.

6) Space for Russia Health Unit

i) Functional area

1000 sft. to 1500

ii) Residential area

4200 sft.

RESIDENTIAL

Barrack accommodation net space

54 sft. per person

Family Accommodation (See Annexure-I)

STANDARDS FOR RESIDENTIAL ACCOMMODATION

Approved by ECNEC in its meeting held on

25-4-1979

Category	Built up from Sq.m	sq.ft.	Scale of entitled ment grade	Details of accommodation
	278.81	3000	20-22	1- Drawing, 1-Dining, 3-Bed rooms with attached baths, 1-Guest room with attached bath, 1 - Kitchen, 1-Pantry, 1-Lounge, 1-Store, 1-Box, 1-Garrage and 2-servant Qts. with toilet and Verandah.
I	232.34	2500	18-19	1-Drawing, 1-Dining, 3-Bed rooms with attached baths, 1-Kitchen, 1-Store, 1-Box, 1-Lounge, Garrage and 1-Servant Quarter with toilet and Bath room.
II	139.41	1500	15-17	1-Drawing-cum-Dining Room, 2-Bed Rooms with attached baths, 1-Kitchen, 1-Store, 1-Box and 1 Lounge,
V	92.94	1000	11-14	1-Living Room, 2-Bed Rooms, 1-Kitchen, 1-Toilet, 1-Back Verandah, 1-Bath and 1-W.C.
	56.00	600	1-10	2-Rooms, 1-Kitchen, 1-Back Verandah, 1-Bath and 1-W.C.

Specifications

- (a) Cement concrete flooring in all the rooms instead of mosaic flooring in categories IV may be provided except in bath rooms where ordinary cement concrete flooring with "Niru" finished Dado may be provided.
- (b) Mosaic flooring in grey cement with glass strips shall be provided in all the rooms of categories I to III, except in drawing rooms of categories I to II where cement concrete flooring with a mosaic border shall be provided. The bath rooms in categories II and III shall be provided with mosaic flooring, in grey cement, instead of white glazed tiles, which shall be provided only in category I.
- (c) Hollow flush doors with commercial ply, shall be provided in all categories instead of teak-ply. The wood-work shall be painted instead of polishing. Steel windows shall be provided in all categories except at Karachi (where they are likely to be rusted) instead of wooden windows.

Cont.....P/2.

- (d) The windows shall be provided with fixed fly-proofing and one fly proof door (external) where possible in houses of categories III to VI and with shutters in those of categories I & II.
- (e) The iron grill shall be provided in all the categories in ground floor only.
- (f) No bath tub shall be provided in any category.
- (g) All the sanitary wares shall be of local make, of best quality.
- (h) In categories I to III each bath room shall be provided with a mirror, a glass shelf, a towel rail, a wash-basin, a comb, a tap while the bath rooms in categories IV to VI shall be provided, each with one shower and one tap only.
- (i) The Kitchens of categories I to III shall be provided with one sink and one drainage board.
- (j) (i) Categories I and II shall be provided with one gas point each in Drawing-room and in Kitchen with double gas burners, in cold regions, one gas point shall be provided in each bed room of these categories.
(ii) Categories III to VI shall be provided with one gas point each in one room and Kitchen with single burner.
(iii) No gas point be provided in drawing room, dining room and bed rooms in hot regions.
- (k) One exhaust fan in Kitchen shall be provided in categories I to III.
- (l) Ceiling fans shall be provided in all the rooms of all the categories.
- (m) A geyser shall be provided in categories I and II.

ANNEXURE - G

TO BE SUBMITTED FOR THE SAME NO: & DATE.

Government of H.W.F.P.
Education Department

No: SO(Coord)Edu/4-3/90-91
Dated Peshawar the 24.4.91.

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To
The Director of Education Schools,
H.W.F.P. Peshawar.

Subject:- PETTY/ANNUAL MAINTENANCE REPAIR OF PRIMARY /MIDDLE SCHOOLS DURING
THE YEAR 1990-91.

The Provincial Govt: in the Education Department is pleased to accord sanction to the incurrence of Rs: 1,91,85,500/- (Rupees One Crore Fifty One Lac Fifty five thousand and five hundred only) to be incurred by Headmasters of Primary/Middle schools in H.W.F.P for Petty and Annual Maintenance Repair during 1990-91. This amount will be drawn by the SDEO(S) concerned according to the allocation to be made by the Distt: Education Officer (Male & Female) concerned for incurrence of expenditure of repair of funds by Headmasters of Primary/ Middle schools concerned in H.W.F.P. The break of funds against different categories is given below:-

CATEGORIES.	Total No: of Schools.	Rate per school.	Total Amount.
Annexure 100/Primary Schools (Petty Repairs).	7558	Rs:500/-	37,77,500/-
100/ Middle Schools (Petty Repairs).	700	Rs 2000/-	14,00,000/-
	8315	Total:-	51,77,500/-
Annexure 80/ Primary Schools (Annual Maintenance Repairs).	3758	Rs 2000/-	75,06,000/-
80/ Middle Schools (Annual Maintenance Repairs).	302	Rs 3000/-	90,62,000/-
		Total:-	1,65,44,000/-

Grand Total (Primary & Middle Schools)
(Annual Maint: Repair/Petty Repairs). 1,91,85,500/-

The expenditure involved will be met out of the sanctioned Budget Grant 1990-91 under functional -cum-object classification "3-40000-Social Services-66-410000-Sub-functional-3-41900-Other(Training Research) 3-44000-44300-Other(Repair & Maintenance) of buildings under Demand No: 16 of the Budget Book Demand for Grants Current expenditure 1990-91.

The repair of educational buildings may be executed/completed subject to the following conditions.

- (i). The funds will be spent on Petty /Annual Maint: Repair of the Primary/ Middle schools buildings by the Headmasters under supervision of SDEO concerned.
- (ii). Quarterly Progress report in respect of each institutions shall be prepared by the SDEOs and sent to Director of Education (Schools). The Director shall supply a consolidated progress report to this Department in duplicate.
- (iii). The quarterly/Annual Inspection report of the educational institutions viz: Primary/Middle schools should be noted by the inspecting officers of the Education Department that the work has been satisfactorily carried on in those institutions.
- (iv). The SDEOs will obtain certificate from each headmasters of Primary/Middle Schools where the funds have been spent by them and a consolidated report will be forwarded to this Department in duplicate through the Director of Education (Schools) H.W.F.P. Peshawar.

(V). The Director of Education Schools INFP Peshawar will issue necessary instructions to all the SDEOs concerned in order to ensure that the repairs to Primary /Middle schools are carried on according to procedure laid down by the Finance Department /Audit Office before the end of current financial year.

Please acknowledge receipt.

SA/-
(ABDUL HANID)
Section Officer(Coord)

Encl: H.R. copy No: & Date.

Copy to:-

- 1:- Accountant General INFP Peshawar.
- 2:- All District Accounts Officer concerned.

SE/-

(BUDGET OFFICER-V)
FINANCE DEPARTMENT.

Encl: No. of Even No: & Date.

Copy to:-

1. Additional Chief Secretary to Govt: of INFP P & D Department.
2. Secretary to Govt: of INFP Finance Department.
3. Budget Officer-V Govt: of INFP Finance Department.
4. Chief of Section Coordination/Computer P & D Department Peshawar.
5. Director General (Audit) INFP Peshawar.
6. Director of Education(Schools)INFP Peshawar(Budget Section).
7. Director of Primary Education INFP Peshawar.
8. P.S. to Secretary to Govt: of INFP Education Department.
9. P.A. to Additional Secretary, Education Department.
10. P.A. to Deputy Secretary-1 Education Department.
11. Section Office (B-III) Education Department.

SA/-

(SECTION OFFICER(COORD)).

Office of the Director of Education Schools INFP Peshawar.

Encl No 3896-4025 dated 12/6 /2001

Copy of the above is forwarded for information and necessary action to the:-

1. The Auditor General INFP Peshawar.
2. Director of Education Primary Education INFP. Hayatabad Peshawar with the remarks that she may please ensure that all codal formalities are observed and the amount is properly utilized by the SDEOs concerned under the supervision of SDEOs concerned.
- 3-05. J.R. Dept: Govt: of N.W.F.P.
- 36-00. All SDEOs (INFP) in INFP with the remarks that all codal formalities should be observed and the amount may be drawn by them before 30.6.91.
91. S.O. (Coord) Govt: of INFP Education Department.
- 92-97. All District Accounts Officers (M&F) P.S. in N.W.F.P.
- 98-113. All District Accounts Officers in INFP Distt: whose allocation is enclosed for ready reference.
114. Budget Officer V Finance Department Govt: of N.W.F.P. Peshawar.
115. D.D.(P&D) Local Directorate.
116. P.A. to Director of Education Schools N.W.F.P. Peshawar.

For/ DEPT. DIRECTOR OF EDUCATION
DIRECTOR OF EDUCATION SCHOOLS
INFP PESHAWAR

80

S. Nos.	Name of Distt.	Table (Revised)			Annexure "A"		
		No. of Primary schools	No. of Schools (F)	Total	No. of Schools (M)	No. of Schools (F)	Total
1.	Peshawar.	229	153	378	39	9	48 ✓
2.	Nowshera.	161	101	262	27	10	37 ✓
3.	Chargada.	260	43	303	34	2	36 ✓
4.	Mardan.	266	102	368	33	13	46 ✓
5.	Savabi.	287	136	423	31	7	40 ✓
6.	Kohat.	216	116	332	19	5	24 ✓
7.	Karak.	203	102	305	18	8	26 ✓
8.	Bannu.	509	245	844	45	13	63 ✓
9.	D. L. Khan.	236	203	439	40	11	51 ✓
10.	Abbotabad.	723	262	985	91	16	107 ✓
11.	Manshera.	647	212	859	72	17	89 ✓
12.	Kohistan.	103	39	201	2	✓	2 ✓
13.	Swat.	734	60	814	78	10	88 ✓
14.	Dir.	530	61	641	48	11	59 ✓
15.	Chitral.	83	-	83	24	✓	24 ✓
16.	Malakand.	139	96	235	17	3	20 ✓
Total:		55970	1965	7355	602	140	760

Sd/-
(ABDUL HANID)
Section Officer

Collection
[Signature]
7/11/58
12/4/58

Annual Maint: Repair).

Annexure "B"

	Name of District	50% Primary Schools			50% Middle schools.		
		No: of School (M).	No: of Schools (F).	Total	No: of School (M).	No: of School (F).	Total.
1.	Peshawar.	111	76	187	19	4	23
2.	Houchara.	72	52	124	15	5	20
3.	Chawanda.	123	22	145	17	1	18
4.	Harlan.	150	54	194	19	7	26
5.	Sambli.	122	69	191	14	4	18
6.	Kohat.	110	53	163	10	3	13
7.	Karak.	95	49	144	9	3	12
8.	Daman.	311	112	423	27	3	35
9.	D.I.Khan.	143	101	244	26	7	33
10.	Abbotabad.	366	113	484	44	3	52
11.	Mansehra.	324	100	430	33	3	43
12.	Kohistan.	32	16	98	1	-	1
13.	Swat.	377	30	407	39	7	46
14.	Dir.	331	44	325	22	4	26
15.	Chitral.	53	-	63	12	-	12
16.	Malakand.	73	43	123	9	2	11
Total:-		2793	955	3753	310	71	392

Sd/-

AJUL MAHID)
SECTION OFFICER.

Attested

[Signature]
1965

ANNEXURE - H

GOVERNMENT OF NWFP
EDUCATION DEPARTMENT

NO.CPG(PO.II)/22-1/83/GSISPE,
Dated Peshawar, the 15.12.1991.

To

The Secretary to Govt of NWFP,
Communication & Works Department,
P e s h a w a r.

Subject:- CONTINUATION OF STAFF FOR IMPLEMENTATION OF SCHEMES
OF PRIMARY EDUCATION SUB-SECTOR (ADP S.No.181/5)
DURING, 1991-92.

The Govt of NWFP of NWFP is pleased to accord Administrative Approval to the scheme "Continuation of Staff for implementation of schemes of Primary Education Sub-Sector" reflected in ADP 1991-92 at G.S.No.181/5 at the estimated cost of Rs.8.760 million (Rupees Eight million, Seven hundred & Sixty thousand only) during 1991-92.

The break-up of the total cost is as under:-

<u>00000-Establishment Charges.</u> Sub-Total	Rs. 74,89,500/-
01000-Total Basic Salaries.	Rs. 1,273,470/-
01100-Total Basic Pay of Officers.	
33-Sub Divisional Officers(BPS-17)	
Index Pay.	
<u>01200-Pay of other Staff.</u>	Rs. 3,570,382
114-Sub-Engineer (BPS-11)	
33-Senior Clerks.(BPS-7)	
33-Junior Clerks.(BPS-5)	
33-Drivers. (BPS-4)	
33-Naib Qasids. (BPS-1)	
33-Chowkidars. (BPS-1).	
<u>02000-Regular Allowances.</u>	Rs. 2,615,640
02200-House Rent Allowance.	
02300-Conveyance Allowance.	
02700-Washing Allowance.	
02800-Dress Allowance.	
02900-Un Attracted Area Allowance.	
02907-Medical Allowance.	
02919-Compensatory Allowance.	
02919-01-Addl:Compensatory Allowance.	
<u>03000-Other Allowances.</u>	Rs. 30,000/-
03400-Medical charges.	
<u>50000-Commodities & Services.</u> Sub-Total:-	Rs. 1,270,500
<u>51000-Transportation.</u>	Rs. 165,000
51100-T.Allowance.	
<u>52000-Communication.</u>	
52100-Postage & Telegraph (@ Rs.1500/-per Sub-Division).	Rs. 49,500
<u>53000-Utilities.</u>	
53300-Electricity Charges. (@ Rs.3000/-per Sub-Division).	Rs. 99,000
53400-Hot & Cold Weather Charges. (@ Rs.2000/- per Sub-Division).	Rs. 66,000

(Contd:...page...2...)

<u>54000-Office Stationary.</u>	Rs. 99,000
54000-Office Stationary (@ Rs.3000/-per Sub-Division).	
<u>58000-Rent Rates & Taxes.</u>	
58100-Office Rent. (@ Rs.2000/-per Sub-Division per month).	Rs. 792,000
G.Total :-	<u>Rs.8,760,000</u>

2. The expenditure involved is debitable to the function "8-40000-Social Services-8-41000-Education-8-41900-~~00~~000-Continuation of Staff for implementation of schemes of Primary Education Sub-Sector under Demand No.37 of the Budget Book Demand for Grants Developmental Expenditure for 1991-92. Additional funds of Rs.2.505 million will be provided through Re-appropriation/Supplementary Grants during 1991-92 out of savings, if made available.

3. The scheme has been approved in the P.D.W.P meeting held on 5-11-1991 for Rs.8.760 million.

4. The Govt of NWFP is further pleased to accord sanction to the Continuation of Staff of 33 Sub-Division in C&W Department during 1991-92 for the period from 1.6.1991 to 31-5-1992 as mentioned above.

5- Please acknowledge receipt.

Sd/- xx
Secretary to Govt of NWFP,
Education Department.

Endst:No.CPO(PO.II)/22-1/91-92, Dated Peshawar,the 15.12.1991.

Copy forwarded to:-

1. The Accountant General,NWFP,Peshawar.
- 2, All District Accounts Officer/Agency Accounts Officers in NWFP.
3. The Agency Accounts Officer, Malakand Agency.

BUDGET OFFICER-IX,
FINANCE DEPARTMENT.

Endst:No.& Date Even.

Copy forwarded for information to:-

1. The Secretary,Govt of NWFP,Finance Department.
2. The Secretary,Govt of NWFP,P & D Department.
3. The Asstt:Chief(Edu),Govt of NWFP,P&D Department.
4. The Budget Officer-IX,Govt of NWFP,Finance Deptt:
5. The Chief Engineer,C&W Department,Peshawar.
6. The Chief Engineer(Dev:),C&W Department,Peshawar.
7. P.S.to Minister for Education,NWFP.
8. P.S.to Secretary,Govt of NWFP,Education Department.
9. P.A.to C.P.O,Govt of NWFP,Education Department.
10. Incharge Computer Cell,P&D Department.
11. Superintending Engineer Building Circle,Peshawar.
12. Superintending Engineer C&W Circle, Mardan.
13. Superintending Engineer,C&W Circle, Abbottabad.
14. Superintending Engineer,C&W Circle, Malakand.

(MARAJ-UD-DIN)
PLANNING OFFICER-II.

ANNEXURE - J

GOVERNMENT OF N. W. F. P.
COMMUNICATION & WORKS DEPARTMENT.

No. 21-Bud/88-89/4573-4525.

Dated Peshawar the, 20 / 5 / 89

To

- 1) The Chief Engineer,
Communication & Works Department,
N. W. F. P, Peshawar.
- 2) The Chief Engineer (Dev),
Communication & Works Department,
N. W. F. P, Peshawar.

Subject:- CONTINUATION OF STAFF FOR IMPLEMENTATION OF
SCHEME OF PRIMARY EDUCATION SUB-SECTOR (AIP
S. NO. 184/2), DURING, 1988-89.

Reference Government of N. W. F. P, Education
Department substituted letter endorsement No. CPO (FC. II)
22-1/C.S.I.E, dated 12-2-89 on the subject,
14-5-89

2- The Finance Department has agreed to the
continuation of the following staff for the subject scheme
for which detail break up has already been issued to you
vide this department letter No. 21-Bud/88-89/4264-4303,
dated 2-4-1989.

- 1) 33-Sub Divisional Officers.
- 2) 114-Sub Engineers.
- 3) 33-Senior Clerks.
- 4) 33-Drivers.
- 5) 33-Naib Qasids.

(see list of posts)

3- The Finance Department has also agreed for
the creation of 33-Junior Clerks and 33-Chowkidars during
the current financial year 1988-89 for the implementation
of the subject scheme. The detail break up of these new
posts is as under :-

01200-Basic Pay of other Staff		5,61,250
<u>33-Junior Clerks (EPS-5)</u>		<u>2,97,530</u>
Building Division, Peshawar.	4	36,070
Building Division, Charsadda.	1	9,010
Building Division, Mardan.	1	9,010

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2112*

(2)

Building Division Swabi.	2	18,030
C&W Division, Kohat.	2	18,030
C&W Division, Karak.	1	9,010
Building Division, Abbottabad.	4	36,070
Building Division, Mansehra.	4	36,070
C&W Division Kohistan at Besham.	1	9,010
Building Division, Bannu.	2	18,030
Building Division, D.I.Khan.	2	18,030
C&W Division, Chitral.	1	9,010
Building Division, Dir at Timergara.	3	27,170
Building Division, Swat.	4	36,070
C&W Division, Malakand.	1	9,010

33-Chowkidars (BPS-1). 2,48,420

Building Division, Peshawar.	4	30,110
Building Division, Charsadda.	1	7,530
Building Division, Mardan.	1	7,530
Building Division, Swabi.	2	15,060
C&W Division, Kohat.	2	15,060
C&W Division, Karak.	1	7,530
Building Division, Abbottabad.	4	30,110
Building Division, Mansehra.	4	30,110
C&W Division, Kohistan.	1	7,530
Building Division, Bannu.	2	15,060
Building Division, D.I.Khan.	2	15,060
C&W Division, Chitral.	1	7,530
Building Division, Dir at Timergara.	3	22,560
Building Division, Swat.	4	30,110
C&W Division, Malakand.	1	7,530

Index pay. 15,280

02000- Regular Allowances. 2,23,750

02200-House Rent Allowances.	1,34,660
02300-Conveyance Allowance at Peshawar.	10,000
02700-Washing Allowance.	3,900
02800-Dress Allowance.	2,500
02900-Un-Attrative Area Allowance.	10,000
02907-Medical Allowance.	62,690

50000-Commodities & Services. 7,85,000

58100-Rent of Office Building @ Rs.2000/- P.M./ per Division.	7,26,000
59000-Other Expenditure.	59,000

G. Total:- 15,70,000

(FAQIR AHMAD PARACHA)
SECRETARY C&W DEPARTMENT

(3)

Copy forwarded to:-

- 1- The Accountant General, N.W.F.F, Peshawar.
- 2- The Secretary to Government of NWFP, Education Department Peshawar.
- 3- All District Accounts Officers in N.W.F.F.
- 4- All Superintending Engineers in the C&W Department NWFP, (Except Highway Divisions).
- 5- The Budget Officer-I, Government of NWFP, Finance Department, Peshawar.
- 6- The Budget Officer-IX, Government of NWFP, Finance Department Peshawar.

Mudda
(ACCOUNTS OFFICER)