

Quality Management Strategy

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1. Introduction

In 2006, the Department of State's Bureau of International Narcotics and Law Enforcement Affairs (INL) established the Corrections System Support Program (CSSP) to assist the Afghan government in building a safe, secure, and humane prison system that meets international standards and Afghan cultural requirements. Under this program, RWPP initiated the design and build of the Wardak prison, located in Wardak province.

The Wardak prison consists of 38 buildings and pieces of supporting infrastructure, such as inmate housing, staff housing, family visitation buildings, guard towers, a security gate, and utilities. On November 18, 2013, INL transferred the Wardak prison to the Afghan Ministry of Interior (MOI) and initiated a one-year warranty period.

In 2017, the Special Inspector General for Afghanistan Reconstruction (SIGAR) conducted six site visits to the Wardak prison. The objectives of this inspection were to determine whether the Wardak prison (1) was designed and constructed in accordance with contract requirements and technical specifications, and (2) is being used and maintained. The findings of the site visits were published in 2018, noting several life and safety deficiencies at the prison (including 8 design and 9 construction related deficiencies).

In line with the SIGAR findings, INL approached the United Nations Office for Project Services (UNOPS) in Afghanistan to discuss infrastructure support for Wardak prison, focused on completing repairs to the facility and fulfil SIGAR's recommendations.

The Project Quality Management Strategy has three key processes:

- Quality Planning;
- Quality Assurance;
- Quality Control;

Quality assurance will be the overall responsibility of the Project Manager (PM). A detailed Quality and Assurance Plan will be submitted to the Project Board. The PM will be held accountable in this respect to the Project Board. The detailed Quality and Assurance Plan will help ensure the Project is delivered on time, within budget and to the required and agreed quality standards.

The objective of the Project Quality and Assurance Plan is to ensure that the Contractor(s) meet all the contractual requirements in the implementation of the project work from the mobilization stages up and until the final handover of the finished works to the full satisfaction of the client. The Quality and Assurance Plan is intended for the Project staff to control the quality of the products on the Project.

The plan does not take away the contractual requirements of the Contractor(s). It provides guidance and direction for the Project personnel to perform the necessary tasks to verify that the quality of the Contractor's work complies with the specifications and drawings and that the works are documented clearly for transparency and Quality Assurance auditing and to provide confidence to the Project client and donor that the intended quality of materials and completed works are being achieved and sustained.

The PM has the responsibility of administering the quality system used in the Project. The PM will be able to respond to any technical queries raised by the Donor, Client and Contractor. The PM has the authority to approve and disapprove works proposed or completed by the Contractor. Also, the PM can issue site instructions to the contractor as required, provided it is not anticipated that the site instruction will increase the contract value. The quality of the Project will be properly managed by quality planning, recording all documents, providing quality reports and specifying the roles and responsibilities of the project team.

The PM will be assisted at the Project location by the Watson Engineer, Electrical Engineer, Mechanical Engineer, Quality Assurance and Quality Control (QA/QC) Engineer, Monitoring Engineers and the UNOPS AFOC Country Office in Kabul.

Further, Quality Control will be imposed on the Project independently of the Project Management team, using the UNOPS AFOC QA/QC Office and Programme Management Office (PMO) under the direction of the Head of Programme.

1.1. Purpose

This Quality Management Strategy has been produced to describe the specific quality techniques and standards to be applied and the responsibilities for achieving the required quality levels during the project. It will outline the project team's proposals on how they will ensure the quality expectations of the customer, the Project Board Executive and Senior User(s) will be achieved, and ultimately ensure the project produces products that conform to specific applicable standards and are fit for their stated purpose and capable of delivering the business benefits sought.

1.2. Objectives

This Quality Management Strategy addresses the following;

- Define ways in which the customer's quality expectations will be met;
- Assure that the defined ways are sufficient to achieve the required quality;
- Define responsibilities for quality up to a level that is independent of the project and Project Manager;
- Conform to the supplier's and customer's quality management systems;

1.3. Scope

This Quality Management Strategy (QMS) is to be applied to the RWPP Project to define the quality techniques and standards required and the various responsibilities for achieving the required quality levels during the project. It addresses all documents required under UNOPS standards to ensure effective planning, operation and control of processes related to quality objectives. The scope of the QMS includes all products and activities conducted on site by UNOPS and its implementing partners.

2. Quality Management Procedure

UNOPS will perform the central role in managing the product's quality related issues during the implementation of the project to ensure that the works are carried out to high standards and the product is constructed / built in accordance with the prescribed specifications and in compliance with the partner requirements, current legislation and guidance. This will be achieved by application of UNOPS Quality Management strategy.

The Procedure will cover the following topics:

2.1. Quality Planning

The Project Quality and Assurance Plan (QAP) is developed for Rehabilitation of Wardak prison Project as a formal framework to ensure that the appropriate methodologies and standards are applied and that the project outputs are ultimately delivered fit-for-purpose. The QAP is derived from this Quality Management Strategy.

The QAP forms are part of the overall Quality Management System of the project. It describes how quality will be managed throughout the lifecycle of the project and provides guidance for personnel involved in the implementation of

the project on how the quality requirements of the specifications are addressed. It also includes the processes and procedures for ensuring quality planning, assurance, and control are all conducted. It has been developed from the information detailed within the 'Project Specification, Beneficiary Requirements and Agreement information'.

The QAP also provides guidance and direction for project personnel to perform the necessary tasks to verify that the quality of the subcontractor's work complies with the condition of contracts, specifications, and drawings and that the works are documented clearly for traceability and future use.

The QAP for the project will establish the activities, processes, and procedures for ensuring a quality product upon the conclusion of the project. The purpose of the plan is to:

- Ensure quality is planned;
- Define how quality will be managed;
- Define the roles and responsibilities of relevant parties in the project;
- Define quality assurance activities;
- Define quality control activities;
- Define acceptable quality standards;

The Project QAP will be reviewed quarterly to ensure that:

- The objectives and requirements of the Project Quality and Assurance Plan are still valid, and are being met;
- Forthcoming activities are reviewed and any necessary amendments to the Project QAP are put in place before the relevant work begins;
- QAP processes shall be reviewed to ensure continuing suitability and effectiveness;

2.2. Quality Control

The quality control approach will ensure the conduct of checks in accordance with QAP to confirm that processes are being carried out effectively. A record of these checks shall be noted. Quality standards, measure of quality, inspections, use of templates and forms, definitions of types of quality methods and metrics to be employed in support of quality control.

To ensure the level of quality in its deliverables and work processes, the following key documents will be used as a basis to implement the Quality and Assurance Plan:

- Conditions of Contract: General conditions of contract issued by UNOPS Head Quarter shall be used. This document is widely used by UNOPS offices globally and is adopted from the FIDIC contract model. A Special Conditions of Contract (Conditions of particular Application) which may have an amendment to the General condition of contract will also be used as a reference;
- Technical Specifications: The Technical Specifications (general and particular) shall be included in the set of Contract Document and will be used as a basis for the implementation of QAP;
- Design/Drawings and BOQ: The Design/Drawings and BOQ for each Work Package will be used to implement the QAP;
- Project Quality and Assurance Plan;
- Project Health and Safety Plan/procedures for all work packages with appropriate forms and documents;
- Social and Environmental Plan/procedures for all work packages with appropriate forms and documents;
- Use of UNOPS Standard templates for Product Descriptions, Quality Register, quality control and audits;

- The Quality Register will be updated throughout to show 'actual' quality control (quality check) activity dates and the results;
- The Product Descriptions will be used as a basis against which to quality check each product;

2.3. Quality Assurance

The focus of quality assurance is on the processes used in the project. Quality assurance ensures that project processes are used effectively to produce quality project deliverables. The aim of Quality assurance during construction is to ensure that the product is constructed / built in accordance with the prescribed specifications. As such, the products must fulfil requirements and must be fit for their designed purposes. Hence, Quality Assurance throughout the life of the project is very important to achieve the required quality and check:

- Fulfilment of Requirements which includes:
 - o Material Requirements;
 - o Process Requirements;
 - o Equipment Requirements;
 - o End Product Requirements;
- Fitness for Purpose which includes:
 - o Comfort for the purpose;
 - o Ability to serve till the end of design life at design level of serviceability;

3. Tools and Techniques

The Project will use all the relevant Quality Management and Construction Supervision templates/forms as required by the Project Management Manual (PMM).

4. Records

Proper record keeping is the most important item of this project not only for proper control of current jobs but also for future reference and settling future disputes in respect of quality, time and cost. Hence, suitable procedures of record keeping are defined along with this manual and thus the Rehabilitation of Wardak prison Project team shall ensure to adopt such established procedures.

Quality checks will be conducted in accordance with the Quality and Assurance Plan (QAP) to confirm that processes are being carried out effectively. The Quality Register will be used to record all the quality aspects of Rehabilitation of Wardak prison Project.

5. Reporting

The following quality management reports will be conducted;

5.1. Daily Site Progress Report

The Project Team and the works contractor will each prepare and submit a "Daily Site Progress Report" to the Project Manager/Deputy Project Manager for review. The daily progress reports shall include the contractor's daily activities, planned activities for the next day, the specific QC tests conducted, the visitor's comments, the HSSE related instruction and comments, the issues tracking table, project photos and any other contents as required. The PM will review and provide comments, instruction and decision as may be required.

5.2. Non Conformance Report (NCR)

The purpose of the Non-Conformance Report (NCR) is to effectively document works which for any reason whatsoever do not comply with the requirements of the Contract Documents. Secondly, NCR's also ensure that these works are isolated until effective rectification works are carried out, inspected and where necessary tested to ensure that they demonstrate compliance. The third major function of the NCR reports is to ensure that any defective works are not paid for until rectification works are carried out and the works conform to the requirements of the contract documents.

The status of the NCR will be shown in a register and this register shall be kept up to date with monitoring to ensure that NCR's are resolved promptly and the rectification works carried out forthwith. These forms will be used as shown in the following flowchart.

5.3. Quality Assurance and Quality Control Report (QA/QC)

The Quality Assurance and Quality Control (QA/QC) report shall be incorporated in the Project Monthly Progress Report and Quarterly Progress Report. The QA/QC report is to assure the quality of works through reviewing, verifying, and checking of works and construction activities of the project. The QA/QC report will be prepared based on the site inspections, testing, and measurement of the quality. The QA/QC report will include a record of all tests carried out on the site, following up as needed on closing of the NCR and assurance of the materials delivered to the site are as per the approved plan/drawing coherence to the mock-up/samples.

5.4. Monthly Progress Report

The Rehabilitation of Wardak prison Project will prepare and submit the monthly progress report based on the approved template to the donor (USDoS INL) for their review and approval, as required by the MSA agreement signed between UNOPS and INL.

6. Schedule of Quality Management Activities

The schedule of Quality Management activities will be aligned with the Quality and Assurance Plan using the Quality Register for all the activities performed.

7. Roles and Responsibilities

The Project Quality and Assurance Plan, in terms of the practical implementation approach of the Project Plan for the implementation of the works has five responsible and independent oversight components and will be implemented in full compliance with the UNOPS/AFOC Quality Management Strategy requirements.

The five Quality Management oversight components and their respective roles and responsibilities include:

1. **UNOPS Rehabilitation of Wardak prison Project Team:** The quality control and assurance of the contractors' activities will be implemented through close supervision and monitoring by qualified UNOPS Project staff. The required quality control and assurance related documents and test results will be maintained and updated on a regular basis in accordance with the UNOPS AFOC Quality and Assurance Plan.

2. **The Construction Contractor:** The Quality Control Plan is one of the most important documents attached to the bid documents. The Quality Control Plan has to indicate the contractor's resources and procedures use to control the quality of products/materials and works in order to ensure that works are complied with the quality standards specify in the project technical specification.

3. **AFOC QA/QC Team:** Has the responsibility to independently monitor the Quality and Assurance Plan for all AFOC projects through random site visits and control of all QA/QC site documents. They will also have a duty to ensure all records are kept in a format which will be understandable to auditors, stakeholders and other parties involved in the project.

4. **The INL:** The INL Kabul office will schedule site visits to the construction site on an ad-hoc basis. They will also conduct their assurance of the quality of products through the quarterly and monthly progress reports submitted through UNOPS.

The Work Package (RWPP) PM will be assisted by the Project QA/QC Engineer and Monitoring Engineers.

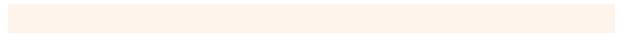
Name	Role	Responsibility (Quality Management Activity)
Monitoring Engineer	Site Engineer	Quality oversight of the PW#2 borehole and conveyance pipeline works
QC Engineer	Site Engineer	Quality oversight of the transmission and distribution pipeline works
Mechanical Engineer	Site Engineer	Quality oversight of the construction of the well station and elevated water reservoir works

Document Circulation

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UNOPS AFOC	Office of the Head of Programme	Mikael CHRISTENSEN	Head of Programme
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Revision History

Date	Name	Job Title	Contribution
01 NOV 20	Rohullah Zahidi	Project Manager	Reviewed/Revised
02 Nov 20	Maria-Paz SAYSON	Head of QA/QC	Reviewed/ commented



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