



TERMS OF REFERENCE (TOR)
CS-31-AF: PROJECT MANAGER (CONSTRUCTION)

1. Objective and Purpose of the Assignment

The Government of Sindh has received loan financing from the Asian Development Bank (ADB) for the Sindh Secondary Education Improvement Project (SSEIP) and its Additional Financing (SSEIP-AF). The Project aims to increase the inclusiveness of the secondary education system in Sindh through the construction of new secondary school blocks, improvement of teaching and learning capacity, and reform of the secondary education examination system.

The civil works portfolio comprises multiple packages and lots spread across several districts of Sindh, covering school buildings. The portfolio is at differing stages of maturity, with some lots in the close-out phase and others carrying substantial forward workload. The assignment therefore requires an experienced construction management professional capable of driving school-wise completion, recovering delayed packages, and ensuring quality handover of facilities. The Position of Project Manager Construction is purely on contractual basis.

2. Scope of Work

The Project Manager (Construction) will provide overarching technical leadership and management oversight for all civil works components of SSEIP and SSEIP-AF across all active lots. He/she will ensure compliance with ADB procurement and safeguard requirements, contractual obligations, quality specifications, and Government of Sindh regulatory frameworks. The Project Manager (Construction) will be responsible for driving Programme-level construction performance, accelerating completion of lagging packages, resolving field-level technical and contractual challenges, and ensuring that schools are delivered to standard, on time, and ready for beneficial use by the communities they are intended to serve.

3. Detailed Tasks and Expected Outputs

A. Programme Leadership, Planning and Progress Control

- Provide strategic and operational leadership for all civil works under SSEIP and SSEIP-AF.
- Establish and maintain a comprehensive school-wise construction tracking framework that reports engineering, procurement, and physical (construction) progress separately, moving beyond aggregate package-level reporting to granular site-wise monitoring.
- Develop and enforce time-bound recovery plans for lots behind schedule, with quantified monthly targets for each package linked to the critical path, and monitor contractor productivity against these targets.
- Review, validate, and challenge contractor-reported progress in coordination with the Design and Supervision Consultants, ensuring that reported figures reflect actual field conditions and earned physical output.

B. Quality Assurance and Technical Compliance

- Institute and enforce a robust quality assurance framework covering structural, architectural, MEP, solar, water/RO, sanitation, boundary wall, and external development components at all school sites.



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- Review and approve materials testing protocols, QA/QC plans, and inspection checklists for all works.
- Conduct structured field inspections across districts, with priority attention to high-risk lots exhibiting long-tail completion profiles.
- Ensure that climate-resilient, gender-responsive, and inclusive design standards specified in the bidding documents and ADB technical requirements are fully implemented on the ground.
- Advise PIU management on engineering design issues, construction methodology challenges, and structural concerns arising at individual school sites, and identify opportunities for value engineering and programme acceleration without compromising quality.

C. Contract Administration, Variations, Claims and Payments

- Provide technical leadership in reviewing and recommending positions on variation orders, extensions of time (EoT), and claims/payments claimed by contractors, assessing each for technical necessity, cost reasonableness, and schedule impact, and ensuring that any EoT recommendation is linked to a time-bound recovery Programme.
- Support the PIU in preparing well-documented responses to contractor claims, consistent with contract provisions, and provide technical documentation and expert input to Dispute Avoidance and Adjudication Board (DAAB) processes where applicable.
- Maintain a comprehensive contract administration log covering variation orders, EoT decisions, key correspondence, and certified payment milestones across all lots.

D. Environmental and Social Safeguards Oversight

- Ensure that all civil works are executed in compliance with the ADB Safeguard Policy Statement, approved Environmental Management Plans (EMP/IEE), and Social Due Diligence Reports (SDDRs).
- Monitor contractor adherence to site-specific environmental and social conditions, including construction waste management, tree replantation, site access and occupational safety, and community engagement obligations.
- Track and report safeguards compliance status lot-wise and school-wise, and escalate emerging safeguard issues to the PIU E&S team and ADB, ensuring no lot proceeds to completion with unresolved safeguard documentation gaps.

E. Testing, Commissioning and Handover

- Oversee testing and commissioning of all services, electrical, solar, RO/water, plumbing, and sanitation, prior to handover, ensuring snag lists are cleared and facilities are fully functional.
- Treat last-mile items, solar systems, RO/water installations, septic systems, boundary walls, external development, energization, and testing, as completion-critical items with dedicated monitoring.
- Develop and execute a structured handover readiness framework covering completion certification, defect liability obligations, operations and maintenance documentation, and formal takeover of schools by district education authorities.
- Coordinate with relevant agencies to facilitate smooth post-completion handover and activation of schools.



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F. Reporting, Coordination and Capacity Building

- Prepare and submit comprehensive monthly construction progress reports covering lot-wise, district-wise, and school-wise physical progress, with earned value indicators (SPI/CPI), risk flags, and action items.
- Help senior management to provide technical briefings and presentations to the Project Steering Committee (PSC), ADB missions, and senior government officials of the P&D Department and SELD; contribute to ADB review mission preparations with site data, photographic evidence, and field assessments.
- Coordinate with the PIU on cross-cutting issues, including procurement slippage, financial disbursement, and contractor performance.
- Maintain an issues and decisions log, ensuring that all technical decisions, approvals, and escalations are formally documented and communicated to the relevant parties.
- Provide on-the-job guidance and mentoring to PIU field engineers, site supervisors, and package managers, building institutional capacity for construction oversight.

4. Reporting Arrangements

The Project Manager (Construction) will report directly to the Project Director, PIU-SSEIP, and will maintain functional coordination with:

- ADB Project Officer and mission teams;
- Package Managers and Design & Supervision Consultants for each active lot; and
- PIU Environmental and Social Safeguards team.
- The duty station will be the PIU office in Karachi, with frequent field visits to project districts across Sindh.
- Perform other duties and tasks as may be reasonably requested or assigned by the Project Director, PIU-SSEIP

5. Minimum Qualification and Experience Requirements

Qualification. The candidate shall possess a Bachelor's Degree in Civil Engineering and a Master's Degree in Civil Engineering, Structural Engineering, Project Management, or a related discipline from HEC-recognized universities. The candidate shall be a Registered Professional Engineer (PE) with the Pakistan Engineering Council (PEC). Professional certification or demonstrated working knowledge of FIDIC conditions of contract will be considered an advantage and an additional qualification.

Experience. The candidate shall have at least twenty (20) years of professional experience in civil engineering, construction management, design, and supervision, including service as a Project Manager or equivalent on large-scale infrastructure projects. Demonstrated experience in managing multi-site, multi-district construction programmes; internationally funded projects (ADB, World Bank, or similar); FIDIC-based contract administration; and education or public-sector building projects is highly desirable.

Skills. Sound knowledge of civil and structural engineering codes and standards, the ADB Safeguard Policy Statement, Primavera P6 / MS Project, AutoCAD, and Microsoft Office, together with familiarity with Government of Sindh and ADB procurement procedures. Excellent leadership,



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communication, and report-writing skills in English, the ability to manage multidisciplinary teams, and willingness to travel extensively to project sites across Sindh are essential.

Minimum General Experience: 20 years

Minimum Specific Experience (relevant to the assignment): 15 years