MEMORANDUM FOR COMMANDING GENERAL, MULTI-NATIONAL FORCES-
IRAQ, COMMANDER, JOINT CONTRACTING COMMAND-
IRAQ/AFGHANISTAN COMMANDER, GULF REGION DIVISION, U.S. ARMY
CORPS OF ENGINEERS DIRECTOR, IRAQ TRANSITION ASSISTANCE OFFICE

SUBJECT: Report on the Rehabilitation of the Al Escanddrona School in the Karadah
district of the city of Baghdad, Iraq (Report Number SIGIR PA-07-110)

The Office of the Special Inspector General for Iraq Reconstruction is assessing projects
funded under the Commander’s Emergency Response Program to provide real-time relief
and reconstruction information to interested parties to enable appropriate action, when
warranted.

We are providing this report for your information and use. It addresses the current status
of the Al Escanddrona School in the Karadah district of the city of Baghdad, Iraq. The
assessment was made to determine whether the project was operating at the capacity
stated in the original contract.

This report does not contain any negative findings or recommendations for corrective
action. As a result, management comments are not required.

We appreciate the courtesies extended to our staff. If you have any questions please
contact Mr. Brian Flynn at brian.flynn@iraq.centcom.mil or at DSN 318-343-9244. For
public or congressional queries concerning this report, please contact SIGIR
Congressional and Public Affairs at publicaffairs@sigir.mil or at (703) 428-1100.

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Inspector General
Al Escanddrona School
Under the Commander’s Emergency Response Program
Baghdad, Iraq

Synopsis

Introduction. The Office of the Special Inspector General for Iraq Reconstruction is assessing projects funded under the Commander’s Emergency Response Program to provide real-time relief and reconstruction information to interested parties to enable appropriate action, when warranted.

Project Assessment Objectives. The objective of this project assessment was to determine whether the project was operating at the capacity stated in the original contract. To accomplish the objective, we determined whether the project was at full capability or capacity when accepted by the government, when transferred to Iraqi operators, and during the United States Army Corps of Engineers inspection on 5 November 2007. We conducted this limited scope assessment in accordance with the Quality Standards for Inspections issued by the President’s Council on Integrity and Efficiency. The assessment team included an engineer/inspector and an auditor/inspector.

The overall objective of the project was to rehabilitate the Al Escanddrona School in the Karadah district of the city of Baghdad to benefit approximately 450 children. On March 12, 2006, a firm-fixed-price contract for $86,615 was awarded to a local contractor. The Al Escanddrona School rehabilitation project was completed in May 2006, and the final payment to the contractor was paid in June 2006.

Conclusions. Our inspection of the Al Escanddrona School included a review and analysis of contract documentation, including the contract itself, related contract documentation, the Statement of Work, the design package (drawings and specifications), quality control reports, quality assurance reports, construction progress photos, final situation reports, invoices, submittals, closeout documents, photographs provided by the United States Army Corps of Engineers from a visit on 5 November 2007, and aerial imagery.

Because of increased insurgent activity in the Karadah district of Baghdad, both the United States Army and the private security contractor denied the assessment team’s repeated requests for escorts to the school. Consequently, the assessment team was unable to perform a site assessment. However, the United States Army Corps of Engineers documentation confirmed that contract provisions were met and that the school was operational. In addition, United States Army Corps of Engineers provided photos from a visit on 5 November 2007, which reaffirmed the documentation and also provided photographs of the school’s current condition.

Recommendations. This report does not contain any negative findings or recommendations for corrective action; therefore, management comments were not required. However, the United States Army Corps of Engineers, Gulf Region Division provided clarifying information for the photos it provided for the report and corrected the
type of contract cited. The clarifying and corrective information provided by the United States Army Corps of Engineers, Gulf Region Division has been incorporated into this final report.
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Introduction

Objective of the Project Assessment

The Office of the Special Inspector General for Iraq Reconstruction is assessing projects funded under the Commander’s Emergency Response Program to provide real-time relief and reconstruction information to interested parties to enable appropriate action, when warranted. The objective of this project assessment was to determine whether the project was operating at the capacity stated in the original contract. To accomplish the objective, we determined if the project was at full capability or capacity when accepted by the government, when transferred to Iraqi operators, and during a United States Army Corps of Engineers (USACE) site visit on 5 November 2007 as documented in site photographs and reports.

Pre-Site Assessment Background

**Contract, Costs and Payments**

Contract W917BG-06-C-0075 was awarded on 12 March 2006 to a local contractor. The contract was a firm-fixed-price contract for the net amount of $86,615. The contract, W917BG-06-C-0075, contained two modifications.

Modification P00001 deleted and included additional line items in the Bill of Quantities for the Al Escandrona School. The deleted and added line items resulted in no additional charge to the government.

Modification P00002, dated 31 March 2006, revised the Bill of Quantities based on discussions held during the preconstruction meeting. The changes resulted in no additional cost to the government.

Based on information provided by the USACE, the contractor received the Notice to Proceed on 13 March 2006, the headmaster signed an Acceptance of Finished Works on 16 May 2006, and the contractor was paid in full on 28 June 2006 for the Al Escandrona School. By reference, the Federal Acquisition Regulation 52.246-21, Warranty of Construction clause, was incorporated into the contract and the standard one-year from date of acceptance by the government construction warranty was applicable. However, the Al Escandrona School warranty had expired when the USACE visited the school on 5 November 2007.

**Statement of Work**

The Statement of Work (SOW) was for the renovation, repair, and upgrade of existing architectural features, plumbing, and mechanical and electrical systems for the Al Escandrona School. The SOW included the following:

- general maintenance for the building roof, walls, windows, doors, and painting on the exterior and interior
- rehabilitation of the three lavatories, and reconnection to the water supply and sewage
- supply and installation of a new 50 liter per minute pump with 12 meters (m) of head, two hot water heaters, and one meter cubed water plastic tank
• replacement of all electrical building network wiring
• provision and installation of a 2.5 m tall security fence
• design and construction of a new guard house (9 m by 3.5 m by 2 m tall)

The contract’s SOW included specific requirements and stated that materials and equipment will be replaced with equipment that meets the original design intent of the facility.

Project Objective, Pre-Construction Description

The description of the facility (pre-construction) was based on information obtained from the contract and the USACE project file. The overall objective of the project was to rehabilitate the Al Escandrona School, located in the Karadah district of Baghdad, to benefit approximately 450 children.

Before the rehabilitation project, the Al Escandrona School was in major disrepair due to years of neglect. The school had cracks in the school room (Site Photo 1), loose electrical wiring (Site Photos 2 and 3), broken windows that posed safety hazards for the children (Site Photo 4), and an unusable lavatory.

Site Photo 1. Open expansion joint before renovation (Photo courtesy of USACE)
Site Photo 2. Loose electrical wiring before renovation (Photo courtesy of USACE)

Site Photo 3. Broken light fixture with unsafe wiring before renovation (Photo courtesy of USACE)
**Project Design**

The contract’s SOW included specific requirements and stated that materials and equipment would be replaced with equipment that meets the original design intent of the facility.

The contractor was to design and build a new guard house for the Al Escandrona School. The USACE Gulf Region Central (GRC) was unable to locate the design drawings for the new guard house. Therefore, the adequacy of the design drawings could not be determined.

**Site Progress During Construction**

Throughout the Al Escandrona School rehabilitation project, progress photographs taken by the USACE documented on-going construction activities. We reviewed and subsequently relied on selected photographs to document examples of construction practices and techniques employed by the contractor prior to the project being accepted in May 2006.

**Quality Management**

Department of the Army Engineering Regulation (ER) 1180-1-6, dated 30 September 1995, provides general policy and guidance for establishing quality management procedures in the execution of construction contracts. According to
ER 1180-1-6, “…obtaining quality construction is a combined responsibility of the construction contractor and the government.”

We reviewed the contract files to determine the adequacy of the quality control (QC) reports. According to USACE representatives, no QC reports were completed for the March 2006 contract. In addition, the contractor did not provide any test results for any of the work done for this project.

USACE ER 1110-1-12 and the Project and Contracting Office (PCO) Standard Operating Procedure (SOP) Construction Number (CN)-100 specified requirements for a government quality assurance (QA) program. Specifically, PCO SOP CN-100 provides guidance for the USACE Gulf Region Division (GRD) staffs to “…ascertain if the contractor QC system is functioning and the specified level of construction quality is being attained.”

The contractor received the Notice to Proceed on 13 March 2006, and the headmaster signed an Acceptance of Finished Works on 16 May 2006 for the Al Escandrona School project. There were nine daily QA reports for the duration of the project. The limited QA reports and photographs recorded the various stages of construction activities that occurred at the Al Escandrona school project and documented the final project inspection.

The contract called for general maintenance to be performed by the contractor on the building roof, walls, windows, doors, and exterior and interior painting. Site Photo 5 shows the school’s exterior painting by the contractor.

Site Photo 5. Exterior painting after renovation (Photo courtesy of USACE)
The contractor rehabilitated the lavatories, as required by the contract. Site Photo 6 shows the contractor’s performance in tiling the lavatory and installing the sinks. The contractor installed new eastern-style toilets as well.

Site Photo 6. Sinks after renovation (Photo courtesy of USACE)

According to the contract, the contractor was to replace all electrical building network wiring. Site Photo 7 shows the electrical rewiring, the new electrical switch plates are shown in Site Photo 8, and the contractor-installed new air conditioning unit is shown in Site Photo 9.

Site Photo 7. Interior painting and electrical rewiring after renovation (Photo courtesy of USACE)
The contract stated that the contractor was to provide and install a security fence, and Site Photo 10 shows the fence/wall provided by the contractor as well as the painting for the fence/wall.
Warranties

The contract stated that the window air conditioning unit had a two-year warranty, but
did not specify any other warranties. So, for the new equipment purchased and installed
for the contract, the contract file lacked any Operations and Maintenance documentation,
manuals, and/or warranty information.

Site Assessment

Our review of the Al Escanddrona School included a review and analysis of contract
documentation, including the contract itself, related contract documentation, SOW,
design package (drawings and specifications), QC reports, QA reports, construction
progress photos, final situation reports, invoices, submittals, closeout documents,
photographs provided by the USACE visit on 5 November 2007, and aerial imagery.

Due to increased activity in the Karadah district of Baghdad, both private security
contractors and the U.S. Army denied the assessment team’s requests for escorts to the
school. Consequently, the assessment team was unable to perform a site assessment.
However, the USACE visited the site on 5 November 2007 and the photos taken were
used to confirm documentation that the contract provisions were met and that the school
was operational.
General Observations

All work completed appeared to meet the SOW requirements. The Al Escandrona School was rehabilitated and was benefiting the children as intended.

USACE visited the school on 5 November 2007, 18 months after the headmaster signed an Acceptance of Finished Works in May 2006. Based upon the USACE’s photographs taken on the site visit, the following SOW requirements appeared completed:

- general maintenance for the building roof, (Site Photo 11) walls, windows, doors, and painting on the exterior and interior (Site Photo 12)
- rehabilitated lavatory
- supply and installation of a new water plastic tank (Site Photo 11)
- replacement of all electrical building network wiring
- provision and installation of a 2.5 meter tall security fence (Site Photo 13)
Site Photo 11. Roof maintenance after occupancy and use (Photo courtesy of USACE)

Site Photo 12. Interior painting after occupancy and use (Photo courtesy of USACE)
General school maintenance and upkeep was not continued after the turnover as shown in the USACE photograph (Site Photo 14) of a hanging thermostat. This was also evidenced by USACE photographs (not pictured) of a broken door handle and a hole in the wall which were provided to our assessment team. During the review of the USACE photographs, we did not detect any instances of incomplete construction.
Conclusions

Our review of the Al Escanddrona School included a review and analysis of contract documentation, including the contract itself, related contract documentation, the Statement of Work, the design package (drawings and specifications), quality control reports, quality assurance reports, construction progress photos, final situation reports, invoices, submittals, closeout documents, photographs provided by USACE from a visit on 5 November 2007, and aerial imagery.

Due to increased insurgent activity in the Karadah district of Baghdad, both private security contractors and the U.S. Army denied the assessment team’s requests for escorts to the school. Consequently, the assessment team was unable to perform a site assessment. However, USACE documentation confirmed that contract provisions were met and that the school was operational. In addition USACE provided photos from a visit on 5 November 2007 that reconfirmed the documentation and provided photos of the school’s current condition.

Recommendations and Management Comments

This report does not contain any negative findings or recommendations for corrective action. Therefore, management comments are not required.
Appendix A. Scope and Methodology

We performed this project assessment from September through December 2007 in accordance with the Quality Standards for Inspections issued by the President’s Council on Integrity and Efficiency. The assessment team included an engineer/inspector and an auditor/inspector.

Due to increased insurgent activity in the Karadah district of Baghdad, both private security contractors and the U.S. Army denied the assessment team’s requests for escorts to the school. Consequently, the assessment team was unable to perform a site assessment.

In performing this Project Assessment we:

- Reviewed contract documentation to include the following: Contract, Contract documentation, Contract modifications, and Statement of Work;
- Reviewed the design package (drawings and specifications), quality control reports, quality assurance reports, construction progress photos, final situation report, final receiving document from school headmaster, photos from the United States Army Corps of Engineers inspection on 5 November 2007, invoices, and aerial imagery; and
- Conducted a briefing with the USACE Gulf Region Central on 10 September 2007.
# Appendix B. Acronyms

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<th>Full Form</th>
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<td>CN</td>
<td>Construction Number</td>
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<td>Engineering Regulation</td>
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<td>Gulf Region Central (Reports to the Gulf Region Division)</td>
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<td>GRD</td>
<td>Gulf Region Division (Reports to the United States Army Corps of Engineers)</td>
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<td>Project and Contracting Office</td>
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<td>USACE</td>
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Appendix C. Report Distribution

Department of State
Secretary of State
  Senior Advisor to the Secretary and Coordinator for Iraq
  Director of U.S. Foreign Assistance/Administrator, U.S. Agency for International Development
  Director, Office of Iraq Reconstruction
  Assistant Secretary for Resource Management/Chief Financial Officer, Bureau of Resource Management
U.S. Ambassador to Iraq
  Director, Iraq Transition Assistance Office
  Mission Director-Iraq, U.S. Agency for International Development
Inspector General, Department of State

Department of Defense
Secretary of Defense
Deputy Secretary of Defense
Under Secretary of Defense (Comptroller)/Chief Financial Officer
  Deputy Chief Financial Officer
  Deputy Comptroller (Program/Budget)
Deputy Assistant Secretary of Defense-Middle East, Office of Policy/International Security Affairs
Inspector General, Department of Defense
Director, Defense Contract Audit Agency
Director, Defense Finance and Accounting Service
Director, Defense Contract Management Agency

Department of the Army
Assistant Secretary of the Army for Acquisition, Logistics, and Technology
  Principal Deputy to the Assistant Secretary of the Army for Acquisition, Logistics, and Technology
  Deputy Assistant Secretary of the Army (Policy and Procurement)
Commanding General, Joint Contracting Command-Iraq/Afghanistan
Assistant Secretary of the Army for Financial Management and Comptroller
Chief of Engineers and Commander, U.S. Army Corps of Engineers
  Commanding General, Gulf Region Division
  Chief Financial Officer, U.S. Army Corps of Engineers
Auditor General of the Army

U.S. Central Command
Commanding General, Multi-National Force-Iraq
  Commanding General, Multi-National Corps-Iraq
  Commanding General, Multi-National Security Transition Command-Iraq
Commander, Joint Area Support Group-Central
Other Federal Government Organizations  
Director, Office of Management and Budget  
Comptroller General of the United States  
Inspector General, Department of the Treasury  
Inspector General, Department of Commerce  
Inspector General, Department of Health and Human Services  
Inspector General, U.S. Agency for International Development  
President, Overseas Private Investment Corporation  
President, U.S. Institute for Peace  

Congressional Committees and Subcommittees, Chairman and Ranking Minority Member  

U.S. Senate  
Senate Committee on Appropriations  
  Subcommittee on Defense  
  Subcommittee on State, Foreign Operations, and Related Programs  
Senate Committee on Armed Services  
Senate Committee on Foreign Relations  
  Subcommittee on International Development and Foreign Assistance, Economic Affairs, and International Environmental Protection  
  Subcommittee on International Operations and Organizations, Democracy and Human Rights  
  Subcommittee on Near Eastern and South and Central Asian Affairs  
Senate Committee on Homeland Security and Governmental Affairs  
  Subcommittee on Oversight of Government Management, the Federal Workforce, and the District of Columbia  
  Permanent Subcommittee on Investigations  

U.S. House of Representatives  
House Committee on Appropriations  
  Subcommittee on Defense  
  Subcommittee on State, Foreign Operations, and Related Programs  
House Committee on Armed Services  
  Subcommittee on Oversight and Investigations  
House Committee on Oversight and Government Reform  
  Subcommittee on Government Management, Organization, and Procurement  
  Subcommittee on National Security and Foreign Affairs  
House Committee on Foreign Affairs  
  Subcommittee on International Organizations, Human Rights, and Oversight  
Subcommittee on the Middle East and South Asia
Appendix D. Project Assessment Team Members

The Office of the Assistant Inspector General for Inspections, Office of the Special Inspector General for Iraq Reconstruction, prepared this report. The principal staff members who contributed to the report were:

Angelina Johnston

Yogin Rawal, P.E.