



2025

GUIDELINE FOR MONITORING THE EXECUTION OF CAPITAL WORKS



Dzongkhag Administration Mongar

(First Edition - 2025)

GUIDELINES FOR MONITORING THE EXECUTION OF CAPITAL WORKS

(For the Construction of Infrastructure and Development in the Dzongkhag)

1 Introduction

The Dzongkhag Monitoring Committee (DMC) plays a crucial role in ensuring quality, safety, compliance, sustainability and accountability in infrastructure and development projects within the Dzongkhag. This guideline outlines the roles and responsibilities of key personnel involved in project monitoring, including the **Site Engineer, Chief Dzongkhag Engineer, Planning Officer, Sector Heads and Gewog Thrizin (Gup)**. It also provides a **Quality Assurance (QA) and Quality Management Plan** with a checklist to be used by the monitoring team. It also aims to establish uniformity and standardization in the monitoring system to ensure efficient and effective implementation of projects at the Dzongkhag and Gewogs levels.

2 Action Plan

The success of the Dzongkhag/gewog depends on the effective execution of capital works, ensuring that all projects meet the required quality standards and serve their intended purpose. A focused action plan, thus, will drive the timely completion of the capital works. By prioritizing quality and consistent monitoring, we aim to achieve successful outcomes that contribute to the Dzongkhag/gewog's growth and progress. The following processes shall be used as a guidance for the implementation of the capital works:

- a) The Sectors/Dungkhags/Gewogs shall submit the tentative list of activities to be executed in the next financial year to the Planning Officer by the end **of February**.
- b) The Planning Officer will share the list of the tentative activities endorsed by the Dzongkhag Tshogdu with the respective sectors.
- c) The engineering sector upon receipt of the tentative list of activities, shall perform site visits to carry out feasibility study, prepare drawings and estimates and complete by the end of **June of the current Financial Year**.
- d) The concerned Sector shall obtain necessary clearances from the relevant sectors/agencies/offices by **end of June of the current financial year of July end in the next Financial Year**.
- e) The Planning Officer and Finance Officer shall compile the final list of activities by **Mid of July**, upon receipt of Budget from MoF.
- f) The Dzongkhag Tshogdu shall be conducted immediately after receiving the Budget Notification, by the end **of July**.

- g) The Sectors in close consultation with the procurement officer shall initiate the tendering works in the **First Week of August and Complete by the end of September**.
- h) All capital works shall start from the **First Week of October** and complete **BEFORE Mid of June**, unless the works are likely to spill over to the next Financial Year.
- i) The Contract Agreement will be signed at the Dzongkhag/Gewog Level between the head of the agency and the contractor in presence of the site engineer, sector head, planning officer, finance officer. This will be reckoned as the first meeting of the Project.
- j) A monthly/quarterly progress review meeting will be conducted, either at the project site or in the office of the sector head/gewog. The site engineer will record the minutes of the meeting.

3 Roles and Responsibilities

3.1 Site Engineer

The **Site Engineer** is responsible for on-site supervision, ensuring that construction adheres to the approved plans, drawings, contract agreement and specifications.

Key Responsibilities:

Shall:

- a) Conduct daily site inspections and verify compliance with project plans, BOQ, drawings, contract agreement and technical specifications.
- b) Conduct quality checks on construction materials and workmanship and ensure that they meet the quality standards and are tested as per norms.
- c) Monitor the contractor's work and ensure adherence to safety regulations.
- d) Report deviations and non-compliance issues to the **Supervisor/Dzongkhag Chief Engineer**.
- e) Maintain daily logs of progress, issues, hindrances and corrective actions.
- f) Implement corrective measures for any defects or poor workmanship.
- g) Maintain records of site inspections and material tests.
- h) Issuance of Technical Sanction for the Gewog Works.

3.2 Principal Engineer

- a) To monitor the work for quality as per technical specification and drawing/plans and to conduct quality tests.
- b) Monitoring the conduct of tests and certification of test results for all contracts & civil work and compilation of test reports for record.
- c) To assist CDE in review of survey, engineering planning and design, vetting of estimates, procurement process and management of contracts, and advise CDE in technical matters.

3.3 Chief Dzongkhag Engineer (CDE)

The **CDE** oversees the quality control and technical compliance of projects within the Dzongkhag/Gewog to those projects/activities under the Dzongkhag/Gewog Funding.

Key Responsibilities:

Shall:

- a) Review and approve project designs, technical specifications, and quality control measures.
- b) Conduct periodic site visits and audits to verify compliance with the quality assurance plan.
- c) Ensure all tests (material testing, soil testing, structural integrity checks) are conducted as per standards.
- d) Investigate and address any major defects, safety hazards, or regulatory violations.
- e) Provide technical guidance to the **Site Engineer**.
- f) Approve the contractor's work at different project milestones.
- g) Oversee all engineering aspects of infrastructure projects in the Dzongkhag.
- h) Approve technical designs and ensure compliance with national construction codes.
- i) Address major technical concerns raised by the Site Engineer.
- j) Coordinate & liaise with other departments for smooth project implementation.
- k) Provide expert advice on project modifications or technical challenges.
- l) Issuance of Technical Sanction for the Dzongkhag works.

3.4 Planning Officer

The **Planning Officer** ensures that projects align with Dzongkhag Development Plans and government policies.

Key Responsibilities:

Shall:

- a) Coordinate with relevant agencies for necessary approvals and permits.
- b) Conduct impact assessments and ensure that community needs are met.
- c) Maintain records of planned vs. actual project execution timelines.
- d) Report to the **DMC** on overall project compliance.
- e) Ensure all projects align with local policies and regulations.
- f) Coordinate with stakeholders to develop and update project master plans.
- g) Monitor project timelines and ensure targets are met.
- h) Prepare Project Completion Report (PCR) in close coordination with the site engineer/CDE/Gewog Office/Sector concerned.

3.5 Finance Officer (FO)

Shall:

- a) Timely release of funds based on the BRF submitted by the sectors.
- b) Timely payment of bills as per the Turn Around Time (TAT) in place.
- c) To inform sectors of any changes or recent developments taking place regarding the financial matters.
- d) To facilitate budget re-appropriations as per the FRR.

3.6 Gewog Administration (GA)

The **GA** is responsible for overseeing local-level implementation and ensuring community concerns are addressed.

Key Responsibilities:

Shall:

- a) Monitor project execution within their jurisdiction and report progress to the **DMC** wherever necessary/required.
- b) Ensure local contractors and labor comply with regulations and quality standards.
- c) Act as a liaison between the **community** and the **CDE & Planning Officers**.

- d) Address grievances and ensure project benefits reach the local population.
- e) Participate in final inspections before project handover.
- f) Act as a liaison between the local community and the district administration.
- g) Ensure community concerns and feedback are considered in infrastructure planning.
- h) Monitor the social and environmental impacts of development projects.
- i) Report any irregularities or non-compliance in project implementation.
- j) Prioritize the capital activities based on the availability of resources.
- k) Ensure that the pre-implementation formalities such as obtaining clearances & others from the relevant stakeholders are completed before awarding of works.
- l) Hand over the construction sites to the contractor on time in close coordination with the concerned site engineer.
- m) Carry out periodic monitoring, prepare and submit a report.
- n) Liaise with Accounts Officer, CDE, and Site Engineers for seamless implementation and completion of works including mobilization of funds to meet the shortages.
- o) Provide a budget for procurement of necessary engineering tools.
- p) Assist transportation for engineers wherever possible.
- q) Issuance of Administration Approval and Financial Sanction for the works under the Gewog Administration.

3.7 Sector Heads

Shall:

- a) Take full ownership of the capital activities and ensure that they are properly implemented.
- b) Prioritize the capital activities based on the availability of resources.
- c) Ensure that the pre-implementation formalities such as obtaining clearances & others from the relevant stakeholders are completed before awarding of works.
- d) Ensure the timely release of funds and proper communication with the Account Section and the site engineer.
- e) Hand over the construction sites to the contractor on time in close coordination with the concerned site engineer.
- f) Actively participate in the Dzongkhag Monitoring Committee during site visits.

- g) Prepare Project Completion Report (PCR) in close coordination with the site engineer/CDE/Gewog Office/Planning Officer.
- h) Assist transportation for engineers wherever possible.

3.8 Dzongkhag Monitoring Committee

The Monitoring Team shall consist of following members

- | | | |
|-----------------------------|---|---------------|
| (a) Dzongdag | - | Chairman |
| (b) Dzongrab | - | Vice Chairman |
| (c) CDE | - | Member |
| (d) Planning Officer | - | Member |
| (e) Finance/Account Officer | - | Member |
| (f) Concerned Sector Head | - | Member |
| (f) Concerned Site Engineer | - | Member |

Key Responsibilities:

Shall:

- a) Conduct periodic inspections to ensure projects meet quality and safety standards.
- b) Verify contractor claims and recommend for execution, ONLY if needed.
- c) Identify risks and suggest mitigation strategies for timely project completion
- d) Ensure effective & efficient execution and completion of projects/activities.
- e) Provide instructions and feedback for reprioritization and adjustment of plans & programs.
- f) Review status/progress of Dzongkhag & Gewog plan activities.
- g) Strengthen the monitoring system at all levels.

3.9 Operation Framework for monitoring

- a) The chairman shall plan a monitoring schedule in consultation with the concerned sector heads/CDE/or based on the request/reports received about the sector/gewog/site engineer.
- b) A minimum of three committee members shall be present for the site visit.

- c) The committee shall visit the site with or without informing the contractor/site engineer.
- d) The site engineer shall present a brief progress update and any other interventions required to the DMC.
- e) The concerned site engineer accompanying the team shall carry a copy of the Contract Agreement (CA), drawings, site order book and other basic hand tools for verification and cross-checking.

4 Quality Assurance Plan & Quality Management Plan

The **Quality Assurance Plan (QAP)** ensures that all construction activities comply with technical standards and best practices. The **Quality Management Plan (QMP)** provides a structured approach to monitoring, inspections, and corrective actions. The successful/winning contractor shall prepare and submit both **QAP & QMP** to the site engineer **before or at the time of signing the contract agreement or within one week after the signing of**. The site engineer shall strictly adhere to the QAP & QMP, and make necessary revisions wherever required. QAP & QMP shall be kept at the site office and shall be made available to the monitoring team.

5 Conclusion

The **Dzongkhag Monitoring Committee** plays a vital role in ensuring that all construction projects within the Dzongkhag meet the highest standards of durability, sustainability, and community impact. By holding strict monitoring practices, the committee guarantees that infrastructure is executed with precision, ensuring **Value for Money** and long-term benefits for the public.

Addressing ongoing issues promptly is critical to the success of any projects, as it prevents delays, minimizes risks, and ensures compliance with safety and quality standards. Through regular site inspections and assessments, the committee enhances the capacity and accountability of both the site engineer and the contractor, fostering a culture of transparency and responsibility in the construction industry.

With continued commitment to oversight and quality control, the Dzongkhag can ensure that the construction projects are not only well-executed but also long-lasting and beneficial to the community.



MONITORING REPORT FORM FOR THE DZONGKHAG MONITORING COMMITTEE

Name of Work:

Name of the Firm:

Contract Amount:

Contract Duration:

Start Date:

Date of Site Visit:

SI	Inspection Area	Checklist Item	Status (Yes/No)	Comments
1	Safety Compliance	Safety barriers & signage in place		
		Workers wearing appropriate PPE		
		First aid kits readily available		
		Fire safety equipment available		
2	Construction Quality	Work quality meets specifications		
		Materials used meets standards		
		Proper installation methods employed		
		Site cleanliness maintained		
3	Schedule Adherence	Construction schedule posted on site		
		Work progressing as per schedule		
		Delays recorded and justified in the Hindrance Register		
4	Environment Compliance	Waste Disposal Method in place		
		Erosion control method implemented		
		Noise and Pollution Management		

5	Documentation and Permits	All necessary permits available		
		Inspection reports documented		
		Daily Logs Maintained		
6	Community Impact	Engagement with local community		
		Feedback from community members documented		
		Mitigation plan for community concerns		
7	General Observations	Overall site conditions		
		Recommendation for next steps		
		Follow-up date scheduled		

MONITORING REPORT FORM FOR THE DZONGKHAG MONITORING COMMITTEE

Name of Work:

Name of the Firm:

Contract Amount:

Contract Duration:

Start Date:

Date of Site Visit:

SI	Description of Items	As per the Contract Agreement	Available at Site	Action Taken/Remarks
A. MANPOWER				
1	Engineer/Project Engineer			
2	Project Manager			
3	Site Supervisor			
4	OHS In-charge			
5	Foreign Workers			
6	Local Workers			
7	Interns			
8	VTI/TTI Graduates			
B. MACHINERY				
1	Tipper Trucks			
2	Excavators			
3	Backhoe Loader			
4	Water Tanker			

5	Asphalt Plant			
6	Crusher Plant			
7	Paver Machine			
8	Wheel Excavator			
9	Tandem Roller			
10	Pneumatic Roller			
11	Mixer Machine			
12	Motor Grader			
13	Vibrator			
D. DOCUMENTS				
1	Drawings & Specs			
2	Site Order Book			
3	Hindrance Register			
4	Goods Issue Register			
5	Work Plan			
6	QAP & QMP			
7	Mandatory Test Results			
E. OHS &PPE				
	Safety Helmet			
	Safety Boot			
	Reflective Vest/Jacket			
	Safety Gloves			
	First Aid Box			
	Safety Signage			