



## CAKAUDROVE WOMEN'S RESOURCE CENTRE

### Proposed Revision of Project Proposal Structure

#### • Executive Summary

The Cakaudrove Women's Resource Centre (CWRC) project comprises the design and construction of built structures and associated landscaping to a site in the town of Savusavu, on the island of Vanua Levu, Fiji. The Resource Centre is a collaborative project between the women of Cakaudrove (represented by the Soqosoqo Vakamarama in Cakaudrove), and Architects Without Frontiers Australia (represented by AWF architects; Loata Ho, Emma Healy and Lucia Wellington). With just under half of the population of Fiji living in rural areas it is imperative that rural communities are provided adequate access to the resources they need to sustain and improve their lifestyles. This resource centre and the associated buildings aim to address the current lack of women's services and start to empower indigenous women by providing a number of key services including: providing a space for them to sell and exhibit their craft and other wares, providing safe and affordable temporary accommodation for travellers, providing training facilities for younger rural women, strengthening cultural traditions and improving the standard of living for local women through self employment.

This project has the full support of the Paramount Chief, the Provincial Council, Provincial Business Arm and each of the 15 district chief's of the Cakaudrove province refer Annex 04 Letter of support. The Provincial Business Arm have approved a 99year lease for the proposed site where the CWRC is to be located, which comprises of 3119sqm of freehold land located in Savusavu Town, with an estimated value of \$360K <sup>1</sup>. In addition to the provision of land, the 15 district chief's in the province during the Bose Vanua (chiefly meeting) in October 2010, have approved the use of naturally sourced materials and village labour for the construction of the CWRC. There have also been a number of government departments, such as the Department of Culture and Heritage, Ministry of Education, Ministry for Tourism, Ministry for Women, and the Fiji Arts Council have given their full support of the project. Planned construction is between July 2011 and June 2012, utilising the best examples of environmentally sustainable design, utilizing traditional craftsmanship, local tradespeople and professionals as much as possible. In this way the project is intended to use the best of community based design that is culturally sensitive and to incorporate community input with locally sourced resources to build a Centre for the rural women of the province of Cakaudrove where their personal and cultural development can be promoted.

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<sup>1</sup> Valuation \$1.15 per sqm refer Annex 06 for documentation



## • Background and Rationale for project

According to UNICEF, only 48% of the population of Fiji live in rural areas and the annual growth rate of urbanisation has decreased by half over the last decade. With just under half of the population living in rural areas it is imperative that rural communities are provided adequate access to the resources they need to sustain and improve their lives<sup>2</sup>. Whilst the national poverty statistics show an improvement in household incomes generally, in rural communities the number of families living in poverty has increased from 40% to 43%<sup>3</sup>. It is predicted that the recent decline of the sugar industry will further disadvantage the rural population in the country. The Northern Division of Fiji where the Cakaudrove province is located is considered to have some of the most remote and financially disadvantaged rural communities. The implementation of programs and provision of facilities that provide rural people with economic opportunities, essential information about health, nutrition and education is vital. Due to the central role women play in Fijian culture a facility for women will inevitably benefit the entire community. The town of Savusavu, a major point of transit and an economic centre for the Northern region, has been identified as an ideal location for such a facility to reach as many rural people as possible. Currently approximately 75 on average of women of Cakaudrove sell at the Savusavu market from the rural villages and earn approximately \$70 a week on average. The weekend vendors are from the furthest villages and sell at the Savusavu market on Saturday, 75% of these vendors are women. They will sell their produce for 1 day and will make \$60 on average. The annual rural income generated in the Savusavu market is approximately \$63, 000 on average annually from the women of the Cakaudrove region. The Savusavu market is the preferred location for these women to sell their produce because Savusavu is a major point of transit and economic centre in the Cakaudrove region.

The major social problems facing women and children in the Savusavu region are financial empowerment, access to essential health information, access to education, threats of domestic abuse and sexual assault. These issues have been identified through direct consultation by AWF representatives with the women's organization, grassroots women and government and non-government organizations working in the area. Many of these problems affect the indigenous rural women most significantly. The proposed resource centre will help to alleviate these problems by providing a single point of call for rural women to access essential information and livelihood opportunities to improve their standard of living. The resource centre will be open to women and children regardless of culture, economic status or denomination. It is envisaged that up to 600 women a year will access the centre for information, education or to sell their wares. This represents about 20% of the indigenous women of Cakaudrove who will directly utilise the project. However, the flow on effects of this will affect all rural women in the province as information and income is disseminated via village representatives.

The Cakaudrove Women's Resource centre project was initiated in 2007 by the Soqosogo Vakamarama i Taukei ni Cakaudrove (SVTC) in response to the above issues. The SVTC is a body founded during the colonial era in the various provinces in Fiji to groom and oversee the activities and wellbeing for women in the province reporting and addressing issues that impact and benefits these women. The SVTC has been inactive until 2006 but was re-established by an appointment from the paramount chief of the province. Initially their main goal to establish networking with women within the 15 districts of Cakaudrove and to raise funds for the provinces scholarship fund annually. To date they have raised approximately \$20K annually for the scholarship fund and established SVTC branches in the 15 districts of Cakaudrove. It is important that funds raised by SVTC for the scholarship fund to continue and be maintained for this purpose thus the possibility for additional funds to be directed to the Centre. SVTC has been raising funds for the Centre since 2008 in addition to the scholarship fund. On the 26<sup>th</sup> of May of this year, a fundraising bazaar for the Centre was held in Savusavu, women from the 11 districts out of the 15 districts attended the fundraising and raised \$10K fjd from financial contribution, selling crafts and food. From fundraising over the year's \$10K fjd has been spent on project awareness to districts and government agencies, surveyor's fee, lawyer's fee, valuer fees, zoning application and SVTC administration for the project. Further fundraising is planned for the project throughout the year. SVTC hopes to generate more funds through the Centre for the Scholarship fund with a

<sup>2</sup> 2008–09 Fiji Islands Bureau of Statistics <http://www.spc.int/prism/country/fj/stats/Key%20Stats/HIES/13.3Average%20Hhold%20Incomes.pdf>.

<sup>3</sup> Hill, Bruce. 'Dire Predictions For Fiji's Economy.' *Pacific Beat* (11 October, 2010): <http://www.radioaustralianews.net.au/stories/201010/3034845.htm>.

**Comment [MB1]:** Does this mean that SVTC will be raising funds for the Centre in addition to the scholarship fund or are they hoping that Centre revenue will be able to complement the scholarship fund?

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focus on the education and training of young women from the villages of the region. The SVTC has also re-established their role as facilitators for workshops, training, educating and building capacity within the indigenous women of the region. Requests for funding support in the past were submitted by SVTC to the Ministry for Women, Department of Culture and Heritage, Department of Regional Planning and Development, and UNIFEM but these have been limited to small projects and trainings not for infrastructure development such as proposed Cakaudrove Women's Resource Centre. However in support of the project, the Department of Regional Planning and Development in consultation with Commissioner Northern Division has offered to fund the temporary access road to the proposed site for the Centre, refer to annex 04 regarding their letter of support for the project. Further discussions on 30<sup>th</sup> May, 2011 with Savusavu Town Council have confirmed that a gravel road would be sufficient for the proposed access road for the Centre.

Initiation of the cakaudrove Women's Resource Centre began in 2007 but has been in the hearts of the women of Cakaudrove for generations past. The SVTC partnership with AWF was initiated in 2008 with an official meeting with the women representatives from the 15 districts in Savusavu and also visiting some of the SVTC branches in the province. Working closely with the women to establish a formal brief for the project, identify issues impacting grassroots' women, consultation with ngo and government agencies, coordinate advice from professionals locally and internationally for the project.. Concept design for the Centre was presented to the SVTC district representatives and the province officially in 2009 during the regional meeting (Bose ni Yasana) gaining full approval and support from the province for the Centre refer support letter Annex 04. The project has established a wide network of professionals as mentors and advisors assisting with the project. The partnership between SVTC and AWF has established networks locally and internationally to ensure that the Centre will address sustainable initiatives within the Cakaudrove region.

### • Target Beneficiaries and Stakeholder engagement

Recent data collected from the Ministry of Women indicates that there are at least three groups of village women that regularly visit Savusavu. Each of these groups has different needs and requires different levels of service and support from the Resource Centre. The first groups are women from villages less than two hours by bus from Savusavu. These women regularly visit the town to sell cooked and fresh foods and handicrafts at the central market, bus stand and flea market. This group consists of the Naweni food group (22–25 women), cooked food parcel sellers (26 women), fresh food market vendors (37 women), flea market workers (6 women), Karoko handicraft group (5 women). These women leave their villages by bus in the early morning and return in the evening. The conditions at the food market and bus shelter are unhygienic and lack basic amenities such as secure storage, showers and toilets. For this group of women the most important facilities of the proposed Resource Centre would be the cooking facilities which will allow them to prepare food for sale to appropriate hygiene standards and to access food, water, amenities and a resting place before they journey home. Another important aspect of the Resource Centre will also be access to mutual child minding facilities as many of these women travel with children under school age.

The second group of women travel to town to sell craft to tourists at specific local resorts. There are arrangements between Namale resort and the Vivili and Naidi villagers as well as the Jean-Michel Cousteau resort and the women of Nukubalavu and Nacekoro villages to sell their wares to hotel guests. These agreements are financially beneficial to the villages involved and as such their requirements are less pressing. These women are in a good position to share ideas with other women at the centre by offering insight into the local tourist market and participating in skills sharing exercises. The proposed Resource Centre would be a crucial place of exchange, empowering and increasing the capacity of the women of Cakaudrove.

The third and most prolific group includes the women from distant villages of Cakaudrove travelling to Savusavu and beyond. These women make their long journeys at the end of every school holiday break when their children return to school as well as during Easter, Christmas and New Year, for specific family or religious engagements (weddings, funerals etc) and for significant calendar events such as Wasawasa festival and the Hibiscus festival. For these women their journeys take days and even weeks. During festive seasons the Ministry for Women has catalogued 300–400 women and children per day spending long periods of time at the wharf where there are significant health and security risks. At other peak times there may be up to 250 women and children resting at the wharf. The boat generally leaves Savusavu port on Tuesday, Wednesday, Thursday and Sunday. Due to the lack of reliability of the boat and connecting schedules the women may find themselves without accommodation and amenities. Women from local

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villages, and those with relatives close to town, are able to make this journey. However, those without these advantages are forced to make unacceptable compromises and risks to their health. Others still are not able to make this journey at all. The Resource Centre hopes to alleviate this problem. The sleeping quarters at the Centre is designed specifically to house rural women who need to travel to and from town. The centre will allow women and children who may otherwise have slept in unsafe conditions a secure place to stay. The sleeping quarters will sleep 40 women on mats on the floor with space for an additional 16 women in the multipurpose office/workshop space as required. The sleeping capacity of these two buildings would accommodate approximately half of the population of women in transit daily (as documented by the Ministry for Women, Savusavu).

## Project Summary

### Goal:

- Reduce vulnerabilities, improve livelihood prospects *and promote the culture of* the indigenous women of Cakaudrove province

### Objectives:

#### A. Short – Medium Term

1. Provide safe and affordable accommodation and services for up to 600 rural women a year.

##### Activities:

- Construction of the Cakaudrove Women's Resource Centre
- Establishment of overnight accommodation for rural women.
- Establish exemplar sustainable building practices and maximise local community input for construction works

2. Provide a space for needs-based training, up-skilling and community meetings for Cakaudrove's rural indigenous women.

##### Activities:

- Production of an annual calendar of events and trainings at the Centre
- Training, processing and display area for traditional art & craft
- Production of a Business Plan and staffing plan for the Centre
- Establishment of cultural programs and workshops from Cakaudrove in the Centre
- *Build capacity of SVTC to run the Resource Centre sustainably and effectively once completed*
- Establishment of a Nursery of indigenous plants and fauna

#### B. Medium – Long Term

3. Increase incomes for rural women entrepreneurs through the Centre

##### Activities:

- Fully operational community kitchen for 10-20 Women per week
- Establish micro-business opportunities through small projects
- *Promote the Resource Centre as a tourist destination*

4. Provide a space to promote culture, exhibit traditional craft and processes to facilitate the traditional bond of indigenous rural women in Cakaudrove

##### Activities:

- Identify, document and preserve traditional craftsmanship, handicraft and cooking from Cakaudrove
- Build networking opportunities within the province, surrounding communities and internationally
- Encourage active participation from the region in cultural revitalisation and appreciation through storytelling and performance

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## Centre Concept & Design

The Centre Concept & Design encompasses traditional framework of planning, community participation and ownership for the project. The idea was to establish a spatial framework that is commonly indigenous and communal typical to village layouts in Fiji. The overall design idea was developed around the knowledge of the Fijian i Taukei society in consultation with SVTC to embody cultural hierarchy and communal governance of participation and ownership for the Centre.



Site view from existing plateau



Site view indicating slope

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Sketch design model view from north-east



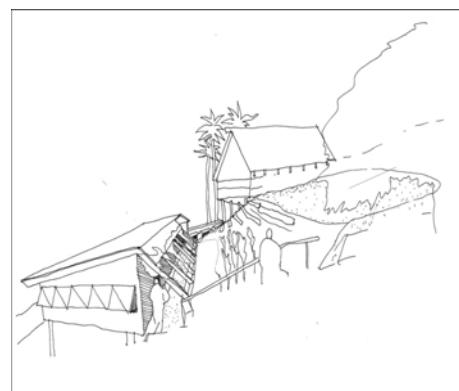
View from outside office towards kitchen



Bird's eye view from top of site



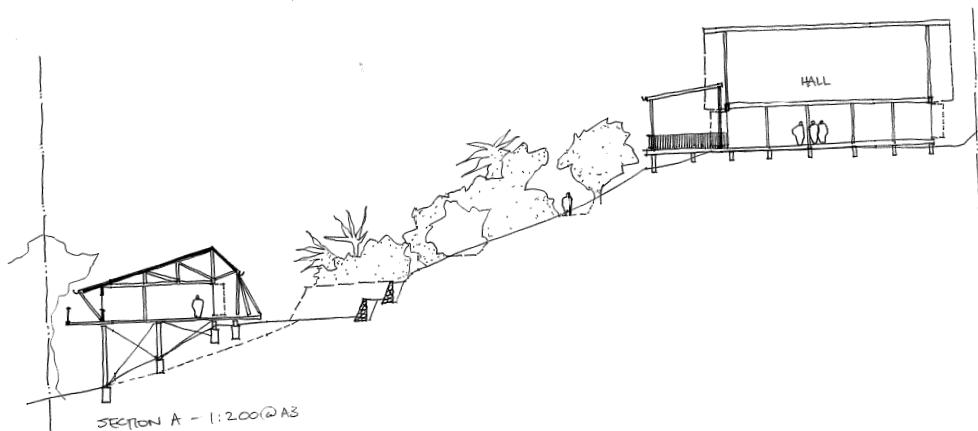
View from entry with security on left and kitchen deck in foreground



View from rear (southern boundary of site)  
with sleeping quarters in foreground

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Section through Transit Accommodation and Exhibition Hall

The Cakaudrove Women's Resource Centre to include transit accommodation, exhibition hall, public amenities, kitchen and office facility. In addition to these functions there will be landscaping for food and craft production. The project site is located conveniently close to town, the bus stop, market and in relative proximity to the wharf. Essential functions such as transitional accommodation, kitchen, public amenities and information centre are sited toward the bottom of the site closest to the point of access. The meeting and exhibition hall is sited on the upper part of the site. Due to the gradient of the site it will not be possible to achieve Australian standard compliant access for people with disabilities to the meeting hall and upper garden terraces. Alternative design solutions will be explored to address this. One alternative could be short walk intervals with rest points within the landscape. Walkways and staircases will include handrails to at least one side of the path of travel or both sides wherever required.

Access roads will be tree lined and landscaped. The design has paths that is long and meandering that has the opportunity for market stalls for women to sell craft and food as a planned calendar event of the centre. Upon entry at the main gate views of the various facilities on the site and stone terraces is evident. To the left is the information centre and office with a small security post and to the right is a large outdoor cooking area and deck with kitchen beyond. These spaces constitute the main public heart of the scheme where locals and tourists can gather for cooking displays or craft demonstrations. A covered outdoor area to the east allows for seating and viewing. Beyond this space to the south are the functional areas designed specifically for women in transit. Amenities, an outdoor craft area and a large open sleeping space are shielded from the public areas through stone walls, timber screens and landscaping. An open trussed ceiling gives a sense of spaciousness internally. Natural light enters the space through the southern façade and high level windows beneath deep eaves. The intent of this building is to allow for maximum openness and ventilation whilst allowing for sufficient privacy, security and protection from the elements. Whilst more utilitarian in expression the information centre and public amenities express a similar materiality and order.

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The hall is situated at the top of the site adjacent to the existing plateau which has cultural significance of great importance to the Cakaudrove community. The existing plateau is the rara that is a communal space in Fijian culture that binds the village in traditional context. The space embraces the visual concept of community that binds all the facilities on the site. Visual link from the entry gate and its position on the highest point is an expression of great importance to the community. Consultation with the community, traditional craftsman and the department of culture and heritage is required to further develop its significance in the province and the design will evolve through this process. The department of culture and heritage are in the process of establishing revival of traditional techniques in the Cakaudrove Province and would be ideal if traditional building craftsmen are identified within this process that would add greater value to the design of the exhibition hall. Structural expression would be prominent internally.

The final design scheme will be a combination of standard local construction, traditional construction technique and sustainable contemporary design principles. The external appearance of the centre will integrate a creative use of local materiality with efficient and contemporary forms. Materials will be sourced locally to minimise transportation and boost the local economy. The majority of the raw timber for the structure will be sourced from Cakaudrove villages. Wherever possible, the design team will avoid using very mature hardwoods. Consultation with the Department of Forestry will supply training to villagers about re-forestation processes and traditional saltwater soaking processes will be used to treat timbers. The design team will also be approaching local hotels to source recycled sanitary ware and fixtures. Traditional reed thatching will be used as roof insulation, gutters are intended to be bamboo and internal wall linings (excepting wet area tiling) will be handmade from local pandanus. Roofs will be a combination of traditional reed thatch (hall) and steel roof sheeting (sleeping quarters, office, amenities). Retaining walls will be constructed from local stone wherever possible. External wall linings are intended to be vertical timber boards and operable windows or shutters in keeping with regional norms. In all instances it is intended to use local, familiar materials but to detail and construct these to exceed the functional performance of standard local building stock. Through community involvement and skills trading throughout the construction process this may encourage better construction practice in the region generally.

The design will address basic principles of sustainable design for the tropics such as cross-ventilation, ventilated roof spaces, protected/shaded openings and the modulation of solar access (whilst providing for sufficient natural day lighting). Methodologies will be explored for ensuring the building is energy efficient (for example grey water recycling, rainwater harvesting, alternative fuel sources, solar low energy electricity, passive cooling and ventilation complimented by ceiling fans). Refer also to Annex for 'Green Design Principles'.

At peak capacity the kitchen can accommodate 15 women standing at the internal bench. However the external cooking area adjacent the external ovens can accommodate an additional 20+ women and the deck an additional 30+. It is common for women to prepare meals using large bowls whilst seated on the ground, and these external areas will facilitate this.

The building design will use various levels and layers of security to ensure that users feel safe. Perimeter fencing and planting will protect the site perimeter and the sleeping building will be protected by an additional gate at the building line. Low level windows will have integrated security or security screens. In other areas passive security will be achieved by way of the building's height above the ground.

Quality assurance checklists will be compiled for ensuring that the architectural documentation encompasses the necessary scope of items to be included in the centre. In addition architectural mentors and advisors in Australia are available to review and advise regarding the documentation.

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### • Project Team

- Architects Without Frontiers Administration Team (Leeanne Marshall, Esther Charlesworth and AWF independent auditor, Paul O'Connor) project will act as the key stakeholder managers and project coordinators for the CWRC in consultation with the donor AusAID and the AWF Project team.
- A detailed project plan and decision making framework will be developed by AWF at the project's commencement and finalised by June 30, 2011.

### • Project Timeline & Milestones

	Target Date	Amount	Project Milestone	Notes
Tranche 1	10 June 2011	\$200K AUD	<b>Milestone 1:</b> <ul style="list-style-type: none"><li>• On signing of Funding Agreement</li></ul>	To facilitate the mobilisation of Project Team, processing of necessary approvals, appointment of contractors and finalisation of construction schedule and initial construction works for the Cakaudrove Women's Resource Centre in Savusavu.
Tranche 2	31 October 2011	\$290,456 AUD	<b>Milestone 2</b> Construction <ul style="list-style-type: none"><li>• AusAID endorsement of Project Contractors</li><li>• AusAID endorsement of Construction and Procurement Plans.</li><li>• AusAID endorsement of final construction schedule.</li><li>• Submission of satisfactory project acquittals for Tranche 1 construction expenditure.</li><li>• Update of Risk Management Matrix &amp; Contingency Plans</li></ul> Other <ul style="list-style-type: none"><li>• Draft M&amp;E framework to measure socio-economic impact of the project.</li><li>• Draft plan to engage volunteers in the project, including TORs.</li></ul>	Progressive Payments System established for all remaining construction works.
Tranche 3	15 December 2011	\$20,772 AUD	<b>Milestone 3:</b> Construction <ul style="list-style-type: none"><li>• AusAID endorsement of Progress Report &amp; Acquittals</li><li>• AusAID endorsement of updated of Risk Management Matrix &amp; Contingency Plans</li><li>• Progress against construction plan to AusAID's satisfaction.</li></ul>	Milestone Payment for Project Operational Expenditure.

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			<p>Other</p> <ul style="list-style-type: none"><li>• Endorsement of final M&amp;E Framework and Plan for collection of base-line data.</li><li>• Draft business plan for the Centre</li></ul>	
Tranche 4	March 2012	\$20,772 AUD	<p><b>Milestone 4:</b> Construction</p> <ul style="list-style-type: none"><li>• AusAID endorsement of Progress Report &amp; Acquittals.</li><li>• Update of Risk Management Matrix &amp; Contingency Plans</li><li>• Site inspection by AusAID and satisfactory progress against construction plan.</li></ul> <p>Other</p> <ul style="list-style-type: none"><li>• AusAID approved M&amp;E Implementation Plan</li><li>• Presentation of base-line data to AusAID.</li><li>• Business Plan Finalised</li><li>• Draft Training/Meeting Plan for the Centre.</li><li>• Draft Management Plan &amp; HR Capacity Building Program for Centre.</li><li>• Draft Centre Utilisation Plan and MOU with SVC.</li><li>• Communication strategy finalised for community and AusAID.</li></ul>	Milestone Payment for Project Operational Expenditure.
Tranche 5	10 June 2012	\$10,000 AUD	<p><b>Milestone 5:</b> Construction</p> <ul style="list-style-type: none"><li>• All construction completed</li><li>• Final Report &amp; Acquittals submitted</li><li>• Final Site Inspection by AusAID</li></ul> <p>Other</p> <p>AusAid acceptance of final report incorporating:</p> <ul style="list-style-type: none"><li>• M&amp;E Staff for project identified and trained.</li><li>• Training/meeting Schedule for centre finalised.</li><li>• Centre Management and HR Development Plan finalised</li><li>• Centre utilisation plan finalised and MOU signed.</li></ul>	Final Project Payment

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## • Project Budget

The Budget is tabulated with the intent to reflect cost guidelines established upon local advise and preliminary budget by a local QS. These costs will be reviewed and updated upon consultation with a QS and Project Manager once engaged. The building works, road civil infrastructure and proposed access road are high cost items in the budget. Building works cost to include 180sqm exhibition hall, 245sqm transit accommodation, 65sqm office facilities, and 20sqm public amenities inclusive finishes, fit outs and service supply to include installation. All building areas will be reviewed and revised in consultation with the Quantity Surveyor when engaged. Currently there is no civil infrastructure and access road to the proposed site. Geotechnical information, civil design input inclusive supply and install road construction works is required for the proposed access road. The proposed access road to be built in accordance with local council requirements. For any building works to proceed it is critical that works for the proposed access roads to commence when funding is received at the earliest because there is a likelihood that this may impact on the construction program for the new Centre. External works and underground services to include, earthworks, terracing, fencing, installation of underground services and landscaping. Inclusive with these costs are sustainable initiatives to be implemented and community coordination, extent to be confirmed prior to any execution of works. Further advise on the budget will be negotiated once the local project team is engaged in consultation with AWF project team.

### CWRC Cakaudrove Women's Resource Centre Project Budget

Architectural/PM	Description	AUD\$	FJD\$
AWF Administration and Stakeholder Management	Advice on project management/ stakeholder management, liaison with AusAID, project coordination	\$15,241.53	\$29,000.00
AWF Project Team	1. Oversee construction documentation process 2. inspect the construction on site and assist in administration of the contract	\$7,385.84	\$14,053.00
<b>TOTAL ARCH/PM</b>		<b>\$22,627.37</b>	<b>\$43,053.00</b>
<b>Travel (AWF Project Team)</b>			
International	AWF Project Team flights and disbursements - 6 flights for 1 years @ 1000 each flight	\$3,153.42	\$6,000.00
<b>TOTAL TRAVEL</b>			
Construction			
Exhibition Hall		\$157,671.00	\$300,000.00
Transit Accommodation		\$97,283.01	\$185,100.00
Public Amenities		\$15,767.10	\$30,000.00
Office		\$42,518.61	\$80,900.00
External Works inclusive road		\$105,114.00	\$200,000.00
Development of utilities to site	Electricity, water and Sewer	\$2,102.28	\$4,000.00
<b>TOTAL CONSTRUCTION</b>		<b>\$420,456.00</b>	<b>\$800,000.00</b>

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Other Consultants	12% of construction budget (QS allowance)	\$50,454.72	\$96,000.00
Lawyers fees	Site transfer	\$788.36	\$1,500.00
Lodgement fees	Permits and approvals for building process	\$788.36	\$1,500.00
<b>TOTAL OTHER</b>		<b>\$52 031.44</b>	<b>\$99,000.00</b>
<b>TOTAL COSTS</b>		<b>\$498,268.23</b>	<b>\$948,053.00</b>
CONTINGENCY		\$43,731.77	\$83,387.00
<b>GRAND TOTAL</b>		<b>\$542,000.00</b>	<b>\$1,031,440.00</b>

using conversion rate of 30-05-11 1.00 FJD = 0.525570AUD

### • AWF Management of Funds

The funds will initially be released to an AWF Commonwealth Bank Trust account in Australia. An **AWF Project Operating Account** and **AWF Construction account** will be setup for the project. These accounts will require 3 signatories to disperse funds to any staff, contractor or supplier. The 3 nominated signatories on these accounts will be an AWF- based representative, a Client Representative, and an independent accountant/auditor organised through AWF. AWF will process the initial funds from the main Trust account..

The operating account will be used to pay out salary, administration and local expenditure. The operational account will release funds on submission of timesheet project based claims from AWF staff and receipts of purchased items and monthly invoices for completed works and approval from the Project Manager and stakeholder manager.

Funds for the operational account will be released as milestone payments and the funds for the Construction account will be released as progress claims. Building construction costs will be paid from the AWF Construction account on provision of progress payment invoices or supplier's invoices. Contractor to submit a progress payment plan with Tender package.

With regard to progress claims, AusAID will hold funds and release payments in compliance with the schedule of works that will be developed as required before building construction commences. The Project Manager will assess any progress claims and after consultation with the stakeholder managers (AWF) will submit to AusAID to release funds into the AWF trust account. A fax indemnity for instruction to the bank to release funds if necessary to be endorsed by AWF. The payment method recommended is cheques for major payments and cash for receipted payments on small items or services. Appointed local project manager to review and advise when appointed in consultation with the AWF. AusAID to manage the progress system of payment for the project costs.

As part of project funding, A\$200,000 (F\$ equivalent) will be provided by June 2011 on signing of the agreement between AusAID and AWF for mobilisation of resources/contractors and progress approvals for the Project. Then from July 2011 – June 2012 the remaining budget of A\$342,000 (F\$ equivalent) will be split between milestone payments to facilitate future operational funding tranches and monthly progressive payments for building works to minimise delays in construction.

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- **Risk Matrix**

A preliminary risk assessment register has been compiled for the project, covering environmental, financial, construction, operational, compliance and strategic risk. The full project risk register is included as Annex 01 and will be regularly updated and reviewed by AWF and AusAID to ensure effective risk management under the project.

- **Monitoring and Evaluation Program (M&E)**

AWF will develop and implement an M&E program in consultation with SVTC and AusAID, in line with the project goals and project plan, to be established by AWF at the commencement of the project. All costs is covered in the AWF fees nominated in the budget. The AWF M&E is to be endorsed by AusAID and developed as per the milestone schedule. The AWF M&E will require consultation with the community, provincial and government stakeholders. AWF to identify and establish the AWF M&E approach for the project and coordinate with STVC throughout this process in accordance with the project timeline refer Annex 03

- **Recruitment and Procurement processes**

AWF to work with SVTC nominated representatives, Project Manager to develop and tailor a procurement process that meets the design intent of the project and that is sensitive to community and cultural norms keeping within cultural protocols throughout the project cycle, sourcing of natural resources and working with the Cakaudrove community. AWF to establish conditions for locally sourced materials to be of a high quality standard endorsed by the AWF project team in consultation with government and provincial stakeholders. AWF will endeavour to comply with the commonwealth procurement guidelines as follows:

- 1) Value for Money  
AWF will analyse relevant costs and benefits at all stages of the procurement cycle to ensure 'whole of life' value for money of the project
- 2) Encouraging Competition  
AWF will encourage fair competition and will not engage in practices that aim to give any party an improper advantage over another.
- 3) Efficient, Effective and Ethical Use of Resources  
All parties will be required to conduct all procurement and business relationships in an ethical manner which is observant of cultural and community norms and ensures the productivity of the resources used.
- 4) Accountability and Transparency:  
AWF will ensure that all funds are used efficiently, effective and ethically. The process for awarding contracts on the project will be open, clear, secure and defensible and will comply with all legal obligations.

The following process will also be followed for the engagement of consultants and selection of contractors for the project.

- a. Engagement of consultants

The following process will apply to the engagement of all consultants involved in the project:

- A shortlist of consultants is invited based on consultants experience in similar scaled projects, similar building typologies, traditional building techniques/ similar steep sites etc.
- The credibility of the practice will be assessed on the basis that they are registered with the Fiji Institute of Engineers
- The company profile, referees are provided to the Project Team for review.

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- Provide Documentation Registration with the Fiji Institute of Architects
- Provide Documentation of Insurance cover
- Project Team to review fee proposals
- Agreements to be reviewed and recommended by Project Team and MUST be signed by the client prior to the commencement of any work.
- Selection will be based on Merit
- AWF to review and recommend
- AusAID to endorse

b. Tendering Process for selection of contractors

- Public tendering will be developed to comply with the commonwealth procurement guidelines
- AWF to review and recommend.
- Legal advice to be taken to ensure the process is transparent and open. Anti-corruption and anti-fraud clauses to be part of any bidding documents.
- AusAID to endorse

### ● **Cross-cutting issues (including use of volunteers)**

AWF will develop an annual volunteer plan for the centre in consultation and coordination with SVTC, provincial and government stakeholders. AWF to assess, consult and liaise with Australian volunteer organizations including the Australian Youth Ambassadors for Development (AYAD), Australian Business Volunteers (ABV), Volunteers for International Development Assistance (VIDA) and Australian Volunteers International (AVI) to determine the best use of volunteers in the project.

**Deleted: t**

This annual Volunteer Assistance Plan for the Centre will be developed in parallel with the M&E framework for the project. The specific areas below will be coordinated with SVTC, provincial and government stakeholders to develop appropriate assistance for the women of the region; it would be programmed and coordinated with AusAID for endorsement.

**Deleted: ¶**

- Training in building maintenance
- Assistance in compiling a business plan and operations plan
- Assistance in marketing
- Staff training in basic accounting, bookkeeping and computing
- Advice regarding engaging outside groups in the centre in addition to rural indigenous women (i.e. youth, women of different ethnicities etc)
- Assistance in establishing connections with relevant government and non-government organizations
- Workshops to allow women to extend their skills base through collaboration with designers etc
- Cultural workshop to facilitate collaboration between the design team, contractor and villagers.

During and before completing construction of the Centre, AWF will also work with SVTC to develop an annual schedule of trainings in association with NGOS, local training institutions and relevant Government Departments.. An outline of the potential partners and training to be provided to the Project Proposal refer annex 05.

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- Annexes

## Annex 01

## Project Risk Matrix

ENVIRONMENTAL RISK	LIKELIHOOD OF OCCURRENCE (Low, Medium, High)	SEVERITY OF IMPACT (Low, Medium, High)	CONTROLLING METHODS	MONITORING PROCESS	PERSON RESPONS	
1. Cyclone damage to completed building and surrounds	low	high	-mitigate damage by design of building, where possible -secure all loose materials	- maintain insurance	<b>Comment [MB2]: Probably low or medium</b> <b>Comment [MB3]: ?</b>	
2. Cyclone damage to the building works	low	high	-mitigate damage by design of building, where possible -secure all loose materials -maintain contractor insurance	- maintain insurance -Establish construction program plan to complete critical work packages before the hurricane months for the building shell	Contractor	
3. Bad weather leading to site injuries	medium	High	- maintain sufficient safety standards (including railings, scaffolding) - maintain OHS	- monitor site works - ensure all workers are OHS trained and are aware of safety standards (records kept)	Contractor	
4. Bad weather impedes delivery of materials	medium	High	- alternative shipment options to be considered - program to allow for risk of delay	Monitor all suppliers and shipment options with the program	Contractor	
5. Landslide due to over excavation and torrential rain	medium	high	secure all loose materials	- monitor site works - maintain insurance	Contractor	

FINANCIAL RISK	LIKELIHOOD OF OCCURRENCE (Low, Medium,	SEVERITY OF IMPACT (Low, Medium,	CONTROLLING METHODS	MONITORING PROCESS	PEI RESP	
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	High)	High)				
1. funds are not available to landscape or fit-out the building	medium	medium	- control funds	Monitor funds and progress	AWF	

CONSTRUCTION RISK	LIKELIHOOD OF OCCURRENCE (Low, Medium, High)	SEVERITY OF IMPACT (Low, Medium, High)	CONTROLLING METHODS	MONITORING PROCESS	PEI RESP	
1. The builder does not construct the building to the standard required	medium	high	constant supervision of builder and workers	monitor work completed	Project Ma AWF	
2. Community Labour is not effective - absenteeism causing delays, workmanship is not up to standard	medium	high	- consultation with contractor to establish standards of workmanship/ qualification - community consultation and workshops to build attachment to the project -Capacity building and training provided by volunteers for skill exchange.	monitor all work completed	Contractor AWF	

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	low	low	Public Tender			
4. the building is not constructed to the relevant codes or is not accessible to disabled users	medium	medium	constant supervision of builder and workers	monitor work completed	Project Ma AWF	
5. accidents causing injury or death on the construction site	medium	medium	instigate a safety policy and take out insurance	monitor adherence to safety policy	Contractor	
6. local architects do not correctly document the design for construction	medium	medium	-explain the design intent requirements	- review and coordination through	AWF Local Proj	

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			-coordination and consultation with AWF Project Team required throughout the documentation phase.	documentation process		
7. the building design does not conform to Fijian cultural norms	medium	medium	-consult and coordinate with Client -	-consult and coordinate design with the Client on the design phases and ensure transparency in the design process. -Overall design to be tested in context and communicated to the client in a medium that ensures their understanding through interactive design process.	AWF	
8. Proposed civil road infrastructure design and construction delays proposed building works due to council assessment timelines	Medium	High	Consult town council Consult stakeholders Consult with project manager	Continuous follow up required by AWF or project manager	AWF	
9. AWF Project Team insults cultural protocols	Medium	High	Consult with Client and Provincial Council	Establish a mediation process	AWF	
10. Miscommunication between AWF Project Team and Local Project Team	Medium	High	Consult with local project team	Establish a mediation process	AWF	
11. Delays in payments due to problems in transferring funds from overseas accounts into local accounts and signatories unavailable.	Medium	High	-Consult and coordinate with suppliers -Consult and liaise with Reserve bank Consult and liaise with project signatories.	Consult banks in Fiji and understand process.	AWF	

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12. Delays in sourcing local materials	Medium	High	Consult with the Client, provincial and government stakeholders	Local materials to be co-ordinated with the provincial and government stakeholders	Project Ma AWF	

COMPLIANCE RISK	LIKELIHOOD OF OCCURRENCE (Low, Medium, High)	SEVERITY OF IMPACT (Low, Medium, High)	CONTROLLING METHODS	MONITORING PROCESS	PEI RESP	
1. Disable access requirement as a condition of approval	Medium	Medium	-Liaising and consult town council	Review and consult with council on disable requirements	<b>Comment [MB5]:</b> No major compliance risks??	
2. Building does not meet local fire requirements	Low	Medium	-Liaising and consult town council -Liaise with fire authority	Liaise and coordinate with fire authority and town council	AWF Project Ma	
3. Access road not constructed to town council requirements	Low	Medium	-Liaising and consult town council	Liaise and coordinate with town council	AWF Project Ma	
4. Building design is not to	Low	Medium	-Liaising and consult	Liaise and coordinate	AWF	

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local building code requirements			town council	with town council	Project Ma	
5. OHS non compliance on site	Low	High	Site inspections by OHS officer a condition	Liaise and coordinate with contractor on OHS requirement on site	AWF Project Ma Contractor	

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## Annex 02

### • Green Design Principles

#### • SUSTAINABLE WATER MANAGEMENT:

These systems to be researched, implemented and in consultation with SOPAC, University of the South Pacific, Australian consultant for support and advise on the implementation of these systems in the community and in the project. Training and workshops provided in consultation with the community for maintenance and support. Funding and technical support required to implement these systems.

##### Rainwater Harvesting

- No rainwater would leave the site.
- To generate a drinking system

##### Grey water recycling

- Manage and recycle for reuse watering the landscape

##### Stormwater retention and reuse

- ensure no stormwater leave the site
- Recycle and reuse for watering the landscape

##### Dry Toilet Compost

- Consultation with the client is required
- Steepness of site and locality might be an issue in implementing this system

#### • SOLAR ELECTRICITY:

Seeking sponsorship and funds is a priority in implementing this system. Seek advise from the University of the South Pacific.

##### Solar Panels

- Generate solar power for the Centre

#### • LIVING GARDEN AND COMPOSTING:

- Encourage the growth of regions plant species that could help as a food source, handicraft materials eg pandanus, mulberry trees, fruits, vegetables, root crops etc.
- Implement proper planning and choice of plants would be critical to minimise the use of pesticides or to keep insects away.
- Use plants that minimize soil erosion would be an essential addition to the landscape.
- Integrate food production with settlements. Small animal husbandry is components that are included eg. Poultry farming and beekeeping would essentially be beneficial to the operating costs of the Centre.
- Encourage vegetable gardening
- Implement education and training on recycling and garden composting can be imparted to children as part of a learning program
- Introduce to the community on the regions plant species
- Food to be grown and consumed in the Centre
- The Ministry of Agriculture has potential in imparting Agricultural training in the Centre for the region.

#### • NATURAL RESOURCES:

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- An environmental impact assessment to be adhered to in consultation with local Authorities and Ministry of Forestry is required to assess requirements and proper working methods.
- The procurement of these materials locally would be dependent on availability and its impact to the environment.
- Consultation and coordination with the local community the Vanua is required.
- Replanting in consultation with the Ministry of Forestry for any timber that is locally sourced

- ALTERNATIVE FUEL SOURCES:

- Fuel will be required for heating water and cooking. Investigate alternative and organic fuel sources to minimise cost and impact to the environment. Some options may include animal dung and organic waste briquettes (cassava peels / vegetable husks etc)

## Annex 03

### • Monitoring and Evaluation Program (M&E)

AWF has been establishing a new monitoring and evaluation framework for use in all of its projects. The AWF Project Team will use this framework to ensure that the project does what it is required to do and meet the original needs that drove the project. The adoption and expansion of the current AWF M&E framework will improve the delivery of a successful project to the Client. AWF will assist the AWF Project Team to set up the Monitoring and Evaluation framework for this project.

#### METHODOLOGY

AWF will work with a log frame based M&E program that combines quantitative data with qualitative assessment based on the "most significant change" approach.

The log frame outlines 5 categories:

1. Benchmarks
2. Goals and Objectives
3. Indicators – qualitative and quantitative
4. Means of verification – interviews, statistics, most significant change
5. Milestones

**Benchmark:** The AWF Project Team has carried out a scoping study, which makes a benchmark assessment of existing conditions, which includes site analysis, social and environmental factors. This assessment will then be used to set the goal and objectives for the project, and to measure the outcome of the project against.

**Goals and Objectives:** The AWF Project Team will work with the client and stakeholders to define goals and objectives of the project relevant to the community's needs and the project brief. The goals and objectives will be documented in a log frame and are SMART (specific, measurable, achievable, realistic and timebound).

**Indicators:** The AWF Project Team will use qualitative and quantitative indicators, assessing both perception of change and statistical outcomes.

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**Means of Verification:** Indicators are verified using different means including interviews, statistics, focus group discussions, observations and most significant change.

**Milestones:** The AWF Project Team will monitor and evaluate the project during each of its nominated milestones as well as post-construction.

#### EVALUATION REQUIREMENTS

The AWF Project Team will collect the following data from the project during each phase of development. The evaluation will assess at a minimum: achievement of outputs and outcomes, and provide ratings for targeted objectives and outcomes; likelihood of sustainability of outcomes at project termination; and whether minimum requirements for M&E were met.

The report of this evaluation will contain at a minimum, basic data on the evaluation, when the evaluation took place, who was involved, the key questions, and methodology—as described above; basic data of the project;

#### REPORTING

A report at each milestone of the project, which documents the development of the M&E framework, will be sent to the AWF project manager and after signoff to AusAID for approval.

Please see the project timeline for milestone dates which coincide with the development of the M&E framework.

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## Annex 04

## • Letter of support

SOMOSOMO VILLAGE  
P.A. SOMOSOMO,  
TAVEUNI  
01/12/09

CHAIR MAN,  
CAKAUDROVE PROVINCIAL HOLDINGS COMPANY LTD.  
G.P.O. BOX 13477  
SUVA

**SUPPORT FOR CAKAUDROVE WOMAN RESOURCE CENTRE**

I refer to our Cakaudrove Soqosoqo Vakaramara's request for additional land to cover all their proposed development. Certainly I support these developments. These activities are non commercial activities but they will greatly complement the commercial activities that CPHCL plans for the area. In addition, it will provide added attraction to the accommodation in Sail City.

We really need to preserve our traditional and culture. The Cakaudrove Soqosoqo Vakaramara project is the stepping stone in the preservation.

*RATU MAIQAMA CABALAVU  
TURAGA TUI CAKAU*

**CPHCL**  
**CAKAUDROVE PROVINCIAL HOLDINGS COMPANY LTD**

PHONE: 3300303 G.P.O. BOX 13477, SUVA  
email: [cpchl@connect.com.fj](mailto:cpchl@connect.com.fj) FAX: 3300304

Reference: Date: 10/05/11

**TO WHOM IT MAY CONCERN**

This note is to confirm CPHCL's consent in the construction of access and other utilities requirement to the site allocated to the Women Center for Soqosoqo Vakaramara 1 Taveuni (in Cakaudrove) in its property known as Natusi in the Main Street, Suvakuna Town, CT 27608 on Lot 2 DP 7881.

Both the Cakaudrove Provincial Council and Cakaudrove Provincial Holdings Company Ltd fully support this women project.

It is understood that there is an urgent need to construct the access with other basic utilities. Therefore we fully support the commencement of such work.

Yours faithfully,

*Jonati Tereake*  
Jonati Tereake  
Chief Executive Officer/Company Secretary

Paramount Chief endorsement letter for additional land

**LTD**

PHONE: 3300303 G.P.O. BOX 13477, SUVA  
email: [cpchl@connect.com.fj](mailto:cpchl@connect.com.fj) FAX: 3300304

Reference: Date: 10/05/11

**TO WHOM IT MAY CONCERN**

This is to confirm that we have agreed to lease 3,199 sq meters of our property known as Natusi, CT 27608 Lot 2 DP 6889, at Suvakuna Town, Vavau Lava to Na 1 Soqosoqo Ni Meveme T Taveuni Ni Cakaudrove.

The term of the lease as Cakaudrove Provincial Holdings Company Ltd has agreed to offer the Na 1 Soqosoqo Ni Meveme 1 Taveuni Ni Cakaudrove is 99 years.

Once the registration of the title is completed we will then be able to complete the lease documents.

Yours faithfully,

*Jonati Tereake*  
Jonati Tereake  
Chief Executive Officer/Company Secretary

Provincial Council and Business Arm support letter

**Memorandum**

From: Provincial Administrator Cakaudrove Telephone: 8850099  
To: Roko Tui Cakaudrove Date: 31/05/11 Ref: PAC  
266

Att: Adi Mitimili  
Re: Construction of Access Road: Cakaudrove Women's Project

This is to confirm our commitment as was initially mentioned to you by our former Divisional Planning Officer RT Elki Tikodraubuta regarding the construction of the above access road. It is included in my 2<sup>nd</sup> quarter allocation of projects and is due to arrive soon. The access road as was estimated by one of our local contractor would cost less than \$10,000.00.

As discussed this estimate does not include far sealing of the road.

Submitted for your information.

Thanking you,  
*U. Rainima*  
U. Rainima  
Acting Provincial Administrator Cakaudrove



## Annex 05

Provincial Business Arm approved land area for lease

Funding support for access road to proposed site

### CULTURE

- Department of Culture and Heritage

Programs of the i Taukei Culture would be beneficial in consultation with the Department of Culture and Heritage. SVTC is establishing an awareness in the appreciation of the Cakaudrove Culture and its people. Department of Culture and Heritage have been running revival indigenous cultural programs and are currently establishing a framework that begin programs in the Cakaudrove region reviving the traditional Fijian construction techniques in the villages of the region. The proposed hall for the centre to embrace traditional construction techniques from the region and the design to evolve in consultation with the Department of Culture and Heritage. Assistance in coordinating with the province would be beneficial for the project. The project want to establish ownership in the appreciation of the traditional culture of Cakaudrove.

- Fiji Arts Council

The Fiji Arts Council have programs that encourage the development of indigenous Art and they have programs that develop youth participation to Art. They would be very valuable to the project in developing art programs and workshops for the youths of the region to participate in the Art finishes of the Centre. The project wants to establish youth ownership and participation in the project.

### SUSTAINABILITY

- Pacific Islands Applied Geoscience Commission (SOPAC)

SOPAC have established programs generating green design principles in indigenous communities in the Pacific. The project encompasses green design principles to be established and build awareness in the community. Working in consultation with SOPAC would be valuable in developing and implementing the design principles in the project. They are valuable information base and resources would be beneficial.

-University of the South Pacific

University of the South Pacific have academic projects on sustainable principle being implemented in Fiji. They are valuable to the project in developing systems with the design team in the use of recycled materials, solar panels, water management systems and Dry toilet compost.

### SKILLS EXCHANGE

- Montfort Institute, Savusavu

The project will provide an opportunity to showcase skills of carpentry work from the Monfort Institute in the Centre. The design team would work closely with the Institute to develop a design workshop that students can be directly involved in to build and then install in the centre.

### HEALTH

- UNIFEM

### AWF Australia

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UNIFEM would be valuable in developing programs and workshops in the Centre for the women of the region and beyond. The Centre would be a women's centre in the Northern Division that would be a celebration to the women of Vanua Levu. Any programs relating to women's issues can be coordinated in the Centre.

## Annex 06

- Valuation of property 2007

# NORTHERN PROPERTY VALUATION & CONSULTANT

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## Annex 07

### • SVTC MOU

SVTC to develop an MOU with AWF prior to any commencement of work on the project.



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