



## Annual Plan

### Vanuatu Transport Sector Support Program (VTSSP) – Phase 1 Technical Assistance

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## Abbreviations

<b>Abbreviation</b>	<b>Description</b>
AIDS	Acquired Immune Deficiency Syndrome
AP	Advisory Panel
AS	Australian Standard
AUD	Australian dollar
CC	Community Sub-Contracts
CIF	Cost Including Freight
COM	Council of Ministers
CoW	Clerks of works
CTB	Central Tenders Board
DBST	Double Bituminous Surface Treatment
DCP	Dynamic Cone Penetrometer
DTL	Deputy Team Leader
EIA	Environmental Impact Assessment
EMS	Environmental Management System
EoI	Expression of interest
FG	Fergus Gleeson
FMIS	Financial Management Information System
GfG	Governance for Growth
GoV	Government of Vanuatu
GPS	Global Positioning System
gTKP	global Transport Knowledge Partnership
HIV	Human immunodeficiency virus
IBC	Island-based contractor
ICC	Island Council of Chiefs
IEC	Information, Education and Communications
IT	Information technology
JC	John Canny
JOA	Joint organisational assessments
LBAT	Labour-based Appropriate Technology
LPO	Local Purchase Orders
LTAA	Long-term technical assistance
MC	Managing contractor
MFEM	Ministry of Finance and Economic Management
MIPU	Ministry of Infrastructure and Public Utilities
MOH	Ministry of Health
MOU	Memorandum of Understanding
NAC	National AIDS Committee
NCB	National competitive bidding
NCB1	The first round of NCB contracts
NCB2	The second round of NCB contracts
ORNS	Overseas Road Notes Series
PACTAM	Pacific Technical Assistance Mechanism
PFM	Public Financial Management
PIARC	World Road Association

## Abbreviations

<b>Abbreviation</b>	<b>Description</b>
PIP	Project Implementation Plan
PM	Project Manager
PWD	Public Works Department
QA	Quality Assurance
QC	Quality Control
RA	Results Area
RCC	Reinforced concrete culvert
RCIS	Road Condition Inventory Survey
RFT	Request For Tender
RTC	Rural Training Centres
SA	Subsidiary Arrangement
SC	Stakeholder Committee
SLO	State Law Office
SMCAS	Social Mobilisation and Community Awareness Specialist
STD	Sexually transmitted disease
STI	Sexually transmitted infection
STTA	Short-term technical assistance
TA	Technical Assistance
TL	Team Leader
Tor	Terms of Reference
URS	URS Australia Pty Ltd
VTSSP	Vanuatu Transport Sector Support Program
WHO	World Health Organisation

## Executive Summary

The Vanuatu Transport Sector Support Program (VTSSP) Phase 1 – Technical Assistance is being implemented from 7 September 2009 for a period of two years. This second Annual Plan (1 January to 7 September 2011) provides a framework for planning, implementing and monitoring program activities in support of the four target Results Areas and Phase 1 targets<sup>1</sup>.

In 2010, VTSSP accomplished notable achievements to improve management and financing of road maintenance by the Public Works Department (PWD). Key achievements to date include institutionalising appropriate design and specification systems; extension of the Financial Management Information System and Imprest accounts to Divisional Offices at VTSSP locations; initial training of PWD and island-based contractors (IBCs) in various labour-based techniques using demonstration sites; and introduction of certification and licensing of quarries. Skills development has been less successful, given the shortage of available PWD resources.

Substantive implementation of roadworks is planned for 2011. Tenders for National Competitive Bidding (NCB) were called and are being evaluated, with a view towards award in early New Year. Tenders for IBC works will be called in Q1. In addition, additional funds are supporting more work under Force Account. To complement these physical works on all three islands, VTSSP will implement strengthened financial management systems and divisional management capacity.

There will be continuing challenges. Bids received to date are well above budget and re-direction of funds from one modality to another may be required. The strategy of this report is to present different options depending on the outcome of the evaluation. Managing NCB contracts will require skilled resources, which PWD and the Governance for Growth (GfG) office are sourcing.

The IBC portion of the program is gaining momentum, as all necessary support mechanisms (i.e. equipment, training, recruitment of supervisory clerks of works (CoWs), wider community awareness and expectation) fall into place. The real challenge starts with IBC tendering and then award in March/April as this previously untested modality is introduced into Vanuatu.

Further emergency maintenance works through force account (Vt 43m) will be implemented by PWD from December 2010 to March 2011. Road asset registers will be reviewed and updated using the VTSSP condition inventory survey forms.

Works implementation in 2011 will also challenge the effectiveness of engaging the key beneficiaries – that is, the PWD, IBCs and community members. A priority will be awareness of, and means to address, the cross-cutting themes of this transportation intervention. This will be achieved through consultation, mentoring, encouraging the use and development of private sector IBCs (as well as community groups), and creating a sense of ownership.

Some program activities will carry on past 7 September 2010 (the contract end date of the Managing Contractor and the long-term technical assistance team). While sufficient systems and oversight will be in place for NCB work by this stage, the IBCs are likely to require further support beyond this date. In the case of financial management, systems will have been in use and proven for some months; however, an ongoing and specific regulatory and audit strategy will be required to deter and manage fraudulent or incorrect use of the systems.

<sup>1</sup> Phase 1 targets (prior to NCB1 tender) are 140.51 km of road rehabilitation, 49.3 km of routine maintenance, 102,535 employment work days and 30–40 contracts for community routine maintenance.

## Introduction

The Vanuatu Transport Sector Support Program (VTSSP) Phase 1 – Technical Assistance is being implemented from 7 September 2009 for a period of two years. The Technical Assistance (TA) team mobilised on 15 January 2010.

The purpose of VTSSP is to generate a reliable and adequately maintained transport system. This is a stated aim in Vanuatu's national development plan (the Priorities and Action Agenda 2006–2015), has been endorsed by the Australia-Vanuatu Joint Development Cooperation Strategy 2005–2010, and was confirmed in the Australia-Vanuatu Partnership for Development (2009).

The program design uses road rehabilitation works to develop a sustainable approach to road maintenance through improved planning, more cost-effective contracting, and greater value for money in works expenditure, while also providing flow-on economic benefits to remote island communities.

Roadworks range from larger scale rehabilitation or reconstruction to smaller scale rehabilitation and labour-based periodic maintenance and labour-based routine maintenance. This program will encompass all of these modalities, using the resources from National Competitive Bidding (NCB) for the larger works, Island-Based Contractors (IBCs) for small scale spot improvement and structure works and Community Sub-Contracts (CCs) for routine maintenance and task work in spot improvements.

This Annual Plan covers the period 1 January to 7 September 2011. The Annual Plan has been developed in close partnership with the Public Works Department (PWD). Informative prior documents include the Design Document (March 2009), the Preliminary Design Study (March 2009), the Inception Report (9 April 2010), the 2010 Annual Plan (covering the period from 1 March to 31 December 2010), the Six Monthly Report for the period 1 February to 30 June 2010 and the Mid-term Review Report of 5 November 2010.

This document is structured as follows:

- Chapter 2 sets out the framework for program planning, implementation and monitoring to meet the proposed outcomes of the Result Areas.
- Chapter 3 discusses program progress to 31 December 2010 and what then are the future needs. Progress is measured by reference to a small number of major indicators.
- Chapter 4 is the workplan for 2011 – the activities and how they link to available resources. The tracking tool for future progress against plan is the Project Implementation Plan (PIP).
- Chapter 5 summarises anticipated long-term technical assistance (LTAA) outcomes. Detailed LTAA workplans are provided as Appendix C.
- Chapter 6 details how the program will interact with its three primary stakeholders and its approach to social mobilisation activities.
- Chapter 7 proposes a budget for joint approval by AusAID Governance for Growth (GfG) and the Ministry of Infrastructure and Public Utilities (MIPU). The budget is provided as Appendix D.

## Planning, Implementing and Monitoring Framework

The four target Result Areas (RAs) for VTSSP are:

- The Government of Vanuatu's (GoV's) management of the road transport sector is improved
- The Quality of Public Financial Management (PFM) in the transport sector is improved
- The role of the competitive private sector and community groups in providing road maintenance services is increased
- Rural road network access is improved and sustained through the use of labour-based approaches that generate local employment.

Our approach to achieving each RA has been to ensure that:

- Sound systems are in place; *and*
- Skills are available; *then*
- Trials are successful; *before*
- Implementation proceeds; *so that*
- Results are monitored and future planning is based on measurable outcomes.

This logic has set the workplan to date and also informs that of 2011. Progress reporting and planning against the RA outcomes has been problematic, as the outcomes do not have the same logical discipline and there was a lack of clear indicators. Accordingly, the LTTA and managing contractor (MC) have recommended indicators for progress monitoring of each targeted RA outcome (see Appendix A). Of these, the most significant are used in Chapter 3 to assess progress to date.

Proposed activities to achieve outcomes are listed in the PIP. Each group of activities is identified against a specific outcome or group of outcomes. These activities will require inputs by PWD and others to achieve the proposed outcomes.

Proposed road works are summarised in Chapter 3 and illustrated in Appendix I.

Workplans for individual VTSSP team members are provided in Appendix C. Similarly, each activity assigned to an individual team member is linked to a particular outcome.

Accordingly, the framework for program planning links activities in the workplan to program outcomes, as well as assigns responsibility to team members.

## Program Progress to 31 December 2010 and Future Influences

### 3.1 Result Area 1

#### **The Government of Vanuatu's management of the road transport sector is improved.**

Significant progress has been made in institutionalising appropriate design and specification systems (indicator: acceptance by PWD). Skills development has been less successful, given the shortage of available PWD resources. This will affect future use of systems to develop output-based works plans, budgets and monitoring contracts. The over-arching ambition of Outcome 1.1 (maintenance based on asset conservation) is ambitious in the Phase 1 timeframe, as it relies on post-construction data.

#### **Progress against 2010 Annual Plan**

These activities have taken place in parallel with the development of NCB tender documentation and hence reflect the delays in that area. Nevertheless, endorsement by PWD of standard documents is a major success for a sustainable program.

#### **2011 constraints**

Advisory roles were envisaged in monitoring and planning for a) IBC and b) NCB. As management of the latter is being outsourced, this role changes considerably, requiring an additional monitoring capacity by the outsourced consultant.

### 3.2 Result Area 2

#### **The quality of Public Financial Management (PFM) in the transport sector is improved.**

This has been the most successful RA to date. Trust, systems development and skills upgrading have all occurred and trials are underway. The GoV Financial Management Information System (FMIS)<sup>2</sup> has been established in all VTSSP locations, using satellite technology to achieve necessary speed and reliability requirements. In addition, imprest accounts<sup>3</sup> have been provided to each site. These systems enable PWD to procure and pay for one-off purchases and purchases from the informal business sector immediately (indicator – number of transactions), and pay registered contractors and business suppliers within timely limits, reflective of critical cash flow pressures on fledgling local contractors and enterprises (indicators – number of transactions). Planned activities will focus on exploiting these systems to efficiently and effectively deliver both VTSSP and force account roadworks at PWD divisional level. Training will be provided to divisional staff to use processes, produce and understand reports (indicator – report sign off by Director), and manage resources.

#### **Progress against 2010 Annual Plan**

Many of the assigned tasks have been completed ahead of or close to schedule. Delays have occurred due to third party providers (i.e. IT installations), but these were not critical.

#### **2011 constraints**

The real 2011 challenge will be to ensure reliable and secure implementation of provincially-based systems of financial management requiring close scrutiny. As regards institutionalised improved procurement practices, the weakness will be in the ongoing use of the procedures manual, which is due for completion by the end of 2010 (indicators – preparation and acceptance of the manual).

<sup>2</sup> Known as 'SmartStream'.

<sup>3</sup> Substantial local bank accounts which must be accounted for to PWD and the Ministry of Finance and Economic Management (MFEM).

### 3 Program Progress to 31 December 2010 and Future Influences

#### 3.3 Result Area 3

**The role of the competitive private sector and community groups in providing road maintenance services is increased.**

The demonstration projects have been highly successful, showing a range of different work approaches, engaging the local communities, encouraging local businesses and raising expectations (indicators – number of demonstration projects; employment statistics; training). By the end of 2010, the primary preparatory aims of appropriate systems and skills will be well underway.

##### Progress against 2010 Annual Plan

The earlier approach was to explore the use of community groups, directly contracted to PWD. This has now been discarded, as the management workload it would have created for the provincial PWD would have far exceeded capacity. Community sub-contracting by the IBCs is the preferred alternative, which is now scheduled with IBC contracting.

All equipment has been supplied to the required schedule, with some being deferred to suit the actual timing of activities (see Appendix K).

##### 2011 constraints

The greatest challenge will be to convert a group of interested artisans and local entrepreneurs into successful small contractors (indicators – number of IBC contracts, community subcontracts, timely payments). Failures will occur, and the current high expectations may result in disillusionment. Strong and accessible mentoring will be essential throughout the first implementation contracts. VTSSP Phase 1 provides only a first iteration in this capacity building development.

#### 3.4 Result Area 4

**Rural road network access is improved and sustained through the use of labour-based approaches which generate local employment.**

This is the most significant budget item in the program, as it includes the capital works expenditure on NCB<sup>4</sup> and IBCs (indicators – value of works, road length and contract modality). Progress on each has suffered badly due to the lack of resources to tackle both simultaneously. In the case of NCB, initial tendering has resulted in potentially failed procurement, which would have a major impact on 2011 works delivery and management. In the case of IBC, steady progress has been achieved, but the real test of implementation will only occur in 2011 (indicators – number of contracts; timely payments, number of person workdays; km roads under contract). Summary details of the budgeted packages (prior to NCB1 tendering) are given in Table 3-1.

**Table 3-1 Summary of the budgeted packages (prior to NCB1 tendering)**

<b>Island</b>	<b>NCB budget value (AUD)</b>	<b>NCB road length (km)</b>	<b>IBC budget value (AUD)</b>	<b>IBC road length (km)</b>
Ambae	1.75m	28.6	253,560	12.8
Malekula	2m	31.5	371,590	7.3
Tanna	2.6m	29.6	820,000	29.3

<sup>4</sup> NCB tenders target national equipment based contractors. Work methods follow a spot improvement approach, but include only limited LBAT methods.

### 3 Program Progress to 31 December 2010 and Future Influences

#### Progress against 2010 Annual Plan

Three NCB1 tenders closed on 5 November 2010 and are being evaluated, with the intention to award in December 2010. No road rehabilitation has yet taken place, although the 2010 plan had estimated an approximate 40% completion by the end of December 2010.

A Bid Evaluation Strategy was developed in consultation with PWD and submitted to GfG for their approval on 22 November 2010. Further work is being carried out on the Bid Evaluation Strategy. This will be finalised by the early December 2010, prior to proceeding with the Bid Evaluation. A Bid Evaluation Report will be completed in December 2010, following intended negotiations with the bidders. The Bid Evaluation Report will recommend whether or not to award a contract for one or more of the tenders.

This is five months later than initially planned. The main causes of delay have been slippage in documentation preparation and quarry certification, and extensions in the tender period.

PWD was not able to engage sufficient resources for construction supervision and contract administration services for NCB. PWD requested short-term technical assistance (STTA) support from VTSSP to develop an appropriate procurement strategy and form of contract to outsource construction supervision and administration services for NCB works. Tendering and appointment of the consultant was planned for late December 2010. This has been delayed and will more closely match the mobilisation of the NCB contractor on site.

Community stakeholders, including the Island Council of Chiefs (ICC), have been engaged in the selection of candidates for IBC training. Custom boundaries, defining site boundaries for individual contracts, have been determined and custom boundary strip maps have been developed. The ICC will be a key counterpart in dispute resolution and when establishing IBC contracts, and as such engagement of the ICC in this manner is a key risk mitigation strategy. Addenda of the Memoranda of Understanding (MOUs) between PWD and the Provinces have been prepared to include the ICC as major stakeholder.

27 prospective IBCs across the three islands have undergone formal training in Labour-based Appropriate Technology (LBAT) implementation (November/December 2010) and in January 2011 a further training is scheduled in Pricing and Bidding (indicator – number of trainees, number of courses). Thereafter these IBCs will be invited to bid for small works. A pro-forma schedule of rates contract for small works has been prepared and forwarded to the Central Tenders Board (CTB) for endorsement.

In November 2010, PWD advertised for (15) Clerks of Works (CoWs) positions. 27 candidates have applied. The CoWs will assist in field supervision of IBCs. CoWs will receive a formal training in supervision in February 2011.

The delivery of all light equipment and engineering test equipment will be completed in 2010. Vibrating rollers and heavier plant are scheduled for delivery before end February 2011. An updated procurement plan for equipment appears as Appendix K.

#### 2011 constraints

The outcome of NCB1 tendering will have a major impact on future works planning, either through re-packaging NCB, diverting to IBC or providing further force account works.

### **3 Program Progress to 31 December 2010 and Future Influences**

In addition, the ongoing advisor and staff resource shortage in the program requires resolution, as the current situation is untenable.

Pending the outcome of the training, and subject to availability of funds, possibly influenced by contract values of NCB contracts, 18 IBC works contracts will start in April 2011 for one year (indicator – number contracted) and will require ongoing job mentoring and support as this contracting modality has never been attempted previously in Vanuatu. PWD will have 15 newly recruited trainee CoWs who will require formal and on the job training.

Further unforeseen maintenance works through force account have been requested by PWD and approved. Implementation of these maintenance works will be from December 2010 to the end of March 2011.

## 2011 Program Implementation Plan

### 4.1 Program Implementation Plan Structure

The PIP summarises key activities by the following program areas:

- Planning and Reporting
- NCB Infrastructure Projects
- Infrastructure-related Capacity Building
- Finance-related Capacity Building.

The intent of this structure is distinguish between the very different program areas, in particular between the NCB Infrastructure Projects (covering tendering, contracting and contract management of essentially stand-alone projects), and Infrastructure-related Capacity Building (which covers all of the IBC work, the demonstration projects, community awareness and mobilisation and equipment supplies – the primary intent of the VTSSP).

The PIP is the primary planning and program monitoring tool for VTSSP. The PIP was updated in October 2010, workshopped with all national and provincial PWD counterparts in a single half-day-long session, and adjusted to take into account local advice. It will be regularly updated.

The PIP also references work activities to the RA outcomes. A summary PIP is provided in Appendix B. A detailed PIP exploded by each program area to list all Annual Plan activities is available in both hard and soft copy.

The following Annual Plan sections describe the major activities in the work streams. Risks and their mitigation measures are listed against each and are collectively presented in the Risk Matrix (see Appendix G). Each section closes with a summary of resource implications, which are also summarised in the recommended Resource Schedule (see Appendix H).

### 4.2 NCB Infrastructure Projects

#### 4.2.1 NCB Contracting

Preparation of this Annual Plan coincides with evaluation of NCB1, the outcome of which will have a significant impact on 2011 works. Revision of the Annual Plan is therefore inevitable. Irrespective of the award outcome, the evaluation process will be delayed by a further six weeks and tendering of NCB2 will be similarly put back. The strategy is to speculate on possible outcomes in the NCB1 evaluation process and plan options accordingly.

- One possible evaluation outcome is award of NCB1 contracts for Tanna and Malekula by mid-February 2011 (see the PIP). NCB2 works might then be independently tendered and awarded as initially scheduled (end of April 2011). This would result in the least further delay to the program.
- The NCB tender for Ambae is unlikely to result in contract award and therefore has been removed from the PIP pending further discussion. It is proposed at this stage to expand the scope of works of IBC and supplement this with PWD Force Account works. The impact of this will be that Ambae works are delayed until April 2011 and continue through to August 2011. An alternative is to re-tender a reduced scope of works for Ambae.

## 4 2011 Program Implementation Plan

**Table 4-1 Summary of anticipated budgeted packages (include provision for NCB1 Tanna and Malekula)**

<b>Island</b>	<b>NCB budget value (AUD)</b>	<b>NCB road length (km)</b>	<b>IBC budget value (AUD)</b>	<b>IBC road length (km)</b>
Ambae	0	0	489,006	12.8
Malekula		31.5	462,556	7.3
Tanna		29.6	385,295	12.8

Note: NCB budget value available on request. Increase to IBC reflects further deterioration of road conditions due to heavy rainfall and decrease to Tanna reflects potential reduced scope of works.

- If no NCB1 contract is awarded, revision of the VTSSP procurement strategy will be necessary, as the confidence to engage with the national private sector will have been seriously damaged. International competitive bidding is an option, but an unlikely one, as this might result in an even higher price for the works and therefore a reduced scope of works. Diversion of all NCB funds (AUD6.7m approx) into either IBC or Force Account (or both) will not be feasible without a major resource increase.
- The NCB budget will be affected by funds disbursement for climate adaptation initiatives.
- The possible impacts on expenditure and contract spread are available.

### Risks and Mitigation

<b>Risk description</b>	<b>Risk rating</b>	<b>Risk mitigation approach</b>
Delays to program are untenable	High	Contract award is top priority.
Tenders fail – i.e. no contract is recommended for award from NCB1	High	Ensure bid evaluation strategy in place prior to bid evaluation/negotiations, including options, risks and decision milestones, for discussion with key stakeholders. Provide specialist STTA for bid negotiation.
Contractor perception of the bid evaluation process is that it is unfair or not transparent	Medium-High	As above, plus: Ensure full documentation of all bid evaluation committee meetings and signature of all minutes. Ensure one member of the bid evaluation committee is external to the PWD to negate accusations of PWD bias. Ensure the bid evaluation committee is sufficiently resourced with appropriate TA to ensure the committee receives adequate advice in evaluation. As per the Instructions to Bidders, invite losing bidders for a post-evaluation meeting to explain results and show accountability. Launch public information campaign to show transparency and compliance to the process design and execution.
Public perception of the bid evaluation process is that it is unfair or not transparent	Low	As above, minus the interviews with bidders.

In preparation for NCB2 or re-packaging of NCB1, as at November 2010, 85% of NCB preparatory work activities (including Road Condition Inventory Survey (RCIS), contract format, technical specifications and standard designs) were complete.

## 4 2011 Program Implementation Plan

The designs for three NCB1 structures on Ambae (one large seafront retaining wall, one large gabion drop structure, and one 3-cell reinforced concrete culvert (RCC) box culvert) were approved by PWD for VTSSP implementation in January/February 2011, pending the outcome of the NCB1 Bid Evaluation. The design of three NCB2 structures on Malekula (three pipe vented causeways) were completed in November 2010. The designs for three NCB2 structures on Tanna (one 15m bridge, one RCC box culvert vented causeway and one large 2m box culvert) are scheduled for completion by 15 December 2010. The designs for NCB2 will be submitted to PWD for review and adoption.

### Risks and Mitigation

Risk description	Risk rating	Risk mitigation approach
Designs are not completed on time due to LTIA Advisor working simultaneously on other work items in support of IBC.	Low	Provide assistance and support to the LTIA Advisor to ensure that the work items under implementation are not delayed. Reallocate resources (e.g. Team Leader steps in on training of IBC) to free the time of the LTIA Advisor tasked with design of structures.
Design of large structures not of sufficient quality	Low	LTIA Team Leader will review all designs. URS will review all large designs (vented causeways and bridge design). PWD will check and certify the design drawings prior to inclusion in NCB Bidding Documents.

### Resource Implications

LTIA resources continue to be absorbed into NCB1 bid evaluation and planning for NCB2. If repackaging of the tender documents (either rebids or NCB2), additional IBC works, or Force Account works are approved, there will be a considerable workload, for which additional resources would be essential.

If negotiation proceeds with current tenderers, an STTA negotiator is recommended.

If NCB1 does not result in a contract award, an overhaul of the VTSSP strategy is recommended.

### 4.2.2 NCB Management

Since LTIA mobilisation, VTSSP has suffered from too few resources for the workload envisaged in the project design. Measures to address this resource shortfall have included recommendations for additional LTIA and STTA and filling PWD positions by staff or casual appointments. None of the recommendations were adopted. This circumstance has been acknowledged by all stakeholders and was articulated in the report of the Mid-term Review (5 November 2010) with the recommendation that PWD and GfG meet with the Public Service Commission to plan for a solution to the resource bottleneck. This has occurred and additional PWD staff are scheduled to start in 2011.

The LTIA advisory role has been compromised by this lack of resources, leading to delay and overwork. It is assumed that the additional PWD resources will have the necessary skills to meet the full demand, but until such time as the PWD resources are engaged, the current unsatisfactory situation may continue. We understand that GfG has access to funds for direct appointment of advisory support and has extended the contract of the Contract Advisor using this means. It is recommended that consideration be given to this mechanism to fill the necessary immediate gap, and that as from the date of award or fail recommendation for the NCB1 works, the LTIA team disengage from NCB management or inputs.

## 4 2011 Program Implementation Plan

### Resource Implications

There will be a resource gap from the time that LTTA resources disengage from NCB to the mobilisation and training of PWD staff.

### 4.3 Infrastructure-related Capacity Building

#### *Private Sector Engagement*

Tenders for the consultant supervision and contract administration consultant will be let in early 2011. Wide public briefing will provide targeted submission, but the skill-base of the consultants is uncertain. The main risks are a) adequate skills in the supervisory/contract administration consultant to undertake the task, and b) adequate skills in PWD to manage the supervisory/contract administration consultant.

#### Risks and Mitigation

<b>Risk description</b>	<b>Risk rating</b>	<b>Risk mitigation approach</b>
Request For Tender (RFT) results in insufficiently skilled staff being put forward by the consultancy firms	Low–Medium	RFT qualification criteria stipulate minimum requirements of the consultancy firms' staff.
RFT results in insufficient numbers of qualified consultants submitting bid	Low	Hold industry briefing to ensure all consultancy firms are fully aware of the requirements of the RFT and can resource their firms appropriately.
PWD do not have staff or appropriately skilled staff to manage the consultant contracts	High	PWD recruit appropriate staff member on an emergency recruitment basis. Appropriately skilled TA provided to assist the PWD staff member.
RFT does not result in award of a contract before initiation of the NCB works contracts	Medium	Emergency recruitment of additional STTA to manage the mobilisation of the construction contractors.

### Resource Implications

The STTA Contracts Advisor is scheduled to demobilise by the end of 2010. Evaluation of the tender is scheduled to carry into mid-January. An extension to cover this gap is recommended.

#### *Demonstration Sites*

The Tanna demonstration site activity is ongoing with the extension of concrete pavement on the site and is planned for completion on 2 February 2011.

## 4 2011 Program Implementation Plan

### Risks and Mitigation

Risk description	Risk rating	Risk mitigation approach
Delays to supply of material to Tanna demonstration site due to irregular shipping services and competing demands on PWD Procurement Department	High	Regular review of procurement activities to ensure early identification of issues and ensure progress is according to plan. Ongoing support to PWD Tanna staff to use newly installed SmartStream. MC to submit a proposal to GfG to extend the current STTA who is supporting PWD procurement department (current contract until mid-December 2010).

### *Island-based Contractor Development*

Business Management and Pricing and Bidding training is scheduled for January 2011 as follow up to the technical training in November/December 2010. While Pricing and Bidding training will be provided by the LTTA LBAT Trainers, Business Management training inputs will be provided through a training service provider. Training service providers have already been assessed and one will be contracted. In addition, VTSSP has made a request for a volunteer to provide ongoing business development support and a Training of Trainers role.

Continuous assessment and adaptation of training material to the trainees, appropriate works and local environment is a core strategy to ensure relevance and effectiveness in training IBCs. Monthly joint organisational assessments (JOAs) will be used to determine the ongoing training needs of the IBCs, once works on IBC contracts have been initiated and strengthened by ongoing LTTA mentoring throughout the implementation of the IBC contracts. The placement of CoWs on each site, who shall receive supervisory and setting out training, will also assist in mitigating this risk. CoWs initially shall not be expected to provide productive inputs in supervision.

A simple schedule of rates pro-forma contract with rudimentary technical standards and procurement plan for the IBC contracts will be submitted to the CTB in December 2010, for endorsement, to allow tendering in January and February 2011 across all three islands. Works are planned to start at the end of March 2011. The development philosophy is to gradually prepare IBCs for a competitive market. This means that this first round of contracts will be controlled and mentored.

The IBC budget will be affected by funds disbursement for climate adaptation initiatives.

Community groups will be engaged as subcontractors to the IBCs. Simple piecework and task work agreements and monitoring formats will be developed. Exact numbers of community subcontracts will depend on the work packages and scheduling.

Support in social mobilisation and community awareness of HIV/AIDS and other crosscutting issues will be outsourced to local service providers. The STTA Social Mobilisation has completed an initial review and capacity assessment of these providers. A separate report will be issued in December 2010.

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### Risks and their mitigation

<b>Risk description</b>	<b>Risk rating</b>	<b>Risk mitigation approach</b>
Insufficient applicants	Low	Ensure awareness campaign is carried out to inform community members of the available opportunities.
Too many or incapable prospective IBCs	Medium	Ensure clear and fair selection criteria are in place in evaluation of IBC training applications.
Perception of the selection process is that it is biased	Low	Ensure that selection criteria are known to applicants. Involve Provincial Government and ICC in the assessment of applicants.
Candidates selected do not absorb the training material and gain sufficient skills	Medium	<p>Tailor the training to the level of the candidates as determined from the initial experience of implementation of demonstration sites.</p> <p>Induct more candidates into the initial training, assess and create a further shortlist of candidates to proceed to the next stage of training on the basis of absorption of initial training.</p> <p>Carry out a JOA monthly to assess the progress of the trainee contractors and determine what further technical and other training is required for the trainees.</p> <p>Engage in ongoing mentoring of the trainees.</p> <p>Carry out detailed technical training of CoWs to ensure that there is a person on site to assist with surveying and site organisation.</p>
Quality of works will be negatively affected by trainee contractors	Medium	<p>Develop a Quality Assurance (QA) Plan for the IBC contracts which retains the QA responsibility with IBC but requires PWD approval to proceed with certain critical construction tasks.</p> <p>Develop simplified method technical specifications – which detail the exact construction methods to be applied.</p> <p>Train and assign CoWs to each IBC contract to carry out survey, assist with site organisation and carry out on site testing using engineering test equipment.</p> <p>Procure engineering test equipment that is appropriate for the environment, deploy to each Divisional Office and carry out training in the use of this equipment for CoWs and PWD staff.</p>
Delay in delivery of compaction and haulage equipment could delay the roll out of IBC contracts	Medium	<p>Initiate the IBC contracts with structures work only, which is part of the spot improvement strategy and normal road construction practice – these works will not require the heavier compaction equipment (rollers).</p> <p>Assist IBCs in issuing community contracts for gathering stone and sand in bags early in the IBC contracts in March 2011, such that materials are ready for use and can be hauled to site for structures work using light trucks.</p> <p>Use available PWD equipment and force account rented equipment to deliver materials to site on initiation of the IBC works.</p>

### Resource Implications

Identification of a small business management trainer for one year under a volunteer program is underway.

### Clerks of Works

PWD will employ and train 15 successful candidates (five per island) for the CoW positions to assist and manage the works of the IBC on site. The LTTA presence provides an ideal opportunity to lift the skills of trainee CoW, who may become full time resources for PWD in the future.

## 4 2011 Program Implementation Plan

PWD (with the support of LTAA) will provide CoWs with initial training prior to mobilisation to site (February 2011) and also provide ongoing mentoring and on-the-job training to undertake tasks such as detailed setting out methods, engineering test methods, site organisation and control measures. Furthermore, the CoWs will participate in the IBC Business Management and Bidding Training.

JOAs will be used to continually assess the progress of the CoWs and tailor future training sessions appropriately.

### Risks and Mitigation

Risk description	Risk rating	Risk mitigation approach
CoWs will not have sufficient skills to supervise and monitor the IBC works	Medium	Continuous assessment of training uptake and of the CoWs' progress. Tailoring of training, and in some instances replacement of the candidate. Close monitoring and oversight of CoWs by PWD Engineers and LTAA.

### 4.3.2 Emergency Maintenance Works through PWD Force Account

Successful completion of emergency works on Ambae (April–September 2010) through use of the Force Account has resulted in approval for reallocation of Vt43 million approx. from planned NCB works to further emergency maintenance works from December 2010 to March 2011. This provides a good opportunity to carry out limited technical audits and financial monitoring to allocate costs to each VTSSP road. LTAA will provide quality control forms to PWD and train PWD in the use of these. The scope of works and engineer's estimate are in Appendix J.

### Risks and Mitigation

Risk description	Risk rating	Risk mitigation approach
Insufficient PWD staff to implement works, resulting in unsatisfactory QA of works	Medium	The PWD Technical Director has ensured that the works will be resourced with staff other than the island-based PWD counterparts to the VTSSP staff. LTAA will provide training in completion of basic QA site control sheets – number of roller passes, thickness of gravel, etc.
Inaccurate manual measurement of outputs, as payment certificates cannot be relied upon for force account works.	Medium	LTAA will provide measurement and simple quality control forms to PWD and train PWD in their use. LTAA will recommend the use of single contracts for provision of equipment to the works. LTAA will support PWD to assign costs to individual roads in early 2011.

### Road Asset Management

Road asset registers will be reviewed and updated using the VTSSP condition inventory survey forms. The codes for SmartStream for works have been established to trap information about different works activities, which can be used in the future to update the asset register with costs. Advice will be provided to PWD on how to proceed in the future through a working paper on the subject.

### Risks and Mitigation

Risk description	Risk rating	Risk mitigation approach

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<b>Risk description</b>	<b>Risk rating</b>	<b>Risk mitigation approach</b>
Limited data will be available to demonstrate the approach and it may not therefore be fully understood	High	Use examples of whole life cost calculation from other countries and/or create a generic working paper on the subject that demonstrates the principle.

### 4.4 Finance-related Capacity Building

#### *Improved Financial Management Systems and Processes*

Finance-related capacity building will focus on two critical areas: improvement of financial systems, and improvement in management capacity to exploit them. Decentralisation of access to financial systems, resources and reports to divisional management will better enable PWD to efficiently and effectively utilise and manage its available financial resources in the delivery of planned force account road maintenance works within time and budget constraints. It will also support timely local payments, which will sustain VTSSP program activities directed at increasing participation of the private sector in road maintenance and using labour-based technologies that increase local income and employment. This will additionally provide downstream opportunity for PWD to replicate these advances for application to force account works in all provinces, as well as providing a model for use by other government agencies with offices located in the provinces. Financial management skill development will underpin the successful use of new systems and processes, as well as assist PWD to monitor, control and manage decentralised functions, and improve planning and reporting mechanisms both internally and to external stakeholders.

Achievements will be measured in terms of use of the systems for local procurements, time taken to process payments, and management of resources within budget constraints. These are considered major milestones of progress towards increasing local participation in the road maintenance sector, generating greater opportunity for local income and employment, and improvement in management of the road transport sector.

#### Risks and Mitigation

<b>Risk description</b>	<b>Risk rating</b>	<b>Risk mitigation approach</b>
Failure to properly use the new systems	Medium	Ongoing training to operational and management staff at divisional level to establish proficiency. Peer support from proficient system users in head office and divisional locations.
Failure to properly manage financial resources	Medium	Ongoing monitoring of financial performance at head office level. Improved financial report availability.

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<b>Risk description</b>	<b>Risk rating</b>	<b>Risk mitigation approach</b>
Failure to achieve timely payments	High	<p>Clear processes for flow of payment documentation agreed with and supported by MFEM.</p> <p>Agreement with MFEM of timetable for timely payments based on document flows.</p> <p>Monitoring and intervention of payment documentation flow by PWD head office.</p> <p>Training to divisional staff as described in this report.</p>
Fraud and mismanagement of financial resources: 1. Imprests 2. SmartStream Local Purchase Orders (LPOs) <sup>5</sup>	Medium	<p>Monitoring of transactions and checking of documentation by PWD head office and MFEM.</p> <p>Reduction in the value of imprests after completion of demonstration works.</p> <p>Internal controls such as use of MFEM-approved bank accounts, dual signatories for transactions, and segregation of procurement and financial processing.</p> <p>Managed reduction in the value of imprest payments through transition to LPO processes where stronger internal controls exist.</p> <p>Regular surprise check of payments by PWD staff.</p> <p>Assist MIPU introduce improved internal controls, including internal audit and strengthened asset management.</p>

### ***Strengthened Financial Management Skills***

Strengthening of financial management skills will be centred on development of financial management skills of both operational and managerial staff at divisional and head office level. Strengthening will also extend to the processes that underpin responsible fiscal management and reporting, including business and works planning; budget processes; financial management processes; and both in-period and post-period financial reporting.

Divisional level accounting staff will be provided with training in use of systems, including monitoring and reporting techniques. Divisional managers will be provided with training in using processes and reports to better manage resources and achieve results. Training will also be provided to provincial staff used as back-up for finance officers on leave (recreation, sick or maternity leave) or where planned and unplanned resignations/separations result in temporary vacancies.

Decentralisation will disperse current high workloads from head office to divisional offices, providing the opportunity for head office staff to transition from a primary focus on processing roles to a greater focus on management oversight and control of processes. Training provided to head office staff will support this transition through development of improved skills in financial monitoring, reporting and control. Improved financial management is a priority, in particular to the area of financial management of the VTSSP development fund finances, which by value represent double the amount of recurrent budget managed by PWD annually. The newly appointed Project Accountant is highly committed to developing in the role, but at present has limited accounting experience and no prior experience with the GoV FMIS. It will be essential, particularly given the long-term approach taken by VTSSP, that the financial management skills of this key officer be significantly invested in by mentoring and on-the-job training throughout the early stages of her learning curve in the position. It is important to appreciate that this officer is the only GoV appointee wholly dedicated to the financial oversight of VTSSP funds.

### **Key achievements / Expected outputs**

<sup>5</sup> The procurement system used by GoV.

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Achievements will be verified indirectly through progress recorded in the use of local systems and processes. Achievements may also be directly measured through improvement in financial management practices. In particular, these would include capacity to manage the recurrent budget road maintenance appropriation within the allocated limit, and the capacity to effectively report this progressively within the budget year. Other achievements would include capacity to meet scheduled timelines for VTSSP counterpart reporting, and on-time and improved reporting and planning processes, including annual reports, annual business plans, and annual budget preparation.

Outputs delivered in support of these achievements will include: training material provided to head office and provincial-level staff in the use of the FMIS for financial management and reporting; improved within-year recurrent budget financial reports; a procedural manual for preparation of counterpart reports; and a procurement manual to help improve the efficiency of procurement processes.

### Risks and Mitigation

Risk description	Risk rating	Risk mitigation approach
Accounting staff unable to adopt financial management techniques	Medium	Clearly documented procedures. On-the-job training. Periodic training sessions. Ongoing mentoring and support.
Management unwilling to shift towards increased decentralisation of management responsibility	Medium	Clear communication of benefits to senior management. Senior Management participation. Use of VTSSP decentralised approach as role model for institution. Staged approach building on previous success. Establishment of institutional confidence through achievements of improved financial management.
Inability to prepare reports within agreed content and time	Medium	Clear procedures for preparation of key reports. Clear responsibility for report preparation. Iteration of report preparation with staff responsible for reports.
Key staff removed or resign	Medium	Training aimed broadly to enable reassignment of responsibilities. Consideration of additional head office accounting staff to respond to divisional shortages, including leave.

### Resource Implications

It is recommended that the procurement STTA is extended for a minimum of another six months to ensure that the Procurement Manual is taken up, and that the asset register is completed.

## 4.5 Activities beyond 7 September 2011

The design and scope of works anticipated an extension of 10 months for both the end date and for the LTAA inputs. GfG has the option to extend services.

Both NCB and IBC works will continue beyond 7 September if contracted as currently planned. In the case of NCB, implementation will continue until mid-May 2012. In the case of IBC, completion is anticipated in March 2012.

By September, the processes and control for NCB should have been sufficiently established with adequate back-up from both PWD and outsourced supervisory/contract administration consultants. No further advisory input is anticipated from the LTAA.

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The same conclusion cannot be drawn for the IBC as these are untried contractors undergoing their first commercial exercise. Ongoing support is recommended from a combination of LBAT trainers and technical direction. It is not possible to estimate whether this should be on a full or part-time basis, although a reasonable estimate is full-time trainer, part-time technical direction.

In the case of financial management, systems will have been in use for some months. The ongoing risk is error or embezzlement, either of which could lead to significant financial loss. The risk will continue until a proven system of local oversight has been introduced and regularly used. This may not happen before 7 September 2011.

## LTTA Activities and Outputs

LTTA workplans describing key outputs and activities for period 1 January to 7 September 2011 appear as Appendix C. The scope and timing of activities is directly linked to the PIP presented in Appendix B.

URS will report on LTTA outputs and activities on a bi-monthly and six-monthly basis, using a format agreed with GfG. The Advisory Panel will review these reports and provide continued inputs to support the LTTA Team as required and stated in the proposal.

## Overarching Implementation Strategies

### 6.1 Social Mobilisation

Social mobilisation encompasses all activities related to awareness raising, information exchange, empowerment and engagement of targeted stakeholders.

The VTSSP overarching social mobilisation strategy is to effectively engage beneficiaries – PWD, IBCs and community members – in the process of locally resourced road maintenance.

We will achieve this by:

- Adopting defined roles and responsibilities of each stakeholder and creating ownership of this within each target group, through awareness, information dissemination and agreements.
- Actively involving PWD staff in their role as client (and mentor) of island-based road maintenance contracts, through training and support by LTAA in scoping, design, tendering, contract supervision and administration.
- Including small island-based construction entities as service providers (contractors) in the implementation of works, through training, mentoring and supervision by PWD, supported by LTAA.
- Empowering community groups and individuals as labour force in small contracts, through simple agreements with IBCs.
- Creating an enabling environment for each stakeholder by introducing appropriate technology, methods, contract formats and financial structures.

### 6.2 Addressing Cross-Cutting Themes

Basic awareness was undertaken at the inception of VTSSP. Information, Education and Communications (IEC) material addressing cross-cutting issues such as HIV/AIDS, Women's Rights, Environment, Health and Safety (based on material used in the Solomon Islands Road Improvement Project and translated into Bislama) were provided.

Furthermore, detailed awareness training is proposed to be given by qualified persons to all affected communities and contractors.

#### The Proposed Process

In all works-affected communities, approved and experienced providers will undertake pre-contractor mobilisation awareness relating to the cross-cutting issues of HIV/AIDS and sexually transmitted diseases (STDs), gender awareness, women's and children's rights and protection, environmental protection, safety, income and employment opportunities, and roles and responsibilities of community and contractors.

- For IBC affected communities this awareness will be conducted no later than February 2011 at suitable community locations as suggested in Annex 1.
- For NCB affected communities this awareness will be conducted no later than March 2011.

This approach is recommended for NCB contractors, even though NCB contractor management will be handled by other than VTSSP advisors. Communities will not distinguish between those responsible for IBC management and those for NCB management.

Potential IBC contractors will receive basic information on these issues and those IBC finally contracted will receive further awareness prior to commencing work.

## 6 Overarching Implementation Strategies

- VTSSP LBAT Advisers and their PWD counterparts will introduce the material to potential IBC contractors during the technical training in November 2010. They will use handouts developed during the initial awareness.
- When IBC contracts have been awarded (February 2011), approved and experienced providers will provide successful IBC contractors with detailed awareness.

Clauses dealing with social, environmental, health and safety and HIV/AIDS issues are included in NCB contracts. They require contractors to provide induction and on-going awareness to all their workers and to provide on-going awareness to affected communities.

- Successful NCB contractors are required to enter into sub-contractual agreements with approved and experienced service providers.
- Some of the cross cutting issues such as HIV/AIDS and gender awareness will be of particular importance in where contractors establish work camps and bring in out-island workers.

### The Available Providers

- Several larger NGOs such as Save the Children Australia, Oxfam New Zealand, World Vision and Wan Smol Bag and smaller organisations have both the experience and capacity to provide cross cutting awareness. Several of the larger NGOs have partnership arrangements with smaller local organisations which they mentor and support.
- The National AIDS Committee (NAC) is the forum for stakeholder information exchange, comprising representatives from Ministry of Health (MOH), the Malvatumauri (the National Council of Chiefs), NGOs, donors, WHO, the Ministry of Education, Churches, Women and Youth. The NAC meets quarterly. Provincial AIDS Committees exist but most operate irregularly if at all.
- The HIV Unit of Public Health is the secretariat for NAC and has substantive links with provinces through HIV Coordinators. There are HIV Coordinators on both Tanna and Ambae and on Malekula there is a Volunteer Services Organisation HIV / sexually transmitted infection (STI) Nurse Adviser who performs the role of HIV Coordinator. Provincial MOH staff are experienced community facilitators and are approved (by the National AIDS council) as providers of HIV/AIDS and STD awareness. The Provincial MOH are also skilled in and willing to deal with other issues such as gender, women's and children's rights and protection and safety.

### The Proposed Strategy

For Communities and IBC Contractor Awareness:

- Any provider of the awareness services will require some funding for materials printing, transport, allowances if staying overnight and communications. Government workers will not however need salaries or consultant fees.
- While many of the NGOs are currently funded by bi-lateral and multi-lateral donors they will require additional funding to engage staff to conduct the proposed awareness for PWD.
- The PWD has no allowance in its current operational budget for these activities. As such PWD will not be able to enter into contracts with NGOs for this purpose in 2011.
- It is therefore proposed that MOH be the main provider for the initial 2011 IBC contracts. The HIV provincial units have partnership relationships with local NGOs which can provide support.
- A MOU will be negotiated with the Ministry of Health to enable PWD to work through the HIV Unit to provide this cross cutting awareness.
- To mitigate against the possibility that this may however not be finalised in a timely fashion, it is necessary for PWD and MOH to reach agreement on the funding and implementation of a detailed

## 6 Overarching Implementation Strategies

proposal for the provision of the community and IBC contractor cross-cutting awareness for the currently proposed IBC and NCB contracts.

- While MOH staff are well versed in the provision of HIV/AIDS awareness it will be necessary for their provincial facilitators to participate in a short training of trainers workshop dealing with other cross cutting issues. It is proposed that such a workshop be run by the Social Mobilisation and Community Awareness Specialist (SMCAS) in early 2011 in each of Tanna, Ambae and Malekula.

For NCB:

- Approved and experienced providers will provide communities affected by NCB contracts with the same cross-cutting awareness as those affected by IBC contracts. PWD will need to include the arrangements to undertake this awareness at the same time as arrangements are made to undertake the IBC awareness.
- Contractors will be advised of the available approved providers (MOH and others) in order for the successful contractors to enter into sub-contractual arrangements.
- Lessons learned for the Solomon Islands point to the need for careful monitoring of these arrangements for timely and effective implementation.

### 6.3 Community Stakeholder Engagement Strategy

Ongoing VTSSP implementation requires engagement of short and long term partners. Those partners, the recommended process steps, which are also training opportunities for PWD and all other stakeholders, are listed below.

1. Introductory Provincial Awareness – Completed for current Islands: lessons learnt
2. Scope and agree on IBC and NCB contracts – Completed for current Islands
3. Community and EoI awareness for IBC Contracts – Completed for current Islands; lessons learnt
4. Selection and Training of Potential IBCs - underway
5. Pre Contract Community Mobilisation Awareness for IBC and NCB contracts
6. Mobilisation Consultations for IBC and NCB contracts
7. Stakeholder Committees for NCB contracts
8. Grievance Resolution Processes IBC and NCB contracts
9. Business Training for IBC contractors.
10. Monitoring of safeguards compliance in NCB contracts

#### 1. Introductory Provincial Awareness

This activity was completed in the early part of Phase 1. Lessons learned from this exercise included the need to formally involve the Island Council of Chiefs (ICC), the need for prior identification of the proposed scope of works (**Step 2**) so as not to raise expectations across the province and the need to involve experienced and approved providers of cross cutting awareness.

Future activities should limit this initial awareness to the provincial level and undertake the limit initial community awareness to communities that will be affected by contracts.

#### 3. Community and EoI awareness for IBC Contractors

Initially seeking expressions of interest from individuals wanting to become IBC contractors, the follow-up exercise in October 2010 included community contracting as an integral part of IBCs. This change resulted in a significant increase in EoIs received.

## 6 Overarching Implementation Strategies

The recommendation for Phase 2 is that the calling for Eols be combined with community awareness, to show the potential for realistic income and employment opportunities as well as providing awareness on the expected roles and responsibilities of contractors and communities.

Training to PWD, contractor and provincial personnel will help develop interest from suitable small businesses and organisation in expressing interest and the involvement of local community groups in community contracts. A community engagement handbook is being prepared to assist.

### 4. Selection and Training of Potential IBCs

#### *Technical Training Courses*

Participation of PWD counterparts in these training courses will improve their capacity to appropriately supervise IBC works and prepares them in leading future technical training and in the provision of on-going training of contractors and CoWs.

The inclusion of newly appointed CoWs in these training courses will provide them with an understanding of the works expected by contractors and increase their capacity to both supervise and advise Contractors. A further training of CoWs follows early in 2011.

These training courses also provide an opportunity for the training of potential trainers and developing a basis for external training opportunities. Consultations with the Vanuatu Rural Development Training Centre Association has resulted in selected instructors from Rural Training Centres (RTC) in Tanna, Malekula and Ambae being nominated to attend the VTSSP training courses. This is a first step to institutionalise appropriate training in the country.

#### *Bid Training*

LBAT and their PWD counterparts will organise a pre bid meeting for all prospective IBC contractors to assist in the preparation of their bids, covering rates for each of the specified tasks in the contract. IBCs will need to use unskilled labour from within Nakamal boundaries, or when insufficient, IBCs can source from neighbouring communities. PWD will provide standard contracts for use by contractors to engage labour that specify the rights and obligations of both parties.

### 5. Pre Contract Community Mobilisation Awareness for IBC and NCB contracts

As above.

### 6. Mobilisation Consultations

#### *IBC Contracts*

The LBAT, PWD counterpart, CoW and the Contractor will convene an on-site Mobilisation Meeting to inform the surrounding communities of pending works and the employment opportunities available. The Contractor will explain and discuss how the labourers are hired, and what the work methods and conditions are and stress that both men and women can apply and that youth and persons with disabilities should also be considered.

#### *NCB Contracts*

As specified, NCB contracts require the Contractor to visit all affected communities before commencing work to explain construction activities.

## 6 Overarching Implementation Strategies

### 7. Stakeholder Committees for NCB contracts

NCB Contracts require the establishment of a Stakeholder Committee (SC) to provide an open forum to discuss the Works and its effect upon the communities.

### 8. Grievance Resolution Processes IBC and NCB contracts

#### *IBC Contracts*

The SMCAS will in consultation with the employer's representative, the Island Council of Chiefs establish a process for dealing with community grievances relating to the presence of IBC contractors. The process will where possible reflect existing customary grievance resolution processes but will not contradict any of the conditions of the Contract.

#### *NCB Contracts*

NCB Contracts require the establishment of a formal Grievance Resolution Process for dealing with the resolution of community complaints arising from the presence of the Contractor.

### 9. Business Training for IBC contractors

Providers of business development training will be identified, trained and supported by a Business Development trainer (Volunteer/local consultant). The SMCAS will initially provide Training of Trainers to PWD staff and civil society providers. Some IEC material exists; however, these will need to be modified to reflect the specific needs of IBCs. Regular follow-up visits by the Business Development trainer will provide control and support.

### 10. Monitoring of Safeguards Compliance in NCB Contracts

NCB contracts include Contractor obligations for social interaction, health and safety (including HIV/AIDS) and environmental issues. Compliance with these obligations should be monitored and timely reports prepared on a bi-monthly basis. A cost-effective solution might be for the SMCAS develop checklists for each of the three areas of obligations, a report format and train relevant persons in the implementation of the monitoring and reporting. Civil society organisations may in time be contracted to assist with the monitoring process.

## Budget

The value of the budget is AUD12,932,481 excluding the TA component.

The budget provides for NCB1 contracts on Tanna and Malekula (only). The budget provision has been revised upwards for IBC contracts on Ambae and Malekula (same road length) further deterioration of road conditions due to heavy rainfall and low labour productivity on Ambae. The budget provision for IBC on Tanna has been revised down to reflect potential reduced scope of works.

The budget will be affected by funds disbursement for climate adaptation initiatives.

A revised budget appears in Appendix D and summary of changes is provided below. Additions to the descriptions are shown in red while items removed are shown with a strike through.

Budget Line	Description of Item
1. Services:	
1.1 Training and capacity building MIPU / PWD	Training workshops will be necessary from time to time for PWD staff. This budget line is a lump sum allocation for this purpose.  Lump-sum allowance.
1.2 Training and capacity building communities / contractor	Training workshops will be necessary <del>for cooperative societies, as well as</del> for trainee CCs and IBCs <del>and</del> <b>and community groups</b> . This budget line is a lump sum allocation for this purpose.  Lump-sum allowance.
1.3 Operational cost	This budget line has been calculated to cover the cost of fuelling and maintaining the project vehicles, office stationery, electricity in the three island offices and flights for PWD and service providers to the islands.  Cost breakdown provided in Appendix D.
1.4 Studies	<del>This budget line is intended to cover the cost of consultants and other incidentals for studies which PWD may wish to carry out – for example, there is a proposal in the Inception Report to carry out a study / trial site testing varying coronous wearing course specifications.</del>  <del>This budget line is also to cover the cost of publication of working papers by PWD.</del> <del>Lump sum allowance.</del>  <b>This budget line has been removed due to resource and other constraints which do not allow this activity to be implemented. Further it has not been programmed within the PIP.</b>
1.5 Study trips	There are a number of international forums that have regular meetings, workshops and conferences on rural roads in developing countries – e.g. the World Road Association (PIARC) and the global Transport Knowledge Partnership (gTKP). These events could be of use to executive level PWD staff in gaining a further understanding of the issues they are tasked with addressing and to gain regional and international contacts that can be of support to them in their daily work.  <b>Lump-sum allowance</b>

## 7 Budget

<b>Budget Line</b>	<b>Description of Item</b>
1.6 Consultancy services	<p>As mentioned in the Inception Report, there is a need for consultancy services for a number of items:</p> <ul style="list-style-type: none"> <li>• Survey Department surveys of structure locations (per diem payment; calculated on basis of GoV rate);</li> <li>• Department of Geology and Mines for quarry license applications (per diem; calculated on basis of GoV rate);</li> <li>• Department of Environment for Environmental Impact Assessments (per diem; calculated on basis of GoV rate);</li> <li>• Provincial Government Planner (per diem for training; calculated on basis of GoV rate);</li> <li>• National Consultant for training of social mobilisers; and</li> <li>• <del>National/Regional Consultancy for provision of engineers/technicians to supervise works in lieu of PWD recruitment.</del></li> <li>• Outsourced services for the administration of NCB contracts and supervision of NCB works – a percentage has been used to calculate this sum.</li> </ul> <p>Service providers may be defined as professional staff from external Government Agencies or Private Sector Consultancies / Individual Consultants who shall be paid a fee and/or travel allowance or per diem to provide professional services to PWD in support of VTSSP Phase 1.</p> <p>Cost breakdown provided Appendix D.</p>
2. Equipment	<p>2.1 PWD office equipment</p> <p>Office furniture, computers etc for additional staff required for VTSSP implementation. <b>The equipment costs have been updated with actual costs in conformity with the revised procurement strategy detailed in the Six Month Report.</b></p> <p>Cost breakdown provided in Appendix D.</p> <p>2.2 Light equipment</p> <p>Construction equipment – rollers, plate compactor, concrete mixers, poker vibrators, etc. Some of this equipment will be transferred to trainee IBCs and the cost will be recovered from the IBCs in such a case. <b>The equipment costs have been updated with actual costs in conformity with the revised procurement strategy detailed in the Six Month Report.</b></p> <p>Cost breakdown provided in Appendix D.</p> <p>2.3 Reserve of handtools for IBC contracts</p> <p>Additional equipment for supply of IBC, replacement of IBC equipment in the future and supply of force account works if necessary. Cost may be recovered from works budget line as equipment is used.</p> <p>2.4 Communication equipment</p> <p>Installation of three satellite internet receivers (one on each island). Lump-sum allowance. <b>The equipment costs have been updated with actual costs in conformity with the revised procurement strategy detailed in the Six Month Report.</b></p> <p>Cost breakdown provided in Appendix D.</p> <p>2.5 Transport equipment</p> <p>Procurement of three Hilux 4WD pickups and six motorcycles. <b>The equipment costs have been updated with actual costs in conformity with the revised procurement strategy detailed in the Six Month Report. As was previously reported, one additional pickup has been procured to assist the procurement department.</b></p> <p>Cost breakdown provided in Appendix D.</p> <p>2.6 Engineering test and survey equipment</p> <p>Auto-levels, GPS, dynamic cone penetrometers, sand replacement apparatus, concrete cylinder moulds, concrete slump cones, and soil test kits etc. <b>The equipment costs have been updated with actual costs in conformity with the revised procurement strategy detailed in the Six Month Report.</b></p> <p>Cost breakdown provided in Appendix D.</p>
4. Works	

## 7 Budget

<b>Budget Line</b>	<b>Description of Item</b>
4.1 NCB contracted spot improvement works	<p>Large value (100m Vatu) works contracted to nationally registered prequalified contractors through NCB.</p> <p>Some periodic maintenance works have been included in these estimates and will be separated within the asset inventories.</p> <p>Cost breakdown provided in Appendix D.</p> <p>A cost breakdown for NCB contracts is not provided because bid evaluation for NCB works is ongoing at present.</p>
4.2 IBC contracted spot improvement works	<p>Small value (5m Vatu) works contracted through local competitive bidding to trainee IBCs. A sum of AUD 50,000 is estimated to be required for initial awareness i/c cross cutting issues. This sum has been spread across the IBC contract as a real cost of works carried out in this manner. LPOs raised for these items will be split across contracts once they have been raised. A sum of AUD 100,000 has been included in the IBC cost for the provision of hand tools. This sum has been spread across the cost of the IBC contracts.</p> <p>Cost breakdown provided in Appendix D.</p>
4.3 Community contracted routine maintenance	<p>Works contracted to community cooperative societies for routine maintenance of maintainable roads.</p> <p>Cost breakdown provided in Appendix D.</p> <p>Community contracts have been removed from the works on the recommendation of the <i>Review of Social Mobilisation and Community Awareness on VTSSP, Sept 2010</i>.</p>
4.4 Force Account demonstration projects	<p>Two Force Account-implemented demonstration projects – one on Malekula and one on Tanna. These are spot improvement works and will be recorded on the asset inventories as such.</p> <p>Cost breakdown provided in Appendix D.</p>
4.5 Force Account emergency maintenance works	<p>Small value Force Account works on Ambae to re-open the roads and provide basic access on Ambae after 2010 rainy season. <b>Additional force account works have been proposed by the PWD and approved by GfG.</b></p> <p>Cost breakdown provided in Appendix D in the form of the proposal submitted by PWD for these additional force account works.</p>
4.6 Works contingency	<p>Contingency retained for issuance of variation orders to contracts and to account for possible claims from contractors under the NCB works (item 4.1). <b>Contingency has been reduced to cover additional works costs.</b></p> <p>Lump-sum allowance.</p>
6. Exchange Rate Contingency	<p>Contingency allocated to allow for change in Vatu/AUD exchange rate.</p> <p>Lump-sum allowance. AUD1m has been allocated since the original value of the AUD to Vatu at the time of the Design Study was 75 Vatu per AUD and it is presently 88 Vatu / AUD – i.e. a 14.7% increase in value. An allowance of 10% has been retained to allow for a decrease in value of the Vatu against the AUD. This can be reviewed annually after tendering of major works and an initial period of implementation, which will allow a greater understanding of the value of variation orders. Thereafter, a decision may be taken to reallocate this money to works and contract more works or use it to cover the cost of variation orders.</p> <p>A review of the exchange rate contingency lump sum has been carried out by John Canny (JC) and this has been reduced to AUD 500,000 on the basis of the variation in exchange rate over the past year and the date of transference of funds to the MFEM account.</p>
Handtools equipment reserve	<p>Reserve of handtools to be allocated to ICB contracts is approx. 10% of the NCB works.</p>

## Limitations

URS Australia Pty Ltd (URS) has prepared this report in accordance with the usual care and thoroughness of the consulting profession for the use of AusAID and only those third parties who have been authorised in writing by URS to rely on the report. It is based on generally accepted practices and standards at the time it was prepared. No other warranty, expressed or implied, is made as to the professional advice included in this report. It is prepared in accordance with the scope of work and for the purpose outlined in Contract 49717, Amendment 1.

The methodology adopted and sources of information used by URS are outlined in this report. URS has made no independent verification of this information beyond the agreed scope of works and URS assumes no responsibility for any inaccuracies or omissions. No indications were found during our investigations that information contained in this report as provided to URS was false.

This report was prepared between 1 and 30 November 2010 and is based on the conditions encountered and information reviewed at the time of preparation. URS disclaims responsibility for any changes that may have occurred after this time.

This report should be read in full. No responsibility is accepted for use of any part of this report in any other context or for any other purpose or by third parties. This report does not purport to give legal advice. Legal advice can only be given by qualified legal practitioners.

## Appendix A Indicators for Result Areas

Outcome	Proposed Indicators	Report against this indicator for Annual Plan 6MR?	Start date for work on this	Quantity and % complete to date	Programmed & actual completion dates	Response to cross cutting issues	Comment on variance against plan (or other)
<b>RA 1 Management of the road transport sector is improved</b>							
<b>1.1 Road network maintenance is based on the principles of asset conservation and accessibility</b>	1. Procedure developed	No: unlikely to be sufficiently developed in Phase 1		Future item		Environment Inclusive Gender	
	2. Procedure adopted by PWD	No					
<b>1.2 Road works are based on locally appropriate design standards and technical specification</b>	1. Model design standards proposed by LTTA	Yes	15 Feb 2010	100%	25 Oct 2010	Inclusive – standards include guidance on traffic safety measures and enhancing mobility of disabled people Environment – contains guidance on use of local materials and extraction	Standards proposed for introduction, proposal accepted by PWD, technical, mainstreaming across PWD required
	2. Model technical specifications prepared by LTTA	Yes	15 Feb 2010	100%	25 Oct 2010	Environment – detailed technical specification for environmental management Gender, HIV/AIDS – detailed technical specification for community mobilisation in support of x-cutting issues	Technical Specifications compiled, proposed to PWD as model for standard tech specs, proposal accepted, technical committee to be established, mainstreaming across PWD recurrent budget required
	3. Design standards accepted by PWD	Yes	15 Feb 201	100%	25 Oct 2010		
	4. Technical specifications accepted by PWD	Yes	15 Feb 2010	100%	25 Oct 2010		
<b>1.3 Annual output based work plans and budgets are developed which are increasingly evidence based and incorporate asset management requirements</b>	1. Procedure developed	Yes	15 Sep 2010	40%	30 Aug 2011	Basic system first – no capacity in PWD to report on other indicators at present	Procedure to be finalised before commencement of works
	2. Procedure adopted by PWD	Yes	15 Sep 2010	40%	30 Aug 2011		Requires LTTA Deputy Team Leader (DTL) and Team Leader (TL) to give oversight to PWD monitoring throughout year for recurrent budget works reporting
	3. 2012 work plan developed using asset data from NCB/IBC	No: unlikely to be sufficiently developed in Phase 1				Inclusive Environment HIV AIDS Gender	
<b>1.4 Improved monitoring and reporting of road works against implementation plan, design standards and budget</b>	1. IBC NCB procedures developed for QA / Quality Control (QC) in progress monitoring of contracts based on appropriate designs and specifications	Dependant if internal or outsourced role. Interim procedures will be required. Essential pre-cursor is design standards see above		0%		Inclusive – report on consultations with community groups whom raise issues and resolution thereof	Currently under development ad will be completed ahead of the start of the IBC works
	2. IBC procedures accepted		17 Jan 2010		30 Aug 2011	Environment – see note for technical specifications HIV AIDS – see note for technical specifications Gender – IBC and NCB contractors required by contract to report on number of female workdays	
	3. NCB procedures accepted						

## Appendix A

Outcome	Proposed Indicators	Report against this indicator for Annual Plan 6MR?	Start date for work on this	Quantity and % complete to date	Programmed & actual completion dates	Response to cross cutting issues	Comment on variance against plan (or other)
<b>RA 2 Public financial management improves</b>							
<b>2.1 Financial management skills of MIPU/PWD staff are strengthened</b>	1. Suitable MIPU/PWD staff recruited	Yes	15 Feb 2010	1 person 100%	06 Oct 2010	Anti corruption – Project Accountant ensures adherence to financial act and regulations and will carry out audits Gender – Project Accountant is female	
	2. Training program developed by LTTA	Yes	04 Oct 2010	100%	15 Oct 2010		
	3. Training and mentoring provided	Yes	20 Oct 2010	40%	30 Jun 2011		Initial training provided. Mentoring to be carried out throughout programme.
	4. MIPU/PWD proficiency assessed and confirmed	Yes	22 Oct 2010	40%	30 Jun 2011		Assessment through JOA carried out monthly
<b>2.2 Improved financial management systems and procedures</b>	1. Chart of Accounts and cost codes developed and used	Yes	23 Apr 2010	100%	30 April 2010		Periodically as new cost codes are needed.
	2. Imprest procedures operationalised demonstrated by number of transactions	Number of times Imprest account is reimbursed	30 Oct 2010	Tanna Used 4 times to value of Vt 3.2 mil. Malekula Used 3 times to value of Vt 2.7 mil.	31 Aug 2011	Anti-corruption – replenishment of imprest a/c is dependent on acquittal of previous expenses by MFEM	Acquittal of the imprest expenses with MFEM is required before it is replenished – therefore this is an indicator of compliance and operation.
	3. SmartStream operationalised demonstrated by number of transactions (also applies to 2.3 and 2.4 below)	Yes	15 Nov 2010	Number of transactions reported to date	31 Aug 2011		
	4. Accurate and timely PWD quarterly financial reports	Yes	15 Jan 2010	Mar qtr and June qtr signed by Director PWD on 11/10/10. Oct qtr signed on 15/11/10.	31 Jul 2010		Final quarterly acquittal within LTTA contract period will occur July.
<b>2.3 Improved procurement and contracting documentation conducive to private sector development</b>	1. Sufficient procurement staff engaged	No but mention below				Anti corruption Gender	
	2. Procurement manual developed	Yes mentioning all above	15 Nov 2010	50%	30 Dec 2010		Draft only – the procurement manual will require more time to compile.
	3. Procurement manual accepted by PWD	Yes	15 Nov 2010	0%	30 Dec 2010		
	4. IBC contracting models developed	Yes mentioning all above	12 Nov 2010	50%	19 Jan 2010		Contract model nearly completed, to be submitted to the State Law Office (SLO) for comment
	5. IBC contracting model accepted by GoV	Yes	19 Jan 2010	0%	25 Jan 2010		SLO approval will mark GoV acceptance
	6. NCB contracting models developed	Yes	30 Mar 2010	100%	26 Jun 2010		
	7. NCB contracting model accepted by GoV as standard document	Yes	26 Jun 2010	100%	25 Oct 2010		Further work required to ensure PWD apply the NCB contract document and tendering procedure for recurrent budget
<b>2.4 Improved transparency and accountability in planning, contracting processes to government and civil society</b>							
	1. Procurement manual accepted by PWD	Yes	See above				
	2. IBC contracting model accepted by GoV	Yes	See above				
	3. Improved procedures for NCB tendering developed	Yes	See above				

## Appendix A

Outcome	Proposed Indicators	Report against this indicator for Annual Plan 6MR?	Start date for work on this	Quantity and % complete to date	Programmed & actual completion dates	Response to cross cutting issues	Comment on variance against plan (or other)
<b>RA3 Private sector and community groups for maintenance</b>							
3.1 Community groups and small scale contractors have the necessary skills, training and support to engage maintenance works	1. Number of demonstration projects and technologies demonstrated	Yes	15 May 2010	2 demonstration projects completed – one on Malekula one on Tanna 4 LBAT pavement types constructed 4 type of side drain constructed 4 type of scour check constructed 1 type of cross drainage structure constructed 90%	30 Nov 2010	Gender – female workers employed on site	
	2. Number of person work days generated on demonstration projects	Yes	15 May 2010	1,045 Female workdays – Tanna 4,939 Male workdays – Tanna 545 Female workdays Malekula 3,797 male workdays – Malekula 1, 590 Female workdays Total 8,736 Male workdays Total	30 Nov 2010		
	3. Formal technical training courses delivered to IBCs	Yes	22 Nov 2010	Number of courses and number of IBCs entered into training	22 Dec 2010		
	4. Community mobilisation and cross-cutting awareness delivered to communities in IBC locations	Yes	15 Jan 2011	Number of beneficiary communities received awareness and mobilisation consultation	15 Mar 2011		
	5. IBCs introduced to business practice skills	Yes	15 Jan 2011	Number of IBC received formal training and support through audits	15 June 2011		
	6. Number of person work days generated through IBC	Yes	04 Apr 2011		16 Mar 2012		
3.2 Community groups and small scale contractors are equipped with the appropriate tools and equipment to deliver maintenance works	1. Equipment list developed	No include in 3 and 4				Environment Anti corruption Gender Inclusive	

## Appendix A

Outcome	Proposed Indicators	Report against this indicator for Annual Plan 6MR?	Start date for work on this	Quantity and % complete to date	Programmed & actual completion dates	Response to cross cutting issues	Comment on variance against plan (or other)
	2. Equipment procured	No include in 3 and 4	12 Apr 2010	<b>Delivered to date:</b> 20 Concrete mixers 30 Poker vibrators 30 Plate compactors 6 Dynamic Cone Penetrometers (DCPs) 9 Sets concrete slump cones 4 sand replacement apparatus 4 Auto Levels 9 Clinometers 4 Sets of Australian Standard (AS) Sieves 4 Sets Speedy moisture apparatus <b>To be delivered:</b> 6 x 1 tonne rollers 2 x 3 tonne rollers 3 x 6 tonne trucks	25 Mar 2011		Procurement has progressed on time – equipment has been provided to the sites when required.
	3. Equipment asset use and management procedure prepared	Yes	15 Nov 2010	Yes	30 Nov 2010		Has been developed and will be expanded as new equipment deliveries occur. Asset handover sheets are required to be updated as equipment is sent to the islands
	4. Equipment asset use procedure accepted by PWD	Yes	15 Nov 2010	120 items added to register, handover notes available	30 Mar 2010		
<b>3.3 PWD is capable of planning designing and packaging road maintenance works suitable for small-medium scale contractors</b>	1. Number of IBC contracts used by PWD	Yes	04 Apr 2011	0	16 Mar 2012	Environment – Environmental Management System (EMS) applied to each contract Inclusive – community consultation process addresses social issues Gender – female workdays encouraged and recorded	IBC contracts are planned to be started in March 2011
<b>3.4 Community groups and small scale contractors are working in an enabling contract environment and paid in a timely manner</b>	1. Number of IBC contracts	Yes	See above			Anti corruption Environment	
	2. Proportion of IBC transactions paid on schedule	Yes	04 Apr 2011	Number of payments made Average time for payment Number of payment processing periods beyond 10 working days	16 Mar 2012		IBC contracts are planned to be started in March 2011
	3. Number of Community sub-contracts let through IBC	Yes	04 Apr 2011	Number of contracts, value, recorded through IBC and CoW	16 Mar 2012	Ensure compliance with workers' compensation, healthy and safety, and child labour.	Community sub-contracts are piecework or task work contracts under IBC

## Appendix A

Outcome	Proposed Indicators	Report against this indicator for Annual Plan 6MR?	Start date for work on this	Quantity and % complete to date	Programmed & actual completion dates	Response to cross cutting issues	Comment on variance against plan (or other)
<b>RA4 Rural road network access is improved and sustained through the use of Labour Based approaches which generate local employment</b>							
<b>4.1 PWD staff have the appropriate skills and training to plan deliver and supervise maintenance programs</b>	1. PWD confirm positions and training needs	No - summarise in 5				Gender Environment HIV/AIDS Inclusive	
	2. Training plan developed and delivered	No - summarise in 5					
	3. Number of PWD staff beneficiaries	No - summarise in 5					
	4. Formal supervision training of PWD staff delivered in support of IBC	Yes	15 Nov 2010	Number of staff trained, number of course ran	15 Mar 2011		CoWs training 15 Feb–7 Mar 2011
	5. Skills assessed and confirmed through JOA	Yes	01 Jan 2011	3	30 Aug 2011		Joint workshops to review progress – three number – have been held which constitute the JOAs to date. These workshops have review progress, constraints and agreed a way forward for the PWD counterparts as a whole
<b>4.2 Roads selected in the agreed work program are being maintained in good condition under routine preventative maintenance contracts</b>	1. Km of road improved by spot, routine and preventative maintenance per island per contract type	Yes	17 Jan 2011	Km NCB per island underway Km IBC per island underway	30 Aug 2011	Environment – tech specs for NCB, EMS for IBC Inclusive – awareness campaign	NCB1 works are expected to be contract in early 2011 (Jan/Feb) IBC works will be initiated in March 2011
	2. Value of maintenance works in AUD per island per contract type	Yes	17 Jan 2011	Vt per NCB contract per island underway Vt per IBC contract per island underway	30 Aug 2011		See note above – engineers estimates are available at present.
<b>4.3 Road works are implemented using labour based appropriate technology which generate local employment</b>	1. Number of IBC contracts	Yes	04 Apr 2011	Number of IBC contracts per island	16 Mar 2012	Gender – female workdays encouraged and recorded HIV/AIDS – community consultation process facilitates awareness, condoms distributed Inclusive – community consultation process.	See note under 4.2
	2. Number of person workdays performed	Yes	04 Apr 2011	Male workdays per contract per island Female workdays per contract per island	16 Mar 2012	Gender – female workdays encouraged and recorded	See note under 4.2

## Appendix B 2011 Summary Program Implementation Plan

## Appendix B: 2011 Summary Program Implementation Plan

ID	Outcome Ref #	Task Name	% Complete	Start	Finish	2011								2012								2012															
						Qtr 1, 2011				Qtr 2, 2011				Qtr 3, 2011				Qtr 4, 2011				Qtr 1, 2012				Qtr 2, 2012				Qtr 3, 2012				Qtr 4, 2012			
						Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct									
1		<b>Project Planning &amp; Reporting</b>	48%	Wed 13/01/10	Fri 7/10/11																																
74		<b>NCB Infrastructure Projects</b>	29%	Thu 4/02/10	Fri 18/05/12																																
75	1, 2, 3	<b>Preparatory Work, Surveys &amp; Planning</b>	84%	Sat 6/02/10	Mon 25/04/11																																
86	1.2	<b>Design of Large Structures</b>	82%	Thu 1/04/10	Mon 17/01/11																																
101	1.2	<b>Emergency Maintenance Works - Ambae</b>	100%	Mon 19/04/10	Wed 1/09/10																																
102		Force Account Emergency Maintenance Works	100%	Mon 19/04/10	Wed 1/09/10																																
103	Additional	<b>National Competitive Bidding - Phase 1 Projects</b>	9%	Thu 4/02/10	Fri 18/05/12	●																															
104		Prequalification of Contractors	97%	Thu 4/02/10	Fri 15/10/10																																
111		Contractor Tendering & Award of Contracts	41%	Mon 26/07/10	Thu 28/04/11	●																															
112		Contractor Awareness NCB 1	100%	Mon 26/07/10	Fri 6/08/10																																
116		Tender Period NCB 1	86%	Tue 27/07/10	Fri 25/02/11																																
121		Contractor Awareness NCB 2 Makelula	0%	Fri 4/02/11	Wed 9/02/11																																
125		Tender Period NCB 2 Malekula	0%	Mon 13/12/10	Thu 28/04/11																																
133		Contractor Awareness NCB 2 Tanna	0%	Fri 4/02/11	Tue 8/02/11																																
137		Tender Period NCB 2 Tanna	0%	Thu 16/12/10	Thu 28/04/11																																
144		<b>Construction Works NCB 1</b>	0%	Mon 28/02/11	Fri 18/05/12																																
145	Outsourced	Management (by others) of contractor mobilisation on each island	0%	Mon 28/02/11	Fri 8/04/11																																
146		MALEKULA:Norsup Loop Road + Section of Litz Litz Vao Road	0%	Mon 28/02/11	Fri 7/10/11																																
147		TANNA: Lenekal - Post Letter Junction Road	0%	Mon 28/02/11	Fri 18/05/12																																
148	Outsourced	<b>Supervision of NCB 1 Construction Works (by others)</b>	0%	Mon 28/02/11	Fri 18/05/12																																
149		MALEKULA: Norsup Loop Road + Section of Litz Litz Vao Road	0%	Mon 28/02/11	Fri 7/10/11																																
150		TANNA: Lenekal - Post Letter Junction Road	0%	Mon 28/02/11	Fri 18/05/12																																
151	Outsourced	<b>Administration of NCB 1 Contracts (by others)</b>	0%	Mon 7/03/11	Fri 18/05/12																																
204		<b>Construction Works NCB 2</b>	0%	Fri 6/05/11	Thu 3/05/12																																
205		MALEKULA: Litz Litz Vao Road + 3 Structures	0%	Fri 6/05/11	Thu 9/02/12																																
206		TANNA: White Grass - Tanna Beach Road + 3 Structures	0%	Fri 6/05/11	Thu 3/05/12																																
207	Outsourced	<b>Supervision of NCB 2 Construction Works</b>	0%	Fri 6/05/11	Thu 9/02/12																																
208		MALEKULA: Litz Litz Vao Road + 3 Structures	0%	Fri 6/05/11	Thu 9/02/12																																
209		TANNA: White Grass - Tanna Beach Road + 3 Structures	0%	Fri 6/05/11	Thu 15/12/11																																
210	Outsourced	<b>Administration of NCB 2 Contracts</b>	0%	Fri 20/05/11	Thu 23/02/12																																
259		<b>Infrastructure Related Capacity Building</b>	30%	Wed 13/01/10	Fri 16/03/12																																
260	Additional	<b>Private Sector Engagement</b>	52%	Mon 13/09/10	Fri 18/02/11																																
297	2, 3	<b>Social Mobilisation and Awareness</b>	92%	Wed 13/01/10	Thu 2/12/10																																
306	3	<b>Demonstration Projects</b>	84%	Mon 19/04/10	Wed 2/02/11																																
310		<b>Force Account Works Emergency Works</b>	0%	Wed 1/12/10	Thu 31/03/11																																
314	2, 3, 4	<b>Island Based Contractor Development</b>	14%	Mon 9/08/10	Fri 16/03/12																																
315	2, 3	<b>Establish Community Stakeholders</b>	100%	Mon 20/09/10	Mon 15/11/10																																
320	2, 3	<b>IBC Training</b>	43%	Mon 9/08/10	Fri 5/08/11																																
321	2, 3	<b>Preparation Of Training</b>	73%	Thu 30/09/10	Fri 19/																																

## Appendix B: 2011 Summary Program Implementation Plan

ID	Outcome Ref #	Task Name	% Complete	Start	Finish	2011									2012												
						Qtr 1, 2011			Qtr 2, 2011			Qtr 3, 2011			Qtr 4, 2011			Qtr 1, 2012			Qtr 2, 2012			Qtr 3, 2012			
						Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
465	<b>2.2, 2.4</b>	<b>Improved Financial Management Systems</b>	64%	Mon 8/02/10	Wed 31/08/11																						
466	<b>2.2, 2.4</b>	<b>SmartStream supports timely local payments in VTSSP</b>	87%	Mon 1/03/10	Fri 25/03/11																						
497	<b>2.2, 2.4</b>	<b>Improved procurement and contracting documentation</b>	56%	Mon 8/02/10	Wed 31/08/11																						

## Appendix C LTTA Workplans

### C.1 Fergus Gleeson

<b>Advisor Name:</b>	Fergus Gleeson (FG)	<b>Position Title:</b>	Team Leader (TL) / Senior LBAT Road Maintenance Adviser
<b>Location:</b>	Port Vila	<b>Agency Counterpart Name(s):</b>	Willie Watson, PWD Director; Harrison Luen, VTSSP Coordinator
<b>Period:</b>	1 January 2011 – 31 August 2011	<b>Preparation Date:</b>	15 November 2010

<b>Outcome 1.1: Road network maintenance is based on the principles of asset conservation and accessibility</b> <b>Outcome 1.2: Road works are based on locally appropriate design standards and technical specifications</b> <b>Outcome 1.3: Annual output based workplans and budgets are developed which are increasingly evidence based and incorporate asset management</b> <b>Outcome 1.4: Improved monitoring and reporting of road works against implementation plan, design standards and budget</b>					
<b>Relevant ToR Functions:</b> <ul style="list-style-type: none"> <li>Promote the adoption of sound road maintenance policies based on the principles of asset preservation and improving accessibility</li> <li>Assist PWD to prepare output based workplans and budgets, including covering VTSSP Phase 1 funded activities</li> <li>Assist PWD to adopt and regularly update standardised technical systems and procedures for the management of roads at central and provincial levels</li> </ul>					
<b>Outputs / activities to be undertaken during period</b>					
Outcome Ref.	Output Description (deliverables)	Progress (%)	Activities / Remarks	(Expected) start date	(Expected) completion date
1.2	PWD Technical committee for management and update of PWD Standard Technical Specifications established and functioning		Assist the PWD to establish the committee, assist the PWD to operate the committee, assist PWD Technical Director to oversee work of the committee	Jan 2011	30 June 2011
1.2	PWD adoption of Overseas Road Notes Series (ORNS) as a national standard		Assist PWD to distribute the ORNS, order hard copies of the standard and distribute throughout the provinces	Jan 2011	30 June 2011
1.2, 1.4	PWD apply the VTSSP NCB tendering process and contract format		Assist PWD to distribute the tendering process and contract to the Divisions and Operations Manager for use on recurrent budget fund	Jan 2011	30 June 2011
1.3, 1.4	PWD review of road asset inventory		Assist PWD to review the road asset inventory through update of actual costs towards the end of road contracts / MC contract	4 July 2011	29 July 2011

## Appendix C

1.2, 1.4	Documented recommendation to PWD for road asset register update and next steps towards development of whole life costs		Compile a memo to the PWD detailing next steps to document routine and periodic maintenance costs and updating the asset register of this as well as developing whole life costs in the future	1 Aug 2011	29 Aug 2011
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<b>Outcome 2.3: Improved procurement and contracting documentation conducive to private sector development</b> <b>Outcome 2.4: Improved transparency and accountability in planning and contracting process to government and civil society</b>					
<b>Relevant ToR Functions:</b>					
<ul style="list-style-type: none"> <li>Assist PWD to develop appropriate and transparent procurement and contracting procedures for road maintenance works suitable for small scale contracting development</li> </ul>					
<b>Outputs / activities to be undertaken during period</b>					
Outcome Ref.	Output Description (deliverables)	Progress (%)	Activities / Remarks	(Expected) start date	(Expected) completion date
1.2, 1.4, 2.3, 2.4	PWD apply the VTSSP NCB tendering process and VTSSP NCB contract format		Assist PWD to distribute the tendering process and contract to the Divisions and Operations Manager for use on recurrent budget fund	Jan 2011	30 June 2011
See items under RA 3 for IBC which are also relevant to this RA but are not repeated here					

<b>Outcome 3.1: Community groups and small scale contractors have the necessary skills and training to engage in maintenance works</b> <b>Outcome 3.2: Community groups and small scale contractors are equipped with the appropriate tools and equipment to deliver maintenance works</b> <b>Outcome 3.3: PWD is capable of planning, designing and packaging road maintenance works suitable for small-medium scale contractors</b> <b>Outcome 3.4: Community groups and small scale contractors are working in an enabling environment and paid in a timely manner</b>					
<b>Relevant ToR Functions:</b>					
<ul style="list-style-type: none"> <li>Assist PWD to develop and implement a structured training program for involving the private sector in road maintenance work</li> </ul>					
<b>Outputs / activities to be undertaken during period</b>					
Outcome Ref.	Output Description (deliverables)	Progress (%)	Activities / Remarks	(Expected) start date	(Expected) completion date
3.1, 2.4	CC pro-forma for subcontracting of community groups by IBC prepared		Develop contract pro-forma for CC sub-contracts	12 Nov 2010	19 Jan 2011

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3.3, 3.4, 4.3	18 IBC Contracts successfully delivering road spot improvement and routine maintenance works		Oversee and advise the LTAA Trainers on the delivery of IBC works and associated training	15 Nov 2010	30 Aug 2011
3.3, 4.3	49.3 km of roads across three islands spot improved and maintained by IBCs		Oversee and advise the LTAA Trainers on the delivery of IBC works and associated training	15 Nov 2010	30 Aug 2011
3.1, 3.4 2.4,	Contract packages prepared for IBC contract tendering across all three islands		Oversee preparation of IBC contract packages by location and link to communities (LBAT) to ensure it aligns with approved strategy	1 Jan 2011	14 Jan 2011
3.1	QA / QC forms, measurement for payment sheets and pay certificates for IBC Contracts ready ahead of contracts		Develop QA / QC forms, measurement for payment sheets and pay certificates for IBC Contracts	15 Jan 2011	28 Feb 2011
3.1, 3.4 2.4,	Community mobilisation meetings for island based contractor contracts complete		Oversee conduct of community mobilisation meetings-contract specific (LBAT)	17 Jan 2011	28 Jan 2011
3.1, 2.3, 2.4	Pre-bid meeting, site visit for IBC undertaken. Tender launched for IBC Contracts.		Oversee IBC tender period activities (LBAT)	24 Jan 2011	18 Feb 2011
3.1, 2.3, 2.4	Evaluation report received from islands, submitted to CTB, CTB meeting held		Oversee GOV approval 28 February 2011 – 25 March 2011	28 Feb 2011	25 Mar 2011
3.1, 2.3, 2.4	IBC contract approval received by CTB, Decentralised Committee of Officials, Council of Ministers, signed by PWD and sent to the islands.		Oversee award of contract	1 Nov 2010	25 Mar 2011
3.1	Contractors Technical Handbook distributed to IBC, PWD		Write handbook, contract out sketches, organise for	28 Feb 2011	30 May 2011
3.1	Contractors Handbook for IBCs prepared, translated, laminated and distributed		Prepare handbook, organise translation, proof reading for technical content and distribute	30 Mar 2011	30 July 2011
3.2	Appropriate equipment for LBAT for use by IBCs procured and transferred to all three islands		Manage procurement process, give technical specifications for equipment, oversee distribution to the islands	12 Apr 2011	30 Mar 2011

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<b>Outcome 4.1: PWD staff have the appropriate skills and training to plan, deliver and supervise maintenance programs</b> <b>Outcome 4.2: Roads selected in the agreed work program are being maintained in good condition under routine preventative maintenance contracts</b> <b>Outcome 4.3: Road works are implemented using LBATs which generate local employment</b>					
<b>Relevant ToR Functions:</b> <ul style="list-style-type: none"> <li>Assist PWD to adopt and regularly update standardised technical systems and procedures for the management of roads at central and provincial levels</li> <li>In liaison with PWD, prepare training and technology transfer programs for PWD staff and the Provincial Divisions aimed at the development of national capacity to execute their functions, and monitor the results</li> <li>Promote the adoption of internal performance auditing practices and assist PWD to conduct regular technical audits</li> </ul>					
<b>Outputs / activities to be undertaken during period</b>					
Outcome Ref.	Output Description (deliverables)	Progress (%)	Activities / Remarks	(Expected) start date	(Expected) completion date
4.1	Refer to items related to outcome 1.1 – 1.4 above. These items are related to outcome 4.1				
4.1, 4.3	Refer to items related to IBC above – all IBC works are implemented through LBAT and training is imparted to the PWD counterpart staff alongside the trainee IBCs.				
4.1	Skills transferred to PWD counterparts and confirmed through JOA		Oversee Advisors support to PWD counterparts for each stage of program implementation.	13 Feb 2011	30 Aug 2011
			Develop JOA template to assess uptake of training and mentoring. Oversee JOA implementation.	13 Feb 2011	30 Aug 2011
4.2	140 km of roads are spot improved and receive routine maintenance		Overall management of the LTAA Team to assist PWD in affecting this goal	13 Feb 2011	30 Aug 2011

<b>Other Tasks</b>					
<b>Relevant ToR Functions:</b> <ul style="list-style-type: none"> <li>NCB</li> <li>Project Management and Reporting</li> </ul>					
<b>Outputs / activities to be undertaken during period</b>					
Outcome Ref.	Output Description (deliverables)	Progress (%)	Activities / Remarks	(Expected) start date	(Expected) completion date

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	Assistance given to STTA for compilation of NCB tender documents		Provide assistance to STTA for compilation of NCB 2 tender documents for Tanna and Malekula	15 Dec 2010	12 Jan 2011
	Pre-bid meeting and site visit implemented for second round of NCB		Support STTA in implementing the pre-bid meeting and site visits for second round of NCB	13 Jan 2011	15 Jan 2011
	VTSSP Quarterly Acquittal – 1 October 2010 to 31 December 2010 submitted to GfG		Review PWD report.	3 Jan 2011	7 Jan 2011
	VTSSP-PWD Quarterly Counterpart Report - 1 October 2010 to 31 December 2010 submitted to GfG		Review PWD report.	3 Jan 2011	7 Jan 2011
	VTSSP Six-monthly Progress Report 1 July 2010 to 31 December 2010 approved by GfG		Prepare report.	7 Dec 2010	7 Jan 2011
	LTIA Six-monthly Progress Report – 1 July 2010 to 31 December 2010 approved by GfG		Review report and prepare individual report.	24 Dec 2010	7 Jan 2011
	LTIA Bi-monthly Progress Report 1 January 2011 to 28 February 2011 approved by GfG		Prepare individual report.	18 Feb 2011	1 Mar 2011
	VTSSP Handover Plan (Due 6 months prior to contract end date) approved by GfG		Prepare report.	18 Feb 2011	1 Mar 2011
	VTSSP Quarterly Acquittal – 1 January 2011 to 31 March 2011 submitted to GfG		Review PWD report.	4 Apr 2011	7 Apr 2011
	VTSSP-PWD Quarterly Counterpart Report - 1 January 2011 to 31 March 2011 submitted to GfG		Review PWD report.	4 Apr 2011	7 Apr 2011
	Draft Activity Completion Report submitted to GfG		Prepare report.	1 Apr 2011	1 May 2011
	LTIA Bi-monthly Progress Report 1 March 2011 to 30 April 2011 approved by GfG		Prepare individual report.	25 Apr 2011	2 May 2011
	VTSSP Quarterly Acquittal – 1 April 2011 to 30 June 2011 submitted to GfG		Review PWD report.	4 July 2011	7 July 2011

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	VTSSP-PWD Quarterly Counterpart Report - 1 April 2011 to 39 June 2011 submitted to GfG		Review PWD report.	4 July 2011	7 July 2011
	VTSSP Six-monthly Progress Report 1 January 2011 to 30 June 2011 approved by GfG		Prepare report.	27 June 2011	7 July 2011
	LTIA Six-monthly Progress Report – 1 January 2011 to 30 June 2011 approved by GfG		Prepare individual report.	27 June 2011	7 July 2011
	VTSSP Quarterly Acquittal – 1 July 2011 to 31 August 2011 submitted to GfG		Review PWD report.	20 Aug 2011	24 Aug 2011
	VTSSP-PWD Quarterly Counterpart Report – 1 July 2011 to 31 August 2011 submitted to GfG		Assist PWD to prepare report.	20 Aug 2011	24 Aug 2011
	VTSSP Six-monthly Progress Report 1 July 2011 to 31 August 2011 approved by GfG		Prepare report.	17 Aug 2011	24 Aug 2011
	LTIA Bi-Monthly Progress Report 1 July 2011 to 31 August 2011 approved by GfG		Prepare individual report.	17 Aug 2011	24 Aug 2011
	Activity Completion Report (including Six Month Progress Report 1 July 2011 to 31 August 2011) approved by GfG		Prepare report.	24 July 2011	24 Aug 2011

### C.2 John Canny

<b>Advisor Name:</b>	John Canny (JC)	<b>Position Title:</b>	Deputy Team Leader (DTL) / Senior Finance Adviser
<b>Location:</b>	Port Vila	<b>Agency Counterpart Name(s):</b>	Dorothy Hamish PWD Project Accountant; Senior Finance Officer/s PWD (Monique Natato) /MIPU, PWD Projects Manager, PWD
<b>Period:</b>	1 January 2011 – 31 August 2011	<b>Preparation Date:</b>	15 November 2010

**Outcome 2.1: Financial management skills of MIPU and PWD staff are strengthened**

**Outcome 2.2: Improved financial management systems and procedures**

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<b>Outcome 2.3: Improved procurement and contracting documentation conducive to private sector development</b>					
<b>Outcome 2.4: Improved transparency and accountability in planning and contracting processes to government and civil society</b>					
<b>Outputs / activities to be undertaken during period</b>					
Outcome Ref.	Output Description (deliverables)	Progress (%)	Activities / Remarks	(Expected) start date	(Expected) completion date
2.4	Financial Risk Management Strategies implemented		Implementation of risk management strategies	7 Jan 2011	28 Feb 2011
2.2	SmartStream codes reviewed		Review establishment of 2011 SmartStream accounts	7 Jan 2011	12 Jan 2011
2.1	Counterpart Report procedure Manual prepared (Subsidiary Arrangement (SA) report and acquittal report)		Prepare counterpart report procedure manual for preparation for Project Accountant use	7 Jan 2011	14 Jan 2011
2.1	Correct use of VTSSP codes		Ad hoc ongoing review of use of VTSSP codes (built into Project Accountant training agreement)	7 Jan 2011	10 Jan 2011
2.1	Counterpart Report Manual Training provided (SA report and acquittal report)		Train Project Accountant in use of procedure manual during hands-on preparation of counterpart report	11 Jan 2011	14 Jan 2011
2.1 2.4	Reconciliations carried out		Schedule regular reconciliation and quarterly rotating audit cycle of all accounts	15 Jan 2011	21 Feb 2011
2.1	Island visits		Major Task 1 Deliver and evaluate LPO production training and imprest management on each island. Training participants will include Provincial Divisional Managers and Accounts Clerks.	24 Jan 2011	4 Feb 2011
2.1 2.4	Audit procedures introduced		Introduce imprest audit procedures to island sites	24 Jan 2011	4 Feb 2011
2.2	Correct use of VTSSP codes		Ad hoc ongoing review of use of VTSSP codes (built into Project Accountant training agreement)	1 Feb 2011	5 Feb 2011
2.4	Annual Report reviewed		Assist PWD review format and content of previous annual report	1 Feb 2011	3 Feb 2011
2.4			Identify improvements to annual report format & content	4 Feb 2011	7 Feb 2011
2.4			Seek approval from Director PWD for change to annual report	10 Feb 2011	10 Feb 2011
2.2	Correct use of VTSSP codes		Ad hoc ongoing review of use of PWD codes (built into PWD Acc. training agreement)	8 Feb 2011	12 Feb 2011

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2.3	Options Paper for replacement of IBC tools and equipment prepared in conjunction with TL		Options paper on financing mechanisms for replacement of IBC tools and equipment	8 Feb 2011	15 Feb 2011
2.1 2.4	Options paper submitted to PWD		Develop options paper for audit of audit of IBC payments to CCs, based on recommendations of risk management strategy	16 Feb 2011	28 Feb 2011
2.4	Financial information for Annual Report provided		Assist PWD prepare financial information required for annual report	1 Feb 2011	28 Feb 2011
2.2	Correct use of VTSSP codes		Ad hoc ongoing review of use of PWD codes (built into PWD Acc. training agreement)	1 Mar 2011	5 Mar 2011
2.1	High level FMIS reporting material prepared		Major Task 2 Prepare materials for High Level FMIS reporting on each island	5 Mar 2011	10 Mar 2011
2.1	High level FMIS training delivered		Major Task 2 Deliver and evaluate training for High Level FMIS reporting on each island	11 Mar 2011	18 Mar 2011
2.1 2.1	Site audit conducted		Assist PWD accounting/operational staff conduct one site imprest audit	15 Mar 2011	18 Mar 2011
2.4	Internal audit arrangements introduced		Assist PWD introduce internal audit arrangements for IBC payments to CCs	19 Mar 2011	31 Mar 2011
2.4	Annual report prepared		Assist PWD prepare annual report	1 Mar 2011	31 Mar 2011
2.2	Correct use of VTSSP codes		Ad hoc ongoing review of use of PWD codes (built into PWD Acc. training agreement)	1 Apr 2011	5 Apr 2011
2.1 2.4	Review of Recurrent budget quarterly divisional reports		Review initial quarterly recurrent budget reporting relevance and quality	7 Apr 2011	13 Apr 2011
2.4	Review of reports submitted (SA report and acquittal report)		Review counterpart report before submission	15 Apr 2011	15 Apr 2011
2.4	2011 Performance Data received		Receipt of performance data from Operations Manager	18 Apr 2011	22 Apr 2011
2.1	Meetings with Divisional Managers to review workplans held		Assist Divisional Managers monitor, evaluate and adjust workplans as required	21 Apr 2011	27 Apr 2011
2.1	Training evaluated		Evaluate training effectiveness and staff capacity at both head office and divisional level	18 Apr 2011	13 May 2011

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2.2 2.4	Reconciliations carried out		Schedule regular reconciliation and quarterly rotating audit cycle of all accounts	14 Apr 2011	19 Apr 2011
2.4	Review of internal audit effectiveness completed		Assist PWD review effectiveness of IBC payment to CCs internal audit arrangements	23 Apr 2011	30 Apr 2011
2.4	Narratives and KPIs produced		Assist PWD Operations Manager produce budget narratives and KPIs for budget document	2 May 2011	27 May 2011
2.4	New policy proposals prepared		Assist PWD Operations Manager prepare any required new policy proposals for budget submission	2 May 2011	30 June 2011
2.1	Training needs identified and training delivered		Identify additional training needs and deliver	16 May 2011	31 May 2011
2.1	Training needs identified and training delivered		Identify additional training needs and deliver	1 June 2011	24 June 2011
2.4	Review of report / reports submitted (SA report and acquittal report)		Review counterpart report before submission	15 July 2011	15 July 2011
2.4	Data received		Receipt of performance data from Operations Manager	18 July 2011	22 July 2011
2.1	Meetings with Divisional Managers to review workplans held		Assist Divisional Managers monitor, evaluate and adjust workplans as required	21 July 2011	27 July 2011
2.4	Assistance provided		Assist PWD Ops Mgr prepare Ministerial Budget Committee presentation	1 Aug 2011	19 Aug 2011
2.1 2.4	Reconciliations carried out		Schedule regular reconciliation and quarterly rotating cycle of all accounts	20 Jan 2011	27 Jan 2011

Other Tasks					
Relevant ToR Functions:					
<ul style="list-style-type: none"> <li>Project Management and reporting</li> </ul>					
Outcome Ref.	Output Description (deliverables)	Progress (%)	Activities / Remarks	(Expected) start date	(Expected) completion date
	VTSSP Quarterly Acquittal – 1 October 2010 to 31 December 2010 submitted to GfG		Assist PWD to prepare report.	3 Jan 2011	7 Jan 2011

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	VTSSP-PWD Quarterly Counterpart Report - 1 October 2010 to 31 December 2010 submitted to GfG		Assist PWD to prepare report.	3 Jan 2011	7 Jan 2011
	VTSSP Six-monthly Progress Report - 1 July 2010 to 31 December 2010 approved by GfG		Prepare report.	7 Dec 2010	7 Jan 2011
	LTIA Six-monthly Progress Report – 1 July 2010 to 31 December 2010 approved by GfG		Prepare individual report.	24 Dec 2010	7 Jan 2011
	LTIA Bi-monthly Progress Report -1 January 2011 to 28 February 2011 approved by GfG		Prepare individual report.	18 Feb 2011	1 Mar 2011
	VTSSP Handover Plan (Due 6 months prior to contract end date) approved by GfG		Prepare report.	18 Feb 2011	1 Mar 2011
	VTSSP Quarterly Acquittal – 1 January 2011 to 31 March 2011 submitted to GfG		Assist PWD to prepare report.	4 Apr 2011	7 Apr 2011
	VTSSP-PWD Quarterly Counterpart Report - 1 January 2011 to 31 March 2011 submitted to GfG		Assist PWD to prepare report.	4 Apr 2011	7 Apr 2011
	Draft Activity Completion Report submitted to GfG		Prepare report.	1 Apr 2011	1 May 2011
	LTIA Bi-monthly Progress Report - 1 March 2011 to 30 April 2011 approved by GfG		Prepare individual report.	25 Apr 2011	2 May 2011
	VTSSP Quarterly Acquittal – 1 April 2011 to 30 June 2011 submitted to GfG		Assist PWD to prepare report.	4 July 2011	7 July 2011
	VTSSP-PWD Quarterly Counterpart Report - 1 April 2011 to 30 June 2011 submitted to GfG		Assist PWD to prepare report.	4 July 2011	7 July 2011
	VTSSP Six-monthly Progress Report 1 - January 2011 to 30 June 2011 approved by GfG		Prepare report.	27 June 2011	7 July 2011

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	LTIA Six-monthly Progress Report – 1 January 2011 to 30 June 2011 approved by GfG		Prepare individual report.	27 June 2011	7 July 2011
	VTSSP Quarterly Acquittal – 1 July 2011 to 31 August 2011 submitted to GfG		Assist PWD to prepare report.	20 Aug 2011	24 Aug 2011
	VTSSP-PWD Quarterly Counterpart Report – 1 July 2011 to 31 August 2011 submitted to GfG		Assist PWD to prepare report.	20 Aug 2011	24 Aug 2011
	VTSSP Six-monthly Progress Report 1 July 2011 to 31 August 2011 approved by GfG		Prepare report.	17 Aug 2011	24 Aug 2011
	LTIA Bi-monthly Progress Report 1 July 2011 to 31 August 2011 approved by GfG		Prepare individual report.	17 Aug 2011	24 Aug 2011
	Activity Completion Report		Prepare report.	27 July 2011	24 Aug 2011

### C.3 Sampson Addo-Teye

<b>Advisor Name:</b>	Sampson Addo-Teye	<b>Position Title:</b>	LBAT Field Trainer
<b>Location:</b>	Tanna	<b>Agency Counterpart Name(s):</b>	Komie Roger PWD Divisional Manager /Senior Roads Foreman
<b>Period:</b>	1 January 2011 – 31 August 2011	<b>Preparation Date:</b>	15 November 2010

<b>Outcome 1.2: Road works are based on locally appropriate design standards and technical specifications</b>												
<b>Outcome 1.3: Annual output based workplans and budgets are developed which are increasingly evidence based and incorporate asset management</b>												
<b>Outcome 1.4: Improved monitoring and reporting of road works against implementation plan, design standards and budget</b>												
<b>Relevant ToR Functions:</b>												
<ul style="list-style-type: none"> <li>Assist respective PWD Provincial Manager and Division to ensure all provincial activities are well coordinated in line with the VTSSP Phase 1 outcomes and objectives</li> <li>Assist PWD to prepare output-based work provincial plans and budgets, including VTSSP Phase 1 funded activities</li> </ul>												
<b>Outputs / activities to be undertaken during period</b>												
<table border="1"> <thead> <tr> <th><b>Outcome Ref.</b></th> <th><b>Output Description (deliverables)</b></th> <th><b>Progress (%)</b></th> <th><b>Activities / Remarks</b></th> <th><b>(Expected) start date</b></th> <th><b>(Expected) completion date</b></th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td>Assist PWD to monitor concrete pavement extension works</td> <td>30 Nov 2010</td> <td>15 Jan 2011</td> </tr> </tbody> </table>	<b>Outcome Ref.</b>	<b>Output Description (deliverables)</b>	<b>Progress (%)</b>	<b>Activities / Remarks</b>	<b>(Expected) start date</b>	<b>(Expected) completion date</b>				Assist PWD to monitor concrete pavement extension works	30 Nov 2010	15 Jan 2011
<b>Outcome Ref.</b>	<b>Output Description (deliverables)</b>	<b>Progress (%)</b>	<b>Activities / Remarks</b>	<b>(Expected) start date</b>	<b>(Expected) completion date</b>							
			Assist PWD to monitor concrete pavement extension works	30 Nov 2010	15 Jan 2011							

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<b>Outcome 2.3: Improved procurement and contracting documentation conducive to private sector development</b> <b>Outcome 2.4: Improved transparency and accountability in planning and contracting process to government and civil society</b>					
<b>Relevant ToR Functions:</b>					
<ul style="list-style-type: none"> <li>Assist PWD to develop appropriate and transparent procurement and contracting procedures for road maintenance works suitable for small scale contracting development</li> </ul>					
<b>Outputs / activities to be undertaken during period</b>					
Outcome Ref.	Output Description (deliverables)	Progress (%)	Activities / Remarks	(Expected) start date	(Expected) completion date
	No activities planned during this period.				

<b>Outcome 3.1: Community groups and small scale contractors have the necessary skills and training to engage in maintenance works</b> <b>Outcome 3.2: Community groups and small scale contractors are equipped with the appropriate tools and equipment to deliver maintenance works</b> <b>Outcome 3.3: PWD is capable of planning, designing and packaging road maintenance works suitable for small-medium scale contractors</b> <b>Outcome 3.4: Community groups and small scale contractors are working in an enabling environment and paid in a timely manner</b>					
<b>Relevant ToR Functions:</b>					
<ul style="list-style-type: none"> <li>Advise PWD on the procurement of appropriate tools and equipment for labour-based road works</li> <li>Assist PWD to prepare output-based work provincial plans and budgets, including VTSSP Phase 1 funded activities</li> <li>Assist PWD to plan, design, package and procure road maintenance works carried out by community groups and small scale contractors</li> <li>Assist PWD to develop and implement a structured training program for involving the private sector in road maintenance work</li> <li>Provide formal and informal (on-site) training support to community groups and small scale contractors in the execution and management of labour-based maintenance works</li> <li>Provide daily mentoring of PWD staff in the performance of their activities</li> </ul>					
<b>Outputs / activities to be undertaken during period</b>					
Outcome Ref.	Output Description (deliverables)	Progress (%)	Activities / Remarks	(Expected) start date	(Expected) completion date
3.1	CoWs mobilised		Support Mobilisation of CoWs	4 Apr 2011	11 Apr 2011
3.1	Initial IBC technical training 2 delivered		Conduct Initial IBC technical training 2. Deliver training on pricing and bidding and support business management training.	17 Jan 2011	28 Jan 2011

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3.1	Initial IBC technical training 2 evaluation report including recommendations prepared.		Obtain feedback on course content and evaluate effectiveness using means test	28 Jan 2011	28 Jan 2011
3.1	CoW and PWD staff trained		Train CoW and PWD to undertake agreed measurement of payment.	17 Jan 2011	28 Jan 2011
3.1	IBC training needs assessed		Assist IBC Manager to complete business training needs assessment questionnaire	28 Jan 2011	28 Jan 2011
3.1	IBC capacity regularly reviewed and training needs assessed.		Assist with JOA and deliver follow up training 1	4 Mar 2011	5 Mar 2011
			Assist with JOA and deliver follow up training 2	2 May 2011	3 May 2011
			Assist with JOA and deliver follow up training 3	6 June 2011	7 June 2011
			Assist with JOA and deliver follow up training 4	4 July 2011	5 July 2011
			Assist with JOA and deliver follow up training 5	1 Aug 2011	2 Aug 2011

**Outcome 4.1: PWD staff have the appropriate skills and training to plan, deliver and supervise maintenance programs**

**Outcome 4.2: Roads selected in the agreed work program are being maintained in good condition under routine preventative maintenance contracts**

**Outcome 4.3: Road works are implemented using labour based appropriate technologies which generate local employment**

### Relevant ToR Functions:

- Assist PWD to supervise works and ensure the application of standardised technical systems and procedures for the management of roads at provincial level, with particular attention to social responsibilities

### Outputs / activities to be undertaken during period

Outcome Ref.	Output Description (deliverables)	Progress (%)	Activities / Remarks	(Expected) start date	(Expected) completion date
1.2, 2.3, 4.3	IBC contracts awarded		Prepare IBC contract packages as approved by CTB/SLO by location and link to communities	10 Jan 2011	14 Jan 2011
			Assist PWD to issue tender documentation and facilitate queries during IBC tender period	24 Jan 2011	18 Feb 2011
			Assist PWD to conduct pre-bid meeting and site visit	31 Jan 2011	31 Jan 2011
			Provide bidding guidance to contractors and facilitate queries (transparent)	24 Jan 2011	18 Feb 2011

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			Assist Evaluation Committee to evaluate bids and prepare recommendation	21 Feb 2011	25 Feb 2011
			Assist GoV approvals	28 Feb 2011	25 Mar 2011
			Assist with negotiation award of contracts	25 Mar 2011	25 Mar 2011
1.2, 3.4, 4.3	IBC implemented		Assist IBC to mobilise to site	4 Apr 2011	15 Apr 2011
			Support successful contractors in recruitment of community groups	16 Apr 2011	26 Aug 2011
			Assist PWD to provide on-going training and supervise and manage contracts: Conduct weekly site visit to monitor works Conduct weekly on-the-job training Prepare monthly measurement of completed works for payment Review monthly payment certificate including measurement sheet Undertake quality control supervision Provide support in assets management Prepare format for issue practical completion format	18 Apr 2011	30 Aug 2011

Other Tasks					
Relevant ToR Functions:					
<ul style="list-style-type: none"> <li>Reporting</li> </ul>					
Outputs / activities to be undertaken during period					
Outcome Ref.	Output Description (deliverables)	Progress (%)	Activities / Remarks	(Expected) start date	(Expected) completion date
	VTSSP Six-Monthly Progress Report 1 July 2010 to 31 December 2010		Prepare individual report.	1 Jan 2011	7 Jan 2011
	LTIA Bi-monthly Progress Report 1 January 2011 to 28 February 2011 approved by GfG.		Prepare individual report.	21 Feb 2011	1 Mar 2011

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	LTTA Bi-monthly Progress Report 1 March 2011 to 30 April 2011 approved by GfG		Prepare individual report.	25 Apr 2011	2 May 2011
	LTTA Six-monthly Progress Report – 1 January 2011 to 30 June 2011 approved by GfG		Prepare individual report.	1 July 2011	7 July 2011
	LTTA Bi-monthly Progress Report 1 July 2011 to 31 August 2011 approved by GfG		Prepare individual report.	17 Aug 2011	24 Aug 2011

### C.4 Dinesh Mahrajan

<b>Advisor Name:</b>	Dinesh Mahrajan	<b>Position Title:</b>	LBAT Field Trainer
<b>Location:</b>		<b>Agency Counterpart Name(s):</b>	Nixon Fanai, PWD Engineer (Harry Harriet PWD Divisional Manager)
<b>Period:</b>	1 January 2011 – 31 August 2011	<b>Preparation Date:</b>	15 November 2010

<b>Outcome 1.2: Road works are based on locally appropriate design standards and technical specifications</b>					
<b>Outcome 1.3: Annual output based workplans and budgets are developed which are increasingly evidence based and incorporate asset management</b>					
<b>Outcome 1.4: Improved monitoring and reporting of road works against implementation plan, design standards and budget</b>					
<b>Relevant ToR Functions:</b>					
<ul style="list-style-type: none"> <li>Assist respective PWD Provincial Manager and Division to ensure all provincial activities are well coordinated in line with the VTSSP Phase 1 outcomes and objectives</li> <li>Assist PWD to prepare output-based work provincial plans and budgets, including VTSSP Phase 1 funded activities</li> </ul>					
<b>Outputs / activities to be undertaken during period</b>					
Outcome Ref.	Output Description (deliverables)	Progress (%)	Activities / Remarks	(Expected) start date	(Expected) completion date
	No activities planned during this period.				

<b>Outcome 2.3: Improved procurement and contracting documentation conducive to private sector development</b>
<b>Outcome 2.4: Improved transparency and accountability in planning and contracting process to government and civil society</b>
<b>Relevant ToR Functions:</b>
<ul style="list-style-type: none"> <li>Assist PWD to develop appropriate and transparent procurement and contracting procedures for road maintenance works suitable for small scale contracting development</li> </ul>

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<b>Outputs / activities to be undertaken during period</b>					
<b>Outcome Ref.</b>	<b>Output Description (deliverables)</b>	<b>Progress (%)</b>	<b>Activities / Remarks</b>	<b>(Expected) start date</b>	<b>(Expected) completion date</b>
	No activities planned during this period.				

**Outcome 3.1: Community groups and small scale contractors have the necessary skills and training to engage in maintenance works**

**Outcome 3.2: Community groups and small scale contractors are equipped with the appropriate tools and equipment to deliver maintenance works**

**Outcome 3.3: PWD is capable of planning, designing and packaging road maintenance works suitable for small-medium scale contractors**

**Outcome 3.4: Community groups and small scale contractors are working in an enabling environment and paid in a timely manner**

**Relevant ToR Functions:**

- Advise PWD on the procurement of appropriate tools and equipment for labour-based road works
- Assist PWD to prepare output-based work provincial plans and budgets, including VTSSP Phase 1 funded activities
- Assist PWD to plan, design, package and procure road maintenance works carried out by community groups and small scale contractors
- Assist PWD to develop and implement a structured training program for involving the private sector in road maintenance work
- Provide formal and informal (on-site) training support to community groups and small scale contractors in the execution and management of labour-based maintenance works
- Provide daily mentoring of PWD staff in the performance of their activities

<b>Outputs / activities to be undertaken during period</b>					
<b>Outcome Ref.</b>	<b>Output Description (deliverables)</b>	<b>Progress (%)</b>	<b>Activities / Remarks</b>	<b>(Expected) start date</b>	<b>(Expected) completion date</b>
3.1	CoW mobilised		Support Mobilisation of CoW	4 Apr 2011	11 Apr 2011
3.1	Initial IBC technical training 2 delivered		Conduct Initial IBC technical training 2. Deliver training on pricing and bidding and support business management training	17 Jan 2011	28 Jan 2011
3.1	CoW and PWD staff trained		Train CoW and PWD to undertake agreed measurement of payment.	17 Jan 2011	28 Jan 2011
3.1	Initial IBC technical training 2 evaluation report including recommendations prepared.		Obtain feedback on course content and evaluate effectiveness using means test	28 Jan 2011	28 Jan 2011
3.1	IBC training needs assessed		Assist IBC Manager to complete business training needs assessment questionnaire	28 Jan 2011	28 Jan 2011

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3.1	IBC capacity regularly reviewed and training needs assessed.		Assist with JOA and deliver follow up training 1	4 Mar 2011	5 Mar 2011
			Assist with JOA and deliver follow up training 2	2 May 2011	3 May 2011
			Assist with JOA and deliver follow up training 3	6 June 2011	7 June 2011
			Assist with JOA and deliver follow up training 4	4 July 2011	5 July 2011
			Assist with JOA and deliver follow up training 5	1 Aug 2011	2 Aug 2011

<b>Outcome 4.1: PWD staff have the appropriate skills and training to plan, deliver and supervise maintenance programs</b> <b>Outcome 4.2: Roads selected in the agreed work program are being maintained in good condition under routine preventative maintenance contracts</b> <b>Outcome 4.3: Road works are implemented using labour based appropriate technologies which generate local employment</b>					
<b>Relevant ToR Functions:</b> <ul style="list-style-type: none"> <li>Assist PWD to supervise works and ensure the application of standardised technical systems and procedures for the management of roads at provincial level, with particular attention to social responsibilities</li> </ul>					
<b>Outputs / activities to be undertaken during period</b>					
Outcome Ref.	Output Description (deliverables)	Progress (%)	Activities / Remarks	(Expected) start date	(Expected) completion date
1.2, 2.3, 4.3	IBC contracts awarded		Prepare IBC contract packages as approved by CTB/SLO by location and link to communities	10 Jan 2011	14 Jan 2011
			Assist PWD to issue tender documentation and facilitate queries during IBC tender period	24 Jan 2011	18 Feb 2011
			Assist PWD to conduct pre-bid meeting and site visit	31 Jan 2011	31 Jan 2011
			Provide bidding guidance to contractors and facilitate queries (transparent)	24 Jan 2011	18 Feb 2011
			Assist Evaluation Committee to evaluate bids and prepare recommendation	21 Feb 2011	25 Feb 2011
			Assist GoV approvals	28 Feb 2011	25 Mar 2011
			Assist with award of contracts	25 Mar 2011	25 Mar 2011
1.2, 3.4, 4.3	IBC implemented		Assist IBC to mobilise to site	4 Apr 2011	15 Apr 2011

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			Support successful contractors in recruitment of community groups	16 Apr 2011	26 Aug 2011
			Assist PWD to provide on-going training and supervise and manage contracts: Conduct weekly site visit to monitor works Conduct weekly on-the-job training Prepare monthly measurement of completed works for payment Review monthly payment certificate including measurement sheet Undertake quality control supervision Provide support in assets management Prepare format for issue practical completion format	18 Apr 2011	30 Aug 2011

Other Tasks						
Relevant ToR Functions:						
• Reporting						
Outputs / activities to be undertaken during period						
Outcome Ref.	Output Description (deliverables)	Progress (%)	Activities / Remarks	(Expected) start date	(Expected) completion date	
	VTSSP Six-Monthly Progress Report 1 July 2010 to 31 December 2010		Prepare individual report.	1 Jan 2011	7 Jan 2011	
	LTIA Bi-monthly Progress Report 1 January 2011 to 28 February 2011 approved by GfG.		Prepare individual report.	21 Feb 2011	1 Mar 2011	
	LTIA Bi-monthly Progress Report 1 March 2011 to 30 April 2011 approved by GfG		Prepare individual report.	25 Apr 2011	2 May 2011	
	LTIA Six-monthly Progress Report – 1 January 2011 to 30 June 2011 approved by GfG		Prepare individual report.	1 July 2011	7 July 2011	
	LTIA Six Monthly Progress Report 1 July 2011 to 31 August 2011 approved by GfG		Prepare individual report.	17 Aug 2011	24 Aug 2011	

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### C.5 Zekaria Abdulkadir

<b>Advisor Name:</b>	Zekaria Abdulkadir	<b>Position Title:</b>	LBAT Field Trainer
<b>Location:</b>	Ambae	<b>Agency Counterpart Name(s):</b>	Fred Siba, Penama Province PWD Acting Divisional Manager
<b>Period:</b>	1 January 2011 – 31 August 2011	<b>Preparation Date:</b>	15 November 2010

**Outcome 2.3: Improved procurement and contracting documentation conducive to private sector development**

**Outcome 2.4: Improved transparency and accountability in planning and contracting process to government and civil society**

**Relevant ToR Functions:**

- Assist PWD to develop appropriate and transparent procurement and contracting procedures for road maintenance works suitable for small scale contracting development

**Outputs / activities to be undertaken during period**

Outcome Ref.	Output Description (deliverables)	Progress (%)	Activities / Remarks	(Expected) start date	(Expected) completion date
	No activities planned during this period.				

**Outcome 3.1: Community groups and small scale contractors have the necessary skills and training to engage in maintenance works**

**Outcome 3.2: Community groups and small scale contractors are equipped with the appropriate tools and equipment to deliver maintenance works**

**Outcome 3.3: PWD is capable of planning, designing and packaging road maintenance works suitable for small-medium scale contractors**

**Outcome 3.4: Community groups and small scale contractors are working in an enabling environment and paid in a timely manner**

**Relevant ToR Functions:**

- Advise PWD on the procurement of appropriate tools and equipment for labour-based road works
- Assist PWD to prepare output-based work provincial plans and budgets, including VTSSP Phase 1 funded activities
- Assist PWD to plan, design, package and procure road maintenance works carried out by community groups and small scale contractors
- Assist PWD to develop and implement a structured training program for involving the private sector in road maintenance work
- Provide formal and informal (on-site) training support to community groups and small scale contractors in the execution and management of labour-based maintenance works
- Provide daily mentoring of PWD staff in the performance of their activities

**Outputs / activities to be undertaken during period**

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Outcome Ref.	Output Description (deliverables)	Progress (%)	Activities / Remarks	(Expected) start date	(Expected) completion date
3.1	CoW mobilised		Support Mobilisation of CoW	4 Apr 2011	11 Apr 2011
3.1	Initial IBC technical training 2 delivered		Conduct Initial IBC technical training 2. Deliver training on pricing and bidding and support business management training.	17 Jan 2011	28 Jan 2011
3.1	Initial IBC technical training 2 evaluation report including recommendations prepared.		Obtain feedback on course content and evaluate effectiveness using means test	28 Jan 2011	28 Jan 2011
3.1	CoW and PWD staff trained		Train CoW and PWD to undertake agreed measurement of payment.	17 Jan 2011	28 Jan 2011
3.1	IBC training needs assessed		Assist IBC Managers to complete business training needs assessment questionnaire	28 Jan 2011	28 Jan 2011
3.1	IBC capacity regularly reviewed and training needs assessed.		Assist with JOA and deliver follow up training 1	4 Mar 2011	5 Mar 2011
			Assist with JOA and deliver follow up training 2	2 May 2011	3 May 2011
			Assist with JOA and deliver follow up training 3	6 June 2011	7 June 2011
			Assist with JOA and deliver follow up training 4	4 July 2011	5 July 2011
			Assist with JOA and deliver follow up training 5	1 Aug 2011	2 Aug 2011

**Outcome 4.1: PWD staff have the appropriate skills and training to plan, deliver and supervise maintenance programs**

**Outcome 4.2: Roads selected in the agreed work program are being maintained in good condition under routine preventative maintenance contracts**

**Outcome 4.3: Road works are implemented using labour based appropriate technologies which generate local employment**

**Relevant ToR Functions:**

- Assist PWD to supervise works and ensure the application of standardised technical systems and procedures for the management of roads at provincial level, with particular attention to social responsibilities

**Outputs / activities to be undertaken during period**

Outcome Ref.	Output Description (deliverables)	Progress (%)	Activities / Remarks	(Expected) start date	(Expected) completion date
1.2, 2.3, 4.3	IBC contracts awarded		Prepare IBC contract packages as approved by CTB/SLO by location and link to communities	10 Jan 2011	14 Jan 2011

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			Assist PWD to issue tender documentation and facilitate queries during IBC tender period	24 Jan 2011	18 Feb 2011
			Assist PWD to conduct pre-bid meeting and site visit	31 Jan 2011	31 Jan 2011
			Provide bidding guidance to contractors and facilitate queries (transparent)	24 Jan 2011	18 Feb 2011
			Assist Evaluation Committee to evaluate bids and prepare recommendation	21 Feb 2011	25 Feb 2011
			Assist GoV approvals	28 Feb 2011	25 Mar 2011
			Assist with award of contracts	25 Mar 2011	25 Mar 2011
1.2, 3.4, 4.3	IBC implemented.		Assist IBC to mobilise to site	4 Apr 2011	15 Apr 2011
			Support successful contractors in the recruitment of community groups	16 Apr 2011	26 Aug 2011
			Assist PWD to provide on-going training and supervise and manage contracts: Conduct weekly site visit to monitor works Conduct weekly on-the-job training Prepare monthly measurement of completed works for payment Review monthly payment certificate including measurement sheet Undertake quality control supervision Provide support in assets management Prepare format for issue practical completion format	18 Apr 2011	30 Aug 2011

<b>Other Tasks</b>					
<b>Relevant ToR Functions:</b>					
<ul style="list-style-type: none"> <li>Reporting</li> </ul>					
<b>Outputs / activities to be undertaken during period</b>					
Outcome Ref.	Output Description (deliverables)	Progress (%)	Activities / Remarks	(Expected) start date	(Expected) completion date

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	VTSSP Six-Monthly Progress Report 1 July 2010 to 31 December 2010		Prepare individual report.	1 Jan 2011	7 Jan 2011
	LT TA Bi-monthly Progress Report 1 January 2011 to 28 February 2011 approved by GfG.		Prepare individual report.	21 Feb 2011	1 Mar 2011
	LT TA Bi-monthly Progress Report 1 March 2011 to 30 April 2011 approved by GfG		Prepare individual report.	25 Apr 2011	2 May 2011
	LT TA Six-monthly Progress Report – 1 January 2011 to 30 June 2011 approved by GfG		Prepare individual report.	1 July 2011	7 July 2011
	LT TA Bi-monthly Progress Report – 1 July 2011 to 31 August 2011 approved by GfG		Prepare individual report.	17 Aug 2011	24 Aug 2011

## Appendix D Budget

### D.1 Budget VTSSP Phase 1 2009–2011 (AUD)

<b>Budget Items</b>		<b>Annual Plan 2010</b>				<b>Annual Plan 2011</b>				
		<b>2010</b>	<b>2011</b>	<b>Total</b>	<b>%</b>	<b>Actuals 2010 (up to Nov)</b>	<b>2011</b>	<b>2012</b>	<b>Total</b>	<b>%</b>
<b>1 Services</b>	<b>1.1 Training and Capacity Building MIPU / PWD</b>	391,666	479,448	871,114	6.7%	134,792	584,878	270,335	990,006	7.66%
	1.2 Training and capacity building Contractors / Communities	25,000	25,000	50,000	0.4%	2,670	22,330	0	25,000	0.19%
	1.3 Operational Cost (Transport, Internet, Electricity, Office)	25,000	25,000	50,000	0.4%	0	25,000	0	25,000	0.19%
	1.4 Studies (research and dev.)	119,750	90,000	209,750	1.6%	79,558	90,000	0	169,558	1.31%
	1.5 Study Trip (relevant international workshops)	50,000	50,000	100,000	0.8%	0	0	0	0	0.00%
	1.6 Consultancy services (Soc. Mob., Eng, Other Gov Offices)	146,916	264,448	411,364	3.2%	30,291	419,821	270,335	720,448	5.57%
	<b>2 Goods</b>	752,811	0	752,811	5.8%	882,309	50,000	0	932,309	7.21%
<b>2.1 Office Equipment for MIPU / PWD</b>	2.2 Construction equipment	20,000	0	20,000	0.2%	19,965	0	0	19,965	0.15%
	2.3 Reserve of handtools to be allocated to IBC Contracts	500,000	0	500,000	3.9%	534,255	50,000	0	584,255	4.52%
	2.4 Communication equipment PWD	0	0	0	0.0%	87,301	0	0	87,301	0.68%
	2.5 PWD Transport Equipment (3 Pickup, 6 motorbikes)	30,000	0	30,000	0.2%	35,622	0	0	35,622	0.28%
	2.6 PWD Engineering Test & Survey Equipment	158,311	0	158,311	1.2%	154,790	0	0	154,790	1.20%
	<b>3 Works</b>	44,500	0	44,500	0.3%	50,376	0	0	50,376	0.39%
	3.1 NCB Contracts for Spot Improvement	1,877,901	4,381,770	6,259,671	48.4%	9,213	4,386,963	2,362,211	6,758,386	52.26%
<b>3.2 IBC Contracts for Spot Improvements</b>	434,091	1,012,878	1,446,969	11.2%	29,375	1,002,643	334,214	1,366,232	10.56%	

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<b>Budget Items</b>		<b>Annual Plan 2010</b>				<b>Annual Plan 2011</b>				
		<b>2010</b>	<b>2011</b>	<b>Total</b>	<b>%</b>	<b>Actuals 2010 (up to Nov)</b>	<b>2011</b>	<b>2012</b>	<b>Total</b>	<b>%</b>
3.3 Community Contracts for Routine Maintenance	76,245	177,905	254,150	2.0%	0	0	0	0	0.00%	
	602,761	0	602,761	4.7%	461,281	141,481	0	602,761	4.66%	
	80,114	186,932	267,045	2.1%	97,727	390,909	268,983	757,619	5.86%	
	356,910	832,790	1,189,700	9.2%		442,144	294,763	736,907	5.70%	
<b>4</b>	<b>Contingencies</b>	<b>0</b>	<b>0</b>	<b>288,260</b>	<b>2.2%</b>				<b>288,260</b>	<b>2.23%</b>
<b>5</b>	<b>Exchange Rate Contingencies</b>	<b>250,000</b>	<b>750,000</b>	<b>1,000,000</b>	<b>7.7%</b>				<b>500,000</b>	<b>3.87%</b>
<b>Total</b>				<b>12,932,481</b>	<b>100%</b>	<b>1,789,300</b>	<b>1,614,697</b>			<b>100%</b>

## D.2 Operations

<b>Operational cost</b>	<b>Number</b>	<b>Km per month</b>	<b>Fuel</b>	<b>Repair</b>	<b>Tyres</b>	<b>Total (vatu)</b>	<b>Total (AUD)</b>	<b>Per month (AUD)</b>	<b>Total to date (AUD)</b>
Vehicles	3	2,000	1,296,005	450,000	90,000	1,836,005	20,864	1,739	11,778
Motorbikes	6	1,500	1,296,005	300,000	60,000	1,656,005	18,818	1,568	
							<b>39,682</b>	<b>3,307</b>	<b>11,778</b>

<b>Office costs</b>	<b>Number</b>	<b>Cost per month</b>	<b>Per month</b>	<b>Total (Vatu)</b>	<b>Total (AUD)</b>	<b>Per month (AUD)</b>	<b>Total to date (AUD)</b>
Electricity	3	35,000	105,000	1,260,000	14,318	1,193	
Office consumables	3	50,000	150,000	1,800,000	20,455	1,705	18,880
Communications	3	60000	180,000	2,160,000	24,545	2,045	6,418
Advertising							7,229
Casual labour							6,128
					<b>59,318</b>	<b>4,943</b>	<b>38,655</b>

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<b>Flights / Person</b>	<b>Trips</b>	<b>Times</b>	<b>Cost / Filight (Vatu)</b>	<b>Total (Vatu)</b>	<b>Total (AUD)</b>	<b>Total 2010 (AUD)</b>	<b>Total 2011 (AUD)</b>	<b>Total to date (AUD)</b>
Harrison Luen	21	3	22000	1386000	15,750	9000	6,750	16,727
Fred Siba	7	3	22000	462000	5,250	3000	2,250	12,398
Nixon Fanai	7	3	22000	462000	5,250	3000	2,250	See Note 1
Jimmy Johnson	7	3	22000	462000	5,250	3000	2,250	
Willie Watson	7	3	22000	462000	5,250	3000	2,250	
Survey	4	2	22000	176000	2,000	2,000	0	
Geology	3	3	22000	198000	2,250	2,250	0	
Prov Gov	3	4	22000	264000	3,000	3,000	0	
Environment	1	3	22000	66000	750	750	0	
				3938000	44,750	29,000	15,750	29,125

### D.3 Consultancy services

<b>Social Mobilisation Consultancy</b>	<b>Days</b>	<b>Rate (Vatu)</b>	<b>Timing</b>	<b>Total (Vatu)</b>	<b>Total (AUD)</b>	<b>Total to date (AUD)</b>	<b>2011 Allow. (AUD)</b>
Preparation of Training Materials	5	25000	Week 3 Apr	125000	1,420	7,320	0
Training of Island Based Planners	5	25000	Week 4 Apr	125000	1,420	0	0
Backstopping of Awareness Programme	5	25000	Week 1 May	125000	1,420	0	0
Backstopping of Ward Mobiliser Selection	5	25000	Week 4 May	125000	1,420	0	0
Backstopping of Community Contract Establishment	5	25000	Week 1 Jul	125000	1,420	0	0
backstopping to NCB Mobilisation	5	25000	Week 4 Jul	125000	1,420	0	0
Monthly Site tour	5	25000	Monthly Sep-Sep 2011	1500000	17,045	0	0
				1750000	19,886	0	0
<b>TOTAL - Soc. Mob Consultancy</b>					<b>45,455</b>	<b>7,320</b>	<b>0</b>

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<b>Engineering Oversight Consultancy</b>		<b>Months</b>	<b>Number</b>	<b>Rate</b>	<b>Total</b>	<b>Total AUD</b>	<b>2011 Allow. (AUD)</b>	<b>2012 Allow. (AUD)</b>
6 Road Construction Supervisors		14	6	350000	29,400,000	334,091	405,503	270,335
Survey Dept Per Diem		Weeks	Number	Rate	Total (Vatu)	Total (AUD)	Total to date (AUD)	2011 Allow. (AUD)
2 Surveyors		4	2	70000	560000	6,364	18,795	0
<b>Dept of Environment Per Diem</b>		<b>Weeks</b>	<b>Number</b>	<b>Rate</b>	<b>Total (Vatu)</b>	<b>Total (AUD)</b>	<b>Total to date (AUD)</b>	<b>2011 Allow. (AUD)</b>
1 Consultant for EIA		4	1	70000	280000	3,182	0	0
<b>Geology and Mines Per Diem</b>		<b>Weeks</b>	<b>Number</b>	<b>Rate</b>	<b>Total (Vatu)</b>	<b>Total (AUD)</b>	<b>Total to date (AUD)</b>	<b>2011 Allow. (AUD)</b>
2 Surveyors / Officials		8	2	70000	1120000	12,727	0	0
<b>Provincial Gov Planner Training Per Diem</b>		<b>Weeks</b>	<b>Number</b>	<b>Rate</b>	<b>Total (Vatu)</b>	<b>Total (AUD)</b>	<b>Total to date (AUD)</b>	<b>2011 Allow. (AUD)</b>
3 Planners		4	3	70000	840000	9,545	0	0
<b>Logistics Assistants - Consultancy contracts</b>		<b>Months</b>	<b>Number</b>	<b>Rate</b>	<b>Total (Vatu)</b>	<b>Total (AUD)</b>	<b>Total to date (AUD)</b>	<b>2011 Allow. (AUD)</b>
2 Logistics Assistants		3	2	52500	367500	4,176	4,176	14,318

		<b>2010</b>	<b>2011</b>	<b>2012</b>
<b>TOTAL CONSULTANCY SERVICES (AUD):</b>		411,364	30,291	419,821

<b>Item</b>	<b>Description</b>	<b>Number</b>	<b>Total (Vatu)</b>	<b>Unit Cost (AUD)</b>	<b>Total (AUD)</b>	<b>Actual Number</b>	<b>Actual (AUD)</b>
<b>PWD operational Equipment</b>							
1	4 x 4 Hilux	4	2,685,500	30,517.05	122,068	4	117,865
2	Motorbike	6	3,189,330		36,242	6	36,924
<b>Subtotal PWD Equipment</b>					<b>158,311</b>		<b>154,790</b>
<b>PWD Office Equipment</b>							
1	Laptop		143,000		1,625		9,097
2	Office furniture		956,400		10,868		10,868
3	Miscellaneous / replacement				7,507		
<b>Subtotal PWD Office Equipment</b>					<b>20,000</b>		<b>19,965</b>

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<b>Engineering test Equipment</b>							
1	DCP	6		2000	12,000	4	5,032
2	Slump Cone	6		500	3,000	6	3,350
3	Concrete Cylinder Mould	6		2000	12,000	6	13,230
4	Sand Replacement App.	3		1000	3,000	3	7,264
5	GPS Receivers	4		1000	4,000	4	4,000
6	Soil Test Kit	3		3000	9,000	3	15,400
7	AutoLevel	3		500	1,500	3	2,100
<b>Subtotal PWD Eng Equipment</b>					<b>44,500</b>		<b>50,376</b>
<b>Construction Equipment</b>							
1	Plate Compactor	15		2000	30,000	20	40,682
2	Concrete Mixer	15		3000	45,000	20	69,495
3	1 Tonne Pedestrian Roller	6		15000	90,000	6	187,500
4	3 T Ride On Roller	2		30000	60,000	2	-
5	Poker Vibrator	15		1000	15,000	20	55,568
6	200Hp 4WD Tractor	1		150000	150,000	0	-
7	5T Towed Grader	1		50000	50,000	0	-
8	Tractor Trailer	1		25000	30,000	0	-
9	Tractor Towed Water Bowser	1		25000	30,000	0	-
10	6 tonne tipper truck	3				3	166,705
	Freight to sites						14,306
<b>Subtotal PWD Construction Equipment</b>					<b>500,000</b>		<b>534,255</b>
<b>Handtools Equipment</b>							
1	Reserve of hand tools to be allocated to IBC contracts						87,301
<b>Communication Equipment</b>							
1	Satellite Internet Connection	3		10000	30,000		35,622
<b>Total PWD Equipment</b>					<b>752,811</b>		<b>882,309</b>

## Appendix D

### D.4 Breakdown of works budget for Ambae

Type of contract	Amount (Vt)	Remarks	Length	AUD	Budget Rev (AUD)
Island Based Contractors	22,313,280	Construction of structures on North Road	12.8	253,560	489,006
Community Contract	2,865,200	Routine maintenance work on North Road	12.8	32,559	0
Force Account	2,000,000	Emergency maintenance works on both roads	ALL	22,727	23,665

### D.5 Break down of budget for Malekula

Types of contract	Amount (Vt)	Remarks	Length	AUD	Budget Rev (AUD)
Island Based Contract	32,700,000	Aoup to Corner pt.	7.2	371,590.91	462,556.04
Community Based contract	4,500,000	Aoup to Corner pt.	7.2	51,136.36	-
Demonstration work( Force account)	22,400,000	Lakatoro loop	1.013	254,545.45	254,545.45
DBST work(Force account)	21,500,000	Norsup loop and Litz litz –Vao		244,318.18	244,318.18

### D.6 Breakdown of works budget for Tanna

Type of contract	Amount (Vt)	Remarks	Length	AUD	Budget Rev (AUD)
Island Based Contractors	12,796,000	Spot Improvement on Imanaka Junction to Lowiaru Junction	8.1	145,409	0 385,295.41
	30,576,000	Spot Improvement on Lowiaru Junction to Greenhill	12.8	347,455	
	28,948,000	Spot Improvement on Nose Blong Pig Junction to Lowiaru Junction	8.4	328,955	
Community Contract	5,000,000	Routine maintenance on Imanaka Junction to Lowiaru Junction	8.1	56,818	0
	5,000,000	Routine maintenance on Lowiaru Junction to Greenhill	12.8	56,818	0
	5,000,000	Routine maintenance on Nose Blong Pig Junction to Lowiaru Junction	8.4	56,818	0
Force Account	30,643,000	Demonstration site: 400m Imanaka Junction to Lowiaru Junction (Spot Improvement Works)	0.5	348,216	348,216

## Appendix E Reporting Schedule 2011

<b>Milestone #</b>	<b>Milestone / Report</b>	<b>Main author</b>	<b>URS/VTSSP-GfG Due Date</b>
	URS/VTSSP Quarterly Acquittal – 1 October to 31 December 2010	PM, PWD/DTL	14 January 2011
	VTSSP-PWD Quarterly Counterpart Report – 1 October to 31 December 2010	PWD/DTL	14 January 2011
	VTSSP Six-monthly Progress Report 1 July to 31 December 2010	TL, MC/AP	14 January 2011
	LTTA Six-monthly Progress Report – 1 July to 31 December 2010 approved by GfG	LTTA, MC/AP	14 January 2011
	VTSSP Handover Plan (Due 6 months prior to contract end date)	TL, MC/AP	7 March 2010
	LTTA Bi-monthly Report 1 January to 28 February 2011	LTTA, MC/AP	7 March 2011
	URS/VTSSP Quarterly Acquittal – 1 January to 31 March 2011	PM, PWD/DTL	15 April 2011
	VTSSP-PWD Quarterly Counterpart Report – 1 January to 31 March 2011	PWD/DTL	15 April 2011
	Draft Activity Completion Report	TL, MC/AP	7 May 2011
	LTTA Bi-monthly Report 1 March to 30 April 2011	LTTA, MC/AP	9 May 2011
	URS/VTSSP Quarterly Acquittal – 1 April to 30 June 2011	PM, PWD/DTL	15 July 2011
	VTSSP-PWD Quarterly Counterpart Report – 1 April to 30 June 2011	PWD/DTL	15 July 2011
	VTSSP Six-monthly Progress Report 1 January to 30 June 2011	TL, MC/AP	15 July 2011
	LTTA Six-monthly Progress Report 1 January to 30 June 2011	LTTA, MC/AP	15 July 2011
	VTSSP Six-monthly Progress Report 1 July to 31 August 2011	TL, MC/AP	31 August 2011
	LTTA Bi-monthly Progress Report 1 July to 31 August 2011	LTTA, MC/AP	31 August 2011
4	Activity Completion Report	TL, MC/AP	31 August 2011
	Exception Reporting		As needed.

AP = Advisory Panel

PM = Project Manager

## Appendix F Communications Schedule

Activity	Stakeholders	Lead	How	When	Format
Strategic review	PWD, GfG, GoV Ministries and Agencies, TL, (MC/AP as required)	TL	Meeting (in person)	Monthly	Meeting minutes
Operational review	GfG, MC/AP, TL	MC/AP	Meeting (by phone)	Monthly	Meeting minutes
Progress against plan	GfG, PWD, TL, DTL	TL	Meeting (in person)	Fortnightly	Meeting minutes
	MC/AP, TL, DTL	MC/AP	Meeting (by phone)	Fortnightly	Meeting minutes
	TL/DTL, LTTA	TL	Meeting (by phone or in person if practical)	Fortnightly	Up-to-date PIP LTTA progress reports with relevant activities Incident reports
	MC	MC	Meeting (in person)	Weekly/Quarterly	Meeting minutes/Project management and financial reports
Deliverables	GfG, PWD, MIPU, MC/AP, TL, DTL	MC/AP	Email pdf document and deliver hard copy	As required	Final Reports
Contractual	GfG, MC/AP	MC/AP	Email, phone, in person	As required	Email record

The above will be supplemented by documented regular email, phone, in person communication, as required.

## Appendix G Risk Matrix

<b>Risk type</b>	<b>Risk impact</b>	<b>Likeli-hood</b>	<b>Impact</b>	<b>Overall Rating</b>	<b>Risk management strategy</b>
PWD do not have the capacity to plan, tender, supervise and administer VTSSP.	Limit the extent and quality of VTSSP Phase 1 outcomes.	High	High	High	<ul style="list-style-type: none"> <li>Propose options for immediate resource needs e.g. CoWs, STTA, etc</li> <li>Propose options for medium to long term resource needs e.g. regional scholarships, national vocational training programs.</li> <li>Outsource NCB supervision and administration to a private consulting firm. <ul style="list-style-type: none"> <li>Engage STTA Contracts Adviser to manage procurement of NCB supervision and administration services.</li> </ul> </li> <li>Recruit resources to oversee NCB supervision and administration services. <ul style="list-style-type: none"> <li>PWD to create and fill the new position of Contracts Manager as a high priority – likely at a junior level.</li> <li>GfG to provide an experienced Civil Engineer (through Australian Volunteers International or similar) with contract administration experience to provide fulltime mentoring and specialist advisory support to the PWD Contracts Manager over an initial two year period.</li> </ul> </li> <li>Recruit resources to support NCB technical monitoring and administration. <ul style="list-style-type: none"> <li>PWD to create and fill the new position of CoWs (a total of 15, 5 per island)</li> </ul> </li> </ul>
PWD do not have the capacity to absorb training provide by the TA.	Limit the impact of TA and utilisation of financial resources.	High	High	High	<ul style="list-style-type: none"> <li>As above.</li> <li>Advocate ongoing involvement of current PWD staff in VTSSP to build individual capacity and increase impact of mentoring and on-job training.</li> <li>Regular review of training effectiveness.</li> </ul>
There is a lack of qualified persons available to supervise the NCB works and administer the NCB contracts due to <ol style="list-style-type: none"> <li>1) Delay in award of the consultancy services contracts</li> <li>2) Failure of the RFT for outsourced services</li> <li>3) Non performance of the consultants appointed</li> </ol>	Further slippage in implementation and quality of VTSSP outputs/activities. TA are drawn into NCB activities to safeguard	Medium	High	Medium	<ul style="list-style-type: none"> <li>Appoint appropriate STTA on an emergency recruitment basis, to cover the potential period of delay in appointment of the consultancy firm and / or Contract Manager and / or Civil Engineer to support contracting and contractor mobilisation and manage the risk of works claims.</li> <li>Ensure strict selection criteria for the consultant firms, stipulate strictly duties of the firms.</li> <li>Advertise the RFT regionally to ensure companies from Fiji, New Caledonia and Papua New Guinea bid or associate with local companies whom bid.</li> <li>Introduce an NCB QA/QC system prior to appointment of the firms.</li> </ul>

## Appendix G

<b>Risk type</b>	<b>Risk impact</b>	<b>Likeli-hood</b>	<b>Impact</b>	<b>Overall Rating</b>	<b>Risk management strategy</b>
4) Delay in the recruitment of the national Contract Manager 5) Failure of the recruitment of the Contract Manager proposed to administer the contract 6) Delay in appointment of a suitably qualified person to advise the Contract Manager on administering the contracts for outsourced supervision and administration of the 7) Failure of Pacific Technical Assistance Mechanism (PACTAM) to provide a suitably qualified person to advise the Contract Manager	outcomes. Possible PWD liability for works claims if the contractor proceeds with works				<ul style="list-style-type: none"> <li>Apply strict recruitment criteria for Contract Manager position</li> <li>Ensure one suitably qualified and experienced Technical Advisor is available to advise the Contract Manager. Initiate recruitment procedures for the position as an STTA to mitigate the risk that PACTAM will not provide a suitably qualified person on time.</li> </ul>
Lack of interest from private sector to engage in road works without strong sector policy on private sector development and long term job security Unreasonable bids received which cannot be accepted resulting in a failed tender for one or more islands. Perception of the bid evaluation process is that it is unfair and not transparent	Lack of engagement of (sub) contractors. Lack of competition, monopolies and cartels driving up market prices for road works. Timeliness and quality of works delivery could be reduced.	High	High	High	<ul style="list-style-type: none"> <li>Strong sector policy required from GoV / MIPU on how it sees future involvement of the local construction industry both for implementation and supervision (possible to include this as a condition for the start of phase 2 of VTSSP).</li> <li>Ensure continuous dialogue, awareness raising and information sharing with private sector and communities.</li> <li>Do not only focus on existing contractors, but widen up participation in VTSSP to business people, local entrepreneurs, retired PWD staff, etc.</li> <li>Packaging the major works appropriately to generate sufficient interests from larger established contractors (who are established in Efate and Santo) and to justify mobilisation costs to the outer islands (in combination with minimum required subcontracting).</li> <li>Consider opening up the market for major works under international competitive bidding thereby generating competition from regional contractors (Fiji, New Caledonia, Solomon Islands, Samoa and Papua New Guinea). Only to be considered as a back up strategy / last resort.</li> <li>Target island based small-scale contractors and communities for minor works,</li> </ul>

## Appendix G

<b>Risk type</b>	<b>Risk impact</b>	<b>Likeli-hood</b>	<b>Impact</b>	<b>Overall Rating</b>	<b>Risk management strategy</b>
					<p>provide appropriate training and support for sustainability.</p> <ul style="list-style-type: none"> <li>Combine force account works with an expanded scope of works for IBC and additional training resources to ensure force account and expanded IBC can deliver quality works – concurrently extend the period of Phase 1 to allow for slower delivery</li> <li>Re-package and re-tender works through NCB again either on one or all islands. This may work for one or two islands but is unlikely to work for all islands.</li> <li>Compile a bid evaluation strategy, submit this to GfG and PWD and have this approved internally prior to proceeding with the bid evaluation – ensure the bid evaluation strategy has safeguards within it which answer to political, public and bidders perception as well as answers to the requirements of the GoV Tenders and Contracts Act 1998</li> <li>Ensure the bid evaluation committee has sufficient technical advisors on it to guide the committee through the process – seek approval from the PWD for this</li> <li>Ensure the bid evaluation committee has one member from the MFEM (whom is not a member of the CTB) to ensure the process cannot be questioned in terms of PWD bias</li> <li>Ensure the business of the bid evaluation committee is rigorously documented through minutes, communication records and the bid evaluation report</li> </ul>

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<b>Risk type</b>	<b>Risk impact</b>	<b>Likeli-hood</b>	<b>Impact</b>	<b>Overall Rating</b>	<b>Risk management strategy</b>
Enabling environment for local contractors remains weak (lack of ongoing GoV works contracts, limited access to finance and equipment in the provinces)	Private sector reluctant to step into an uncertain market without long term job perspectives.  Lack of access to capital, equipment and support services delays or undermines work implementation.	Medium	High	Medium to High	<ul style="list-style-type: none"> <li>Facilitate advance payment of 20 – 30% to the small scale contractors for kick starting mobilisation of minor works and financing of light and essential equipment (for major works this would be accompanied by a bank guarantee).</li> <li>Supplement PWD Provincial Workshops with appropriate light equipment in line with the scale and nature of maintenance works. Facilitate hiring out of equipment to private sector. Provision of maintenance services through PWD workshops.</li> <li>Facilitate distribution of tools to the communities as an advance payment on routine maintenance contracts.</li> <li>Ensure PWD prioritise timely payment of invoices for completed works (i.e. within 30 days) by improving financial management procedures and communication between MIPU and PWD Provincial Divisions.</li> <li>Put in place appropriate risk sharing arrangements between client and contractor through the development of appropriate forms of contract and contract conditions.</li> <li>Introduce technical specifications and provide training to the larger contractors as well as SSC in appropriate work methods and for transfer of specifications</li> <li>Develop further interventions to be taken up by Phase 2 for support of the contracting sector through ensuring a horizon of work resulting in a steady competitive market.</li> </ul>

## Appendix G

<b>Risk type</b>	<b>Risk impact</b>	<b>Likeli-hood</b>	<b>Impact</b>	<b>Overall Rating</b>	<b>Risk management strategy</b>
Communities oppose road works	Inadequate consultation with communities could lead to disputes over proposed works (Kastom land, location of drainage, access to material sources). Delays work implementation during the contract resulting in possible claims. Price escalation of contracts.	Low	High	Medium	<ul style="list-style-type: none"> <li>Program will support PWD to undertake consultation with affected communities supported by community development specialist.</li> <li>Risk is minimal for minor works as the program is improving existing roads, rather than building new roads. Program is also expected to create local employment opportunities for local communities. Risk is higher for major works using larger contractors.</li> <li>Formalise access to land and materials with communities prior to start of the work.</li> <li>Review road ownership in line with Road Act and customary land boundaries.</li> <li>Ensure adequate numbers of trained mobilisers from within the communities are available for all works to act as mediators.</li> <li>Ensure a budget is available for Social Mobiliser trainer to train two tiers (island level and community level) of mobilisers on each island</li> <li>Reinforce Social mobilisation training of Provincial Government Planners with further training through an STTA input to transfer successful regional lessons from Solomon Islands and elsewhere in community consultation and engagement specifically for the purposes of CC and IBC</li> <li>Recruit one STTA for establishment of dispute resolution mechanisms under the NCB contracts in particular, where there is likely to be less interaction between the contractors and the communities – this is viewed by the MC/LTAA to be a critical risk mitigation measure.</li> </ul>
Weak legal framework on road ownership, contracting arrangements and liabilities.	Claims to MIPU / PWD as a result of accidents.  Uncertainty on ownership and Right of Way issues affecting service delivery.	Low	High	Medium	<ul style="list-style-type: none"> <li>Identify opportunities to incorporate lessons from VTSSP in the finalisation of the Roads Act</li> <li>Ensure comprehensive insurance cover for contractors and communities engaged in road works.</li> <li>Engage legal expertise through VTSSP to advise MIPU / PWD</li> <li>In the medium term the Government Contract and Tenders Act does not allow for continuous community contracting. A revision is planned and the VTSSP TA Team and PWD will require to influence this process in order to facilitate use of the community contract as a principal tool for routine maintenance.</li> </ul>

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<b>Risk type</b>	<b>Risk impact</b>	<b>Likeli-hood</b>	<b>Impact</b>	<b>Overall Rating</b>	<b>Risk management strategy</b>
PWD are not able to process payments in a timely manner	<p>SSC may face bankruptcy; community members may fail to pay for fees or procured goods and wages</p> <p>Larger contractors will lose faith with the PWD and progress made to develop these businesses for future works will be lost</p>	Medium	High	Medium to High	<ul style="list-style-type: none"> <li>Review contracts; review procurement guidelines for small works; provide for more payment occasions in contracts; apply one-year maintenance contracts with communities; review payment PWD procedures; provide efficient Internet access in rural areas</li> </ul>

## Appendix G

<b>Risk type</b>	<b>Risk impact</b>	<b>Likeli-hood</b>	<b>Impact</b>	<b>Overall Rating</b>	<b>Risk management strategy</b>
Fraudulent payments are made under the Imprest accounts and SmartStream system in the Provinces	<p>Misappropriation of AusAID and GoV funds</p> <p>Loss of confidence of the MFEM in the PWD to host and implement the Provincial rollout of the SmartStream system – revert to central payment system which will impact on success of VTSSP outcomes.</p>	Medium	High	High	<ul style="list-style-type: none"> <li>Develop, have approved and implement a Risk Management Strategy which will include following safeguards: <ul style="list-style-type: none"> <li>Imprest monies held in bank accounts approved by DG MFEM</li> <li>Two signatories required for all withdrawals</li> <li>Payment documentation signed by supplier</li> <li>Requisition books introduced to assist separate procurement from payment</li> <li>Repeat suppliers to migrate from imprest system to SmartStream system where internal control is stronger</li> <li>Introduce 'goods received' certification in imprest form</li> <li>Development and introduction of imprest audit procedures</li> </ul> </li> <li>PWD to consider appointment of 'Supply Officer' positions in Divisional Offices to assist segregate procurement responsibilities and manage supplies and assets</li> <li>Random verification of imprest and SmartStream documentation performed by PWD HQ accounting staff</li> <li>Development of a financial risk management strategy to identify specific areas of high risk and identify mitigation measures</li> <li>Work with MIPU to develop internal audit capacity across the ministry</li> </ul>

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<b>Risk type</b>	<b>Risk impact</b>	<b>Likeli-hood</b>	<b>Impact</b>	<b>Overall Rating</b>	<b>Risk management strategy</b>
Contract size	<p>Too small contracts: High administrative burden with likely delays; works not meeting technical standards with need for high training and supervision input over a very limited period of time; delays in implementing VTSSP.</p> <p>Too large contracts: high demands may disqualify national Vanuatu-based contractors and attract only a few international contractors, which may prove expensive.</p>	<p>Low</p> <p>Low</p>	<p>High</p> <p>Medium</p>	<p>Medium</p> <p>Low</p>	<ul style="list-style-type: none"> <li>Adequate sizing of contracts where main road works are prepared for NCB tendering (focusing medium sized contractors mainly from Port Vila and Luganville); and smaller contracts are prepared for, for example repair and construction of drifts, culverts, etc.</li> </ul>

## Appendix G

<b>Risk type</b>	<b>Risk impact</b>	<b>Likeli-hood</b>	<b>Impact</b>	<b>Overall Rating</b>	<b>Risk management strategy</b>
Contract documentation complicated, long, and unfair to the contractor	Contractors and community groups misunderstand contracts or fail to remember or keep to the stated obligations, resulting in failing to comply to administrative and technical obligations and specifications, resulting in low quality work, delays in implementation, high supervision burden and loss of interest from implementer.	High	High	High	<ul style="list-style-type: none"> <li>Review and revise as appropriate the standard contract forms for communities and for road maintenance works, simplify language, shorten descriptions of specifications, avoid sub-clauses, translate in Bislama, explain and train, monitor, support, guide and correct.</li> <li>Appoint a STTA to free the time of the TA TL to allow time to be spent on this work item such that the relevant preparatory work has been carried out prior to initiation of the IBC training programme in earnest.</li> </ul>
Capacity on the island proves insufficient for the technical required output	Planned works to be implemented by island-based contractors or communities are not implemented on time or to standards	Low	Medium	Medium	<ul style="list-style-type: none"> <li>Adequate packaging of works; provision of training</li> </ul>

## Appendix G

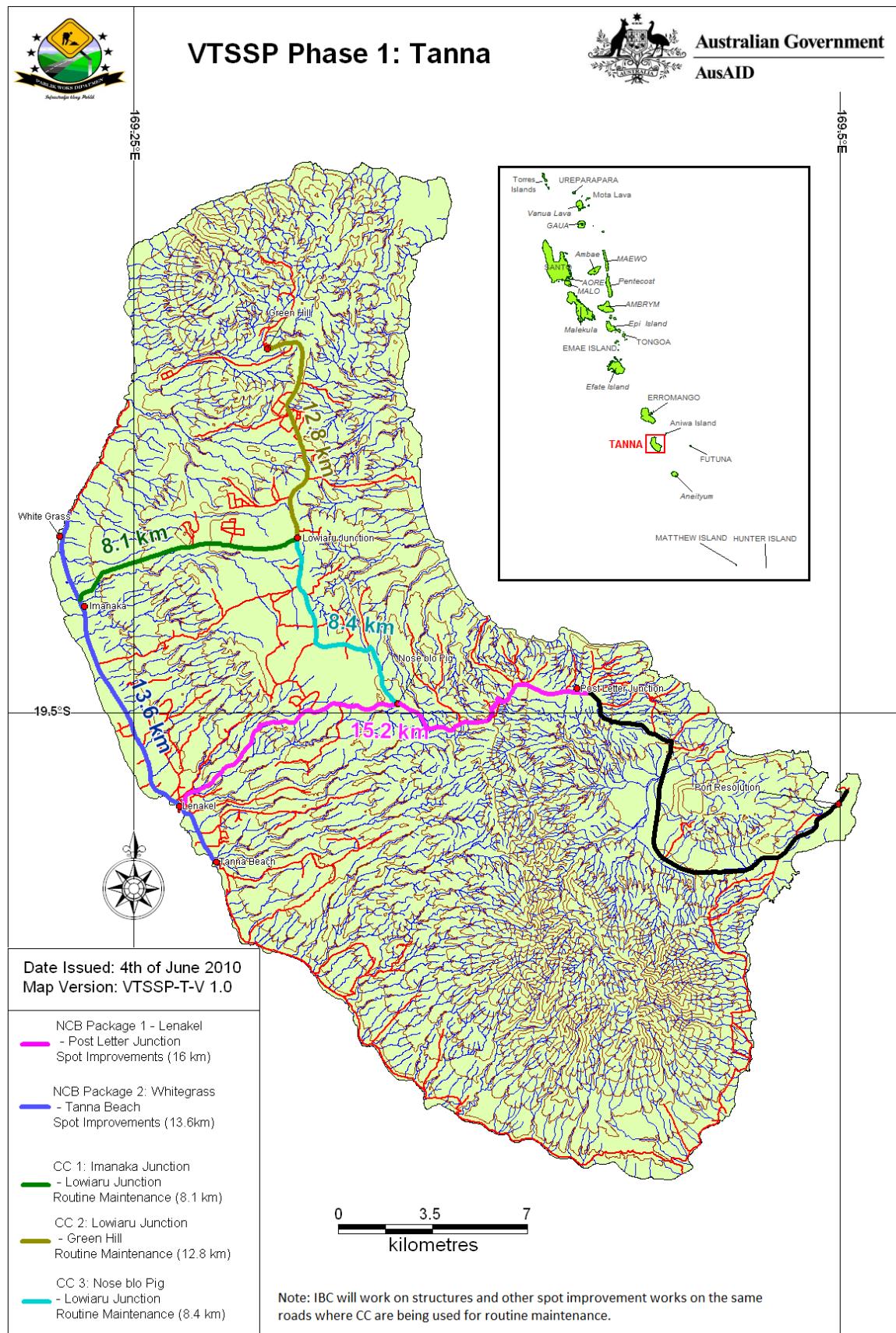
<b>Risk type</b>	<b>Risk impact</b>	<b>Likeli-hood</b>	<b>Impact</b>	<b>Overall Rating</b>	<b>Risk management strategy</b>
Lack of machinery and equipment, or lack of financing of machinery and equipment	Works cannot be implemented to standards and on time	Low	Medium	Medium	<ul style="list-style-type: none"> <li>Provision of advance payments, provision of training and supervision; provision of PWD machines or equipment when needed.</li> </ul>
Material sources on the islands are not guaranteed to the Contractors for the NCB works	Contractors may be unwilling to bid for works due to the uncertainty of supply and cost of materials, or Contractors may bid high to account for the risk	Medium	High	High	<ul style="list-style-type: none"> <li>Carry out detailed materials surveys, testing and apply for quarry licenses after agreement has been reached with the landowners for extraction rates for materials. Carry out this work before the completion of the initial tender period. If necessary extend the tender period to ensure that the material licenses have been granted before submission of bids and the rates for extraction agreed. Once agreements for rates and licenses are in place, share this data with Bidders accompanied with a letter stating that the quarry license will be signed over the winning bidder.</li> </ul>

## Appendix H 2011 Resource Schedule

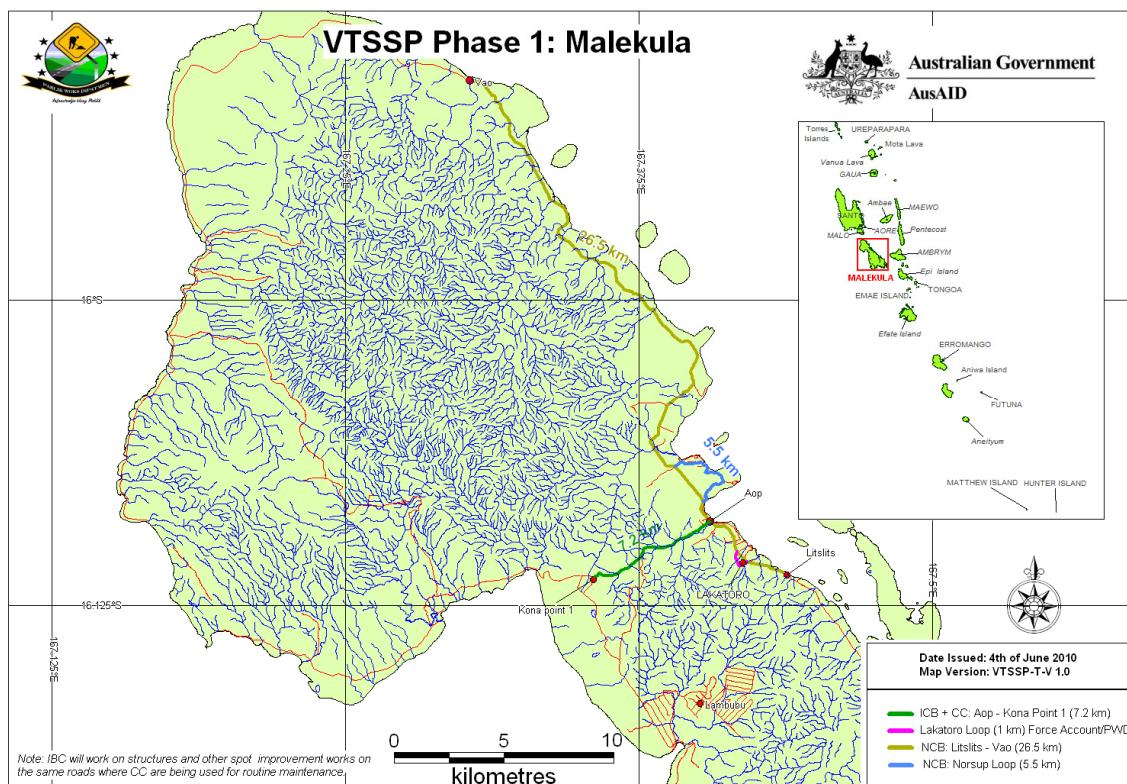
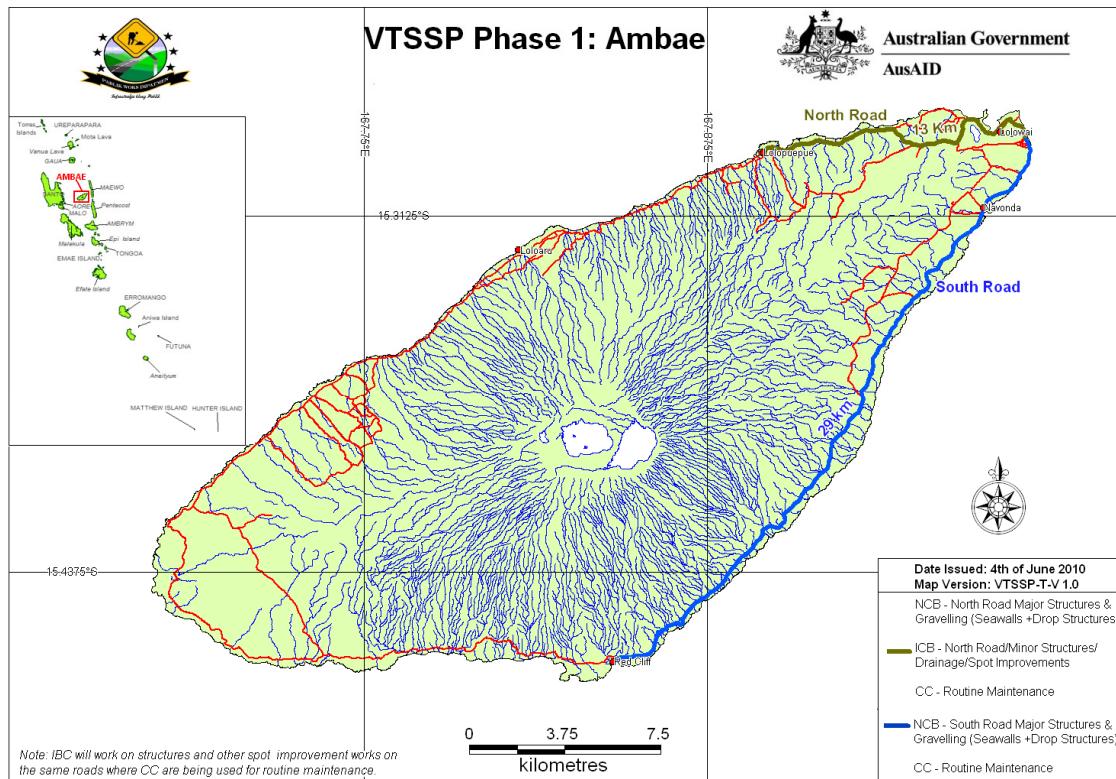
Name	JAN	FEB	MAR	APR	MAY	JUNE	JULY	AUG	SEPT
<b>LTTA</b>									
Fergus Gleeson									
John Canny									
Zekaria Abdulkadir									
Samson Addo-Teye									
Dinesh Maharjan									
<b>STTA</b>									
Social Mobilisation Specialist	■	■	■	■					
Procurement Manager	■	■	■	■	■	■	■	■	Part time
Contract Negotiator	■								
Technical Director	■	■	■		■	■			■
Contract Director			■			■			■
Business Management Trainer		■							
<b>PWD (additional)</b>									
Contract Manager									
VTSSP Coordinator									
Procurement Officer									
Logistics Officer x 2									

NOTE: Above PWD staff are in addition to the necessary full roster of staff within the Divisional offices: 1 Divisional Manager, 1 Civil Engineer, 1 Senior Road Foreman, 1 Road Foreman.

## Appendix I Maps



## Appendix I



## Appendix J PWD Proposal for Emergency Works through Force Account



PMB O44  
PORT VILA  
VANUATU

SPP 044  
PORT VILA  
VANUATU

TEL: (678) 22888  
Fax: (678) 24495

**Date:** November 16<sup>th</sup>, 2010

Reference No:

Attention: Director, Governance for Growth Program (GfG)

Copy to: Jotham Napath – Director General, MIPU, Johnson Binaru – Corporate Infrastructure Policy Advisor, Peter Kelly – GfG Transport Sector Coordinator, Fergus Gleeson – VTSSP LTTA Team Leader

## **PROPOSAL FOR FORCE ACCOUNT WORKS ON VTSSP PHASE 1 ROADS**

Seven months has passed since the survey, design and cost estimation of the VTSSP Phase 1 Roads. During that period extensive out of season rain has been experienced across Vanuatu. This has resulted in further deterioration of the VTSSP Phase 1 roads. A programme of emergency maintenance implemented by PWD directly through force account operations is proposed. Emergency maintenance works are required to keep these roads passable in the immediate term and to assist access to these roads for national contractors and island based contractors whom are expected to be mobilised to site during January 2011.

The following is a brief description of the scope of works for your review and approval. Attached is a Bill of Quantities for this work. The value of the proposed works is 43,088,000 Vt.

### ***Tanna:***

It is proposed to grade all VTSSP P1 roads on Tanna with the exception of the road from Nose Blong Pig Junction to Lowiaru Junction (Middlebush) which has extremely poor soil conditions and has become water logged and impassable to construction equipment at this point. Drainage paths will be opened in certain areas along all roads where water is found to be running along or across the road. Attenuation ponds which have become silted and blocked will be reopened in these areas also. Spot gravelling will be carried out in certain areas where particularly sticky clay does not allow 4WD vehicles to pass. No gravelling will be carried out on the NCB 1 road (Lenekal to Post Letter Junction).

### ***Malekula:***

All VTSSP P1 will be graded – from Litzlitz to Vao and up to Lambumbu Wharf. Spot gravelling will be carried out in certain areas where sticky soil renders the road impassable. The Norsup Loop road shall also be graded and have spot gravelling carried out.

### ***Ambae:***

Spot improvement works on certain steep sections and a number of places where water runs across road shall be carried out by community labour gangs. A labour intensive approach will be used since it is difficult to mobilize equipment to the island and difficult to move equipment down the roads. The PWD equipment will be used on Ambae to support community labour gangs to implement works.

### ***Resources for the Works:***

1 Roller, 1 Grader and 1 Tipper Truck have already been mobilized to Tanna for previous works and are available for this work once an LPO is raised for rental of this equipment. 1 backhoe and 1 Tipper truck will be mobilized to the island to carry out drainage works in particular. This equipment is being supplied by a local business man whom has recently purchased this equipment as a result of the awareness programme for Island Based Contractor training under the VTSSP.

PWD will allocate one trainee engineer to supervise the works on Tanna.

1 PWD Tipper Truck is becoming available from the south west bay airport project which is now complete. 1 Grader and 1 Roller will be rented and sent from Santos to Malekula to support these works.

1 PWD Snr Roads Foreman has been allocated to these works by the PWD.

On Ambae 1 PWD Tipper Truck and 1 PWD Loader (both to be used for material supply) will be shipped from Pentecost (where works are complete) back to Ambae. The PWD Snr Roads Foreman will be allocated to supervise the works and organize community groups to do the work.

### ***Estimated Time Required:***

Completion time is weather dependent. It is expected that the works will be completed by the end of February 2011.

### ***Control of Works and Audit Functions:***

The PWD VTSSP Coordinator, with assistance from the VTSSP LTTA TL, will develop site measurement sheets and basic quality control sheets. These will be used to record per road site the volume of work done and some basic QA data. For example the number of trucks of gravel transported to site will be recorded, the length and thickness of graveling will be recorded and the number of roller passes for compaction will be recorded. The PWD VTSSP Coordinator and LTTA TL will travel to Malekula and Tanna to implement these forms and give instruction to the Ambae LTTA Trainer to carry out one day training in filling in these forms.

The PWD Technical Director will officially issue these forms to the supervisory staff for the works with an instruction that these are to be furnished to the PWD Divisional Manager and LTTA Trainer weekly. The LTTA Trainer will assist the Divisional Manager to file these documents per road.

PWD Project Finance Officer, with assistance from the LTTA DTL, will initially code all expenditures to 'unallocated works' under 'emergency works' job code. When the work is completed, the Project Finance Officer will use the daily records, which have been summarized by each PWD Divisional Manager with assistance from each LTTA Trainer, to allocate the costs on a % basis to the actual roads. The Project Finance Officer will then transfer the costs out of unallocated pool and against the individual roads according to consumption. Thus for example, a portion would be coded as; 'Litlitz Vao Rd' under 'emergency works' so that we know how much was spent on emergency works for each road.

In this manner the VTSSP principal of basic audit functions and outputs based monitoring will be adhered to.

Should you have any queries with regard to my proposal I am available to discuss. I would be grateful for your earliest response such that I may proceed.

Regards,

Willie Watson  
*Acting Technical Director*  
Public Works Department

## Appendix J

Categories	Activity	Unit	Quantity	Item	Cost/Vatu	%	Cost Unit	Details
Supervision and Administration Cost	Air Ticket for Engineer to Site							PWD will have to keep daily record of the progress of work and produce a written report upon completion of each activity
	4 times for each islands		12		300,000			
	Accommodation & Allowances							
	Spend 3 nights each trip		36		360,000			
	Fuel Cost for Supervision runs				200,000			
	sub total				<b>860,000</b>	2.0%		
Equipments Mob. & Demob.	Mobilise Equipment		1	Transport Vila/Tanna	3,000,000			Charter
	sub total							
	Demobilise Equipment		1	Transport Tanna/Vila	3,000,000			
	sub total				<b>6,000,000</b>			
Tanna Road Spot Improvement, Re-grading, Grapping and Drainage Works by a hired Equipments from Vila (Emergency Work 2010)	<b>TAF A ROAD - White grass to Tanna lodge (14 km)</b>							Hiring of Equipments - Grader and Roller already in Tanna. A backhoe (own by a Tannesse) is in Vila ready to be send to Tanna - to be use on the drainage work which is a big issue (land) along TAF A road from White Grass Bungalow to Tanna Lodge.
	Open drainage Clearance	Km	12					
	Diversion of water away from							
	Grapping along existing road	Days	15		<b>2,400,000</b>			
	existing road (Backhoe / Tipper)	Days	25		<b>2,800,000</b>			
	Re-grading & Compaction entire rd	Days	7	Estimated Duration	<b>1,568,000</b>			
		Km	14		<b>Sub Total</b>	<b>4,368,000</b>	312,000	
	<b>TAF ROAD – Lamenu Junction to Port Resolussion (Yasur) – 25 km</b>							
	Open drainage Clearance	Km	18					
	Diversion of water away from							
	Grapping along existing road	Days	13		<b>2,080,000</b>			
	existing road (Backhoe / Tipper)	Days	23		<b>2,760,000</b>			
	Re-grading & Compaction entire rd	Days	13	Estimated Duration	<b>2,912,000</b>			
		Km	25		<b>Sub Total</b>	<b>5,672,000</b>	226,880	
	<b>TAF ROAD – Imanaka to Lawiaru Junction – 8.1 km</b>							
	Open drainage Clearance	Km	7.5					
	Diversion of water away from							
	Grapping along existing road	Days	7		<b>1,120,000</b>			
	existing road (Backhoe / Tipper)	Days	5		<b>600,000</b>			
	Re-grading & Compaction entire rd	Days	3	Estimated Duration	<b>672,000</b>			
		Km	7.5		<b>Sub Total</b>	<b>1,272,000</b>	169,600	
	<b>TAF ROAD – Lawiaru Junction to Green Hill (north Tanna) – 13 km</b>							
	Open drainage Clearance	Km	8					
	Diversion of water away from							
	Grapping along existing road	Days	12		<b>1,920,000</b>			
	existing road (Backhoe / Tipper)	Days	5		<b>600,000</b>			
	Re-grading & Compaction entire rd	Days	7	Estimated Duration	<b>1,568,000</b>			
		Km	14		<b>Sub Total</b>	<b>2,168,000</b>	154,857	
	<b>Tanna Emergency Work Total cost</b>					<b>19,480,000</b>	45.2%	
Equipments Mob. & Demob.	Mobilise Equipment		1	Transport Santo/Malekula	2,200,000			Charter
	sub total							
	Demobilise Equipment		1	Transport Malekula/Santo	2,200,000			
	sub total				<b>4,400,000</b>			
Malekula Road Re-grading and Drainage Works by a hired Equipments from Santo (Emergency Work 2010)	<b>MAL ROAD – LitzLits to Vao (36 km)</b>							Private Equipment from Santo to be hired to do Malekula Roads. The PWD road team is currently in South West Bay upgrading an Airstrip. Therefore hiring is our only optional due to the limited time we have.
	Grapping along existing road	Days	15		<b>2,400,000</b>			
	Re-grading & Compaction entire rd	Days	12	Estimated Duration	<b>2,208,000</b>			
		Km	36		<b>Sub Total</b>	<b>4,608,000</b>	128,000	
	<b>MAL ROAD - Auop Junction to Lampupu (11 km)</b>							
	Grapping along existing road	Days	5		<b>800,000</b>			
	Re-grading & Compaction entire rd	Days	4	Estimated Duration	<b>736,000</b>			
		Km	11		<b>Sub Total</b>	<b>1,536,000</b>	139,636	
	<b>MAL ROAD – Norsup Loop Road (3 km)</b>							

## Appendix J

Categories	Activity	Unit	Quantity	Item	Cost/Vatu	%	Cost Unit	Details
	Grapping along existing road	Days	3		480,000			
	Re-grading & Compaction entire rd	Days	2	Estimated Duration	368,000			
		Km	3	<b>Sub Total</b>	<b>848,000</b>		282,667	
				<b>Malekula Emergency Work Total cost</b>	<b>11,392,000</b>	26.4%		
Equipments Mob. & Demob.	Mobilise Equipment		1	Transport Pentecost/Ambae	2,300,000			
	sub total							
	Demobilise Equipment		1	Transport Ambae/Pentecost	2,300,000			
	sub total				<b>4,600,000</b>			
Ambae Road Re-grading and Drainage Works by PWD Equipments (Emergency Work 2010)	<b>AMB ROAD – Saratamata to Redcliff (29 km)</b>							
	Grapping along existing road	Days	20		3,200,000			
	Re-grading & Compaction entire rd	Days	15	Estimated Duration	1,920,000			
		Km	29	<b>Sub Total</b>	<b>5,120,000</b>		176,552	
	<b>AMB ROAD – Sacratamata to end of North road (15 km)</b>							
	Grapping along existing road	Days	10		1,600,000			
	Re-grading & Compaction entire road	Days	7	Estimated Duration	896,000			
		Km	15	<b>Sub Total</b>	<b>2,496,000</b>		166,400	
				<b>Ambae Emergency Work Total cost</b>	<b>12,216,000</b>	28.4%		
<b>Total Estimated Cost for VTSSP Emergency Work on Tanna, Malekula and Ambae is</b>					<b>43,088,000</b>	<b>100.0%</b>		

## Appendix K Equipment Procurement Plan

Item	Description	Specifications	Number Required	Procurement method	Status as of 20/11/10	Value (AUD)	Earliest Delivery	Latest Delivery
1	Cement mixer	Single bag size – min. 7ft <sup>3</sup> Diesel engine preferred Towable Min. 3HP	20	Selective tender	<ul style="list-style-type: none"> <li>Arrived 31/08/10</li> </ul>	AUD4,500 Cost including freight (CIF)	6 weeks from date of order	8 weeks from date of order
2	Plate compactor	Frequency > 6,000 v/min Plate size – min 240 cm <sup>2</sup> Power – min 5hp (petrol) Force > 15 kN	20	Selective tender	<ul style="list-style-type: none"> <li>In country and clearing Customs</li> <li>Arrived 15/11/10</li> </ul>	AUD2,000 CIF	4 weeks from date of order	6 weeks from date of order
3	Concrete vibrator poker	Drive Unit 5hp	30	Selective tender	<ul style="list-style-type: none"> <li>In country and clearing Customs</li> <li>Arrived 15/11/10</li> </ul>	AUD2,000 CIF	4 weeks from date of order	6 weeks from date of order
		Vibrator hose 6 m diameter – 35mm approx. vibration – 10k approx.	30	Selective tender	<ul style="list-style-type: none"> <li>In country and clearing Customs</li> <li>Arrived 15/11/10</li> </ul>	AUD2,000 CIF	4 weeks from date of order	6 weeks from date of order
4	1 tonne pedestrian vibratory roller	Dead weight > = 800kg Twin steel drum both vibrating 1.2 m width Diesel engine Vibration 40+ Hz Walk behind roller Water tank & spray bar (Sakai HV80 or equiv.)	6	Selective tender	<ul style="list-style-type: none"> <li>Approved by Tenders Board</li> <li>Contract submitted to Council of Ministers (COM) for signing</li> <li>Letter of Intent to Contract signed by Minister</li> <li>Equipment on order</li> </ul>	AUD20,000 CIF	End January 2011	Mid February 2011

## Appendix K

Item	Description	Specifications	Number Required	Procurement method	Status as of 20/11/10	Value (AUD)	Earliest Delivery	Latest Delivery
5	3 tonne ride-on twin steel drum vibratory roller	Dead weight > = 2,700kg Twin steel drum both vibrating 1.2 m width Diesel engine Vibration 60+ Hz Ride-on roller with roll-bar, seatbelt and headlights Water tank & spray bar	2	Selective tender	<ul style="list-style-type: none"> <li>Approved by Tenders Board</li> <li>Contract submitted to COM for signing</li> <li>Letter of Intent to Contract signed by Minister</li> <li>Equipment on order</li> </ul>	AUD50,000 CIF	End December 2010	End January 2011
6	Truck	Twin axle, 6 m <sup>3</sup> capacity, tipping	3	Selective tender	<ul style="list-style-type: none"> <li>Approved by Tenders Board</li> <li>Contract submitted to COM for signing</li> <li>Letter of Intent to Contract signed by Minister</li> <li>Equipment on order</li> </ul>	AUD70,000 CIF	End February 2011	Mid March 2011
8	Dynamic cone penetrometer	15kg weight Extension rods Additional cones Transport Research Laboratory or comparable	6	Written quotations	<ul style="list-style-type: none"> <li>Arrived 10/11/10</li> </ul>	AUD3,000 CIF	5 weeks from date of order	8 weeks from date of order
9	Concrete slump cones	300mm height Tamping rod Base plate Conforms to AS test methods	9	Written quotations	<ul style="list-style-type: none"> <li>Arrived 10/11/10</li> </ul>	AUD1,000 CIF	5 weeks from date of order	8 weeks from date of order
10	Concrete cylinder moulds	Cast iron Spare spanner Tamping rod Conforms to AS standard test methods	9	Written quotations	<ul style="list-style-type: none"> <li>Arrived 10/11/10</li> </ul>	AUD1,500 CIF	5 weeks from date of order	8 weeks from date of order

## Appendix K

Item	Description	Specifications	Number Required	Procurement method	Status as of 20/11/10	Value (AUD)	Earliest Delivery	Latest Delivery
11	Sand replacement apparatus	Sand mould Base plate Conforms to AS standard test methods	4	Written quotations	• Arrived 10/11/10	AUD2,000 CIF	5 weeks from date of order	8 weeks from date of order
12	Auto level	Standard auto-level Tripod, staff & carry case Leica or comparable	4	Written quotations	• Arrived 10/11/10	AUD1,000 CIF	5 weeks from date of order	8 weeks from date of order
13	Clinometer	Standard instrument	9	Written quotations	• Arrived 1/11/10	AUD50 CIF	5 weeks from date of order	8 weeks from date of order
14	Standard gradation sieves	Conforms to AS standard test methods	4	Written quotations	• Arrived 10/11/10 • Small number unavailable and are in production		End December 2010	Mid January 2011
15	Speedy moisture test kits	Conforms to AS standard test methods	4	Written quotations	• Arrived 10/11/10		5 weeks from date of order	8 weeks from date of order
16	Global Positioning System	Garmin, further specifications to be determined	4	Written quotations	• Market research and specification identification of supplier still to be carried out.		5 weeks from date of order	8 weeks from date of order
17	Bulk purchase of hand tools for IBCs and CCs	For example: hoes, mattocks, shovels, spades, crowbars, axes, picks, wheelbarrows, rakes, grass slashers, hammers etc.	Total approx 6,000 items	Selective tender	• Equipment on order	AUD80,000 CIF in total	Mid December 2010	End December 2010



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