



GOVERNMENT OF VANUATU

**VANUATU INFRASTRUCTURE RECONSTRUCTION AND
IMPROVEMENT PROJECT**

REPORT NUMBER 3

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QUARTERLY REPORT
September 2017

September 2017

Republic of Vanuatu: Port Vila Urban Development Project

Financed by:

- **The World Bank**
- **The Government of Vanuatu**

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For : Project Implementation Committee

ABBREVIATIONS

AUD	Australian Dollar	PAD	Project Appraisal Document
CERC	Contingency Emergency Response Component	PCR	Physical Cultural Resources
CRW	Crisis Response Window	PCRAFI	Pacific Catastrophe Risk Assessment and Financing Initiative
DA	Designated Account Department of Strategic Planning,	PDNA	Post-Disaster Needs Assessment
DSPPAC	Policy and Aid Coordination	PDO	Project Development Objective
EMP	Environmental Management Plan Environmental and Social	PIC	Project Implementation Committee
ESMF	Management Framework	PMO	Prime Minister's Office
GDP	Gross Domestic Product	PMU	Project Management Unit
GoA	Government of Australia	POM	Project Operations Manual
GoNZ	Government of New Zealand	PPN	Policy and Practice Note
GoV	Government of Vanuatu	PRIF	Pacific Regional Infrastructure Facility
GPSS	Global Program for Safer Schools	PSC	Project Steering Committee
GRS	Grievance Redress Service Household Income and Expenditure	PST	Project Support Team
HIES	Survey	PWD	Public Works Department
IBCs	Island Based Contractors	RPC	Recovery Program Committee
ICB	International Competitive Bidding	RPCo	Recovery Program Coordinator
IDA	International Development Association Increasing Resilience to Climate	R4D	Roads for Development
IRCCNH	Change and Natural Hazards Project Ministry of Infrastructure and Public	SDR	Special Drawing Rights
MIPU	Utilities	SDR	Special Drawing Rights
MoET	Ministry of Education and Training	SDR	Special Drawing Rights
NGO	Non-Government Organisations National Recovery and Economic	SDR	Special Drawing Rights
NRESP	Strengthening Program	SDR	Special Drawing Rights
NZD	New Zealand Dollar	SDR	Special Drawing Rights
OP/BP	Operational Procedure/Bank Policy	SDR	Special Drawing Rights
VIRIP	Vanuatu Infrastructure Reconstruction and Improvement Project	SDR	Special Drawing Rights
VMDRR	Mainstreaming Disaster Risk Reduction Project	SDR	Special Drawing Rights
		TC Pam	Tropical Cyclone Pam
		USD	United States Dollars
		VERM	Vanuatu Education Road Map
		VESP	Vanuatu Education Sector Program
		VESS	Vanuatu Education Sector Strategy

NAME OF PROJECT	VANUATU INFRASTRUCTURE RECONSTRUCITON AND IMPROVEMENT PROJECT
REPORT TITLE	QUARTERLY REPORT SEPTEMBER 2017
DATE	30 OCTOBER 2017

WB World Bank

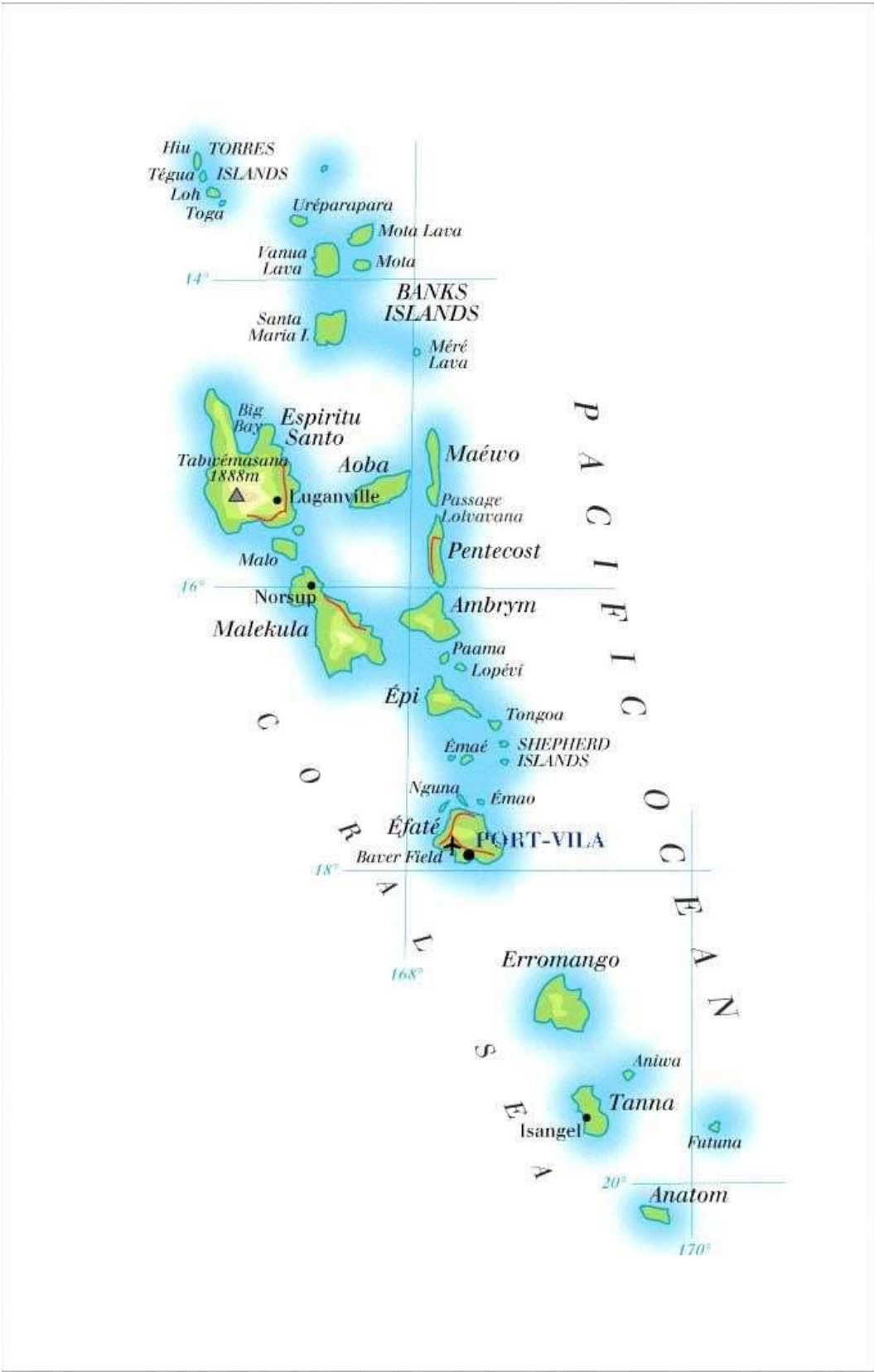
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PROJECT KEY PLAN

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I. INTRODUCTION AND BASIC DATA

A. Overall Progress

The project essentially started with the arrival of the Project Manager/Coordinator (PMC) on 6 March 2017. The Safeguards Specialist started on 17 April 2017 and the International Procurement Specialist (Emil Leau) started on 11 May 2017, however unfortunately Mr Leau left less than 2 weeks later because his wife was sick. Project Accountant started on 28 August 2017.

The project has just completed the first year of implementation and progress is slightly behind schedule, due to early challenges with selection and retention of a PST Procurement Specialist and delays associated with procurement more generally. Some progress has been made on select sub-project activities for the Part 1: Road. Delays in the selection of key staff, land issues and safeguard requirements has delayed Part 2: Schools and Part 3: Public Buildings. Causes of these delays have been addressed, including most notably the selection and mobilization of a replacement Procurement Specialist and more rapid implementation is expected across the project.

Project remains on track for completion by the project closing date (30 April 2022). It is estimated that overall project progress around 7% against an overall elapsed project period of 16.6% with financial commitments at 5%.

Supervision Mission occurred between 19 to 22 September, 2017, which has been again useful for the implementation of the project. During the Mission, the following occurred:

- Review of Project Objectives
- Progress Review
- Identification of Critical Issues:
 - Clear understanding of PDO and indicators
 - Absorptive capacity of local resources
 - Selection Criteria and Priorities for Parts 1, 2 and 3
 - Key definitions
 - Difficulties with procurement, notably delays in reviews, apparent misunderstandings and conflicting and inaccurate directions.
- Outcomes of Third Reconstruction Conference (WRC3)
- Technical Discussions with PWD
 - Update on annual work plan
 - Road Prioritisation in Malampa, Penama, Shefa and Tafea
 - 7 Star Drainage – Design and Construction
 - Discussion on the consultancy services TORs
- Technical Discussion with MOET
 - Specific issues of Environmental and Social Safeguards and GRM

The overall approach for identification and selection of activities under Part 1, 2 and 3 were again discussed and resolved with Government. This matter has caused some delay.

The procurement functions have been significantly delayed by a lack of procurement expertise. In aggregate, it is believed that the project has been delayed by 2 months, as a result of a lack of a full time Procurement Specialist and issues surrounding reviews and approvals.

Refer to Appendix 1 for mission draft action items.

The project Procurement Plan was re-drafted by the PMC and issued on 14 September 2017.

Notably, the latest version (14 September 2017) of the Procurement Plan will still require further development upon:

- the finalization of the PWD Annual Work Plan by 30 November 2017 and each year subsequently,
- finalization of the MoET list of school activities following landowner agreements/leases, packaging arrangements and budgeting,
- review and acceptance of the list of Public Building repairs by the PIC and DSPPAC,
- and associated services defined.

A Project Operations Manual (POM) was re-drafted based on extensive comments from the World Bank and was issued for no-objection on 14 September 2017.

The Implementation Status is shown in Appendix 2. Comments on the format and content of the table is welcome and encouraged.

Next Steps:

1. World Bank review of Procurement Plan
2. World Bank review of Project Operations Manual

B. Part 1. Road Reconstruction and Improvement

The following activities have been approved for implementation under VIRIP:

- W1-01-17 Fibre reinforced concrete pavement along the Lenakel to Kings Cross Road; 1) at the 400m Loanialiu Section (top of the hill) and 2) the 300m Lapangnagen Kupa Section which a short distance away.
- W1-02-17 Improve the gravel road to seal of 5m wide and 12.9km long from Lenakel up to Chainage 14.7km to Kings Cross.

W1-01-17 activity was issued for quotation on 23 June 2017 and then re-issued on 18 September 2017, after difficulties were experienced with the qualifying requirements. Quotations are now under review and the contract is expected to be signed in October 2017. W1-02-17 was issued on 24 June 2017 and is still currently under evaluation, pending signing a contract, after protracted delays in securing approvals and State Law Office clearance. In the case of W1-0217, the World Bank provided a conditional No Objection Letter (NoL). Whilst there was some contention surrounding some comments provided, this was rapidly resolved by the World Bank during the mission. Contract is now expected to be signed in October 2017.

Other works identified during 2017 include:

- W1-03-17 Batven Stream Crossing. 10m stream crossing
- W1-04-17 Unua No 5 Stream Crossing. 10m stream crossing

Both activities have been identified by the District Manager to be undertaken by Island Based Contractors, under a direct contracting arrangement. Works are expected to start around November 2017.

A supervision plan was developed for the works in Tanna, however based on comments from the World Bank during the mission, this plan requires expansion for all works in 2017. This revised plan will be submitted by early October 2017.

The largest single constraint is the review and approval of the selection criteria by the World Bank for this Part, which was incorporated into the Project Operations Manual and re-issued on 14 September 2017. Unfortunately, this issue has been the subject of some discussion and without agreed selection criteria the development of the 2018 Annual Works Plan is problematic.

Next Steps:

- World Bank reviews and agrees on the selection criteria for Part 1.
- Complete evaluation of W1-01-17.
- Signing of Contract for W1-01-17, following approval by the SLO and Council of Ministers.
- Engage 2 IBC Contractors to undertake W1-13-17 and W1-04-17, subject to World Bank NoL for the procurement plan.
- Revision and issuance of the Supervision Plan.
- Engagement of Supervisor for Tanna works.

C. Part 2. School Reconstruction and Improvement

PMC and Safeguards Specialist had various meeting with MoET to identify schools, design and supervision requirements, land-related issues and other environmental and social safeguards.

66 schools have been identified and selected, packaged into 32 activities consisting of 62 primary and 4 secondary schools in geographic locations to minimize travelling and increase efficiency. Refer to Appendix 3. However, to maximize competition and cost effectiveness, bundling of some of these packages into larger 'slice and package'-type tenders may be warranted.

The list has been approved at Ministerial level, and procurement of a local Building Engineer consultant has commenced. However, this process was interrupted with reviews and clarifications on the procurement process. This matter was later clarified with the World Bank during the mission and a revised activity proposal is to be issued to the World Bank for their review.

In terms of activities the following key features were identified:

- Upon review, it was found that out of the 66 schools, only 27 have legal access to reconstruct and repair school buildings. Refer to Appendix 3. Therefore, it was agreed to engage a Land Registration Officer (LRO) to assist MOET with the documentation and management of land registration. However, the primary responsibility for the securing of

the land registration and landowner agreements remain with the Ministry and the Asset Division and their Provincial Education Officers (PEOs). Procurement of the LRO has started and it is expected that the LRO will mobilise in October 2017.

- A PST Safeguards Officer has been procured to assist with MOET land-related matters together with his primary responsibility of social and environmental safeguards. The Safeguards Officer is expected to mobilise in early October 2017.
- It was estimated that up to 25% of all school buildings may have asbestos containing materials. A handling and disposal procedure will be developed by an Asbestos Specialist. Sourcing of such a specialist has been completed and he is expected to start in October.
- MoET believe that tendering of some school in Efate and Shepherds can be started in 2017. The schools require mostly new buildings for which 85% of the documentation has been completed, with the remainder of works (essentially repairs), can be fully scoped upon mobilisation of the Building Engineer. Until the Building Engineer is mobilised, the PMC will inspect the sites and scope the works and prepare the first package(s) of works for tendering.
- There are concerns about the budget amount, given the most recent tender prices on similar works. To date the budgets have been based on broad estimates and only useful for allocation and prioritization. MoET used VT10,000,000 / double classroom and water tank and furniture in the PDNA some 24 months ago. So, until the project has better tendering data, it is recommended to continue to use these figures with caution.
- Many of these schools have not been inspected since shortly after TC Pam. Detailed building survey, selective asbestos surveys, community consultation and safeguard (environmental and social) are therefore considered essential.

The selection criteria for Part 2, issued with the Project Operations Manual on 14 September 2017, is yet to be confirmed by the World Bank. This matter was discussed during the mission.

Next Steps:

- World Bank to review and provide comment on the selection criteria for Part 2.
- Engagement of Building Engineer as soon as possible. In the meantime, the PMC will inspect, scope and document the works for tendering.
- Mobilisation of Asbestos Specialist by early October 2017.
- Mobilisation of the LRO in October 2017.
- Mobilisation of the Safeguards Officer in mid October 2017.
- Prepare tender documents for first package of works as soon as possible.

D. Part 3. Public Building Reconstruction and Improvement

A summary spreadsheets of activities under Part 3 were provided by PWD on 9 March 2017. Refer to Appendix 4. The list has been developed from projects that were assessed by PWD and/or proposals submitted to the Prime Minister's Office from other Government ministries.

An initial assessment of the activities indicate that the activities will need a thorough review. PWD have noted though that given the time that has passed since the initial assessments and proposals being drafted, they recommend that all of these projects be re-surveyed and reassessed.

PWD noted that ministries have responsibility for their own infrastructure. PWD does not manage the assets of other ministries but does provide technical assistance on an operational basis. It is now apparent from a limited review of the listed activities that many of the scopes are ill-defined. It is understood that the scopes and estimates were undertaken by non-technical people within the Government ministries. This then compounds lack of confidence in the scopes and estimates provided. Accordingly, it has been decided to engage a Building Engineer as soon as possible to assess each Ministry proposal. Additionally, the Asbestos Specialist will inspect the public buildings.

Finally, PWD indicated that there may be other activities not included in the list due to gaps in messaging or confusion over the recovery program. Therefore, throughout the review process, any additional requests will be referred to the DSPPAC and PIC accordingly.

The World Bank needs to review and approve the selection criteria for Part 3, as part of the revised Project Operations Manual, issued on 14 September 2017 and discussed during the mission.

Next Steps:

- World Bank to review and provide comment on the selection criteria for Part 3.
- Engage a Building Engineer by November 2017, subject to World Bank approval of the Procurement Plan
- Mobilise an Asbestos Specialist in October 2017

E. Part 4. Project Implementation and Technical Support

The PMC started on 6 March 2017 and started the process of engaging other Specialists. The Safeguards Specialist (Iain Haggarty) started on 17 April 2017 and the International Procurement Specialist (Emil Leau) started on 11 May 2017, however unfortunately Mr Leau left less than 2 weeks later because his wife was sick.

The sudden departure of Mr Leau and his lack of availability during the subsequent period has caused significant problems with the early implementation of the project, particularly procurement functions. This has had a roll-on affect, whereby the PMC and Safeguards Specialist has continued the bulk of the procurement functions, which has been inefficient and problematic. A new expression of interest was released for a replacement Procurement Specialist and it expected to mobilise in late October 2017.

The Project Accountant was selected and mobilized on 28 August 2017. Upon his arrival, he sought the advice from, Hellen Wilson Tom from Department of Energy to fast-track the establishment of the project accounts. Hellen's assistance is invaluable and very highly appreciated.

The Monitoring and Evaluation Specialist was engaged and mobilised during the mission. He is currently developing the Monitoring and Evaluation Framework, including an M+E approach and key definitions.

Next Steps:

- International Procurement Specialist to mobilise by end of October 2017

F. Part 5. Contingency Emergency Response

A delegation from Vanuatu attended the Third World Reconstruction Conference between 6-9 June 2017. The delegation consisted of:

- Sam Namuri: Acting Director General, MIPU
- Gregoire Nimbtik: Director DSPPAC
- Roy Ben: MoET
- Lawrie Carlson: PMC VIRIP

The recommendations that came from the delegates of the Conference, are outlined below:

- **Policy and Planning:** It is recommended that the Government undertake a policy review for response, early recovery and reconstruction efforts to ensure that the Government and other partners are well organised, highly focussed and ready for a future natural disaster and that all efforts can be completed in an effective and timely manner and in line with development policies. As part of the policy review, the socio-economic impacts of a disaster must be understood in context with the development policies and addressing the current imbalance in economic impacts of natural disasters and the future development goals.
- **Funding:** Where possible, funding arrangements are in place including insurance (sovereign and private). Government should fully explore the Cat DDO facility.
- **Leadership:** Government should consider re-aligning current institutional arrangements, so that there is single leadership and institutional arrangements throughout the response, early recovery and reconstruction phases.
- **Partnership:** It is recommended that a Partnerships Conference be convened to gain commitments from key stakeholders, funding arrangements, including insurance and operational arrangements prior to a disaster.
- **Data:** It is recommended that the current arrangements for data collection across all agencies be reviewed to assess their ability to provide adequate data in a timely manner for a future disaster and if required subsequent recommendations be provided.
- **PDNA:** It is recommended that the PDNA for TC Pam be reviewed in terms of effectiveness and the structure of the PDNA be reviewed for future use. It is recommended that a rapid needs assessment also be considered for fast-tracking of activities, where appropriate.
- **Leadership and Toolbox:** It is recommended that a central repository be established to collect lessons learnt to be instituted into the current policies, practices and procedures. It is further recommended that the Government develop its own 'toolbox' of policies, practices and procedures during periods of non-disaster and where possible share these practices with other countries.

Notably DSPPAC together with the PIC wish to develop a Reconstruction Strategy, which is expected to incorporate many of these recommendations. This was discussed and agreed with the Mission, albeit the VIRIP Financing Agreement may not fund this activity and the source of funding must be clarified by the World Bank.

Additionally, during the Mission was agreed to develop a Contingency Emergency Response Manual as soon as possible, in the event an eligible disaster/emergency occurs.

Next Steps:

- Implement recommendations, as outlined in the report, including a Reconstruction Strategy.
- World Bank to clarify the source of funding for the development of the Reconstruction Strategy.
- Develop a Contingency Emergency Response Manual as soon as possible.

G. Cross-Cutting Issues

Monitoring and Evaluation

The Monitoring and Evaluation Specialist (M+E Sp) mobilised on 12 September 2017 and developed the monitoring and evaluation approach, key definitions and strategy. He attended mission meeting and provided feedback.

The M+E Sp will now develop the monitoring and evaluation framework, based on an agreed strategy. This is expected to be completed by December 2017.

Safeguards

The Safeguards Specialist (SS) was primarily occupied over this quarter the procurement of specialists required for safeguards implementation and with amending policy framework documents for use under VIRIP.

In terms of procurement for safeguards the SS advertised the Asbestos Specialist (AS) role internationally in July (See website) and a contract was signed with Mr Dale Austen in September for an October start. As agreed with the VIRIP Senior Safeguards Specialist (telecon 28 July 2017) the AS will help to refine and finalize the Asbestos Protocol in the ESMF so it can be effective in a Vanuatu context while meeting the requirements of international standards.

The TOR for a Safeguards Officer was completed and reviewed and a request for CVs sent to six potential local candidates. Evaluation of the CVs received means that Mr Hannington Alatoa will be engaged as Safeguards Officer commencing in mid-October. His focus will be on safeguards primarily for Schools and Public Buildings and he will accompany the AS on site visits.

In line with action points from the Aide Memoire from the first Mission, a dedicated officer is to be engaged by VIRIP and deployed to MOET to assist with advancing land agreements. This position, originally termed Community Liaison Officer, was renamed Land Registration Officer (LRO) to more clearly represent the work the officer will undertake and to avoid confusion with Community Liaison Officers required to be appointed by contractors. A TOR was prepared in consultation with MOET and a request for CVs sent to 6 potential candidates. Evaluation took

place at the end of September and the preferred candidate (available end of November) will be approached with the intent of negotiating a contract.

The SS also participated in the review and evaluation of the PST Project Accountant, PST Procurement Specialist and PST Monitoring and Evaluation Specialists positions over the quarter.

The SS had multiple meetings with PWD Senior Safeguards Officers, SPREP country manager and correspondence with Apia on asbestos management and SPREP's Pacific experience. Meetings were also held with the Acting Commissioner of Mines (on quarry permits and arrangements for royalty payments to land owners).

A meeting at the end of August with Ross Butler, Senior Social Development Specialist on the RPF and related matters including the application of OP4.0 and constituent parts to VIRIP. Meetings with MOET Director and Land and Assets Officer (for LRO TOR and evaluation and approach to land issues for schools).

Telecons and correspondence throughout the quarter with Pene Ferguson, VIRIP Senior Safeguards Specialist on approach to Asbestos protocol and matters to do with policy framework documents.

The SS also participated in the R4D and PWD DMs quarterly meeting on operationalizing and mainstreaming VIRIP into annual planning.

The SS also participated during the mission including a second site visits.

Risk Management

The PMC has drafted a Risk Matrix (Appendix 5) which will be constantly reviewed and revised during the inception period of the project. Comments on the Risk Matrix are welcome and encouraged.

H. Work Programme

A rolled-up works programme will be drafted and included in as Appendix 6, based upon the yet to be approved of the Procurement Plan.

II. PROJECT ISSUES

A. PWD Resources

A resource analysis will be undertaken by PWD, starting in October 2017, with the support of R4D and the PST. It is anticipated that the analysis will show that PWD does not have the human resources to undertake VIRIP with its current workload. The resource analysis will be completed by January 2018, after the completion of the PWD 2018 Annual Works Plan.

B. Time Analysis

The project has started since the mobilization of the PMC on 6 March 2017. Since the date of effectiveness, 16.7% of the project period has expired with no physical progress. Whilst this

suggest a slow start, it is believed that with the identification of activities that can be fast-tracked progress will improve in comparison to the time expended.

C. Meeting of Mission Milestones

During the September Mission the Government agreed to a list of milestones. At this stage, VIRIP will be able to achieve those milestones.

D. Selection Criteria and Priorities for Parts 1, 2 and 3

As mentioned in other parts of the report, the World Bank is encouraged to review and make comment on the selection criteria for Parts 1, 2 and 3.

E. Key definitions

The M+E Framework will describe key definitions. At this stage, there is conjecture on some key terms, which are critical to the understanding of the objectives and outcomes of the project. The Framework will be completed by December 2017 and comments will be encouraged and welcomed.

III. PROJECT SCOPE IN VIEW OF CURRENT PROJECT FINANCING

A. Financial Status

An initial tranche of funds of VT200 million from the Grant and a further VT 200 million has been deposited into the Reserve Bank account.

The 'Green Form' has been raised and approved, project code issued and chart of accounts developed.

PWD Financial staff have been briefed on the new project. The Project Accountant has been sourced to complement the PWD functions and Hellen Wilson Tom from Department of Energy has been actively assisting the Project Accountant to activate the project.

B. Projection to Meet Project Objectives

Proposed Scope and Estimates.

No comments at this stage.

Appendix 1: Next Steps (from Draft Aide Memoire)

Actions	Responsibility	Date	Status
<i>New Issues and Actions Required</i>			
Revise the 2017 AWP to reflect the three identified sub-projects, present, including construction supervision plan, before signing of these contracts and send IDA copy of the revised AWP.	PWD/PST	15 Oct 17	Completed
PST to finalise TORs for the structural engineers to include inspection and scoping of repairs, preparation of bidding documents and supervision of works, and submit to IDA for review; Award of individual consultancy contract(s) for Building Engineer(s)	PST	15 Oct 17	Completed
Submit draft selection criteria to IDA for review	PST	15 Oct 17	Completed
Submit to IDA the RFD contract value information to support adjustment of the Direct Contract threshold of IBCs	PST	15 Oct 17	Completed
Provide copy of CTB shopping waiver to IDA	PST	15 Oct 2017	Completed
Team to survey schools and public buildings identified for renovation or demolition/reconstruction under VIRIP and submit an assessment report to IDA	PWD/MOET/PST	30 Oct 17	Underway
Update relevant procurement documents and submit to IDA for approval	PST	31 Oct 17	To be completed by 30 November 2017
Public Buildings and Schools. <ul style="list-style-type: none"> a. PWD Building Engineer, Safeguards Liaison Officer, Land Registration Officer & Asbestos Specialist will start schools survey; b. PWD to prepare Activity Proposal for each school; c. First contract packages on Efate / Shepherds will then be documented 	PWD/MOET/PST	End-Oct 17 Nov 17 Dec 17	
Submit TOR and cost estimate a National Reconstruction Strategy, together with the Contingency Emergency Response Component (CERC) manual, to IDA for review	PST	30 Nov 17	Underway
Updated Procurement Plan	PST	15 Nov 17	Completed

Proposed PWD 2018 AWP, including construction supervision plan, to be finalized and submitted to IDA	PWD/PST	30 Nov 17	Supervision Plan submitted
Submit next revision to procurement plan through STEP system soon after the finalization of the 2018 AWP (all components)	PST	15 Jan 18	Outstanding
Previous Issues and Actions Required			

Prepare and submit a withdrawal application for eligible expenditures paid from the Designated Account	MIPU	Immediately	Completed. However, transfer was not recorded.
Request an exception to the audit for the 2016 fiscal year	MIPU	26 June 2017	Completed
Update the POM with information on project implementation timelines, financial/budgeting plans, safeguards procedures	PST	30 June 2017	In process
Prepare and submit for approval a detailed project budget	MIPU	15 July 2017	In process
Provide PST with a structural engineer's certificate for standard classroom design	MOET	15 July 2017	In process
First sub-projects are to be included in the current (2017) PWD annual work plan prior to procurement	PWD	15 July 2017	In process
Revised activity proposals and ESMP for Kings Cross - Lenakel road for longer DBST segment and resubmit to IDA along with the supervision plan	PWD	15 July 2017	Completed
Submit supervision plans to IDA for review and no objection	PWD	15 July 2017	Completed
Recruit Asbestos Specialist	PST	15 July 2017	Completed
Updated safeguard frameworks and submit to IDA for review, prior to being re-disclosed	PST	31 July 2017	Submitted, awaiting IDA clarification; needs to be re-disclosed.
Obtain waiver from Central Tender Board to follow WB shopping threshold and procurement guidelines	PST	31 July 2017	Completed
Procure the services of a local consulting engineering firm to inspect listed school buildings, assess damage, design, detail and specify scope of repair/retrofit/rehabilitation works as appropriate, including cost estimates	PST/MIPU/MOET	31 July 2017	Under evaluation
Prepare TORs for design and supervision consultancy for the two Malekula culverts	PST	31 July 2017	Completed

Undertake a detailed screening to develop a suitable list of candidate buildings for further inspection	PWD	31 July 2017	Completed
Refine TOR for the engineering firm to include inspection and scoping of repairs, preparation of bidding documents and supervision of works	PST	31 July 2017	Completed
Recruit the International Supervision Engineer consultant	PST	31 July 2017	Completed
Recruit Community Liaison Officer	PST	31 July 2017	Completed
Recruit PST Accountant	PST	31 July 2017	Completed
Recruit PST M&E Specialist	PST	31 July 2017	Completed
PST Contracts Administration Manual	PST	31 July 2017	In process
The PST will work in close cooperation with PWD HQ and Divisional staff to ensure that VIRIP-funded sub-projects are incorporated into the PWD annual planning process for 2018.	PWD/PST	30 Nov 2017	In process

Appendix 3: Approved List of School

Part 2: School Buildings - Approved List of Activities (1) (2)

Works package	School name	Land Holding Arrangements (Agreement to Lease, Lease or any other arrangements)	Type of Lease & Lease Number (Special Lease /Commercial/Agricultural Lease)	Land Details (A-S Agreement & Surveyed, Surveyed & No Agreement/ Agreement & No Surveyed/No Agreement & No Surveyed)	Enrolment	classrooms new	cost	classrooms refurb	cost	staff houses new	cost	staff houses repairs	cost	comments	total costs	
PRIMARY SCHOOLS															Budget Vatu 880,000,000	
EFATE																
1	Eton	Agreement to Lease		A & NS	184	4	20 000 000	4	10 000 000	1	3 000 000	1	1 500 000		34 500 000	
2	Ekipe	Lease Agreement	Special Lease (Title 12/0432/002)	A & S	222	4	20 000 000	4	10 000 000	1	3 000 000	1	1 500 000	Repair B1 & 4	33 000 000	
3	Nuakwanapu Nakuskasaru			NA & NS NA & NS	100 100	4 4	20 000 000 20 000 000	0 0	0 0	1 1	3 000 000 3 000 000	0 0	0 0		43 000 000	
4	Maumau Greenhill			NA & NS NA & NS	200 120	4 0	20 000 000 0	0 0	0 7 500 000	1 1	3 000 000 3 000 000	0 0	0 0	2 from GGP PWD to upgrade road	30 500 000	
5	Kawenu Etas			NA & NS NA & NS	250 100	4 4	20 000 000 20 000 000	0 0	0 0	1 1	3 000 000 3 000 000	0 0	0 0		36 000 000	
EPI																
8	Bonkovo Lamenu	Agreement to Lease		NA & NS A & NS	113 86	2 0	10 000 000 0	2 4	10 000 000 10 000 000	1 1	3 000 000 3 000 000	0 0	0 0	Replace one SP- B2 & CRM's B3	36 000 000	
9	Akama Mafila	Agreement to Lease		NA & NS A & NS	171 2	0 0	0 10 000 000	4 0	10 000 000 10 000 000	1 0	3 000 000 3 000 000	1 0	1 500 000	Getting 2 GGP classrm.	24 500 000	
10	Susan Mate Manganua Lokopue Moru Votio Nulnessa Lopeni Sikembo Nalema			NA & NS NA & NS NA & NS NA & NS NA & NS NA & NS A & S NA & NS	79 80 58 60 49 80 52 111 45	0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0	0 0 0 0 1 1 1 1 1	0 0 0 0 3 000 000 3 000 000 3 000 000 3 000 000 3 000 000	0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0	NZ doing classrooms NZ doing classrooms NZ doing classrooms NZ doing classrooms -at this time NZ doing classrooms NZ doing classrooms NZ doing classrooms NZ doing classrooms NZ doing classrooms	18 000 000
TONGOA /SHEPHERDS																
11	Malawia Ere Senecol - Buringa	Agreement to Lease Lease Agreement		A & NS A & S NA & NS	23 74 19	0 2 0	0 10 000 000 0	0 1 0	0 2 500 000 0	1 1 1	3 000 000 3 000 000 3 000 000	0 0 0	0 0 0	GGP doing 2 Red X did classrm.	21 500 000	
12	Nottage Itakuma	Agreement to Lease Agreement to Lease		A & NS A & NS	85 81	2 0	10 000 000 0	0 4	0 10 000 000	1 0	3 000 000 0	0 0	0 0	Finish B3 B1,B2 and B3 for CRM works.	23 000 000	
13	Nawarone Coconak - Tongariki	Lease Agreement Agreement to Lease	Special Lease (Title 10/0211/002)	A & S A & NS	115 65	3 0	15 000 000 0	0 3	0 7 500 000	0 0	0 0	0 2	0 3 000 000	Replace 2 SP bldgs Main classroom bldg	25 500 000	
14	Worarana - Emae Makira Mataso			A & NS A & NS A & NS	30 24 17	0 0 1	5 000 000 0 5 000 000	1 2 1	2 500 000 5 000 000 2 500 000	1 0 0	3 000 000 0 0	0 1 1	0 1 500 000 1 500 000	french - english done In same bldg Do with Emae	23 000 000	
15	Lausake - Emau Tangovawia - Pele	Lease Agreement Lease Agreement	Special Lease (13,416 meter sqm) Special Lease (Title 12/0144/001)	A & S A & S	66 84	0 2	0 10 000 000	4 2	10 000 000 5 000 000	0 1	0 3 000 000	0 0	0 0	add house to extg. classrm in B1 Renovate B1	28 000 000	
16	Eles - Nguna Noaiwia - Nguna	Lease Agreement Lease Agreement	Special Lease (Title 12/0141/006) Special Lease (Title 12/0141/003)	A & S A & S	253 76	0 2	0 10 000 000	2 2	5 000 000 5 000 000	2 1	6 000 000 3 000 000	1 0	1 500 000	Demolish some SP bldgs	30 500 000	
PAAMA																
17	Vutekai Liro Lehili Luvil	Agreement to Lease		A & NS NA & NS A & NS NA & NS	37 100 50 45	0 0 0 0	0 0 0 0	2 4 2 1	5 000 000 10 000 000 5 000 000 3 000 000	1 0 0 0	3 000 000 0 0 0	0 0 0 0	0 0 0 0	Finish french bldg timber blgs falling Concrete slab to build on Classroom done by Pacific	26 000 000	
18	Isia - Futuna			NA & NS	100	8	40 000 000	2	5 000 000	2	6 000 000	0	0		51 000 000	
AMBRYM																
19	Magam Oial	Agreement to Lease		A & NS NA & NS	112 116	0 0	0 0	4 3	10 000 000 7 500 000	1 0	3 000 000 0	0 0	3 000 000	Renovate B2,B5 & B7 Renovate B3	23 500 000	
20	Megamone Fonteng	Agreement to Lease		A & NS NA & NS	80 58	2 0	10 000 000 0	0 2	0 5 000 000	0 1	0 3 000 000	0 0	0 0	Use buildaid CRM's for B3	18 000 000	
21	Tobol Linbul	Agreement to Lease		A & NS NA & NS	76 42	2 0	10 000 000 0	1 2	2 500 000 5 000 000	1 1	3 000 000 3 000 000	0 0	0 0	Repair B1 CRM's for B2	23 500 000	
22	Senai Leluet	Agreement to Lease		A & NS NA & NS	134 55	2 0	10 000 000 0	3 2	7 500 000 5 000 000	0 1	3 000 000 3 000 000	1 1	1 500 000	CRM's B1 & B6 - to get GGP classrm. CRM's for B1 & B2	25 500 000	
23	Ranon Fanla	Lease Agreement Agreement to Lease	Special Lease (Title 08/0134/002)	A & S A & NS	148 47	1 2	5 000 000 10 000 000	4 1	10 000 000 2 500 000	0 0	0 0	2 0	3 000 000 1 500 000	Renovate B1,B2 & B6 + 2 GGP coming CRM's B2 & B4 house	32 000 000	
24	Roromai Paamal			NA & NS NA & NS	57 33	2 1	5 000 000 5 000 000	2 2	5 000 000 5 000 000	1 1	3 000 000 3 000 000	0 0	0 0	repair B1 Repair B1	26 000 000	
PENTECOST																
25	Baie-Barrier St Henri (Lontis) Ranwas (manu)			NA & NS NA & NS NA & NS	94 109 46	0 2 2	0 10 000 000 10 000 000	4 2 0	10 000 000 5 000 000 0	0 1 1	0 3 000 000 3 000 000	0 0 0	0 0 0	Good RC bldgs before ! Good Rc bldg needs CRM nothing left	41 000 000	
26	Vanmamia Lalzedette			NA & NS NA & NS	99 120	2 1	10 000 000 10 000 000	0 4	0 10 000 000	0 1	0 3 000 000	0 0	0 0	has one GGP classrom bldg. 2 good Rc bldgs need CRM's	36 000 000	
27	Torlie Tanbok Ubiku	Agreement to Lease		A & NS NA & NS NA & NS	146 80 100	2 0 2	10 000 000 0 10 000 000	0 0 0	0 0 0	0 1 1	3 000 000 3 000 000 3 000 000	0 0 0	0 0 0	Has an EU bldg Getting a GGP classrm.	29 000 000	
28	Ben motri Londar (Baie-Martelli)			NA & NS NA & NS	87 112	4 4	20 000 000 20 000 000	0 0	0 0	1 0	3 000 000 3 000 000	0 0	0 0	all bush style bldgs - lost in PAM All bldgs SP / bush style.	46 000 000	
	Furniture						40 000 000								40 000 000	
	office / storerooms						20 000 000								20 000 000	
	contingency														36 000 000	
PRIMARY SCHOOLS - Vatu															844 500 000	
HIGH SCHOOLS																
	Teruja - Aneityum			NA & NS	120	16	160 000 000	0	0	10	30 000 000			all new	190 000 000	
	Lonvat - Sth malekula			NA & NS	120	16	160 000 000	0	0	10	30 000 000			all new	190 000 000	
	Nabangasale	Lease Agreement	Special Lease (10/0231/004)	A & S	120	2	10 000 000	20	40 000 000	0	0	6	9 000 000	Renovate 8 bldgs	59 000 000	
	Malapoa College			NA & NS	750	0	10 000 000	12	30 000 000	0	0	4	6 000 000	Renovate 8 bldgs	36 000 000	
SECONDARY SCHOOLS - VATU															475 000 000	

1. Scope, costs and details for each activity are yet to be determined
2. Current cost and scope based on ministry submissions

Appendix 4: List of Public Buildings

Note: activity scopes and cost estimates need to be fully assessed.

Appendix 5: Risk Matrix

		Likelihood				
		Rare	Unlikely	Possible	Likely	Almost Certain
Consequence	Severe	Med	High	High	Extreme	Extreme
	Major	Med	Med	High	High	Extreme
	Moderate	Low	Med	Med	High	High
	Minor	Low	Low	Med	Med	Med
	Negligible	Low	Low	Low	Low	Med

Table 1: Likelihood Scale

RATING	LIKELIHOOD	PROBABILITY
Almost Certain	The event is expected to occur	>90%
Likely	The event will probably occur	50% to 90%
Possible	The event might occur	10% to 50%
Unlikely	The event probably won't occur	2% to 10%
Rare	The event is very unlikely to occur.	<2%

Level	Adequacy of Control
Unreliable	Unpredictable environment where controls are not designed or in place
Informal	Controls are designed and in place but are not adequately documented Controls mostly dependent on people No formal training or communication of controls
Standardised	Controls are designed and in place Controls have been documented and communicated to employees Deviations from controls may not be detected
Monitored	Standardised controls with periodic testing for effective design and operation with reporting to management Automation and tools may be used in a limited way to support controls
Optimised	An integrated internal control framework with real-time monitoring by management with continuous improvement Automation and tools are used to support controls and allow the organisation to make rapid changes to the controls if needed

Table 2: Consequence Criteria

Rating	Project Objectives	Financial	Safety	Environment	Social	Compliance	Reputation
Severe	Failure to meet all three objectives with termination of project	Cost over-run by 25% or financial loss greater than USD1M.	Fatality or permanent significant disability, long term impairment or illness significantly affecting the quality of life for an employee, contractor or member of the public.	Permanent impacts to populations of significant flora or fauna (e.g. threatened), highly significant heritage items, complete removal of habitat or significant impairment of ecosystem function.	Permanent destruction or removal of significant assets or resources belonging to individual or community, permanent loss of livelihood.	Claim or action could be brought in the Courts; and	Court, regulator or Government/ Cabinet inquiry concludes improper, corrupt or grossly negligent conduct.
					Criminal act of violence by contractor worker(s) on member(s) of local communities.	Regulators could bring prosecution and penalties (and potential imprisonment for individuals); and	Other action by MIPU/PWD results in termination of Minister or DG
Major	Project substantially fails to meet one objective of the project	Cost over-run between 15-25% or financial loss between USD500 and USD1M.	Long term or permanent disability, impairment or illness not significantly affecting the quality of life for an employee, contractor or member of the public.	Medium-long term (>10 years) physical impacts likely to cause impacts to flora/fauna populations, or direct impacts to flora / fauna populations. Adverse impacts to significant heritage items.	Destruction of significant assets or resources belonging to individual or community, leading to loss of livelihood for a period of three years or over.	Claim or action could be brought in the Courts; and	Action by MIPU/PWD results in one or more Executives or senior managers being terminated.
	Project requires restructuring to meet revised project objectives				Significant or repeated criminal act(s) by contractor worker(s) on member(s) of local communities.	Regulator could bring prosecution for which the penalty (and potential imprisonment for individuals).	Government or Cabinet inquiry into our actions or operations. Prolonged and negative national media attention.
Moderate	Project does not meet the target(s) of at least one indicator for the project objectives	Cost over-run between 5% - 15% or financial loss between USD100,000 - USD500,000.	Hospitalisation with medical intervention of an employee, contractor or member of the public.	Medium term (3-10 years) impacts on populations of native flora / fauna including loss of individuals of threatened species. Significant impacts on physical environment.	Destruction of significant assets or resources belonging to individual or community, leading to loss of livelihood for a period of two to three years.	Claim or action could be brought in the Courts; and	Short term negative national media attention.
	Project requires time extension to meet project objectives				Petty crimes by contractor worker(s) on member(s) of local communities.	Regulator could bring prosecution for which a penalty or fine for an individual.	Regulator conducts formal inquiry.
					Continual trespass by contractor worker(s), long term use or occupation of land outside that agreed. Social impacts such as introduction of diseases, pregnancies caused by construction workforce		Prolonged and negative media attention.
Minor	Project fails to meet intermediate results, but could with intervention, meet the project objectives	Cost over-run less than 5% or financial loss between USD10,000 and USD100,000.	Injury or illness requiring medical treatment of an employee, contractor or member of the public.	Short term (1-3 years) direct impacts on physical environment (water, soil, air) that may impact on flora or fauna. Loss of individuals of common native flora or fauna. May extend outside of work area.	Destruction of assets or resources belonging to individual or community, leading to loss of livelihood for a period of up to two years.	Claim or action could be brought in the Court; and	Formal complaint made to a Regulator.
					Trespass by contractor worker(s), short term use or occupation of land outside that agreed.		
					Social impacts such as introduction of diseases,	Regulator could issue an enforcement or penalty notice.	Short term negative media attention.
Negligible	Intervention required to meet targets and results to achieve project objectives	Financial loss less than USD10,000K.	Nil to first aid injury, low level short term inconvenience or symptoms for an employee, contractor or member of the public.	Low-level direct impacts on physical environment (water, soil, air) within work area.	Minor damage to property	Offence is merely reportable; and/or	Negative comment about MIPU/PWD at Cabinet level.
				Impacts easily remedied.	Minor trespass, poaching or collection of firewood	Regulator could issue a warning notice; and/or	Formal complaint made to MIPU/PWD
				No identifiable impact on flora or fauna.		GRM mechanism handles dispute with no further action required.	

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ID	Task Name	Duration	Start	Finish	Cost	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter																					
191	Institutional	1200 days	Mon 6/03/17	Wed 18/08/21	\$0	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
192	Meetings	1200 days	Mon 6/03/17	Wed 18/08/21	\$0	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
198	Reporting	1200 days	Mon 6/03/17	Wed 18/08/21	\$0	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
198	Training	1200 days	Mon 6/03/17	Wed 18/08/21	\$0	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
200	Policy	1200 days	Mon 6/03/17	Wed 18/08/21	\$0	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec

Critical		Task		Manual Task		Duration-only		Baseline Milestone		Summary		External Tasks		Inactive Milestone	
Critical Split		Split		Start-only		Baseline		Milestone		Manual Summary		External Milestone		Inactive Summary	
Critical Progress		Task Progress		Finish-only		Baseline Split		Summary Progress		Project Summary		Inactive Task		Deadline	