

**SOLOMON ISLANDS GOVERNMENT**



**MINISTRY OF INFRASTRUCTURE DEVELOPMENT  
HONIARA CITY COUNCIL**

**Rapid Employment Project  
PROJECT OPERATIONS MANUAL  
ANNEXES**

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Version 4 Final, 23 August 2010

**Ministry of Infrastructure Development**  
**Honiara City Council**  
**Rapid Employment Project**  
**PROJECT OPERATIONS MANUAL**  
**ANNEXES**  
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## ABBREVIATIONS

AusAID	Australian Agency for International Development	MT	Project Implementation Unit
		PM	Project Manager
CC	City Clerk	PO	Procurement Officer
CF	Consultant Firm	POM	Project Operations Manual
CLO	Community Liaison Officer	PSC	Project Steering Committee
CS	Corporate Services	QFR	Quarterly Financial Report
CV	Curriculum Vitae	Qtr	Quarter
CW	Civil Works	REP	Rapid Employment Project
Dir	Director	RES	Rapid Employment Scheme
FO	Finance Officer	RFQ	Request for Quotations
GD	Goods	RM	Road maintenance
HCC	Honiara City Council	SB\$	Solomon Islands Dollar
IBRD	International Bank for Reconstruction & Development	SIG	Solomon Islands Government
		SIRIP	Solomon Islands Road Improvement Programme
IC	Individual Consultant		
IDA	International Development Association	TA	Technical assistance
LB	Labour based	TBD	To be decided
M&E	Monitoring and Evaluation	TCC	Technical Coordination Committee
MID	Ministry of Infrastructure Development	TPPD	Transport Planning & Policy Department
MIS	Management Information System		
MT	Management Team	TTL	Task Team Leader
MYOB	Mind Your Own Business (financial management software)	TOR	Terms of reference
		UNDP	United Nations Development Programme
NCB	National Competitive Bidding		
NGO	Non Governmental Organisation	US	Under Secretary
PET	Pre-Employment Training	US\$	United States Dollars
		SWO	Senior Works Officer
United States Dollar (US\$)	1.00 =	Solomon Islands Dollar (SB\$)	7.78210 @ 23 Aug 2010
Australian Dollar (AU\$)	1.00 =	Solomon Islands Dollar (SB\$)	6.97687 @ 23 Aug 2010

## **ANNEXE 1. TOR FOR REP STEERING COMMITTEE**

### **1.1 OBJECTIVE OF THE REP STEERING COMMITTEE**

These Terms of Reference set out the responsibilities, composition and workings of the Rapid Employment Project Steering Committee (the REP PSC).

The REP Steering Committee will give guidance to the Project's overall performance, provide policy guidance particularly on issues related to short-term employment (e.g., wage rate increases), facilitate the coordination of various stakeholders involved in the Project, and review and endorse the annual work plans and budgets.

### **1.2 RESPONSIBILITIES OF THE REP STEERING COMMITTEE**

The REP Steering Committee's responsibilities are to initiate, promote and provide overall direction and decision-making authority to the three components of the REP.

- ⇒ Provide guidance to the REP on relevant policy issues;
- ⇒ Review and endorse the project's Annual Work Plan, Annual Budget and Updated Procurement Plan;
- ⇒ Review and comment on the Project's quarterly progress reports;
- ⇒ Discuss and facilitate critical decisions for the implementation of various components;
- ⇒ Review and where necessary act on annual audit reports and audit recommendations;
- ⇒ Review and act on World Bank supervision reports;
- ⇒ Support media and other communication events as necessary; and
- ⇒ Facilitate relevant inter-institutional linkages and coordination.

The PSC does not have the authority to direct the project to undertake activities or finance expenditures that are not consistent with and supportive of the objectives of the project nor the legal obligations of Solomon Islands Government and implementing agencies with the World Bank for this project.

### **1.3 COMPOSITION OF THE REP STEERING COMMITTEE**

The REP Project Steering Committee (PSC) will be jointly chaired (on an alternating basis) by the City Clerk and MID Permanent Secretary (or their designates) and may be composed of<sup>1</sup>: Permanent Secretaries of the Ministries for Finance and Treasury, Home Affairs, Development Planning and Aid Coordination, Environment, Commerce Industry and Employment,; one representative of the key development partners working with each agency (AusAID, New Zealand, and/or ADB); and other agencies as deemed appropriate by the Committee.

### **1.4 WORKINGS OF THE REP STEERING COMMITTEE**

The PSC will meet quarterly for the first 2 years of the project, on a twice yearly basis thereafter and additionally if deemed necessary and called for by either chairs. One reason for meeting on a quarterly basis is the importance of ensuring good coordination between the quarterly work programmes of HCC and the annual work programme of MID. If it is found that this level of oversight is not required the PSC could decide to move to twice per year meetings.

A minimum of four members will constitute a quorum for the PSC and be required for any binding Committee decisions.

The REP MID and HCC Project Managers will agree between themselves (in consultation with the Under Secretary MID and City Clerk HCC) how secretariat support will be provided to the PSC by the two

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<sup>1</sup> Or delegates of.

project management teams<sup>2</sup> - how PSC meetings are arranged, where located and how proceedings are recorded.

Prior to each PSC meeting, the MID/HCC Project Manager will prepare an agenda for the forthcoming meeting in consultation with the co-Chairs and, at least seven working days prior to the meeting, shall circulate by hand or fax a copy of the agenda to all members of the PSC.

If a PSC Member wishes to have a matter placed on the agenda, s/he shall notify the MID/HCC Project Manager of the matter in writing (by hand delivery or fax to the Secretary) at least eight working days prior to the scheduled meeting.

Decisions of the PSC shall be agreed, to the extent possible, by consensus of all members. In the event of consensus not being reached, the matter shall be put to the vote and shall be decided by simple majority. In the event of a hung vote on any matter, the Chair shall have an additional deciding vote.

The MID/HCC Project Manager shall be responsible for keeping the Minutes of all REP PSC Meetings in accordance with generally accepted standard of minutes (minutes will identify actions and responsibility of individuals for each action. A full set of minutes of each meeting will be circulated to all Members at least 7 working days prior to the next meeting.

The Steering Committee shall establish such other committees, task forces and working groups as are required for the proper implementation of specific REP projects and activities.

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<sup>2</sup> There are a number of alternative options – support is provided by MTs for alternate meetings or one MT for 6 months or 1 year and the other follows for a similar period. A coherent consistent system for recording decisions and archiving these will be needed.

## **ANNEXE 2. TOR FOR THE REP TECHNICAL COORDINATION COMMITTEE**

### **2.1 OBJECTIVE OF THE REP TECHNICAL COORDINATION COMMITTEE**

A Technical Coordination Committee (TCC) will be established. The TCC will ensure good coordination and forward planning for MID and HCC (and other affected parties) on joint activities such as the works activities, pre-employment training, community sensitization, review of safeguard procedures, financial management advisory services and monitoring efforts.

### **2.2 RESPONSIBILITIES OF THE REP TECHNICAL COORDINATION COMMITTEE**

The TCC meetings will:

- a) Provide detailed forward planning and coordination for the MID and HCC works programmes and the linked community sensitization, pre-employment training and other project activities;
- b) Ensure that:
  - i. There are no clashes or overlaps between the two implementing agencies works programmes in the same wards or neighbourhoods;
  - ii. There is an equitable (fair) distribution of works over Honiara's 12 local government wards and 3 parliamentary constituencies;
  - iii. The sequencing of linked activities proceed as smoothly and cost effectively as possible; and
  - iv. All parties involved and affected are properly briefed and consulted.

### **2.3 COMPOSITION OF THE REP TECHNICAL COORDINATION COMMITTEE**

The TCC will consist of the two (HCC and MID) Project Managers, Finance and Procurement Officers, Community Liaison Officers and a representative of the PET Consultant. The HCC Director of Works and MID Director of Transport Infrastructure Management Services will be standing members of the TCC. The TCC meetings are working sessions. Additional technical staff will be invited (depending on the meeting agenda) as needed. It is suggested that the World Bank Operations Officer resident in Honiara is invited to attend TCC meetings as an observer at least in the first year, to assist with clarification of Bank procedural issues and to improve communications between relevant task team members, the project and the two implementing agencies.

### **2.4 WORKINGS OF THE REP TECHNICAL COORDINATION COMMITTEE**

The two Project Managers will agree between themselves how this will be put into effect and how TCC meetings are arranged, where located and how proceedings are recorded

The TCC will, initially, meet on a monthly basis but may, at the early stages of project implementation, meet more frequently if necessary. The meetings will provide detailed forward planning and coordination for the MID and HCC works programmes and the linked community sensitization, pre-employment training and other project activities. Although MID road maintenance works will be planned and implemented through a rolling annual programme, HCC community works will be planned and implemented on a quarterly basis. There is, therefore, a need to integrate activities and forward plan on a quarterly basis. Initially, there is likely to be a demand for daily and weekly coordination

The TCC will maintain brief meeting records, recording key decisions.

Prior to each TCC meeting, the HCC and MID REP MT Project Managers shall prepare an agenda for the forthcoming meeting in consultation with the HCC Director of Works, MID Under Secretary (Technical), and MID Director of TPPD.

## **ANNEXE 3. TOR FOR PROJECT MANAGEMENT STAFF**

### **3.1 PROJECT MANAGERS (ROAD/URBAN WORKS ENGINEERS)**

Components 1A (MID) and 1B (HCC). International recruitment of two Road / Municipal / Urban Works Engineers with experience of labour intensive approaches.

#### **3.1.1 Scope of Work**

The REP HCC and MID Project Managers will:

##### ***Management***

- 1 The MID and HCC PMs will be responsible for the preparation and implementation of MID Component 1a road maintenance and the HCC Component 1b Urban Works programmes.
- 2 Initiate and chair weekly TCC meetings with other HCC and MID MT staff.
- 3 In the REP's start up period, collaborate with the HCC Director of Works/Director of Corporate Services and MID Director TPPD to determine staffing requirements for the HCC and MID MTs respectively; and assess the scope and internal capacity for seconding staff from the HCC and MID to the MT so as to optimize integration of the MT with the HCC and MID's existing structure.
- 4 Recruit, supervise and support the work of MT personnel and consultants; and review, monitor, and follow-up on contracts and their assignments.
- 5 Prepare, discuss and negotiate staff TORs, work plans, training and performance assessment with MT personnel; and guide staff in the prioritization and implementation of tasks against REP work plans and targets.
- 6 Serve as the main focal point to the World Bank Task Team especially during the REP preparation and supervision.
- 7 Establish professional relationships and with other institutions involved in the REP.
- 8 Serve as the REP Project Steering Committee (PSC) Secretary – as agreed between the HCC and MID REP PMs. (Prepare the agenda, technical documentation and issue meeting records).
- 9 Hold regular consultations with the PET Consultant to ensure good and proper coordination of REP components.
- 10 Serving as the MID and HCC focal point for all engineering and technical advice required for the implementation of Components 1a and 1b of the REP.
- 11 Coordinate and work with MID and HCC and establish systems and procedures that will be adopted by the MID and HCC MTs respectively.
- 12 Set up and prepare relevant project/technical documentation in concert with the Bank's Procurement, Financial Management and Disbursement Specialists for the Project Steering Committee's approval.
- 13 Prepare and update REP procurement, work and implementation plans and the MIS and monitoring reports on REP progress.
- 14 Serve as the REP focal point on environmental and social safeguards matters (see Section 10 of the POM).
- 15 Orient and train to new staff where necessary.
- 16 Standard designs and specifications will also be developed by the REP HCC Project Manager who will also be responsible for directly managing the project within HCC
- 17 The PM will provide capacity building to key MT staff and assist in the effective operation and maintenance of sustainable systems and procedures in accordance with the POM.
- 18 Ensure that the data collection requirements described in Annex 25



### ***PMU Operations, Quality Control and Reporting***

- 1 Prepare, oversee and update REP implementation plans and progress reports. See Annexes 23 and 26.
- 2 The two Project Manager will, in consultation with the IDA Task Team Leader, the HCC Director of Works and MID Director of TPPD agree the format for Quarterly and Annual Progress Reports in the first months of the Project Managers' appointment. See Annex 23.
- 3 Supervise, update and ensure adherence to the Project Operations Manual and oversee the establishment and implementation of operating systems and procedures that will be adopted by the MTs.
- 4 Ensure adherence to World Bank fiduciary guidelines and procedures.
- 5 Prepare, oversee and submit Work Plans and budgets to the World Bank and REP PSC for review and approval. See Annexes 28 and 29.
- 6 Prepare, oversee and submit required technical documentation in concert with the Bank's Procurement, Financial Management, Disbursement and Safeguards Specialists;
- 7 Discuss and implement key decisions arising from recommendations made by the REP short term technical consultants; and support activities/decisions for implementation; and
- 8 Seek guidance from the PSC in dealing with any problems or issues arising from the REP.
- 9 **PMU Staff Performance Reviews:** The HCC and MID Project Managers will put in place and maintain a staff performance review system for all MT staff. An example of a performance review form is provided in Annex 10. Responsibility for setting tasks/targets and review are as follows: **Project Manager** ⇒ Finance Officer, Procurement Officer, Senior Works Officers and Community Liaison Officers. **Senior Works Officer** ⇒ Training Supervisors

### ***Procurement and Contracting***

- 1 Provide leadership, guidance and supervision for: preparation of tender documents, during tendering process, for contract administration and supply of goods and services and for evaluation and M&E requirements related to procurement and contract administration.
- 2 Participate in the technical negotiations of contracts, under the general coordination of the REP Finance Officers and Procurement Officers;
- 3 **Goods:** Ensure proper record keeping, adherence to SIG Financial Instruction relating to procurement thresholds and procedures for purchase of goods, prepare requisition orders (or delegate authority to the FO and/or PO), approve purchase orders, acknowledge satisfactory receipt of goods;
- 4 **MID Road Maintenance Works Contracts:** Ensure compliance with procurement procedures described in Section 7. Review REP POM and other relevant documents – identify principles & procedures; Secure HCC/MID Honiara road inventory & detailed condition surveys; Consult with Under Secretary (overall coordination), Director MID Policy & Planning; Consult with the SIRIP project management consultants re. the SIRIP road maintenance programme in Honiara; Lead (joint MID/HCC PMs) weekly REP Technical Coordination Committee meetings to ensure good integration of activities with the HCC REP works programme; Prepare 1<sup>st</sup> draft of 12 month works programme & submit for REP PSC endorsement; Discuss with MID to ensure REP works programme is integrated well/fully with MID programme & consistent with National Transport Plan; Agree tender documentation; Agree responsibilities – Senior Works Officers, involvement of MID engineers; Prepare Bills of Quantity & Invitation to Tender; obtain IDA prior approval; arrange pre-bid meetings; supervise/support tend receipt, evaluation & award processes; obtain IDA prior approval as required; supervise contractors' performance, lead site meetings, evaluate performance, recommend payment; review works programme before end of each quarter and integrate with HCC works programme; within 1 month of contract termination prepare an evaluation submit to MID Under Secretary identifying strengths, weaknesses, lessons learned and recommendations for improvement.

- 5 **HCC Urban Works (Community / Direct) Sub-projects:** Review REP POM and other relevant documents – identify principles & procedures. Check approved REP budget and Procurement Plan for 1<sup>st</sup> Year – identify budget & procurement plan procedures (See Section 7); secure HCC/MID Honiara road inventory & detailed condition surveys; consult with Director Works, MID REP MT and SIRIP project management consultants re. the road maintenance priorities & programme in Honiara. Identify projects to be done: a) as HCC LB priority project or b) based on community demand; on direction of HCC Works Director, visit work programme areas to identify communities and key community contacts; prepare 1<sup>st</sup> draft of 12 month works programme, with priorities for 1<sup>st</sup> 3 months. Agree 3 month Work programme & submit for REP PSC endorsement; discuss with HCC Works Director to ensure REP works programme is integrated well/fully with HCC programme; agree responsibilities – Senior Works Officers, Community Liaison Officers and interface with HCC; identify 1<sup>st</sup> 3 month “package” of community works “contracts” – it is assumed that these will all be of less than SB\$ 49,999 per community project; obtain IDA prior approval to first 3 sub-project contracts; liaise through TTC to ensure PET Consultant has details of community trainees; authorize payments to work groups; review works programme before end of each quarter and integrated with MID works programme; within 1 month of contract termination prepare an evaluation and submit to Works Director & City Clerk identifying strengths, weaknesses, lessons learned and recommendations for improvement.
- 6 **MID and HCC PMs – Selection of MT Staff:** Draft/review TOR; obtain IDA prior approval where required – see Procurement Plan; support PO in procurement process and provide leadership and oversight where required; initiate staff performance assessment system within 1 month of employment of MT staff; establish secure confidential staff records systems & storage; promote staff morale, responsibility, accountability and team working.
- 7 **HCC Pre-Employment Consultant:** Many of the tasks involved (draft TOR, draft Request for Proposals, evaluation of proposals) will be undertaken by World Bank supplied TA. The HCC PM will ensure a thorough understanding of the activities and processes involved and will support where necessary – ensuring that IDA prior approvals are obtained as required – See Section 7; supervise, monitor and evaluate PET Consultant performance and ensure proper collection of M&E/MIS data and that the surveys for which the PET Consultant is responsible are performed as per their TOR.

### **3.1.2 Contract Dates and Management**

Both Project Managers are expected to start 48 month contracts in June 2010. The exact dates will be negotiated and specified in the contract.

The HCC Project Manager’s contract will be managed and administered by the HCC. The MID Project Manager’s contract will be managed and administered by the MID.

### **3.1.3 Reporting**

The MID REP Project Manager who will lead the Ministry of Infrastructure Development, REP Project Implementation Unit will report to the Director, Transport Planning and Policy Department and consult with and provide briefings to the Under Secretary (Technical) on an as required basis.

The HCC REP Project Manager who will lead the Honiara City Council, REP Project Implementation Unit will report to the Director of Works in respect of Component 1b activities and to the Director of Corporate Services in respect of Component 2 activities and consult with and provide briefings to the City Clerk on an as required basis.

### **3.1.4 Qualifications**

Successful applicants will have:

At least a technicians diploma, bachelor’s degree or higher in engineering, construction, civil works/environmental project management, or related field; Minimum of 10 years work experience working on in the area of public works, project planning, management and implementation; Strong evidence of proven management ability is required, particularly in a developing country context.

Demonstrated experience working closely with Government agencies and the private sector in Solomon Islands or other Pacific Islands Countries. Demonstrated experience in preparing management reports and terms of reference; Strong leadership, communication, and team building skills; Proven capacity to coordinate multiple tasks concurrently.

Experience working in Solomon Islands or other Pacific Islands Countries on labour-intensive programmes and practical experience with World Bank procurement and financial managements procedures are very desirable

### **3.2 SENIOR WORKS SUPERINTENDENT (LABOUR BASED WORKS)**

Components 1A (MID), National recruitment of one Engineer with experience or desire to develop knowledge of labour based.

#### **3.2.1 Scope of Work**

Counterpart and support for the MID Project Manager. It is intended that, the Engineer will become an established staff member of MID with the responsibility to build and be the focal point for, MID's labour based expertise and activities.

#### **3.2.2 Contract Dates and Management**

Initially a 1 year contract, starting in June 2010 funded by REP and after 1 year being taken onto MID's establishment. The exact dates will be negotiated and specified in the contract.

The MID Engineer - Labour Based Works contract will be managed and administered by the MID.

#### **3.2.3 Reporting**

The MID REP Engineer - Labour Based Works will report to the MID REP Project Manager and the Director, Transport Planning and Policy Department.

#### **3.2.4 Qualifications**

Successful applicants will have:

At least a technicians diploma, bachelor's degree or higher in engineering, construction, civil works/environmental project management, or related field; Minimum of 3 years work experience with a strong interest to develop experience and knowledge about labour based infrastructure works that can create capability to initiate and manage labour intensive infrastructure works, including operation and maintenance.

### **3.3 FINANCE OFFICERS**

Two locally recruited Finance Officers: one for Components 1A (MID) and one for 1B (HCC).

#### **3.3.1 Scope of Work**

- 1 Attend weekly TCC meetings with other HCC and MID MT staff.
- 2 The HCC and MID MT Finance Officers will have regular meetings, at least once per month with the respective MID and HCC accounts units, to review: a) the status of draw down of IDA funds to Treasury and of transfers to and utilization of the REP or Designated Account; b) overall financial management and budgeting procedures; and forward planning for annual budget preparation and interim financial reports.
- 3 The REP Finance Officers will be responsible for preparing the financial statements for the REP.
- 4 The Finance Officers are responsible for retaining the original documents evidencing eligible expenditures and making them available for audit or inspection.
- 5 The HCC and MID REP Finance Officers will maintain books of accounts specifically for the project in the HCC and MID MTs. The book of accounts will include a cash book, ledgers, journal vouchers, a fixed asset register, and a contracts register. A chart of accounts will be drawn up for the REP by HCC and MID respectively, in which the account codes will match the

classification of expenditures and sources and application of funds indicated in the Financing Agreements. The chart of accounts will be developed in a way that will allow REP costs to be directly related to specific REP activities and outputs. The REP will use the MYOB accounting package that both HCC and MID will tailor to meet the REP's financial accounting and reporting requirements.

- 6 Make requests for further advances into the designated accounts upon accounting for the equivalent amount advanced and used, with appropriate reconciliation in a defined format as per the Disbursement Letter and Disbursement Guidelines. The HCC and MID REP Finance Officers, in consultation with the HCC Treasurer, MID Chief Accountant, and the World Bank will establish appropriate internal audit arrangements for the REP.
- 7 The HCC and MID MTs will provide, and integrate the two MTs reports into one REP report, a Quarterly Financial Report (QFR) (See format in Annex 27) and annual Financial Report to IDA within 45 days after the end of the period to monitor the use of REP funds. Formats for these reports should be generated from the MYOB financial management system. The information in these reports will be clearly linked with the chart of accounts for the REP. The following consolidated quarterly IFRs and annual Financial Report will be produced by each MT, and then consolidated as one report, for the REP.
  - a) A statement of sources and uses of funds for the reported quarter and cumulative period from REP inception, reconciled to opening and closing bank balances; and
  - b) A statement of uses of funds (expenditures) by REP activity/component, comparing actual expenditures against budget, with explanations for significant variances for both the quarter and cumulative period.
- 8 The MID REP and HCC Finance Officers are the accounting officers in terms of the SIG Financial Instructions: They are accountable to the MID Chief Accountant and the HCC Treasurer respectively and to their REP Project Manager for:
  - a) The regular and prompt maintenance of such books of account and other records as are prescribed in the Financial Instructions and in other written instructions issued by the Permanent Secretary or HCC Treasurer/City Clerk;
  - b) The prompt application for withdrawal, recording, banking and bringing to account of all project funds;
  - c) Monthly submission to the Project Manager of income and expenditure budgeted v actual, bank reconciliation and assets and liabilities statements;
  - d) The safe custody of moneys and any financial documents under his/her control; taking care that no payment is made without proper authority, that payment vouchers are arithmetically correct and are entered in the REP project Vote Book (ledger) before payment.

### **3.3.2 Contract Dates and Management**

Both Finance Officers are expected to start 54 month contracts in June 2010. The exact dates will be negotiated and specified in the contract.

The HCC Finance Officer's contract will be managed and administered by the HCC. The MID Finance Officer's contract will be managed and administered by the MID.

### **3.3.3 Reporting & Performance Assessment**

The HCC REP Finance Officer will report to the HCC REP Project Manager and will be expected to consult closely and be supervised also by the HCC Treasurer.

The MID REP Finance Officer will report to the MID REP Project Manager and will be expected to consult closely and be supervised also by the MID Chief Accountant.

The HCC and MID MTs will put in place a staff performance review system. With an annual (June/July each year) agreement with each MT member of tasks and performance targets for the following 12 months; and b) a 6 monthly review by the staff members supervisor (before 31December) of performance

over the previous 12 months. The MT Project Manager will carry out the review and assessment with the ⇒ Finance Officer.

#### **3.3.4 Qualifications**

The following qualifications are desired: A degree or diploma in accounting or in financial management, business or public administration and/or related technical field; Minimum of 10 years work experience on project management, accounting and procurement; Demonstrated experience working with development projects; demonstrated experience in preparing financial reports and managing SIG accounting system. Good written and communication skills; proven capacity to coordinate multiple tasks concurrently; and ability to work in a fluid environment and take initiative

### **3.4 PROCUREMENT OFFICERS**

Components 1A (MID) and 1B (HCC). Local recruitment

#### **3.4.1 Scope of Work**

- 1 Prepare Procurement Plans and documents.
- 2 Comply with the procedures described in Section 7 of the POM for procurement of goods, works, individual consultants and training services; amending (with agreement of the Project Manager) where necessary.
- 3 Help prepare procurement packages included in REP Procurement Plan.
- 4 Review technical specifications, refine Terms of Reference (TOR) and refine Requests for Proposals and bidding documents using standard World Bank documents or any standard bidding document designed for the project.
- 5 Review and evaluate procurement documents received and assist MID/HCC in the process of engaging consultants and bidders.
- 6 Prepare review and/or clear TORs and bidding documents for all procurement activities required under the project.
- 7 Follow up with concerned government departments and the World Bank to have RFPs and bidding documents approved and issued in a timely manner according to the approved procurement plan.
- 8 Manage the advertising process involved in the procurement, procurement correspondence, bid receipt, and bid opening in strict accordance with agreed procurement procedures.
- 9 To ensure that the data required for the REP M&E/MIS system can be collected as indicated in the Table in Section 10 Monitoring and Evaluation
- 10 Assist in managing MID/HCCs' procurement filing system in as described in Annex 14.
- 11 Participate in contract negotiations on behalf of MID/HCC and prepare and execute purchase orders and requisitions.
- 12 Attend weekly TCC meetings with other HCC and MID MT staff to: a) provide detailed forward planning and coordination for the MID and HCC works programmes and the linked community sensitization, pre-employment training and other project activities; b) minimize clashes or overlaps between the two implementing agencies works programmes in the same wards or neighbourhoods; c) ensure that the sequencing of linked activities proceed as smoothly and cost effectively as possible and d) ensure that all parties involved and affected are properly briefed and consulted.

#### **3.4.2 Contract Dates and Management**

Both Procurement Officers are expected to start 24 month contracts in April/May 2010. The exact dates will be negotiated and specified in the contract.

The HCC Procurement Officer's contract will be managed and administered by the HCC. The MID Procurement Officer's contract will be managed and administered by the MID.

### **3.4.3 Reporting & Performance Assessment**

The HCC REP Procurement Officer will report to the HCC REP Project Manager and will be expected to consult closely and be supervised also by the HCC Treasurer.

The MID REP Procurement Officer will report to the MID REP Project Manager and will be expected to consult closely and be supervised also by the MID Chief Accountant.

The HCC and MID MTs will put in place a staff performance review system. With an annual (June/July each year) agreement with each MT member of tasks and performance targets for the following 12 months; and b) a 6 monthly review by the staff members supervisor (before 31December) of performance over the previous 12 months. The MT Project Manager will carry out the review and assessment with the ⇒ Procurement Officer.

### **3.4.4 Qualifications**

Successful applicants will have a strong knowledge of Project Management and have considerable knowledge of business operations in Solomon Islands or similar environment and with international organizations operations such as the World Bank. The prospective candidate should have:

- a) A professional purchasing and logistics qualification and/or at least a diploma in project management or any related discipline; and
- b) At least 2 years experience working on development projects.

### **3.5 COMMUNITY LIAISON OFFICER(S)**

Three locally recruited Community Liaison Officers: one for Components 1A (MID) and two for 1B (HCC).

#### **3.5.1 Scope of Work**

##### **HCC and MID Community Liaison Officers**

- 1 The HCC and MID Community Liaison Officers will work in the field to support Components 1 and 2. The CLOs will work through the respective MTs and will be responsible for carrying out the necessary follow-up with the works contractors and PET Consultant on a regular basis to check on the progress of trainees and work programme participants; and provide early identification of programme issues and worker/employee conflicts.
- 2 Regular reports will be submitted to the respective MTs for review and action. Their inputs will become part of the MIS. The CLOs will also maintain a scheduled and unscheduled programme of visits to all training sites and employers as part of the REP monitoring regime. CLOs will maintain an ongoing review of the REP's progress and produce brief monthly reports.
- 3 Attend TCC meetings with other HCC and MID staff to: a) provide detailed forward planning and coordination for the MID and HCC works programmes and the linked community sensitization, pre-employment training and other project activities; b) minimize clashes or overlaps between the two implementing agencies works programmes in the same wards or neighbourhoods; c) ensure that the sequencing of linked activities proceed as smoothly and cost effectively as possible and d) ensure that all parties involved and affected are properly briefed and consulted.
- 4 Maintain the REP Complaints Procedures: The CLOs will develop grievance mechanisms whereby trainees and work programme participants can formally lodge their concerns or complaints. These will include: a) structured knowledge sharing workshops organized by the CLOs; b) a help desk where trainees can formally lodge complaints or through their community leaders who will assist the PMU in mediating community-level disputes.

##### **MID Community Liaison Officer**

##### **Procedures for contracting road maintenance contracts:**

- 1 Review REP POM and other relevant documents – identify principles & procedures.
- 2 Consult with Director MID Transport Policy & Planning.
- 3 Consult with the SIRIP project management consultants re. the SIRIP road maintenance programme in Honiara.

- 4 Attend weekly REP Technical Coordination Committee meetings to ensure good integration of activities with the HCC REP works programme.
- 5 Visit work programme areas to identify communities and key community contacts.
- 6 Support MID MT to divide 1<sup>st</sup> 1 year work programme into 3 month parts with quarterly targets and 2 contract packages.
- 7 With Senior Works Officer go to areas where works are proposed to do “scoping” for any potential social safeguard issues as per ESMG.
- 8 With PET consultant, hold Community consultations and media campaign in communities to explain programme.
- 9 Help to identify and recruit community labour participants.
- 10 Attend pre-bid meeting.
- 11 Hold regular meetings with community & community labour participants and M&E evaluation surveys (PET Consultant) are conducted.
- 12 Within 1 month of contract termination conduct a community follow-up visit and prepare a brief sub-project report to be submitted to the PM and MID Under Secretary identifying strengths, weaknesses, lessons learned and recommendations for sub-project improvement.

### **HCC Community Liaison Officer**

#### **Procedures for Community Works Agreements:**

- 1 Review REP POM and other relevant documents – identify principles & procedures.
- 2 Consult with Director Works, MID REP MT and SIRIP project management consultants re. the road maintenance priorities & programme in Honiara. Identify projects to be done: a) as HCC LB priority project or b) based on community demand.
- 3 Attend weekly REP Technical Coordination Committee meetings to ensure good integration of activities with the MID REP works programme.
- 4 On direction of HCC Works Director, visit work programme areas to identify communities and key community contacts.
- 5 Discuss with HCC Works Director to ensure REP works programme is integrated well/fully with HCC programme.
- 6 Community groups identify projects and contact the Counsellor in their Ward to endorse the project.
- 7 With Senior Works Officer(s) go to areas where works are proposed to secure Agreement Form for Community Works.
- 8 Arrange for Councillor for Ward to sign Agreement Form for Community Works.
- 9 With MT team identify 1<sup>st</sup> 3 month “package” of community works.
- 10 Identify community members to attend PET training and training timings.
- 11 Supervision/ monitoring of community works.
- 12 Check /Follow-up to ensure community members paid.
- 13 Supervision/ monitoring of community works.
- 14 Hold regular meetings with community & community labour participants and M&E evaluation surveys (PET Consultant) are conducted.
- 15 Within 1 month of contract termination, with other MT members, prepare an evaluation identifying strengths, weaknesses, lessons learned and recommendations for improvement.

### **3.5.2 Contract Dates and Management**

The Community Liaison Officers are expected to start 48 month contracts in mid 2010. The exact dates will be negotiated and specified in the contract.

The HCC CLO’s contract will be managed and administered by the HCC. The MID CLO’s contract will be managed and administered by the MID.

### **3.5.3 Reporting & Performance Assessment**

The HCC REP CLO will report to the HCC REP Project Manager and will be expected to consult closely and be supervised also by the HCC Works Director and MT Senior Works Officers.

The MID REP CLO will report to the MID REP Project Manager and will be expected to consult closely and be supervised also by the MID Director TPPD and MT Senior Works Officers.

The HCC and MID MTs will put in place a staff performance review system. With an annual (June/July each year) agreement with each MT member of tasks and performance targets for the following 12 months; and b) a 6 monthly review by the staff members supervisor (before 31December) of performance over the previous 12 months. The MT Project Manager will carry out the review and assessment with the ⇒ Community Liaison Officer.

### **3.5.4 Qualifications**

The following qualifications are desired: At least a secondary school certificate or higher; At least 3 years of experience with community facilitation, or facilitation and support of community or labour intensive works, youth and gender issues, or equivalent experience; Strong social, written and communication skills; Demonstrated experience with community development projects.

## **3.6 HCC SENIOR WORKS OFFICERS (SWO)**

Component 1B (HCC). Local recruitment

### **3.6.1 Scope of Work**

- 1 Attend weekly TCC meetings with other HCC and MID MT staff to: a) provide detailed forward planning and coordination for the MID and HCC works programmes and the linked community sensitization, pre-employment training and other project activities; b) minimize clashes or overlaps between the two implementing agencies works programmes in the same wards or neighbourhoods; c) ensure that the sequencing of linked activities proceed as smoothly and cost effectively as possible and d) ensure that all parties involved and affected are properly briefed and consulted.
- 2 Support the Procurement Officer and in the absence of the PO to maintain REP HCC Community Works and Direct Works Programme Ledgers.
- 3 Comply with the procedures described in Section 7 of the POM for procurement of goods, works, individual consultants and training services.
- 4 For HCC Community Works and Direct Works sub-projects:
  - a) With MT Team: review REP POM and other relevant documents – identify principles & procedures. Check approved REP budget and Procurement Plan for 1<sup>st</sup> Year – identify budget & procurement plan procedures (See Section 7).
  - b) With CLO & in support PM: Consult with Director Works, MID REP MT and SIRIP project management consultants re. the road maintenance priorities & programme in Honiara. Identify projects to be done: a) as HCC LB priority project or b) based on community demand.
  - c) On direction of HCC Works Director & PM, and coordinated with CLO, visit work programme areas to identify communities and key community contacts.
  - d) In support of PM, discuss with HCC Works Director to ensure REP works programme is integrated well/fully with HCC programme.
  - e) Coordinated with CLO(s) go to areas where works are proposed to secure Agreement Form for Community Works.
  - f) Support PM to get Agreement Form for Community Works, Works Assessment completed.
  - g) Support PM to indentify 1<sup>st</sup> 3 month “package” of community works “contracts”.
  - h) Support HCC Works Dept to arrange meetings with group representative on site to confirm the work to be carried out and the amount of payment.



- i) Supervision & monitoring HCC community and direct works.
- j) On completion of the works the group notifies Works Dept to inspect and approve payment.
- k) Support HCC PM and MT team Works programme is reviewed before end of each quarter and integrated with MID works programme.
- l) Assist PM, to prepare, within 1 month of contract termination, an evaluation of community and direct works sub-projects identifying strengths, weaknesses, lessons learned and recommendations for improvement.

### **3.6.2 Contract Dates and Management**

At the start of the REP, HCC may use its existing capacity to coordinate works, introducing the first and second, and if required the third REP Senior Works Officer as required – Possibly the first and second during the 1<sup>st</sup> year and the third in the 2<sup>nd</sup> or 3<sup>rd</sup> year.

The REP budget provides for 108 months of inputs by 2 national Senior Works Officers. The exact dates will be negotiated and specified in the contract.

The HCC Senior Works Officers contracts will be managed and administered by the HCC.

### **3.6.3 Reporting & Performance Assessment**

The HCC Senior Works Officer(s) will report to the HCC REP Project Manager and will be expected to consult closely and be supervised also by the HCC Director of Works.

The HCC MTs will put in place a staff performance review system. With an annual (June/July each year) agreement with each MT member of tasks and performance targets for the following 12 months; and b) a 6 monthly review by the staff members supervisor (before 31 December) of performance over the previous 12 months. The MT Project Manager will carry out the review and assessment with the Senior Works Officer(s).

### **3.6.4 Qualifications**

The following qualifications are desired: Minimum of 5 years experience in the supervision of urban (roads, drains, street cleaning, small infrastructure and services maintenance works); experience in the programming of routine maintenance activities; strong communication and teamwork skills; experience of working with communities, direct labour (force account) and labour intensive systems. Understanding of youth, poverty, and development issues generally will be an advantage; and outcome oriented, focused and flexible.

## **3.7 MID WORKS SUPERVISOR TRAINEES – COMPONENT 1A**

Component 1A (MID). Local recruitment

### **3.7.1 Scope of Work**

- 1 The Works Supervisor Trainees will work under the direction and daily supervision of the REP MID Project Manager (or Senior Works Officer).
- 2 Scope of Work will involve support to the Project Manager (or Senior Works Officer) for the procurement, implementation and evaluation of MID Road Maintenance labour based Works Contracts in Honiara and any associated activities.
- 3 The REP MID Project Manager (or Senior Works Officer) will ensure that, at least once per month, a minimum of 2 hours is provided for knowledge transfer and training for the tasks and duties to be performed. A record should be kept of the training and knowledge transfer received as part of the staff performance assessment system. The Project Manager will report to the MID Director TPPD as to the knowledge, skills and attitudes of each Works Supervisor Trainee at the commencement of employment and at least once per year on improved skills, knowledge and attitudes – following performance assessment.

### **3.7.2 Contract Dates and Management**

Both MID Works Supervisor(s) Trainees are expected to start 57 month contracts in mid 2010. The exact dates will be negotiated and specified in the contract.

The MID Works Supervisor Trainees contract will be managed and administered by the MID.

### **3.7.3 Reporting & Performance Assessment**

The MID REP Works Supervisor(s) Trainees will report to the MID REP Project Manager (or Senior Works Officer).

The MID MTs will put in place a staff performance review system. With an annual (June/July each year) agreement with each MT member of tasks and performance targets for the following 12 months; and b) a 6 monthly review by the staff members supervisor (before 31December) of performance over the previous 12 months. The MT Project Manager (or Senior Works Officer) will carry out the review and assessment with the Works Supervisor(s) Trainees

### **3.7.4 Qualifications**

The following qualifications are desired: Minimum of 1 years experience in the supervision of road maintenance performance contracts; Experience in the programming of road routine maintenance activities; Strong communication and teamwork skills; Understanding of youth, poverty, and development issues generally will be an advantage; and outcome oriented, focused and flexible.

ANNEXE 4. MID LETTER OF APPOINTMENT



## Ministry of Public Service

P.O. Box G29, Honiara

(677) 25551

Solomon Islands

25559

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**Ref:** [insert reference no.]

**Date:** [insert date]

[Insert full name of successful applicant]

**Thru:** Permanent Secretary

Ministry of Infrastructure Development

**HONIARA**

Dear Sir,

1 I am glad to inform you that the Public Service Commission in its [insert no. /year of meeting] held on [insert date of meeting] have decided that you be offered a Fixed Term Appointment in the Public Service (Ministry of Infrastructure Development) on the following conditions.

- |    |                        |  |
|----|------------------------|--|
| a) | Type of Appointment:   | Fixed Term Appointment   |
| b) | Period of Appointment: | [insert period] with effect from [insert start date]   |
| c) | Department:            | Ministry of Infrastructure Development, Transport Planning and Policy Development Department, Project Implementation Unit, Rapid Employment Project  |
| d) | Post:                  | [insert post title]  |
| e) | Salary:                | Level [insert level] i.e., [insert monthly or annual amount]   |
| f) | Leave:                 | [Insert leave conditions. E.g. Leave at the rate of 3½ days per month which shall be taken at the end of the term]   |
| g) | Sick leave:            | Entitlement to sick leave shall accrue at the rate of one (1) working day for every full period of one (1) month during which the Consultant is performing the Services. Entitlement to sick leave shall be conditional upon the inability of the Consultant to perform the Services. The Consultant shall furnish the Client with |

medical certificate(s) from verifiable sources such as registered medical practitioners or doctors for absence due to medical reason(s) for over three (3) consecutive days. Unused sick leave shall expire if not availed of for the duration of the contract.

- 2 You are still required to contribute to the National Provident Fund and, such contribution can only be withdrawn under the Act.
- 3 This appointment (except upon the termination under para. 1 b) above) is subject to 3 months notice of termination of appointment or payment of 3 month's salary in lieu of notice by either you or by the Government.
- 4 You will be subject to Solomon Islands Constitution, General Orders, Financial Instructions and appropriate Public Service Commission Regulations as from time to time are in force.
- 5 Your scope of work and reporting responsibilities are described in the attached terms of reference for the post.
- 6 Your post is financed wholly by funds provided under a Financing Agreement between the International Development Association and Solomon Islands Government.
- 7 I should be grateful if you would let me know in writing as soon as possible whether you accept this offer of Fixed Term Appointment.

Yours sincerely,

*[Insert signature]*

Permanent Secretary

Or *[insert title of person providing signature]*

*For: Permanent Secretary]*

**Public Service Department**

Cc: The Permanent Secretary, Ministry of Infrastructure Development

Cc: Accountant General / Ministry of Finance & Treasury

Attached: Terms of Reference for [insert post title], Project Implementation Unit, Rapid Employment Project, Ministry of Infrastructure Development

**ANNEXE 5. HCC CONTRACT AGREEMENT OF SERVICE**



**HONIARA CITY COUNCIL**

**P.O. BOX 324**

**Mendana Avenue, Honiara**

**Tel: 21133 Fax: 23140**

**CONTRACT AGREEMENT OF SERVICE**

This AGREEMENT is made this \_\_\_\_\_ day of \_\_\_\_\_ 2010,

Between Honiara City Council of P.O. Box 324, Mendana Avenue, Honiara (hereinafter referred to as the “Employer”) of one part

and Mr/Mrs [*insert full name*] (hereinafter referred to as the “Consultant”) of the next part

**Whereas;**

1. The Employer shall engage the Consultant as [*insert position title*] for a period of [*insert period of the contract*] commencing [*insert commencement date*].
2. The Consultant shall be paid equivalent to Level [*insert salary level*] of the Council’s unified salary structure or [*insert fortnightly gross salary amount*] per fortnight.
3. The Consultant shall faithfully and diligently perform the duties as [*insert position title*] as prescribed in the job description attached to this Contract Agreement of Service as may, from time to time be amended at the discretion of the Employer.
4. In the event that the Consultant resign or decides to leave the services of the Council prior to completion of the [*insert period of the contract*], h/she shall give one month’s notice of resignation to the Employer or pay one month’s salary in lieu of notice.
5. The Employer may terminate this agreement in the event of serious misconduct or negligence of duties by the Consultant. The City Clerk may determine instant dismissal depending on the serious of the misconduct, in which case there will be no notice period or payment of one month’s salary in lieu of notice.
6. In cases of misconduct, or any other conditions of service, the Honiara City Council Staff Instructions shall apply to the Consultant, notwithstanding any of the provisions under this agreement.

7. Any matter arising out of this agreement shall be communicated to the office of the City Clerk who shall have the final determination.
8. This agreement shall be interpreted in accordance with the Laws of Solomon Islands.

In, WITNESS whereof both parties have set their hands and seals the day and year first before written

The Common Seal of  
Honiara City Council

Was affixed in the presence of

\_\_\_\_\_

City Clerk

Honiara City Council

Signed, sealed and  
Delivered by the Consultant

Name: \_\_\_\_\_

Position: [*insert position title*]

Sign: \_\_\_\_\_

Sign: \_\_\_\_\_

Witness

Position: \_\_\_\_\_

**Attached:** Terms of Reference or Job Description

## ANNEXE 6. TOR FOR PRE-EMPLOYMENT TRAINING CONSULTANT

### Terms-of-Reference (TOR): Pre-Employment Training Consultant Firm

Location:	Honiara (HIR), Solomon Islands
Duration:	60 months (subject to a satisfactory annual performance review)
Procurement:	Fixed Budget Selection (FBS)

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#### INTRODUCTION

1. The Honiara City Council is seeking a qualified and experienced consultant firm to support its Pre-employment Training (PET) for its Rapid Employment Project (REP). The PET contract will consist of three main components: i) the development and implementation of a targeted awareness and information dissemination campaign for the REP in Honiara; and ii) the design and implementation of a five day pre-employment training program for approximately 7,500 beneficiaries to support their transition into labour-intensive works activities under the Rapid Employment Scheme (RES) and prepare them for future employment; and iii) the design, implementation and analysis of two semi-annual impact surveys. The Consultant Firm will work closely with the HCC and MID who is a co-implementing agency for the project and with the World Bank's supervision team.

#### BACKGROUND

2. **The Solomon Islands (SI) is a fragile post-conflict country** that is faced with relatively poor social indicators and a worsening economic situation (including falling exports, revenues and reduced real per capita growth) due in part to the Global Financial Crisis (GFC). The UNDP's Human Development Index of 2008 ranks the SI 134<sup>th</sup> out of 179 countries, well below the average for most countries in Asia and the Pacific and only slightly higher than the average for Sub-Saharan Africa.<sup>3</sup> Poverty levels are significantly higher in the capital city of Honiara,<sup>4</sup> where it is estimated that almost one-third of the population is living below the Basic Needs Poverty Line (BNPL)<sup>5</sup>, as compared to less than twenty percent in the rural areas. Honiara has also been the focal point of violent conflict in the past,<sup>6</sup> as well as more recently with riots in 2006. Whilst the underlying reasons for the tensions are much more complex, the analysis points to a combination of key issues and drivers, including: i) an increase in inter-island migration leading to tensions over land access (especially between groups of economic migrants and customary landowners); ii) friction between traditional versus non-traditional authority structures; iii) unequal access to the state, including services, resources and information; and, iv) unequal economic and employment opportunities.<sup>7</sup>
3. The Government's Medium Term Development Strategy strongly emphasizes rural development and does not specifically address short to medium-term employment needs. However, the challenging combination of factors highlighted above has recently led the Government to seek support from the international community to help address short-term employment creation needs in hopes of off-setting the negative impacts of the GFC. Unemployment is expected to have a substantially higher negative effect on the urban poor given their stronger reliance on cash incomes, the higher cost of living, limited access to basic services, lower levels of domestic food production, larger household sizes (with higher numbers of child dependents), and disproportionately higher youth population; as compared with their rural counterparts. In so doing, the Government is also seeking to avoid a re-

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<sup>3</sup> UNDP, 2008, *2007/08 Human Development Index Rankings*, <http://hdr.undp.org/en/statistics/>

<sup>4</sup> It is currently estimated that Honiara and its peri-urban settlements comprise approximately 20 percent of the overall population of the Solomon Islands.

<sup>5</sup> Solomon Islands Statistics Office (2008), *Household Income Expenditure Survey (HIES) 2005/06*.

<sup>6</sup> This violence, which ran from 1999 to 2003 finally led to the mobilization of an international peace keeping force known as the Regional Assistance Mission in the Solomon Islands (RAMSI).

<sup>7</sup> See, for example, UNDP (2004), *Solomon Islands Peace and Conflict Development Analysis*.

emergence of violence among, in particular, urban youth and other vulnerable groups in and around the capital city who are most adversely affected by the reduction in economic activities.

4. In response to the above situation, the World Bank/International Development Agency has agreed to support an investment lending operation that to plan and implement a **Rapid Employment Project** focusing on the provision of short-term benefits/transfers to the urban unemployed. *The overall objective of the project would be to assist targeted urban poor to: i) increase their incomes through the provision of short term employment; and ii) improve their knowledge, experience and basic employment skills that are valued in the work place and society.* Secondary benefits would accrue to the target communities/neighbourhoods and the general urban population from the infrastructure and services that are provided through the REP.
5. The project is designed as a rapid response to address unemployment, underemployment and poverty in the main urban centre of the Solomon Islands. The project will also serve to increase economic productivity through investing in the maintenance of infrastructure assets, particularly roads.

#### OVERVIEW AND DESCRIPTION

6. **Communications Objectives.** The objective is to identify, inform, consult and encourage the urban poor to participate in one of the Project's three major program offerings to be offered by the HCC and MID; and explain to them the types of services, remuneration and other benefits the Project will provide, as well its procedures for application and lodging complaints.
7. The Consultant Firm will establish a targeted communications campaign; and prepare and implement a media and information dissemination plan (hereafter referred to as a Communications Plan) for the project satisfactory to the HCC and MID. Following approval of the Communications Plan, the Consultant Firm will implement the agreed upon activities over a five year period.
8. The Communications Plan will provide a coherent and cost effective scheme whereby youth, communities, NGOs and other stakeholder organizations can be informed, and consulted on a regular basis, about the Project, target groups, selection criteria and services (defined by the Emergency Project Paper and Project Operations Manual). Background information including the Environmental and Social Management Framework (ESMF) and Social Assessment should also be shared.
9. The Consultant Firm will provide all necessary program and financial management, staff, supplies, transportation, communications, facilities, media and informational materials used for the full implementation of the contract over a five year period. The Consultant Firm will also be responsible for the identification and coordination of all information sharing venues used to support the communication activities of the Project.
10. **Training Objectives.** The objectives are to provide training for approximately 7,500 REP beneficiaries under the REP. The training will support their effective participation in the Project's RES, and provide additional information on their overall health, safety and help to develop other general skills that are valued in the work-place and society at large.
11. The Consultant Firm will provide necessary program and financial management, communications, facilities, administrative and instructional materials, and staff to plan and implement the PET over a five year period, for beneficiaries (age 16 and above). It is anticipated that most, if not all, of these participants will be poor and from disadvantaged backgrounds. Implementation activities will include curriculum and instructional materials development, scheduling and coordination of trainees in the program, the provision of intensive counselling services (to selected trainees), the provision of continuous training services with new classes starting on a weekly basis, and the monitoring and evaluation of the program.
12. It is estimated that about 250 classes will be offered to project participants over a five year period. It is expected that the duration of each class will be about 30 training hours offered over a period of one week (six hours a day). Each class will enrol 20-40 participants with an expected average of 30. The following schedule of training programs is envisioned:

Project Year	Year 1		Year 2		Year 3		Year 4		Year 5	
Semester	Sem 1	Sem 2	Sem 1	Sem 2	Sem 1	Sem 2	Sem 1	Sem 2	Sem 1	Sem 2



Indicative Number of Classes	15	26	28	28	28	28	28	28	26	15
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13. Each class will be taught by a single trainer; however the contractor will have the option to use specialized trainers for different modules within the course. If this last approach is chosen, a team of trainers may teach several classes at one time, rotating the specialized trainers into each class at an appropriate time. Each trainer will be a well qualified teacher with demonstrated experience in a classroom working with disadvantaged students.
14. Each participant will also have access to the services of a professional counsellor. This counsellor will be focused on the identification and alleviation of personal issues, and dysfunctional attitudes, values and behaviours that could be a barrier to success in the RES and sustainable employment for that participant.
15. A lunch and afternoon break will be provided by the training contractor. In addition, each participant will be provided with a transportation allowance suitable to defray costs of public transportation to and from the training venue.
16. The contractor will also provide a number of short presentations within the Honiara area each year to promote and explain the project, its procedures and objectives; and a number of workshops each year for Community groups who will be involved with the project.
17. **Training Content.** The following table (Table 1) is a content outline for the planned life skills training program. With the Bank's concurrence, the training contractor will modify the content as required to better meet the needs of the participants and the works contractors.

**Table 1: Content Outline for Pre-Employment Training Program**

<p><b>Personal</b></p> <ul style="list-style-type: none"> <li>• managing expectations and emotions</li> <li>• admitting one's own faults</li> <li>• seeking cooperation with others</li> <li>• taking personal responsibility for one's behaviour</li> <li>• developing confidence</li> <li>• respect for self and others</li> </ul>	<p><b>Health</b></p> <ul style="list-style-type: none"> <li>• substance abuse prevention</li> <li>• importance of nutrition</li> <li>• STD/HIV/AIDS prevention</li> <li>• healthy relationships with spouses, children and others</li> <li>• one's right to decide about health issues</li> </ul>
<p><b>Problem Solving</b></p> <ul style="list-style-type: none"> <li>• making decisions in life</li> <li>• short and long-term goal setting</li> <li>• managing conflicts</li> <li>• reducing bullying</li> </ul>	<p><b>Gender And Diversity</b></p> <ul style="list-style-type: none"> <li>• respect for differences</li> <li>• tolerance</li> <li>• values</li> <li>• sexual harassment – your rights and options</li> </ul>
<p><b>Community And Environmental Awareness</b></p> <ul style="list-style-type: none"> <li>• environmental awareness</li> <li>• importance of maintaining quality</li> <li>• home and community living space</li> </ul>	<p><b>Community Service</b></p> <ul style="list-style-type: none"> <li>• importance of civic responsibility</li> <li>• community service and volunteering</li> </ul>
<p><b>Financial skills and management</b></p> <ul style="list-style-type: none"> <li>• importance of saving - use of savings and checking accounts</li> <li>• how to get out of debt</li> </ul>	<p><b>Seeking Employment</b></p> <ul style="list-style-type: none"> <li>• how do you get a job - applying and interviewing for employment</li> <li>• appearances are important - dressing for the interview</li> <li>• workplace protocol</li> </ul>
<p><b>Workplace Safety:</b></p> <ul style="list-style-type: none"> <li>• understanding the use of safety zones around</li> </ul>	<p><b>Supervisor – Employee Relations</b></p> <ul style="list-style-type: none"> <li>• importance of teamwork</li> </ul>

<p>dangerous equipment and activities</p> <ul style="list-style-type: none"> <li>• using defensive safety habits</li> <li>• use of safety clothing</li> <li>• use of safety equipment</li> <li>• handling dangerous liquids and other materials</li> <li>• playing and roughhousing on the job – effects on safety</li> <li>• importance of maintaining clean and tidy work stations</li> <li>• personal security (one the job, coming to and leaving work, how to report occurrences)</li> </ul>	<ul style="list-style-type: none"> <li>• taking pride in a job well done</li> <li>• understanding and respect for authority</li> <li>• effective time management</li> <li>• anger management and problem resolution</li> <li>• workers’ responsibilities and rights</li> <li>• understanding reasons why workers are dismissed</li> </ul>
<p><b>Basic Training in the Use of Hand Tools</b></p> <ul style="list-style-type: none"> <li>• tool names, nomenclature and use</li> <li>• practical exercise in the use of hand tools</li> <li>• handling hand tools safely</li> <li>• tool maintenance, security and storage</li> </ul>	<p><b>Community Organizations and their Role in the Project</b></p> <ul style="list-style-type: none"> <li>• responsibilities of committees and individuals</li> <li>• pricing and wages for services provided</li> <li>• labour teams - issues related to selection and employment</li> </ul>

18. **Baseline survey objectives:** The first part of the pre-training survey will be administered to beneficiaries at the commencement of the programme. It will consist of about questions patterned after questions in the Household Income and Expenditure Survey, designed to ascertain baseline measures of socioeconomic status, household members’ primary activity, and demographic characteristics. Indicators of socioeconomic status include: household demographic information, housing characteristics and school attendance of household children.

**EXPECTED OUTPUTS AND DELIVERABLES**

***Communications/Awareness***

19. A rolling (revisable) five year “Communications Plan” suitable for the promotion and dissemination of information to youth, communities, NGOs and the donor community and other stakeholders who have an interest in the Project. Among other things, the Plan will identify target groups, methods for engaging them, and provide estimated costs for the production of materials and media spots. In addition, the Plan will elaborate upon the targeting methodology (through geographic means, youth servicing organizations, networks, etc.) and articulate the rationale for undertaking such an approach so that it can be synchronized with the Project’s training schedules. The Plan will be reviewed and agreed to by HCC and MID prior to implementation.
20. Design one or more brochures, project signage, posters and other related handouts in English and Tok Pisin for use by the Consultant Firm and project representatives when they make promotional presentations to youth and community groups, civil society, media and other stakeholder organizations about the project.
21. Plan and deliver specified a short training workshop for Ward Councillors prior to the commencement of the communications campaign.
22. Plan and deliver a specified number of community consultations to explain the project’s, services and benefits. The consultations should be closely synchronized with the RES works roll-out and specifically focus on areas where the RES will target.
23. An annual report of deliverables against the Communications Plan.
24. A report detailing feedback gauged from outreach activities.

***Pre-Employment Training***

25. Prepare a curriculum and the necessary instructional materials for the PET, which is adapted to the needs of the disadvantaged populations in Solomon Islands

26. Assist the HCC to convene a technical committee to review the proposed curriculum and instructional materials to ensure suitability and revise the package as needed.
27. Over a five year project period, plan and implement about 250 courses (each of 30 hours in duration) for about 7,500 participants.

### ***Monitoring and Evaluation***

28. Design and implement two short surveys and carry out the analysis/report on a semi-annual basis. The first will be pre-training survey administered to trainees at the commencement of the training. The data will be used to assess the project's targeting quality. It will consist of about thirty questions patterned after questions in the Household Income and Expenditure Survey (HIES) and designed to ascertain baseline measures of the trainee's socio-economic status, including: household demographic information, housing characteristics, school attendance, etc. The second will be a follow up impact survey to be administered on a sample set of trainees within three months of exit from the Project. Its primary purpose will be to monitor the wage transfer, assess some labour market outcomes and travel their overall progress and development.
29. Revise the survey instruments based on feedback from the HCC, MID and the World Bank.
30. The Consultant Firm will maintain, in an electronic database, all required records for the services it provides. These include, but are not limited to:
  - Training progress records for all participants;
  - Daily attendance records on all training participants;
  - Counselling records (intake interviews, exit interviews);
  - Participant intervention records – where special problems are addressed by Consultant Firm's team (primarily counsellors);
  - Photo ID of each trainee;
  - Time, dates, participants and activities conducted for all consultations/training sessions; and
  - Data collection instruments and data bases to support monitoring and evaluation activities.

### ***Baseline REP participant survey***

31. A report that provides analysis, findings and summary tables and conclusions, carried out and completed within 3 months of the commencement of Pre-Employment Consultant's provision of services, identifying; disaggregated by: a) male/female, b) aged 29 and under/ aged 30 and over; and c) by Honiara CC ward:
  - a) Household size;
  - b) Household income: pre PET, during PET;
  - c) Source of household income: pre PET, during PET and at semi annual surveys post PET + any other source of income during participation;
  - d) Participant weekly wage (SB\$): pre-PET and at semi annual surveys post PET;
  - e) Participant's level of education
  - f) Employment status pre-training (Where you employed or unemployed before this training?
    - If employed for how long were you employed? On a full time or part time basis? If on a part time basis, how many hours employed a week? Type of work (formal/informal)?
    - If unemployed: How long unemployed? How many weeks work in the last 2 years? How much earned per week when last worked? What type of work (formal/informal)?

### **CRITERIA AND PROCESS FOR CONTRACTOR SELECTION**

32. The contract will be procured utilizing Fixed Budget Selection, as per the World Bank's Procurement Guidelines for Consultant Services.
33. **Selection Criteria.** The following will be considered key quality-based criteria for the selection of the contractor:

- Demonstrated capacity to plan and manage communications and employment-related training programs in Solomon Islands;
  - Demonstrated capacity to plan and develop curricula and instructional materials for employment-related training programs;
  - Experience and qualifications of existing staff to support activities required by the contract;
  - Demonstrated experience in the training and counselling of disadvantaged youth and adults in Solomon Islands;
  - Demonstrated financial management capacity necessary to support requirements of the contract;
  - Facilities and equipment, including IT and vehicles, necessary to effectively support the administrative, teaching and counselling activities required by the contract;
  - Quality of the proposal;
  - Level of demonstrated understanding of the projects target population and training needs.
34. **Additional Proposal Requirements.** The tender documents will describe standard requirements for all proposals. In addition to these requirements, the proposing contractor will be expected to provide the following:
- Description of how the Consultant Firm proposes to manage and deliver the communications campaign;
  - Description of how the Consultant Firm has acquired, or would acquire, the basic curricula for the PET;
  - Description of the methodologies (pedagogy); as well as the reasons for the selection of those methodologies, that will be used to teach the PET;
  - Description for the review, planning and modification of basic curricula to better meet the needs of the targeted populations in the project;
  - Examples of curriculum documentation that will be prepared during the early phases of the project;
  - Description of the planned instructional materials development and production process;
  - Examples of the instructional materials that will be provided to the participants;
  - Resumes of key personnel who will administer the contract;
  - Resumes of teachers and counsellors who will be employed under the contract;
  - Examples of class plans/training plans that will be used in the contract;
  - Examples of counselling plans and records that will be used in the contract; and
  - Descriptions and examples of data collection processes and instruments that will be used in contract.
35. **Selection Criteria, Qualifications and Experience of Key Personnel.** The selected Consultant Firm will have considerable experience (at least five years) in managing communications, training programs and designing and implementing surveys. The firm will have sufficient experience and capacity to manage survey logistics, including equipment, materials, and personnel. The firm will preferably have experience in handling sensitive material and information, and in conducting interviews concerning potentially difficult topics among vulnerable groups.
36. The Consultant Firm should, at a minimum, assign the following staff to the project:
- Project Manager with a Master's degree in a relevant field and at least 10 years of experience;
  - Four community liaison officers with at least completed high school and five years experience;
  - Four trainers with at least completed high school and five years experience;
  - Two counsellors/social workers with at least completed high school and three years experience;
  - Two enumerators (survey takers) with (university education preferred) and at least three years experience; and

- Two data entry clerks with at least completed high school (these may be drawn from the enumeration staff).

#### **LOCATION, REPORTING, TIMING AND DURATION**

37. The location of the contract will be in Honiara, Solomon Islands. The contract will be for 60 months beginning [insert date]; subject to a satisfactory annual performance review.
38. The Consultant Firm will report to the Project Manager in the Honiara City Council.
39. **Performance Indicators.** The performance of the Consultant Firm will be measured through established criteria and will be the responsibility of both the contractor and the HCC. The following indicators can be considered during that process:
  - a) As compared to the initial enrolments, the number/percentage of persons who complete the training class;
  - b) The number/percentage of participants who state that they are satisfied with the training program, and have demonstrated program success as measured by class records and a final program questionnaire (administered at end of training through an exit interview);
  - c) Based on regularly scheduled survey of works contractors and community groups that hire youth and adults under the RES, the level of satisfaction with the training received;
  - d) As compared to the initial number of identified participants with serious values/behaviour problems, the percentage of those who were successfully supported through counselling and behavioural modification, retained in the class, and finally enrolled and completed the RES.

## ANNEXE 7. TOR FOR ANNUAL M&E/MIS SURVEYS

### Solomon Islands Rapid Employment Project

Location:	Honiara, Solomon Islands
Duration:	60 months
Procurement:	Attached to Pre-Employment Training Contract
Recruitment:	Not applicable

---

#### INTRODUCTION

1. In response to a request from Solomon Islands Government (SIG), the World Bank/International Development Agency has agreed to support an investment lending operation that to plan and implement a **Rapid Employment Project** focusing on the provision of short-term benefits/transfers to the urban unemployed. *The overall objective of the project would be to assist targeted urban poor to: i) increase their incomes through the provision of short term employment; and ii) improve their knowledge, experience and basic employment skills that are valued in the work place and society.* Secondary benefits would accrue to the target communities/neighbourhoods and the general urban population from the infrastructure and services that are provided through the REP.
2. In association with this project, the Honiara City Council is issuing a tender inviting firms to respond for an REP Annual M&E/MIS Surveys contract.

#### LOCATION, TIMING AND DURATION

3. For the duration of the REP Annual M&E/MIS Surveys. End 2010 to Mid 2015

#### DESCRIPTION

4. Socio-economic data designed to ascertain baseline measures of beneficiaries' socioeconomic status, household members' primary activity, and demographic characteristics will be obtained by the PET consultant firm at the commencement of the Project. The survey will monitor the Project's related impacts on household incomes and poverty. This will be implemented by the PET consultant.
5. A separate consultant, the subject of this TOR will conduct follow up annual surveys on a sample set of beneficiaries twelve months after their exit from the Project. The data to be obtained by the survey will fulfil the requirements of the first two (of three) Key Performance Indicators of achievement of the Project Development Objective expected Result, as indicated below:

Activity	Expected Results	Key Performance Indicators
Project Development Objective	Increase incomes of the poorest households and among youths and women in and around Honiara.	Average increase in participant household income related to the Project.
		Percent of participants at or below the poverty line

6. **Follow-up assessment survey administered by the REP Annual M&E/MIS Surveys Consultant:** The second part will be a simple follow up impact survey given to participants 12 months after exit from the Project. Its primary purpose will be to assess the labour market outcomes of Project participants and to track their overall progress and development.
7. **Note:** Surveys may need to be done by interview rather than being written and be conducted in Pidgin.

#### EXPECTED OUTPUTS AND DELIVERABLES

8. A semi-annual survey and report with the first delivered within 6 months of the Baseline income and poverty survey referred to in 1 above that provides, disaggregated as described, comparative

data in a clear, concise and well presented set of tables or matrices providing comparative data about REP participants to that acquired through the baseline survey above; plus:

- a) Household income: at annual surveys after pre-employment training
- g) Source of household income: at annual surveys after pre-employment training;
- b) Participant weekly wage (SB\$): at annual surveys after pre-employment training;
- c) Participant: total amount of wage transfer from the REP over a given period of time or duration of work
- d) Participant's level of education
- e) Participant confirmation of payment: Were you paid for the work you did? Were you paid fairly? Do you have any complaint about how you were paid? If so what is your complaint?
- f) Employment status after completion of training and REP works programme: Where you employed or unemployed after the training and the REP works programme?
  - If employed for how long were you employed? On a full time or part time basis? If on a part time basis, how many hours employed a week? Type of work (formal/informal)?
  - If unemployed: How long unemployed? How many weeks work in the last 2 years? How much earned per week when last worked? What type of work (formal/informal)?

#### **REPORTING**

9. The **REP Annual M&E/MIS Surveys Consultant** will report to HCC Director Corporate Services and the IDA TTL regarding the performance of their tasks and present findings of the baseline and semi-annual reports as indicated in the Key Documents Circulation Matrix, Annex 24.

## ANNEXE 8. EVALUATING PET TRAINING AND COMMUNICATIONS

### 8.1 EVALUATING CONTRACTORS' SATISFACTION WITH PRE-EMPLOYMENT TRAINING

Evaluating Contractors' Satisfaction with Pre-Employment Training will consist of a monthly survey conducted by the HCC's Community Liaison Officers to seek feedback from the works contractors and community groups on their level of satisfaction with the training and communications provided by the PET. The survey will consist of a simple questionnaire. It will be administered monthly because it can be administered as part of the monthly site meetings when contractors will be required to provide M&E/MIS data that can then be linked to performance and a monthly payments system.

See Section 10 of the Project Operations Manual for detail.

<b>3.</b>	<b>Satisfaction of Works Contractor with participants</b> (1 Very low, 2 Low, 3 Adequate, 4 High, 5 Very High)	
3.1		Overall
3.2		Female age 16-29
3.3		Female 30+
3.4		Male 16-29
3.5		Male 30+
<b>4.</b>	<b>Satisfaction of Works Contract with training provided</b> (1 Very low, 2 Low, 3 Adequate, 4 High, 5 Very High)	
4.1		Overall
4.2		Knowledge
4.3		Skills
4.4		Attitudes

### 8.2 EVALUATING EFFECTIVENESS OF THE PET COMMUNICATION PROGRAMME

One method of assessing the effectiveness of the PET Communications Programme is through the exit interview questions relating to communications carried out on 50% of participants – See previous Annex. The second method for determining the effectiveness of the PET Communications Programme will be carried out by the MID and HCC Community Liaison Officers on a bi-annual basis.

It should take about 50% of one week (i.e., about 3 days and will consist of a brief structured interview of key informants:

The Key Informants will include:

1. At least 4 HCC Ward councillors (different Councillors for each semi annual survey – in rotation).
2. At least 20 women, 20 men, 20 youth (16-19) selected at random for road side interview.
3. At least 6 community leaders (churches, youth, sport, etc).
4. At least 4 NGO senior staff.

The structured questionnaire will include: (indicative, to be tested and modified).

Q1. Have you heard about the REP? <i>Circle answer.</i>	Yes	No	Don't know
Q2. What have you heard the REP will do?			



Insert very brief summary of response “about working” “about road maintenance” “about communities working”			
Q3. Do you think the REP is a good or bad project <i>Circle answer</i>	Good	Bad	Don't know
Q4. If “Good” – what is good?  Insert brief summary of response			
Q5 If “Bad” – What is bad?  Insert brief summary of response			
Q16. How did you find out about the REP	<i>Put X for answer</i>		
Community meeting			
Community leader/individual			
Ward Counsellor			
Friend			
Family			
Radio			
Poster			
Newspaper			
Banner			
<i>[insert as required]</i>			
<i>[insert as required]</i>			
Other			

**ANNEXE 9. PMU STAFF PERFORMANCE ASSESSMENT FORMAT**

The following Staff Performance Assessment Format will be reviewed by the two REP Project Managers to determine: a) whether there is a standard SIG format available that will be used in preference to this instrument; and, if not, whether any amendments, commissions or additions are required to this format and how it will be made operational.

**MINISTRY OF INFRASTRUCTURE & DEVELOPMENT  
& HONIARA CITY COUNCIL  
Rapid Employment Project**

**PROJECT MANAGEMENT UNIT STAFF PERFORMANCE ASSESSMENT FORM**

*Shaded/blue* areas to be completed by employee      *Non-shaded* areas to be completed by supervisor

**SECTION 1: EVALUATION PERIOD, EMPLOYEE & SUPERVISOR DETAILS**

Evaluation Period:	
Employee Name:	
Employee Title:	

(Please place “X” in *one* of the boxes below):

<input type="checkbox"/>	Annual Assessment	<input type="checkbox"/>	Six Month Introductory Period
--------------------------	-------------------	--------------------------	-------------------------------

**SECTION 2: REVIEW OF EMPLOYEE’S JOB GOALS**

**A.** List **job** goals that were set previously for this assessment period (or during the six-month introductory period).

1.
2.
3.

*Add lines as needed (With cursor in #4 of the table, click on “Table”, then “Insert”, then “Rows Below”)*

**B. Employee Comment on Achievement/Results of Job Goals**

B1.
-----

**Supervisor Comment on Employee’s Achievement/Results of Job Goals**

B2.
-----

**SECTION 3: COMPETENCY ASSESSMENT.**

*This section is to be completed by all staff members. Each area below includes a link to examples of competency indicators; these examples may be helpful in describing performance for each area. It is not required to address each specific indicator.*

Following is the link to definitions for supervisor’s rating of employee’s performance.

Job Competencies	Performance – Assessment and Results											
<p><b>(A) Job Specific Knowledge and Skills</b> Acquires and applies knowledge, skills and experience to accomplish results.</p>	<p>Employee’s Assessment of performance and results. Provide examples.</p> <div data-bbox="566 495 1444 616" style="border: 1px solid black; height: 54px; background-color: #e0e0e0;"></div> <p>Supervisor’s assessment of employee’s performance and results. Provide examples.</p> <div data-bbox="566 701 1444 822" style="border: 1px solid black; height: 54px;"></div> <p>Supervisor’s rating of employee’s performance relative to expectations for this competency (Place “X” in one box)</p> <table border="1" data-bbox="566 907 1481 1043"> <tr> <td data-bbox="566 907 815 992">Fails to meet needs</td> <td data-bbox="815 907 1043 992">Meets needs</td> <td data-bbox="1043 907 1254 992">Exceeds needs</td> <td data-bbox="1254 907 1481 992">Far exceeds needs</td> </tr> <tr> <td data-bbox="566 992 815 1043"></td> <td data-bbox="815 992 1043 1043"></td> <td data-bbox="1043 992 1254 1043"></td> <td data-bbox="1254 992 1481 1043"></td> </tr> </table>				Fails to meet needs	Meets needs	Exceeds needs	Far exceeds needs				
Fails to meet needs	Meets needs	Exceeds needs	Far exceeds needs									
<p><b>(B) Quality</b> Provides high quality services, processes, programmes and products while consistently seeking ways to improve outcomes and enhance service.</p>	<p>Employee’s Assessment of performance and results. Provide examples.</p> <div data-bbox="566 1099 1501 1220" style="border: 1px solid black; height: 54px; background-color: #e0e0e0;"></div> <p>Supervisor’s assessment of employee’s performance and results. Provide examples.</p> <div data-bbox="566 1305 1501 1426" style="border: 1px solid black; height: 54px;"></div> <p>Supervisor’s rating of employee’s performance relative to expectations for this competency (Place “X” in one box)</p> <table border="1" data-bbox="566 1512 1481 1644"> <tr> <td data-bbox="566 1512 815 1597">Fails to meet needs</td> <td data-bbox="815 1512 1043 1597">Meets needs</td> <td data-bbox="1043 1512 1254 1597">Exceeds needs</td> <td data-bbox="1254 1512 1481 1597">Far exceeds needs</td> </tr> <tr> <td data-bbox="566 1597 815 1644"></td> <td data-bbox="815 1597 1043 1644"></td> <td data-bbox="1043 1597 1254 1644"></td> <td data-bbox="1254 1597 1481 1644"></td> </tr> </table>				Fails to meet needs	Meets needs	Exceeds needs	Far exceeds needs				
Fails to meet needs	Meets needs	Exceeds needs	Far exceeds needs									

<p><b>(C) Professionalism &amp; Accountability</b>          Demonstrates enthusiasm for and commitment to the position and accepts responsibility for personal actions.</p>	<p>Employee's Assessment of performance and results. Provide examples.</p> <div style="border: 1px solid black; height: 40px; background-color: #e0e0e0;"></div> <p>Supervisor's assessment of employee's performance and results. Provide examples.</p> <div style="border: 1px solid black; height: 40px;"></div> <p>Supervisor's rating of employee's performance relative to expectations for this competency (Place "X" in one box)</p> <table border="1" data-bbox="566 734 1481 875"> <tr> <td style="text-align: center;">Fails to meet needs</td> <td style="text-align: center;">Meets needs</td> <td style="text-align: center;">Exceeds needs</td> <td style="text-align: center;">Far exceeds needs</td> </tr> <tr> <td style="text-align: center;"> </td> <td style="text-align: center;"> </td> <td style="text-align: center;"> </td> <td style="text-align: center;"> </td> </tr> </table>	Fails to meet needs	Meets needs	Exceeds needs	Far exceeds needs				
Fails to meet needs	Meets needs	Exceeds needs	Far exceeds needs						
<p><b>(D) Collaboration and Teamwork</b>          Supports a positive team environment in which members participate, respect and cooperate with each other to achieve desired results.</p>	<p>Employee's Assessment of performance and results. Provide examples.</p> <div style="border: 1px solid black; height: 40px; background-color: #e0e0e0;"></div> <p>Supervisor's assessment of employee's performance and results. Provide examples.</p> <div style="border: 1px solid black; height: 40px;"></div> <p>Supervisor's rating of employee's performance relative to expectations for this competency (Place "X" in one box)</p> <table border="1" data-bbox="566 1507 1481 1641"> <tr> <td style="text-align: center;">Fails to meet needs</td> <td style="text-align: center;">Meets needs</td> <td style="text-align: center;">Exceeds needs</td> <td style="text-align: center;">Far exceeds needs</td> </tr> <tr> <td style="text-align: center;"> </td> <td style="text-align: center;"> </td> <td style="text-align: center;"> </td> <td style="text-align: center;"> </td> </tr> </table>	Fails to meet needs	Meets needs	Exceeds needs	Far exceeds needs				
Fails to meet needs	Meets needs	Exceeds needs	Far exceeds needs						

**SECTION 4: COMPETENCY ASSESSMENT FOR MANAGERS/ SUPERVISORS**

<p><b>Section IV:</b>  <b>Competency Assessment for Managers/ Supervisors</b></p>	<p>The following competency area is to be completed for employees who are in managerial/supervisory positions or who hold leadership roles for programmes &amp; projects.</p> <p><b>Next steps:</b></p> <ul style="list-style-type: none"> <li>• The next section (IV) applies to employees who are in managerial/ supervisory positions and/or who hold leadership roles for programmes and projects.</li> <li>• Other employees proceed directly to Section VI (Employee Job Goals and Development Planning).</li> </ul>								
<p><b>(G) Leadership &amp; Management:</b>          Provides direction, motivation and sets an example through open communication and modelling best practices.          For PM, CFO, &amp; Component Coordinators only</p>	<p>Employee’s Assessment of performance and results. Provide examples.</p> <div style="border: 1px solid black; height: 40px; background-color: #e0e0e0;"></div> <p>Supervisor’s assessment of employee’s performance and results. Provide examples.</p> <div style="border: 1px solid black; height: 40px;"></div> <p>Supervisor’s rating of employee’s performance relative to expectations for this competency (Place “X” in one box)</p> <table border="1" data-bbox="566 1131 1481 1265"> <thead> <tr> <th data-bbox="566 1131 815 1218">Fails to meet needs</th> <th data-bbox="815 1131 1043 1218">Meets needs</th> <th data-bbox="1043 1131 1254 1218">Exceeds needs</th> <th data-bbox="1254 1131 1481 1218">Far exceeds needs</th> </tr> </thead> <tbody> <tr> <td data-bbox="566 1218 815 1265"></td> <td data-bbox="815 1218 1043 1265"></td> <td data-bbox="1043 1218 1254 1265"></td> <td data-bbox="1254 1218 1481 1265"></td> </tr> </tbody> </table>	Fails to meet needs	Meets needs	Exceeds needs	Far exceeds needs				
Fails to meet needs	Meets needs	Exceeds needs	Far exceeds needs						

**SECTION 5: OVERALL RATING OF EMPLOYEE’S JOB PERFORMANCE** (to be completed by supervisor).

<p><b>Section V</b>  <b>Overall Rating of Employee’s Job Performance (to be completed by Supervisor).</b></p>	<p>The performance rating by the supervisor is based on an overall review of the employee’s accomplishment of goals and results, and success in meeting performance expectations.</p> <table border="1" data-bbox="566 1473 1481 1608"> <thead> <tr> <th data-bbox="566 1473 815 1561">Fails to meet needs</th> <th data-bbox="815 1473 1043 1561">Meets needs</th> <th data-bbox="1043 1473 1254 1561">Exceeds needs</th> <th data-bbox="1254 1473 1481 1561">Far exceeds needs</th> </tr> </thead> <tbody> <tr> <td data-bbox="566 1561 815 1608"></td> <td data-bbox="815 1561 1043 1608"></td> <td data-bbox="1043 1561 1254 1608"></td> <td data-bbox="1254 1561 1481 1608"></td> </tr> </tbody> </table>	Fails to meet needs	Meets needs	Exceeds needs	Far exceeds needs				
Fails to meet needs	Meets needs	Exceeds needs	Far exceeds needs						

**SECTION 6: SUPERVISOR'S OVERALL COMMENTS ON EMPLOYEE'S PERFORMANCE:**

--

**SECTION 7: EMPLOYEE'S COMMENTS ON THIS PERFORMANCE ASSESSMENT:**

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**SECTION 8: EMPLOYEE JOB GOALS AND DEVELOPMENT PLANNING**

List PMU staff member's job goals for the next assessment period. These goals should be in alignment with the department and unit strategic plan. The employee fills his or her goals; then the supervisor finalizes the goal, based on dialogue with the employee.

**Employee proposed job goal(s):**

1.
2.

**Job goal(s) as finalized by Supervisor:**

1.
2.

**SECTION 9: EMPLOYEE & SUPERVISOR'S SIGNATURES**

Employee's signature does not indicate agreement, only that this assessment has been reviewed and discussed by both employee and supervisor. Employee may include written comments (in Section 7) that will become part of the evaluation file.

<i>Employee Signature</i>	<i>Date</i>	<i>Supervisor Signature</i>	<i>Date</i>

<p><i>PRINT or TYPE Supervisor</i></p> <p><i>Name:</i></p>	
--	--

## **ANNEXE 10. TOR FOR EXTERNAL AUDIT OF THE REP**

### **DRAFT TERMS OF REFERENCE AUDIT OF RAPID EMPLOYMENT PROJECT FINANCIAL STATEMENTS**

#### **INTRODUCTION**

1. The Government of Solomon Islands has received IDA, State and Peace Building Fund and Pacific Regional Infrastructure Fund grants in the amount of US\$ 7.2 million equivalent toward the cost of the Rapid Employment Project (REP).
2. The objective of the REP is to: a) Increase incomes of the urban poor through the provision of short term employment; and b) Improve their knowledge, experience and basic life-skills so that they are valued in the work place and society.
3. The REP is being implemented by the Ministry of Infrastructure Development and the Honiara City Council (MID/HCC). Project teams within MID and HCC are responsible for the preparation of the financial statements (including quarterly Interim Financial Reports (IFR) and Statements of Expenditure (SOE)). The IFR and SOE formats are attached as Annex 27.
4. These Terms of Reference refer to the requirement to undertake an annual financial audit for each year of the five year project period: the first one covering project activities and expenses up to 31 December 2010, and thereafter for each calendar year until the project is closed (currently estimated as 31 December 2014).

#### **OBJECTIVE**

5. The objective of the audit of the REP financial statements is to enable the auditor to express an opinion on the financial position of the REP at the end of each accounting period and of the funds received and expenditures for the accounting periods ended 31 December each year, as reported by the REP financial statements, as well as an opinion on the Statements of Expenditures and the Designated Account.
6. The project accounts provide the basis for preparation of the project financial statements and are established to reflect the financial transactions in respect of the REP, as maintained separately by MID and HCC.

#### **REP FINANCIAL STATEMENTS**

7. The REP financial statements will be produced by MID and HCC, and will rely on information contained in the quarterly Interim Financial Reports. Information contained in the financial statements shall include:
  - a. a Summary of Funds received, showing the World Bank, project funds from other donors, and counterpart funds separately;
  - b. a Summary of Expenditures shown under the main project headings and by main categories of expenditures, both for the current fiscal year and accumulated to date;
  - c. Bank Balances of the REP as at balance date; and
  - d. An annex to the financial statements showing a reconciliation between the amounts shown as “received by the REP from the World Bank” and that shown as being disbursed by the Bank. The reconciliation will indicate the mechanism for the disbursement, i.e. Designated Accounts, Statements of Expenditures, or direct reimbursement.
8. The financing agreement requires the Client to submit to the Bank no later than six months after the end of each accounting period) to which the audit refers, the financial statements, including the audit report.

## **SCOPE OF SERVICES**

9. The audit will be carried out in accordance with International Auditing Standards and will include such tests and controls as the Auditor considers necessary under the circumstances so as to allow an audit opinion to be formed. It is highly desirable that the Auditor be familiar with the Guidelines: Annual Financial Reporting and Auditing for World Bank Financed Projects (June 2003). The Auditor should also be familiar with the Bank's *Disbursement Manual* and *Financial Monitoring Reports for World Bank financed projects: Guidelines for Borrowers*. These documents may be obtained from the Project Teams with the assistance of the HCC City Treasurer and MID Chief Accountant.
10. The Auditor shall submit the audit report no later than six (6) weeks after receiving the financial statements for each period at the end of the Financial Year, to the HCC City Treasurer and MID Chief Accountant as the Client's designated agents.
11. In carrying out the audit, special attention should be paid to the following: General Matters, Statements of Expenditure, Designated Accounts, Audit Opinion and Management Letter

## **GENERAL MATTERS**

- a) All external funds have been used in accordance with the conditions of the relevant financing agreements, with due attention to economy and efficiency, and only for the purposes for which they were provided.
- b) Goods and services financed have been procured in accordance with the relevant financing agreement;
- c) All necessary supporting documents, records, and accounts have been kept in respect of all REP ventures including expenditures reported via quarterly Interim Financial Reports. Clear links should exist between the project account records and reports presented to the Bank.
- d) The Designated Accounts have been used and maintained in accordance with the provisions of the relevant financing agreement;
- e) The REP financial statements have been prepared in accordance with consistently applied cash basis International Public Sector Accounting Standards (IPSAS) and give a true and fair view of the financial situation of the REP as at 31 December 200X and of resources and expenditures for the period ended on that date.

## **STATEMENTS OF EXPENDITURES**

12. As part of the audit of the REP financial statements, the Auditor is required to audit Statements of Expenditure used as the basis for the submission of withdrawal applications. The Auditor shall apply such tests and controls as he considers necessary under the circumstances. These expenditures should be carefully compared for project eligibility with the relevant financing agreements, and with reference to the Emergency Project Paper for the REP for guidance when considered necessary. Where ineligible expenditures are identified as having been included in withdrawal applications and reimbursed against, the same should be separately noted by the Auditor.

## **REP DESIGNATED ACCOUNTS**

13. The Designated Accounts usually comprise: deposits and replenishments received from the Bank; payments substantiated by withdrawal applications; interest earned from the balances and which belong to the Borrower; and the remaining balances at the end of each fiscal year.
14. The Auditor must form an opinion as to the degree of compliance with the Bank's procedures and the balance of the Designated Accounts at year-end. The audit should examine the eligibility and correctness of financial transactions during the period under review and fund balances at the end of such a period, the operation and use of the Designated Accounts in accordance with the financing agreement, and the adequacy of internal controls for this type of disbursement mechanism.
15. For this project, the Designated Accounts are referred to in 2.02(b) of the Financing Agreement. Designated Account statements will be included with the REP quarterly Interim Financial Reports.



#### **AUDIT OPINION**

16. Besides a primary opinion on the REP financial statements, separate paragraphs should give an opinion on:
  - a. the accuracy and propriety of expenditures withdrawn under Statements of Expenditure procedures and the extent to which the Bank can rely on Statements of Expenditures as a basis for loan disbursement; and
  - b. an opinion on the operations of the Designated Accounts.

#### **MANAGEMENT LETTER**

17. As part of audit reports, the Auditor will prepare a “management letter”, in which he will:
  - a. give comments and observations on the accounting records, systems, and controls that were examined during the course of the audit;
  - b. identify specific deficiencies and areas of weakness in systems and controls and make recommendation for their improvement;
  - c. report on the degree of compliance of each of the financial covenants on the financing agreement and give comments, if any, on internal and external matters affecting such compliance;
  - d. communicate matters that have come to attention during the audit which might have a significant impact on the implementation of the REP; and
  - e. bring to the borrower’s attention any other matters that the Auditor considers pertinent.

#### **GENERAL PROVISION ON CLIENT’S INPUTS**

18. The Auditor will be given access to all legal documents, correspondence, and any other information associated with the REP and deemed necessary by the Auditor. Confirmation should also be obtained of amounts disbursed and outstanding at the Bank and of amounts disbursed under IDA Grant No. H575-SB, SPF Grant No. TF095966, and PRIF Grant No TF096620. The World Bank disbursement department can provide separate confirmation of these amounts, which can be accessed with assistance from the World Bank Task Team Leader for the REP.

## **ANNEXE 11. FINANCIAL MANAGEMENT AND ACCOUNTING GUIDELINES**

A detailed set of formats and procedures is not provided here. The World Bank financial management specialists have determined that HCC and MID each have satisfactory FM guidelines, which reflect SIG's required policies and processes. As a result it is not proposed to create a parallel system but that HCC and MID - possibly with some short term TA, preferably from SIRIP staff - each produce a document stating they will rely on their existing procedures, with the exception of those specific accounting / reporting requirements that are required to meet Bank requirements and that are not already covered in HCC & MID SIG procedures. Areas identified as being required to follow World Bank financial management procedures include, but are not necessarily restricted to:

- a) Reporting multiple sources of funds and currencies,
- b) Report via quarterly IFRs in the agreed format,
- c) Process for completing a withdrawal application,
- d) Requirement for a separate annual audit of project financial statements

In summary: both MID and HCC will apply the SIG Financial Instructions and include only specific guidance, forms, formats where indicated in this Project Operations Manual (See Annex ?) or as directed by appropriate World Bank staff (Task Team Leader or Financial Management specialists).

## **ANNEXE 12. STANDARD FORMS FOR QUOTATIONS**

### **12.1 STANDARD FORMS FOR HCC QUOTATIONS**

*(These forms are to be used for all procurement of goods, simple works and services with a value of more than SB\$ 10,000 and less than SB\$ 100,000.)*

Standard forms provided in this section are:

#### **CONTRACT AGREEMENT FOR MINOR WORKS AND GOODS**

*Instructions: The supplier will be required to enter into a contract with the Council for once a letter of award has been issued.*

#### **FORM REP 101 - STANDARD FORM FOR SPECIFICATION OF GOODS**

*Instructions: To be completed by responsible officer for all goods (equipment, furniture, etc.) and simple works. Fill in one Form for each contract on the approved REP Annual Budget and Procurement Plan. (Examples provided at end of manual)*

#### **FORM REP 102 - STANDARD FORM FOR REQUEST FOR QUOTATION**

*Instructions: To be completed by Requisitioning Officer (REPHCCPIU Procurement Officer or Finance Officer), approved by the REP PIU Project Manager and faxed or hand delivered to all potential suppliers (between 3-5 suppliers). Attach the following to this form:*

- a) Standard Form -Spec to each Request for Quotations delivered
- b) Standard Form –Supply of Quotations by Bidder
- c) Contract Agreement for Minor Works and Services

#### **FORM REP 103 - STANDARD FORM FOR SUPPLY OF QUOTATIONS BY BIDDER**

*Instructions: To be attached to the Request for Quotation Form for the Supplier to fill in and return.*

#### **FORM REP 104 - STANDARD FORM FOR EVALUATION OF QUOTATIONS**

*To be completed by the Finance Officer and submitted to the Project Manager and Chief Accountant/City Treasurer for signature.*

## CONTRACT AGREEMENT FOR MINOR WORKS AND GOODS

### Parties

1. The parties to this Agreement are:  
Honiara City Council (the Council) &  
..... (the Contractor)

### Definitions

2. In this Agreement:  
“goods” means All items described in the Request for Quotation  
“quote” means the quote submitted by the contractor on Stated on the Request for Quotation.  
“works” means All items described in the Request for Quotation

### Contractor’s undertakings

3. The Contractor agrees:
  - (a) To complete the work or supply the goods in accordance with the quote.
  - (b) To complete the work or supply the goods by [DATE] *[if not specified in quote]*.
  - (c) To indemnify the Council against any legal or other claims that the Council may receive in relation to the undertaking of the work or supply of the goods.
  - (d) To comply with any Council policies notified to the Contractor and with any reasonable instructions issued by any authorised officer of the Council regarding the undertaking of the work or supply of the goods.
  - (e) To ensure that the work is undertaken or the goods are provided with due skill and care, and that all materials provided in connection with the work or the goods are fit for purpose.
  - (f) To be responsible for the supply and performance of all personnel, material and equipment necessary for the proper undertaking of the work or supply of the goods.
  - (g) To maintain the following insurances in relation to the undertaking of the work or supply of the goods:
    - i. Public liability insurance of at least \$ 10,000 in respect of any one occurrence and for an unlimited number of claims.
    - ii. Workers Compensation insurance if and as required by the Workmen’s Compensation Act.
    - iii. Professional indemnity insurance of at least \$1,000,000 in respect of any occurrence and for an unlimited number of claims. *[for consultancy services only]*
    - iv. Product liability insurance of at least \$5,000,000 in respect of any one occurrence and for an unlimited number of claims. *[for goods only]*
  - (h) To provide the goods in new and unused condition, of recent origin, suitably packed and otherwise appropriately prepared for transportation and to insure the goods are fit for the purpose for which they were intended. *[for goods only]*
  - (i) To ensure that the manufacturer’s warranty for materials provided as part of the works or the goods are passed on to the Council at no extra cost.
  - (j) To take all measures to protect people and property, avoid unnecessary interference with the passage of people and vehicles and prevent nuisance, including unreasonable noise and disturbance to others, in undertaking the works or supply the goods.
  - (k) That title to the goods, or materials provided as part of the works (free of all encumbrances and interests) shall pass to the Council at the time of delivery.

- (l) That it holds all permissions, licenses, permits and authorities necessary to legally undertake the work or supply the goods, and can produce evidence of this to the satisfaction of the Council.
- (m) That it will comply with all applicable laws in undertaking the work or supplying the goods.

**Council's Undertakings**

4. The Council agrees:

- (a) That the full amount payable to the Contractor for the works or the goods is \$.....
- (b) To pay the Contractor the full amount payable on completion of the works or delivery of the goods or as otherwise specified below.

**Termination**

5. The Council may terminate this Agreement:

- (a) Without notice, if the Contractor breaches a term of the Agreement; or
- (b) By giving the Contractor 21 days written notice, in which case the Contractor must take all necessary steps to mitigate its losses.

**Entire Agreement**

6. This Agreement supersedes any negotiations, correspondence or representations made between the parties prior to the commencement of this Agreement (other than the quote) in relation to the undertaking of the works or supply of the goods.

**Variation**

7. The parties may vary this Agreement in writing.

**Execution and Commencement**

8. This Agreement is deemed to be signed by the Council on the date of this letter and commences on the date on which it is signed by the Contractor below.

If you agree to undertake the works or supply the goods in accordance with this Agreement, please sign below.

Yours sincerely

City Clerk  
Honiara City Council

---

I agree to undertake the work or deliver the goods in accordance with this Agreement.

Signature: \_\_\_\_\_

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_

**SPECIFICATION OF GOODS**

**Contract No:** *(Insert from Procurement Plan)* \_\_\_\_\_

**Name of Contract:** *(Insert from Procurement Plan)* \_\_\_\_\_

**Name of Responsible Officer:** \_\_\_\_\_ **Date:** \_\_\_\_\_

**LIST OF GOODS REQUIRED**

<b>Item Name</b>	<b>Detailed Description (Specification)</b>	<b>Quantity Required</b>	<b>Date Required</b>
<i>Insert additional lines if needed</i>			

**REQUEST FOR QUOTATION**

**QUOTATION NO:** .....

**TITLE:** .....

To [Insert name and address of Supplier]

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Dear Sir/Madam,

1. You are invited to submit your most competitive quotation for the following goods.  
(Detailed specifications, if necessary, are attached to this letter)

No	Brief Description	Quantity Required
1.		
2.		
3.		
.		
.		
.		
.		
.		
.		
.		
.		

2. Any queries are to be directed to ..... phone No .....
3. The Honiara City Council intends to use funds from the Rapid Employment Project supported by the Honiara City Council and Ministry of Infrastructure Development to award a contract of supply for which this invitation for quotations is issued.
4. You/your firm need to provide proof that your business has the required goods in stock or will be able to get them at short notice. In the case of mechanical equipment, provide evidence that the firm has the required service facilities within Honiara, Solomon Islands to provide spare parts and/or servicing of the equipment.
5. Your bid/s, with all the information requested, should be delivered to the

Office of the Rapid Employment Project at the Council Offices

before .....(date and time). Late entries cannot be considered.

6. Please keep your prices valid for a period of 30 days.
7. Please submit your bid in writing on attached "Form for Supply of Quotations" to the address below in a sealed envelope, at which time all bids will be opened in the presence of the Finance Officer or his delegated representative.
8. The Rapid Employment Project will evaluate and compare the quotations determined to be substantially responsive i.e. which
  - (a) Are properly signed; and
  - (b) Conform to the terms and conditions, and description/specifications attached.
9. The Rapid Employment Project will award a Letter of Award/Purchase Order to the supplier whose quotation has been determined to be substantially responsive and who has offered the lowest evaluated price.
10. The Rapid Employment Project reserves the right to accept or reject any quotations and to cancel the bidding process and reject all quotations at any time prior to the award of Letter of Award/Purchase Order.
11. Payment shall be made within 30 days of receiving of invoice of the goods/works in a satisfactory condition.
12. Normal commercial warranty/ guarantee shall be applicable to the supplied goods.
13. We look forward to receiving your quotations and thank you for your interest in this project.

---

(Signed)

---

(Date)

Name:  
Project Manager  
Rapid Employment Project  
Honiara City Council  
PO Box 324, Honiara  
Mendana Highway, Honiara

Tel: (+675) xxx; Fax: (+675); e-mail: xxx



**SUPPLY OF QUOTATION BY BIDDER**

(To be completed by supplier, along with written quote)

Company Name: \_\_\_\_\_

Address: \_\_\_\_\_

Tel: (+677) xxx; Fax: (+677); e-mail: xxx

Dear Sir/Madam,

Having read the Request for Quotation No ....., the receipt of which is hereby duly acknowledged, we, the undersigned, offer to supply and deliver the goods as per the Request for Quotation for the sum of \$ ..... in a timely manner.

We agree to hold the above price for a period of 30 days or longer as may be agreed between ourselves and the Project Officer for the Rapid Employment Project.

Until a formal Letter of Award/Contract or payment is prepared and executed, this offer, together with your written acceptance of it and your notification of award, shall constitute a binding Contract between us.

We understand that you are not bound to accept the lowest or any bid you may receive.

No	Description of item	Quantity	Unit Price	Total price
1.				
<b>Total Price</b>				\$

We agree to supply the above goods/works in accordance with the specifications provided and within the period specified in the Request for Quotations.

We also confirm that the normal commercial warrantee/guarantee of \_\_\_\_\_ months shall apply to the offered goods.

Dated this ..... day of ..... 2010

.....  
*Signature*

.....  
*Position*

Duly authorized to sign this offer for and on behalf of .....  
*(Company name and stamp)*

**STANDARD FORM FOR EVALUATION OF QUOTATION**

**Evaluation Panel:** \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

*The comparison sheet below (columns (a), (b), and (c) to be completed by the responsible officer following the opening of the bids and (d) to be completed following the meeting of the Evaluation Panel*

<b>Date of Quotation (b)</b>	<b>Supplier (c)</b>	<b>Price Quoted \$SBD (c)</b>	<b>Delivery Date (c)</b>	<b>Decision: (Reasons for selection or rejection) (d)</b>

**\*\*Give reasons if the lowest price quote is not selected.**

Note:

A supplier can be rejected based on several reasons, for example:

- The information provided in the quotation is incomplete;
- The supplier cannot deliver the supplies in the time required;
- The supplier does not have the capacity to deliver;
- The quoted price is high;
- The guarantees are not available (if applicable);
- The supplier cannot provide after sales support (if applicable).

.....  
 Signature of Panel coordinator

.....  
 Date of Evaluation

---

At its meeting held on [insert date & year], the HCC Tender Committee/Evaluation Panel evaluated the bids received from the suppliers listed on the REP Tender-Evaluation and approved the award of contract to \_\_\_\_\_ for a total amount of SBDollar \_\_\_\_\_.

.....  
 (Signed City Treasurer/Chief Accountant

.....  
 (Signed: Project Manager)

## 12.2 STANDARD FORMS FOR MID QUOTATIONS

Standard forms provided in this section are:

- REP Standard Form for Specification of Goods;
- REP Standard Form for Request for Quotations;
- REP Standard Form for Supply of Quotations;
- REP Standard Form for Evaluation of Quotations; and
- REP Standard Form for Approval of Quotations
- Example of HCC Request for Quotation
- HCC Form of Agreement .for Works and Goods

**These forms are to be used for all procurement of goods, simple works and services with a value of less than SB\$ 100,000 (US\$ 13,308)**

### 12.2.1 REP Standard Form for Specification of Goods

*Instructions: To be completed by responsible officer for all goods (equipment, furniture, etc.) and simple works. Fill in one Form for each contract on the approved REP Annual Budget and Procurement Plan. (Examples provided overleaf)*

**Contract No:** (Insert from Procurement Plan) \_\_\_\_\_

**Name of Contract:** (Insert from Procurement Plan) \_\_\_\_\_

Item Name	Detailed Description (Specification)	Quantity Required
<i>Insert additional lines if needed</i>		

**Example 1: Completed Form Specification for Purchasing Computers** (Example only, please check your requirements with a qualified it specialist before finalizing)

Item Name	Detailed Description (Specification)	Quantity Required
Desktop computer and operating software	<ul style="list-style-type: none"> <li>• Dual-core processor or equivalent;</li> <li>• 2GB RAM memory;</li> <li>• 160GB hard drive;</li> <li>• 20" monitor;</li> <li>• 256 MB graphics card;</li> <li>• DVD +/- RW writer;</li> <li>• pre-loaded with operating system;</li> <li>• internal modem</li> </ul>	2
	<ul style="list-style-type: none"> <li>• Pre-loaded [insert specification of software specification] (English version)</li> </ul>	2
	<ul style="list-style-type: none"> <li>• Recognised security suite</li> </ul>	2
	<ul style="list-style-type: none"> <li>• To be delivered and installed in the HCC/MID REP offices within 30 days of Letter of Award</li> </ul>	

### 12.2.2 REP Standard Form for Request for Quotations

*Instructions: To be completed by Requisitioning Officer (MID MT Procurement Officer or Finance Officer), approved by the REP MT Project Manager and faxed or hand delivered to all potential suppliers (between 3-5 suppliers). Attach the following to this form:*

- (i) REP Standard Form -Spec to each Request for Quotations delivered
- (ii) REP Standard Form -Quotations

**Contract No:** *(Insert from Procurement Plan)* \_\_\_\_\_

**Name of Contract:** *(Insert from Procurement Plan)* \_\_\_\_\_

**REQUEST FOR QUOTATION No. xx FOR THE SUPPLY OF xxx**

To [Insert name and address of Supplier]

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Dear Sir/Madam,

**REQUEST FOR QUOTATIONS FOR SUPPLY OF XXX**

14. You are invited to submit your most competitive quotation for the following goods (detailed specifications and quantities are attached to this letter):

*This table is to be filled in by the REP Finance Officer before being sent to the supplier.*

No	Brief Description	Quantity Required
1.	<i>(e.g. )Office computers</i>	2
2.	<i>Software</i>	2
3.		

15. The *[insert name of agency]* intends to use funds from the Rapid Employment Project supported by the Ministry of Infrastructure Development to award a contract of supply for which this invitation for quotations is issued.
16. You/your firm need to provide proof that your business has the required goods in stock or will be able to get them at short notice. In the case of mechanical equipment, provide evidence that the firm has the required service facilities within Honiara, Solomon Islands to provide spare parts and/or servicing of the equipment.
17. Your quote, with all the information requested, should be delivered to the ..... before ...*(date and time)*. Late entries cannot be considered.
18. Please keep your prices valid for a period of 30 days.
19. Please submit your bid in writing on attached “Form for Supply of Quotations” to the address below in a sealed envelope, at which time all bids will be opened in the presence of the Finance Officer or his delegated representative.
20. The Rapid Employment Project will evaluate and compare the quotations determined to be substantially responsive i.e. which
- (a) Are properly signed; and
  - (b) Conform to the terms and conditions, and description/specifications attached.
21. The Rapid Employment Project will award a Letter of Award/Purchase Order to the supplier whose quotation has been determined to be substantially responsive and who has offered the lowest evaluated price for the entire lot.
22. The Rapid Employment Project reserves the right to accept or reject any quotations and to cancel the bidding process and reject all quotations at any time prior to the award of Letter of Award/Purchase Order.
23. Payment shall be made within 30 days of receiving of invoice of the goods/works in a satisfactory condition.
24. Normal commercial warranty/ guarantee shall be applicable to the supplied goods.

25. We look forward to receiving your quotations and thank you for your interest in this project.

\_\_\_\_\_  
(Signed)

\_\_\_\_\_  
(Date)

Name:  
Project Manager  
Rapid Employment Project  
Ministry of Infrastructure Development  
Postal and Physical Address

Tel: (+675) xxx; Fax: (+675); e-mail: xxx

**12.2.3 REP Standard Form for Supply of Quotations**

*Instructions: To be attached to the MID Order Requisition Form for the Supplier to fill in and return.*

**Contract No:** (Insert from Procurement Plan) \_\_\_\_\_

**Name of Contract:** (Insert from Procurement Plan) \_\_\_\_\_

**QUOTATION FORM FOR GOODS/SIMPLE WORKS**

Mr. /Mrs. xxxx  
Position  
Agency  
Postal and Physical Address  
Tel: (+677) xxx; Fax: (+677); e-mail: xxx

Dear Sir/Madam,

Having read the Request for Quotations No [insert] the receipt of which is hereby duly acknowledged, we, the undersigned, offer to supply and deliver [insert goods] as per the Request for Quotation for the sum of Dollar \_\_\_\_\_ in a timely manner.

We agree to hold the above price for a period of 30 days or longer as may be agreed between ourselves and the ..... Rapid Employment Project.

Until a formal Letter of Award/Contract is prepared and executed, this offer, together with your written acceptance of it and your notification of award, shall constitute a binding Contract between us.

We understand that you are not bound to accept the lowest or any bid you may receive.

No	Description of item	Quantity	Unit Price	Total price
1	[insert item description]			
Total Price				

We agree to supply the above goods/works in accordance with the specifications provided and within the period specified in the Request for Quotations.

We also confirm that the normal commercial warrantee/guarantee of \_\_\_\_\_ months shall apply to the offered goods.

Signature of Supplier

Dated this \_\_\_\_\_ day of \_\_\_\_\_ 2010

\_\_\_\_\_  
 (Signature) (In the capacity of)  
 Duly authorized to sign this offer for and on behalf of \_\_\_\_\_  
 \_\_\_\_\_ (Company name and stamp)

**12.2.4 REP Standard Form for Evaluation Of Quotations**

The comparison sheet below (columns (a), (b), and (c) to be completed by the responsible officer following the opening of the bids and (d) to be completed following the meeting of the Evaluation Panel

**Contract No:** (Insert from Procurement Plan) \_\_\_\_\_

**Name of Contract:** (Insert from Procurement Plan) \_\_\_\_\_

Quotation Number (a)	Date of quotation (b)	Quotation information (c)	Decision: (Reasons for selection or rejection) (d)
		Received from: Price quoted: Delivery time:	
		Received from: Price quoted: Delivery time:	

\*\*Give reasons if the lowest price quote is not selected.

**12.2.5 REP Standard Form for Approval of Quotations**

To be completed by the Finance Officer and submitted to the Project Manager and Chief Accountant for signature.

**Contract No:** (Insert from Procurement Plan) \_\_\_\_\_

**Name of Contract:** (Insert from Procurement Plan) \_\_\_\_\_

At its meeting held on [insert date & year], the MID Tender Committee/Evaluation Panel evaluated the bids received from the suppliers listed on the REP Tender-Evaluation and approved the award of contract to \_\_\_\_\_ for a total amount of SBDollar \_\_\_\_\_.

\_\_\_\_\_  
 (Signed Chief Accountant) (Signed: Project Manager)

**12.3 EXAMPLE OF HCC REQUEST FOR QUOTATION**

**REQUEST FOR QUOTATION**

**Reference** \_\_\_\_\_ **Date:** \_\_\_\_\_

**Title:** \_\_\_\_\_

**Closes:** \_\_\_\_\_

**Company:** \_\_\_\_\_

**Phone No:** \_\_\_\_\_ **Fax No:** \_\_\_\_\_

**CONDITIONS FOR QUOTING**

**1. Description of Works to be Quoted**

**For example:**  
 (a) Ministry of Infrastructure Development (the Ministry) is seeking quotations from Contractors for the design and manufacture of large information signs as detailed on the

attached drawing.

- (b) Signs are to be manufactured of durable material such as sheet steel, marine ply or better.
- (c) The Contractor must nominate the preferred material on the Quotation Form.
- (d) Logo and wording are to be painted / printed and must be suitable to withstand outdoor weather conditions.
- (e) The Contractor must submit a design example detailing colour and character sizes for approval before commencing work.

**2. Price**

- (a) The Contractor must quote the price for each sign manufactured (Ministry logo plus maximum 200 characters). Any additional wording is to be charged as agreed before commencement of work.
- (b) Unless the Contractor clearly states otherwise on the Quotation Form, prices quoted will be taken to include delivery, unloading, packing, marking and all applicable levies, duties, taxes and charges.

**3. Date of supply or completion**

- (a) In the case of goods the supplier will insert the date of supply or delivery; in the case of small works the contractor will state the completion date of small works on the Quotation Form.

**4. The Contractor must enter Agreement with Ministry**

- (a) The successful contractor will be required to enter an *Agreement for Works or Goods* based on the template attached to this letter.

**QUOTATION FORM**

Item	Description	Quantity	Rate	Amount
1	Standard Sign with body of text approximately 200 characters (2400mm x 1200mm)	4	\$	\$
2	Additional cost for extra characters (Rate only)	50/sign	\$	\$
<b>Total Lump Sum Price</b>				<b>\$</b>

I hereby submit the above quotation:

Company: \_\_\_\_\_

Signed: \_\_\_\_\_

Dated:        /        /

Print Name: \_\_\_\_\_

**Quotations may be hand delivered to the Ministry of Infrastructure Development REP office, Honiara and marked with the Quotation Number: [insert quotation number]**

**Attention: REP Project Manager**

## 12.4 HCC AGREEMENT FOR WORKS AND GOODS

### Parties

5. The parties to this Agreement are:

Ministry of Infrastructure Development (the Ministry) & .....  
(the Contractor)

### Definitions

6. In this Agreement:

“goods” means [INSERT FROM QUOTE]

“quote” means the quote submitted by the contractor on [DATE]

“Works” means [INSERT FROM QUOTE]

### Contractor’s undertakings

7. The Contractor agrees:

- (n) To complete the work or supply the goods in accordance with the quote.
- (o) To complete the work or supply the goods by [DATE] [*if not specified in quote*].
- (p) To indemnify the Ministry against any legal or other claims that the Ministry may receive in relation to the undertaking of the work or supply of the goods.
- (q) To comply with any Ministry policies notified to the Contractor and with any reasonable instructions issued by any authorised officer of the Ministry regarding the undertaking of the work or supply of the goods.
- (r) To ensure that the work is undertaken or the goods are provided with due skill and care, and that all materials provided in connection with the work or the goods are fit for purpose.
- (s) To be responsible for the supply and performance of all personnel, material and equipment necessary for the proper undertaking of the work or supply of the goods.
- (t) To maintain the following insurances in relation to the undertaking of the work or supply of the goods:
  - v. Public liability insurance of at least \$ 10,000 in respect of any one occurrence and for an unlimited number of claims.
  - vi. Workers Compensation insurance if and as required by the Workmen’s Compensation Act.
  - vii. Professional indemnity insurance of at least \$1,000,000 in respect of any occurrence and for an unlimited number of claims. [*for consultancy services only*]
  - viii. Product liability insurance of at least \$5,000,000 in respect of any one occurrence and for an unlimited number of claims. [*for goods only*]
- (u) To provide the goods in new and unused condition, of recent origin, suitably packed and otherwise appropriately prepared for transportation and to insure the goods are fit for the purpose for which they were intended. [*for goods only*]
- (v) To ensure that the manufacturer’s warranty for materials provided as part of the works or the goods are passed on to the Ministry at no extra cost.
- (w) To take all measures to protect people and property, avoid unnecessary interference with the passage of people and vehicles and prevent nuisance, including unreasonable noise and disturbance to others, in undertaking the works or supply the goods.
- (x) That title to the goods, or materials provided as part of the works (free of all encumbrances and interests) shall pass to the Ministry at the time of delivery.
- (y) That it holds all permissions, licenses, permits and authorities necessary to legally undertake the work or supply the goods, and can produce evidence of this to the satisfaction of the Ministry.
- (z) That it will comply with all applicable laws in undertaking the work or supplying the goods.



Ministry's Undertakings

8. The Ministry agrees:

- (c) That the full amount payable to the Contractor for the works or the goods is .....
- (d) To pay the Contractor the full amount payable on completion of the works or delivery of the goods or as otherwise specified below.

Termination

9. The Ministry may terminate this Agreement:

- (c) Without notice, if the Contractor breaches a term of the Agreement; or
- (d) By giving the Contractor 21 days written notice, in which case the Contractor must take all necessary steps to mitigate its losses.

Entire Agreement

10. This Agreement supersedes any negotiations, correspondence or representations made between the parties prior to the commencement of this Agreement (other than the quote) in relation to the undertaking of the works or supply of the goods.

Variation

11. The parties may vary this Agreement in writing.

Execution and Commencement

12. This Agreement is deemed to be signed by the Ministry on the date of this letter and commences on the date on which it is signed by the Contractor below.

If you agree to undertake the works or supply the goods in accordance with this Agreement, please sign below.

Yours sincerely

Name:

Project Manager

Rapid Employment Project

Ministry of Infrastructure Development

Postal and Physical Address

Tel: (+675) xxx; Fax: (+675); e-mail: xxx

.....

I agree to undertake the work or deliver the goods in accordance with this Agreement.

Signature:

Name:

Title:

Date:

## ANNEXE 13. PROCUREMENT RECORDS MANAGEMENT AND FILING SYSTEM

Procurement filing has specific characteristics. Files must be based on the three procurement categories (works, goods, consultant services) and span the entire procurement process per contract in each category in an efficient and easily accessible manner (from advertising to contract signature and management.). This system should best be maintained professionally in order to remain useful.

### 13.1 FILING STRUCTURE

- a. Create File Boxes or drawers according to the procurement categories Works, Goods and Consulting Services/Training. Such Procurement category boxes are created for each project
- b. For each project, a general box or large solid folder, labelled “PG” (Procurement General) is created to contain the appraisal report, Grant Agreement and related documents, as well the list of reference numbers for bulky bid documents and contracts for the three categories. These bulky documents should be kept in a separate box (see below)
- c. Computer Printed labels should be used on all filing boxes/drawers for clarity
- d. Boxes for: Works have a large “W”; Goods a large “G”; Consultant services a large “C”
- e. Each contract is filed in the relevant box for the project ( a contract for works goes in a “Works” box, a contract for Goods goes in a “Goods” box, and a consultant contract goes in a “Consultants” box), and each box carries the contract name.
- f. Each procurement category box per contract contains individual folders for each procurement step, (ii) a folder for complaints and (iii) a folder for procurement reviews or technical audits
- g. For each contract, separate larger procurement document boxes are created to keep bulky bidding and contract documents, which are given reference numbers. The reference numbers of the prequalification, bidding, consultant proposal and contract documents are listed on a “Bidding Document Sheet” or “Proposal Document Sheet”, which is placed in each Procurement General box for the project. This is to ensure that such documents will always be rapidly traceable

### 13.2 GENERAL FOLDERS FOR EACH PROJECT

- General procurement notice with publication date; list with reference numbers for bulky documents filed separately
- Folder for Procurement Reviews/ Audits for each project
- Box for bulky documents (prequalification documents, bidding documents, large contract documents, with reference numbers listed on the reference list filed in the “general” box above)

### 13.3 SHOPPING

The MID and HCC MTs will keep clear and complete records of:

- (i) A **detailed description of what is to be procured** – use the form provided - see POM main text and Annexes referring to or containing Standard Procurement Forms.
- (ii) A copy of all **written Requests for Quotations** sent to suppliers – use the form provided - see POM Annex 13.
- (iii) A copy of **all written quotations received from suppliers** – use the form provided - see POM Annex 13.
- (iv) A copy of the **evaluation of the quotations** received and recommended quotation – use the form provided - see POM Annex 13.
- (v) A copy of the **minute approving the award** of contract to the recommended supplier or reasons for not awarding the contract. See Annex 13
- (vi) A copy of the **Letter of Award** (with attached Local Purchase Order where applicable) – use the form provided - see POM Annexe 13.

The above records should be kept and available for checking by the responsible HCC and MID internal and external audit as well as by IDA Supervision Mission.

## 13.4 FOLDERS FOR EACH CONTRACT OF THE PROJECT

### 13.4.1 Goods

**General:** World Bank No Objection to TOR, Advertisement in press (except where shopping).

#### **Complaints**

**Bidders:** Lists of and agreements with preferred or approved suppliers. Details of sales tax exemption/status

**Bidding documents:** REP Standard Forms for: Specification of Goods; Request for Quotations; Supply of Quotations; Evaluation of Quotations.

**Purchase/Product documents:** Maintenance and ownership documents make, model, Id. Nos. Product documentation, warranty documents.

**Operation & maintenance:** Maintenance agreements, operation and maintenance records.

### 13.4.2 REP Standard Form for Approval of Tenders; Individual Consultants

Files are confidential and should not be accessible to anyone except the Project Manager

**General:** TOR, World Bank No Objection to TOR, Advertisement in press.

#### **Complaints**

**Proposal:** Applications, Evaluation & Interview Panel. Results of Evaluation Interview. Offer letters. Contract document

**Contract Management:** Performance assessment sheets. Correspondence.

### 13.4.3 Consultants Services and Training

**General:** Request for Expression of Interest and publication date (United Nations Development Business online, dg Market, national press); List of Consulting firms having expressed their interest; Documentation provided by Consultants; Analysis of Expressions of Interest

#### **Complaints**

#### **Proposal:**

Proposal Launching Folder: Comments/no-objection from the Bank to proposed short list ; Draft Request for Proposal and Terms of Reference; No-objection/Comments by the Bank to draft Request for Proposals; Notice by Borrower of Request for Proposals sent to short listed firms

Proposal Evaluation Folder: Notice by Borrower of proposals received and opening of technical proposals; Notice by Borrower of appointment of evaluation committee; Technical Evaluation Report; Analysis/comments by the Bank of Technical Evaluation Report.; Minutes of Opening of Financial Proposals; Financial Evaluation Report; Combined Technical and Financial Evaluation Report; No-objection by the Bank to recommendation for selected consultant and authorization to negotiate, (or No-objection by the Bank to negotiated initialled draft contract)

Proposal Award Folder: No-objection from the Bank to initialled draft contract; Copy of signed contract; Letter to the Bank transmitting copy of signed contract for disbursement; Publication of Award in United Nations Development Business online and dg Market;

**Contract Management:** Contract Amendments; Consultant Reports (including monthly M&E data collection reports); Technical Assistance Reports; Claims and Disputes; Folders for Contracts with Individual consultants for technical assistance and training: Name on a folder for each individual consultants, and containing his CV and evaluation if employed before.

### 13.4.4 MID Works

#### **Complaints**

**Pre-Tender documents:** Scoping Report, Engineer's Estimates

#### **Tender documents:**

Tender Documents: Notice to Tenderers with publication date; Bank No-objection to draft Bidding Documents (the bid document itself is filed in the "Bulk box" with a reference number. This reference number is listed on the list kept in the general project box – see above); Clarifications

asked by bidders and written replies from the Borrower; Minutes of Pre-bid meeting (if applicable); Modifications/addenda to bidding documents (if any)

Bid Evaluation folder: Bid-opening report; MID notice on composition and start of evaluation committee; Clarifications requested from bidders; Bid Evaluation Report (with reference number to bidding documents received); Bank Analysis/comments by the Bank of Bid Evaluation Report and/or no-objection to award recommendations

Bid Award Folder: Copy of Letter of No Objection from World Bank Task Team Leader; Copy of signed contract (placed in the procurement document box with reference number on the list kept in the general project box); Copy of letter to the Bank transmitting signed contract for disbursement; Publication of Award in United Nations Development Business online and dg-Market

**Contract Management:** Folder: Contract amendments; Monthly contract supervision & M&E data collection reports, Change Orders; Payment Certificates, Completion certificates (“provisional” and “final” acceptance), Claims and Disputes.

#### 13.4.5 HCC Works

##### **Complaints**

**Pre-Sub-project documents:** CLO, Works and SWOs reports on community meetings, development of HCC works programmes, calculations, scoping, estimates, etc., Community Works Applications.

##### **Sub-project documents:**

HCC Works Programmes description of operations and results

Community Works Programme Applications: Signed Applications with publication date; Bank No-objection to first 3 grants. Works Programme reference nos. are on the list kept in the HCC Works and Community project boxes – see above); Clarifications and written replies from the World Bank; Minutes of meetings (if applicable); Modifications/addenda to Works/Community project documents (if any)

Works Estimates folder: Details of estimated costs of HCC Direct works and nos. labour participants.

**Sub-project Management:** Amendments; Monthly supervision & M&E data collection reports, Change Orders; Payment Certificates, Completion certificates, Claims and Disputes.

#### 13.4.6 HCC PET Consultant

##### **Complaints**

**Pre-Tender documents:** TOR, Expressions of Interest, News paper advertisements

##### **Tender documents:**

Tender Documents: Notice to Tenderers with publication date; Bank No-objection to draft Bidding Documents (the bid document itself is filed in the “Bulk box” with a reference number. This reference number is listed on the list kept in the general project box – see above); Clarifications asked by bidders and written replies from the Borrower; Minutes of Pre-bid meeting (if applicable); Modifications/addenda to bidding documents (if any)

Bid Evaluation folder: Bid-opening report; HCC notice on composition (IDA TA supplied) and start of evaluation committee; Clarifications requested from bidders; Bid Evaluation Report (with reference number to bidding documents received); Bank Analysis/comments by the Bank of Bid Evaluation Report and/or no-objection to award recommendations

Bid Award Folder: Copy of Letter of No Objection from World Bank Task Team Leader; Copy of signed contract (placed in the procurement document box with reference number on the list kept in the general project box); Copy of letter to the Bank transmitting signed contract for disbursement; Publication of Award in United Nations Development Business online and dg-Market

**Contract Management:** Contract amendments; Monthly contract supervision & M&E data collection reports, Change Orders; Payment Certificates, Completion certificates (“provisional” and “final” acceptance), Claims and Disputes.

## **ANNEXE 14. MANDATORY PROVISIONS FOR NCB, FOR BANK/IDA FINANCED CONTRACTS**

The procedure to be followed for National Competitive Bidding shall be those set forth in the provisions on competitive bidding in *Chapter 22 (Purchase of Goods and Services, Sale of Government Property, Shares and Assets) of the Financial Instructions (January 2004)* with modifications set forth below in order to ensure economy, efficiency and transparency and broad consistency with the provisions of Section I of the “Guidelines for Procurement under IBRD Loans and IDA Credits” published by the Association in May 2004 and revised in October 2006 (the Guidelines), as required by paragraph 3.3 and 3.4 of the Guidelines:

### Eligibility

- (i) The eligibility of bidders shall be as defined under Section I of the Association’s Guidelines; accordingly, no bidder or potential bidder shall be declared ineligible for contracts financed by the Association for reasons other than those provided in Section I of the Guidelines. Foreign bidders shall be eligible to participate in bidding under the same conditions as national bidders. In particular, no domestic preference over foreign bidders shall be granted to national bidders in bid evaluation, nor shall foreign bidders be asked or required to form joint ventures with national bidders in order to submit a bid.

### Registration

- (ii) Registration shall not be used to assess bidders’ qualifications. A foreign bidder shall not be required to register as a condition for submitting its bid and, if determined to be the lowest evaluated responsive bidder, shall be given reasonable opportunity of registering, without any let or hindrance. The registration process shall not be applicable for Sub-contractors. Bidding shall not be restricted to any particular class of contractors, and non-classified contractors shall also be eligible to bid.

### Advertising; Time for Bid Preparation

- (iii) Invitations to bid shall be advertised in at least one newspaper of national circulation, allowing a minimum of thirty (30) days<sup>8</sup> for the preparation and submission of bids except for commodities and small goods contract. Potential bidders shall be allowed to purchase bidding documents up to anytime prior to the deadline for submission of bids.

### Standard Bidding Documents

- (iv) Standard Bidding Documents, acceptable to the Association, shall be used.

### Qualification Criteria

- (v) Qualification criteria shall be clearly specified in the bidding documents, and all criteria so specified, and only such specified criteria, shall be used to determine whether a bidder is qualified. Qualification shall be assessed on a pass or fail basis and merits points shall not be used. Such assessment shall only take into account the bidder’s capacity and resources to perform the contract, specifically its experience and past performance on similar contracts, capabilities with respect to personnel, equipment and construction and manufacturing facilities, and financial capacity. The evaluation of the bidder’s qualifications shall be conducted separately from the technical and commercial evaluation of the bid.

### Bid Submission, Bid Opening and Bid Evaluation

- (vi) Bidders may submit bids, at their option, either in person or by courier service or by mail. Bids shall be opened in public, immediately after the deadline for submission of bids. Bids received after the deadline for bid submission shall be rejected and returned to the bidders unopened.

- (a) All bidding for goods and works shall be carried out through a one-envelope procedure.

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<sup>8</sup> This may be changed to 21 days.

- (b) Evaluation of bids shall be made in strict adherence to the criteria that shall be clearly specified in the bidding documents and quantified in monetary terms for evaluation criteria other than price; merit points shall not be used in bid evaluation.
- (c) A contract shall be awarded to the technically responsive bid that offers the lowest evaluated price and no negotiations shall be permitted.
- (d) Bidders shall not be eliminated from detailed evaluation on the basis of minor, non-substantial deviations.
- (e) No bidder shall be rejected on the basis of a comparison with the employer's estimate and budget ceiling without the Association's prior concurrence.
- (f) A copy of the minutes of the public bid opening shall be promptly provided to all bidders, and to the Association with respect to contracts subject to prior review.

#### Rejection of All Bids and Re-bidding

- (vii) Neither shall all bids be rejected nor new bids solicited without Association's prior written concurrence.

#### Extension of the Validity of Bids

- (viii) Extension of validity of bids may be allowed in exceptional circumstances but there shall be no amendment of the price or any other condition of the bids. Bidders may refuse such an extension without forfeiting their bid securities, but bidders granting an extension shall provide extension of the validity of their bid securities.

#### Complaints by Bidders and Handling of Complaints

- (ix) The Recipient shall establish and implement an effective and independent protest mechanism allowing bidders to protest and to have their protests handled in a timely manner.

#### Fraud and Corruption

- (x) The Association shall declare a firm or individual ineligible, either indefinitely or for a stated period, to be awarded a contract financed by the Association, if it at any time determines that the firm or individual has, directly or through an agent, engaged in corrupt, fraudulent, collusive, coercive or obstructive practices in competing for, or in executing, a contract financed by the Association.

#### Right to Inspect/Audit

- (xi) Each bidding document and contract financed from the proceeds of a Financing shall include a provision requiring bidders, suppliers, contractors and subcontractors to permit the Association at its request, to inspect their accounts and records relating to the bid submission and performance of the contract and to have said accounts and records audited by auditors appointed by the Association. The deliberate and material violation by the bidder, supplier, contractor or subcontractor of such provision may amount to obstructive practice.

**ANNEXE 15. HCC AGREEMENT FORM FOR COMMUNITY WORKS**



**HONIARA CITY COUNCIL**

**AGREEMENT FORM FOR COMMUNITY WORKS**

1. Description of Works To Be Carried Out:
  - a. Type of Work: .....
  - b. Area of Works: .....
  - c. Name of road/area.....
2. Name of group: .....
3. Name and address of contact person:
  - a. Full Name: .....
  - b. Postal Address: .....
  - Telephone: (Work) .....
  - (Home).....
4. Status of group (please circle)  
Youth Group - Religious Group - Women's Group - Sports/Club Association  
Other (please specify).....
5. Is the group, an affiliated member of the Youth, Sports and Women Affairs Division of the Honiara City Council?  
Yes/No
  - a. If yes, please provide evidence
  - b. If no please explain briefly the objectives and functions of the group:  
(Use a separate sheet if necessary)  
.....  
.....  
.....
6. Name of electoral ward/area within Honiara City boundaries, the group is in;  
(Electoral ward/area): .....
7. Total number of membership in the group: ..... (Attach list of members to Agreement)

8. Explain the reasons for soliciting funds for the group:

.....  
.....

9. The group/club/association Bank: .....

(See note on "society" bank accounts at end of this Annex)

Account No: .....

10. Has the group the tools/equipment to carry out the work? Yes/No

**Statue of Declaration:**

I, .....sincerely declare that the above information is true and correct to the best of my knowledge.

Signature: ..... Date: .....

---

**Counsellor Endorsement:**

Signature: ..... Date: .....

Full name: .....

---

**Verification/Recommendation:**

Signature: ..... Date: .....

Full name: ..... Post/Title: .....  
(REP Community Liaison Officer or Youth Coordinator HCC)



**FOR OFFICE USE ONLY**

**Works Assessment:**

(i) Name of Group: .....

(ii) Name of road/area: .....

(iii) Total Kilometres - .....km                      Rate/Km \$.....

(iv) No. of Group participating in and receiving benefits from the work:

Male	Female	Aged 29 & less	Aged 30 & over	Total

(v) Contract Sum:                      \$ .....

(vi) Period of Contract: ..... Days/Weeks/Month

Comment: .....

Inspected by.....

Signature: .....                      Date: .....

Works Officer

**Approval of Works:**

Agreement is: Approved/Not Approved

Comments: .....

Signature: .....                      Date: .....

(City Clerk/Director of Works)

**Approval for Payment**

I confirm that the works have been carried out in accordance with the Council requirements and approve payment to .....

Signature: .....                      Date: .....

(Director of Works)

## PROCEDURE FOR COMMUNITY WORKS APPLICATION

1	2	Description of Process	Action By
1a		Expressions of interest are requested by community groups to carry out the works in the budget year.	HCC Works / REP MT (CLO & SWO) + Media Campaign
	1b	HCC identifies a REP sub-project and approaches communities to provide a group to carry out the work	
2		If a group identifies an area that requires attention and they wish to do the work, then they contact the Counsellor in their Ward to endorse the project. <b>NOTE: No work is to commence until this form is completed and approved.</b>	Community group & Counsellor / REP CLO
3		The group – inc. each group member fills out the application form and have it verified by a REP Community Liaison Officer of the Council. Whole group are advised of complaints procedures. The group selects up to five representatives (for Work Group 10 and less, not less than 2; 10-20 not less than 3 and over 20 not less than 5)	Community group/CLO
4		The form is then submitted by the REP MT for approval by the City Clerk/Director of Works, or their delegate.	Community Group REP MT
5		Once approved the form is returned to the REP MT they place a copy on file, with the PET and distribute to Works Dept.	REP MT
6		REP MT Senior Works Officer & CLO arranges to meet the group representative on site to confirm the work to be carried out and the amount of payment.	REP MT
7		REP SWO carries out daily inspection maintains daily work group attendance lists and “work done” checklist	MT Senior Works Officer
8		On completion of the works the group notifies Works Dept to inspect and approve payment.	Community Group/ REP MT
9		Works dept make request for payment to the group and file application.	Works/Finance
10		Payment made to group representatives (not less than 3, one place, one time) Payment is made by cheque. Where payments are SB\$ 10,000 or less the payment may be made to an individual and as a cash payment – BUT in the presence of the selected (up to five) representatives. Where the payment is over SB\$ 10,000 the payment will be to a bank account, opened as a “Society” account ( <i>see note at end of this Annex on opening bank accounts</i> ) by the group representatives (up to five).	CLO, SWO & FO
11		Follow up half yearly survey interviews at least 20% of participants and asks: [ <i>Nature of questions to be determined by M&amp;E consultant in conjunction w/ HCC personnel.</i> ]	PET + CLO


**Annex: No. of Group participating in and receiving benefits from the work**

No.	Name	M	F	>29	<30	Rep	ID	Initial
1						Main Rep		
2						Grp Reprs		
3						Grp Reprs		
4						Grp Reprs		
5						Grp Reprs		
6								
7								
8								
9								
10								
11								
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30								

**Notes on opening “Society” Bank accounts** – from interview with Mark Corcoran, Country Manager Bank South Pacific 19 March.

1. Bank South Pacific purchased the (local) bank in Solomon Islands in 2007. They are in the processes of setting it up. Currently have 7 Branches and 8 Agencies (Westpac has 1 Branch). They have recently introduced ATMS and will introduce “Debit Cards” on 27 March (without photos at first but space left blank and in future with). The aim is to introduce sms banking but this is still a year or two away – depends on a reliable mobile phone system operating in Solomon Islands.
2. They operate what are referred to as “Society” accounts for groups (football clubs, etc.), and could apply to Community Groups. Up to 5 signatories, with withdrawals usually requiring a minimum of 2 authorised signatures. Used to use a pass book system but now use monthly statements. The statements are important as they ensure transparency about what is in accounts (good discipline for bank staff). These could be sent to a project. There is no minimum balance. The monthly service charge is SB\$4.00.
3. When an account has not had transactions on it for 2 years it is then declared inactive. An inactive account is held for 10 years and then, 3 months after an advertisement as to their intentions stating account holder and current balance, handed over with remaining balance to Central Bank. There are transfer and monthly charges that over reduce the account balance.
4. The SIG Financial Instruments Act requires Banks to “identify” their account holders; and the (more recent) Money Laundering Act(s) require Banks to identify and “know” their clients. There is a two tier process, as follows:
  - 1<sup>st</sup> Category: Passport, driving licence, National Provident Fund – this works for about 5%, for the remainder:
  - 2<sup>nd</sup> Category:
    - A) Two letters: one from employer, one from priest, etc. Could be letter from HCC.
    - B) ID there are two forms: A Statutory Declaration – I swear I am “Jon Bloggs” and “known to Bank South Pacific staff members” – this works for a surprisingly large number of the 2<sup>nd</sup> category applicants.
5. Payments into accounts can be made electronically. Bank South Pacific gives software to “Payer” and they provide on flashdisk or cd. A small number of larger payers do this via internet – so it is possible. Payrolls can be submitted manually (on paper) but it takes longer for the Bank South Pacific to process and costs them more time/effort. Electronically they can do almost instantly after receipt. Manually it is still same day but may take a little time. They charge for electronic entry: SB\$ 3 per claim.
6. DON’T use a cheque drawn on another bank – this causes problems, delays in payment and additional costs (Bank South Pacific clerk waiting up to 4 hours to clear a cheque through another bank)
7. IMPORTANT: If REP HCC go with Bank South Pacific accounts for the community projects – can payments be made Tuesday or Wednesday – AVOID Thursdays and Fridays,
8. Bank South Pacific will provide training to MT staff for payroll input software if we use their accounts
9. There is a new Companies Act to be promulgated in Solomon Islands around mid 2010. It will introduce a much simplified “community companies” system (for organisations of the “cooperative” or “society” type which will replace the more complicated existing legislation.
10. HCC currently use Bank South Pacific

ANNEXE 16. SIG APPLICATION FORM FOR OPENING OF NEW BANK ACCOUNT

	<p><b>SOLOMON ISLANDS GOVERNMENT</b></p> <p><b>Ministry of Finance and Treasury APPLICATION FORM FOR OPENING OF NEW BANK ACCOUNT</b></p>																																								
<p><b>B. Department Name:</b> _____</p> <p style="padding-left: 40px;"><b>Address:</b> _____</p> <p style="padding-left: 40px;"><b>Contact Person:</b> _____ <b>Post:</b> _____</p> <p style="padding-left: 40px;"><b>Telephone:</b> _____ <b>Fax:</b> _____ <b>Email:</b> _____</p>																																									
<p><b>C. Account Name:</b> _____</p> <p><b>Bank:</b> _____</p> <p><b>Type of Account</b></p> <p><input type="checkbox"/> <b>Imprest</b> _____</p> <p><input type="checkbox"/> <b>Project</b> _____</p> <p><input type="checkbox"/> <b>Other</b> _____</p> <p><input type="checkbox"/> <b>Special Fund</b> _____</p> <p style="color: red; font-size: small;">(For Special Fund Accounts, consideration be given on reporting requirement under Public Finances and Audit Act)</p> <p><b>Purpose</b></p> <p>_____</p> <p>_____</p> <p>_____</p> <p><b>Source of Funding:</b></p> <p><input type="checkbox"/> <b>Solomon Islands Government</b></p> <p><input type="checkbox"/> <b>Donor</b> _____</p> <p><b>Authorised Signatories to new account:-</b> (GROUP A REGARDED AS COMPULSORY SIGNATORIES &amp; GROUP B REGARDED AS COUNTER SIGNATORIES)</p> <p style="text-align: center;"><b>Group</b></p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 5%; text-align: center;">1</td> <td style="width: 35%; border-bottom: 1px solid black;">_____</td> <td style="width: 35%; border-bottom: 1px solid black;">_____</td> <td style="width: 25%; border-bottom: 1px solid black;">_____</td> </tr> <tr> <td></td> <td style="text-align: center; font-size: small;">(Name)</td> <td style="text-align: center; font-size: small;">(Position)</td> <td style="text-align: center; font-size: small;">Specimen Signature</td> </tr> <tr> <td style="text-align: center;">2</td> <td style="border-bottom: 1px solid black;">_____</td> <td style="border-bottom: 1px solid black;">_____</td> <td style="border-bottom: 1px solid black;">_____</td> </tr> <tr> <td></td> <td style="text-align: center; font-size: small;">(Name)</td> <td style="text-align: center; font-size: small;">(Position)</td> <td style="text-align: center; font-size: small;">Specimen Signature</td> </tr> <tr> <td style="text-align: center;">3</td> <td style="border-bottom: 1px solid black;">_____</td> <td style="border-bottom: 1px solid black;">_____</td> <td style="border-bottom: 1px solid black;">_____</td> </tr> <tr> <td></td> <td style="text-align: center; font-size: small;">(Name)</td> <td style="text-align: center; font-size: small;">(Position)</td> <td style="text-align: center; font-size: small;">Specimen Signature</td> </tr> <tr> <td style="text-align: center;">4</td> <td style="border-bottom: 1px solid black;">_____</td> <td style="border-bottom: 1px solid black;">_____</td> <td style="border-bottom: 1px solid black;">_____</td> </tr> <tr> <td></td> <td style="text-align: center; font-size: small;">(Name)</td> <td style="text-align: center; font-size: small;">(Position)</td> <td style="text-align: center; font-size: small;">Specimen Signature</td> </tr> <tr> <td style="text-align: center;">5</td> <td style="border-bottom: 1px solid black;">_____</td> <td style="border-bottom: 1px solid black;">_____</td> <td style="border-bottom: 1px solid black;">_____</td> </tr> <tr> <td></td> <td style="text-align: center; font-size: small;">(Name)</td> <td style="text-align: center; font-size: small;">(Position)</td> <td style="text-align: center; font-size: small;">Specimen Signature</td> </tr> </table> <p><b>Method of Operation:</b></p> <p><b>Account to be managed by:</b></p> <p style="padding-left: 40px;">_____</p> <p style="padding-left: 40px; font-size: small;">(Name)</p> <p style="padding-left: 40px;">_____</p> <p style="padding-left: 40px; font-size: small;">(Position)</p>		1	_____	_____	_____		(Name)	(Position)	Specimen Signature	2	_____	_____	_____		(Name)	(Position)	Specimen Signature	3	_____	_____	_____		(Name)	(Position)	Specimen Signature	4	_____	_____	_____		(Name)	(Position)	Specimen Signature	5	_____	_____	_____		(Name)	(Position)	Specimen Signature
1	_____	_____	_____																																						
	(Name)	(Position)	Specimen Signature																																						
2	_____	_____	_____																																						
	(Name)	(Position)	Specimen Signature																																						
3	_____	_____	_____																																						
	(Name)	(Position)	Specimen Signature																																						
4	_____	_____	_____																																						
	(Name)	(Position)	Specimen Signature																																						
5	_____	_____	_____																																						
	(Name)	(Position)	Specimen Signature																																						
<p><b>C. Recommendation by Permanent Secretary responsible:</b></p> <p>_____</p> <p>_____</p> <p style="text-align: center; font-size: small;">(Signature)</p> <p>_____</p> <p style="text-align: center; font-size: small;">Name (Print)</p> <div style="border: 1px solid black; width: 80px; height: 40px; margin-left: auto; margin-right: auto; text-align: center; padding: 5px;">                 Stamp Here             </div>																																									
<p><b>D. Treasury Use Only</b></p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 60%;"><b>Comments</b></td> <td style="width: 40%; text-align: right;"><b>Approved / Declined</b></td> </tr> <tr> <td style="border-bottom: 1px solid black;">_____</td> <td style="border-bottom: 1px solid black;">_____</td> </tr> <tr> <td><b>Accountant General</b></td> <td></td> </tr> <tr> <td><b>Ministry of Finance &amp; Treasury</b></td> <td style="text-align: right;"><b>Date:</b> ____ / ____ / ____</td> </tr> </table>		<b>Comments</b>	<b>Approved / Declined</b>	_____	_____	<b>Accountant General</b>		<b>Ministry of Finance &amp; Treasury</b>	<b>Date:</b> ____ / ____ / ____																																
<b>Comments</b>	<b>Approved / Declined</b>																																								
_____	_____																																								
<b>Accountant General</b>																																									
<b>Ministry of Finance &amp; Treasury</b>	<b>Date:</b> ____ / ____ / ____																																								

**ANNEXE 17. PURCHASE ORDERS, PAYMENT VOUCHERS & REQUISITION FORMS**

**17.1 FORM FOR LOCAL PURCHASE ORDER**

**HONIARA CITY COUNCIL  
LOCAL PURCHASE ORDER No. \_\_\_\_\_**

TO: _____ _____ _____
-----------------------------

PLEASE SUPPLY AND INVOICE: RAPID EMPLOYMENT PROJECT HONIARA CITY COUNCIL P.O. BOX 324, TEL: 21133, HONIARA
--

QUANTITY	UNIT	FULL DESCRIPTION	RATE	VALUE
<b>DELIVERY DATE WHEN APPLICABLE</b>			<b>TOTAL COST \$</b>	
<b>AUTHORISING OFFICER .....</b>			<b>REQUISITION NO.</b>	
<b>SIGN .....</b>			<b>DATE .....</b>	
<b>THE ABOVE ARTICLES/SERVICES HAVE BEEN PROVIDED RECEIPT</b>			<b>PURCHASING INSTRUCTION</b>	
<b>NAME (print)..... SIGNATURE .....</b>			<b>SUPPLIERS CODE</b>	
<b>POST (print)..... DATE .....</b>			<b>INVOICE NO.</b>	
<b>TO SUPPLIER</b>			<b>ACCOUNTS NO.</b>	
THE RECEIPT ABOVE MUST BE SIGNED BY THE PERSON RECEIVING THE GOODS AND THE PERSON MUST PRINT HIS/HER NAME AND POST				
THE TOP COPY MUST ACCOMPANY YOUR INVOICE TO THE ADDRESS			<b>COMMITMENT ADJUSTED BY</b>	

17.2 HCC & SIG - PAYMENT VOUCHERS



**HONIARA CITY COUNCIL**

P.O. BOX 324  
 HONIARA  
 SOLOMON ISLANDS

Ph. (677) 21133  
 Fax: (677) 23140  
 E-mail: financehcc@solomon.com.sb

**PAYMENT VOUCHER**

VOUCHER No.		CHEQUE No.	
-------------	--	------------	--

DATE	
------	--

FOYMENT TO	
------------	--

**Important:** All payments must be attached with supporting documents (i.e. invoices, dockets & authorization, etc.)

SUBHEAD ACCOUNTS	DETAILS	AMOUNT	DEPT CODE
GROSS			
DEDUCTION			
NET FOID			

I certify that the voucher is correct in every particular, and that the requirements of the Councils Financial Ordinance have been fully complied with, that the debts and credits to expenditure have been entered in my MYOB ledgers, and that the amounts (words) .....

..... Dollars .....cents  
 may be paid

\_\_\_\_\_

**Signed: Treasurer**

<b>Prepared by:</b>		<b>Date:</b>
<b>Verified by:</b>		<b>Date:</b>
<b>Received by:</b>		<b>Date:</b>

MYOB Transaction Entered

--

Distribution:  
 Treasury  
 Commitment Clerk  
 Claimant

**SOLOMON ISLANDS GOVERNMENT**

TY1/87

**GENERAL PAYMENT VOUCHER**

Payment : Voucher No:		Department: Voucher No.:	
NAME: Address of Claimant:		Approval has been given on Requisition No.....for the person/company named to claim an amount not exceeding \$ _____  For _____  <b>AUTHORISED PURCHASING OFFICER</b>  Signed _____ date _____  Name (print) _____	
Cash	Cheque		Bank A/c No.
Account No. [ ] [ ] [ ] [ ] [ ] [ ] [ ] [ ] [ ] [ ] [ ] [ ] [ ] [ ] [ ] [ ]			
Job No. [ ] [ ] [ ] [ ] [ ] [ ] [ ] [ ]			
Recorded on Commitment Record ne no. _____ Date _____			
Signed _____			

FULL DETAILS OF CLAIM	RATE	\$	c
UNDERLINE IN RED THE MESSAGE TO APPEAR IN THE ACCOUNTS			
SUPERVISOR'S CERTIFICATION SERVICES DETAILED ABOVE HAVE BEEN RECEIVED  Signed: _____ Date _____  Post (print) _____	GROSS DEDUCTIONS AS ATTACHED FOYABLE		

**TREASURY USE**

Payment Voucher checked by \_\_\_\_\_ date \_\_\_\_\_

**FOYMENT**

Received Cash/cheque No. \_\_\_\_\_ for \$ \_\_\_\_\_ date \_\_\_\_\_

Signature of claimant \_\_\_\_\_

Claimant identified by, signed \_\_\_\_\_

Method of identification (NPF, Card no. etc \_\_\_\_\_)



## REQUISITION

QUANTITY	UNIT	DESCRIPTION (Full and clear details, to include travel details, vocab or part nos. etc)	PURCHASING OFFICER'S USE ONLY			
			SUPPLIER	ORDER NUMBER	COST \$	C

Approval is requested to incur expenditure on the above

Estimated Cost \$ \_\_\_\_\_ Date \_\_\_\_\_

Requisitioning Officer (print) \_\_\_\_\_ (sign) \_\_\_\_\_

Post *\_REP Finance Officer*) \_\_\_\_\_

Department *\_HCC/MID Rapid Employment Project* \_\_\_\_\_

Ministry \_\_\_\_\_ *Honiara City Council / Ministry of Infrastructure Development* \_\_\_\_\_

Supervisor's Certification: *REP Project Manager*

Signed \_\_\_\_\_ Date \_\_\_\_\_

Account no. (*REP HCC/MID Designated Account*)

Title *HCC REP Project Account*

Funds available on this Account \$ \_\_\_\_\_

Authority is granted for expenditure not exceeding

\$ \_\_\_\_\_

Signed

Officer Authorised to Incur Expenditure





**18.3 FORMAT FOR MONTHLY TIME SHEET FOR MT STAFF**

**MONTHLY TIME SHEET - DAYS WORKED AND PER DIEM CLAIM FORM**

**Name:** **Employer:** Ministry of Infrastructure Development / Honiara City Council  
**Year:** **Project:** Solomon Islands Rapid Employment Project  
**Month:** **TOR:** Procurement Officer  
**Contract commencement date:** **Report to:** MID REP Project Manager  
**Contract end date:**  
**Contract No.:**

Day >	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	Total	
Day of week >	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W		
Days worked: in field																																	
Days worked: travel days																																	
Days sick																																	
Days leave																																	
Per diem claimed:																																	

Totals for	<b>Month:</b>	Total days worked	
		Total days per diem claimed	

\_\_\_\_\_  
**SIGNATURE OF EMPLOYER/SUPERVISOR**

\_\_\_\_\_  
**DATE**

\_\_\_\_\_  
**SIGNATURE OF EMPLOYEE**

\_\_\_\_\_  
**DATE**

## ANNEXE 19. REP 1ST YEAR PROJECT PROCUREMENT PLAN

Project information: **Solomon Islands Government Rapid Employment Project (P114987); State and Peace Building Fund Grant (TF095966)**

Implementing Agencies: **Honiara City Council and Ministry of Infrastructure Development**

Period of Plan: **January 2010 – December 2010**

Date: **March 5, 2010**

**Table 1. PROCUREMENT/SELECTION METHODS AND PRIOR REVIEW THRESHOLDS**

Procurement/Selection Methods	Applicability	Prior Review Thresholds
<b>Goods</b>		
Shopping	<US\$50,000	First three contracts
National Competitive Bidding	>=50,000 - <US\$200,000	First three contracts, then all contracts ≥100,000
International Competitive Bidding	>=US\$200,000	All
<b>Works</b>		
Shopping	<US\$50,000	First three contracts
National Competitive Bidding	>=50,000 - <US\$500,000	First three contracts, then all contracts ≥300,000
International Competitive Bidding	>=US\$500,000	All
<b>Consultants</b>		
QCBS	In accordance with Consultant's Guidelines	≥US\$100,000
CQS		
FBS		
SSS		All
Individuals – Competitive		As indicated in the Procurement Plan <sup>9</sup>
Individuals – Sole Source		All

**Note:** The following simplified Procurement Plans for Honiara City Council and Ministry of Infrastructure Development show the agreed procurement commitments in the 1<sup>st</sup> year 2010. I.e., where a commitment is made as, for instance, a contract with an individual for 4 years, the whole 4-year cost estimate of the contract is shown. Where the contract commitment is, for example, for two by 12 month contracts, only the cost of those two by 12 month contracts is shown, not any further contracts, nor the costs involved, that may be procured in years 2, 3, 4 or 5 of the project.

The Procurement Plan provided on the following two pages is for 2010 only. The MID Procurement Plan and the HCC Procurement Plan will be updated each year, for the following year (1 January to 31 December) by the MID and HCC Procurement Officers in consultation with their Project Managers

<sup>9</sup> The Task Team Leader is aware that current Bank's policy calls for prior review of Individual Consultants only on an exceptional basis. Prior review of key and selected assignment is considered necessary by him, and supported by the Procurement Specialist.

and MID and HCC representatives, before 15 September each year as indicated in the REP Annual Financial Planning and Reporting Calendar in Annex 26.

**Table 2. REP PROCUREMENT PLAN – HCC CONTRACTS**

No	Contract (Description)	Estimated Cost (US\$)	Procurement/Selection Method	Estimated Date of Bid Submission	Bank review
<b>HONIARA CITY COUNCIL</b>					
<i>Goods Contracts</i>					
Component 1: Rapid Employment Scheme					
HCC-GD.1	Vehicle (3)	60,000	NCB	June 2010	Prior
HCC-GD.2	Safety equipment, clothing and tools	16,000	shopping	May 2010	Prior
HCC-GD.3	Cement and misc. building materials	4,500	Shopping	Sept 201	Post
Component 3: General Project Management					
HCC-GD.4	Office equipment (computer, printer, copier, misc., etc.)	28,000	Shopping	May 2010	Prior
HCC-GD.5	Office supplies	15,000	Shopping	May 2010	Prior
HCC-GD.6	Office furniture	3,000	Shopping	May 2010	Post
<i>Civil Works Contracts</i>					
Component 1: Rapid Employment Scheme					
HCC-CW.1	Small-scale infrastructure works	10,000	Shopping	Oct 2010	Prior (first 3 contracts)
<i>Consulting Services – Individual Consultants</i>					
Component 1: Rapid Employment Scheme					
HCC-IC.1	Public works engineer (int'l; 48 p-months.)	720,000	Individual Consultant—competitive selection	June 2010	Prior
HCC-IC.2	Works coordinators (2, national, 108 p-months.)	67,800	Individual consultant—competitive selection	June 2010	Post
HCC-IC.3	Community liaison off. (1 national, 48 p-months)	19,350	Individual consultant—competitive selection	June 2010	Post
Component 3: General Project Management					
HCC-IC.4	Project Accountant (national; 54 mos.)	39,000	Individual Consultant—competitive selection	March 2010	Prior
HCC-IC.5	Procurement officer (national; 42 mos.)	24,000	Individual Consultant—competitive selection	March 2010	Prior
HCC-IC.6	FM advisory services (int'l; 1.5 months)	30,000	Individual Consultant—competitive selection	April 2010	Post
<i>Consulting Services – Consulting Firms</i>					
Component 2: Pre-employment Training					
HCC-CF.1	Provision of Pre-employment training	800,000	Fixed Budget Selection	May 2010	Prior

**Table 3. REP PROCUREMENT PLAN – MID CONTRACTS**

No	Contract (Description)	Estimated Cost (US\$)	Procurement/Selection Method	Estimated Date of Bid Submission	Bank review
<b>MINISTRY OF INFRASTRUCTURE DEVELOPMENT</b>					
<i>Goods Contracts</i>					
Component 1: Rapid Employment Scheme					
MID-GD.1	Field equipment (survey, soil test, safety)	5,000	Shopping	July 2010	Prior
MID-GD.2	Vehicles (2)	40,000	Shopping	June 2010	Prior
MID-GD.3	Safety equipment and clothing	6,000	Shopping	Sept 2010	Post
Component 3: General Project Management					
MID-GD.4	Office equipment (computer, printer, copier, misc., etc.)	21,000	Shopping	April 2010	Prior
MID-GD.5	Office supplies	5,000	Shopping	June 2010	post
MID-GD.6	Office furniture	2,000	Shopping	June 2010	Post
<i>Civil Works Contracts</i>					
Component 1: Rapid Employment Scheme					
MID-CW.1	Road maintenance (2 contracts of ~ 35,000 each)	70,000	NCB	June 2010→	Prior
<i>Consulting Services – Individual Consultants</i>					
Component 1: Rapid Employment Scheme					
MID-IC.1	LB works specialist (int'l; 48 p-months.)	720,000	Individual Consultant—competitive selection	June 2010	Prior
MID-IC.2	LB works supervisor (national, 12 p-months.)	12,000	Individual Consultant—competitive selection	June 2010	Post
MID-IC.3	Supervisor trainees (2 national, 114 p-months.)	34,200	Individual Consultant—competitive selection	June 2010	Post
MID-IC.4	Community liaison off. (1 national, 48 p-months)	19,350	Individual consultant—competitive selection	June 2010	Post
Component 3: General Project Management					
MID-IC.3	Project Accountant (national; 54 mos.)	39,000	Individual Consultant—competitive selection	March 2010	Prior
MID-IC.4	Procurement officer (national; 42 mos.)	24,000	Individual Consultant—competitive selection	March 2010	Prior

19.1 REP PROCUREMENT PLAN PROGRESS REPORT

REP PROCUREMENT PLAN PROGRESS REPORT

Project information: **Solomon Islands Government Rapid Employment Project (P114987)**

Implementing Agencies: **Honiara City Council and Ministry of Infrastructure Development**

Period of Report: \_\_\_\_\_

Date of Report: \_\_\_\_\_

PLANNED						ACTUAL					
No	Contract (Description)	Estimated Cost (US\$)	Procurement/Se-lection Method	Estimated Date of Bid Submission	Bank review	Date of:				Cont. value (US\$)	Contract paid to date
						Bid receipt	NOL	Contract	Contract close		
<b>HONIARA CITY COUNCIL</b>											
<i>Goods Contracts</i>											
<b>Component 1: Rapid Employment Scheme</b>											
HCC-GD.1	Vehicle (3)	60,000	NCB	June 2010	Prior						
HCC-GD.2	Safety equipment, clothing and tools	16,000	shopping	May 2010	Prior						
HCC-GD.3	Cement and misc. building materials	4,500	Shopping	Sept 201	Post						
<b>Component: General Project Management</b>											
HCC-GD.4	Office equipment (computer, printer, copier, misc., etc.)	28,000	Shopping	May 2010	Prior						
HCC-GD.5	Office supplies	15,000	Shopping	May 2010	Prior						
HCC-GD.6	Office furniture	3,000	Shopping	May 2010	Post						
<i>Civil Works Contracts</i>											
<b>Component 1: Rapid Employment Scheme</b>											
HCC-CW.1	Small-scale infrastructure works	10,000	Shopping	Oct 2010	Prior; first 3 contract						



PLANNED						ACTUAL					
No	Contract (Description)	Estimated Cost (US\$)	Procurement/Se-lection Method	Estimated Date of Bid Submission	Bank review	Date of:				Cont. value (US\$)	Contract paid to date
						Bid receipt	NOL	Con-tract	Contra ct close		
					s						
<i>Consulting Services – Individual Consultants</i>											
<b>Component 1: Rapid Employment Scheme</b>											
HCC-IC.1	Public works engineer (int'l; 48 p-months.)	720,000	Individual Consultant—competitive selection	June 2010	Prior						
HCC-IC.2	Works coordinators (2, national, 108 p-months.)	67,800	Individual consultant—competitive selection	June 2010	Post						
HCC- IC.3	Community liaison off. (1 national, 48 p-months)	19,350	Individual consultant—competitive selection	June 2010	Post						
<b>Component 3: General Project Management</b>											
HCC-IC.4	Project Accountant (national; 54 mos.)	39,000	Individual Consultant—competitive selection	March 2010	Prior						
HCC-IC.5	Procurement officer (national; 42 mos.)	24,000	Individual Consultant—competitive selection	March 2010	Prior						

**ANNEXE 20. GUIDANCE PROCUREMENT NOTE: HANDLING  
PROCUREMENT, SHOPPING METHOD**

Dated: June 8, 2000

*To be inserted*

## **ANNEXE 21. COMPLAINTS HANDLING AND GRIEVANCE REDRESS PROCESS**

### **Complaints Handling and Grievance Redress Process**

1. All grievances and complaints should be documented at the uptake point and through the resolution process using the Grievance Redress Form (GRF—See Annex 1). Each complaint would need to be documented in a GRF by the relevant CLO.
2. Data from this form will be codified in the MIS database, which will allow for tracking.
3. Complainants should be informed that their complaints/grievances can be kept confidential if requested; and if so their complaints will be identified by a case number.
4. When a complainant makes a complaint they should be given information on the following:
  - a) The Grievance Redress Process and the next steps (including a timeline).
  - b) Contact information for Community Liaison Officer (CLO).
  - c) A case number by which their complaint can be located, if the complaint is confidential.
5. Complaints will be sorted, investigated, and referred to appropriate resolution channels. The CLOs will play primary roles in the investigation and referral process and the Project Manager will be responsible as for: higher level mediation, addressing corruption-related charges, monitoring actions, and reviewing grievance trends. Support will be solicited from the MIS Consultant (mainly associated with the transmittal/codification of complaints into the MIS system) and the Procurement Officer/administrative assistant who will be responsible for entering the data into the MIS.
6. The procedures used to resolve grievances or complaints should be based on dialogue and constructive engagement. Where necessary, community leaders or Ward Councillors may be brought in as mediators. Project staff will rely heavily on recognized forms of conflict resolution (e.g. mediation by community leaders, negotiation).
7. It is expected that community members and beneficiaries will also channel comments on the Project through this process.
8. The Project Manager will review and discuss the incoming complaints with the CLOs on a weekly basis to ensure that all received complaints have been responded to and are being/have been acted upon. Further advice and support will be drawn from the MID or HCC Management (see chart).
9. The Complainant can expect a first response from the Project team within 14 business days of registering the complaint.
10. The Project Manager will conduct a quarterly review of received and resolved/closed complaints to identify trends. Where trends are identified, the Project Manager will develop an Action Plan to address those trends. The information from this analysis will be used to inform the Project's quarterly reports.

**Table 4. GRIEVANCE REDRESS FORM**  
**Solomon Islands Rapid Employment Project**  
**Grievance Redress Form**

<b><u>BASIC INFORMATION</u></b>	
<b>Name of complainant:</b>	
<b>Location of Ward:</b> <b>Ethnic background:</b>	
<b>Contact information of complainant:</b>	
<b>Date of complaint:</b>	
<b>Complaint received by:</b>	
<b>Where/how was the complaint received:</b>	
In person: <input type="checkbox"/> Project help desk: <input type="checkbox"/>	
Referral from community/PET Consultant: <input type="checkbox"/> Community leader: <input type="checkbox"/> Project event: <input type="checkbox"/>	
On-site: _____ (write location) Other: _____	
<b>COMPLAINT/GRIEVANCE</b>	
<b>Details of complaint/grievance:</b>	
_____	
_____	
_____	
_____	
_____	
<b>Category:</b>	
<b>Project related</b> <input type="checkbox"/> (For example, related to screening and registration, training, employment, worker-employee conflict, etc.)	
<b>General project concerns</b> <input type="checkbox"/> (For example related to community needs, project goals, etc)	
<b>Corruption related</b> <input type="checkbox"/> <b>Query</b> <input type="checkbox"/> <b>Comment</b> <input type="checkbox"/>	
<b>If comment, referred to:</b> _____	
<b>LEVEL 1</b>	
<b>Name of project staff:</b>	
<b>Date of action:</b>	
<b>Result:</b>	Resolved <input type="checkbox"/> Unresolved and referred to Level 2 <input type="checkbox"/>
<b>Details of level 1 response/resolution (including persons involved):</b>	
_____	
_____	
_____	
<b>Referred to:</b>	

<b>Date feedback was provided to complainant:</b>	
---	--

<b>Comments/reaction from complainant:</b>
_____
_____
_____

<b>LEVEL 2</b>
----------------

<b>Name of project staff:</b>	
-------------------------------	--

<b>Date complaint received:</b>	
---------------------------------	--

<b>Date of action:</b>	
------------------------	--

<b>Result:</b>	Resolved <input type="checkbox"/> Unresolved and referred to Level 3 <input type="checkbox"/>
----------------	---

<b>Details of level 2 response/resolution (including persons involved):</b>
_____
_____
_____

<b>Referred to:</b>	
---------------------	--

<b>Date feedback was provided to complainant:</b>	
---	--

<b>Comments/reaction from complainant:</b>
_____
_____
_____

<b>LEVEL 3</b>
----------------

<b>Name of project staff:</b>	
-------------------------------	--

<b>Date of action:</b>	
------------------------	--

<b>Result:</b>	Resolved <input type="checkbox"/> Unresolved <input type="checkbox"/>
----------------	---

<b>Details of level 1 response/resolution (including persons involved):</b>
_____
_____
_____

<b>Date feedback was provided to complainant:</b>	
---	--

<b>Comments/reaction from complainant:</b>
_____
_____
_____

<b>Final status:</b>	
----------------------	--

<b>Additional comments:</b>	
-----------------------------	--

<b>Signed:</b>	
----------------	--

**ANNEXE 22. QUARTERLY PROGRESS REPORT FORMAT**

**[INSERT NAME OF MANAGEMENT TEAM: MID REP MANAGEMENT TEAM  
OR HCC REP MANAGEMENT TEAM]  
RAPID EMPLOYMENT PROJECT**

**QUARTERLY PROGRESS REPORT  
FOR**

**[1<sup>st</sup>, 2<sup>nd</sup>, 3<sup>rd</sup>, 4<sup>th</sup>] QUARTER ENDED [Insert date]  
[Insert Month to Month Year]**

*[Insert date report circulated]*

# **REP Quarterly Progress Report for Quarter Ending [*inserts Qtr*]**

*Table of Contents to be inserted*

**Total Quarterly Report – Not more than 15 pages – containing:**

## **EXECUTIVE SUMMARY**

Not more than 1 page

### **1. OBJECTIVES OF REP**

From the Operational Manual – not more than ¼ page.

### **2. SUPERVISION MISSIONS BY IDA & ACTIONS TAKEN**

Not more than ¼ a page.

### **3. MEETINGS OF THE REP STEERING COMMITTEE AND TCC**

Not more than ½ a page.

### **4. IMPLEMENTATION PROGRESS**

Not more than 1 page per Component

- 1 Component 1.a. RES Road Repair & Maintenance (MID)
- 2 Component 1.b. RES Urban Works and Services (HCC)
- 3 Component 2. Pre-Employment Training (HCC)
- 4 Component 3. Project Management (HCC/MID); include a summary statement of financial progress (budget, income and expenses to date, % of total, etc.) and an update on procurement progress (using the procurement plan as the basis for indicating progress). Annexes to be included and referenced in this sub-section would then be (i) the quarterly interim financial reports, and (ii) an updated procurement plan

### **5. OPPORTUNITIES AND CONSTRAINTS**

Not more than 1 page (joint HCC/MID)

### **6. PERFORMANCE INDICATORS FOR REP COMPONENTS**

See table on following page

**Note:** The outcome indicators are taken from the REP Project Results Matrix. The data collection plan identifies how and who will secure the outcome indicators that is described in the following Table.

The Key Performance Indicators that measure the expected results that should achieve the Project Development Objective will be identified/collected not through the Quarterly Reporting system but through two surveys: the first survey will monitor the Project's impacts on household incomes and poverty; the second survey will assess levels of satisfaction with the pre-employment training and communications that is supported through the PET.

### **7. MAIN ACTIVITIES PLANNED FOR REP NEXT 6 MONTHS**

Not more than 1 page for Sub-Components 1a (MID) and 1b (HCC) and ½ page each for Components 2 (HCC) and 3 (HCC/MID)

**Note:** The draft Intermediate Outcome Indicators forms on the following pages are to be reviewed by M&E consultant with relevant staff of MID and HCC.

**INTERMEDIATE OUTCOME INDICATORS: RAPID EMPLOYMENT PROJECT - ROAD REPAIR & MAINTENANCE**

No.	Areas/ Components	Key Subprogram Output Indicators	Cumulative Status as at <i>[insert end date of previous Qtr]</i>	Output During <i>[insert Qtr]</i> Quarter	Cumulative Status to end <i>[insert Qtr]</i>	Remarks/Recommendation
1A	Ministry of Infrastructure Development Rapid Employment Scheme Road Repair & Maintenance	Average number of labour days worked per person per year				
		Female				
		Male				
		Total				
		Age 29 or less female				
		Age 29 or less female				
		Age 30 or over female				
		Age 30 or over male				
		Average labour input (as a percentage) of sub projects				
		Kilometres of roads rehabilitated or maintained				
		Number of sub-projects certified as completed				
		No of works completed on schedule and certified				
		\$ Value of works completed on schedule and certified				
		No. of works completed on schedule and certified				



**INTERMEDIATE OUTCOME INDICATORS: RAPID EMPLOYMENT PROJECT - URBAN WORKS AND SERVICES**

No.	Areas/ Components	Key Subprogram Output Indicators	Cumulative Status as at [insert end date of previous Qtr]	Output During [insert Qtr] Quarter	Cumulative Status to end [insert Qtr]	Remarks/Recommendation
1B	Honiara City Council Rapid Employment Scheme Urban Works and Services	Average number of labour days worked per person per year				
		Female				
		Male				
		Total				
		Age 29 or less female				
		Age 29 or less female				
		Age 30 or over female				
		Age 30 or over male				
		Average labour input (as a percentage) of sub projects				
		Number of sub-projects certified as completed				
		No of works contracts tendered and awarded				
		\$ Value of works contracts tendered and awarded				
		No. and value of community grants provided				
		No. of subprojects completed on schedule and certified				

**INTERMEDIATE OUTCOME INDICATORS: RAPID EMPLOYMENT PROJECT - PRE-EMPLOYMENT TRAINING**

No.	Areas/ Components	Key Subprogram Output Indicators	Cumulative Status as at [insert end date of previous Qtr]	Output During [insert Qtr] Quarter	Cumulative Status to end [insert Qtr]	Remarks/Recommendation
2	Pre-Employment Training	Number of Trainees successfully completing training				
		Female				
		Male				
		Total				
		Below age 29 female				
		Below age 29 female				
		Over age 29 female				
		Over age 29 male				
		Level of satisfaction of Works Contractors with PET trainee performance behaviour				
		Level of satisfaction of trainees with training				

**INTERMEDIATE OUTCOME INDICATORS: RAPID EMPLOYMENT PROJECT – IMPROVED MANAGEMENT CAPACITY**

No.	Areas/ Components	Key Subprogram Output Indicators	Cumulative Status as at [insert end date of previous Qtr]	Output During [insert Qtr] Quarter	Cumulative Status to end [insert Qtr]	Remarks/Recommendation
3	Management capacity	Timely preparation of procurement documents				
		Timely / accurate preparation of Financial Reports				
		Timely / succinct preparation of Progress Reports				
		Satisfactory implementation as per IDA Supervision Reports				

## ANNEXE 23. KEY DOCUMENTS CIRCULATION MATRIX

To be completed by REP HCC and MID Project Managers at first two Technical Coordination Meetings and updated as required thereafter.

To be Circulated to:⇒ Following documents:↓	REP PSC	MID MT records	HCC MT records	IDA TTL	MID US	HCC CC	Dir TPPD	Dir HCC Works	Dir HCC CS	MID PM	HCC PM	MID Chief Acc.	HCC Treasurer	Acc. General	WB Ops
PSC Agenda & invitation	√	√	√	√	√	√	√	√	√	√	√				
PSC draft & final minutes	√	√	√	√	√	√	√	√	√	√	√	√	√		√
TCC meeting notes		√	√	√		√				√	√				√
MID Signed Contracts		√	√				√					√			
HCC Signed Community Works Contracts		√	√					√	√				√		
REP Annual Budget	√	√	√	√	√	√	√	√	√			√	√	√	√
REP Annual Work Plan	√	√	√	√	√	√	√	√	√						√
REP Procurement Plan	√	√	√	√	√	√	√	√	√			√	√		√
REP Quarterly Progress Reports	√	√	√	√	√	√	√	√	√			√	√		√
REP Quarterly Financial Statements		√		√	√	√	√		√	√	√	√	√	√	
REP Statements of Expenditure		√	√	√	√	√	√	√	√			√	√	√	
MT Staff Performance Assessment				√			√	√	√	√	√				
MT Staff Draft TORs		√	√	√	√	√	√	√							
PET signed contract			√	√					√	√	√		√		√
1 <sup>st</sup> 3 Community/Direct Contracts			√												
Baseline & semi annual PET survey reports		√	√	√	√	√	√	√	√	√	√				√
Monthly Financial Statements		√	√		√	√	√		√	√	√	√	√		

## ANNEXE 24. REP M&E DATA COLLECTION MATRIX

**Note:** The draft REP M&E Data Collection Matrix in this section is to be reviewed by M&E consultant with relevant staff of MID and HCC.

See Section 11, Monitoring and Evaluation for actions to be taken to ensure data production & collection

No.	DEFINITION AND INDICATOR OF ACHIEVEMENT	METHODOLOGY TO IDENTIFY	DATA SOURCE(S)	BASELINE / TARGET	FREQUENCY	RESPONSIBLE to COLLECT
<b>Project Development Objective:</b> Increase incomes of the poorest households and among youths and women in and around Honiara.						
1.1	Average increase in participant household income related to the Project.	Socio-economic profile established at commencement; and Semi-Annual Impact Survey implemented by PET Contractor	PET Contractor: baseline & semi annual report	TBD by baseline survey	Semi Annual – mid year & end of year	PET Contractor
1.2	Percent of participants at or below the poverty line					
	Disaggregated by: Female/Male, Age 29 & less/Age 30 and more, by Honiara City Council Ward					
	1. Household size					
	2. Household income – pre PET					
	3. Household income – during participation in PET					
	4. Household income – at Semi Annual Surveys (1 <sup>st</sup> , 2 <sup>nd</sup> , 3 <sup>rd</sup> , 4 <sup>th</sup> , etc)					
	5. Source of Household income (Pre PET, during and post participation in PET					
	6. Any other sources of income during participation					
	7. Participant weekly wage pre-PET					
	8. Participant weekly wage at Semi Annual Surveys (1 <sup>st</sup> , 2 <sup>nd</sup> , 3 <sup>rd</sup> , 4 <sup>th</sup> , etc)					
	9. Employment status pre-PET					
	10. Employment status at Semi Annual Surveys (1 <sup>st</sup> , 2 <sup>nd</sup> , 3 <sup>rd</sup> , 4 <sup>th</sup> , etc)					
1.3	Percentage of youth and women participating in the Project	PET Contract – production of monthly reports on no. of trainees disaggregated by gender & youth MID RM contractors to provide at monthly site meetings. Pre-payment To compile from Works payment records. Pre-payment	PET Contractor – monthly reports of Participants trained MID RM Contractors Monthly reports HCC SWO/CLO Monthly reports	Target 50% Women, 50% youth (16-29)	Monthly Monthly Weekly/	PET Contractor MID PM/CLO HCC SWO/CLO

No.	DEFINITION AND INDICATOR OF ACHIEVEMENT	METHODOLOGY TO IDENTIFY	DATA SOURCE(S)	BASELINE / TARGET	FREQUENCY	RESPONSIBLE to COLLECT
					fortnightly	
<b>Intermediate Outcomes for Component 1: Rapid Employment Scheme:</b> To provide approximately 60,000 labour days of employment per year to the poorest areas of Honiara						
2.1	Average number of labour days worked per person per year	Compiled from contractor payment requests – contractors to provide data as part of monthly site meetings – Pre-payment	MID RM Contractors Monthly reports	50 days	Monthly	MID PM/CLO at Monthly site meeting
2.2	Average labour input (as a percentage) of sub-projects	Compiled from HCC Works sub-project works completion records	HCC SWO/CLO Monthly reports	TBD	Monthly	HCC SWO/CLO
2.3	Kilometres of roads rehabilitated or maintained	MID RM contractors to provide at monthly site meetings –Pre payment	MID RM Contractors Monthly reports	TBD	Monthly	MID PM/CLO at Monthly site meeting
2.4	Number of sub-projects certified as completed	Data compiled from HCC Works sub-project works completion records	HCC SWO/CLO	TBD	Monthly	HCC SWO/CLO
<b>Intermediate Outcomes for Component 1: Rapid Employment Scheme:</b> To provide approximately 60,000 labour days of employment per year to the poorest areas of Honiara						
<b>Roads Rehabilitated and Maintained</b>						
3.1	No. and value of works contracts tendered and awarded	To be stated in RM Works Contracts	MT Works Contracts ledger	TBD	Quarterly	REP MT Project Manager
3.2	No. of works completed on schedule and certified	MIS compiled from sub-project completion reports.	MT Works Contract Ledger	TBD	Quarterly	REP MT Project Manager
<b>Intermediate Outcomes for Component 1: Rapid Employment Scheme:</b> To provide approximately 60,000 labour days of employment per year to the poorest areas of Honiara						
<b>Urban Works and Services delivered</b>						
4.1	No. and value of works contracts tendered and awarded	Sub-project application & completion reports	Community Works Applications + HCC Works records	TBD	Quarterly	SWO/CLO
4.2	No. and value of community grants provided			TBD	Quarterly	
4.3	No. sub-projects completed on schedule and certified			TBD	Quarterly	
<b>Intermediate Outcomes for Component 1: Rapid Employment Scheme:</b> To provide approximately 60,000 labour days of employment per year to the poorest areas of Honiara						
<b>Improved management capacity</b>						
5.1	Timely preparation of procurement and Financial	Financial Management and Procurement	MT QPR	Zero	Quarterly	PO

No.	DEFINITION AND INDICATOR OF ACHIEVEMENT	METHODOLOGY TO IDENTIFY	DATA SOURCE(S)	BASELINE / TARGET	FREQUENCY	RESPONSIBLE to COLLECT
	Management documentation	Reports and IDA Supervision reports.	IDA Mission Reps		Half yearly	IDA
5.2	Satisfactory implementation performance (as per Interim Supervision Reports)	IDA Supervision reports.	IDA Mission Reps	Zero	Half yearly	IDA
<b>Intermediate Outcomes for Component 2: Pre-Employment Training:</b> To improve the knowledge and basic pre-employment of programme beneficiaries that are valued in the work place and society						
6.1	Level of satisfaction of Works Contractors with PET trainee performance/behaviour	Perceptions survey implemented by HCC's Community Liaison Officers	Questionnaire at monthly site meetings	Zero	Monthly	CLO at Monthly site meeting
6.2	Level of satisfaction of trainees with training	Exit interviews by the PET consultant.	PET Monthly reports	Zero	Monthly	CLO
6.3	Numbers of trainees successfully completing training	Exit interviews by the PET consultant.	PET Monthly reports	Zero	Monthly	CLO



**ANNEXE 26. INTERIM FINANCIAL REPORTING AND WITHDRAWAL FORMATS**

**Table 5. IFR SUMMARY OF RAPID EMPLOYMENT PROJECT REVENUE AND EXPENDITURE  
HONIARA CITY COUNCIL/MINISTRY OF INFRASTRUCTURE DEVELOPMENT  
IDA Grant no.....Trust Fund Number**

Summary of Project Budget					
	Total Available	Expended & Committed	Uncommitted funds		
Component 1 Rapid Employment Scheme	\$ -	\$ -	\$ -		
Component 2 Pre employment Training	\$ -	\$ -	\$ -		
Component 3 General Project Management	\$ -	\$ -	\$ -		
Unallocated	\$ -	\$ -	\$ -		
<b>T O T A L</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>		

Cashbook Movements of Designated Account			Bank Statement Reconciliation		
Opening Cash Balance	\$ -		Balance per bank statements as at:	(Insert date)	Designated A/C
WB Funds received			- Designated Account No.		\$ -
IDA funds					
SPF					
	\$ -		Total per bank statement		\$ -
Add Interest received	\$ -		Less Outstanding Cheques:		
Others fees received	\$ -		Date	Cheque Nr.	
<b>Sub Total Receipts</b>	<b>\$ -</b>				
Less Project Expenditure	\$ -				
Less Other Project Expenditure	\$ -				
<b>Sub Total Payments</b>	<b>\$ -</b>				<b>\$ -</b>
<b>Closing Cash Balance</b>	<b>\$ -</b>		<b>Cash at Bank</b>		<b>\$ -</b>



**Table 6. IFR SUMMARY BY COMPONENT**

**HONIARA CITY COUNCIL / MINISTRY OF INFRASTRUCTURE DEVELOPMENT**

**IDA Grant No \_\_\_\_\_ & Trust Fund Number \_\_\_\_\_**

Expenditure		Budget	Cumulative Commitments	Quarter Expenditure	Year to Date Expenditure	Cumulative Expenditure		Variance - Cumulative Expenditure to Budget	Variance Cumulative Expenditure and Cumulative Commitments to Budget
<b>A</b>	<b>Component 1 Rapid Employment Scheme</b>								
A.1	Sub-grants								
A.2	Works								
A.3	Goods, Training, Consultant Services and Incremental Operating Costs								
	<b>Sub-total - Component 1</b>	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -	\$ -
<b>B</b>	<b>Component 2 Pre employment Training</b>								
B.1	Goods, Training, Consultant Services and Incremental Operating Costs								
	<b>Sub-total - Component 2</b>	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -	\$ -
<b>C</b>	<b>Component 3 General Project Management</b>								
C.1	Goods, Training, Consultant Services and Incremental Operating Costs								
	<b>Sub-total - Component 3</b>	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -	\$ -
	<b>Total ( A + B + C )</b>	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -	\$ -
<b>D</b>	<b>Other Expenses (Non IDA)</b>								
	<b>Sub-total</b>	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -	\$ -
	<b>Grand Total ( A + B + C ) + D</b>	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -	\$ -

**Table 7. SUMMARY OF EXPENDITURE FOR DISBURSEMENT PURPOSES FOR IDA GRANT USD**

**Honiara City Council / Ministry of Infrastructure Development**

	<b>Total Expenditure In Quarter</b>	<b>Total Project Expenditure</b>	<b>Budget</b>	<b>Balance</b>
<b>No Disbursement Category</b>				
1 Sub Grants			225,000	225,000
2 Works			800,000	800,000
3 Goods, Training Consultant Services and Incremental Operating Costs			796,250	796,250
<b>TOTALS</b>	0	0	1,821,250	1,821,250

**Table 8. STATEMENT OF EXPENDITURE**  
 Government of Solomon Islands: Rapid Employment Project

Payments made during the period from \_\_\_\_\_ to \_\_\_\_\_

Date: \_\_\_\_\_

Application no.: \_\_\_\_\_

For expenditures against the contracts not subject to the Association's Prior Review

Financing no.: \_\_\_\_\_

SOE No.: \_\_\_\_\_

1	2	3	4	5	6	7	8	9
Item No.	Category No. (**)	Currency and Total Amount of Contract	Currency and Total Amount of Invoice Covered by Application (Net of Retention)	Eligible % from Grant Agreement	Currency and Amount Paid from Special Account (if Applicable)	Currency and Amount Paid from Special Account (if Applicable)	Exchange Rate (Col 7 divided by Col. 6)	Remarks
<b>TOTALS</b>								

Supporting documents for this SOE retained at \_\_\_\_\_

(Insert location)

(\*\*) Items should be grouped by category; or alternatively, a separate SOE form may be used for each category.

**Table 9. PAYMENTS MADE DURING REPORTING PERIOD AGAINST CONTRACTS SUBJECT TO THE ASSOCIATION'S PRIOR REVIEW**

<b>Contract Number</b>	<b>Supplier</b>	<b>Contract Date</b>	<b>Contract Amount</b>	<b>Date of WB's No Objection to Contract</b>	<b>Amount Paid to Supplier during Period</b>	<b>WB's Share of Amount Paid to Supplier During Period</b>

**Table 10. DESIGNATED ACCOUNT RECONCILIATION STATEMENT**

IDA FINANCING NUMBER \_\_\_\_\_

ACCOUNT NUMBER \_\_\_\_\_ WITH (BANK) \_\_\_\_\_

1 TOTAL ADVANCED BY WORLD BANK \$ \_\_\_\_\_

2 LESS: TOTAL AMOUNT RECOVERED BY WORLD BANK \$ \_\_\_\_\_

3 EQUALS PRESENT OUTSTANDING AMOUNT ADVANCED TO THE DESIGNATED ACCOUNT (NUMBER 1 LESS NUMBER 2) = \$ \_\_\_\_\_

---

4 BALANCE OF DESIGNATED ACCOUNT PER ATTACHED BANK STATEMENTS AS OF DATE \_\_\_\_\_ \$ \_\_\_\_\_

5 PLUS: TOTAL AMOUNT CLAIMED IN THIS APPLICATION NO. \_\_\_\_\_ + \$ \_\_\_\_\_

6 PLUS: TOTAL AMOUNT WITHDRAWN AND NOT YET CLAIMED REASON: \_\_\_\_\_ + \$ \_\_\_\_\_

7 PLUS: AMOUNTS CLAIMED IN PREVIOUS APPLICATIONS NOT YET CREDITED AT DATE OF BANK STATEMENTS

APPLICATION NO.	AMOUNT *
_____	_____
_____	_____

SUBTOTALS OF PREVIOUS APPLICATIONS NOT YET CREDITED + \$ \_\_\_\_\_

8 MINUS: INTEREST EARNED - \$ \_\_\_\_\_

9 TOTAL ADVANCE ACCOUNTED FOR (No. 4 THROUGH NO. 9) = \$ \_\_\_\_\_

10 EXPLANATION OF ANY DIFFERENCES BETWEEN THE TOTALS APPEARING ON LINES 3 AND 9

---

11 DATE: \_\_\_\_\_ SIGNATURE: \_\_\_\_\_

TITLE: \_\_\_\_\_

\* ALL ITEMS SHOULD BE INDICATED IN THE BANK STATEMENT

**ANNEXE 27. ANNUAL WORK PLAN FORMAT**

S/N	Activity	Category	Output Indicator/ unit of measure	Period of Implementation				Annual Total	Remarks
				Q1	Q2	Q3	Q4		
1a	Road Repair & Maintenance	Contractor 1	Value	SB\$					
			Kms roads maintenance	Km					
			Employees	No.					
		Contractor 2	Value	SB\$					
			Kms roads maintenance	Km					
			Employees	No.					
1b	Urban Works & Services	Community Works Projects	Value	SB\$					
			Labour employed	No.					
		Urban Works & Services	Value	SB\$					
			Labour employed	No.					
2	Pre-Employment Training	Participant Training	Courses	No.					
			In training	No.					
		½ Yrly Surveys	Completed	No.					
3	Project Management	MT staffing	MID Nos in post	No.					
			MID Cost estimate	SB\$					
			HCC Nos in post	No.					
			HCC Cost estimate	SB\$					
		Training Comms	Completed	No.					







In US\$		units	unit-cost	2010		2011		2012		2013		2014		Total (US\$)	
				Jan-Jun	Jul-Dec	Jan-Jun	Jul-Dec	Jan-Jun	Jul-Dec	Jan-Jun	Jul-Dec	Jan-Jun	Jul-Dec		
	Photocopier/scanner/fax/printer	1	unit	5000	5000									5000	
	Office equipment misc	1	unit	2000	2000									2000	
	office supplies	1	set	15000	15000									15000	
	sub-total goods				74000	0	0	0	0	0	0	0	0	74000	
<b>3. Technical Assistance</b>															
a.	Environmental s/guard framework	1	per-month	20000	20000									20000	
b.	LD training contract evaluation	1	per-month	20000	20000									20000	
c.	LD contract monitoring	4	per-month	20000		20000		20000		20000		20000		80000	
d.	Preparation of POM	1.5	per-month	20000	30000									30000	
e.	quantity survey of Honiara roads	1.5	per-month	20000	30000									30000	
f.	MIS design/set-up	3	per-month	20000		60000								60000	
g.	Independent Monitoring Survey	Annual survey		12500		12500	12500	12500	12500	12500	12500	12500	12500	100000	
h.	Financial Management advisory services	3	per-month	20000	40000	20000								60000	
i.	procurement officers (2)	84	per-month	572		6864	6864	6864	6864	6864	6864	6864		48048	
j.	finance officers (2)	108	per-month	728		8736	8736	8736	8736	8736	8736	8736	8736	78624	
	sub-total technical assistance				140000	95600	48100	28100	48100	28100	48100	28100	41236	21236	526672
<b>6. Operating costs</b>															
a.	MID													0	
	misc. utilities, supplies, operational cost	54	months	300		1800	1800	1800	1800	1800	1800	1800	1800	16200	
b.	HCC														
	misc. utilities, supplies, operational cost	54	months	600		3600	3600	3600	3600	3600	3600	3600	3600	32400	
	sub-total operating costs				0	5400	5400	5400	5400	5400	5400	5400	5400	48600	
<b>7. Unallocated</b>															
	<b>TOTAL (US\$)</b>				<b>214000</b>	<b>101000</b>	<b>53500</b>	<b>33500</b>	<b>53500</b>	<b>33500</b>	<b>53500</b>	<b>33500</b>	<b>46636</b>	<b>26636</b>	<b>1049272</b>
	Percent of Total				20%	10%	5%	3%	5%	3%	5%	3%	4%	3%	100%