



NATIONAL CAPITAL DISTRICT COMMISSION
Urban Youth Employment Project
PROJECT OPERATIONS MANUAL



Revised

August 2013

NATIONAL CAPITAL DISTRICT COMMISSION

Urban Youth Employment Project

PROJECT OPERATIONS MANUAL

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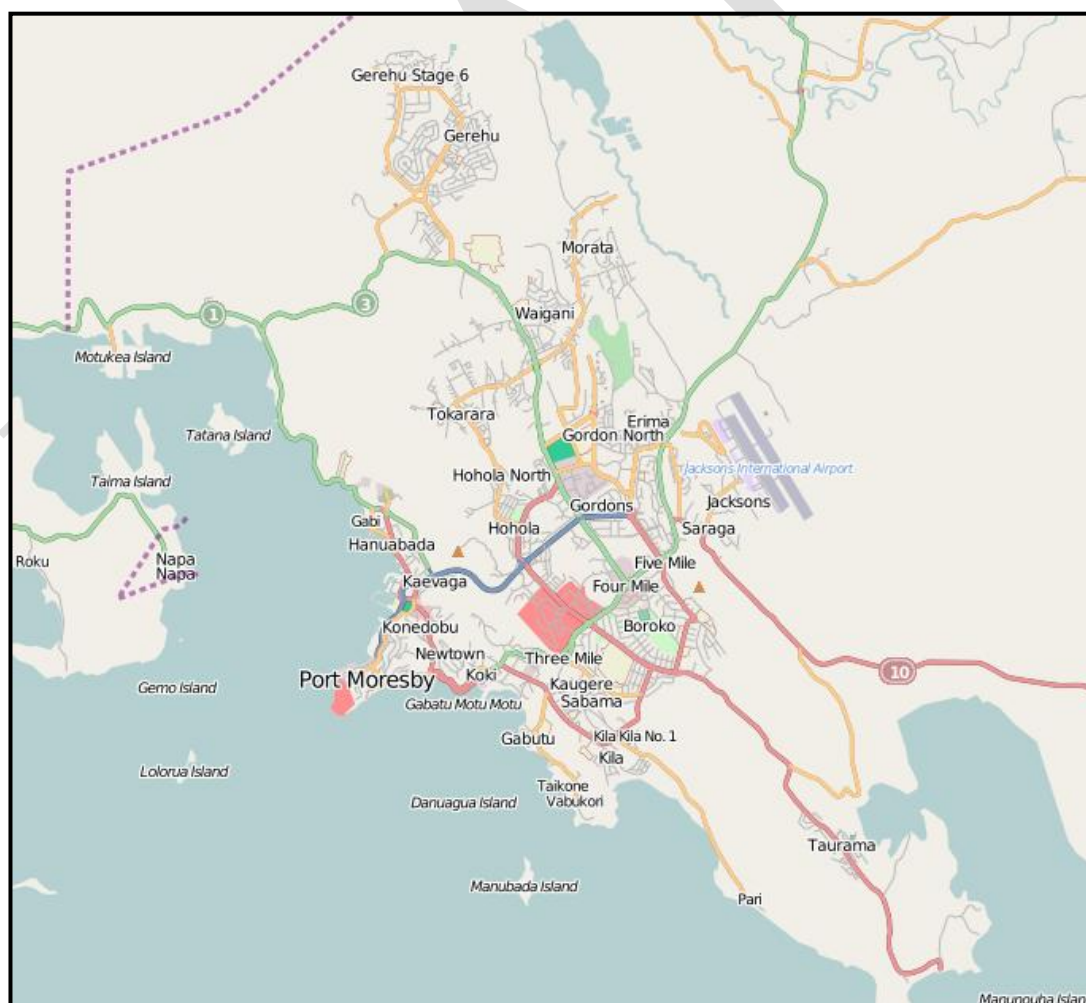
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ACRONYMS AND ABBREVIATIONS

ADB	Asian Development Bank		M&E	Monitoring and Evaluation
AGI	Adolescent Girls Initiative		MC	PNG Manufacturers' Council
ATM	Automated Teller Machine		MIS	Management Information System
AWP	Annual Work Plan		M&EC	M&E Coordinator
BLS	Basic Life Skills for Employment Training		MTR	Mid Term Review
			NCD	National Capital District
CFO	Chief Financial Officer		NCDC	National Capital District Commission
CM	City Manager		NCB	National Competitive Bidding
COE	Certificate of Expediency		NGO	Nongovernmental organization
CPA	Certified Public Accountant		NOB	Notice of Bid (Instructions to Bidders)
CQS	Selection based on Consultants Qualification		NYC	National Youth Commission
			NYP	National Youth Policy
CSO	Civil Society Organization		OJT	On-the-Job Training
CSSD	Community and Social Services Division		ORF	Order Requisition Form
			PA	Procurement Advisor
DA	Designated Account		PDS	Program Development Specialist
DfCD	Department for Community Development		PGK	Papua New Guinea Kina
			PM	Project Manager
DLIR	Department for Labour and Industrial Relations		PMU	Project Management Unit
			POM	Port Moresby
DNPM	Department for National Planning and Monitoring		POMCOM	Port Moresby Chamber of Commerce and Industry
DPLG	Department for Provincial and Local Level Government		PSC	Project Steering Committee (of UYEP)
			PWC	Public Works Coordinator
EFTPOS	Electronic Funds Transfer at Point of Sale		QBS	Quality Based Selection
			QCBS	Quality and Cost Based Selection
ESMF	Environmental and Social Management Framework		RFP	Request for Proposals (for services)
			SBD	Standard Bidding Documents
FBS	Fixed Budget Selection		SDC	Skills Development Coordinator
GoPNG	Government of Papua New Guinea		SDES	Skills Development and Employment Scheme
ICB	International Competitive Bidding		SMS	Short Message Service
IDA	International Development Association (of the World Bank)		SPA	Senior Project Accountant
			SSS	Single Source Selection
IBRD	International Bank for Reconstruction & Development			
			TOR	Terms of Reference.
IFR	Interim Financial Report		UNDB	United Nations Development Business
			US\$	United States Dollar
ILPOC	Integrated Local Purchase Order or Claim		UYEP	Urban Youth Employment Project
kms	Kilometres		WS	Works Supervisor
			YF	Youth Facilitator

LCS	Least Cost Selection			YJC	Youth Job Corps	
United States Dollar (US\$)	1.00	=	Papua New Guinea Kina (PGK)	2.89436	@ 6 June 2010	
Australian Dollar (AUD	1.00	=	Papua New Guinea Kina (PGK)	2.38408	@ 6 June 2010	
United States Dollar (US\$)	1.00	=	Papua New Guinea Kina (PGK)	2.16589	@ 21 July 2011	
Australian Dollar (AUD	1.00	=	Papua New Guinea Kina (PGK)	2.44559	@ 21 July 2011	
United States Dollar (US\$)	1.00	=	Papua New Guinea Kina (PGK)	2.55623	@ 30 August 2013	
Australian Dollar (AUD	1.00	=	Papua New Guinea Kina (PGK)	2.27998	@ 30 August 2013	

Figure 1. Map of Papua New Guinea**Figure 2. Map of Port Moresby Area**

SECTION I INTRODUCTION& BACKGROUND

I.1 PURPOSE OF THE PROJECT OPERATIONS MANUAL

1 The Urban Youth Employment Project (UYEP) Operations Manual describes the rules and procedures to be followed in implementing all UYEP activities including general project management, financial management, procurement, social and environmental safeguards, and monitoring and evaluation. The Annexes to the Project Operations Manual (POM) are provided in a separate document as are the standard bidding documents. The Annexes provide terms of reference, checklists, reporting formats/templates and tools to be used by UYEP management and stakeholders.

- ⇒ **Section I, Background and Introduction:** A brief introduction to the UYEP Project Operations Manual and background to the project.
- ⇒ **Section II, Implementation:** A more detailed description of the main components of, and activities that will be initiated by, the UYEP.
- ⇒ **Section III, Project Management:** A description of the organizational structure, staffing and systems for the management of the UYEP.
- ⇒ **Section IV, Financial Management:** Details of the financial management procedures that will be used to implement the UYEP. In the main these adopt National Capital District Commission (NCDC) systems and comply with World Bank requirements.
- ⇒ **Section V, Procurement:** Provides procedures for procurement documentation to be used and the system of bi-annual procurement plans. The UYEP Procurement Plan is in Annex 38.
- ⇒ **Section VI, Environmental & Social Safeguards:** The Environmental and Social Management Framework (ESMF) and a Social Assessment, are contained in a separate UYEP documents. Brief overviews are provided in this section.
- ⇒ **Section VII, Monitoring and Evaluation:** The UYEP monitoring and evaluation system is an integral and important part of the overall UYEP management information system. The objectives, framework, indicators and elements are described in this section.

Note: The **Annexes** to the Project Operations Manual are provided in a separate document and contain: Terms of reference for individual consultants and consultant firms, job descriptions, criteria, procedures and standard formats referred to in the main text. The full Project Operations Manual includes the Annexes plus the ESMF and Social Assessment.

I.2 THIS IS THE REVISED AND UPDATED VERSION OF THE POM. PREVIOUS APPROVED VERSION WAS IN NOVEMBER 2011 WHICH WAS PART OF NCDC'S MEETING THE EFFECTIVENESS CONDITIONS. THE POM IS A WORKING DOCUMENT THAT WILL BE SUBJECT TO A CONTINUOUS PROCESS OF REVIEW AND IMPROVEMENT, BY AGREEMENT BETWEEN NCDC AND IDA BACKGROUND TO THE URBAN YOUTH EMPLOYMENT PROJECT

2 **Urban Youth:** Young people under the age of 20 form almost half of Papua New Guinea's (PNG) total population. A large number of the urban poor are young men and women. In Port Moresby, the largest city in PNG, youth between the ages of 15 and 29 represent about 35.1% of the total population as compared to 28.5% nationally. It is

estimated that the numbers of youth in Port Moresby will grow by at least another 13% by 2015 due to natural population growth and urban migration.¹ This growth in Port Moresby's population creates increased demand for services and jobs. Studies show that increasing numbers of urban youth suffer from poverty, unfair treatment, and are excluded from access to education and jobs. These urban youth often engage in risky behaviours and activities. There are three important challenges that will need to be addressed to enable these urban youth to participate more fully and beneficially in society:

- i) their lack of equity in and access to the formal primary and secondary education system;
 - ii) their lack of equity in and access to the labour market; and
 - iii) their increasing involvement in urban crime and violence.
- 3 **Education:** National statistics indicate that only 53% of children have completed primary school, 30% are not attending school and as many as 33% never attended school. Only about 5% of the population has completed secondary school, with slightly higher figures (13.6%) for urban populations. Moreover, a greater proportion of girls have never attended school and a lower number complete grade 12. Low retention and school leaving can be attributed to a number of failures in the education system, including high school fees, inadequate facilities, a shortage of qualified teachers, lack of teaching and learning materials, poor parental attitudes towards the value of education, and the opportunity costs faced by some poor families for sending working age youth to school.
 - 4 **Labour market:** The transition from school to the labour market is identified as the weakest link between marginalized youth and mainstream society. A significant percentage of young people have reportedly turned to crime and violence in situations where they lack education, employment and the necessary social support between leaving school and finding work. In 2002, the International Labour Organization estimated that while around 50,000 youth who reach working age and are looking to enter the workforce in PNG each year, the absorptive capacity of the formal economy was limited to only about 5,000 people per year.²
 - 5 In the very constrained labour market, youth of working age are greatly disadvantaged by unequal access to jobs and services because they lack the necessary qualifications to obtain formal employment or to compete effectively in the informal sector. For instance, in the National Capital District (NCD), the overall unemployment rate stood at 21.2 percent for men and 12.8 percent for women. However, unemployment rates rose to over 50 percent for males and 30 percent for females between the ages of 15 and 24, while they declined to under 20 percent for men aged 25-29 and to under 10 percent for women in that same age group.³ Low school completion rates and a lack of adequate skills are a major factor contributing to their social alienation and lack of employability. Another factor affecting their marginalization is the lack of information regarding job and training opportunities because employment services are either non-existent or extremely limited.
 - 6 While employment prospects have improved marginally over the last four years;⁴ youth unemployment persists.⁵ Feedback from employers in Port Moresby indicate that there is

¹ National Statistical Office, 2000 Census; and United Nations Population Prospects, 2006 Revision

² International Labour Organization, 2002. *Employment Opportunities for Papua New Guinea Youth* reports that formal employment has increased by only 1.5% since 1996

³ National Statistics Office, 2000, *PNG National Census* and Department of Education statistics.

⁴ World Bank, 2007, IBRD Country Assistant Strategy for PNG for FY08-FY11.

⁵ World Bank, 2008, *Rapid Youth Assessment*, Lorraine Blank, Washington D.C.

difficulty in filling employment gaps within the formal sector with reliable staff that have the technical skills and life skills (e.g., discipline) required to perform the work, even for semi- and relatively low-skill requirement jobs.⁶

- 7 **Crime and Violence:** Rapid urban growth, poor living conditions, unemployment and the erosion of traditional systems of social support feed a sense of disenfranchisement, unfulfilled expectations and alienation among youths. The rise of criminal youth gangs, commonly called “raskols”, is the most visible manifestation of the ongoing instability and lawlessness in urban areas. In 1995 a survey noted that 14.8% of the urban workforce depended on crime as their main source of income; and commercial sex work accounted for 13.6% of the occupation of female urban workforce.⁷ Another survey reported that almost 70% of males in Port Moresby who considered themselves “unemployed” were earning a living through criminal activities, including armed robbery, home invasions, murder, and drug dealing.⁸
- 8 While the dynamics underlying crime and gang membership are complex and cannot be reduced to a lack of education, employment opportunities and a breakdown in social support and control mechanisms, it is reasonable to believe that these factors contribute to youth’s alienation and attraction to alternative sources of identity, community and security. Given that a significant numbers have no realistic prospects for reintegration into the education system due to their age and the state of the education system, efforts to strengthen their social inclusion could start with expanding their ability to access to the labour market so that they have the opportunity to gain the basic skills, experience and knowledge required to earn a living in a productive manner.
- 9 **National policies, strategies and activities:** The GoPNG’s Vision 2015 launched in 2009 prioritizes a number economic growth and social development activities that include young people as beneficiaries. To this end, the GoPNG has recently adopted a National Youth Policy (NYP) 2007-2017, which provides a more comprehensive foundation for youth development. It contains nine key policy directions: i) improving the quality of life for young people to alleviate poverty; ii) accessing integrated education to address illiteracy and school dropouts; iii) nurturing sustainable livelihoods for youth; iv) promoting healthy lifestyles to address health related issues; v) building stronger communities that involve young people as partners; vi) strengthening institutional capacity to promote youth development; vii) promoting youth and their identity through languages, culture and traditions; viii) conducting research and data collection on youth; and ix) promoting youth participation in law and justice programs.
- 10 In addition, city authorities, in the NCD, Lae and Mt. Hagen have begun to adopt youth-affirmative policies and are becoming increasingly aware of the need to expand and enhance employment opportunities for youth. The NCDC is prioritizing efforts to integrate youth oriented programs into its core budget, including programs for skills development, scholarships and labour reintegration as part of its broader urban safety and city development strategy. NCDC’s *YumiLukautimMosbi*projek has achieved widespread public support for its achievements in changing attitudes of youth towards crime and community commitment as well as their employment in the formal sector.

⁶ PNG National Training Council, *Human Resource Requirements and Training Needs for Papua New Guinea 2007-2009*, 2008,

⁷ Theodore Levantis, 1997, *Urban Unemployment in PNG: It's Criminal*, Pacific Economic Bulletin, 12 (2)

⁸ UNHABITAT, 2004. *Youth and Crime Survey*, Port Moresby.

I.2.1 Urban Youth Employment Project

- 11 The UYEP will support the GoPNG's Vision 2015, the National Youth Policy and help scale up NCDC's existing initiatives. It will focus on disadvantaged urban youth between the ages of 16 and 29 (revised to 16-35 in May 2013) that neither work nor study and who have limited social and economic opportunities, including those that: a) have never accessed or not completed the formal school system; and b) may have completed their formal education but have still not been integrated into the labour market. The socio-cultural context involves a broader definition of youth where individuals are considered youth if they are unmarried, unemployed and economically dependent on their families or others for financial support. The project also recognizes the benefits of giving young adults a second chance to take on greater leadership roles within the project.

The reasons for targeting these two segments are as follows:

- i) **Component 1:** Youth who are neither working nor studying and who have not completed secondary education often lack the basic life skills and employment experience to escape poverty. The UYEP will give such youth a second chance by equipping them with basic skills and placing them in a more productive environment. Similar programs in other countries have demonstrated that such programs, when well targeted and implemented, can have a bridging effect, help to reduce youth poverty and support their acquisition of basic life skills required in the work place.
 - ii) **Component 2:** There is a need to provide more advanced training and employment options to more skilled and educated youth who have not yet been able to access the labour market. While the first component will focus on creating temporary jobs along with basic life skills training; the second component will seek to enhance the skills and competitiveness of semi-skilled young workers for entry level employment.
- 12 The combination of these two program components will a) allow the UYEP to test the impact of different interventions and approaches on the labour market; and b) increase the potential for sustainability by giving participants under Component 1 the opportunity to transition into Component 2.

I.2.2 Objectives of the Urban Youth Employment Project

- 13 **The objectives** are to provide youth with income from temporary employment opportunities and to increase their employability. The UYEP includes indicators to measure two primary outcomes and three secondary outcomes. The primary outcomes of the program are to: a) Provide youth with income from temporary employment opportunities; and b) Increase youth employability.
- 14 **Secondary objectives** of the program include: Successfully targeting disadvantaged youth, reducing participants' crime-related indicators, increasing their future aspirations and expectations, increasing participants' use of formal banking services, and improving maintenance of selected urban road infrastructure.
- 15 The UYEP is implemented over a period of 5 years – 2011 to 2016⁹. the first two years of the project were used to recruit and mobilize, the Project Management Unit (PMU) staff, set up operational systems and procurement of outsourced services. Over the following 3.5 years 20 intakes, of about 525 youth trainees per intake, will be selected, roughly every 8 weeks - intake numbers will be a little lower in the early and final intakes. The

⁹ In the Financing Agreement formal termination will be in mid 2016 to allow time for final accounting and evaluation.

last 4 months of the UYEP are a review and demobilization period. The main features of the UYEP are illustrated in Figure 3 on the next page.

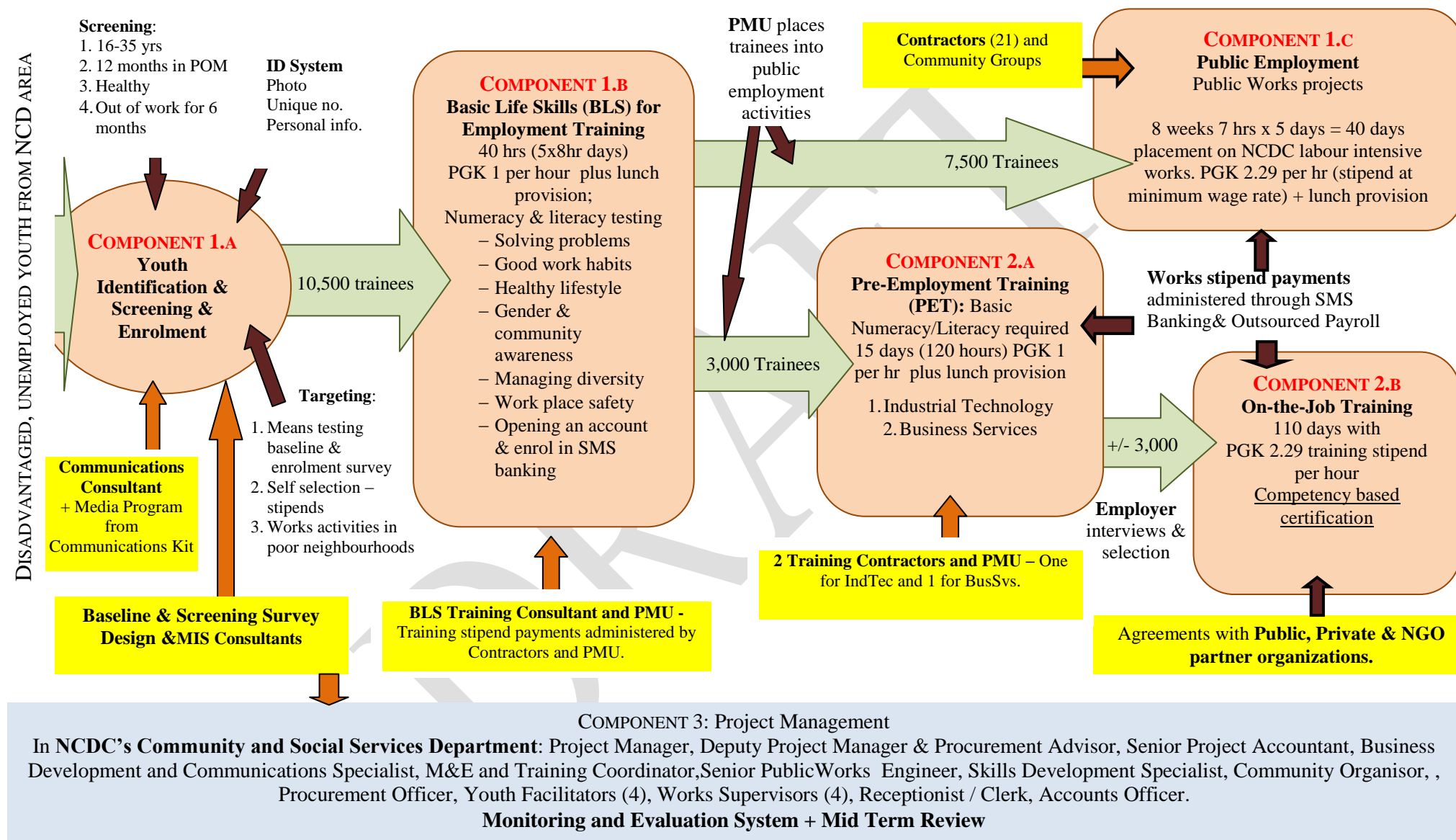
Figure 3. UYEP Program Components & Activities

Figure 4. Indicative Flow of Youth by Intake through UYEP Components over 5 Years

REVISED INDICATIVE UYEP TRAINEE FLOWS TO APRIL 2016									REVISED	22/08/2013	
INTAKE NUMBER	MONTH	WEEK	ESS	BLST	YJC	PET 1&2	OJT	Youth in UYEP	Youth out of UYEP	Running Total of youth in UYEP	Cummulative Youth in UYEP
	Totals		10,500	10,500	7,500	3,000	3,000	10,500	-3,000	7,500	10,500
	June 2012		63		51			63		63	63
1	September 2012	1	284		51			284		347	347
		2								347	347
		3								347	347
		4								347	347
	October 2012	1								347	347
		2								347	347
					42					347	347
		4			76					347	347
2	November 2012	1	285					285		632	632
		2			84					632	632
		3								632	632
		4								632	632

	December 2012	1		284						632	632
		2								632	632
		3		348						632	632
		4								632	632
	January 2013	1								632	632
		2								632	632
		3								632	632
		4								632	632
3	February 2013	1			42	134				632	632
		2				131				632	632
		3	684		140			684		1316	1316
		4								1316	1316
	March 2013	1					177		-177	1139	1316
		2								1139	1316
		3	28	227				28		1167	1344
		4								1167	1344
	April 2013	1								1167	1344
		2		216						1167	1344
		3		83						1167	1344
		4		15						1167	1344
	May 2013	1		171						1167	1344
		2			89					1167	1344

		3			88					1167	1344
		4			92					1167	1344
4	June 2013	1	986					986		2153	2330
		2								2153	2330
		3								2153	2330
		4		264						2153	2330
	July 2013	1	132	230				132		2285	2462
		2		222	110					2285	2462
		3		139	223					2285	2462
		4		129		289				2285	2462
5	August 2013	1		62	76					2285	2462
		2								2285	2462
		3		35	42					2285	2462
		4	745	37		280	88	745	-88	2942	3207
	September 2013	1			118		100		-100	2842	3207
		2								2842	3207
		3		745						2842	3207
		4			166		189		-189	2653	3207
6	October 2013	1			208					2653	3207
		2				210				2653	3207
		3			42		140		-140	2513	3207
		4	745					745		3258	3952

7	November 2013	1								3258	3952
		2					140		-140	3118	3952
		3		745						3118	3952
		4	502		83			502		3620	4454
	December 2013	1			209		150		-150	3470	4454
		2			83					3470	4454
		3		502	42					3470	4454
		4					60		-60	3410	4454
8	January 2014	1				210				3410	4454
		2								3410	4454
		3								3410	4454
		4	526				150	526	-150	3786	4980
	February 2014	1		526						3786	4980
		2			208					3786	4980
		3			350		60		-60	3726	4980
		4			125					3726	4980
9	March 2014	1				175				3726	4980
		2								3726	4980
		3					100		-100	3626	4980
		4	500					500		4126	5480
	April 2014	1		500	500		75		-75	4051	5480

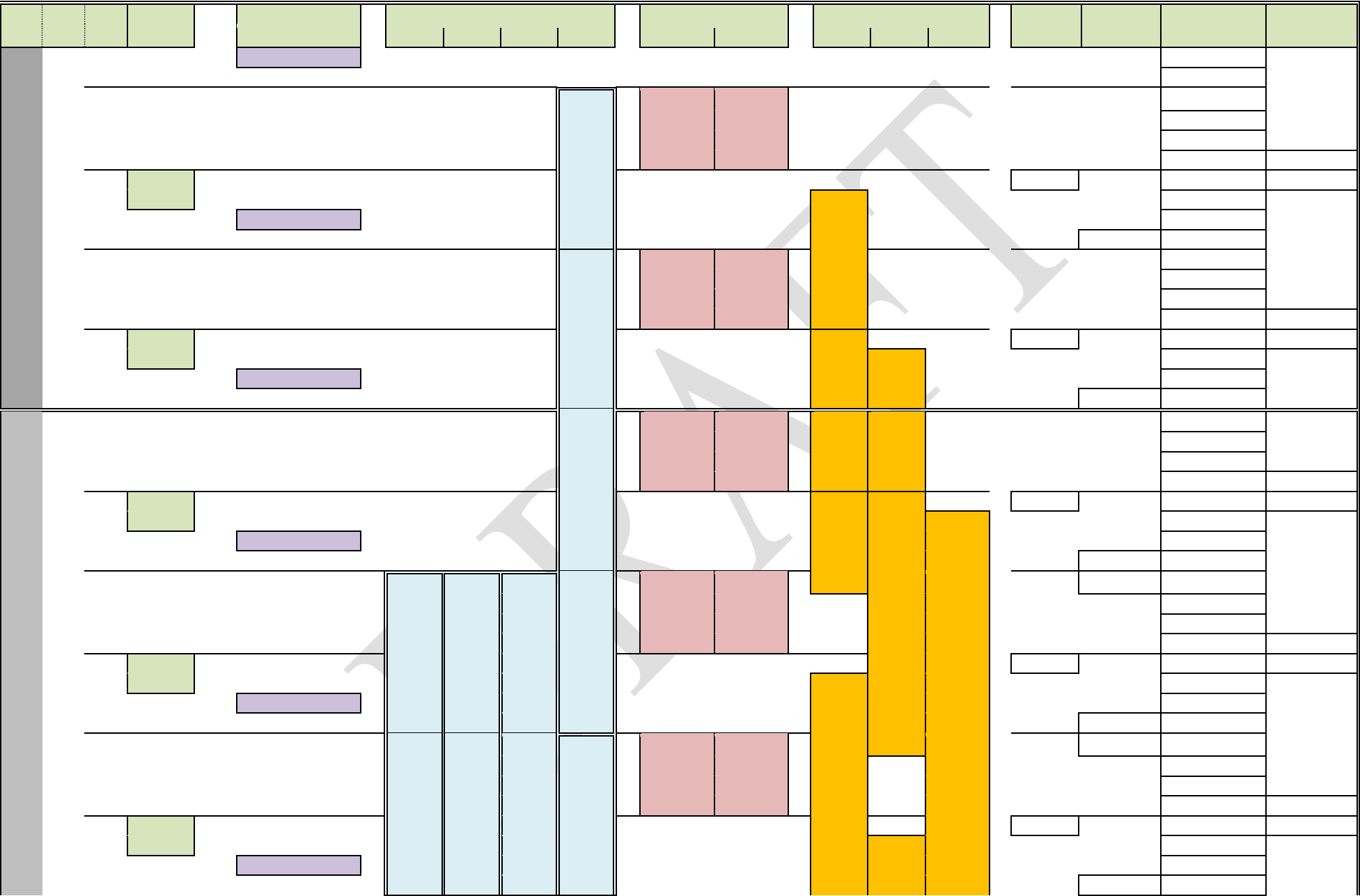
		2				175				4051	5480
		3								4051	5480
		4			42					4051	5480
10	May 2014	1					75		-75	3976	5480
		2								3976	5480
		3								3976	5480
		4	500					500		4476	5980
	June 2014	1		500	500		100		-100	4376	5980
		2				175				4376	5980
		3								4376	5980
		4								4376	5980
11	July 2014	1					75		-75	4301	5980
		2								4301	5980
		3								4301	5980
		4	500					500		4801	6480
	August 2014	1		500	500		100		-100	4701	6480
		2				175				4701	6480
		3								4701	6480
		4								4701	6480
12	September 2014	1					75		-75	4626	6480
		2								4626	6480
		3								4626	6480

		4	500				500		5126	6980
	October 2014	1		500	350		100	-100	5026	6980
		2				175			5026	6980
		3							5026	6980
		4							5026	6980
13	November 2014	1					75	-75	4951	6980
		2							4951	6980
		3							4951	6980
		4	500				500		5451	7480
	December 2014	1		500	350		100	-100	5351	7480
		2				175			5351	7480
		3							5351	7480
		4							5351	7480
14	January 2015	1					75	-75	5276	7480
		2							5276	7480
		3							5276	7480
		4	500				500		5776	7980
	February 2015	1		500	350		100	-100	5676	7980
		2				175			5676	7980
		3							5676	7980
		4							5676	7980

15	March 2015	1					75		-75	5601	7980
		2								5601	7980
		3								5601	7980
		4	500					500		6101	8480
	April 2015	1		500	350		100		-100	6001	8480
		2				175				6001	8480
		3								6001	8480
		4								6001	8480
16	May 2015	1					75		-75	5926	8480
		2								5926	8480
		3								5926	8480
		4	500					500		6426	8980
	June 2015	1		500	350		100		-100	6326	8980
		2				175				6326	8980
		3								6326	8980
		4								6326	8980
17	July 2015	1					75		-75	6251	8980
		2								6251	8980
		3								6251	8980
		4	500					500		6751	9480
	August 2015	1		500	350		100		-100	6651	9480
		2				171				6651	9480
		3								6651	9480

		4								6651	9480
18	September 2015	1					71		-71	6580	9480
		2								6580	9480
		3								6580	9480
		4	350					350		6930	9830
	October 2015	1		350	350		100		-100	6830	9830
		2								6830	9830
		3								6830	9830
		4								6830	9830
19	November 2015	1								6830	9830
		2								6830	9830
		3								6830	9830
		4	350					350		7180	10180
	December 2015	1		350	350					7180	10180
		2								7180	10180
		3								7180	10180
		4								7180	10180
20	January 2016	1								7180	10180
		2								7180	10180
		3								7180	10180

[illegible]



[illegible]

[illegible]

Date		Time		Location		Activity		Remarks	
1	2023-10-01	08:00	09:00	Room 101	Classroom	Mathematics	Lesson 1	Students are engaged.	
2	2023-10-02	08:00	09:00	Room 101	Classroom	Mathematics	Lesson 2	Students are engaged.	
3	2023-10-03	08:00	09:00	Room 101	Classroom	Mathematics	Lesson 3	Students are engaged.	
4	2023-10-04	08:00	09:00	Room 101	Classroom	Mathematics	Lesson 4	Students are engaged.	
5	2023-10-05	08:00	09:00	Room 101	Classroom	Mathematics	Lesson 5	Students are engaged.	
6	2023-10-06	08:00	09:00	Room 101	Classroom	Mathematics	Lesson 6	Students are engaged.	
7	2023-10-07	08:00	09:00	Room 101	Classroom	Mathematics	Lesson 7	Students are engaged.	
8	2023-10-08	08:00	09:00	Room 101	Classroom	Mathematics	Lesson 8	Students are engaged.	
9	2023-10-09	08:00	09:00	Room 101	Classroom	Mathematics	Lesson 9	Students are engaged.	
10	2023-10-10	08:00	09:00	Room 101	Classroom	Mathematics	Lesson 10	Students are engaged.	
11	2023-10-11	08:00	09:00	Room 101	Classroom	Mathematics	Lesson 11	Students are engaged.	
12	2023-10-12	08:00	09:00	Room 101	Classroom	Mathematics	Lesson 12	Students are engaged.	
13	2023-10-13	08:00	09:00	Room 101	Classroom	Mathematics	Lesson 13	Students are engaged.	
14	2023-10-14	08:00	09:00	Room 101	Classroom	Mathematics	Lesson 14	Students are engaged.	
15	2023-10-15	08:00	09:00	Room 101	Classroom	Mathematics	Lesson 15	Students are engaged.	
16	2023-10-16	08:00	09:00	Room 101	Classroom	Mathematics	Lesson 16	Students are engaged.	
17	2023-10-17	08:00	09:00	Room 101	Classroom	Mathematics	Lesson 17	Students are engaged.	
18	2023-10-18	08:00	09:00	Room 101	Classroom	Mathematics	Lesson 18	Students are engaged.	
19	2023-10-19	08:00	09:00	Room 101	Classroom	Mathematics	Lesson 19	Students are engaged.	
20	2023-10-20	08:00	09:00	Room 101	Classroom	Mathematics	Lesson 20	Students are engaged.	
21	2023-10-21	08:00	09:00	Room 101	Classroom	Mathematics	Lesson 21	Students are engaged.	
22	2023-10-22	08:00	09:00	Room 101	Classroom	Mathematics	Lesson 22	Students are engaged.	
23	2023-10-23	08:00	09:00	Room 101	Classroom	Mathematics	Lesson 23	Students are engaged.	
24	2023-10-24	08:00	09:00	Room 101	Classroom	Mathematics	Lesson 24	Students are engaged.	
25	2023-10-25	08:00	09:00	Room 101	Classroom	Mathematics	Lesson 25	Students are engaged.	
26	2023-10-26	08:00	09:00	Room 101	Classroom	Mathematics	Lesson 26	Students are engaged.	
27	2023-10-27	08:00	09:00	Room 101	Classroom	Mathematics	Lesson 27	Students are engaged.	
28	2023-10-28	08:00	09:00	Room 101	Classroom	Mathematics	Lesson 28	Students are engaged.	
29	2023-10-29	08:00	09:00	Room 101	Classroom	Mathematics	Lesson 29	Students are engaged.	
30	2023-10-30	08:00	09:00	Room 101	Classroom	Mathematics	Lesson 30	Students are engaged.	

Date		Time		Activity		Location		Notes	
10/10/2023	10/10/2023	08:00	09:00	Maths	Science	Classroom	Library	Completed	
10/10/2023	10/10/2023	09:00	10:00	Maths	Science	Classroom	Library	Completed	
10/10/2023	10/10/2023	10:00	11:00	Maths	Science	Classroom	Library	Completed	
10/10/2023	10/10/2023	11:00	12:00	Maths	Science	Classroom	Library	Completed	
10/10/2023	10/10/2023	12:00	13:00	Maths	Science	Classroom	Library	Completed	
10/10/2023	10/10/2023	13:00	14:00	Maths	Science	Classroom	Library	Completed	
10/10/2023	10/10/2023	14:00	15:00	Maths	Science	Classroom	Library	Completed	
10/10/2023	10/10/2023	15:00	16:00	Maths	Science	Classroom	Library	Completed	
10/10/2023	10/10/2023	16:00	17:00	Maths	Science	Classroom	Library	Completed	
10/10/2023	10/10/2023	17:00	18:00	Maths	Science	Classroom	Library	Completed	
10/10/2023	10/10/2023	18:00	19:00	Maths	Science	Classroom	Library	Completed	
10/10/2023	10/10/2023	19:00	20:00	Maths	Science	Classroom	Library	Completed	
10/10/2023	10/10/2023	20:00	21:00	Maths	Science	Classroom	Library	Completed	
10/10/2023	10/10/2023	21:00	22:00	Maths	Science	Classroom	Library	Completed	
10/10/2023	10/10/2023	22:00	23:00	Maths	Science	Classroom	Library	Completed	
10/10/2023	10/10/2023	23:00	00:00	Maths	Science	Classroom	Library	Completed	

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SECTION II IMPLEMENTATION

- 16 Figure 3 and Figure 4 on the previous pages show: a) the UYEP components and flow of activities; and b) the flow of youth trainees/workers, by intake, and by component over the full five years of the UYEP. **Note:** The numbers shown for each activity are indicative.
- 17 The Youth Job Corps (YJC) - Component 1 - is managed by the Senior Public Works Engineer. The On-the-Job Training (OJT) - Component 2 - is managed by the Skills Development Specialist. These managers in the UYEP Project Management Unit report to the Deputy Manager on operational activities and to the Project Manager and are supported by other PMU staff, including the Senior Project Accountant, Business Development & Communications Specialist, Youth Facilitators, Works Supervisors and support staff in the PMU, as well as a number of consultants and consultant firms contracted for specific tasks.

II.1 COMPONENT 1: YOUTH JOB CORPS (YJC)

- 18 The YJC will support: a) the identification and selection of disadvantaged, unemployed youth from the NCD area; b) training in life skills; and c) in public works job placement. Youth will be identified, screened and interviewed with a view to selecting approximately 10,500 trainees who will complete Basic Life Skills for employment training. About 7,500 will then be selected for a two-month work placement on a public works sub-project.¹⁰.
- 19 A number of contracted consultants will provide outsourced services that support Component 1:
- a. The UYEP's city-wide communication and community awareness campaign, was managed by a communications consultant, for 12 months up to the 3rd intake in February 2013 when contract was terminated due to poor performance. Since the 4th intake in May/June 2013, the PMU has assumed direct responsibility for the implementation of the project's communications and community mobilization efforts.
 - b. Implementation of the UYEP's Baseline and Screening Survey and MIS will be managed by a consultant firm. (TOR in Annex 6).
 - c. Implementation of Short- and Long-run Surveys as well as Community Surveys. (TOR in Annexes 7 and 8).
 - d. The UYEP's Basic Life Skills training program will be executed by training services firms and PMU, who designed and are executing the training.
 - e. The review and scoping and initial quantification of the works contracts was prepared by labour-based design and documentation firm (IT Transport of UK).
 - f. Management, implementation and supervision of the works activities outsourced to Contractors. The form of contract and tender documentation will be drafted by f. above.

II.1.1 Sub-Component 1 (a): Youth Identification and Screening

- 20 **Targeting.** The UYEP proposes to enhance targeting through i) self-selection by setting the YJC and OJT stipends at the minimum market clearing wage for unskilled work; ii) a general means testing through a baseline and enrolment survey which will be positively correlated with the target group; iii) focusing the communications campaigns and the public works in

¹⁰ The M&E control groups will be comprised of participants as well as candidates that were not selected.

geographically poorer neighbourhoods; and iv) engaging community based organisations in the selection and formation of groups. If the UYEP is oversubscribed, a rationing mechanism (e.g., randomized lottery method) will be developed, building on lessons from good international practice.

- 21 **Gender.** A separate Adolescent Girls Initiative Scoping Study was completed in January 2010 and provided the basis for the UYEP to undertake a broader situational analysis of key issues and constraints affecting labour market access of young women. Among a number of recommendations, the UYEP will adopt following: i) setting a general target of having up to a third (33%) of trainees be young women; ii) ensuring that the socialization campaign will highlight and address the need for young women's participation and explain the types of benefits the UYEP will provide them. This will involve a robust information and dissemination campaign and regular grass roots engagement and communications; iii) allowing for at least 20% of the public works activities to be undertaken by women's only labour groups; iv) establishing partnership arrangements with employers (particularly in the On-the Job Training sub-component) who offer the type of work that will interest young women (e.g., textiles and garment production; health and beauty; hospitality, office and administrative support, etc); and v) ensuring that one of the two civil society groups selected to participate on the Project Steering Committee has the knowledge and experience to represent women's issues.
- 22 **Youth Identification, Socialization and Sensitization.** The UYEP will carry out community awareness and information campaigns supporting each round of youth identification, screening. The UYEP will engage the services of a communications consultant experienced in raising awareness to manage the information dissemination and sensitization of the UYEP on an ongoing basis; with at six campaigns each year in and around the NCD. The consultant will consult with Youth Councillors reporting to NCDC, ward level Youth Officers and other community service organization leaders to plan and conduct road shows, job fairs or information fair style promotions in accordance with a Communications Plan, which targets specific areas, communities, partners and includes the design of media spots and information and dissemination materials associated with the UYEP. The UYEP will engage and work through the NCD Youth Desk and Community Based Organisations and Youth Representatives in the organisation of awareness meetings and community mobilisation. Especially for community contracting, early engagement of youth representatives to sensitize and mobilize community groups will contribute to group cohesion and recognition of the group members. The UYEP will provide additional financing for associated media and material reproduction costs.
- 23 **Motu-Koita communities.** The project will screen for eligible youth and monitor against intakes. This will ensure that Motu-Koita youth from Motu-Koita neighbourhoods, in which they reside, are given opportunity to participate in the project. In addition, the selection of beneficiaries will be publicly disclosed by the project's PMU through bulletin boards in each community. Youth identification, socialization and sensitization will ensure that the Motu-Koita communities in the NCD are fully aware of the Project. Efforts to ensure their inclusion consist of: communication campaigns in Motu-Koita neighbourhoods, the use of the Motu-Koita Assembly and civil society groups working with the Motu-Koita in socialization efforts, and the dissemination of material (audio, verbal, etc.) in Motuan. A review of Motu-Koita participation will be undertaken after the first three intakes. If the review reveals that Motu-Koita participation is disproportionately low, consultations will be undertaken to revise the socialization, application procedures, and any other design features in an effort to ensure the participation of Motu-Koita youth.

- 24 **Selection and Management of Communications Consultant.** A Request for Proposal (RFP) was prepared by the PMU Procurement Advisor. A communication consultant was engaged on an 18 month contract which was terminated after 12 months due to poor performance. The communications and awareness campaign is now being carried out by the PMU. **Grievance Redress Procedures.** The Project includes a number of grievance mechanisms whereby trainees can formally lodge their concerns or complaints. They include regular structured knowledge sharing workshops on the Project led by the Youth Facilitators with the active participation of youth beneficiaries themselves; setting up a help desk at the PMU where trainees can formally lodge complaints; and strengthening links to respective Ward Councillors and community leaders who will assist the PMU in disseminating information about the Project and mediating community-level disputes. The UYEP Grievance Redress Procedures are described more fully in Section III.4.4 and **Annex 14** and are referred to in Sections VI (Social Assessment) and VII (Monitoring and Evaluation). The grievance redress processes form part of the UYEP MIS and M&E systems and database that has been developed and will generate a key performance indicator.
- 25 **Identification, Screening, Registration and Enrolment:** The Project will recruit consultants to design the Baseline and Screening Surveys and to set up the both the monitoring and reporting system and the payroll system. The consultants will be experienced in conducting similar surveys and in screening, enrolling (and training) marginalized youth, preferably with experience in PNG, and will be expected to use existing community facilities to conduct the screening and registration of interested participants. This will allow easier access for local youth. The Project will ensure that screening occurs in areas dominated by Motu-Koita youth to ensure that they are provided with an opportunity to enrol in the project. In areas where community groups are to be organised for works under direct PMU supervision Youth Representatives and CBOs will be engaged to identify and pre-screen the youth for these community works (prior to the eligibility screening by the Consultant). The Baseline and Screening Surveys consultants as well as the monitoring and reporting consultant and the payroll consultant will utilize the Motu language, as necessary, in these areas to ensure that the process is accessible to Motu-Koita youth. The consultant designing the monitoring and reporting system will adopt Microsoft Access or equivalent user-friendly database software which will contain trainee enrolment data as well as other integrate other software to support the Project's daily operations. Youth will be screened against the UYEP's eligibility criteria; and those accepted will be required to meet the criteria set out in Box 1. Screening and selection procedures for the UYEP are described in Box 2 below.

Box 1. Criteria for Enrolment in UYEP

Provide details of and evidence where applicable of: name, age, sex, residence (no. of months) and address in Port Moresby, previous school attendance, work experience, months out of work, family status (homeless, shelter characteristics, orphaned), and poverty indicators.

- a. Aged between 16 and 25 years (revised to 16-35 in May 2013);
- b. Out of school or work for at least six months;
- c. Living in the Port Moresby area for at least 12 months;
- d. Prepared to undertake one week of basic life skills training; and
- e. Assessed as healthy enough to participate in the program (height/weight).

- 26 **Gender Inclusion:** Due consideration will be paid to geographic, ethnic and gender (at least 33% of participants will be women) inclusion. Opportunities for equitable inclusion will be

made available for youth to provide input to the Project design as well as support their participation. Opportunities will also be made available for Motu-Koita youth (given their vulnerabilities to exclusion) to promote their participation in the Project. Detailed procedures for the identification and screening of individual candidates will be further refined in the course of UYEP preparation with a view to ensuring fairness, transparency and practicality.

Box 2. Screening and Selection Procedures for the UYEP

The communications consultant/PMU and community leaders will publicize the program, and the date, place, and time of registration. Applicants will queue at a community area, and community leaders will help select double the number of program participants for screening, based on their position in line. The screening survey takes roughly 30 minutes to conduct and consists of approximately 30 questions. It will primarily collect information on re-contact information, eligibility criteria, household demographic information, household assets, and basic numeracy and literacy skills.

Eligibility for the program is restricted to youth that are aged 16 to 35, have neither held a salaried job nor attended school during the last 6 month, and have lived in Port Moresby for at least 12 months. The UYEP will work together with the Youth Desk of the NCDC to identify youth representatives and other community based organisations to work with, initially to identify and mobilize youth for general awareness meetings, thereafter to pre-screen interested youth using the eligibility criteria mentioned in Box 1.

Eligibility conditions are applied through the baseline/screening tool which asks applicants their age, their highest level of education and graduation year, and whether they have ever had a salaried job (and when). In addition, the screening tool asks at least one question that requires local Port Moresby knowledge to answer. After the end of the screening interview, each applicant is informed by the interviewer to come back to the screening centre on a specified date (usually within two weeks) to check their results i.e whether they are eligible to participate in the program.

After the intake process, the baseline-screening firm provides the results and questionnaires to the PMU for checking on sample basis. Where an unusual number of errors are noted, then PMU will check all the questionnaires. The PMU will then display the results at the screening centres within two weeks of the end of screening and these may also be given to community leaders to publicize. When youths return to check their results, those eligible will on the same day also be registered for Basic Life Skills Training (BLST) and will be given ID cards and also asked to complete bank account application forms. (Note: Mobile phones are issued during BLST). For some intakes, randomly selected youth are also required to undergo an interview (approximately one hour) for the Evaluation Baseline Survey (EBS). The procedure for selecting youth for EBS and conducting the interviews is described elsewhere in the manual and a separate manual that has been prepared by the survey firm. Youths will be advised of the date and venue of their BLST class on the same day to avoid PMU having to recontact them again by phone. Detailed procedures are in Annex

27 Selection and Management of the Consultants for the Baseline and Screening Surveys, the Monitoring and Reporting System and the Payroll System: A Request for Proposal (RFP) was prepared by the PMU. Sistemas Integrales Consulting (Chile) was competitively engaged on a five-year contract. Consultant performance will be reviewed on an annual basis in accordance with established performance indicators outlined in the scope of works. The PMU will have the option to cancel the contract in the event of poor performance. The survey instrument was prepared by PMU with assistance from World Bank staff and consultants. An MIS firm could not be contracted due to prices offered being 3 times more than the budgeted amount and it was decided that it would be implemented by PMU with assistance of individual and World Bank consultants. MIS

- 28 While the UYEP aims to enrol 10,500 trainees, the screening is expected to involve more than double this number. In addition to screening youth, the Baseline and Screening Survey is expected to determine their eligibility into the program using the criteria in the screening tool. It is expected that the NCD will be divided along its present three electoral districts and that intakes will be cycled around these districts to ensure that there are equal opportunities for participation. **Youth Identification.** Upon acceptance into the program, participants will be issued with a Youth Identification Card. The card will provide basic trainee data, which includes details of the trainee that is verified during the registration/enrolment process. The Youth Identification Card will also be used to provide some of the security requirements for opening a bank account.
- 29 **Total UYEP Enrolment and Participant Flow:** The number and frequency of intakes will depend upon the availability and timing of job placement opportunities in the public works sector. Adjusted projections envisage approximately 20 intakes over the UYEP's 3.5 year implementation period (approximately once every two months). Information on each trainee accepted by the UYEP will be entered into the MIS and made available to potential employers. Table 1 below (and Figure 4 above) provides the total planned enrolments by year. In order to enable the UYEP to ramp up, a smaller number of trainees will be processed during the first year of the UYEP. This is due to the requirements to first select, employ and stage contractors for the training activities, and the prior requirements to promote, identify and recruit participants into the program. However, over the remaining four years, the participant flow is expected to increase and slowly scaled down towards UYEP closing.
- 30 Successful job placement of 10,500 participants will rely on the availability of employment slots when they are needed, under the various works contracts and NCD employers. It is acknowledged that there is a risk that these contracts may not be in place when UYEP needs them. The NCDC and PMU could seek to mitigate this risk by lining up potential alternate job placements in advance. To partly mitigate potential delays in the mobilization of contracts, implementation arrangements will be augmented to enable the project to also work directly with communities to identify suitable sub-projects, form groups and supervise short-term employment opportunities for youth engaged under the YJC. The project will work through existing community networks to identify and engage youth in sub-project activities. Infrastructure maintenance and urban works and services carried out by youth groups will include, *inter alia*, waste collection, brushing of road sides, parks and other public areas, the restoration of footpaths and repair of drainage systems. In addition to strengthening community participation in sub-project identification, implementation and service delivery, this approach is expected to improve the targeting of youth, generate further labor days in addition to those being generated through the pipeline of works contracts as well as improve on the cost efficiency of the wage transfer under the YJC as the contract overhead and transaction costs will be substantially reduced and because of a higher community engagement and sense of ownership, a much lower drop out rate is expected. ~~In addition, small scale OJT pilots of alternative approaches could be implemented in parallel to the mainstream of employment, so that they would be in place if the above risk becomes reality. One option which will be considered might be in education institutions where there is a need for teacher aides at the pre school and elementary levels. Females in the program could be carefully screened for this type of employment. There may also be a need for helpers to school maintenance personnel (simple tasks such as sweeping, cleaning and painting). Another possibility may be in the agriculture sector as labourers and in dock works where large amounts of labour are often used.~~

Box 3. Basic Organisation of the Evaluation Baseline Survey and Collection

PMU schedules the release of the resulting selection for the different venues of an intake. All the applicants in the venue are requested to check their selection status in lists posted in the same venue, announcing the registration date for the selected youths.

The registration is conducted by PMU staff. When a selected applicant attends the Basic Life Skills Training (BLST) registration and EBS venue, he/she must sign up the engagement letters granting his formal acceptance into the program and also signs the bank account application forms, and each is given an UYEP-id card prepared in advance. These three pieces, referred later as “the UYEP packet”, are delivered by PMU in comparatively short times, as the registration session lasts for around two or three hours for each venue.

The registration is made in the scheduled day at each of venues. The registration will be as per the priority order from the ESS using the “Eligibility List sorted by pre-picked random number” provided to PMU by Sistemas. The PMU will before the registration allocate the sequence numbers on the list as per this priority order. The odd numbered youths (1 / 3 / 5...) are selected for EBS and will on registration day be given a printed sheet containing their number. . Before delivering their UYEP-packet to them, PMU staffs send them to the EBS interviewing room to line up and wait for the first available interviewer. PMU assumes the responsibility for sending to the EBS room the selectable registered youths, as well as for controlling the admission into the interviewing room. Each youth selected for EBS will take to the Sistemas interviewer the printed sheet containing their sequence number and the interviewer will sign to confirm that EBS interview has been done for that applicant which the youth then takes to the PMU registration for issuing of the “UYEP packet” and registration for BLST.

. In some exceptional situations it may happen that not all the selected applicants respond to the call, and PMU staff may decide calling the applicants included in a waiting list for replacing the absent selected youths. Nonetheless all of them receive their sequence number for being served.

Youths with even numbers (2 / 4 / 6...) are called directly to the PMU desk, registered for BLST and after being give their UYEP-packet, leave the registration venue.

All youths (odd and even numbered) will be given slips of paper with information on the venue and dates of their BSLT.

Note that for the EBS, the interviewing staffs are grouped differently than for the original ESS interviewing process. Depending on the workload expected for each venue, they are grouped into teams of 6 to 8 persons. Venues with bigger volumes of registration will have two EBS interviewing teams. In other venues with smaller workload the EBS will be conducted by one team only. The exact allocation of the interviewing staff is determined by the Fieldwork Manager. Staff who worked as supervisors or DEOs in the ESS may be assigned as interviewers for the EBS.

Unlike the ESS, the EBS will be recorded in paper without entering the questionnaires during the same day. The entry job is to be made after the registration week ended. The Data Manager must select 3 or 4 DEOs for carrying out the job working at PMU office on the normal entry computers, organized according to a traditional, deferred “centralized entry room” approach.

Table 1. TOTAL UYEP ENROLMENTS

UYEP Enrolments	Yr 1 1 st ½	Yr 1 2 nd ½	Yr 2 1 st ½	Yr 2 2 nd ½	Yr 3 1 st ½	Yr 3 2 nd ½	Yr 4 1 st ½	Yr 4 2 nd ½	Yr 5 1 st ½	Yr 5 2 nd ½	Total
	0	800	2,125	2,125	2,325	2,325	2,325	2,125	2,125	1,225	17,500

	2011	2012		2013		2014		2015		2016	
UYEP Enrolments	Yr 1 1 st ½	Yr 1 2 nd ½	Yr 2 1 st ½	Yr 2 2 nd ½	Yr 3 1 st ½	Yr 3 2 nd ½	Yr 4 1 st ½	Yr 4 2 nd ½	Yr 5 1 st ½	Yr 5 2 nd ½	Total
	0	63	569	1,334	1,461	1,450	1,450	1,450	1,450	273	9,500
<u>YJC Trainees</u>		63	302	862	1200	1200	1200	1200	1200	273	7,500
<u>YJC labour days</u>		2,520	12,080	34,480	48,000	48,000	48,000	48,000	48,000	10,920	300,000
<u>OJT trainees</u>			267	472	461	450	450	450	450		3,000

Note: Each period is the equivalent to about 6 months. Approximately 20 intakes over the course of the UYEP are envisaged. (An average of one every 2 months or 6 per year). Each intake will have between 500-525 trainees.

II.1.2 Sub-Component 1(b): Basic Life Skills for Employment Training

- 31 Following the screening and registration process, the UYEP will provide approximately 10,500 trainees with a 40 hour Basic Life Skills for Employment Training (BLS), which will be carried out over 5 (eight-hour) days. The objective of the training will be to develop trainee's life skills and understanding of the work environment; appropriate "on the job" behaviour; personal presentation and attitudes and working as a team. Trainees undertaking the life skills training will be further assessed and counselled, as required, by the UYEP's Youth Facilitators to ensure that training content, support materials and delivery are appropriate and to obtain a better understanding of trainee's skills and previous experience is developed. Relevant information will be recorded in the "job ready" database.
- 32 The 40-hour training will provide trainees with life skills and understanding of work environments; appropriate "on the job" behaviour; personal presentation and attitudes and working as a team. While it is expected that the training content can be sourced from existing "of-the shelf" materials, the PMU may be required to adapt some of the content to meet the unique needs of disadvantaged youth who will participate in the program. The required content will be agreed before commencement of training, however, at a minimum, it is expected that the training will include the activities listed in Box 1 below.

Box 4. Content Outline for Basic Life Skills Training Program

Registration, Administering and Marking the Numeracy/Literacy Test Issuing of Mobile Phones Financial Skills	Basic knowledge of formal banking services in PNG including the SMS Banking Scheme ¹¹	7 hours
Urban Youth Employment Project Overview – onward to PET	Understand the benefits, limitations, expectations, payment systems and procedures used on the UYEP	1 hours
Personal Attributes	Managing emotions; cooperation with others (men and women); accepting personal responsibility; developing confidence; respect for self and others; tolerance; and personal saving	3 hours
Managing Diversity, Social and Gender Issues	Respecting different peoples, values and religions; dealing with prejudice	3 hours
Health, Hygiene and Lifestyle	Alcohol and substance abuse prevention; healthy eating; STD/HIV/AIDS prevention; and healthy relationships	3 hours
Living Environment and Community Awareness	Clean, healthy living environment; respecting communities; and caring and preserving community traditions and living spaces	3 hours
Problem Solving and Conflict Resolution	Managing conflicts; reducing intimidation; seeking input and taking	3 hours

¹¹ Content to be contributed by the Bank of South Pacific, Ltd.

	advice from others; and decision-making	
Good Work Habits and Expectations of Employers/Contractors	Job interviews; workplace protocols; time management; working as a team, and workers' rights and responsibilities	2 hours
Total Hours		26 hours
•		

- 33 **Numeracy/Literacy Test:** At the start of the BLS training, trainees wishing to move into more advance pre-employment and on-the-job training will be required to pass a numeracy/literacy test administered by the trainers.
- 34 **BLS Training Stipend:** During training, trainees *receive the equivalent of PGK1 per hour (for transportation and food per day) over 5 (8 hour) days*; The PMU is responsible for the payment of these funds to trainees. The UYEP PMU Monitoring and Training Coordinator with assistance of Youth Facilitators will be responsible for collecting copies of trainee attendance registers from BSL trainers (See Annex 20) which will be used by PMU to effect the payments to trainees and to update the MIS. so that the PMU has a complete record of attendance by payments made to each trainee.**BLS Curriculum:**
- 35 A training consultant (ABU Consult) was recruited and designed and implemented the BLS training program and the numeracy and literacy tests from September 2012 until May 2013 when the contract was terminated due to poor performance and the firm being placed in liquidation. The PMU has since then taken over and is directly implementing the Basic Life Skills Training. A panel of experts (training, youth, labour market, public and private sector employers) will be convened by the PMU to review and assess the appropriateness of the curriculum and testing instruments.
- 36 **Scope of Work:** This will include the design of a core curriculum and development of instructional materials for the BLS training, the design of the numeracy/literacy testing instrument, facilities and venues for training, counselling and testing, scheduling and coordination of trainees in the program, the provision of support to the PMU during OJT participant selection; counselling services to trainees and training services with concurrent classes scheduled on demand basis and regular monitoring and evaluation of the program. The training will be provided as close as possible to community locations. About 35 to 40 trainees will be the maximum number permitted in each class.
- 37 **Skills Assessment and Placements.** Once the training is completed, Youth Facilitators will interview each trainee to gain further understanding of their skills inventory and career interests. These will be recorded in the “job ready” database for later use by the UYEP and prospective job placement organizations (agencies/contractors) to better determine job suitability and possible entry to the On-the-Job Training provided under Component 2. (Trainees wishing to move on to the Pre-Employment Training and OJT will also be required to complete a basic numeracy/literacy test administered by the BLS training consultant).

These interviews will also provide trainee feedback to the PMU on the suitability of the training content, delivery and materials. Upon the full completion, each trainee will receive an “end of training” payment and an NCDC Certificate signed by the the Project Manager recognizing this training.

38 Verification of Payments to Trainees.

39 The stipend payments will be disbursed by the PMU after the end of the training. As a condition for authorizing payment, the trainers and Youth Facilitators will be required to provide evidence of training completion to the PMU. Each trainee will also be required to co-sign the training completion forms. Before a trainee receives payment, the signatures will be matched with the application form signatures. This is a mitigating action to reduce the risk of “ghost” trainees.

40 Selection and Management of Basic Life Skills Training Firm.

41 An RFP was prepared by the PMU (Procurement Advisor). The training consultant was engaged on a five-year contract but later terminated due to poor performance and the firm being placed in liquidation.. The training is now being directly implemented by the PMU.

42 **Micro Savings and SMS Banking.** As a part of the UYEP’s “*Save Your Future*” scheme, at the completion of the BLS training, trainees will be enrolled in a micro savings/SMS banking program. The program will offer to each of the trainees that are eligible for the public works and on-the-job training, basic financial literacy training, advice on setting up electronic banking accounts and on how to access and use the SMS banking platform. The SMS banking platform is intended to enable youth to monitor their stipend payments and balance through a mobile phone start-up kit procured by the UYEP and transfer money in/out of their accounts.

43 **MOU for Savings and SMS Banking Programme.** The PMU has signed an MOU¹⁴ (see draft in Annex 17) with one of the local mobile operators and one of the local banks to set up bank accounts for work placement trainees. The UYEP will finance the procurement of the mobile phone start-up kits, which includes an initial phone credit of PGK3 per phone. However, trainees will be expected to use their stipends to finance additional mobile phone credit or “top-up” cards. Procedures for setting up trainees’ accounts, training provision on SMS banking and payments to trainees’ accounts are summarised in Table 2.¹⁵

Table 2. SMS BANKING PROCEDURES (INDICATIVE)

	Action	To be done by - date	Lead responsibility(ies)
Setting up trainees SMS accounts			

Notes:

- The procedures and data requirements for opening 10,500 trainee bank accounts, and the means of securing these for each intake will be fully identified by end-August2011 and be completed at least two months before the first intake.
- The process of acquiring the data and security requirements to open bank accounts will start during the enrolment of each of the 20 intakes (varying from 500 to 525 trainees), roughly every two months starting September 2012..
- The acquisition, cleaning, verification and transfer of the data and security requirements to open a bank account will be completed and delivered to the bank in digital and hard copy within three weeks of commencement of the enrolment process. This timing allows the bank up to two weeks maximum to open the Kundu Accounts ready for receipt of first payment and issue of Kundu card – within one week of the end of the 40 hours BLS training.

¹⁴ June 2011

¹⁵ The following procedures are indicative and will be reviewed and updated by the UYEP Project Manager and SPA.

	Action	To be done by - date	Lead responsibility(ies)
1	Agree BSP data requirements for opening trainee accounts	early June 2011	NCDC / Bank
2	Conclude MOU bank / mobile / NCDC	20 June 2011	NCDC / Bank / Mobile company
3	Include requirements for capturing bank application data and security needs (digital photo) in screening / enrolment process	Include in contract for screening & baseline surveys and MIS firm	PMU M&E Consultant
4	BSP Ltd. staff to provide training for the PMU (Youth Facilitators) and BLS Training Consultant in completing the various application forms. <i>As and when required a BSP team may visit BLS training sites to provide first-hand advice in the early stages; content and duration to be agreed between BSP / PMU and BLS Training Consultant.</i>	At least two weeks before the first intake, and further training as required.	BSP Ltd / PMU / BLS Training Consultant
5	Mobile phones, including number issued to trainees. This information must be ready in time for inclusion in Stage 6 below for individual bank accounts to be allocated.	Before the start of BLS training, but in time for the bank application submission	PMU / BLS Training Consultant
6	Secure bank application supporting documentation (<i>Identify/brief referees, check production of hard/digital photo, mobile no. / copy of birth certificate/driving licence</i>)	One week before each course	PMU M&E Consultant
7	Capture trainee data to open bank account application and security (photo/identity card), clean and assemble soft and hard copies (include trainee's photo)	One week before each course	Baseline & Screening Surveys consulting firm
8	Referees' signatures affixed to hard/soft copies	One week before each course	Baseline&, Screening Surveys consulting firm and PMU
9	(i) A cover letter from UYEP PMU introducing the full list of applicants and confirming the details of their identity card, and (ii) bank application data in digital and hard copy for each enrolled application, and delivered to bank in hard/soft copy	At least by the time trainees start BLS training course	PMU / Baseline & Screening Surveys consulting firm / BLS Training Consultant
10	Within ten days of BSP receiving satisfactory applications from each stream of prospective trainees, the bank accounts will be created, ATM cards ready and SMS banking activated once authorised	Before end of training course	
11	After completion of Stage 10, BLS trainees to attend designated bank locations to verify ID and sign their respective documents, in order to complete the process and obtain their "Kundu" cards. (<i>Final details to be worked out by BSP Ltd. and the PMU notified</i>): <ul style="list-style-type: none"> capture mobile phone no. for SMS banking Nos. of other BSP accounts the account holder wants to transfer money to/from 	Before start of BLS training	Bank to coordinate and arrange with BLS Training Consultant
12	BLS Training for Intake No. (.....)	40 hr (or one week)	Training Consultant
13	Certification of trainees' attendance submitted to PMU	Monday morning following the training week	Training Consultant
14	Processing of certified attendance list and details for Payroll, and submission to BSP Ltd	Tuesday following the training week	PMU

	Action	To be done by - date	Lead responsibility(ies)
15	Trainee SMS accounts fully operational and payment transferred by BSP Ltd.	Two weeks from end of BLS training	Bank & Trainees

BLS Training in SMS banking for trainees

Notes:

- (a) Basic Life Skills training for employment will take place one to two weeks after the end of the screening and enrolment process – roughly every two months and involving 20 intakes starting in November 2012 at around 575 trainees per intake.
- (b) BLS training will be 40 hours (5 days x 8 hrs) over one week i.e., one week every two months.

1	Secure BLS Training Consultant	By October 2011	NCDC
2	BLS Training Consultant agrees training schedule (sessions each day, no. of classes, etc), venues and logistics with PMU	Within two weeks	Training Consultant; PMU
3	Establish training facilities; PMU to inspect and agree location, size and facilities	One month before BLS training commences	Training Consultant; PMU
4	Provide BSP Ltd. with schedule of venues for training and training programme – agree BSP Ltd. training sessions	At least two weeks before the first intake,	Training Consultant; BSP Ltd.
5	BLS Training for Intake (...)	One week (5 days x 6hrs per day – assume 4 x 1½ hr training sessions per day)	Training Consultant +

Payments to trainee accounts

Notes:

- (a) Payment to trainees during BLS training will be made in cash by the Training Consultant or PMU – on behalf of the NCDC.
- (b) Payments to trainees 1c, (YJC contractors) 2a (IndTec&BusSvs PET) and 2b (employers) will be made by the Training Consultant or PMU upon receipt of Payment Verification Forms by the YJC contractors, PET Consultant and OJT employers to the PMU and of an Approved Payment Schedule by the PMU SPA to the PMU Project Manager.

1	Meet BSP to propose and agree procedures for the UYEP payment of trainees	March - June, 2011	PM/SPA & Bank
2	Establish Kundu Pay account at BSP	October 2011	PMU
3	BSP provides software and training to PMU for entering data by email for payment of trainee Kundu Accounts from Kundu Pay account	October 2011	Bank
4	PMU transfer sufficient funds, in advance to the Kundu Pay account	Ongoing – cash flow management	PMU
5	Receives/collects from Component 1c, (YJC contractors) 2a (IndTec&BusSvs PET) and 2b (employers) Verification of Payment Forms (See Annex 20) trainee attendance during previous week/fortnight.	Tuesday morning – fortnightly	Senior Public Works Engineer (YJC) and Skills Development Coordinator (OJT)
6	Data entry of trainees PVF data	Tuesday afternoon	PMU (Baseline Screening Survey & MIS firm)
7	SPA signs Approved Payment Schedule and submits to PMU Project Manager with confirmation that adequate cash is held in UYEP account.	By Tuesday 17.00	PMU SPA to PMU Project Manager
8	Data and authorisation transferred to BSP by Internet	By midday Wednesday	PMU

	Action	To be done by - date	Lead responsibility(ies)
	supported by phone call to BSP from PM/SPA.		
9	BSP acknowledge receipt & payment effected	By Wednesday 17.00	Bank to PMU and SPA
10	Trainees receive SMS message that funds are in the account	By Wednesday 17.00	Bank

II.1.3 Sub-Component 1(c): Public Works Job Experience

44 The UYEP will work with the NCDC to secure job placement opportunities for public works trainees. Each placement opportunity will be checked to ensure that appropriate safeguards are in place to protect trainees and this will be confirmed with participating Works Contractors and in direct supervised community group works.

45 **Youth Job Corps Trainee Enrolments.** Given the adjusted target of 6,500 youths to be in a job for two months, the planned flows of trainees in the YJC over the five-year implementation period is depicted in Table 3. Information on each trainee accepted by the UYEP will be entered onto a “job ready” database for planning purposes.

Table 3. YJC TRAINEE ENROLMENTS

UYEP YJC Enrolments	Yr 1	Yr 1	Yr 2	Yr 2	Yr 3	Yr 3	Yr 4	Yr 4	Yr 5	Yr 5	Total
	1st ½	2nd ½	1st ½	2nd ½	1st ½	2nd ½	1st ½	2nd ½	1st ½	2nd ½	
	0	400	1,725	1,725	1,725	1,725	1,725	1,725	1,725	1,025	

	2011	2012		2013		2014		2015		2016	
UYEP YJC Enrolments	Yr 1 1 st ½	Yr 1 2 nd ½	Yr 2 1 st ½	Yr 2 2 nd ½	Yr 3 1 st ½	Yr 3 2 nd ½	Yr 4 1 st ½	Yr 4 2 nd ½	Yr 5 1 st ½	Yr 5 2 nd ½	Total
<u>YJC Trainees</u>		63	302	862	1200	1200	1200	1200	1200	273	7,500
<u>YJC labour days</u>		2,520	12,080	34,480	48,000	48,000	48,000	48,000	48,000	10,920	260,000

Each period is the equivalent of about 6 months.

46 **Scope of Work.** The proposed scope of work for this component has been identified in collaboration with the NCDC Works Unit in accordance with the needs of the NCD's road and drainage networks and open space reserves; the current and anticipated NCDC funded road and drainage maintenance program; and the objective of UYEP to provide work experience for the maximum number of unskilled youths. Considering these factors the following work program has been developed:

- Vegetation Control (Grass Cutting):** Vegetation control, comprising grass cutting and tree and shrub trimming will be performed annually along approximately 600 kilometres of suburban roads and associated drainage and open space reserves in Port Moresby. It is estimated up to twenty four (24) groups of 11 (10 labourers and a leading hand) persons will cut grass and trim trees and shrubs. The gangs will work 7 hours

per day with each intake being employed continuously for 40 days (2 months). Work programs will be developed for each contract based on the actual condition of the vegetation in the areas to be maintained. The roads to be maintained by each intake will depend on the suburb selected and the eligible roads identified as “suburban roads receiving no maintenance” in Table 4 below.

Table 4. MAINTENANCE OF NCD ROADS

Description	Length (kms)
Roads currently being maintained under contract	128
National roads	41
Suburban roads receiving no maintenance	917
Total	1,086

- b. **Drain Cleaning:** Maintenance of the public storm-water drainage network will be performed by cleaning drains, storm-water pipes and culverts. The tasks to be performed include removing silt and debris from lined and unlined drains and cleaning culverts. The drain cleaning will be performed concurrently with the vegetation control activities described above. Drain cleaning will be performed adjacent to suburban roads and along drainage reserves located in urban areas. The scope of drain cleaning for each contract will be based on the actual condition of the drainage network and budget constraints. It is estimated up to twenty four (24) groups of 11 (10 labourers and a leading hand) persons will annually clean drains adjacent to 600 kilometres (kms) of minor roads and 60 kms of drainage reserves in Port Moresby.
- 47 **Selection of Works.** The infrastructure to be maintained will be selected by the NCDC Works Unit in collaboration with the PMU. Roads that are not currently being maintained either under the NCDC funded programs implemented by the Parks and Gardens Unit and the Works Unit are eligible for inclusion. The originally estimated 917 kms of roads deprived from routine maintenance in the NCD appears to be an incorrect total length; the findings of a road conditions survey carried out in 2012, instead identified a total network length of approximately 600–700 km of which approximately 121 km was found to be suitable for labor intensive maintenance and improvements under the project. The remaining length of 500 to 600 km would benefit from ad hoc cleaning and side drainage clearing and vegetation control
- 48 **Additional Public Works Activities.** From the second year, a small number of additional public works activities that involve labour intensive approaches (e.g., brick or tile making training) may be considered by the PMU for funding. While there will not be a specific menu of sub-projects dictated as these will be decided on a demand basis; eligibility criteria will be established to reject or accept candidate sub-projects. Sub-projects that will not be accepted include: activities with low labour intensity, private or individual activities, unless they are determined to be a “public good” in nature or are expected to yield considerable benefits to the community; activities that may have an adverse social or environmental impacts (as described in the ESMF); salaries, wages or allowances of staff or elected representatives; and political and religious activities. UYEP funds allocated for these activities will be ring-fenced; specific criteria and procedures for selection are detailed below (Box 5). In 2013 a start shall be made with Community Group works under direct supervision by the NCDC-PMU. Infrastructure maintenance and urban works and services carried out by youth groups will include, inter alia, waste collection, brushing of road sides, parks and other public areas, the restoration of footpaths and repair of drainage systems.

Box 5. Criteria and Procedures for Selection of Additional Public Works Activities**Criteria for Selection**

1. The activity meets UYEP Project Development Objectives and can be undertaken, without undue risk of injury or harm by the youth targeted by UYEP;
2. The activity does not necessitate or result in environmental or social impacts that are greater than those arising from approved activities in this POM and which would require increased mitigation in terms of World Bank Operational Procedures or Bank Policies (See Section V1);
3. The activities are primarily for the public benefit in terms of the delivery of public services and do not directly benefit private interests;
4. The activities are labour intensive and have measurable benefits to the Port Moresby communities.
5. Political, religious or private promotional activities will not be considered.
6. Activities may be selected by the community and youths in the area
7. Per community, the total activity would need to absorb approximately 1760 labour days (or 40 days of work for 40 youth in total); sub-activities may be grouped
8. The total maximum non-labor costs may not exceed 50% of the total costs of the activity; priority will be given to proposals with higher labor ratios; Co-financing is allowed to reduce the non-labor cost components for the project.

Procedures for Selection

A brief proposal will be submitted describing:

1. The objective and expected results of the activity in summary;
2. The inputs, tasks and resources required to implement the activity;
3. The management requirements;
4. The procurement requirements;
5. The social and environmental safeguard factors;
6. The estimated costs of implementation; and

The expected results (outputs, outcomes and impacts) and means of measuring these.

Steps from Community Mobilisation to Implementation of Works

1. The project will invite communities to submit proposals.
2. The project will contact community based organisation and youth representatives in the area and convene a first awareness meeting in which the objectives and the procedures are explained as well as the roles and responsibilities of the representatives are discussed. The community representatives are requested to formulate a proposal and undertake a pre-screening (using the UYEP eligibility criteria) and selection of youth to be engaged
3. The Community representatives will appoint one Community Group Representative (CG Rep) who will act as the Liaison person for the Community Group. He will be responsible for mobilisation, and organisation of the groups and works, safekeeping of tools and equipment and compliance of the agreement with the community (see below point 8); the CG Rep does not need to comply with the eligibility criteria for selection. The CG Rep will receive the same stipend as the youth workers.
4. The CG Rep with other Youth Representatives will assess and pre-select an approximate 60 candidate eligible youth for a project absorbing 40 youth (with a minimum of 30% women). The over-subscription of 50% is recommended for substitution and to compensate for youth assessed ineligible.
5. The CG Rep together with the community will formulate a proposal for funding and submit this to the

PMU.

6. The PMU will assess the proposal and if found fitting the criteria, undertake a scoping of the works to quantify labor input, other resources and to estimate costs
7. A second meeting with the community is convened to discuss the project and the conditions, mobilisation and compliances such as environment and the grievance redress process
8. A Community Group Agreement between the UYEP, the Community Group and the appointed CG Rep is drafted to outline the responsibilities of each party and to describe the works and organisation. A draft of such an agreement is presented in Annex 4. The community group is divided into gangs of approximately 10 youths. Each gang will be led by a gang leader who will work together with the group. This person does not need to comply with the eligibility criteria for selection but can be a more experienced, more senior member of the community. The gang leader will be paid the same stipend as the youth workers.
9. If the community group works are finished in time and the average attendance over the duration of the activities was achieved 90% or higher the community will be eligible for a second project or individual training under the OJT. Only individuals who achieved a personal attendance of 90% are eligible to continue in the second project. The Community may however propose others.

49 Works Maintenance Management Structure in the NCDC. The current management of the NCDC Works Maintenance program is structured into three teams. Each team is responsible for one of the three districts of the city. The districts are Moresby North East, Moresby North West and Moresby South. Each Team consists of a Council Manager, a Supervisor and three maintenance officers. Two of these officers perform minor pavement repairs (pothole filling) while the third is responsible for drain cleaning. In 2009 the total maintenance budget for the city was PGK6million. Vegetation control on key main roads is generally the responsibility of the Parks and Gardens Unit has been, for the most part, outsourced through private contract. In addition to the routine maintenance officers mentioned above, the NCDC outsources periodic maintenance, and some routine maintenance, through competitively bid performance contracts. With the exception of emergency maintenance, the NCDC does not fund ongoing vegetation control and drain cleaning for suburban roads. As such, the NCDC Works Maintenance Manager's current workforce is fully employed implementing the NCDC road maintenance program; and it has been determined that there is no spare capacity to either manage or monitor additional works. The Works Maintenance Unit currently maintains a list of approved small contractors with the capacity to perform minor road maintenance activities. These contractors are assessed on their financial and technical capacity to provide construction management services, labour and construction related tools and vehicles.

50 Quantification of Works and Bills of Quantity: In order to finalize the Standard Bidding Documents, the PMU outsourced the quantification of works and Bills of Quantity to a consulting firm (IT Transport Ltd)..

51 Contractors: The PMU engages Contractors to provide non-labour construction resources and manage the construction activities. The PMU will also engage individuals to prepare and supervise the maintenance plans and schedule. The Contractors will be appointed through a competitive bidding process to provide transport, small tools and equipment and construction managers to direct the trainees. The PMU will screen and select trainees and allocate trainees to each Small Works Contractor. The trainees will be paid direct by the PMU. The Contractors will have the power to terminate trainees, after two written warnings have been

issued, for poor performance and/or non-attendance. The Works Supervisors (WS) will be individuals with the required technical and administration skills to monitor the performance of the Contractors to ensure they fulfil their contractual obligations. The Supervisors will be contracted as individuals by the PMU but seconded to the Works Manager. The Contractors will submit a lump sum cost, excluding the trainees' stipends, to complete the scope of work detailed in the bid documents. This approach follows the NCDC method for procuring contractors for routine maintenance and, therefore, will promote future employment prospects for the Trainees by strengthening the capacity of the private sector to participate in the NCDC maintenance program. Because it closely follows the current NCDC contracting model it is probable that there is existing capacity in the private sector to bid and perform this type of contract.

- 52 **Supervision of Works:** The Contractors will provide construction management services to the groups of trainees. Each Contractor will manage sixteen (16) groups of trainees. The Contractors will provide personnel to manage and direct the groups and also associated construction resources to achieve the contractual outputs in an efficient manner. The Contractors will ensure all works are completed in accordance with the required specification and in a timely manner. The Contractors will directly supervise the groups, be responsible for safety and certify attendance records. Construction supervision and monitoring will be performed by Works Supervisors hired by the PMU reporting to the Labour-Based Civil Works Engineer and, through him, to the NCDC Works Manager. Each Works Supervisors will monitor the performance of up to two (2) Contractors. The Works Supervisors will monitor the delivery of contractual outputs by the Contractors; and assist the Contractors to resolve implementation issues e.g., social impacts, technical and design issues. It is anticipated there will be up to four (4) Contractors operating at any time and two (2) Supervisors.
- 53 **Management of Trainees:** One of the main tasks of the Contractors will be to manage the trainees they are allocated from the job ready database. The Civil Works Contractors will manage and supervise the trainees to deliver the construction outcomes while providing a safe working environment. It is expected that the place of residence will be a key element in the selection of trainees. An incentive scheme will be developed to reward good conduct and performance by awarding prizes for individual or group achievements. Possible criteria to be used are punctuality, initiative, considerate behaviour and good productivity. The awards will be presented quarterly at a public ceremony.
- 54 **Basis of Payment to the Contractors:** The value of the contracts will be based on the Schedule of Quantities provided in the Bid Invitation Documents and Schedule of Rates provided by the successful contractors in their bids. The items in the Schedule of Quantities will relate to construction outputs the contractors complete. Progress payments will be made monthly in arrears with the value of the progress payment being determined by the quantity of the scheduled items completed during the month. No retention payments will be deducted from the Contractors' payments.
- 55 **Selection and Management of Contractors:** The PMU will prepare and adopt Standard Bidding Documents for the Small Works Contracts. Contracts will incorporate vegetation control and drain clean tasks for a defined area of the city. Each contract package will cover an area encompassing approximately 100 kilometres (km) of the total 917km of roads to be maintained under the UYEP's Public Works Maintenance Program. The PMU will manage and administer the Small Works Contracts. The Contractors will provide a range of services and goods to the UYEP. By value, the biggest component of their input will be the hire of equipment and vehicles followed by supervision of labour. They will provide fixed lump sum

bids on this basis. The Contractors will be responsible for supplying construction inputs, with the exception of the unskilled trainees. The average value of the contracts is expected to be PGK 400,000 (approximately US\$200,000). Procedures for award of small works contracts are provided in the Procurement Section of this Manual.

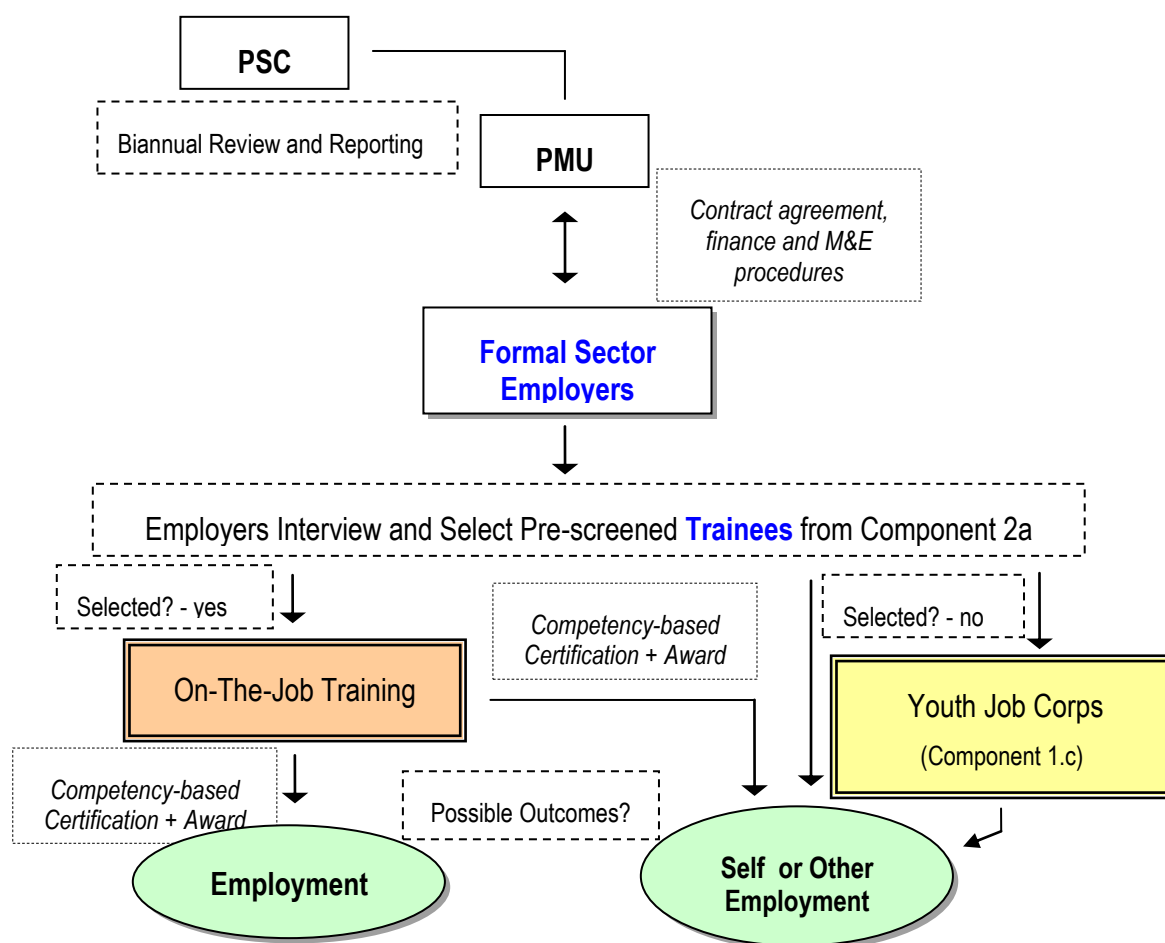
- 56 **Safety:** The trainees will be undertaking tasks in a medium risk environment and therefore special attention will need to be given to their safety. The main hazards they will face are accidents involving motor vehicles and the hand-tools they will be using. There are regulations concerning working in a road corridor and the work place with which the Contractors will need to comply. To safeguard trainees they will not be permitted to use any power-driven tools while working on the UYEP. Safety vests will also be provided by the UYEP. The relevant work safety legislations are the Occupational Health and Safety provisions of the Labour Act.
- 57 The following safety related activities are to be taken into account: i) work place safety instruction is included in the Basic Life Training course; and ii) compliance with work place legislation will be included in the maintenance contracts. The Contractors will need to prepare and comply with a Traffic Management Plan while working in the road corridor, and the Contractor will need to provide safety equipment to all trainees. The contractors will provide First Aid Kits to each group of workers.
- 58 **Gender Equity:** To encourage women to participate in the UYEP, the project will aim for 20% of all works groups being women only groups. To facilitate the retention of women in the program of activities gender sensitizing training will be included in the Basic Life Skills Training provided to all Trainees.
- 59 **Youth Job Corps Works Stipend:** Each trainee, subject to continuing to demonstrate good work ethic and behaviour, will be expected to complete 40 days (approximately two months) of unskilled public employment training. Trainees will receive their payments through the UYEP's SMS banking platform. The payment verification procedures will require Works Contractors to maintain appropriate time and performance records. The UYEP will provide training stipends up to a maximum 7 hours per day. An hourly rate of PGK2.29 will be paid. It is preferable that trainees are paid fortnightly.
- 60 **Payments to Trainees:**
- 61 The UYEP will utilize the electronic banking system to facilitate payments to trainees using the MIS and payment system established by the PMU. All trainee payments will be made electronically on a fortnightly basis. A precondition of the stipend payment will be a weekly Payment Verification Form (See Annex 20) administered by the Small Works Contractor and signed by the trainee, the trainee's Foreman and relevant Vegetation Control or Drain Cleaning Supervisor weekly. The signed Payment Verification Forms for each participating trainee will be collected each fortnight (Mondays/Tuesdays of the second week) by the UYEP PMU Senior Public Works Engineer for consolidation and payment using the Approved Payment Schedule¹⁶. The payments will be automatically entered into the UYEP MIS database, prior to payment. There will be no other deductions from stipends other than for days/hours not worked which the Contractors will reconcile in the next payment. Contractors will have to assume that the trainees will work the following day(s) after the PVFs are submitted. For those trainees that do not work on that or other days, *pro-rata* pay will be deducted in the following payment period. No cash payment of stipend will be entertained.

¹⁶ The Approved Payment Schedule format has been designed by the PMU..

- 62 **Completion Certification:** At the end of the public works job experience, trainees will be given a completion certificate and invited to participate in an awards program organized by the PMU. The top earning group will be given a performance award, which is also intended to reward excellence in attitudes and endeavour.

II.2 COMPONENT 2: SKILLS DEVELOPMENT AND EMPLOYMENT SCHEME

- 63 **Objective:** The objective of the Skills Development and Employment Scheme (SDES) is to increase integration in the labour market of economically and socially disadvantaged urban youth by providing them with knowledge and occupational and life skills valued by employers in the public and private sectors; and providing improved livelihoods and opportunities for self-employment. The SDES will provide market-oriented skills training. It will engage urban youth in activities that are designed to build knowledge and skills leading to job readiness and gainful employment.
- 64 Of the in-take of 10,500, some 3,000 trainees will be selected to undertake a more comprehensive 15-day Pre-Employment Training (PET) and On-the-Job Training (OJT) under Component 2. The SDES will engage youth in activities that are designed to build knowledge and skills leading to job readiness and gainful employment in the public and private sectors. Trainees will participate in one of two PET programs.
- 65 The first (**Industrial Technical-IndTec**) will prepare youth to work in occupational fields associated with industrial/technical businesses and industries. The second (**Business Systems-BusSys**) will prepare interested youth to work in occupational fields associated with secretarial services, business services, computer operations/applications and basic bookkeeping. Both programs will subsequently lead to trainees being placed in OJT for a period of about 5 months (110 working days), which the PMU will coordinate with employers situated in the public and private sectors and civil society. Figure 5 illustrates the main operational elements of Component 2.

Figure 5. UYEP Component 2 – Main Operational Elements

66 **SDES Coordination:** The Skills Development and Employment Scheme (SDES) will be managed by a designated Skills Development Specialist (who reports to the Deputy Manager and Project Manager); and will be supported by other PMU staff including the Business Development and Communications Specialist, M&E Coordinator and Youth Facilitators. The Pre-Employment Training (PET) has been designed and is being implemented by suitably qualified training firms and directly by the PMU.

II.2.1 Sub-Component 2(a): Pre-Employment Training

67 **PET Trainee Selection:** Trainees will be selected from the youth who have successfully completed the initial 40 hours Basic Life Skills training provided to all YJC participants. During the initial Basic Life Skills training provided in Sub-Component 1(b), each youth will be assessed, using a) observation methods; b) a standardized numeracy/literacy testing instrument; and c) and standardized rating instrument used by the training instructors. Once initially identified, each of the candidates will be personally interviewed by the PET training contractor(s) and Skills Development Specialist to ascertain whether or not that individual meets the minimum requirements to participate in one of the two PET programs. Eligibility for participation in the SDES program will be determined on the basis of eligibility criteria outlined in the Box 6.

Box 6. Selection Criteria for SDES Eligibility

- a. Interest in pursuing more advance training;
- b. Successful completion and high level of performance in the initial training program;
- c. Consistent demonstrated timeliness;
- d. Strong demonstrated work ethic; and
- e. Perquisite basic literacy and numeracy for the selected program.

These criteria and screening procedures will be reviewed in the course of UYEP development, in consultation with local authorities, employers and youth representatives.

68 Table 5 provides the planned flows of trainees in the two PET programs.

Table 5. SDES TRAINEE ENROLMENTS

UYEP Enrolments	Yr 1 1st ½	Yr 1 2nd ½	Yr 2 1st ½	Yr 2 2nd ½	Yr 3 1st ½	Yr 3 2nd ½	Yr 4 1st ½	Yr 4 2nd ½	Yr 5 1st ½	Yr 5 2nd ½	Total
IndTec	0	0	145	236	231	225	225	225	213		1,500
BusSvs	0	0	122	236	230	225	225	225	237		1,500
TOTAL	0	0	267	472	461	450	450	450	450		3,000

Each period is the equivalent of about 6 months.

69 **The SDES-IndTec** will train youth for employment in industry, technical and commercial enterprises, will accept successful candidates identified through the above process. **The SDES-BusSys** will train youth for employment in business related occupations, including basic bookkeeping, secretarial services, other business services, and data entry. One PET contractor (ABU Consult) was secured for the full period of the UYEP, to implement both the SDES IndTec programme and the BusSvs programme. However the contract was terminated due to poor performance and after the firm was placed in liquidation.

70 **Pre-Employment Training Curriculum:** The PET is designed to prepare trainees for increased success during on-the-job training and later employment in either the public or private sectors. Training will focus on a combination of life-skills and employment-related skills training modules. While the two PET programs will share common curricula for the basic life skills content, they will customize their training content to reflect their specific employment focus. The programs will also differ in some of their training venues, content, pedagogy and training firms. An outline is presented in Table 6 below:

Table 6. CONTENT OUTLINE FOR PRE-EMPLOYMENT TRAINING

INDICATIVE CONTENT OUTLINE FOR PRE-EMPLOYMENT TRAINING (BUSINESS SYSTEMS) PROGRAM

PET Business-Services

Subj ID	Subjects	Hrs.
	Registration/ enrolment	1
BST 01	Personal Qualities for Office and Business workplace	3
BST 02	Health Considerations in Office and Business Workplace	3
BST 08	Supervisor – Employee Relations	
BST 09	<i>Office Equipment – Nomenclatures and use, Practical exercise in the use of basic office tools and equipment, Equipment maintenance, security and storage, Efficient use of office supplies</i>	56
New, replacement	<i>Most sought values by Employers - strong work ethic, dependability, responsibility, possessing a positive attitude, adaptability, honesty and integrity, self-motivated, self-confident, loyalty</i>	8
New, replacement	<i>Office Procedure: Basic office procedures and protocol, Telephone etiquette and oral communication skills, Playing and roughhousing on the job, Coming to and leaving work, reporting occurrences</i>	4
New, replacement	<i>Skill and knowledge of successful Job Seekers – Looking for jobs/ career opportunities, using job advertisements, dressing for success, preparing Job applications, answering interviews</i>	4
	Administrative and logistics issues	1
	Total	80

INDICATIVE CONTENT OUTLINE FOR PRE-EMPLOYMENT TRAINING (INDUSTRIAL-TECHNICAL) PROGRAM

PET Industry-Technical		
Subj ID	Subjects	Hrs.
	Registration/ enrolment	1
ITT 01	Personal Qualities for industrial- technical Environments	3
ITT 02	Health considerations in the industrial workplace	3
ITT 08	Supervisor – Employee Relations	4
ITT 09	<i>Basic Training in the use of Hand Tools: Tool names, nomenclature and use, practical exercise in the use of hand tools, handling hand tools safely, tool maintenance, security and storage</i>	56
New,	<i>Most sought values by Employers - strong work ethic, dependability, responsibility,</i>	8

<i>replacement</i>	<i>possessing a positive attitude, adaptability, honesty and integrity, self-motivated, self-confident, loyalty</i>	
<i>New, replacement</i>	<i><u>Workplace Safety</u>: Use of safety zones, dangerous equipment and activities, Safety habits, clothing, equipment, Handling dangerous materials, maintaining clean work areas, security, reporting occurrences</i>	4
<i>New, replacement</i>	<i><u>Skill and knowledge of successful Job Seekers</u> – Looking for jobs/ career opportunities, using job advertisements, dressing for success, preparing Job applications, answering interviews</i>	4
	Administrative and logistics issues	1
	Total	80

- 71 The common curricula will seek to deepen and broaden the life-skills training offered in the YJC and include the following types of training elements: i) basic literacy, ii) basic numeracy and shop/business/personal mathematics (e.g.; measurement skills; reading mechanical/civil drawings and sketches; personal finances (handling money) personal and on the job; importance of saving), iii) expectations of employers, iv) use of timecards and other work time documentation, v) on the job relations with co-workers supervisors and employers, vi) work safety; vii) orientation to the use of hand-tools and/or office equipment; viii) creativity and innovation on the job; and ix) how to stay employed, and x) what makes a successful employee. This last activity will include a seminar activity where actual employers will interact with the trainees answering questions and giving advice about employee attitudes, behaviours and workmanship that leads to successful employment.
- 72 **The IndTec Firm** will necessarily design training modules that cover the participants' needs for working on industrial job sites; safety training and hand tool usage, etc. Youth who seek careers in industry will be trained more in industrial settings with a focus on industrial safety, reading of drawings and blueprints, industrial measurements, and the other demands of that occupation. Table 6 above provides an indicative content outline for the Pre-Employment Training.
- 73 The **BusSvs Firm** will focus more on the use of information technology and office protocols, etc. Youth who aspire to work in business occupations will be trained in a more typical business setting with a focus on business standards, working with business processes and equipment, use of computers, and the other demands of that occupational area. Table 6 above provides an indicative content outline for the Pre-Employment Training.
- 74 It is expected that each pre-employment class will be taught by a single trainer; however the training firm 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 qualified trainer will have demonstrated experience in a classroom working with disadvantaged youth.
- 75 **Pre-Employment Training Stipend.** Consistent with the YJC stipend, during the training (15 days), each trainee will receive *PGK1 per hour* to support the cost for transportation and meals *over 15 (8 hour) days; and be compensated on a weekly basis.* The UYEP will utilize the electronic banking system to facilitate payments to trainees using the MIS. All trainee payments will be made electronically on a fortnightly basis. A pre-condition of the stipend

payment will be a weekly Payment Verification Form (PVF) (See Annex 20) signed by the trainee, the PET manager and training instructors. The signed Payment Verification Forms for each participating trainee will be collected each fortnight (Mondays/Tuesdays of the second week) by the Youth Facilitators for consolidation by the Senior Project Accountant and payment. **There will be no other deductions** from stipends other than for days/hours not worked which PMU will reconcile *in the next payment*. PMU will assume that the *trainees will work the following day after the PVFs are submitted*. For those trainees that do not work on that day or other days, their pay will be deducted *pro-rata in the following payment period*.

- 76 **Selection and Management of Pre-Employment Training Firms:** Training firms will be recruited to in place of ABU Consult to implement each of the two Pre-Employment Training programs An RFP will be prepared by the PMU (Procurement Advisor), in consultation with the SDES Coordinator and Monitoring and Training Coordinator Training firms will be engaged on 12 month renewable contracts and their performance will be reviewed on semi-annual basis in accordance with established performance indicators outlined in the scope of work. The PMU will have the option to cancel a contract at any time in the event of poor performance.
- 77 **Performance of Pre-Employment Training Firms:** The performance of the Training firms will be measured through established indicators/criteria. The following performance indicators will 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 through an exit interview);
 - c. The number/percentage of employers who state that they are satisfied with the OJT Pre-Employment Training; and
 - 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 OJT phase of the OJT Pre-Employment Training Program.
 - e. When the new curriculum is completed, the training firm must be capable of delivering a strategy based on Outcome based or competency based delivery mode; meaning a modular based program, that should see the firm responsible for printing and delivery of trainees' modular handouts.
 - f. Proper records of competent or Not yet Competent performance by trainees including attendance and punctuality as well diligence, behaviours and attitudes are presented to PMU for the purpose of OJT selection.
 - g.

II.2.2 Sub-Component 2(b): On-the-Job Training

- 78 Once the Pre-Employment Training has been completed, the OJT participants will be available for enrolment in OJT with employers identified and enrolled by the PMU.
- 79 **Partnerships with Public, Private and NGO Organizations.** The PMU (Skills Development Coordinator) will advertise, identify and select employers who are able and willing to participate in the OJT. It is envisioned that the OJT will recruit employers on a rolling basis. The PMU will provide program guidelines to potential employers. Selected

employers will sign an MOU with the PMU that sets out responsibilities within the program, timelines, compensation requirements, and the necessary data collection and documentation requirements for both the trainees and employers.

- 80 Upon enrolling, each participating employer will agree, in writing, to abide by the program's implementation procedures and objectives. Each participating employer will be provided with an implementation manual that clearly describes the agreed upon procedures, rules and remedies for both the participating employer and the OJT participants enrolled by that firm. Each trainee will also be provided with this Manual, and the orientation and use of the manual will be included in the pre-employment training. Participating employers will then be asked to interview and to select an agreed number of OJT participants into OJT programs sponsored by their organizations.
- 81 Should any OJT participant not be selected, the PMU will determine whether it is best to continue to seek placement into OJT, or to move that person back into the YJC Program where they will be able to receive paid employment.
- 82 **OJT Selection Criteria.** The criteria for selection of OJT employers to be applied by the UYEP (Skills Development Coordinator) are described in the following Box.

Box 7. Criteria for Employer OJT Selection

1. Be a member of a credible Association, Council or Chamber.
2. Agree to commit to train at least 10 youth during the Project's duration.
3. Agree to allow trainees to initially participate in the Pre-Employment Training prior to commencing OJT.
4. Agree that the proposed training programs will involve youth in activities that are unnecessarily dangerous, unlawful or exceed the morals of the community. (Refer to negative list in ESMF).
5. Agree that no trainees will be displaced by the training and employment of the youth participants.
6. Agree to adhere to the policies and procedures of the Project.
7. Agree to train youth for employment areas that are currently being used by the employer.
8. Agree to recruit and select trainees that fall within the Project's criteria.
9. Demonstrate/express an interest in the possible long-term employment of trainees upon successful graduation from the on-the-job training program. (Note: It is not a requirement that all trained persons be employed by the participating employer).
10. Agree to provide designated trainers (experienced semi or fully skilled employees) to mentor and train each of the participants during the planned on-the-job training program.
11. Agree participate in the Project's Monitoring and Evaluation, including allowing the PMU's representatives to meet and speak with trainees during the OJT
12. Must be willing to inform the Project Management Unit (or Skills Development Coordinator) if problems arise so that effective intervention can be considered before the situation becomes unsolvable

- 83 **OJT Stipend.** Once placed in work, all participants must arrange their own transportation. Upon commencement of the OJT, the UYEP will provide a training stipend of *PGK2.29 per*

*hour for each trainee for 8 hours per day over a five month period (110 days).*²¹ Trainees will receive their payments through the Project's SMS banking platform. Interested employers will also be encouraged to supplement this amount from their own resources if such actions will recognize high performance of individuals or better reflect the payroll standards within their respective firms. As the OJT attrition rate increases, consideration should be given to improve and to make the OJT attractive,. Consideration should be given by NCDC and the Bank to increasing the OJT stipends rate to K2.50 if possible.

84

85 The UYEP will utilize the electronic banking system to facilitate payments to trainees using the UYEP MIS. All trainee payments will be made electronically on a fortnightly basis. A precondition of the stipend payment will be a weekly Payment Verification Form (See Annex 20) signed by the trainee, the PET manager and training instructors. The signed Payment Verification Forms for each participating trainee will be collected each fortnight (Mondays/Tuesdays of the second week) by the UYEP PMU Skills Development Specialist for consolidation by the SPA and payment using an Approved Payment Schedule²². There will be no other deductions from stipends other than for days/hours not worked which OJT employers will reconcile in the next payment. OJT employers will assume that the trainees will work the following day after the PVFs are submitted. For those trainees that do not work on that or other days, their pay will be deducted *pro-rata* in the following payment period.

86 **Monitoring.** Trainees will be monitored by the PMU and every effort will be made to address issues (from employers and trainees) before they become serious enough to pose a risk to the UYEP, employers' goodwill or trainees' progress. Upon completion, employers will have the option of employing their trainees, either full-or-part time, or releasing them to seek employment elsewhere.

87 **Certification.** During and upon completion of the OJT, each trainee will be assessed by their respective employer and the Skills Development Specialist. The types and levels of skills learned will be documented and listed in a competency-based certificate of training completion. The NCDC and employer will sign the certificate which can be used to seek further employment. In addition, National skill assessment certification will also be made available through the National Apprenticeship and Trade Testing Board (NATTB). Through these partnership arrangements, the trainee may choose to sit for a national skills certification test administered by NATTB officers. While the PMU will encourage and assist trainees in this endeavour, participation will be voluntary and all costs for the test can be borne by the trainee or his/her employer.

88 **OJT Information, Advertisement and Recruitment:** The PMU will produce a general set of guidelines for the OJT and, advertise the program and receive expressions of interest verbally or in writing.. The Skills Development Specialist will evaluate expressions of interest submitted by interested employers and recommend those to be accepted on the program. A Memorandum of Understanding (MOU) will be signed between the PMU, trainee and the employer which outlines the program's objectives, mutual responsibilities and contributions (in-kind, payments and M&E) and expected outcomes. A copy of the MOU format is provided in Annex 16.

²¹ The amounts have been reviewed with the National Training Council and the National Apprenticeship Training Board.

²² The Approved Payment Schedule format will be drafted by the PMU before award of contract to the Payroll Services firm.

- 89 **Memorandum of Understanding:** The MOU will provide a baseline of understanding for the discussion and mitigation of grievances between employers and participants, and the subsequent review of employer performance and program progress. The MOU will clearly state the planned training/work responsibilities of the participant, the types and amounts of compensation that will be provided to the OJT trainee by the employer, the elements of training that will be offered to that trainee, each party's responsibilities within the program, timelines, and the necessary data collection and documentation requirements for both the participants and the participating employers. Each selected trainee will be provided with a copy of the MOU. NCDC, through the PMU will be responsible for health and safety during the pre-OJT period as well as during the OJT phase. Personal protective equipment during OJT is negotiable with the employers. If an employer refuses to spend money on the trainees' PPE, the PMU bears the cost of such items.
- 90 During the Pre-Employment Training and immediately after, each prospective OJT participant will be interviewed (and hopefully selected) by the participating employers. If multiple offers are made, the participant may decide on his/her preference. If any participant refuses or fails to be selected for employment, that participant will be given the choice to be placed within the public employment program (under Component 1) or wait for the opportunity to be placed by another employer.
- 91 **OJT Placements:** All OJT training placements will be for specific types of training (entry level occupations) and the employer will agree to pair the trainees with a skilled craftsmen or workers who will mentor and teach the trainees the skills necessary for full employability in the selected occupation. The employer will agree that the trainee will not be used as a long-term labourer during training, unless labour requirements are typically associated with the requirements of the occupation being undertaken. The extent to which the trainee is required to serve as a labourer will be monitored by the UYEP. During the training period of approximately 5 months (or 110 days), each trainee will be required to provide their own means of transportation and meals. They will be expected to arrive at the training site in a timely manner, dressed in a customary manner (as all other employees), and will work side-by-side with regular employees. Following the completion of the OJT, employers will have the opportunity to either retain the trainee as an employee (full/part-time), or to release that trainee to seek employment elsewhere. During this time, the PMU will also review the performance of participating employers. If necessary, they will deselect those organizations that have not performed in a satisfactory manner. The procedures that are used by the PMU for placement, allocation and management of OJT trainees are detailed in **Annex 23**.
- 92 **Technical Assistance.** A Business and Communications Specialist will be hired by the PMU to develop the OJT guidelines and reporting formats. The consultant will work closely with the Skills Development Specialist, Youth Facilitators and M&E Coordinator.
- 93 **Opportunities for Self-Employment and Linkages with Microfinance Operators.** Although the OJT is not intended to be a self-employment program, it will be designed to increase the potential for interested youth to start and effectively manage self-owned and co-owned, micro to small sized enterprises. The UYEP's micro-savings scheme will give those individuals who intend to seek self-employment a means to acquire some capital that may be used to support that objective. Interested youth will be provided with the appropriate referrals by the PMU to existing micro-finance or credit providers who are already working with the NCDC, such as the Microfinance Development Bank. Additional partnerships will be sought with FinCorp, the PNG Small Business Development Corporation and PNG Microfinance. To this end, the UYEP will monitor the effectiveness of these partnerships. As part of OJT, the PMU should encourage youths to be trained in entrepreneurial skills such as

backing, cooking and sewing; there are tailoring companies and training providers willing to train youths but at a cost, and NCDC/PMU should look at providing a budget for this.

II.3 COMPONENT 3: PROJECT MANAGEMENT

94 Details of the Project Management component of the UYEP are presented in Section III.

II.4 UYEP COSTS

95 Total estimated cost is USD 17.9 million (approximately PGK 38.77 million at July 2011 exchange rates, originally estimated at PGK 48.9 million in 2010). The UYEP will be financed: a) as an IDA Specific Investment Loan in the equivalent amount of US\$15.8 million; NCDC funding of US\$1.58 million; and financing by the Republic of Korea US\$0.6 million. The following Tables provide an indication of anticipated costs. In the event of serious appreciation of the PGK against the US\$ during the course of the project, the GoPNG, the NCDC and the IDA will review the PGK funding requirements against actual and potential beneficiary numbers being reached.

Table 7. UYEP COST BY COMPONENT & SOURCE OF FUNDING

Costs by Component and Source of Financing	GoPNG US\$ Million	IDA US\$ Million	KTF US\$ Million	Total US\$ million
1. Youth Job Corps	0.53	6.2	0.0	6.7
2. Skills Development & Employment Scheme	0.29	5.2	0.0	5.2
3. Project Management	0.76	3.0	0.6	4.6
Total Baseline Costs	1.58	14.4	0.6	16.5
Physical Contingencies	0.0	0.5	0.0	0.5
Price Contingencies	0.0	0.9	0.0	0.9
UYEP Costs by Source	1.58	15.8	0.6	17.9

Table 8. UYEP COST BY EXPENDITURE CATEGORY

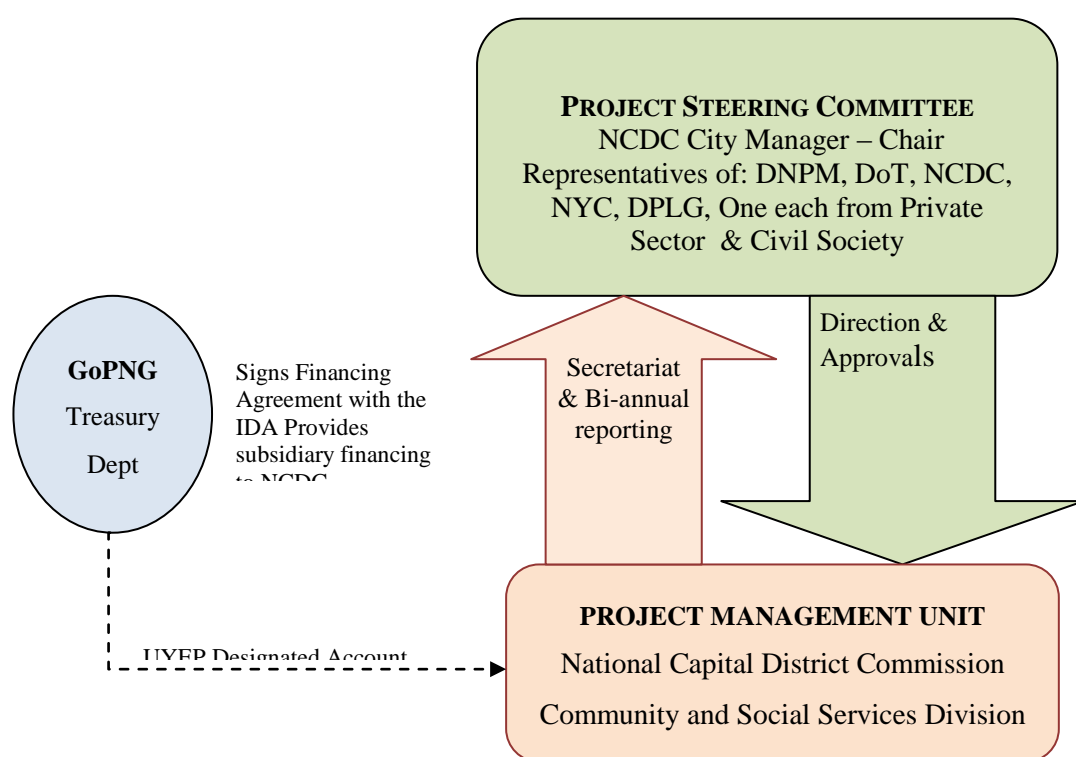
UYEP Costs by Expenditure Category	Total US\$ Million
1. Goods and Works	2.5
2 Consultants Services & Training	6.0
3. Trainee Stipends	7.3
4. Incremental Operating Costs	0.7
Total Baseline Costs	16.5
Physical Contingencies	0.5
Price Contingencies	0.9
Total UYEP Costs	17.9

SECTION III PROJECT MANAGEMENT

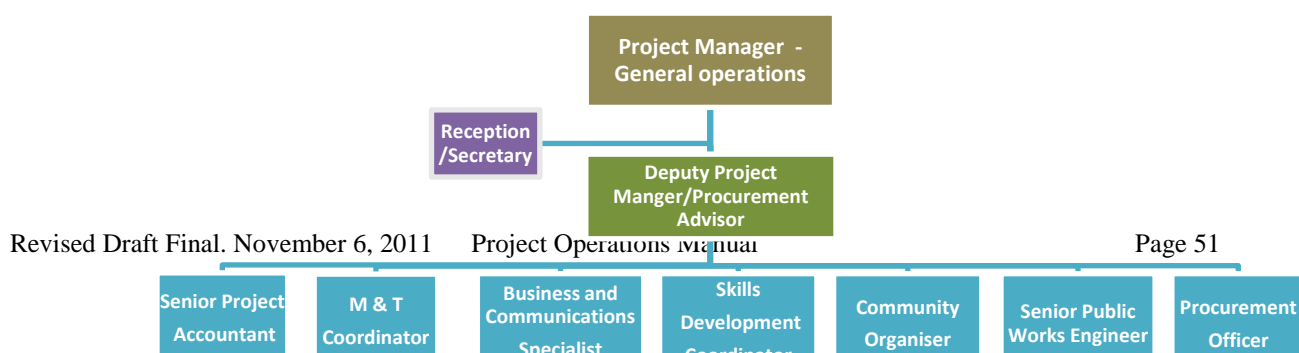
96 The NCDC will serve as the UYEP's Implementing Agency and assume responsibility for management, coordination and performance of the UYEP and its components. A PMU will be established within the NCDC's Department of Community and Social Services, which is already managing a number of youth and urban safety initiatives. The PMU will be managed by a Project Manager and additional dedicated staff, including those to support the UYEP's preparation as well as financial management and procurement, will be recruited prior to UYEP effectiveness. A Project Steering Committee (PSC) consisting of key government, private sector and civil society stakeholders will oversee implementation of the UYEP. The role of the PSC will be to provide guidance on policy matters, quality control for work programs and budgets and to facilitate critical decisions for the implementation of the UYEP components.

97 The UYEP will aim to maximize the GoPNG's ownership, strengthen partnerships, build capacity and utilize the NCDC's own personnel and systems to the extent possible.

Figure 6. UYEP Organization



Manages the UYEP Designated Account. Executes IDA disbursements through the Designated Account to finance eligible project expenditures. Prepares Annual Work Plans, Budgets, and Disbursement & Procurement Schedules. Implements Components 1 YJC, 2 SDES and 3 Project Management.



- 98 For Component 1 (YJC): The PMU will work closely with the Department for Community Development (DfCD), DoLIR, DoW and Department of Education (DoE) to ensure that sectoral linkages are made as investments are likely to require inputs from these line ministries. For Component 2 (SDES), the PMU will build on the experience the NCDC has acquired through the YLM skill's reintegration scheme that was launched in 2005. It will seek to work closely with employers in the public and private sectors who will agree to provide significant work placement and on-the-job training opportunities to participants. The UYEP will also seek to promote linkages between these individuals and existing micro-finance/credit providers such as the PNG Small Business Development Corporation and PNG Microfinance. In all components, the UYEP will draw upon the implementation capacity of public and private agencies and CSOs in the execution of subprojects and training.
- 99 **Supervision and Mid-Term Review.** The Project will be visited by a World Bank supervision team every six months throughout the duration of the Project. A Mid-Term Review (MTR) of the Project is scheduled for April 2014. The Project's short term impact studies will be used to inform the MTR. Quarterly performance indicators reports (Annex 22) will be prepared for NCDC and IDA review and comment following an agreed upon format.

III.1 STEERING COMMITTEE & NCDC CONTRIBUTION

- 100Note: The arrangements for the UYEP Steering Committee are summarized below. The Terms of Reference for the Steering Committee is provided in Annex 1.

101 The UYEP Steering Committee (PSC) will be chaired by National Capital District City Manager or Deputy City Manager will be composed of representatives²⁴ from the following agencies:

- a. Department for National Planning and Monitoring;
- b. Department of Treasury
- c. A representative from the Motu-Koita Assembly;
- d. National Youth Commission;
- e. Department for Provincial and Local level Government and at least

102 At least one Representative from Private Sector and one Representative from Civil Society. The UYEP PSC will meet at least once per year, or as often as may required throughout the Project implementation period and can schedule additional meetings as are necessary. The agenda and documentation for the PSC meetings will be prepared by the PMU in close consultation with the PSC Chair. A quorum will be needed to enforce decisions. Note: An annual planning and implementation calendar is presented in **Annex 19** – indicative timings for the semi-annual PSC meetings are shown.

103 The PSC will maintain meeting records that will be supported by the Project Manager, who will report to and serve as Secretary to the PSC. The PSC will:

- ⇒ Provide guidance to the PMU and NCDC on policy issues;
- ⇒ Review and endorse annual work plans and budget allocations;
- ⇒ Review and endorse project 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 events; and
- ⇒ Facilitate partnerships with other stakeholders.

III.1.1 NCDC Contribution

104 NCDC is making a contribution of US\$ 1.58 million²⁵ – approximately 10% of the IDA investment. The NCDC contribution will provide for the following, with indicative figures given below:

- a. An unallocated Public Works Maintenance Fund amount (US\$ 825,000);
- b. A price contingency for provision of consultants' services (US\$ 175,000);
- c. GST and any other applicable taxes;
- d. PSC sitting fees for non civil servants (US\$ 67,000);
- e. PMU office services & furnishings (security system, furniture, etc)(US\$ 13,000); and
- f. Approximately 320 square meters of office space providing for a total of about 17 staff, including provision for short-term accommodation for bank staff during intake screening (US\$ 500,000).

²⁴ The representatives will be at the Executive Director level in their respective institutions in order to maintain continuity

²⁵ NCDC expenditure on UYEP will all be in local currency

III.2 PROJECT MANAGEMENT UNIT - STAFFING

105PMU Function, Staffing and Management Structure. The PMU will have overall responsibility for management, coordination and performance of the UYEP within NCDC's Department of Community and Social Services. The PMU will be responsible for implementation of the UYEP and serve as IDA's main counterpart and technical focal point during UYEP implementation. The PMU will be responsible for the preparation of work plans, procurement plans, procurement of implementing partner services and goods, coordination and consultation with relevant stakeholders, monitoring and evaluation. The PMU will specifically supervise and monitor the work of all implementing partners of the UYEP.

106Responsibility for the coordination of health, safety and medical services required by the trainees will depend on the phases of pre-OJT and OJT. During pre-OJT, NCDC, through the UYEP PMU, will be responsible. One or more PMU officers (to be designated) will have specific responsibility for coordination and inspection in this area. That officer will visit the various pre-training and OJT venues to ensure that the trainees are working under appropriate health and safety guidelines. During the OJT phase, the small works contractor or employer are responsible. Should a trainee have a work-related accident, the small works contractor or the employer will immediately notify the responsible Youth Facilitator or Works Supervisor, who will deal with the matter. Should it be more serious, they will notify the Skills Development Specialist or the Senior Public Works Engineer as appropriate and the Project Manager. The small works contractor or employer will coordinate the necessary medical services, transportation, etc. required by the trainee. The on-call availability of a good nurse will also be a consideration. As most accidents can be handled by a nurse, and the nurse can be used as a referral authority for more serious cases.

107PMU Composition: The Project Management Unit will comprise twenty full-time profession staff²⁶, headed by a Project Manager with executive authority to achieve targets set and ensure proper implementation of UYEP activities within resources provided. A Senior Project Accountant will have responsibility for financial management and financial reporting and will act as deputy Project Manager as and when required.. The administrative staff²⁷ will come under the direction of the Senior Project Accountant who will also have overall responsibility for office administration. Other staff will report directly to the Project Manager unless otherwise stated in the latest organisation chart.

108Monitoring and Evaluation. A consultant located within the PMU, will be responsible for establishing and administering the Monitoring and Reporting System (MIS), which will be critical to capture key beneficiary information and track Project implementation. S/he will work closely with the PMU's Coordinators and Youth Facilitators.

109Main Individual Responsibility: The UYEP's overall management and performance will be the responsibility of the Project Manager and Deputy Manager with core fiduciary support provided by the Senior Project Accountant and monitoring and evaluation support provided by the PMU's M&E Coordinator. The PMU's capacity will be strengthened prior to project Effectiveness through the recruitment and training of a national Project Manager, a national Senior Project Accountant and a Receptionist/Clerk and a number of technical staff and project specialists as required. This start-up team will be added to immediately after UYEP effectiveness.

²⁶ In addition to the Project Manager; there will be a Senior Project Accountant, Business Development & Communications Specialist, M&E Coordinator, Senior Public Works Engineer, Skills Development Coordinator, Procurement Advisor, Procurement Officer, Youth Facilitators (4), and Works Supervisors (4).

²⁷ A Receptionist/Clerk will provide administrative support to the UYEP office, and other such staff that may be added.

110**The Project Manager** will consult closely with the Deputy City Manager - Community and Social Services. He will work under the direction of the UYEP PSC. He will ensure that, in all matters the UYEP adheres to the laws of the Independent State of Papua New Guinea and to the instructions, general orders, circular instructions and regulations in effect in NCDC. The Project Manager will also ensure that the UYEP complies with the relevant World Bank Operational Policies and Bank Procedures relating, inter alia, to: development policy lending, financial management and environmental and social safeguards.

111**The Senior Project Accountant** will have a specific responsibility to ensure close consultation with NCDC's Financial Controller regarding UYEP financial management, financial procedures, the UYEP budget and forward planning. The Project Manager and the Senior Project Accountant will ensure that the World Bank UYEP Task Team Leader is fully informed about the conduct and the performance of the UYEP and of any opportunity or impediment anticipated.

112Additional short-term TA to support procurement and the preparation of tender documents for the training and works maintenance contracts may be provided during preparation and implementation stages. Any such consultants will report to the Project Manager on a day-to-day basis. NCDC will provide, as part of their contribution, a Receptionist/Clerk.

Table 9. PROJECT MANAGEMENT UNIT STAFFING

Staff Member	Brief description of responsibilities
Project Manager See TOR in Annex 2	The PM will hold overall responsibility for the performance of the UYEP and implementation of all activities.
Deputy Project Manager and Procurement Advisor	The DPM & PA will assume overall responsibility for the planning, procurement and risk management functions within the Project Management Unit (PMU), have quality oversight of its programme delivery functions and operations, and lead and supervise the performance of Components I, II and III including programme-related personnel and consultants.
Senior Project Accountant See TOR in Annex 3	The SPA will hold responsibility for the preparation and performance of the Annual Budget, Annual and for all financial management , financial reporting and overseeing the day to day transactions to ensure these are done in a timely and accurate fashion and that there is completeness of documentation. The SPA will be responsible for establishing and supervising the UYEP's outsourced payroll system.
Business Development & Communications Specialist See Outline TOR in Annex 8	The BDCS's primary responsibility is to support the identification and development of employer-based training opportunities for male and female youth who are enrolled in UYEP programs. The BDCS has particular responsibility for management of Component 2.b
Monitoring & Training Coordinator See TOR in Annex 6	The M&T Coordinator will be responsible for establishing, implementing and reporting on the UYEP M&E and Management Information System. The M&TC has particular responsibility for the UYEP monitoring, evaluation and reporting system, and for the supervision of the Baseline and Screening Survey and MIS ("Job Ready") Database Consultant. The M&EC has particular responsibility for the management of Component 1a and for the Grievance Redress Procedures. He is also responsible for management and coordination of the Basic Life Skills Training and the two Pre-Employment Training programs.

Senior Public Works Engineer See Outline TOR in Annex 8	The LBCWE will have specific responsibility for the identification, development, implementation and performance of the Component 1 Youth Job Corps public / labour intensive works. In addition to his/her main duties (see above) the LBCWE will act as the focal point for the UYEP environmental and social safeguards policies and procedures. The LBCWE has particular responsibility for Component 1.c.
Skills Development Specialist See Outline TOR in Annex 8	The SDC will provide program coordination and technical support to the Skills Development and Employment Scheme (SDES) and other skill training activities supported by the UYEP with particular responsibility for the On the Job Training programme.. The SDS has particular responsibility for Component 1.b and 2.a.
Community Organisor	The CO will lead the development of Community Mobilisation Plans (CMPs) and the implementation of the UYEP's consultation and awareness campaign
IT Coordinator	The IT Coordinator will advise and assist the Project Manager, the Deputy Project Manager & Procurement Advisor on matters relating the proper procurement of IT systems/equipment. He will also, among other things, review and advise the PMU on reliability issues relating to its current Internet Service Provider (ISP) and options for securing improved services.
Procurement Officer (1)	The PO will work with the PA and will continue the provision of procurement services under the direction of the Project Manager, after the PA has left
Youth Facilitators (4) See TOR in Annex 4	The YFs will support the socialization of UYEP trainees and provide facilitation and monitoring support at the program level upon the commencement of the UYEP as well as during its implementation. Youth Facilitators are responsible for key elements of the UYEP Grievance Redress Procedures. At least one of the Youth Facilitators will be female.
Works Supervisors (4) See Outline TOR in Annex 8	The Works Supervisors will supervise work groups undertaking public works projects in the Component 1c: Youth Job Corps. Supervision will include safety and equipment provision.
Receptionist/Clerk (1).	A receptionist/clerk will provide administrative support to the UYEP office.

113he UYEP secured individual consultants' inputs for the UYEP preparation and implementation phases:

- a. **UYEP preparation:** To prepare the UYEP for negotiations between IDA, GoPNG and NCDC the following individual consultants were secured: ESMF Consultant (15 days), Social Assessment Consultant (15 days), and Operations Manual Consultant (32 days).
- b. **UYEP implementation – Start-up:** For implementation of the UYEP during the start-up first six months period, the following individual consultants were secured: Procurement Advisor : Labour-Based Design & Documentation consultant (5 months) – see TOR in Annex 15,

- c. **UYEP implementation – full-time:** To support the PMU, the following expertise will be secured for 60 months²⁸: Project Manager, Deputy Project Manager & Procurement Advisor (up to August 2014), Senior Project Accountant, Business Development & Communications Specialist, Monitoring and Training Coordinator, Senior Public Works Engineer, Skills Development Specialist, Community Organiser, IT Coordinator, Procurement Officer, Youth Facilitators (4) and Works Supervisors (4). **UYEP implementation as-required intermittent support:** **Intermittent support to the PMU** will be secured to provide unspecified short-term consultants to advise and assist as and when necessary.

114 Recruitment of PMU Personnel: PMU personnel will be recruited as individual consultants. Twenty positions will be recruited for the UYEP. TORs for each of the positions and their reporting responsibilities are detailed in Annexes 2, 3, 4, 5, 6 and 8.

115 The PMU will oversee the UYEP and serve as IDA's main counterpart and technical focal point during UYEP preparation and implementation. The PMU will be responsible for core project management functions, retain quality control over the UYEP and provide close support to partners in the planning, financial management, procurement, monitoring and reporting of sub-project activities under the UYEP.

116 Youth Socialization and Participation. In addition to the work undertaken by the Communications Contractor, Youth Facilitators will be trained and employed to work in the field to support Components 1 and 2. These Facilitators will work through the PMU and will be responsible for carrying out the necessary follow-up with all employers on a regular basis to check on the progress of employed youth; and provide early identification of program issues and worker/employee conflicts. Regular reports will be submitted to the PMU for review and action. Their inputs will become part of the MIS database. The PMU will also maintain a scheduled and unscheduled program of visits to all training sites and employers as part of its monitoring regime. In this way, the PMU will maintain an ongoing review of the UYEP's progress.

117 Use of Project Vehicles: The project will procure a number of vehicles for the use of the PMU staff in carrying out their duties and responsibilities. The custodial responsibility for such vehicles and the smooth running of the vehicle pool lies with the Project Manager. He will determine how the vehicles are allocated each working day, and if the use of vehicles may be permitted outside working hours and at weekends by PMU senior staff and visiting consultants. The allocation of a vehicle during the working week or permission to use a vehicle after hours, in no way should be construed as a personal entitlement or exclusive ownership of a given vehicle. Misuse of a vehicle, including any damages, injuries or transgression of the law, at any time is the sole responsibility of the PMU staff member to whom the vehicle has been allocated. Costs arising out of misuse of a vehicle will be charged to that PMU staff member. The Senior Project Accountant will advise and assist the Project Manager in monitoring and controlling vehicle usage and costs.

118 Monitoring and Evaluation: Management Information System (MIS). The UYEP's progress will be monitored through a well-designed MIS; and its impacts measured using four surveys. The MIS will be managed by the IT Coordinator who will be recruited and situated in the PMU. The PMU will also be required to conduct an annual external audit. In addition, financial accounting, youth identification and IT networking software will need to be procured by the UYEP as well as a range of complaints handling and grievance mechanisms.

²⁸ Except for one of the two Works Supervisors who will be employed for 50 months.

III.3 PROJECT MANAGEMENT UNIT - FUNCTIONS

119 The PMU will have overall responsibility for management, coordination and performance of the UYEP. The PMU will be responsible for implementation of the UYEP and serve as IDA's main counterpart and technical focal point during project implementation. The PMU will be responsible for the preparation of work plans, procurement plans, procurement of implementing partner services and goods, coordination and consultation with relevant stakeholders, monitoring and evaluation. The PMU will specifically supervise and monitor the work of all implementing partners of the UYEP.

120 Core functions for which the PMU will be responsible for are summarized below:

MANAGEMENT

- a) Develop and ensure adherence to the Project Operations Manual;
- b) Manage UYEP Component 1, 2 and 3 activities required to achieve UYEP output and outcome targets; ensuring good coordination between and management of sub-component activities so as to ensure efficient and effective movement of trainees through and from sub-component to sub-component;
- c) Promote the objectives and activities of the UYEP so as to achieve a high degree of public understanding and recognition with the purpose of building positive public support of the UYEP, especially among youth;
- d) Prepare TORs and oversee and support the work of the PMU personnel;
- e) Oversee and support the work of the UYEP's short-term technical consultants;
- f) Review, monitor, and follow-up on contracts and assignments;
- g) Procure and manage contracts (for goods, works and services) required for delivery of UYEP outputs and outcomes;
- h) Coordinate with other organizations involved in the UYEP, including the supervision of contractors involved in UYEP implementation. In particular maintain a close relationship with *Yumi Lukautim Mosbi Projek*;
- i) Implement UYEP Grievance Redress Procedures;
- j) Maintain regular communication with the IDA Team;
- k) Endorse key decisions arising from recommendations made by the UYEP's short term technical consultants; and support activities/decisions for implementation;
- l) Advise and report to the UYEP PSC; and
- m) Prepare Annual Work Plans, Annual and updated Procurement Plans, Annual Budgets, Interim Financial Reports and Bi-annual/Annual Progress Reports on or before 14 February and 15 August, as described in this Project Operational Manual, and submit these to the PSC and IDA.

FIDUCIARY

- a) Prepare and update the UYEP's Financial Management, Procurement and Disbursement Plans and ensure adherence to IDA guidelines;
- b) Form and convene a Technical Procurement Committee to short list and evaluate consultants tenders in accordance with IDA guidelines;
- c) Manage the technical negotiations of contracts in accordance with the NCDC and IDA guidelines;

- d) Follow up on contract preparation and initiate contracts with UYEP consultants and contractors. Review and address issues arising from the UYEP's procurement and contract processes, including:
 - Advertising, short-listing and evaluation;
 - Contract negotiations, approval and co-signatory³⁰;
 - Contract supervision and payments to consultants and suppliers;
 - Delays in procurement or payments;
 - Monitor the UYEP's Designated Account and managing replenishments based on the Interim Financial Reports (IFRs) (see format in Annex 35) and annual Procurement Plan.
- e) Prepare documentation and payment requests/withdrawal applications to Department of Treasury to authorize payment for UYEP activities against invoices and work plans; and
- f) Prepare of the quarterly IFRs for submission to the IDA.

WORK PLANS

- a) Prepare budgeted annual work plans by program component for the PSC and IDA's approval;
- b) Guide the implementation of tasks against work plans and targets; and
- c) Prepare UYEP Progress Reports for the PSC and IDA review and approval.

MONITORING AND EVALUATION

- a) Prepare and update the UYEP's M&E Framework;
- b) Establish a simple and functioning MIS and collect and monitor data against the M&E framework;
- c) Plan and supervise the UYEP's M&E surveys and analysis;
- d) Administer and supervise formative/exit evaluations for the UYEP's trainees;
- e) Prepare UYEP progress reports for the PSC and NCDC Executive Board;
- f) Plan and supervise the UYEP's MTR; and
- g) Plan and supervise the UYEP's Impact Assessment.

ENVIRONMENTAL AND SOCIAL MANAGEMENT/SAFEGUARDS FRAMEWORK (ESMF)

- a) Administer, monitor, appraise, update sub-projects in terms of the UYEP's ESMF and Social Assessment; and
- b) Manage the complaints handling and grievances redress system.

III.4 PROJECT MANAGEMENT UNIT - SYSTEMS

121The UYEP Project Management Unit will develop and implement five main management systems. Four are described in the following sections: the financial management, procurement, environmental and social safeguards and monitoring and reporting system.

³⁰ All contracts must be signed by the NCD Governor, and/or in his/her absence, the Deputy Governor or City Manager. For contracts under PGK300,000, the NCD Governor can delegate signatory authority to line management.

122General Management System: The fifth system covers day-to-day operations, including relationships with other parties. The Project Manager and Senior Project Accountant will provide leadership to the UYEP PMU and, determine the most appropriate mechanisms for ensuring good integration of individual PMU staff activities.

III.4.1 Coordination and Consultation

123It is proposed that:

- a. **PMU staff meetings:** The Project Manager will hold PMU staff meetings at least once a week unless agreed otherwise, to review progress, identify bottlenecks and discuss forward planning. The importance of motivating staff and building consistency in approaches and systems is emphasized. Brief minutes of decisions/agreements made at staff meetings will be made and circulated to all staff.
- b. **Community and Social Services Department:** The Project Manager will report to and have regular meetings, at least once per month unless agreed otherwise, with the Deputy City Manager - Community and Social Services, to review areas of mutual interest and review activities and events in the short/medium term future.
- c. **IDA:** The Project Manager will ensure that the designated IDA counterparts responsible for oversight of the UYEP are kept informed of significant activities, constraints and opportunities that may impact UYEP performance. At least the Project Manager, and other staff as required, will participate in IDA supervision missions as and when organized by the World Bank. The delivery status of key reporting outputs will be advised in advance of mission arrival dates, and requested documents will be provided electronically. These include:
 - ⇒ Interim Financial Reports, Bi-annual Progress Reports, Bi-annual updates of UYEP Procurement Plans, Annual Work Plans; and
 - ⇒ Milestone activities such as: Draft Bid or RFP documents, Bid or RFP invitations, Bid Evaluation reports, Contracts awarded, agreements reached with significant new employers, numbers of new trainees entering/departing Sub-Components 1.b, 1c, 2.a, and 2.b (in general these will occur every 8 weeks).
- d. **NCDC Oversight:** The Project Manager, Deputy Project Manager and Senior Project Accountant will have regular meetings, at least once a month with the Deputy City Manager - Community & Social Services and also NCDC Financial Controller to review: a) the status of draw-down of IDA funds to Treasury and of transfers to and utilization of the UYEP or Designated Account; b) overall financial management and budgeting procedures; and forward planning for annual budget preparation and interim financial reports.
- e. **NCDC Executive Board and Key Stakeholders:** The Project Manager, with key PMU staff as required, will have meetings with the Board at least once a quarter. In addition, due attention will be paid by the Board and the PMU to promotion of the UYEP especially in those areas where the UYEP has relationships with key stakeholders, including youth, poor communities and key individuals and organizations within them, the public, private and NGO existing and potential employers and training suppliers. UYEP promotion at key events where youth and employers are important participants is encouraged, including youth and trade fairs, Chamber of Commerce events, etc.
- f. **YumiLukautimMosbiProjek:** It is proposed that NCDC provide, as part of their 10% contribution to the UYEP, the office accommodation that will provide for the UYEP

PMU team. It is understood that NCDC proposes to lease office space for this purpose in the Lagatoi Building. The UYEP team will, during two key activities in each calendar year, hold a joint working session with *YumiLukautimMosbiProjek*, chaired by the Deputy City Manager - Community & Social Services:

- ⇒ During the preparation of the Annual Work Plan and Budget (January); and
- ⇒ During the preparation of the UYEP Annual Report (January).

On these two occasions the UYEP Project Manager will be responsible for ensuring that the strategies and activities of the two projects are supportive of each other.

During the IDA Supervision missions (approximately every six months) and the Mid-Term Review, specific attention will be paid to an assessment of the strategic direction, activities and performance of the two projects to determine areas lessons can be learned and implemented to the benefit of both projects.

124Community Engagement: The UYEP will support a number of specific activities designed to assist in the socialization and expand community awareness of the UYEP. Youth job fairs, information seminars and grievance and complaints handling mechanisms will be put into place. Youth facilitators will work in the field to support Components 1 and 2. Their primary function will be to follow-up with all employers on a regular basis to a) check on the progress of employed youth; and b) provide early identification of program issues and worker/employee conflicts. In addition, the UYEP will support community consultations involving subproject selections under Component 1.

III.4.2 Capacity Building

125Capacity Building: The UYEP will establish and strengthen the capacity of the Project Management Unit and its contractors to: i) develop pro-poor youth policies and plan for public employment programs as well as more market-oriented and demand-driven labour market insertion programs, ii) monitor and evaluate their implementation, and iii) inform and advise education and training systems on emerging labour market trends

III.4.3 UYEP Information and Filing System

126UYEP Records/Filing: The Monitoring and Training Coordinator and IT Coordinator will develop and put in place a UYEP information registration and records maintenance system (refer to paragraphs 121 and 122 above). All incoming and outgoing correspondence will be registered by the Receptionist/Clerk. The UYEP will have a centralized information system. Individual staff members will not develop and maintain separate personal information systems.

127Circulation of Key Documents: The M&E Coordinator will develop a circulation list for key documents (Annual Budgets, Procurement Plans, Interim Financial Reports, Progress Reports (see format in Annex 31), Minutes of Steering Committee and other important meetings (including monthly staff meetings and meetings with *YumiLukautimMosbiProjek*).

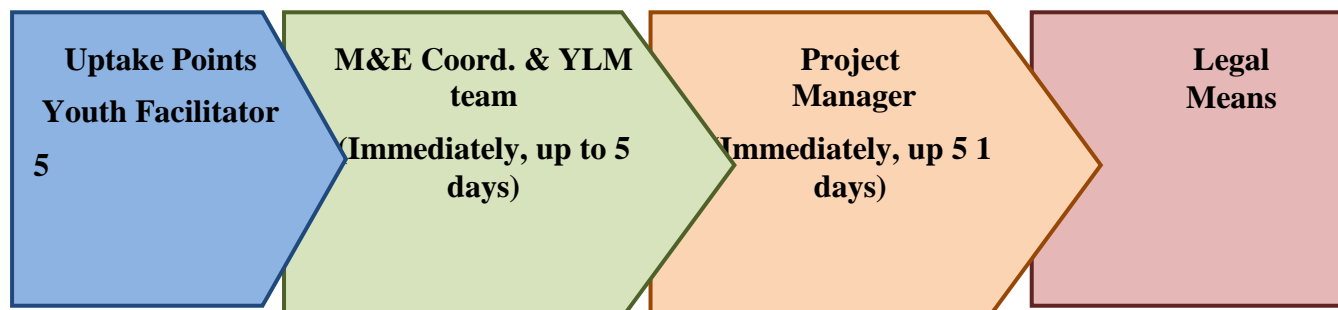
127Grievance Redress (Complaints)

128Note: The Grievance Redress (or Complaints) processes and procedures are critical to the UYEP performance. Further details are presented in Sections VI (Environmental and Social Safeguards) and Section VII (Monitoring and Evaluation). Grievance Redress processes are embedded in the UYEP MIS system and the M&E and reporting systems.

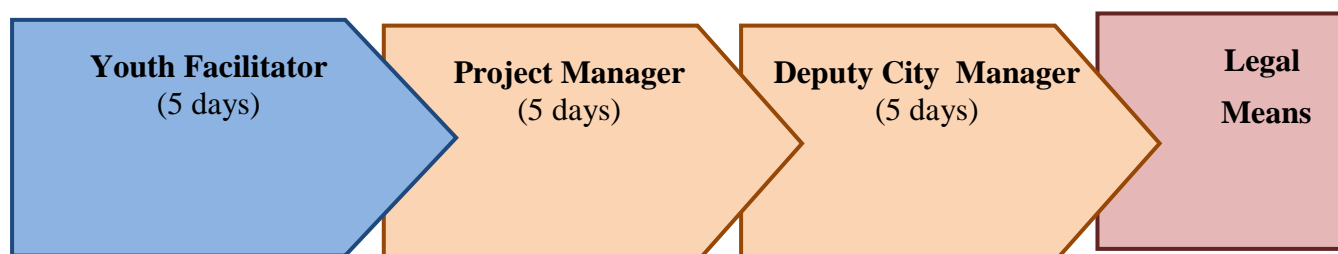
- 129The grievance redress mechanisms are the fail-safe components of a comprehensive awareness campaign that began with the Social Assessment (Annex 14) and will be implemented in the PMU
- 130As the direct conduit between the project and communities, the Youth Facilitators and community organiser will play a key role in the socialization of the project's activities. Given that the potential number of beneficiaries interested in participating will outweigh the number of intake places, it is likely that there will be deep interest in the UYEP's selection and recruitment processes; and possibly differences in opinion in the way decisions are made on the selection of beneficiaries and use of resources. Such differences could fuel unintended disunity in a community and undermine the positive impact of the UYEP.
- 131The UYEP will address this challenge in three ways, namely: (a) strengthening outreach to beneficiaries and communities through a robust awareness campaign across NCD; (b) facilitation and socialization measures; and (c) implementation of a grievance redress system.
- 132The Communications consultant in close liaison with the community organiser will prepare and implement a media and information dissemination plan - a Communications Plan - for the project. The consultant will be responsible for the preparation of the Communications Plan and its review and approval by the NCDC and IDA. Following the plan's approval, the contractor will implement the agreed upon communication activities over a five year period.
- 133This 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. The Plan would continuously inform beneficiaries of their entitlements, roles, responsibilities as well as established program offerings and procedures, including the proposed complaints handling system. Project information including summaries of the Environmental and Social Management Framework (ESMF) and Social Analysis will also be translated into Tok Pisin and Motu and publicly disclosed.
- 134The project will screen for eligible youth and monitor against intakes. This will ensure that Motu-Koita youth from Motu-Koita neighbourhoods, in which they reside, are given opportunity to participate in the project. In addition, the selection of beneficiaries will be publicly disclosed by the project's PMU through bulletin boards in each community.
- 135Youth Facilitators will be trained and employed to work in the field to support Components 1 and 2. These Facilitators will work through the PMU and will be responsible for carrying out the necessary follow-up with the contractors and employers on a regular basis to check on the progress of employed youth; and provide early identification of program issues and worker/employee conflicts.
- 136Quarterly reports will be submitted to the PMU for review and action. Their inputs will become part of the MIS. The PMU will also maintain a scheduled and unscheduled program of visits to all training sites and employers as part of its monitoring regime. In this way, the PMU will maintain a systematic review of the Project's progress. Furthermore, positive and negative feedback will assist in shaping the implementation of the Project.
- 137The Project includes a number of grievance mechanisms whereby trainees can formally lodge their concerns or complaints. They include regular structured knowledge sharing workshops on the Project led by the Youth Facilitators with the active participation of youth beneficiaries themselves; setting up a help desk at the PMU where trainees can formally lodge complaints; and strengthening links to respective Ward Councillors and community leaders who will assist the PMU in disseminating information about the Project and mediating community-level disputes.

Figure 7. Flow of Responsibilities for Complaints

**Category A & B Project Inquiries and Agreed Project Procedures
Complaints**



Corruption-related Complaints



138 Furthermore, Youth Facilitators will assist beneficiaries in completing a Grievance Redress Form, which documents their complaints. It is recommended that the PMU act only on documented reports that are incorporated into a prescribed format (see below) and signed by the complainant. This will not only help to demonstrate the project's responsiveness, but ensure consistency in terms of diagnosis, monitoring and reporting. This Form would be codified and be fed into a project-wide database of grievances and responses, which would be patterned after template for further action and reporting in [Annex 14](#). The process for Grievance Redress is illustrated in Figures 7 above and 8 below.

139 **Grievance Redress Process:** All grievances and complaints should be documented at the uptake point and through the resolution process using the Grievance Redress Form ([See Annex 14](#)). Data from this form will be codified in the MIS database, which will allow for tracking. Complainants should be informed that their complaints/grievances can be kept confidential if requested; and if so their complaints will be identified by a reference number. When a complainant makes a complaint they should be given information on the following:

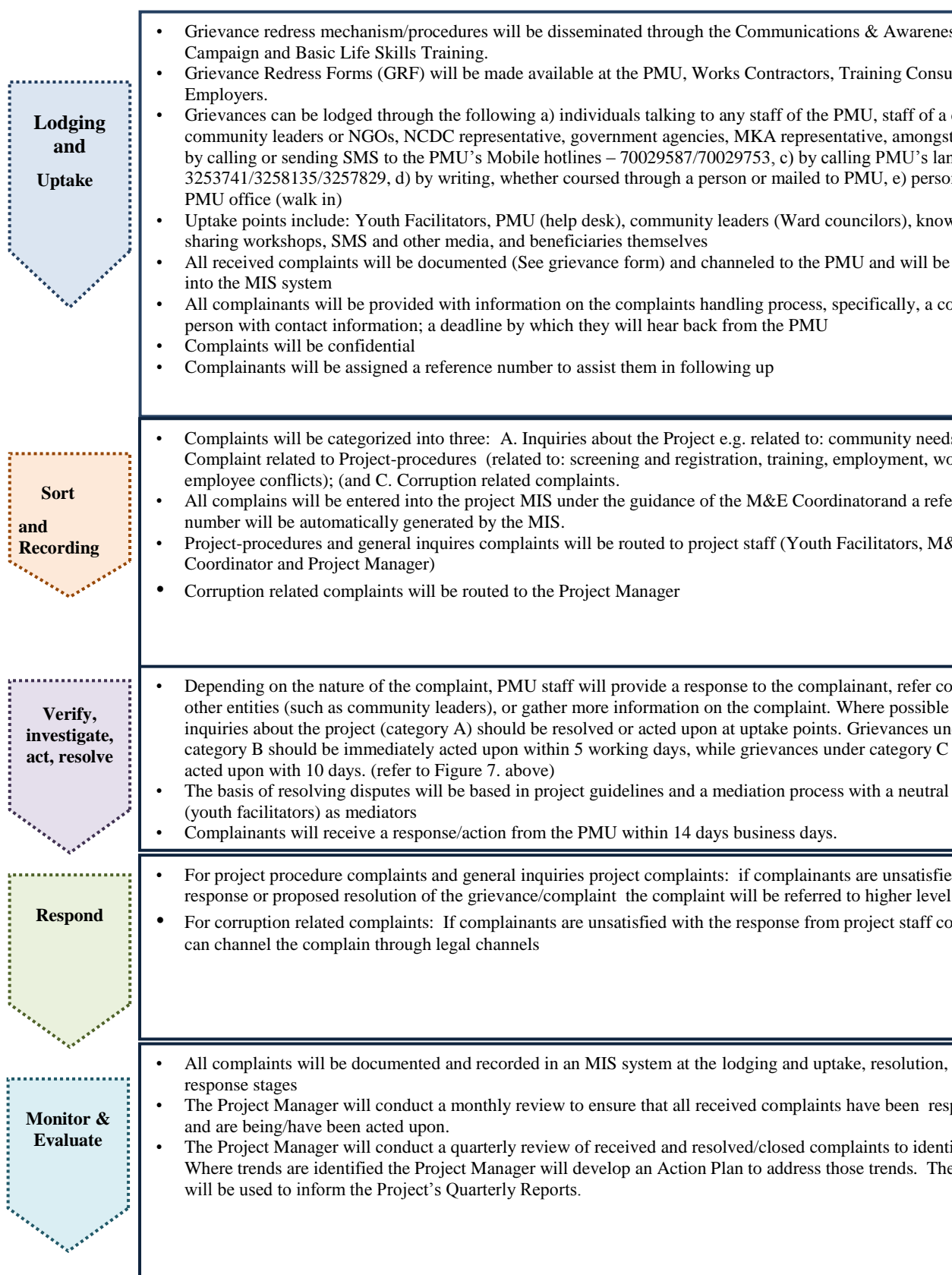
- a. The grievance redress mechanism and the next steps (including a timeline).
- b. Contact information for someone they can get in touch with at the PMU.
- c. A reference number by which their complaint can be located, if the complaint is confidential.

140 The procedures used to resolve grievances or complaints should be based on dialogue and constructive engagement. Where necessary, community and/or traditional leaders can be brought in to mediate a dispute. Project staff will rely heavily on recognized forms of conflict resolution (e.g. mediation by respected leaders, negotiation, village courts). It is

expected that community members and beneficiaries will also channel comments on the Project through this process. These comments should be documented and channelled to the appropriate staff member for further action. As much as possible, grievances should be addressed immediately at uptake points by individuals or groups at the lowest level possible, based on dialogues and constructive engagement.

- 141The Project Manager will conduct a monthly review to ensure that all received complaints have been responded to and are being/have been acted upon. 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.

Figure 8. Grievance (Complaints) Redress Processes



III.4.4

III.4.4 Fraud and Corruption

142Fraud and Corruption: The IDA's policy is to require that Borrowers (including beneficiaries of IDA credits), as well as bidders, suppliers, and contractors and their subcontractors under IDA-financed contracts, observe the highest standard of ethics during the procurement and execution of such projects. In pursuance of this policy, the Bank:

- (a) defines, for the purposes of this provision, the terms set forth below as follows:
 - (i) "corrupt practice"³¹ is the offering, giving, receiving or soliciting, directly or indirectly, of anything of value to influence improperly the actions of another party;
 - (ii) "fraudulent practice"³² is any act or omission, including a misrepresentation, that knowingly or recklessly misleads, or attempts to mislead, a party to obtain a financial or other benefit or to avoid an obligation;
 - (iii) "collusive practice"³³ is an arrangement between two or more parties designed to achieve an improper purpose, including influencing improperly the actions of another party;
 - (iv) "coercive practice"³⁴ is impairing or harming, or threatening to impair or harm, directly or indirectly, any party or the property of the party to influence improperly the actions of a party;
 - (v) "obstructive practice" is
 - deliberately destroying, falsifying, altering or concealing of evidence material to the investigation or making false statements to investigators in order to materially impede a Bank investigation into allegations of a corrupt, fraudulent, coercive or collusive practice; and/or threatening, harassing or intimidating any party to prevent it from disclosing its knowledge of matters relevant to the investigation or from pursuing the investigation; or
 - acts intended to materially impede the exercise of the Bank's inspection and audit rights provided for under sub-clause (e) below.
- (b) will reject a proposal for award of a contract if it determines that the bidder recommended for award has, directly or through an agent, engaged in corrupt, fraudulent, collusive, coercive or obstructive practices in competing for the contract in question;
- (c) will cancel the portion of the loan allocated to a contract if it determines at any time that representatives of the Borrower or of a beneficiary of the loan engaged in corrupt, fraudulent, collusive, or coercive practices during the procurement or the execution of that contract, without the Borrower having taken timely and appropriate action satisfactory to the Bank to address such practices when they occur;

³¹ "another party" refers to a public official acting in relation to the procurement process or contract execution]. In this context, "public official" includes World Bank staff and employees of other organizations taking or reviewing procurement decisions.

³² A "party" refers to a public official; the terms "benefit" and "obligation" relate to the procurement process or contract execution; and the "act or omission" is intended to influence the procurement process or contract execution.

³³ "parties" refers to participants in the procurement process (including public officials) attempting to establish bid prices at artificial, non competitive levels.

³⁴ a "party" refers to a participant in the procurement process or contract execution.

- (d) will sanction a firm or individual, including declaring ineligible, either indefinitely or for a stated period of time, to be awarded a Bank-financed contract if it at any time determines that the firm has, directly or through an agent, engaged in corrupt, fraudulent, collusive, coercive or obstructive practices in competing for, or in executing, a Bank-financed contract; and
- (e) will have the right to require that a provision be included in bidding documents and in contracts financed by a Bank loan, requiring bidders, suppliers, and contractors and their sub-contractors to permit the Bank to inspect their accounts and records and other documents relating to the bid submission and contract performance and to have them audited by auditors appointed by the Bank.

III.4.5 Insurances

143 **Public Liability or Third Party Insurance:** The UYEP can either:

- a. Hold public liability insurance itself against any third party claims for damages arising from actions of its staff, contracted parties or trainees deemed to be employed by the UYEP while engaged in UYEP activities; or
- b. It can, to the extent possible require any contracted party – training supplier, works supervision contractor, etc – to hold public liability insurance for damages arising from its own or the actions of those trainees under its supervision. If this option is selected UYEP will specifically advise bidders at the beginning of the tender process that the contractors/consultants will be required to provide public liability.

144 **Workers Compensation:** All employers, except government agencies (including NCDC) of over 20 paid employees, including casual labour, are liable under law to hold workers compensation insurance. The UYEP is not a corporate body; NCDC will, therefore, have responsibility for any compensation arising from injury to its staff and the trainees during the time they are engaged in UYEP activities. All trainees will be obliged to sign a declaration regarding their responsibility for personal negligence when they join one or more of the training programs under the UYEP. NCDC will make a provision for payment of valid workers compensation claims up to the amount of PGK 100,000 as part of its contribution to the UYEP (a Public Works Maintenance Fund). The Project Manager and Senior Project Accountant will be responsible for vetting and making recommendations to NCDC on any claims made.

III.4.6 PMU Staff Performance Reviews

145 The Project Manager will put in place and maintain a staff performance review system for all PMU staff that will include: a) an annual (November/December each year) agreement with each PMU member of tasks and performance targets for the following 12 months; and b) a 6 monthly review by the staff members supervisor (before 30 June) of performance over the previous 12 months. An example of a performance assessment form is provided in **Annex 9**. Responsibility for setting tasks/targets and review are as follows:

- **Project Manager:** SPA, M&TC, BDCS, SPWE, SDC, PO,.
- **SPA:** Receptionist/Clerk and Accounts Clerks
- **SPWE:** Works Supervisors
- **Community Organisor:** YFs
-

SECTION IV FINANCIAL MANAGEMENT

IV.1 FUNDING ARRANGEMENTS, UYEP ACCOUNTS & FLOW OF FUNDS

146The UYEP will be financed with an IDA Specific Investment Loan (SIL) in the equivalent amount of US\$ 15.8 million. Total UYEP costs are estimated at US\$ 17.9 million³⁵ (including physical and price contingencies). Additional financing includes: the NCDC (US\$ 1.58 million); and the Korean Government (US\$0.6million). The Korean Government is co-financing the UYEP through a Recipient-executed trust fund managed by the NCDC. Additional co-financing has been provided by Australian Agency for International Development for the implementation of the Adolescent Girls Initiative Scoping Study.

147**UYEP Financing Agreements:** There are two financing agreements for the UYEP: 1) a Korean Trust Fund Grant Agreement signed with the GoPNG for US\$0.6million; and 2) an IDA Special Investment Loan signed with the GoPNG in the amount of US\$15.8million. In addition, the NCDC will finance the 10% counterpart funding element directly from its own budget.

148**UYEP bank accounts:** The UYEP will operate more than one designated bank account for the Korean Trust Fund grant, the IDA credit and GoPNG funds.

149**Korean Trust Fund grant** is allocated primarily for start-up or mobilization activities. The ceiling, maximum amount to be deposited into the account, for the Korean Trust fund account is US\$ 60,000. This account will be replenished on a monthly basis through completion of an “Application for Withdrawal” form and accompanying documentation. (see below) The minimum withdrawal from the Korean Trust fund is US\$ 10,000. **IDA Credit:** The UYEP Designated Account (DA) will receive the funding subject to the terms and conditions of the IDA/GoPNG Financing Agreement.

150**Signatories for the Designated Account** will be documented in the UYEP Financial Management and Accounting procedures. Upon effectiveness NCDC through the Department of Treasury, will make the initial request for the advance from the IDA/KTF accounts into the DA. The currency of such a designated account will be Kina-denominated with a suggested designated ceiling equivalent to six months of projected annual expenditure, excluding the counterpart funded element. The DA will be replenished on a monthly basis up to the level of the agreed ceiling on the completion of an “Application for Withdrawal” form and accompanying documentation on receipt of authorized applications for additional funds based on statements of expenditure.

151**Disbursement Methods:** The UYEP has four disbursement methods: (a) advances into the DA, (b) direct payment from the IDA/KTF account (c) special commitment and (d) replenishment. Where direct payment method is used, this will be subject to the IDA’s no objection prior to signature on the contract; it will only be used for large payments or when payments are in currencies that the borrower may have difficulty obtaining. A threshold will be determined for the minimum amount that can be disbursed by direct payment. The most commonly used disbursement method in UYEP will be the advance method using the DA.

152**Replenishment Arrangements:** Following the initial advance from the IDA account, the UYEP Designated Account will be replenished on a monthly basis up to the level of the agreed (in the Financing Agreement) ceiling on the completion of an “Application for Withdrawal” form and accompanying statements of expenditure.

³⁵ As at 26 February 2010

- 153 In requesting disbursements into the DA for expenditures incurred, PMU will make extensive use of a Statement of Expenditure (SOE) record. The SOE could be used for (a) civil works contracts to a value less than US\$100,000 equivalent each; (b) goods contracts costing less than US\$100,000 equivalent each; (c) service contracts for individual consultants costing less than US\$50,000 equivalent each and for firms costing less than US\$100,000; (d) training, workshops; and (e) operating costs. Disbursements for services and goods exceeding the foregoing limits would be made in accordance with respective procurement guidelines and provisions in the Financing Agreement against submission of full documentation and signed contracts.
- 154 All withdrawal applications would need to be processed by the Department of Treasury who will be joint signatory on the Withdrawal Application. This would allow the Department of Treasury to capture the necessary information to update their Debt Management and accounting systems.
- 155 In all cases, the PMU is responsible for retaining the original documents evidencing eligible expenditures and making them available for audit or inspection. The World Bank's Disbursement Guideline for Projects (May 2006) and Disbursement Handbook for World Bank Clients of the same date provide detailed guidance as to World Bank disbursement procedures. Documentation will be required to be held for at least one year after the final audit of the project funds or a greater period if required under PNG legislation.
- 156 **Authorized signatories for withdrawal of funds into the designated account:** Pursuant to the *Loans and Assistance (International Agencies) Act* of the Independent State of Papua New Guinea, The Department of Treasury is the designated agency to execute all loans and assistance from multilateral, bilateral and other international financial institutions. Accordingly, officials of the Department of Treasury will be authorized to sign all withdrawal applications to disburse proceeds of loans, credits or grants received from these multilateral, bilateral and other international financial institutions. The names of the officials from the Department of Treasury authorized to sign withdrawal applications are stated in the revised Specimen Signature dated 20th August 2009.
- 157 **Establishment of PNG Urban Youth Employment Project Designated Account.** The Minister for Finance and Treasury has, by virtue of the powers conferred on him by the *Public Finances (Management) Act, 1995*, in accordance with *Section 15 of the Public Finances (Management) Act, 1995*, *Financial Instrument 7/97* and *Section 2.02(b) and Schedule 2 of the Financial Agreement (Papua New Guinea Urban Youth Employment Project) between the Independent State Of Papua New Guinea and The World Bank* determined that a Designated Account shall be established to be known as PNG Urban Youth Employment Project Designated Account.
- 158 The purpose of the PNG Urban Youth Employment Project (UYEP Grant No. TF094791) Account shall be to: (a) hold all grants received from the World Bank for the purpose of the UYEP; and (b) to pay from the funds thus held in the Designated Account all expenditure for the implementation of the UYEP subject to terms and conditions of the Financing Agreement of the UYEP Grant No. TF094791.
- 159 Two signatories are required on all cheques and transfers from the account and these signatories shall both be from Panel A below until the UYEP appoints the officers named in Panel B following which anyone from Panel A and anyone from Panel B may thereafter provide the two signatories required to make withdrawals from the account:
- (i) Panel A – Signatories representing the National Capital District Commission and the Department of Treasury; and

- (ii) Panel B – The Project Manager and Senior Project Accountant of the PNG Urban Youth Employment Project, the City Manager and Financial Controller of the NCDC shall maintain records pertaining to the account as required by the *Public Finances (Management) Act, 1995*; and by the terms and conditions of the World Bank Standard Conditions and UYEP Grant No. TF094791 Disbursement. They shall furnish to the First Assistant Secretary – Financial Evaluation Division of the Department of Treasury and First Assistant Secretary – Public Account Division of the Department of Finance within fourteen (14) days from the end of each quarter:
- a. bank statements and bank reconciliation report for the Designated Account;
 - b. Interim Financial Report of the account by expenditure category.

160 Staffing Arrangements: In addition to its responsibility as an implementing entity for the component of the UYEP, NCDC will be responsible for overall project management and coordination. The Project Manager through the Senior Project Accountant will be responsible for preparing the financial statements for this UYEP, assisted by local support staff employed specifically for the UYEP by the PMU. PMU staff will receive training in recent World Bank Financial Management and Disbursement Guidelines, which will be arranged in consultation with the Country Financial Management Specialist. PMU staff will also receive appropriate training on the Project Financial Management and Accounting section as determined by the SPA.

161 Financial Management Supervision Plan: A supervision mission will be conducted at least twice a year based on the risk assessment of the UYEP. The supervision mission objective is to ensure that strong financial management systems are maintained throughout the life of the UYEP. Regular reviews will also be carried out through the IFRs to ensure that expenditures incurred by the UYEP remain eligible for IDA funding. An implementation support plan is proposed, based on the outcome of the financial management risk assessment (Table 10).

Table 10. FINANCIAL MANAGEMENT SUPERVISION PLAN

FM activity	Frequency
Desk reviews	
Interim financial reports review (IFRs)	Quarterly (See format Annex 35)
UYEP audit report review	Annually
On site visits	
Review of overall operation of the FM system	Semi-annually, based on the substantial risk rating
Monitoring of actions taken on issues highlighted in audit reports, auditors' management letters, systems audit report, and other reviews	As needed
Transaction reviews (if needed)	can be done as needed in case of any issue arising
Capacity-building support	
FM training sessions	Before UYEP start and thereafter as needed

IV.2 BUDGETING, ACCOUNTING, FINANCIAL MANAGEMENT, REPORTING AND AUDIT

IV.2.1 Budgeting

162 The overall UYEP budget is included in the Project Appraisal Document – see Tables 7 and 8 in this POM. The Annual Work Plans and Budgets will be prepared by the PMU including the Government counterpart funding. NCDC, through the UYEP PMU (SPA) will develop a 12 month Procurement Plan, Annual Work Plan and budget each year – see **Annex 19** for the Annual Financial Planning and Reporting Calendar.

IV.2.2 Accounting

163 **Books of Accounts and Financial Monitoring and Information System:** NCDC will receive funds from UYEP and will maintain books of accounts specifically for the project in the UYEP PMU. The book of accounts will be on a cash basis and will include all disbursements received including direct payments and in addition to the cash basis requirements will also include a fixed asset register, and a contracts register. A chart of accounts has been drawn up for the UYEP, in which the account codes match the classification of expenditures and sources and application of funds indicated in the Financing Agreements. The chart of accounts has been developed in such a way that allows UYEP costs to be directly related to specific UYEP activities and outputs. The UYEP procured and has completed implementation of the accounting package KISS which is tailored to meet the projects financial accounting and reporting requirements. The package is now being used to capture transactions, make payments and to produce financial reports. A format for the Commitment Control Ledger used by NCDC is included in **Annex 10**.

164 **UYEP Financial Management and Accounting:** UYEP financial management and accounting procedures are yet to be developed and the project follows the NCDC procedures. Specific procedures for the project will be documented now that the systems are fully operational and staff understand the procedures.. The list of accounting codes used to group transactions (chart of accounts) is available. The procedures for processing of stipends are documented in the manual that was provided when the UYEP MIS was installed. Procedures that describe the internal control arrangements will be developed with the assistance of the Internal Auditor who was engaged in August 2013.,

165 **Operating Costs:** Incremental operating costs which include communications, utilities, office supplies, advertisement, vehicle and equipment maintenance, as well as support staff salaries will be financed by the credit following the NCDC's administrative procedures and acceptable to the association. The means of procurement for these items is categorized as "shopping" by the World Bank.

166 **Eligible Reimbursable Expenses:** Due to the scope and nature of their responsibilities:

- (a) the Project Manager will be entitled to claim, subject to production of appropriate receipts,
 - (i) up to PKG 300 per month in fuel costs arising from the use of his personal vehicle in the course of his UYEP work, (Note: The Project Manager, with approval from the DCM, has opted to use one of the project vehicles in lieu of fuel allowance), and (ii) up to PKG 200 per month in mobile phone costs directly related to his UYEP work;
- (b) Other key staff members will be entitled up to PKG 30 per month in mobile phone costs directly related to their UYEP work, subject to production of appropriate receipts. If a staff member should demonstrate to the Project Manager's satisfaction, a need for a larger monthly allowance, then the Project Manager may grant at his discretion such an increase for such time as he decides is appropriate;

- (c) The Senior Project Accountant will advise and assist the Project Manager in monitoring and controlling these costs. All PMU staff be made aware that the project is to be audited annually and that individual staff members have primary responsibility for properly accounting for their expenses.

IV.2.3 Financial Reporting

167The UYEP will furnish the World Bank with an Annual Work Plan and Budget for each part of the the Project, not later than three months after the Effectiveness Date (that is by 02 February 2012) and by 30 September each year thereafter.

168The PMU will provide a quarterly Interim Financial Report (IFR) (see format in Annex 35) and annual Financial Report to IDA within 45 days after the end of the period to monitor the use of UYEP funds. Formats for these reports should be generated from the financial management system. The information in these reports will be clearly linked with the chart of accounts for the UYEP. The following consolidated quarterly IFRs and Annual Financial Report will be produced by the PMU for the UYEP:

- a. A statement of sources and uses of funds for the reported quarter and cumulative period from UYEP inception, reconciled to opening and closing bank balances; and
- b. A statement of uses of funds (expenditures) by UYEP activity/component, comparing actual expenditures against budget, with explanations for significant variances for both the quarter and cumulative period.

IV.2.4 Audit & Control

169**Internal Audit:** The UYEP SPA in consultation with the Internal Auditor will establish appropriate internal audit arrangements for the UYEP. As a minimum the UYEP's systems of internal control and financial management will be reviewed and a report prepared for the PSC (with a copy to the Bank) by the Internal Audit Advisor at the end of his assignment. **Annex 5** contains a TOR for the Internal Audit Advisor.

170**Internal Control:** The PMU will establish its own systems of internal control (independent of those used by NCDC) but where possible will align to the current internal systems within NCDC and these will be indicated in the financial management and accounting section of this Manual These internal controls will meet the requirements of the GoPNG's legislative requirements in the Public Finance Act and related instructions as well as the IDA's requirements.

171**External Audit:** As per the Public Finance Management Act, the Auditor-General's Office (AGO) is responsible for auditing all Government organizations, including local authorities and public corporations and donor funds. The Auditor-General has the power to authorize any person registered as an auditor under the Auditors and Accountants Act and approved by the GAO to conduct an audit on his/her behalf. AGO or a registered auditor approved by the AGO will conduct an annual external audit of UYEP. The auditors will provide an audit report on the UYEP financial statements. The audit will adhere to International Standards on Auditing (IFAC/INTOSAI pronouncements) and the report will be submitted to the World Bank within six months after the end of the financial year. In addition, the auditors will provide a detailed management letter containing their assessment of the internal controls,

accounting system, and compliance with financial covenants in the Financing Agreement. Terms of reference for the audit were agreed upon during negotiations (the scope of the external audit may be extended to cover the internal audit requirements). Terms of Reference for the procurement of external audit services are available from IDA.

SECTION V PROCUREMENT

V.1 INTRODUCTION

172. IDA's Articles of Agreement set out the principles on which IDA's procurement requirements are based:

- a) That arrangements shall ensure that the proceeds of any financing are used only for the purposes for which the financing was provided, with due attention to considerations of economy, efficiency and competitive international trade and without regard to political or other non-economic influences or considerations; and
- b) Funds provided under any financing operation will be made available to the recipient only to meet expenses in connection with the UYEP as they are actually incurred.

V.2 PROCUREMENT AND CONTRACT MANAGEMENT RESPONSIBILITIES

173 Procurement under the UYEP will be mainly for consultants (firms and individuals), works (public works/maintenance program) and goods.

174 The UYEP will also finance eligible expenditures for training, workshops, reasonable transportation costs and per diems for trainees and trainers (if applicable), rental of training facilities, materials and equipment under the project as described in the annual training program/budget submitted by NCDC-PMU for World Bank's review and approval.

175. The procurement and contract management of all the consultant services, works and goods will be carried out by the Project Management Unit established in the NCDC's Department of Community and Social Services, which is headed by the Project Manager. The PMU will have the following staff: Project Manager supported by the Senior Project Accountant and the Procurement Officer (appointed August 2013) who will be guided and assisted by the Deputy Project Manager and Procurement Advisor and will completely takeover the procurement function after 12 months.

Table 11. PROCUREMENT MANAGEMENT RESPONSIBILITIES ON THE UYEP

Designation	Project Management Responsibilities
NCDC/PMU (Project Manager, , Deputy Project Manager & Procurement Advisor, Senior Project Accountant, , Procurement Officer)	<ul style="list-style-type: none"> Updating, distribution (to all relevant procurement staff) and implementation of UYEP Procurement Procedures as stated in this POM Updating and implementing the UYEP Procurement Plan Initiating and finalizing all tenders and contracts for consultants, goods and works as per the POM
The Senior Public Works Engineer, Works	<ul style="list-style-type: none"> Manage and monitor the performance of a

Supervisors	number of Works Contractors to ensure that they fulfil their contractual obligations
NCDC/PMU Technical Evaluation Committee	<ul style="list-style-type: none"> • Evaluation of all EOIs and proposals for consultants and bids for goods and works • Producing the Technical Evaluation Report and Bid Evaluation Report as per procedures stated in this POM and as per WB formats
NCDC Tender Committee	<ul style="list-style-type: none"> • Reviewing and approving recommendations for award of contracts
City Manager/Deputy City Manager	<ul style="list-style-type: none"> • Approving and signing contracts
Finance & Treasury Minister	<ul style="list-style-type: none"> • Approve contracts above PGK 300,000.

176 The PMU will establish a Technical Evaluation Committee (TEC), as and when required, that will be responsible for evaluation of EOIs, proposals and bids for contracts above US\$100,000. The Committee will:

- comprise of at least three members who have the necessary qualifications and experience so as to exercise appropriate professional judgement in a competent and impartial way;
- be chaired by the Deputy City Manager (DCM) - Community and Social Services or his designated representative, and serve as a non-voting member of the Committee. Alternatively, the TEC may if needed be chaired by UYEP Project Manager, who will lead the PMU representation on the TEC;
- a pre-approved panel for the TEC has been endorsed by the City Manager and DCM. The panel will be composed of one representative from the following NCDC departments: (i) Department of Engineering, (ii) Department of Community and Social Services, (iii) the NCDC Financial Controller's Office and/or the UYEP Procurement Advisor, the UYEP Senior Project Accountant and relevant specialists from the PMU technical staff,³⁶ as required. Depending upon the nature of the contract under consideration, a representative may be invited from additional NCDC departments such as Corporate Services, Finance and Administration and Regulatory Services. External technical consultants may also be invited to participate in the TEC in highlight specialized areas (e.g., Baseline Survey, Monitoring and Reporting System, Impact Studies). NCDC representatives should be at a sufficiently senior level in their respective departments in order to bring considerable knowledge and experience to the deliberations of the TEC, and to maintain continuity;
- the UYEP Project Manager is the Secretary (and a voting member) of the TEC. The UYEP PMU will provide secretariat support under the direction of the UYEP Project Manager and may be asked to join and observe meetings. In the event that the UYEP Project Manager is chairing a TEC meeting, the UYEP Procurement Officer will act as Secretary;
- in the event that one or more NCDC departmental representatives are not available to participate in a TEC meeting, such meetings are authorized by NCDC to proceed

³⁶Business & Communications Specialist, Skills Development Specialist, Public Works Coordinator, Works Supervisors and Youth Facilitators.

provided there is a quorum of three suitably qualified and designated persons including at least one person from outside the PMU;

- be officially appointed through a letter signed by the Project Manager which will provide the necessary directions and guidance for the Committee;
- at the end of its deliberations, produce a brief written Tender Evaluation Report as per the procedures in the World Bank Guidelines and formats.

177 For contracts below US\$100,000, the Project Manager, the Deputy Project Manager & Procurement Advisor, Procurement Officer the SPA and appropriate PMU technical staff member evaluate and recommend award of contract. They will also follow the same procedures and produce similar report as the main Committee. Where necessary and when such assistance is required, the PMU may also engage the services of an impartial expert who could assist the Evaluation Committee over the duration of the selection process or reviews the process before sending the technical evaluation report to the Deputy City Manager (Community and Social Services)/City Manager for approval. The NCDC Tender Committee comprises City Manager (Chairperson) DCM (Community & Social Services) Member, DCM (Engineering) Member, DCM (Corporate Services) Member and DCM (Regulator) Member will be responsible for reviewing and approving recommendations for award of contracts. The Minister of Finance & Treasury will approve tender awards for contracts exceeding PGK 300,000.

178 The PMU will manage and administer civil works contracts under the UYEP. The Senior Public Works Engineer, supported by four Works Supervisors will be responsible for the management and supervision of the road maintenance scheme. The Works Supervisors would be individuals with the required technical and administration skills to monitor the performance of a number of Works Contractors to ensure that they fulfil their contractual obligations. In order to ensure that the Project's routine maintenance program is harmonized with the NCDC's ongoing schemes, the Senior Public Works Engineer and Works Supervisors would be contracted as individuals by the PMU but will be based at the premises of NCDC's Engineering Department at Tarport to facilitate close coordination with NCDC's Works Maintenance Unit.

179. In order to strengthen transparency and accountability between PMU, NCDC and its stakeholders as well as timeliness in procurement processing and PMU recruitment, the Accountability Designations set out in Table 13 and 14 below have been adopted and will be followed by NCDC and PMU.

Table 12. ACCOUNTABILITY DESIGNATIONS FOR PMU RECRUITMENT

Action	Responsibility/Accountability
i. Seek WB NOL to TOR	Project Manager
ii. Advertise position	Project Manager
iii. Review long list, compile and rank a short list based on agreed-upon evaluation criteria; propose evaluation committee	Project Manager, Procurement Officer
iv. Confirm committee in writing to Deputy City Manager (DCM)	Project Manager
v. Convene committee to interview top-ranked candidate in order to validate his or her qualifications and experience as described in the CV and against the requirements of the TOR	Project Manager
vi. Compile evaluation report (ER)	Project Manager

vii. Approve ER on “No Objection” basis (5 working days)	DCM
viii. Negotiate Draft Contract	Project Manager
ix. Approve and sign contract upon recommendation of NCDC Tender Committee	City Manager/DCM

Table 13. ACCOUNTABILITY DESIGNATIONS FOR PROCUREMENT PROCESSING

Action	Responsibility/Accountability
i. Advertise EOIs and record receipt of EOIs	Project Manager
ii. Review and compile long list (10), propose and convene EOI Committee	Project Manager
iii. Confirm EOI Committee in writing to the DCM on “No Objection” basis (3 days)	Project Manager
iv. Convene EOI Committee and consolidate scoring report	Project Manager, , Procurement Officer
v. Submit Short List of firms (at least 6) and Draft RFP for WB NOL	Project Manager
vi. Issue Letter of Invitation (LOI) and RFP to selected firms (minimum 4 weeks)	Project Manager, Procurement Officer
vii. Record receipt of proposals	Project Manager, Procurement Officer
viii. Confirm Tender Committee members (from “Pre-Approved List”)	Project Manager, , Procurement Officer
ix. Confirm Tender Committee composition in writing to the City Manager and DCM on “No Objection” basis (3 days). A quorum is required to convene Committee meeting.	Project Manager
x. Convene Tender Committee	Project Manager, Procurement Officer
xi. Compile Technical Evaluation Report and Minutes	Project Manager, Procurement Officer
xii. Approve Technical Evaluation Report and Minutes on “No Objection” basis (5 days)	DCM
xiii. Submit Technical Evaluation Report and Minutes for WB NOL	Project Manager
xiv. Public Opening of Financial Proposals	Project Manager, Sr. Accountant
xv. Prepare Combined Evaluation (Quality and Cost) Report	Project Manager, Procurement Officer
xvi. Approve Combined Evaluation (Quality and Cost) on “No Objection” basis (5 days)	City Manager/DCM, r
xvii. Contract negotiations. Negotiations team to be appointed by the Project Manager.	Project Manager, Sr. Accountant, Procurement Officer and Technical Specialist(s) with the support of Project Advisors.
xviii. Seek MOF approval for contracts in excess of PGK 300,000	
xix. Submit contract and Minutes of Negotiation for WB NOL	Project Manager
xx. Inform PSC of contract award, and sign contract	City Manager/DCM

V.3 PROCUREMENT PLAN FOR THE UYEP

180. A Procurement Plan was prepared by NCDC and was agreed between the government (DOT /DNPM/ NCDC) and the IDA team during negotiations. It covers the whole UYEP. Within this framework, NCDC has updated the Procurement Plan in 2012 and 2013 and will continue to do so bi-annually or as needed throughout the remaining duration of the project reflecting actual project implementation needs and improvements in institutional capacity. Preparation of any updated version of the Procurement Plan is the responsibility of the Procurement Officer in consultation with PMU Team Leaders and the Project Manager and with assistance/guidance from the Deputy Project Manager and Procurement Advisor (up to August 2014). The updated Procurement Plan will be submitted for the approval of the IDA and NCDC once a year by not later than 30 September of each year. IDA and NCDC will approve the bi-annual revisions of the UYEP Procurement Plan and provide written approval to proceed to NCDC by 31 October of each year. For each contract to be financed by the Credit, the different procurement methods or consultant selection methods, the need for pre-qualification, estimated costs, prior review requirements, and time frame are agreed between the Borrower and the Bank in the Procurement Plan. Implementation of the approved UYEP Procurement Plan will require production of Terms of References, specifications, bills of quantity, scopes of work/in-house design drawings, bidding documents, requests for proposals, tender evaluation reports, etc., as are described in this Manual and with full coordination and consultation with the technical staff of NCDC/PMU.

V.4 PROCUREMENT PROCEDURES UNDER THE UYEP

181. Procurement for the UYEP will be carried out in accordance with the World Bank's *"Guidelines: Procurement under IBRD Loans and IDA Credits"* dated May 2004, revised October 2006 and May 2010 and its *"Guidelines: Selection and Employment of Consultants by World Bank Borrowers"* dated May 2004, revised October 2006 and May 2010 and the provisions stipulated in the Financing Agreement.

182. In addition to compliance with IDA procurement guidelines the UYEP is required to comply with NCDC tendering and procurement procedures under regulations Part VIII of the Public Finances (Management) Act applies to the Commission subject to modifications stated in the Proposed Bill on Organic Law on the National Capital District Commission. Contracts exceeding PGK300,000 would need to be approved by the Minister of Finance and Treasury under recommendation by NCDC Tender Committee prior to award. In all cases, the World Bank's procurement guidelines apply as specified in the Financing Agreement notwithstanding NCDC follows its own regulations regarding procurement, and in respect of UYEP, when not in contradiction to the Guidelines.

V.4.1 Prior Review and ICB/NCB/Shopping Thresholds

183 World Bank thresholds applicable for the UYEP and the three anticipated procurement methods – shopping, national competitive bidding and international competitive bidding – are described in Table 15 and stated in the Procurement Plan...

Table 14. PRIOR REVIEW & PROCUREMENT METHOD THRESHOLDS

Expenditure Category	Contract Value (Threshold) US \$ thousands	Procurement Method	Contracts Subject to Prior Review (Threshold) US \$ thousands
1. Works	>500	ICB	All
	100-500	NCB	Above or equal to 100 as stated in PP
	<100	Shopping	First 3 contracts regardless of value
2. Goods	>200	ICB	All
	100-200	NCB	Above or equal to 100 As stated in Proc. Plan
	<100	Shopping	First 3 contracts
	Regardless of value	Direct Contracting	All
3. Consulting Services			All TORs and TRG. Programs to be reviewed by Bank's TTL
-3.A Firms		QCBS,QBS,FBS,LCS,CQS	Equal to or above 100 Refer to Proc. Plan
		SSS	All
-3.B Individuals	Regardless of value	Comparison of 3 CVs in accordance with Chapter V of the Guidelines including 5.4	Refer to Proc. Plan

Note: Shortlists may comprise entirely national consultants where the total contract value is less than US\$300,000. In the event that sufficient numbers of qualified national firms are not available for effective competition, then the short-list would consist of both national and international consulting firms.

V.4.2 Procurement Procedures for Works

184 The Public works/maintenance program, which will provide on the job training for selected trainees, will consist of several contracts which entail roads/drainage cleaning, vegetation upkeep/removal grass cutting, and other labour intensive related activities in the NCD area in accordance with criteria and procedures in this Manual.

185 It is expected that packages will be in the average of US\$100,000. Specific contracts will be identified in coordination with the NCDC infrastructure program. Design and specifications

as well as construction documents as required will be prepared by a design and documentation consultant.

186 International Competitive Bidding (ICB): Contracts valued above US\$500,000 will be procured by ICB using the World Bank's Standard Bidding Documents (SBD) for all ICB. However, it is not currently envisaged that contracts will be procured under ICB in the project and accordingly detailed procedures for this method are not provided in this Manual.

187 National Competitive Bidding (NCB): Contracts below US\$500,000 will be procured under National Competitive Bidding procedures. These will entail the majority of contracts under the public works/maintenance scheme. The procedures to be used under NCB shall be those described in Table 16 below and the "Special Procedures for National Competitive Bidding" stated in the Financing Agreement.

Table 15. PROCEDURES FOR PROCUREMENT OF WORKS UNDER NCB

1 Identification & Approval	<ul style="list-style-type: none"> • Check that the works are included in the approved UYEP Procurement Plan and Budget • Maintenance tasks identified and agreed with the NCDC Works Maintenance Unit. • Agree the physical boundaries defining the area covered by individual works contracts. • Develop Contract Packages using the formats produced by the Labour-based Design and Documentation Consultant and approved by NCDC/IDA. • The tender documents shall be forwarded by PMU to the World Bank in compliance with the prior approval criteria. • All procurement of contracts with an estimated value of USD 100,000 or more will require prior approval – written "no objection" – from the World Bank's Task Team Leader before bids can be invited. • PMU Manager approves tender notice.
2 Bid Preparation and Submission	<ul style="list-style-type: none"> • Provide confidential Engineer's Estimate to NCDC Tender Award Committee with detailed explanation. • Tender Notice released and published in media such as <i>Post Courier</i> and <i>National</i> including closing date and time. • Convene pre tender meeting with bidders to explain contractual arrangements and conditions. • Tender period of four weeks. All tenderers' queries will be forwarded to the Project Manager for action in consultation with the NCDC Tender Award Committee. • Tender validity to be 90 days.
3 Public Bid Opening	<ul style="list-style-type: none"> • Bids received prior to closing day and/or time of bid closing are held in a locked tender box. The majority of bids are usually received just before closing time. • Bid openings will be organized in advance so as to ensure that bids are opened immediately after the submission deadline. • Record taken of bid opening including those present, price summary, and any other pertinent information will be circulated to the World Bank and to all bidders who submitted their bids in time.
4 Bid Evaluation	<ul style="list-style-type: none"> • Evaluation of bids over PGK100,000 will be carried out by a UYEP Technical Evaluation Committee as described earlier in this section. • All NCB procurement with a value of US\$100,000 or more will require prior approval – written "no objection" – of the evaluation results and recommendation for award, from the World Bank's Task Team Leader prior to the tender being awarded.

	<ul style="list-style-type: none"> Where contract value is less than PGK300,000 recommendations for award are submitted to the NCDC Tender Award Committee only. Note: Prior approval of the World Bank's Task Team Leader is required if there is any modification of terms and conditions of contract if the final negotiated contract is materially different from those in the invitation to bid.
5 Decision to Award	<p>For bids involving contract amount of less than PGK 300,000, the "NCDC Tender Award Committee" will be delegated powers to award contracts</p> <p>For bids involving contract amount of more than PGK 300,000</p> <p>NCDC is not an exempted institution on tendering procedures under Public Finance (Management) Act, as such all the projects with values in excess of PGK 300,000 must be approved by the Finance & Treasury Minister.</p>
6 Contract Award	<p>All contracts can be signed by the "delegated" authority of the Head of Dept or officer involved within the limit assigned. Generally this is PGK 25,000 or less. PGK25,000 is proposed by NCDC for the UYEP PM/SPA</p> <p>Above the delegated limit all NCDC contracts must be signed by the Governor and City Manager.</p> <ul style="list-style-type: none"> Letter of Award to successful bidder usually signed by Tender Board Secretary on behalf of the Governor. Results shall be published in the National newspaper as per the World Bank Procurement Guidelines. Such publication shall be within two weeks of receiving the Bank's no objection to the award recommendation for contracts subject to the Bank's prior review, and within two weeks of the NCDC Tender Award Committee's award decision for contracts subject to the Bank's post review. NCDC/World Bank standard contract used. Performance bonds are not used unless contract is sufficiently large to warrant it – security achieved by means of retentions that could vary 5 -10% of each progress payment including establishment cost.

188 Procurement under NCB will be done using the Bank's Standard Bidding Documents (SBD) – for Procurement of Works, Smaller Contracts, May 2004, revised May 2007 as a template. The bidding document (which will be reused on all subsequent contracts) will be prepared by the PMU with technical assistance from the design and documentation consultant firm who will provide the designs and specifications for the public works. IDA approval of the bidding document will be required before it is issued to bidders.

189 **Shopping:** Small Works contracts below US\$100,000 equivalent will be procured on the basis of comparing at least 3 quotations, received from qualified contractors in response to a written invitation, which will include a detailed scope of work, specifications, completion time and relevant drawings as well as a form of agreement acceptable to the Bank. The procedures for shopping for works are described in Table 17. The first three contracts under shopping, regardless of value, will be subject to prior review by IDA. NCDC/PMU will submit for IDA approval the draft request for quotations and the recommendations (evaluation report) for award of contract..

Table 16. PROCEDURES FOR PROCUREMENT OF WORKS UNDER SHOPPING

Identification & Approval	<ul style="list-style-type: none"> Check that the works are included in the approved UYEP Procurement Plan and Budget Maintenance tasks identified and agreed with the NCDC Works Maintenance Unit.
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	<ul style="list-style-type: none"> • Agree the physical boundaries defining the area covered by individual works contracts. • Develop Contract Packages using the formats produced by the Labour-based Design and Documentation Consultant and approved by NCDC/IDA. • Prepare the Request for Quotations (RFQ) and attach all relevant documents as per the formats produced by the Labour-based Design and Documentation Consultant • Obtain approval of the PMU Project Manager.
Preparation of List of Firms	<ul style="list-style-type: none"> • Compile list of 6 firms from qualified contractors with reserve list of another 2 firms to be used in case some invited firms decline to submit quotations and likely responses fall below 3 quotations. • Carry out due diligence on all these firms to ensure that they are reputable, well established and have previously carried out similar works
Request for Quotations	<ul style="list-style-type: none"> • Quotations are requested by letter and proof of receipt of this letter is obtained from the contractors and kept by the PMU for record purposes • The RFQ will require contractors to immediately confirm whether or not they will be submitting a quotation. Provide a deadline for submission of this confirmation (maximum two working days) and for submission of the quotations (maximum two weeks)
Submission and Opening of Quotations	<ul style="list-style-type: none"> • Quotations are submitted to the PMU Project Manager before the deadline and should be recorded in the appropriate Register. • Quotations are opened by the PMU Project Manager in the presence of the SPA and any other procurement staff
Evaluation of Quotations	<ul style="list-style-type: none"> • Evaluation or comparison of quotations is done by the Procurement Officer in consultation with the PM; Evaluation is done using the formats produced by the Labour-based Design and Documentation Consultant
Award of Contract	<ul style="list-style-type: none"> • PMU Project Manager approves and signs letter of award • The IDA Task Team Leader's prior approval (before award) is required in the case of the first three contracts done through shopping for works. • A record of all awards is kept by that PMU that shows the list of firms invited to submit quotations, the list of firms that submitted quotations and the prices, and the basis or justification for award of contract. This record will be used by the World Bank during the post review. • All contracts can be signed by the "delegated" authority of the Head of Dept or officer involved within the limit assigned. Generally this is PGK 25,000 or less. PGK25,000 is proposed by NCDC for the UYEP PM/SPA • Above the delegated limit all NCDC contracts must be signed by the Governor and City Manager

190 IDA Prior Review for Procurement of Works: With respect to each contract for works estimated to cost the equivalent of USD100,000 or more, the procedures set forth in paragraphs 2 and 3 of Appendix 1 to the Guidelines shall apply. For contracts above this threshold,

- a) The NCDC/PMU is required to obtain IDA “no objection” to the draft bidding documents before issuing them to bidders.
- b) If the NCDC/PMU needs to extend the bid validity to complete the bid evaluation, it shall obtain IDA “no objection” for the first extension, if it exceeds four weeks, and for all additional requests for extension, irrespective of the period.
- c) The NCDC/PMU is also required to submit the bid evaluation report to IDA for “no objection” before award of contract.
- d) In addition IDA “no objection” shall be obtained for any modifications of terms and conditions if the final contract they are materially different from those in the invitation to bid.

191 **IDA Post Review:** For contracts below **USD 100,000** these will be subject to IDA “post review” which means that the NCDC/PMU can complete the whole procurement process from issuing of the bid document, after it has been approved by IDA, to contract award without seeking IDA “no objection”. IDA will only review these contracts and the procedures used after the contract has already been awarded/signed and during or after its implementation. **During this “post review” process, if it is found that proper procedures have not been followed, IDA may declare the expenditure as ineligible for IDA financing and request reimbursement of the funds already spent for that particular contract.**

V.4.3 Procurement Procedures for Goods

192 Goods procured under this UYEP will include vehicles, office furniture and equipment, computer hardware and software, supplies for UYEP promotion activities, as well as goods required for the media/communication program, and mobile phones and related equipment/services for the micro-savings program.

193 **International Competitive Bidding:** Goods contracts that can be grouped into bidding packages of more than US\$200,000 equivalent will be procured following ICB procedures and using the World Bank Standard Bidding Document

194 **National Competitive Bidding:** Contracts estimated to cost below US\$200,000 or less will follow NCB procedures described in Table 18 below and the “Special Procedures for National Competitive Bidding” stated in the Financing Agreement. Procurement will be done using a Sample Bidding Document that will be developed by the NCDC/PMU and agreed with IDA.

Table 17. PROCEDURES FOR PROCUREMENT OF GOODS UNDER NCB

1	Identification & Approval	<ul style="list-style-type: none"> Check that Goods to be procured are included in approved UYEP Procurement Plan and Budget. Provide detailed specification of goods to be purchased. Prepare pre-tender cost estimate. If estimated cost in Procurement Plan is more than US\$100,000 and less than US\$ 200,000 prepare Standard IDA Bidding Documents for Goods for National Competitive Bidding. Use the World Bank Standard Bidding Documents for Procurement of Goods, May 2004, Revised May 2005, September 2006 and May 2007 or Standard Bidding Documents, Supply and Installation of Plant and
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	<p>Equipment, May 2005, revised June 2007 as a template.</p> <ul style="list-style-type: none"> • The tender documents shall be forwarded to the World Bank in compliance with the prior approval criteria. • PMU Manager approve the tender notice.
2 Calling Tenders	<ul style="list-style-type: none"> • Tender Notice released and published in media such as <i>Post Courier</i> and <i>National</i> including closing date and time. • If advisable, convene pre tender meeting with bidders to explain contractual arrangements and conditions. • Tender period for four weeks. All tenderers' queries will be forwarded to the NCDC Tender Award Committee who will forward them to the PMU for action. • Tender validity to be 90 days.
3 Public Bid Opening (Not for bids with estimated cost of less than US\$100,000)	<ul style="list-style-type: none"> • Bids received prior to closing day and/or time of bid closing is held in a locked tender box. The majority of bids are usually received just before closing time. • Usually pre-arranged for the NCDC Tender Award Committee to meet for public bid opening immediately after the submission deadline. • Record taken of bid opening including those present, price summary, and any other pertinent information will be circulated to the World Bank and those bidders who submitted their bids on time.
4 Bid Evaluation	<p>Evaluation of bids over PGK100,000 will be carried out by a UYEP Technical Evaluation Committee as described earlier in this section. Where required by the World Bank (, all contracts with a value of US\$ 100,000 or higher) the tender evaluation report shall be forwarded to the World Bank for their approval prior to the tender being awarded.</p> <ul style="list-style-type: none"> • Where contract value is less than K300,000 recommendations for award submitted to NCDC Tender Award Committee.
5 Decision to Award	<p><u>For bids involving contract amount of less than PGK300,000</u>, the NCDC Tender Award Committee will be delegated powers to award contracts</p> <p><u>For bids involving contract amount of more than PGK300,000</u></p> <ol style="list-style-type: none"> a. NCDC is not an exempted institution on tendering procedures under Public Finance (Management) Act, as such all the projects with values in excess of PGK 300,000 must be approved by the Finance Minister. b. Submit evaluation results and recommendation to the Executive Management Committee for endorsement; c. Submit to NCDC Tender Award Committee for approval (if no Board meeting, the Governor plus two Board members can approve) d. Submit to the Finance Minister for approval.
6 Contract Award	<p>All contracts can be signed by the "delegated" authority of the Head of Dept or officer involved within the limit assigned. Generally this is PGK25,000 or less. PGK25,000 is proposed by NCDC for the UYEP Project Manager and SPA.</p> <p>Above the delegated limit all NCDC contracts must be signed by the Governor and City Manager.</p> <ul style="list-style-type: none"> • Letter of Award to successful bidder usually signed by NCDC Tender Award Committee Chair. • Results shall be published in the National newspaper as per the World Bank Procurement Guidelines. Such publication shall be within two weeks of receiving the Bank's no objection to the award recommendation for contracts subject to the Bank's prior review, and within two weeks of the NCDC Tender Award Committee's award decision for contracts subject to the Bank's post review.

195. Shopping: Contracts estimated to cost less than US\$100,000 will be procured under shopping procedures. This will be on the basis of comparing at least 3 quotations, received from qualified suppliers in response to a written invitation, which will include the description and quantity of the goods, as well as the required delivery time and place for the goods, including any installation requirements as well as a form of agreement acceptable to the Bank. The procedures for shopping for goods are described in Table 19. The first three contracts under shopping, regardless of value, will be subject to prior review by IDA. NCDC/PMU will submit for IDA approval the draft request for quotations and the recommendations (evaluation report) for award of contract.

Table 18. PROCEDURES FOR PROCUREMENT OF GOODS UNDER SHOPPING

Identification & Approval	<ul style="list-style-type: none"> • Check that Goods to be procured are included in approved UYEP Procurement Plan and Budget. • Prepare detailed specification of goods to be purchased as per Annex 23 of this Manual. • Prepare the Request for Quotations (RFQ) as per Annex 23 • Obtain approval of the PMU Project Manager.
Preparation of List of Firms	<ul style="list-style-type: none"> • Compile list of 6 firms from qualified suppliers with reserve list of another 2 firms to be used in case some invited firms decline to submit quotations and likely responses fall below 3 quotations. • Carry out due diligence on all these firms to ensure that they are reputable, well established and are suppliers of the goods required.
Request for Quotations	<ul style="list-style-type: none"> • Quotations are requested by letter and proof of receipt of this letter is obtained from the suppliers and kept by the PMU for record purposes • The RFQ will require suppliers to immediately confirm whether or not they will be submitting a quotation. Provide a deadline for submission of this confirmation (maximum two working days) and for submission of the quotations (maximum two weeks)
Submission and Opening of Quotations	<ul style="list-style-type: none"> • Quotations are submitted as per the format in Annex 23 to the PMU Project Manager before the deadline and should be recorded in the appropriate Register. • Quotations are opened by the PMU Project Manager in the presence of the SPA and any other procurement staff
Evaluation of Quotations	<ul style="list-style-type: none"> • Evaluation or comparison of quotations is done by the UYEP SPA in consultation with the PM; Evaluation is done using the formats in Annex 23.
Award of Contract	<ul style="list-style-type: none"> • PMU Project Manager approves and signs letter of award • The IDA Task Team Leader's prior approval (before award) is required in the case of the first three contracts done through shopping for goods. • A record of all awards is kept by that PMU that shows the list of firms invited to submit quotations, the list of firms that submitted quotations and the prices, and the basis or justification for award of contract. This record will be used by the World Bank during the post review. • All contracts can be signed by the "delegated" authority of the Head of Dept or officer involved within the limit assigned. Generally this is PGK 25,000 or less. PGK25,000 is proposed by NCDC for the UYEP PM/SPA

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| | <ul style="list-style-type: none"> • Above the delegated limit all NCDC contracts must be signed by the City Manager and Governor |
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196 **Direct Contracting:** This will be used for the purchase of the mobile phones from the service provider who will carry out the SMS banking. This method may also be used for TV and radio spots targeted to youth as well as the youth identification cards (fingerprint) and proprietary software. All contracts under Direct Contracting must have prior approval from IDA.

197 **IDA Prior Review for Procurement of Goods:** With respect to each contract for goods estimated to cost the equivalent of **US\$ 100,000** or more and as stated in the Procurement Plan, the procedures set forth in paragraphs 2 and 3 of Appendix 1 to the Guidelines shall apply. For contracts above this threshold,

- a) The NCDC/PMU is required to obtain IDA “no objection” to the draft bidding documents before issuing them to bidders.
- b) If the NCDC/PMU needs to extend the bid validity to complete the bid evaluation, it shall obtain IDA “no objection” for the first extension, if it exceeds four weeks, and for all additional requests for extension, irrespective of the period.
- c) The NCDC/PMU is also required to submit the bid evaluation report to IDA for “no objection” before award of contract.
- d) In addition IDA “no objection” shall be obtained for any modifications of terms and conditions if the final contract they are materially different from those in the invitation to bid.

198 **IDA Post Review:** For contracts below **US\$100,000** these will be subject to IDA “post review” which means that the NCDC/PMU can complete the whole procurement process from issuing of the bid document, after it has been approved by IDA, to contract award without seeking IDA “no objection”. IDA will only review these contracts and the procedures used after the contract has already been awarded/signed and during or after its implementation. **During this “post review” process, if it is found that proper procedures have not been followed, IDA may declare the expenditure as ineligible for IDA financing and request reimbursement of the funds already spent for that particular contract.**

V.4.4 Procurement Procedures for Consultants

199. Consulting services consist of:

- a. Technical assistance for design and implementation of communication/awareness campaign;
- b. Curriculum development and training delivery from qualified training providers /institutions for public safety enhancement;
- c. Basic life skills development;
- d. Pre-Employment youth training (Business and Industry subjects);
- e. Long and short run impact studies;
- f. Screening and registration surveys;
- g. Engineering and design services as required;
- h. Outsourced payroll services; as well as

- i. The technical assistance required for NCDC project management.

200 IDA Procurement procedures: Consulting services offered by firms and individuals will be contracted using proceeds from the IDA Special Investment Loan. Forms of IDA procurement procedures will be adopted as described in the World Bank's *Guidelines: Selection and Employment of Consultants by World Bank Borrowers*, dated May 2004, revised October 2006 and May 2010, as follows:

201 Individual Consultant's services will be required for full time PMU staff (Project Manager, Deputy Project Manager & Procurement Advisor, Senior Project Accountant, Business Development and Communications Specialist, Monitoring & Training Coordinator, Senior Public Works Engineer, Skills Development Specialist, Procurement Officer, Community Organiser, IT Coordinator, Youth Facilitators (4), Accounts Officer, Receptionist/Clerk and Works Supervisors (4)); In addition, individual consultants will also be required intermittently for technical support and to provide various services. Procedures for procurement of individual consultants are described in Table 20.

202 The selection of individual consultants is normally not subject to prior review. NCDC/PMU shall, however, obtain the Bank's no objection: (a) when it has not been able to compare at least three qualified candidates before hiring, in which case it shall provide the reasons; (b) before it invites firms to offer the services of individual consultants as per paragraph 5.1 of the Consultant Guidelines; (c) in case negotiations with the selected individual fail before proceeding to negotiate with the next best individual, or firm as the case may be; and (d) in case of single-source selection as per paragraph 5.6 of the Consultant Guidelines.

203 The World Bank's requirement for the review of individual consultants' contracts is the following: Submission for prior review to the Task Team Leader for distribution to the Bank's procurement staff for review of the evaluation process of the selection of individual consultants (i.e. comparison of three CVs should only be carried out in exceptional circumstances (substantial contract amounts). Clearances of TORs for the assignment (- which is not a procurement action-) will be done by the Task Team Leader and the Bank's technical team, except when hiring a Procurement Consultant/Legal Consultant in which case the TOR are to be cleared by the World Bank's Procurement Specialist/Country Lawyer assigned to the UYEP.

Table 19. PROCEDURES FOR PROCUREMENT OF INDIVIDUAL CONSULTANTS

1 Identification & Approval	<ul style="list-style-type: none"> • Check that Individual Consultants to be procured are included in approved UYEP Procurement Plan and Budget. • Prepare Terms of Reference and cost estimate. Note: For individual consultant procurement, refer to the Procurement Plan for those contracts that require prior review by World Bank Task Team Leader. • Prepare Public advertisement. PMU Manager approves the Request for Expression of Interest (REOI) • Prepare criteria for evaluation of individual consultant CVs.
2 Request for Expressions of Interest(REOI)	<ul style="list-style-type: none"> • Advertise REOI and for to individual consultants to submit CVs by specified date to UYEP PMU offices in media such as <i>Post Courier</i> and <i>National</i> including closing date and time where individual consultant is to be locally recruited and in UN Development Business Online and other foreign media as advised by IDA Task Team Leader where international recruitment is required (see Procurement

	Plan).
3 Evaluation of CVs	<ul style="list-style-type: none"> CVs are submitted by individual consultants. CVs are evaluated by team headed by PMU Project Manager, including Procurement Officer, SPA and other relevant PMU team leaderst using criteria established. Evaluation is first done individually and results are reviewed by all evaluators in one meeting to select the best candidate. Selected individual consultant(s) may be required to attend an interview by the UYEP IC evaluation team. Evaluation will follow World Bank Guidelines (May, 2004, revised October 2006 and May 2010) and GoPNG Procurement Guidelines for Individual Consultants (under the Public Finance (Management) Act 2005)
4 Decision to Award	<p><u>For contract amount of less than PGK 300,000</u>, the “NCDC Tender Award Committee will award contracts</p> <p><u>For contract amounts of more than PGK300,000</u>NCDC is not an exempted institution on tendering procedures under Public Finance (Management) Act, as such all the projects with values in excess of PGK 300,000 must be approved by the Finance Minister</p>
5 Contract Award	<p>All contracts can be signed by the “delegated” authority of the Head of Dept or officer involved within the limit assigned. Generally this is PGK 25,000 or less. PGK 25,000 is proposed by NCDC for the UYEP PM/SPA.</p> <p>Above the delegated limit all NCDC contracts must be signed by the Governor and City Manager.</p>

204 Firms consulting services will be procured as per the procedures in Table 20

Table 20. PROCEDURES FOR PROCUREMENT OF CONSULTING FIRMS

1 Identification & Approval	<ul style="list-style-type: none"> Check that consulting services are included in approved UYEP Procurement Plan and Budget Prepare the TOR and cost estimate. All TORs are to be submitted to the World Bank Task Team Leader for prior approval before proceeding to issue release the RFP Where the estimated Procurement Plan cost is US\$100,000 or more and/or contract is subject to prior review as stated in the Procurement Plan , submit draft RFP to World Bank Task Team Leader for prior approval. A written “No Objection” letter signed by the World Bank Task Team Leader is required before proceeding to issue release the RFP PMU Project Manager (supported by the appropriate PMU member) drafts the Requests for Expressions of Interest (REOI) notice.
2 Calling for Expressions of Interest	<ul style="list-style-type: none"> REOI released and published in media such as UN Development Business (all contracts above US\$200,000), <i>Post Courier</i> and <i>National</i> including closing date and time. UYEP TEC reviews the submissions against agreed evaluation criteria and draws up a shortlist of firms which is submitted to the World Bank as part of a TEC report, for no objection. Upon receipt of No Objection from the World Bank, the PMU issues Requests for Proposals (RFPs) to the shortlisted and approved firms.

		<ul style="list-style-type: none"> • The World Bank's Standard Request for Proposals (SRFP) shall be used for all contracts above US\$200,000. • Tender period of four weeks. All tenderers' queries will be forwarded to the Project Manager for action in consultation with UYEP Tender Award Committee. • Proposal validity to be 90 days.
3	Public Opening Technical Proposals	Bid of <ul style="list-style-type: none"> • Proposals received prior to closing day and/or time of proposal closing is held in a locked tender box. The majority of proposals are usually received just before closing time. • The technical envelopes shall be opened immediately by a committee of officials (Project Manager, Project Procurement Advisor, Procurement Officer and any others relevant technical officers in the PMU and NCDC) after closing time for submission of proposals. ,Usually pre-arranged for the UYEP Tender Award Committee to meet for public proposal opening ~ 10-15 minutes after proposal closing time on day of proposal closing. • Record taken of technical proposal opening and brief minute produced including those present, price summary, and any other pertinent information. • Financial proposals shall remain sealed and deposited with an independent authority until they are opened publicly.
4	Evaluation of Proposals	<p>Evaluation of proposals over PGK 50,000 will be carried out by a UYEP Technical Evaluation Committee as described earlier in this section. The UYEP Tender Evaluation Committee will consist of technical staff, (including where existing representatives of a panel of experts) in compliance with World Bank and GoPNG Procurement Guidelines.</p> <ul style="list-style-type: none"> • Evaluation will follow World Bank and GoPNG Procurement Guidelines in accordance with the Public Finance (Management) Act for QCBS, CQS, Fixed Budget Selection and Least Cost Selection. • Where a two envelope (separate technical and financial proposals) procedure is used. Approval of the DCM and prior approval of the World Bank Task Team Leader for contracts above US\$100,00 prior approval of the World Bank Team Leader will be required for the technical evaluation: a) to the results and recommendations of the evaluation of technical proposals – before opening financial proposals; and to the results of the financial proposals plus combined technical and financial evaluation result. (QCBS, FBS and LCS). • The financial proposals shall be opened publicly in the presence of representatives of the consultants who choose to attend (in person or online). The name of the consultant, the technical points, and the proposed prices shall be read aloud (and posted online when electronic submission of proposals is used) and recorded when the financial proposals are opened. The PMU shall prepare the minutes of the public opening and a copy of this record shall be promptly sent to the Bank and to all consultants who submitted proposals. • The Technical Evaluation Committee shall then review and evaluate the financial proposals and shall produce a Combined Evaluation Report as per the procedures stated in the RFP. • The firm obtaining the highest total score for the combined technical and financial evaluation shall, with approval of the DCM, be invited for negotiations • At the conclusion of negotiations, the initialled draft contract and the signed minutes of negotiation shall be submitted to the NCDC Tender Board for approval and, if contract is subject to prior review, be forwarded to the World Bank for no objection.
5	Decision to Award	<p><u>For contracts of less than PGK 300,000</u>, the "NCDC Tender Board or Governor will delegated powers to UYEP Tender committee to award contracts</p> <p><u>For contracts involving Procurement Plan estimated costs of more than PGK 300,000</u></p> <p>If over PGK300,000, NCDC is not an exempted institution on tendering procedures under Public Finance (Management) Act, as such all the projects with values in excess</p>

	<p>of PGK300,000 must go through full tendering procedures:</p> <ol style="list-style-type: none"> Submit to NCDC Board for approval (if no Board meeting, the Governor + 2 Board members can approve) Submit to the Finance Minister for approval.
6 Contract Award	<p>All contracts can be signed by the “delegated” authority of the Head of Dept or officer involved within the limit assigned. Generally this is PGK 25,000 or less. PGK 25,000 is proposed by NCDC for the UYEP Project Manager/SPA.</p> <p>Above the delegated limit all NCDC contracts must be signed by the Governor and City Manager.</p> <p>For bids involving consultants services with an estimated Procurement Plan value of less than US\$50,000, the PMU will submit a letter of award (in a standard form determined by the SPA and drafted by the Procurement Advisor)</p> <p>For bids involving Procurement Plan estimated costs of more than US\$50,000:</p> <ul style="list-style-type: none"> Letter of Award to successful bidder usually signed by NCDC Tender Award Committee chair– under delegated authority) on behalf of the Governor.

205 The different procedures for selection methods (QCBS, CQS, FBS, LCS) for procurement of consultant firms that will be used under the UYEP are summarised in Table 22

TABLE 22: PROCEDURES FOR SELECTION OF CONSULTANTS UNDER THE VARIOUS METHODS

	SELECTION METHOD			
PROCESS	QCBS	CQS	FBS	LCS
TOR & Cost Estimate (Budget)	<ul style="list-style-type: none"> Prepared 	<ul style="list-style-type: none"> Prepared 	<ul style="list-style-type: none"> Prepared 	<ul style="list-style-type: none"> Prepared
Advertising	<ul style="list-style-type: none"> In national press with wide circulation In addition in UN Development Business Online if above US\$200,000 Optionally, in international newspaper or technical/financial magazine Not less than 14 days from posting to preparation of shortlist Late submission of EOI shall not be cause for rejection unless Short List has already been prepared 	<ul style="list-style-type: none"> Same as QCBS 	<ul style="list-style-type: none"> Same as QCBS 	<ul style="list-style-type: none"> Same as QCBS
Short List of Consultants	<ul style="list-style-type: none"> Comprise six (6) firms with wide geographic spread. WB may agree to less firms in exceptional circumstances No more than two (2) firms from any one country unless no qualified firms to meet this requirement At least one (1) firm from developing country unless no qualified firms to meet this requirement When any of above requirements cannot be met, NCDC/PMU may solicit directly or seek WB assistance Short list may comprise only national consultants if contract is below US\$200,000. No modification to short list without WB approval once WB no objection is issued Provide short list to firms that expressed interest and any other that specifically requests. 	<ul style="list-style-type: none"> The best qualified and experienced firm shall be selected. 	<ul style="list-style-type: none"> Same as QCBS 	<ul style="list-style-type: none"> Same as QCBS
Preparation and Issuance of Request for	<ul style="list-style-type: none"> RFP package includes Letter of Invitation, Instruction to Consultants, Data Sheet, TOR, proposed contract Use Bank standard RFP 	<ul style="list-style-type: none"> Only selected firm shall be requested to submit combined technical and financial proposal 	<ul style="list-style-type: none"> Same package as for QCBS RFP shall indicate available budget Consultants are requested 	<ul style="list-style-type: none"> Same as QCBS

Proposal (RFP)			to provide their best technical and financial proposals in separate envelopes within the budget.	
Receipt and Opening of Proposals	<ul style="list-style-type: none"> • Not less than four (4) weeks for submission of proposals • Technical and financial proposals shall be submitted at same time but in separate envelopes. • No amendments to proposals after deadline • Committee of at least 3 persons open technical proposals. Consultants may attend. • Committee reads aloud names of consultants that submitted proposals, presence/absence of financial envelopes & any other relevant information. • Financial envelopes remain sealed & are deposited with public auditor or reputable authority 	<ul style="list-style-type: none"> • Not applicable 	<ul style="list-style-type: none"> • As for QCBS 	<ul style="list-style-type: none"> • Same as QCBS
Evaluation of Proposals: Quality & Cost	<ul style="list-style-type: none"> • Evaluation carried out in two(2) stages, first quality and then cost • No access to financial proposal during technical evaluation or before WB no objection. • Evaluation committee to consist of at least three (3) and no more than seven (7) persons • Certify that each member is not in conflict of interest situation • Committee shall only use criteria and sub-criteria stated in RFP for evaluation • Members evaluate independently of each other and technical scores are then combined & one Technical Evaluation Report produced using WB standard form. 	<ul style="list-style-type: none"> • If proposal of selected firm is responsive and acceptable, invite them for negotiations. 	<ul style="list-style-type: none"> • Evaluation of all technical proposals shall be carried out first as in QCBS Method. • 	<ul style="list-style-type: none"> • Same as for QCBS
Opening of Financial Proposals and Evaluation of Cost	<ul style="list-style-type: none"> • After Technical Evaluation Report is completed and WB no objection issued(if subject to prior review), inform consultants that did not secure minimum qualifying technical score • Notify consultants that have secured minimum qualifying technical score of the date, time & place for opening of financial proposals • Allow sufficient time for consultants to attend and pen in presence of those that choose to attend • Read aloud the name of consultant, technical scores including 	<ul style="list-style-type: none"> • Not applicable 	<ul style="list-style-type: none"> • Financial proposals of <u>all</u> consultants are then opened as per procedures in QCBS • Proposals that exceed the indicated budget shall be rejected. • Consultant with the highest ranked technical proposal shall be selected 	<ul style="list-style-type: none"> • Same as QCBS • Firm with the lowest price shall be selected

	<ul style="list-style-type: none"> breakdown by criterion & offered total prices. Record the prices After meeting, prepare minutes of the opening and promptly send copy to WB & to all consultants who submitted proposals Evaluate and compare financial proposals as per procedures in RFP 		and invited for negotiations	
Combined Quality and Cost Evaluation	<ul style="list-style-type: none"> Establish the total scores by adding together the technical and financial scores as per the weighting stated in the RFP Invite the firm obtaining the highest combined score for negotiations. 	<ul style="list-style-type: none"> Not applicable 	<ul style="list-style-type: none"> Not applicable 	<ul style="list-style-type: none"> Not applicable.
Negotiations and Award of Contract	<ul style="list-style-type: none"> Negotiations include discussions of the TOR, methodology, Borrower's inputs and special conditions of contract Financial negotiations shall include clarification of the consultants' tax liability in PNG(if any) and how this would be reflected in the contract. Payments under lump sum contracts are based on the delivery of outputs & offered price includes all costs. When selection method includes cost as a factor in evaluation, offered price shall not be negotiated For time-based contracts, payment is based on inputs. When selection method includes cost as a factor in evaluation, negotiation of experts' rates shall not take place, except in special circumstances. Reimbursables are paid on actual expenses and are therefore not negotiated. NCDC/PMU can define maximum rates in RFP. If negotiations with highest ranked firm fail, these can only be terminated with WB no objection. The next ranked firm is invited for negotiations After negotiations are successfully completed and WB has issued no objection, to the initialled negotiated contract, NCDC/PMU shall notify other firms on the shortlist that they were unsuccessful. 	<ul style="list-style-type: none"> Both technical and financial aspects of the proposal may be negotiated If negotiations fail, proceed as per QCBS Same as QCBS 	<ul style="list-style-type: none"> Same as QCBS for lump sum contract. 	<ul style="list-style-type: none"> Same as QCBS for lump sum contract
Publication of Award of Contract	<ul style="list-style-type: none"> UNDB online for all contracts when the short list included any foreign firm and all single-source selection contracts awarded to foreign firms, National press, all contracts where the short list comprises only National firms and all single-source selection contracts awarded to National firms Publication shall be within two weeks after receiving WB no 	<ul style="list-style-type: none"> Same as QCBS 	<ul style="list-style-type: none"> Same as QCBS 	<ul style="list-style-type: none"> Same as QCBS

	<p>objection or after successful negotiations for contracts subject to post review.</p> <ul style="list-style-type: none"> • Publications shall include the following information as applicable for each method: (a) the names of all consultants in the short list, specifying those that submitted proposals; (b) the overall technical scores and scores assigned for each criterion and sub-criterion to each consultant; (c) the prices offered by each consultant as read out and as they have been evaluated; (d) the final combined scores and the final ranking of the consultants; and (e) the name of the successful consultant and the total price, duration, and summary scope of the contract. • The same information shall be sent to all consultants who have submitted proposals. 			
Rejection of All Proposals and Re-invitation	<ul style="list-style-type: none"> • Justified only if (a) all proposals are nonresponsive (b) all proposals fail to achieve the minimum technical score (c) if offered price of successful proposal is substantially higher than the available budget. • WB no objection required for rejection of all proposals 	<ul style="list-style-type: none"> • Same as QCBS 	<ul style="list-style-type: none"> • Same as QCBS 	<ul style="list-style-type: none"> • Same as QCBS
Confidentiality	<ul style="list-style-type: none"> • Information on evaluation or recommendations shall not be disclosed to consultants or other persons not officially concerned with process until publication of contract award. 	<ul style="list-style-type: none"> • Same as QCBS 	<ul style="list-style-type: none"> • Same as QCBS 	<ul style="list-style-type: none"> • Same as QCBS

206IDA Prior Review for Procurement of Consultant Services: With respect to each contract for consultants services as stated in the Procurement Plan, the procedures set forth in paragraphs 2 and 3 of Appendix 1 to the Consultant Guidelines shall apply. For these contracts,

- a) The NCDC/PMU is required to obtain IDA “no objection” to the RFP (including the short list) and cost estimate.
- b) NCDC/PMU shall submit the technical evaluation to IDA for “no objection” before opening the financial proposals
- c) If the NCDC/PMU needs to extend the validity of proposals to complete the evaluation, it shall obtain IDA “no objection” for the first extension, if it exceeds four weeks, and for all additional requests for extension, irrespective of the period.
- d) NCDC/PMU shall submit the negotiated contract for IDA “no objection” to award contract.

V.4.5 Procurement Procedures for Other Items

207The UYEP will finance the registration and testing cost of the beneficiaries to enter the programs. In addition the credit will finance the various stipends for the different programs of approximately US\$7.3 million. These stipends will be paid to beneficiaries through the selected training institutions as part of their contract. In the case of the works program the stipends will be administered by the PMU in accordance with procedures described in the operational manual. **Training:** The credit will finance eligible expenditures for study tours, workshops and seminars as described in the annual training programs submitted by NCDC-PMU for Bank’s review. **Procurement of non-consulting services:** will consist of media and printing supplies, which will be contracted following shopping or NCB procedures.

V.4.6 World Bank Post Review of Procurement

The UYEP shall retain all documentation with respect to each contract not subject to prior review, during implementation and for a period of two years after the closing date of the Financing Agreement. This documentation will include, but not be limited to, the signed original of the contract, the analysis of the respective proposals, and recommendations for award, for examination by the Bank or by its consultants. UYEP shall also furnish such documentation to the Bank upon request. The UYEP is expected to adopt and maintain the filing system for procurement described in Annex 11.

208 If the Bank determines that the goods, works or services were not procured in accordance with the agreed procedures, as reflected in the Financing Agreement and further detailed in the Annual Procurement Plan approved by the Bank or that the contract itself is not consistent with such procedures, it may declare mis-procurement as established in paragraph 1.12 of the Guidelines. The Bank shall promptly inform the UYEP of the reasons for such determination.

SECTION VI ENVIRONMENTAL AND SOCIAL SAFEGUARDS

209 Activities implemented by the UYEP will comply with environmental and social safeguards as described in World Bank Operational Policy and Bank Procedure 4.01, (January 1999) covering Environmental Assessment; OD 4.10 Indigenous Peoples (July 2005); Operational Policy 4.11 covering Physical Cultural Resources (July 2006); and Operational Policy/Bank Procedures 4.12 plus annexes, covering Involuntary Resettlement (December 2001). The UYEP has prepared an Environmental and Social Management Framework (ESMF) to be referred to and used by the PMU and all agencies involved in implementation of UYEP activities – **See Annex 13.**

210 The UYEP PMU's Senior Public Works Engineer is responsible for implementation and enforcement of the environmental and social management framework and recommendations of the social assessment described in this section. The SPWE will report regularly to the UYEP Project Manager on the implementation of UYEP environmental and social framework and IDA safeguard policies.

VI.1 SOCIAL ASSESSMENT

211 **A Social Assessment** (SA) commissioned by the NCDC was completed in April 2010. The social assessment determined that a separate Indigenous Peoples Plan (IPP) was not required. The PAD as a whole constitutes the IPP, as has been the practice for other projects in PNG. The main reason is that all people of PNG are considered as indigenous according to Bank policy. Furthermore, the UYEP's target groups are exclusively urban and OP/BP 4.10 is not typically applied in urban settings.

212 The Social Assessment concluded that:

- a. The Motu-Koita youth feel neglected by the provincial and the NCDC administration. Projects have been initiated for the youth of Port Moresby but are generally dominated by settlers from the Highlands, the Sepik, and the Gulf areas. Motu-Koita youth feel there is a distinction between pure Motu-Koita lines and those people who live within their traditional village communities but are settlers from the Hiri trade—from Gulf and the Aroma Coast in particular.
- b. Motu-Koita youths are generally well qualified for work, but without affirmative action disappear within the large pool of applicants. The majority of young people in Motu-Koita settlements live off the informal economy, whether selling fish or small goods at a market; selling 'steam' or homebrew; or selling sex - in a small minority of cases of young girls. The younger generation would jump at any opportunity to train for formal employment. Most agreed that they would forfeit better incomes on the informal economy for training programs that would lead to more secure employment.
- c. Most young people believe English was common enough to be the primary language of the training programs, although a number also made the point that material should be available in Motuan as well (which most Koitabu can read and speak).
- d. A single drawback to focusing on Motu-Koita people is the possibility of jealousy. There is enough inter-ethnic rivalry between the Hiri settlers within these Motu-Koita villages, and the Motu-Koita host communities, to warrant concern. UYEP awareness campaigns before and during training programmes would be useful in explaining why the Motu-Koita were being favoured, what options were also available to other groups, and how the skills transference could benefit all groups in Port Moresby.

213 **Annex 14 contains:** the Community Consultation Framework to be implemented by the UYEP; and procedures for identifying and redressing grievances, including a Grievance Redress Form.

214 The Adolescent Girls Initiative Scoping Study was completed in early 2010. The study's report, executive summary, framework for project level indicators and UYEP project guidelines are a separate attachment to this Project Operations Manual. The findings and recommendations described in the Executive Summary are contained in **Annex 15**. The UYEP Design Impacts described will be incorporated in UYEP design and implementation.

VI.2 MISMISENMENTAL & SOCIAL MANAGEMENT FRAMEWORK

215 An Environmental and Social Framework (ESMF) commissioned by the NCDC was completed in February 2010. The UYEP is contained in a separate document that accompanies the UYEP Project Operational Manual. **Annex 13** contains extracts from the UYEP ESMF covering: a) The potential environmental impacts and proposed mitigation measures to be applied to Component 1.c.; b) The Environmental management process to be followed for Component 1.c.; and c) The Sample Template for the Environmental Management Plan for Component 1.c.

216 **PNG Requirements:** The environmental regulations of the Government of PNG are derived from the Environment Act 2000. The Environment (Prescribed Activities) Regulation 2002 categorizes projects that need environmental assessment as "Prescribed Activities" in two schedules according to the anticipated potential environmental impact. Projects that likely to have significant adverse environmental impact (Level 2 and Level 3) are required to obtain an Environmental Permit from the Department of Environment and Conservation following environmental assessment.

217 Vegetation control and drain cleaning activities proposed by the UYEP Component 1 is considered as part of routine maintenance of existing roads. Therefore is not listed as Level 2 and Level 3 of the "Prescribed Activities". However certain associated project activities commonly associated with improvement works such as drain cleaning will allow surfacing water discharge into storm water and water courses are Level 2 activities that may require an Environmental Plan (EP) depending on the duration and scale of those activities. Therefore, to ensure compliance with the government environmental assessment requirements, NCDC will disclose the scale and scope of the subprojects to Department of Environment and Conservation so that they can decide whether any specific environmental requirements will be needed for the proposed routine maintenance activities.

218 **World Bank Requirements:** The World Bank's *Environmental Assessment Operational Policy OP4.01* requires environmental assessment of projects/programs proposed for Bank financing to help ensure that they are environmentally sound and sustainable, and thus improve decision making. The environmental assessment is a process whose breadth, depth, and type of analysis depend on the nature, scale, and potential environmental impact of the project investments/sub projects that the Bank is supporting, which for the UYEP are the activities funded under Components 1 and 2. The environmental assessment process takes into account the natural environment (air, water, and land); human health and safety.

219 OP 4.01 also requires that projects be assigned an environmental assessment category based on the likely intensity and severity of the potential impacts. For the UYEP, due to the minor nature of these impacts an environmental assessment category of "B" has been assigned and as such the UYEP Environmental Management Framework will serve as the environmental assessment document. As required by OP 4.01 the UYEP Environmental Management Framework document will be disclosed both nationally and at the World Bank's info shop before appraisal of the UYEP by the Bank.

SECTION VII MONITORING AND EVALUATION

VII.1 RESULTS FRAMEWORK AND KEY PERFORMANCE INDICATORS

The Results Framework below details the expected outcomes to be achieved through this UYEP, and the key monitoring indicators for the UYEP.

Table 21. UYEP M&E RESULTS FRAMEWORK

Project Development Objective	Project Outcome Indicators	Use of Project Outcome Information
To provide urban youth with income from temporary employment opportunities and to increase their employability.	<ol style="list-style-type: none"> 1. At least 300,000 days of workfare completed by youth on the Youth Job Corps over the course of the Project.³⁷ 2. At least 50 percent of beneficiaries receiving project funds increase their income by at least 25 percent with reference to a control group. 3. Three months after graduation, the percentage of beneficiaries with a salaried job is 10 percentage points higher than comparable controls. 	At the Project's Mid-Term Review (MTR), targeting strategies will be redesigned if found not to be achieving the stated objectives.
Intermediate Outcomes	Intermediate Outcome Indicators	Use of Intermediate Outcome Monitoring
Result 1: Provide youth with short-term employment.	<ul style="list-style-type: none"> • Number of direct Project beneficiaries. • Percentage of beneficiaries that are female. 	<ul style="list-style-type: none"> • Assess the Project's Intake/demand and take corrective action if numbers are significantly less than targets • Assess the effective benefits of the Project to women and analyze constraints if numbers are significantly less than targets.
Result 2: Increase the general skills and knowledge of beneficiaries through market-oriented job training.	<ul style="list-style-type: none"> • At least 2,400 youth certified to have completed the On-the-Job training over the course of the Project. • Percentage of employers and contractors who report that the BLS and PET are relevant to general work place needs and are satisfied with trainee performance. • Percentage of beneficiaries that report an increase in knowledge, skills and confidence to participate in the labour market. 	<ul style="list-style-type: none"> • Indicates the extent to which training delivered meets market demand. • Review BLS and PET training if trainees' performance is not satisfactory and/or if attrition rates in the OJT is high.
Result 3: Successfully target disadvantaged youth.	<ul style="list-style-type: none"> • Percentage of participants whose estimated economic welfare falls in the bottom 40 percent of the NCD. 	<ul style="list-style-type: none"> • Assess the Project's targeting mechanisms and analyze constraints if numbers are significantly less than targets
Result 4: Reduce participants' crime-related indicators.	<ul style="list-style-type: none"> • Percentage of community leaders who report that youth are less likely to be engaging in criminal activity or anti-social behaviour as a result of the Project. 	<ul style="list-style-type: none"> • Indicates the extent to which the Project is successful in generating secondary benefits.
Result 5: Improve	<ul style="list-style-type: none"> • Percentage of routine road maintenance plan 	<ul style="list-style-type: none"> • Indicates the extent to which the

³⁷This represents approximately 60 percent of the total number of labour days to be supported by the Project.

maintenance of selected urban road infrastructure.	that is achieved and certified as completed. <ul style="list-style-type: none"> • Average labour input as a percentage of component 1 and 2 activities financed by the YJC and PET. 	Project is successful in generating secondary benefits. <ul style="list-style-type: none"> • Indicates the cost-effectiveness of the labour-based investment.
Result 6: Improved capacity in Project Management and Monitoring and Evaluation	<ul style="list-style-type: none"> • Project Operations Manual procedures developed and updated. 	<ul style="list-style-type: none"> • Measures improved M&E capacity • Annual Project Implementation Review workshops to be held to take corrective action based on evaluation results.

220 Annex 32 contains the UYEP Results Framework Monitoring arrangements that: identify the project and intermediate outcome indicators, the baseline for the indicators, the annual targets, frequency of reporting, data collection instruments and responsibility for data collection.

VII.2 MONITORING AND EVALUATION SYSTEM

VII.2.1 Monitoring Responsibilities and Reporting

221 **Monitoring and Evaluation.** The PMU will be responsible for establishing and administering the Management Information System (MIS), which will be critical to capture key beneficiary information and track UYEP implementation. Project data will be sourced from contractors, employers, program participants, planned studies and youth facilitators and will be organized and analyzed on a regular basis by the PMU. An IT Coordinator and a Monitoring and Training Coordinator will also be retained on a full time basis to administer the UYEP's MIS. S/he will work closely with the PMU's Youth Facilitators and Program Coordinators and focus on a) compliance with this M&E section of the Project Operations Manual; and b) administering regular data collection; preparing progress reports; monitoring component performance; and achievement of development objectives and outcomes against the Project's Results Framework.

222 A **Monitoring & Reporting System (MIS)** will contain all information on program participants. It will be maintained by a consulting firm housed in the Project Management Unit, using Microsoft Access or equivalent performance software. Information on outputs will come from training contractors, public works contractors, and private firms engaged in on-the-job training. This will include: Participation and successful completion of the program, hours worked and payment of participants, and maintenance projects completed.³⁸ The MIS will also contain information from four surveys used to measure outcomes and impacts.

223 An IT Coordinator and a Monitoring and Training Coordinator will be members of the PMU on a full-time basis to administer the UYEP's MIS for all three components. The M& T Coordinator will have substantial responsibilities for the development and operation of the Community Consultation Framework and Grievance Redress System (see Section VI and Annex 27).

VII.2.2 Monitoring and Evaluation of Outcomes/Results

224 Baseline data and indicators will be utilized to monitor progress and outcomes related to youth employment, skills levels, workplace competencies and attitudes. Indicators will be used

³⁸ Indicators of program participation include the number of participants in each program, the percentage of participants that complete the initial week of training, the percentage of OJT participants that complete one month of training, and six weeks of on-the-job training, and the percentage of YJC participants that complete 3 weeks of public works. Indicators of payment include the percentage of authorized payments that are paid and confirmed as received, and the percentage of beneficiaries reporting payment delays. Indicators of projects include the number and type of projects completed, and the number of maintenance plans in place.

to document progress and the level of final success attained for each of the Project Development Objectives (PDOs). The UYEP indicators will also reflect the UYEP's need to understand UYEP outcomes for the higher risk subgroups in the youth cohort, including the poor, females, and those living in especially disadvantaged communities and geographic areas.

225 The UYEP's outcomes and impacts will be measured using four surveys. The first survey (see TOR in Annexes 6) will be a pre-program baseline screening survey administered to program applicants when they apply for the program.³⁹ The eligibility screening survey started in September 2012 with the 1st intake and the baseline screening survey started in June with the 4th intake.

226 The second survey (see TOR in Annex 7) will be a short-run impact survey for selected participants and controls. The impact survey will interview control and participant youth close to the program eligibility threshold, and participants whose numeracy and literacy scores are close to the SDES acceptance threshold. These interviews (EBS) for participants and controls which started with the 4th intake in June/July 2013 provide the baseline and the applicants to whom the impact survey will be administered. The EBS was administered to a total of approximately 373 participants in the following program areas (Boroko, Kaugere, Kila Kila, Taurama, North Waigani, Morata and Gerehu). It was also administered to a similar number of controls in the following non-program areas (7 mile, 8 mile, 9 mile, Bomana, Moitake, Goldie Baracks). Similar numbers are planned for the EBS for participants and controls to be done in the 5th intake planned for end of August 2013... The impact survey will be administered to both public works and training graduates in year 2 and year 4, three months after exit from the program. Its primary purpose will be to assess the labour market outcomes of public works graduates and controls, shortly following graduation from the program. Respondents will be provided with cell-phone credit after completing the interview. Including this financial incentive, it is estimated that this survey will cost US\$15 per participant.

227 The third survey (see TOR in Annex 8) will be an annual community survey of youth leaders. This survey will occur six months after the exit of each intake. For each intake, community leaders from the appropriate areas will be asked about several treatment and control youth. The community youth leaders will provide information on participant and control youth that they know. The leaders will be asked whether these youth have a job, what kind of job the youth have, and whether the youth is likely to be engaging in crime. We assume that the cost of constructing and administering this survey will come to roughly \$1000 per intake. This covers the cost of designing and printing the survey, transport and food for respondents, a small stipend for respondents, and paying interviewers to administer the survey and entering the data.

228 The fourth survey (see TOR in Annex 7) will be a long-run impact survey. This will seek to re-contact year 2 graduates and controls in year 4, roughly two years after their short-run impact evaluation survey. Youth that have moved will be re-contacted, in order to address concerns that non-random attrition of youth from the sample will lead to biased results. We estimate the cost of this survey to be about US\$20 per participant.

229 Monitoring and Reporting System. A consulting firm, co-located within the PMU, will be responsible for establishing and administering the Monitoring and Reporting System (MIS), which will be critical to capture key beneficiary information and track UYEP implementation. UYEP data will be sourced from training consultants, employers, trainees, youth facilitators. The PMU's M&T Coordinator will supervise and manage each of the 4 surveys and the data entry into the MIS. S/he will work closely with the PMU's Youth Facilitators and Program

³⁹ The screening survey will be administered in a publicly accessible location, near the location of an upcoming public works program, over the course of a week. Program applicants will be apportioned to interview days based on their position in a queue on the first day.

Coordinators and focus on a) compliance with the M&E section on the Project Operations Manual (POM); and b) supervise regular data collection; preparing progress reports; monitoring component performance; and achievement of development objectives and outcomes against the Project's Results Framework. The UYEP MIS system will incorporate the project's Grievance Redress system and procedures – See Section 127 on page 66.

VII.2.3 Mid-Term Review & Supervision Missions

230 **A Mid-Term Review.** A Mid-Term Review (MTR) of the UYEP will be scheduled before the end of March 2014. The UYEP's short term impact studies will be used to inform the MTR. Quarterly performance indicators reports (see format in Annex 22) will be prepared for IDA review and comment following an agreed upon format that describes the UYEP's progress to date. The PMU will collect data necessary to support this review. The MTR will be conducted to enable the PSC to examine progress being made to date; identify priorities for future action; and facilitate critical decisions up until the end of the UYEP period.

231 **6 Monthly World Bank Supervision missions:** The World Bank will carry a Supervision Mission every six months or so to assess progress and performance of the UYEP and ensure that the UYEP complies with the Bank's policies and operational procedures. Supervision Missions will be undertaken in close consultation with NCDC and GoPNG partners. The Supervision Missions will provide Appraisal Reports on their completion.

VII.2.4 Final Evaluation and Implementation Completion Reporting

232 The NCDC will also be required to complete a Project Completion Report at UYEP closing as is the case with all lending operations that IDA finances. The Implementation Completion Report will be prepared at the time of UYEP completion in 2016. It will assess (a) the degree to which the UYEP achieved its development objective and outputs as set out in the UYEP documents; (b) other significant outcomes and impacts; (c) prospects for the UYEP's sustainability; and (d) Bank and borrower performance, including compliance with relevant Bank safeguard and business policies. The Implementation Completion Report also provides the data and analysis to substantiate these assessments, and it identifies the lessons learned from implementation.

233 The Government of Papua New Guinea, with inputs from Department of Treasury and National Capital District Commission will prepare its own evaluation report on the UYEP execution and initial operation, its costs and benefits, the World Bank's and Government of Papua New Guinea's performance of their obligations under the Financing Agreement and the extent to which the purposes of the loan were achieved. The Government of Papua New Guinea's summary of this report (or the full report, if it is 10 pages or less) is attached unedited to the Implementation Completion Report. The Government of Papua New Guinea will also assist IDA in the preparation of the Implementation Completion Report.