



NATIONAL CAPITAL DISTRICT COMMISSION
Urban Youth Employment Project
PROJECT OPERATIONS MANUAL

ANNEXES



Revised – August 2013

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ANNEXES
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ABBREVIATIONS

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

United States Dollar (USD)	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

ANNEX 1. TERMS OF REFERENCE FOR THE PROJECT STEERING COMMITTEE

1. OBJECTIVE OF THE UYEP STEERING COMMITTEE

The Urban Youth Employment Project (UYEP) is a nationally owned project of the Independent State of Papua New Guinea. Because of the importance of its contribution to national development and economic growth, peace and social cohesion, as well as its potential for replicability in other urban centers in Papua New Guinea if successful, it has been included in the national Priority Investment Program (PIP). To ensure that the UYEP meets relevant national objectives and adheres to national policy, rules and procedures throughout, establishing an effective steering committee with both a national and local perspective is vital for setting policy direction and having compliance oversight of the UYEP. In this regard, these Terms of Reference set out the responsibilities, composition and workings of the Urban Youth Employment Project Steering Committee (PSC).

The PSC is the executive body responsible for the setting and oversight of the agreed objectives of the UYEP namely: to increase the earnings, life skills and employment potential of disadvantaged urban youth by providing skills training and employment opportunities. This it will do by:

- a. Providing clear direction about the policies and strategies to be pursued by the UYEP in order to achieve its goals and objectives;
- b. Strengthening the operating environment, institutional structures and capacity of responsible agencies to better plan, manage, coordinate and sustain UYEP strategies and activities at all stages;
- c. Ensuring UYEP improves the access of youth in urban areas to education and productive employment, (including vulnerable groups such as women and disabled) so as to improve their long term social, economic and environmental well-being; and
- d. Ensuring UYEP mobilizes and engages social and community capital of the Port Moresby communities so that they play a more effective role in the UYEP.

2. Composition and Membership

The Project Steering Committee (PSC) will be chaired by the City Manager or Deputy City Manager and composed of one representative from each of the following agencies: i) Department for National Planning and Monitoring; ii) Department of Treasury; iii) National Capital District Commission (NCDC) iv) National Youth Commission; and v) Department for Provincial and Local level Government. These representatives should be at the Director level in their respective institutions in order to maintain continuity. In addition the PSC Chair will

also nominate at least one private sector representative and one civil society representative to sit on the PSC. The civil society representative(s) will comply with the following criteria:

- Be affiliated with a nationally recognized youth organization or association;
- Have a history of involvement on youth and gender issues and understanding of the challenges youth face; and
- Not be an active member of any political party.

Membership of the PSC for twelve months and will be reviewed on an annual basis.

The UYEP Project Manager is the permanent Secretary (and a non-voting member) of the PSC, and the UYEP Project Management Unit (PMU) will provide secretariat support to the PSC under the direction of the UYEP Project Manager as PSC Secretary.

Guests, interested parties and members of the public, may be permitted to attend a meeting of the PSC as observers, provided they have been invited by the PSC Chair through the PSC Secretariat in advance. Such observers will identify themselves to the meeting upon being requested to do so by the PSC Chair at the start of the meeting.

3. FREQUENCY OF UYEP STEERING COMMITTEE MEETINGS.

The PSC will meet on a quarterly basis in the first year of the Project's implementation period and every six months after that if so decided by the PSC. In addition, the PSC Chair can schedule additional or extraordinary meetings as needed.

4. RESPONSIBILITIES OF THE UYEP STEERING COMMITTEE

The UYEP Steering Committee's responsibilities are to provide overall direction and guidance to the UYEP's PMU. In this regard it shall:

- 1 Provide overall direction and guidance on policy and strategic issues to the Urban Youth Employment Project and its associated implementing agencies (NCDC, CSTB, etc);
- 2 Recognize that the UYEP needs strong inter-agency cooperation and collaboration and ensure participating bodies and partners are fully involved;
- 3 Ensure that the Project is in compliance with NCDC procurement procedures¹, Central Supply and Tender Board (CSTB) requirements (where applicable²) and IDA procurement guidelines, for proposed contracts;

¹ In accordance with the Public Finances (Management) Act 2005, Part VII and the NCDC Tender Procedures and Regulations I

- 4 Ensure that the Project's contract preparation and awards are in full compliance with the regulations mentioned in Paragraph 4. (c);
- 5 Review and comment on Progress Reports submitted by the UYEP Project Manager, discuss and facilitate critical decisions for the implementation of various components and determine follow-up actions, persons or agencies responsible, and other requirements as necessary;
- 6 Review and comment on annual work plans, annual budgets and annual procurement and disbursement plans. Note: annual procurement and disbursement plans may be updated on a six-monthly basis as necessary;
- 7 Ensure that the PMU acts on internal and external audit reports and recommendations required by the GoPNG and the World Bank;
- 8 Review and act on World Bank supervision reports;
- 9 Support UYEP-related media events;
- 10 Review and comment on UYEP performance or impact reports;
- 11 Ensure good communication and coordination between all involved and interested stakeholders as to UYEP objectives and activities;
- 12 Monitor and provide oversight of UYEP expenditures/disbursements (that are documented in the Project's IFRs) and confirm that they are in accordance with agreed upon work plans;
- 13 Establish technical working groups as are deemed necessary to advise the PMU on (i) implementation and/or oversight of specific UYEP activities, and (ii) investigation of issues or opportunities of particular concern or interest respectively to the PSC and UYEP's major stakeholders;
- 14 Ensure that the PMU and all project actors – agencies, contractors, consultants and individuals - follow the laws of the Independent State of Papua New Guinea.

5. WORKING ARRANGEMENTS OF THE UYEP STEERING COMMITTEE AND SECRETARIAT

- 1 The setting of a quorum shall be done at the first meeting of the PSC, and shall apply to all further meetings unless otherwise amended by the PSC;
- 2 Prior to each PSC meeting, the PSC Secretary shall draft the Agenda in close consultation with the PSC Chair. At least five working days prior to the meeting, the PSC Secretary shall circulate electronically, by facsimile or by hand the Agenda plus relevant documents to PSC members.
- 3 If a PSC Member wishes to have a matter placed on the Agenda, she/he shall notify the PSC Secretary of the matter in writing (electronically, by facsimile or by hand) at least eight working days prior to the scheduled meeting.
- 4 Decisions of the PSC shall be agreed, to the extent possible, by consensus of all members. In the event of consensus not being reached, the matter shall be put to a vote and shall be decided by simple majority. In the event of a hung vote on any matter, the Chair's vote shall decide.

² As set out in Public Finances (Management) Act 2005, Contract exceeding K300,000 -Finance Ministerial Approval Section 61

- 5 The PSC Secretary will maintain accurate meeting Minutes and records, and will be responsible for coordinating and monitoring follow-up actions arising from the decisions of the PSC meetings. A full set of minutes of each meeting will be circulated to all Members five working days after the PSC's meeting.
- 6 In the absence of the UYEP Project Manager, the UYEP Senior Project Accountant or any other senior PMU officer duly designated by the UYEP Project Manager will act as Secretary to the PSC.

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ANNEX 2. Terms Of Reference For The Curriculum Development Committee

Annex G

Draft Terms of Reference of the Curriculum Development Committee

Rationale

In line with its vision of enhancing its operations, the UYEP project is in the process of continuous improvement of its training tools. Currently it is counting on its experience in utilizing erstwhile existing training manuals and on the feedback of Trainers, Trainees, Community Leaders, employer partners and the PMU staff on the effectiveness of their utilization. In this regard, the Project is organizing a Curriculum Development Committee (CDC) to review, adapt and develop curriculum materials for its Basic Life Skills Training (BLST) Programme and Pre-Employment Training (PET) programmes.

Committee Members

The CDC will have at least 8 members. In order to build from its experience, the Project will tap the expertise of the Trainers that have worked under ABU Consult, adult trainers/educators, and its present Youth Job Corp (YJC) contractors and On-the-Job-Training (OJT) employer-partners. The CDC will be under direct supervision of the PMU-SDES unit which will provide all the logistics and technical support necessary to carry out their tasks.

Objective and Target outputs

The CDC is expected to product the following outputs to be consolidated by the PMU, validated and subjected to “no objection” requirement of the World Bank before their utilization:

1. Improved Training Curriculum for Basic Life Skills Training (BLST)
2. Improved General Training Curriculum for Pre-Employment Training (PET)
3. Improved Specific Training Curriculum for Industry and Technical PET
4. Improved Specific Training Curriculum for Business and Services PET

5. Remedial Training Curriculum for Literacy and Numeracy Trainees going into BLST

Methodology to achieve the outputs

In coming up with the above-mentioned outputs the CDC, with the support of the PMU will utilize two available methods:

1. Review of the existing BLST and PET Manuals of the UYEP
2. Refer to current training records of the UYEP
3. Get inputs form key informants and resource persons
4. Writeshop on Developing a Curriculum (DACUM)
5. Putting the outputs in their required formats or framework

Tasks Duration

Following the methodology described above, the CDC shall have 21 working days to submit the outputs to the PMU. It shall, likewise have 7 working days to finalize the materials after they have been returned with comments from the PMU and World Bank.

ANNEX 3. Employers’ OJT Opportunities Information Form

Employers’ OJT Opportunities Information Form

1. Company/Employer Identification

Control No.

Name of Company/ Employer	
Business Address	

Company Contact Persons		
OJT/Jobs availability	Name: <hr/>	Phone No. <hr/>
	Position: <hr/>	Email Address: <hr/>
OJT/Jobs technical requirement	Name: <hr/> <hr/>	Phone No. <hr/> <hr/>
	Position: <hr/>	Email Address: <hr/>

2. OJT Slots Availability

Name/Title of Work	Number of Trainees needed	When Trainees are needed

3. OJT/Jobs technical requirements

Brief description, work environment, skill and knowledge requirements that are required for each of the job available.

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OJT Slot No. 1 _____

Control No.

Brief description of duties _____	_____				
Minimum entry qualification _____	Age _____	Gender _____	Minimum Education _____	Personal Attitude _____	Other Requirements _____
_____	_____	_____	_____	_____	_____
Actual Work Environment _____					
Work Station/ Place of Work	Tools/ Machines to operate	Major Materials to handle	People to work with	No of hours/ day work	
_____	_____	_____	_____	_____	
Skills and Knowledge to be learned					
Tasks or Skills			Related Knowledge		
_____			_____		

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ANNEX 4. Community Group Agreement**ANNEX 5. TOR FOR INTERNAL AUDIT ADVISOR****PAPUA NEW GUINEA
URBAN YOUTH EMPLOYMENT PROJECT (UYEP)****FINAL TERMS OF REFERENCE FOR INTERNAL AUDIT FIRM/ADVISOR**

Location: Port Moresby, Papua New Guinea (PNG)

Term: 2 months (with 4 inputs of 2 weeks each)

Recruitment: Short Term Consultant

Introduction

1. The Government of Papua New Guinea is seeking a qualified and experienced consulting firm to serve as an Internal Audit Firm/Advisor for its Urban Youth Employment Project (UYEP). The Internal Audit Firm/Advisor will work in the National Capital District Commission (NCDC)—the UYEP’s implementing agency—and with the World Bank’s Task Team. Their primary responsibilities will be to review: (i) Existing project accounting and financial management systems; (ii) Risk management and internal controls; (iii) make recommendations for improvement of the above systems (iv) provide capacity building for the NCDC internal audit division.

2. The term of the contract is estimated to be 2 months with an initial review (first phase) to be carried out over a total of 4 working weeks; and a second phase over a period of four working weeks to follow up on the implementation of agreed upon recommendations from the initial findings and recommendations. There may also be provision for some desk work depending on the outcome from the first input.

Project Background

3. The objectives of the Project are to provide urban youth with income from temporary employment opportunities and to increase their employability. The Project would focus on disadvantaged urban youth between the ages of 16 and 29 that neither work nor study and whom have limited social and economic opportunities, including inter alia: a) those that have never

accessed or not completed the formal school system; and b) those that may have completed their formal education but have still not been integrated into the labor market.

4. The UYEP focuses on the National Capital District (NCD) and is being implemented by the National Capital District Commission (NCDC). The Project will be financed by the World Bank and implemented by the National Capital District Commission (NCDC) over a period of five years, from 2010–2015. The UYEP has three components: i) Youth Job Corps (YJC); ii) Skills Development and Employment Scheme (SDES); and iii) Project Management.

5. A Project Management Unit has been established within the NCDC's Community and Social Services Division. The PMU will oversee the project and serve as the Bank's main counterpart and technical focal point during project preparation and implementation. The PMU will manage and retain quality control over the project and provide close support to partners in the planning, financial management, procurement, monitoring and reporting of sub-project activities under the project.

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Scope of Work

6. The Internal Audit Firm/Advisor's scope of work would include, but is not limited to, the following main activities:

- Assist the Project achieve the intended objectives by reviewing and evaluating accounting, financial management and other systems and procedures that impact on the efficiency and effectiveness of the project including risk management and internal controls;
- Assess the actual disbursement progress in comparison with Project financial plan and expenditure plan.
- The review would take into account Adherence to policies of the Bank and local laws and regulations relating to the Project;
- Propose recommendations for improvement of the above-mentioned systems;
- Facilitate the implementation of internal audit activities including the recommendations for all components of the Project through an internal audit action plan;
- Provide capacity building for the NCDC internal audit division;
- Review the compliance of project procurement with World Bank Procurement Guidelines;
- Provide advice on updating the Project Operations Manual where applicable;
- On completion of each input prepare an internal audit report to include, the recommendations from the input, a copy of the internal audit action plan and other pertinent issues that arose during the input;
- Prepare working papers for the input for the external auditors; and
- In the second input also follow up status of matters raised in previous internal audit reports and follow up issues from the external audit findings.

Reporting, Expected Outputs and Deliverables

7. The Internal Audit Firm/Advisor would report directly to the Project Manager and would work closely with other PMU staff in particular the Project's Senior Project Accountant. The following is a schedule of the outputs and deliverables to be submitting to the Project Manager during the assignment.

No	Deliverables to be submitted to NCDC/PMU	Deadline
1	Inception Report	Within 1 week of commencement of contract
2	Progress Report	Within 1 week of the end of each 2 week input
7	Closing out Report	One week before the end of the assignment

Key Personnel & Qualifications

8. The firm should assign the following key personnel:-

Internal Auditor

- A bachelor degree in Finance, Accounting or related field;
- Has at least 5 years of internal auditing experience;
- Memberships of an accounting and auditing (CPA, ACCA);
- Qualifications in Internal Audit (Certified Internal Auditors);
- Experience in working in Papua New Guinea or similar environment;
- Has effective communication and reporting skills;
- Demonstrated experience working with development projects would be an advantage;
- Ability to work in a fluid environment and take initiative;
- Knowledge of World Bank Procurement Guidelines is preferred.

Contract Dates and Management

9. The Consultant Firm's contract will be managed and administered by the NCDC through its Project Management Unit. The contract will be financed by the Government of Papua New Guinea through its project counterpart funds for the UYEP.

10. The Internal Audit Firm/Advisor's first input is expected to start in November, 2012. The exact dates will be negotiated and specified in the contract.

ANNEX 6 TOR for Eligibility Screening and Baseline Survey Firm

PAPUA NEW GUINEA
URBAN YOUTH EMPLOYMENT PROJECT (UYEP)

TERMS OF REFERENCE FOR THE ELIGIBILITY SCREENING AND BASELINE SURVEY FIRM

Location: Port Moresby, Papua New Guinea (PNG)

Recruitment: International and National

Duration: 50 months

INTRODUCTION

1. The Government of Papua New Guinea is seeking a qualified and experienced company to serve as the Eligibility Screening and Evaluation Baseline Survey Firm (the “Consultant”) for its Urban Youth Employment Project (UYEP). The Consultant will report to the Project Management Unit (PMU)’s M&E Coordinator and will work closely with the World Bank’s Task Team. The consultant will administer both a screening eligibility survey and an evaluation baseline survey. For the screening eligibility survey, the consultant’s primary responsibility would be to gather basic data from applicants, verify this information by conducting focus groups with selected community leaders, and apply the stated program criterion to determine the eligibility of applicants for program participation. For the evaluation baseline survey, the primary responsibility would be to gather detailed data from program applicants in three selected application rounds. These data will be used for three main purposes: To assess what type of youth are participating in the program, to ensure that participating youth appear to be similar to a control group of youth who will not be selected to participate, and eventually, and to help estimate the medium-term impact of participating in the program, relative to the control youth.
2. The contract duration is estimated to be 50 months. The contract is subject to performance assessments on a semi-annual basis up to the end of the project period.
3. **The following constitutes a Terms-of-Reference for the planned contract.**

BACKGROUND

4. The UYEP’s development objectives are to increase the earnings potential and living standards of disadvantaged urban youth through the provision of skills training and temporary employment opportunities. The Project will serve disadvantaged urban youth between the ages of 16 and 25 years that neither work nor study and whom have limited social and economic opportunities.
5. The UYEP will operate in the National Capital District (NCD) and be implemented by the National Capital District Commission (NCDC). The Project will be financed by the World Bank and implemented by the National Capital District Commission (NCDC) over a period of five years, from 2012–2017. The UYEP has three

components: i) Youth Job Corps (YJC); ii) Skills Development and Employment Scheme (SDES); and iii) Project Management. The Project became effective from November 2, 2011. The Project implementation activities will be financed through an International Development Association (IDA) Credit.

6. A Project Management Unit (PMU) is established within the NCDC's Community and Social Services Division. The PMU oversees the project and serves as the Bank's main counterpart and technical focal point during project preparation and implementation. The PMU will manage and retain quality control over the project and provide close support to partners in the planning, financial management, procurement, monitoring and reporting of sub-project activities under the project.
7. The Consultant will report to the M&E Coordinator, who will be located in the PMU, and collaborate closely with the Evaluation Team, which consists of the M&E Coordinator, the World Bank Impact Evaluation Coordinator, the Survey Design and the Field Coordinator). The survey collection and data entry conducted by the Consultant will be supervised by the M&E Coordinator and the Field Coordinator. The Consultant will be expected to assist the PMU and the M&E team in aligning the screening process to the impact evaluation design. The Consultant will also be expected to maintain the data and, if applicable, any paper questionnaires that are used over the course of the project.
8. The primary aim of the Eligibility Screening Survey is to conduct interviews as follows:
 - The Eligibility Screening Survey will be conducted during each UYEP intake. There will be roughly six intakes per year, conducted at three sites (community centers) for each intake. Intakes will take place over the course of three to four days.
 - The Eligibility Screening Survey will span 5 years, for a total of 27 survey rounds.
 - The exact number of interviews conducted will depend on the number of applicants but will not exceed twice the number of available positions at any given intake.
 - The following table gives the current estimated number of positions, the maximum number of applicants, and the maximum number of applicants per intake.

Year	Intakes	Total Program Participants	Maximum number of interviews	Maximum Number interviewed per intake
2012	1-3	800	1600	535
2013	4-9	4250	8500	1420

2014	10-15	4650	9300	1550
2015	16-21	4450	8900	1485
2016	22-27	3350	6700	1125
Total		17500	35000	

- Eligibility Screening Survey interviews will take place at the location of the intake sites (community centers) which will be identified by the Consultant and with the agreement of the PMU.
 - The Consultant will be responsible for providing a small amount of food and drink to applicants that are interviewed.
9. The Eligibility Screening Survey will take roughly 10 to 15 minutes to administer and will consist of approximately 15 questions. It will primarily collect information on re-contact information (including name, names and occupations of parents, number of household members, address, and at least 4 contact phone numbers), eligibility criteria, a few questions on performance in school and self-assessed literacy and numeracy abilities, and the likelihood of re-apply to the program if rejected the first time. To the extent possible, re-contact information will be copied from ID cards.
 10. The Consultant will take pictures of interviewed applicants using digital or cell-phone cameras. The picture will be taken while the applicant holds up a piece of paper with their id number written on it. The picture will be stored in .jpg files whose file name includes the id number of the applicant, to be stored in the Monitoring and Information System by the Monitoring and Reporting System and Payroll Services Consultant.
 11. The Evaluation baseline survey's primary aim is to conduct more detailed interviews of a subset of the applicants. This information will be used to ensure that program participants and non-participants are comparable prior to their entry into the program, and to make the estimates of the medium-term impact of each component more precise. The survey will be collected as follows:
 - a. The Evaluation Baseline surveys are planned to be administered to 475 applicants per wave, directly following the screening survey, during intakes 2-10 (i.e. a total of 9 intakes).
 - b. The number of interviews will not exceed twice the available number of positions in the program at any given intake, which is estimated to be 475 for each of the 9 intakes. If there are insufficient applicants, the evaluation baseline survey should be implemented during subsequent waves, until a minimum of 4275 applicants are interviewed.

12. The Evaluation Baseline Survey will take roughly one hour to administer per person. It will primarily collect information on characteristics of the applicant's households, including their assets, their school and work histories, basic information on cognitive and non-cognitive skills, and behaviours and attitudes. The survey questionnaire will be designed by the Survey Design and Field Coordinator Consultant.

OBJECTIVE

13. The main objectives of this consultancy are:
 - a. To field the Eligibility Screening Survey which will gather basic background data/information from youth that apply to the program;
 - b. To determine the eligibility of applicants based on the information collected in the Eligibility Screening Survey;
 - c. Verify the information collected in the Eligibility Screening Survey as described below;
 - d. To gather detailed baseline data from youth that apply to the Urban Youth Employment Project, during Evaluation Baseline survey rounds.
 - e. To produce five data sets in Microsoft Excel or Access containing
 - i. The raw data from the Eligibility Screening Survey
 - ii. The cleaned data from the Eligibility Screening Survey which includes an eligibility variable that indicates whether applicants to the program are eligible for the program, based on their answers, according to criteria supplied by the PMU.
 - iii. Revised data based on interviews with focused groups (as described below), including a revised variable indicating whether applicants are eligible for the program.
 - iv. The raw data from the Evaluation Baseline Survey
 - v. The cleaned data from the Evaluation Baseline Survey
14. The main activities and dates are:
 - a. Eligibility Screening Survey**
 - i. Revision of the questionnaires by two months prior to the commencement of program implementation.
 - ii. Completion of the Inception report, Field Procedure and Work Plan by two months prior to the commencement of program implementation.
 - iii. The firm will pilot the Eligibility Screening Survey questionnaire one month prior to the commencement of program

- implementation, with sufficient time for finalization of questionnaires.
- iv. Recruitment and training of field staff will be completed by the commencement of program implementation.
 - v. Field work will start at the commencement of program implementation at three sites of the first UYEP intake.
 - vi. Data entry will be performed concurrently with field work.
 - vii. Data collection will continue for each intake for the next four and half years.

b. Evaluation Baseline Survey

- i. Revision of the questionnaires by two months prior to the commencement of program implementation.
- ii. Completion of the Field Procedure and Work Plan, by two months prior to the commencement of program implementation.
- iii. Completion of piloting the questionnaires will be completed, by one month prior to the commencement of program implementation, with sufficient time for finalization of questionnaires and protocols before training.
- iv. Recruitment and training of field staff will be completed by the commencement of program implementation.
- v. Field work will start one month after the commencement of program implementation at three sites of the 2nd UYEP intake.
- vi. Data entry will be performed concurrently with field work.
- vii. Data will continue to be collected for a total of nine selected intakes spanning 18 months. It is planned that each intake will consist of interviews of about 475 people.

DUTIES AND RESPONSIBILITIES

15. The Consultant Firm's scope of work would include, but is not limited to, the following main activities.

1. Survey preparation

- a. The Consultant will be provided a draft Eligibility Screening Survey questionnaire in English by the Survey Design and Field Coordinator Consultant (individual) in May 2012. In consultation with the Evaluation Team, the Consultant will help adapt the draft Eligibility Screening Survey questionnaire to the PNG country context, including phrasing of questions and adaptation of response codes so they are appropriate to the study context. The Consultant will accommodate the possibility that certain survey questions, such as those testing local

knowledge or basic literacy and numeracy skills, may vary from person to person, and will be randomly selected from a pool of available questions. The Consultant must have final approval of the Screening Survey questionnaire from the Evaluation Team before finalizing the questionnaire.

- b. The Consultant will be provided a draft Evaluation Baseline Survey questionnaire in English by the Survey Design Consultant (individual) in May 2012. In consultation with the Evaluation Team, the Consultant will help adapt the draft Eligibility Screening Survey questionnaire to the PNG country context, including phrasing of questions and adaptation of response codes so they are appropriate to the study context. The Consultant will accommodate the possibility that certain survey questions, such as those testing literacy and numeracy skills, may vary from person to person, and will be randomly selected from a pool of available questions. The Consultant must have final approval of the Evaluation Baseline Survey questionnaire from the Evaluation Team before finalizing the questionnaire.
- c. The Consultant will translate both the Eligibility Screening Survey and the Evaluation Baseline Survey questionnaires into Pidgin and Motu, such that there are three finalized versions of each questionnaire (in English, Pidgin and Motu).
- d. The Consultant will develop a Field Procedure Plan. This plan will outline in detail all aspects of both the eligibility screening and evaluation baseline survey procedures. For each survey, this will include:
 - i. Composition of a standard field survey team
 - ii. Number of enumerators
 - iii. Number of field-supervisors
 - iv. Number of field data entry clerks (if Eligibility Screening Survey is done on paper)
 - v. Qualification and training of staff
 - vi. Expected tasks and responsibilities of each member of the team
 - vii. Detailed calendar of activities
 - viii. Logistics for interviews
 - ix. Management information/reporting tools for tracking progress
 - x. Supervision plans to ensure adherence to data collection

- xi. Protocols for either direct entry to personal digital assistants, or data entry and validation from paper questionnaires immediately following the paper and pencil survey.
- xii. Protocols for taking digital photographs of interviewed applicants and storing them in the Project's Monitoring and Reporting System (MRS).
- xiii. Data transmission protocols.
- xiv. Identification of a data entry platform to be used

This Field Plan will be presented to the Evaluation Team for comments, and revised as necessary prior to commencing field work.

2. Personnel management and training

- a. The Consultant is responsible for recruiting the interview team. This will include a full-time project manager for both the eligibility screening and evaluation baseline surveys. For the screening survey, it is recommended that the interview team include 4 Field teams, each comprised of:
 - i. (1) Supervisor
 - ii. (1) Field data entry clerks
 - iii. a maximum of (6) Interviewers

The Consultant will determine the exact number of field teams required in consultation with the Evaluation Team.

- b. In rounds in which the evaluation baseline survey is being fielded, the Consultant will be responsible for recruiting 3 additional Field Teams.
- c. The Consultant is responsible for providing appropriate market-based compensation and fees for all members of the interview team, including health and accident insurance, salary, and taxes.
- d. The Consultant will develop and administer a short but comprehensive training for all supervisors, interviewers, and data entry clerks in order to create a team environment and to allow for substitution of roles in case of sickness or other emergencies. It is recommended that the Consultant will recruit more interviewers for the training than will be required. The training will take place over at least two days. The training program should include:
 - i. A review of the objectives of the questionnaire and each question.
 - ii. Classroom practice: Training should include individual and group practice to become familiar with the practice of asking the

survey. This part of the training may include in class demonstrations, where one interviewer completes the questionnaire in front of the classroom. It may also include pilot interviews among the group on the same question, to test consistency across interviewers.

- iii. Field exercises. After the theoretical and classroom practices, the interviewers should meet with a small number of youth or youth groups to practice administering the questionnaire.
- e. The Consultant will develop a short questionnaire manual for survey interviewers, both for the eligibility screening survey and the evaluation baseline survey. The questionnaire manual will explain the objective of the questions and how to code potential responses.

3. Field testing and Administering the questionnaire

- a. The Consultant will conduct a successful field test of the Eligibility Screening Survey questionnaire on a sample of 40 youth (to be identified by the PMU, outside the initial intake areas) with data from these questionnaires collected, keypunched, and supervised for quality without major data entry problems.
- b. Before the evaluation baseline survey is fielded, the Consultant will conduct another field test of that survey on a separate sample of 40 youth. Data from these questionnaires will be collected, keypunched, and supervised for quality without major data entry problems.
- c. The Consultant will successfully collect data from applicants to the program during each intake. The location and dates of intakes will be determined and publicized by the PMU. Prior to administering the eligibility and screening survey, the Consultant, with the help of community leaders, will divide the total number of applicants to be screened into several groups. Groups will be assigned to be interviewed on a first-come first-served basis. If the number of applicants exceeds the number of available interview slots that day, applicants will be asked to return on another day. If the number of total interview slots for the intake is exceeded, applicants will be informed of the date and location of the next intake. The location and dates of the intakes will be determined and publicized by the PMU.
- d. For both surveys, if the applicants refuse to sit for an interview, this will be noted in the data. If the applicants fail to complete the interview, the information they do provide will also be recorded. The evaluation baseline survey will be administered after the Eligibility Screening Survey has been completed.

- e. The Consultant will manage logistics, including transport and other support to interviewers, supply of materials, and other required goods and services including food and drink.

Determining eligibility and verification of selected applicants

- a. Based on the results of the eligibility and screening interview, the Consultant will determine which applicants are eligible for the program, based on the eligibility criteria supplied by the PMU. Currently, eligibility for the program is restricted to youth that are aged 16 to 25, have neither held a salaried job nor attended school during the last 6 months, and have lived in Port Moresby for at least 12 months. Eligibility conditions will be applied in three ways. First, the Eligibility Screening Survey will ask applicants their name, age, their highest level of education and graduation year, and whether they have ever had a salaried job (and when). To the extent possible, this information will be verified from ID cards. Second, the Eligibility Screening Survey will ask at least one question that requires local POM knowledge to answer. Third, the PMU will in some intakes provide the Consultant with a negative list of names, addresses, and photos of applicants that are ineligible for specific intakes.
- b. After determining which applicants are eligible, the Consultant will organize, with assistance from the PMU, focus group interviews with community leaders to review the list of eligible applicants and correct errors due to misrepresentations by applicants. The Consultant will maintain a list of community leaders provided by the PMU and the NCDC. As part of this process, the Consultant will construct a list of all eligible applicants that includes their name, gender, reported age, community of residence, and photo. This list will be shown to community leaders either on paper or electronically, and community leaders will have the opportunity to correct any misrepresentations. The Consultant will maintain copies of the three sets of data: the raw data (provided by the applicants), the cleaned data (following data entry and cleaning, including an initial eligibility status of each observation/person) and the revised data (following any corrections by community leaders; it includes the revised eligibility status of each observation/person).
- c. The Consultant will provide a revised list of eligible applicants as described above. As noted, all revisions to the “cleaned data” following the focus groups must be carefully documented and stored in the data base in the “revised data”.
- d. The Consultant will provide a list of eligible youth to the PMU. If the number of eligible applicants exceeds the number of available spaces, the PMU will select applicants to accept into the program and notify the Consultant which youth were selected for acceptance. The Consultant will construct a list of the names, address and picture of accepted applicants to the PMU to post at the community center or disseminate in other ways to

inform applicants of their selection. In addition, the Consultant will provide a similar list with the names, basic identifying information, and photographs to the training providers, so that they are able to verify the eligibility of the students that attend the basic one-week training.

Data entry and management

- a. The Consultant will identify or develop a robust data entry procedure to be approved by the Evaluation Team. The Consultant will be responsible for adapting the program to be compatible with the final questionnaire. The data entry procedure will be robust if it satisfies the following conditions:
 1. Adopt data entry range and consistency checks to values appropriate to local context. Violation of checks should lead to an immediate and transparent message sent to the keypuncher with a simple correction for keypunch errors or for overriding consistency checks and documenting any answers that violate check rules. Double entry may be used as a supplemental or alternative method of verification, if the survey is conducted on paper questionnaire.
 2. Allow for the use of open-ended and other text responses to relevant questions.
 3. Generate field names (in the first row if using Excel) that correspond clearly and logically to question labels used in the questionnaire.
 4. Assigns a unique identifier to each applicant by some predefined algorithm to insure uniqueness.
 5. Able to output data into Microsoft Excel, Access, or comma or tab-delimited text files.
- b. The Consultant will provide copies of the raw, cleaned, and revised Eligibility Screening Survey datasets, including eligibility indicators for the cleaned and revised data, within 2 weeks of intake interview, to the Evaluation Team in a widely used data format such as Microsoft Excel or Access. The cleaned data should identify and remove redundant observations and ensure that all person id numbers are correct and unique.
- c. The Consultant will prepare progress reports following each intake survey round, detailing the number of interviews successfully completed, including reports from field managers that describes any notable difficulties, deviations, or occurrences. The progress report is to be delivered within 2 weeks of the end of each intake round.
- d. The Consultant will ensure data confidentiality and maintain records over time.

REPORTING AND TIME SCHEDULES

16. The following schedule provides details on the timing of sample design, questionnaire design, data entry design, and the administration of questionnaires.

Table 1: Schedule of Deliverables

No	Deliverable	Approximate timetable for action, relative to month of program commencement
1	Inception Report and Field Procedure Plan approved by evaluation team (M&E Coordinator, Impact Evaluation Coordinator, Survey Design and Field Coordinator).	-2
3	Questionnaire design for screening survey reviewed and finalized, and translated into Pidgin, Motui, and English.	-2
3	Screening survey questionnaire finalized	-1
4	Robust data-entry program designed and approved by evaluation team.	-1
5	Roster of recruited personnel with corresponding qualifications for screening survey	-1
6	Training and field-testing of screening survey completed, with field report and data transferred to evaluation team	0
7	Screening Survey completed	Ongoing (Starts at program commencement)
8	Cross-check with Community Leaders	
9	Provision of list of eligible candidates to M&E coordinator and lists of selected candidates names and pictures to M&E coordinator	
10	Completion of eligibility screening progress reports describing process and results of eligibility screening	
11	Provision of data to MRS Consultant and Evaluation Team	
7	Evaluation Baseline Questionnaire design reviewed and finalized, and translated into Pidgin, Motui, and English.	-1
8	Evaluation Baseline Questionnaire manual for interviewers finalized	-1
5	Roster of recruited personnel for Evaluation Baseline Survey with corresponding qualifications	0
6	Training and field-testing completed for Evaluation Baseline Survey, with field report and data transferred to evaluation team	1
7	Evaluation Baseline Survey completed	
10	Completion of evaluation baseline survey progress reports describing process and results of	

	data collection	
11	Provision of raw and clean data to MRS Consultant and Evaluation Team	Ongoing (starts 2 months after program commencement)
	Final database and Final Data Delivery of Evaluation Baseline Survey. Evaluation Baseline Survey Report to MRS Consultant and Evaluation Team.	14
12	Final database and Final Data Delivery of Screening Survey. Screening Survey Report to MRS Consultant and Evaluation Team	50

QUALIFICATIONS AND EXPERIENCE OF KEY PERSONNEL

17. The Consultant should, at a minimum, assign the following staff to the project:
- Team Leader with a bachelor's degree in a relevant field and at least 8 years of experience;
 - 36 enumerators (survey takers) with at least completed high school (some university education preferred);
 - 7 field supervisors for enumerators with previous experience in survey-taking and a university degree (10 years experience without a university degree); and
 - 7 data entry clerks with at least completed high school (some university education preferred); these may be drawn from the enumeration staff.

FACILITIES AND LOCATION

18. The Consultant will in close coordination with the PMU identify community facilities such as community halls, churches, police and army stations and others to conduct the screening survey in and around the National Capital District.

SERVICES, FACILITIES, PROPERTY AND DOCUMENTS TO BE MADE AVAILABLE TO THE CONSULTANT BY THE CLIENT

19. The Client will provide the following services, facilities and property to the Consultant for the performance of the services:-
- a. Latest version of the refined survey instrument (questionnaire) for Eligibility Screening Survey and Evaluation Baseline Survey;
 - b. Project Operational Manual for UYEP (as well as any amendments);
 - c. Project Appraisal Document for UYEP;
 - d. Latest Projected Trainee Flows;
 - e. Office accommodation for a maximum of three persons as and when required by the Consultant;
 - f. Internet facilities (Consultant will use the PMU Internet and will also be reimbursed for internet facilities used officially by the field teams to send data to main office);
 - g. Plastic bags and shelves for storage; whiteboards and markers;
 - h. Printing of all the questionnaires and associated documents required for the Eligibility Screening Survey and Evaluation Baseline Survey;

CONTRACT MANAGEMENT

20. The Consultant Firm's contract will be managed and administered by the NCDC through its UYEP Project Management Unit. The contract will be financed by the Government of Papua New Guinea (GoPNG) through a credit from the International Development Association as well as GoPNG's and NCDC's own funds. The contract will be administered in accordance with World Bank guidelines and NCDC's own internal procedures.

ANNEX 7 TOR FOR SHORT & LONG RUN IMPACT SURVEYS

PAPUA NEW GUINEA URBAN YOUTH EMPLOYMENT PROJECT (UYEP) TERMS OF REFERENCE FOR THE SHORT & LONG RUN IMPACT SURVEYS CONSULTING FIRM

Location:	Port Moresby, Papua New Guinea (PNG)
Duration:	48 months (subject to performance review)
Recruitment:	Consultant Firm
Procurement:	Quality-Cost Based Selection (QCBS)

INTRODUCTION

1. The Government of Papua New Guinea is seeking a qualified and experienced company to serve as the Follow-up Survey consultant for its Urban Youth Employment Project (UYEP). The Follow-up Survey Consultant will be located in the National Capital District Commission (NCDC)—the UYEP’s implementing agency. The consultant would work closely with the PMU’s M&E Coordinator and with the World Bank’s Task Team. The primary responsibility would be collect high-quality data on program impacts from a random sample of treatment and control youth, after the program has been completed. The contract will be carried out over approximately 4 years. The scope of work will mostly involve designing and implementing follow up surveys, collecting new data, consolidating existing data from the Project’s MIS database and analysis, which together, will inform a short run impact assessment at the end of Year 2 and a long run impact assessment in the first half of Year 4 of the Project. The contract will be renewed after the first short-run impact assessment is completed and after the consultant has been subject to a performance review.
2. **The following constitutes a Terms-of-Reference for the planned contract. Short-listed consultants invited to prepare a technical and financial proposal will be provided with a detailed Request for Proposal (RFP). The Project Management Unit (PMU) will continue to refine the scope of work until such time.**

PROJECT BACKGROUND

3. The UYEP’s development objectives are to increase the earnings potential and living standards of disadvantaged urban youth through the provision of skills training and temporary employment opportunities. The Project will focus on disadvantaged urban youth between the ages of 16 and 25 years that neither work nor study and whom have limited social and economic opportunities, including inter alia: a) those that have never accessed or not completed the formal school system; and b) those that may have completed their formal education but have still not been integrated into the labour market.
4. The UYEP will focus on the National Capital District (NCD) and be implemented by the National Capital District Commission (NCDC). The Project will be financed by the World Bank and implemented by the National Capital District Commission (NCDC) over a period of five years, from 2011–2016. The UYEP has three components: i) Youth Job Corps (YJC); ii) Skills Development and Employment Scheme (SDES); and iii) Youth Socialization and Capacity Building. The Bank and the GoPNG will work intensively on start-up activities in the coming months, with the expectation that the Project will be effective by March 2011.
5. A Project Management Unit will be established within the NCDC’s Community and Social Services Division. The PMU will oversee the project and serve as the Bank’s main counterpart and technical focal point during project preparation and implementation. The PMU will manage and retain quality control over the project and provide close support to partners in the planning, financial management, procurement, monitoring and reporting of sub-project activities under the Project.

SCOPE OF WORK

6. The Consultant would be responsible for designing, implementing and supervising the Project’s follow-up surveys.
7. The evaluation design and methods in this Annex and in the POM main text. The Consultant will be expected to administer two short-run impact surveys and one long-term impact survey. They will collect and analyze the necessary data for the impact evaluation consultant and the M&E Coordinator. The M&E Coordinator hired by the PMU will monitor and supervise all survey collection and data entry conducted by the Baseline Screening Survey and MIS firm.
8. The consultant’s scope of work would include, but is not limited to, the following main activities:
 - (1) Sampling
 - a. Work with the MIS consulting firm to select the sample of 2000 Youth Job Corps participants, 1000 On-the-job training participants, and 1,000 controls for each survey. Each survey should contain the 1,000 controls and program participants that were nearest to the program eligibility threshold, and the 1000 YJC and 1000 on-the-job training participants closest to the OJT eligibility threshold.
 - (2) Survey design
 - a. Provide feedback and input to the work of the follow-up survey design consultant. Work with the impact survey design consultant to revise instrument in response to comments and field testing experience.

- b. Translate (English, Pidgin, Motu) and field-testing questionnaires, for participants.
- c. Field test the planned questionnaire with a small sample of participants and controls.
- (3) Personnel management
- a. Hiring, training, and supervising survey interviewers and managers.
- b. Hiring, training, and supervising data-entry clerks (may be drawn from pool of interviewers).
- (4) Conducting interviews
- a. Administering the survey instrument to as many participants from the sample as possible, using recontact information provided in the baseline screening survey information and information taken from community leader surveys.
- b. Managing all survey logistics, including face-to-face surveys in cases where respondents refuse to answer through cell phone interviews or cannot be contacted.
- c. Transferring small amounts of cell phone credit to respondents as compensation for completed interviews in the form of cell phone credits.
- d. Maximizing the percentage of sample respondents who provide information.
- (5) Data management
- a. Entering data from the Follow-up survey into electronic firm at the individual (i.e. participant and control) level.
- b. Providing copies of both raw and cleaned datasets in a timely manner.
- c. Ensuring proper matching of questionnaires across survey rounds.
- d. Ensuring data confidentiality.
9. The survey will primarily collect information on the outcomes of participants and controls, particularly focusing on labour market indicators such as primary activity, sector and status of work, earnings, and job satisfaction. It will also include information on broader human development and primary and secondary program objectives, as determined by the follow-up survey design consultant and the project team.

REPORTING AND TIME SCHEDULES

10. The Consultant will report to the M&E Coordinator and collaborate closely with all other M&E consultants and the PMU. The Consultant will be expected especially to assist the PMU and the M&E team in, and to collect and analyze data to assist with project monitoring as necessary. The consultant will be expected to maintain the data and retain paper questionnaires over the course of the Project.
11. The following schedule provides details on the timing of sample design, questionnaire design, data entry design, and the administration of questionnaires.

Table 1. Tentative Follow-up Survey Timetable

No	Activity	Approximate timetable for delivery of relevant report	% of the contract sum
1	Advance Payment		
2	Inception Report		
3	Questionnaire design		
5	Training and field-testing		
6	Short-run Follow-up Survey		
10	Mid term Report		
11	Short and Long-run Follow-up survey		
12	Final Report		

QUALIFICATIONS AND EXPERIENCE OF KEY PERSONNEL

12. The selected firm will have considerable experience in managing surveys, preferably in managing field surveys. This includes the preparation of survey and training materials, training and supervising interviewers, data entry, maintaining records, and ensuring confidentiality of records. The firm will have sufficient experience and capacity to manage survey logistics, including equipment, materials, and personnel. The firm will preferably have experience in handling sensitive material and information, and in conducting interviews concerning potentially difficult topics among vulnerable groups.
13. The Survey Management Consultant should, at a minimum, assign the following staff to the Project:
- Project director with a master's degree in a relevant field and at least 10 years of experience (15 years without master's degree)
 - Data entry design expert/trainer/supervisor with an undergraduate degree and at least 5 years of experience

An appropriate number of enumerators (survey takers) with at least completed high school (some university education preferred)

CONTRACT MANAGEMENT

14. The Consultant Firm's contract will be managed and administered by the Procurement Advisor. The initial contract will be financed by the Korean Trust Fund and administered in accordance with World Bank guidelines and NCDC's own internal procedures. The remaining contract period will be financed by IDA.

ANNEX 8. TOR FOR COMMUNITY SURVEYS

PAPUA NEW GUINEA URBAN YOUTH EMPLOYMENT PROJECT (UYEP) TERMS OF REFERENCE FOR THE COMMUNITY IMPACT SURVEY CONSULTING FIRM

Location: Port Moresby, Papua New Guinea (PNG)
Term: 48 months (Renewable based on performance)
Recruitment: Fixed Budget Selection

INTRODUCTION

1. The National Capital District Commission (NCDC) is seeking a qualified and experienced Consultant Firm to implement an Annual Community Impact Survey for its Urban Youth Employment Project (UYEP). The consultant would work closely with the PMU's M&E Coordinator and with the World Bank's Task Team. The primary responsibility would be to conduct an annual community survey and input high-quality data into the MIS system.
2. The contract duration is estimated to be 48 months. The contract is subject to performance assessments on an annual basis up to the end of the Project period.
3. **The following constitutes a Terms-of-Reference for the planned contract. Short-listed consultants invited to prepare a technical and financial proposal will be provided with a detailed Request for Proposal (RFP). The Project Management Unit (PMU) will continue to refine the scope of work until such time.**

PROJECT BACKGROUND

4. The UYEP's development objectives are to increase the earnings potential and living standards of disadvantaged urban youth through the provision of skills training and temporary employment opportunities. The Project will focus on disadvantaged urban youth between the ages of 16 and 25 years that neither work nor study and whom have limited social and economic opportunities, including inter alia: a) those that have never accessed or not completed the formal school system; and b) those that may have completed their formal education but have still not been integrated into the labour market.
5. The UYEP will focus on the National Capital District (NCD) and be implemented by the National Capital District Commission (NCDC). The Project will be financed by the World Bank and implemented by the National Capital District Commission (NCDC) over a period of five years, from 2011–2016. The UYEP has three components: i) Youth Job Corps (YJC); ii) Skills Development and Employment Scheme (SDES); and iii) Project Management. The Bank and the GoPNG will work intensively on start-up activities in the coming months, with the expectation that the Project will be effective by March 2011. The majority of the NCDC's project preparation activities will be financed through the Korean Trust Fund.
5. A Project Management Unit will be established within the NCDC's Community and Social Services Division. The PMU will oversee the project and serve as the Bank's main counterpart and technical focal point during project preparation and implementation. The PMU will manage and retain quality control over the project and provide close support to partners in the planning, financial management, procurement, monitoring and reporting of sub-project activities under the Project.

SCOPE OF WORK

6. The Community Impact Survey will primarily collect information on Community Leaders' perceptions and knowledge of outcomes of participants and controls. Perceptions will focus on assessing the impact of the Project on the lives of participants broadly, and the ability of the program to meet its primary and secondary objectives. It will also collect community leaders' qualitative assessments about the implementation and performance of the Project.
7. The Community Survey's scope of work would include, but is not limited to, the following main activities:

Implement an Annual Community Impact Survey

8. The evaluation design and methods are described in this Annex and in the POM main text. The Consultant will be expected to administer the community impact survey, which will be used to inform the Project's impact evaluations. The Consultant would also be expected to work closely with the Community Impact Survey Design Consultant, the Project's M&E Coordinator, and the Short-and-Long-Run Impact Evaluation Consultant Firm. The M&E Coordinator will monitor and supervise the work of the Consultant. The responsibilities of the Consultant include the following:

Sampling

- a. Develop a roster of community leaders for each of the Project's intake areas, which is informed by the PMU, NCDC's Community and Social Services Division, local NGOs active in youth issues, and the Baseline Screening Survey and MIS Consultant Firm. These leaders will live in or near the intake area and be affiliated with the NCDC, the national government, or an NGO. They will know a significant percentage of participants and controls personally, in order to accurately report on their activities.
- b. Draw a random sample of 4 adult leaders from each intake area in which the program was implemented.
- c. Draw a random sample of 50 of the Project's trainees and 50 controls per intake area from the Project's MIS database.

Survey design

- a. An individual consultant will be hired by the PMU to develop the survey instrument to be used by the Consultant Firm. However, the Consultant will provide feedback on the final design of the survey instrument and work with the survey design consultant to revise instrument in response to field testing experience.
- b. Translate (English, Pidgin, Motu) and field-testing questionnaires, for participants.
- c. Field-test the planned questionnaire with sample community leaders.

- d. During the survey implementation, identifying information on participants interviewed, including their photo will be included on the questionnaire.
- e. Each leader will be asked to report on the young persons that the leader has information about. The number of participants and controls in the survey may be adjusted based on the recommendations of stakeholders and the experience in the pre-test.

Personnel management

- a. Hiring, training, and supervising survey interviewers.
- b. Hiring, training, and supervising data-entry clerks (may be drawn from pool of interviewers).
- c. Monitoring the ability of leaders to accurately report on participants and controls and replacing leaders if necessary.
- d. Conducting interviews
- e. Managing survey logistics, including transport and other support to interviewers, supply of materials, and other required goods and services.
- f. Provide small financial or other incentives for respondents to accurately report information.

Data management

- a. Codifying the data from the surveys at the individual (i.e. participant and control) level and consolidating the data into a simple excel spreadsheet that can be entered into the Project's MIS database.
- b. Providing copies of both raw and cleaned datasets in a timely manner.
- c. Ensuring proper matching of questionnaires across survey rounds.
- d. Ensuring data confidentiality.
- e. The consultant will be expected to maintain the data and retain paper questionnaires over the course of the Project.

REPORTING AND TIME SCHEDULES

9. The Consultant will report to the Project's M&E Coordinator. The following schedule provides details on the timing of sample design, questionnaire design, data entry design, and the administration of questionnaires.

Table 1. Tentative Community Survey Timetable

No	Activity	Approximate timetable for delivery of relevant report	% of the contract sum
1	Advance Payment		
2	Inception Report		
3	Questionnaire design		
5	Training and field-testing		
6	Community Survey		
10	Mid term Report		
11	Final Report		

QUALIFICATIONS AND EXPERIENCE OF KEY PERSONNEL

10. The selected firm will have considerable experience in managing surveys, preferably in managing field surveys. This includes the preparation of survey and training materials, training and supervising interviewers, data entry, maintaining records, and ensuring confidentiality of records. The firm will have sufficient experience and capacity to manage survey logistics, including equipment, materials, and personnel. The firm will preferably have experience in handling sensitive material and information, and in conducting interviews concerning potentially difficult topics among vulnerable groups.

11. The Survey Management Consultant should, at a minimum, assign the following staff to the project:

- Project director with a master's degree in a relevant field and at least 10 years of experience; and
- An appropriate number of enumerators (survey takers) with at least completed high school (some university education preferred).

Facilities

The Consultant will in close coordination with the PMU identify community facilities such as NCDC facilities, community halls, churches, police and army stations and others to conduct the community survey.

CONTRACT MANAGEMENT

12. The Consultant Firm's contract will be managed and administered by the Procurement Advisor. The initial contract will be financed by the Korean Trust Fund and administered in accordance with World Bank guidelines and NCDC's own internal procedures. The remaining contract period will be financed by IDA.

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ANNEX 9. PMU STAFF PERFORMANCE ASSESSMENT FORMAT

**- URBAN YOUTH EMPLOYMENT PROJECT –
PROJECT MANAGEMENT UNIT
Performance Assessment Review**

Staff member's name:	
Department / Unit:	
Position:	
Review:	Annual: Y/N Probation Period: Y/N Other: Y/N (state purpose:)
This Assessment:	Date due: .../201... Date conducted:/201..
Assessor's name:	TG
Assessor's position:	Project Manager
Up-to-date version of the staff member's work plan attached to this assessment?	Y/N

SECTION 1 PERFORMANCE AGAINST KEY CRITERIA

1. Professionalism; Quality of Advice and Service

- Beneficiaries' and stakeholders' needs are identified and met and/or service options advised.
- Beneficiaries and stakeholders are treated with respect and advice and services are provided on an equitable basis.
- Staff member creates a positive image for UYEP and NCDC, providing services with a helpful and courteous attitude.

1	2	3
Below performance standard	Meets performance standard	Exceeds performance standard

Staff member to give examples how their behaviour demonstrates performance against this criterion:

Project Manager's feedback:

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2. Ethical Conduct and Workplace Behaviour

- Complies with normal code of conduct expected of a staff member/consultant, and has not had a Formal Warning in the past 12 months
- Follows all reasonable directions and requests
- Works required hours, is punctual and has a satisfactory attendance record

1	2	3
Below performance standard	Meets performance standard	Exceeds performance standard
<p>Staff member to give examples how their behaviour demonstrates performance against this criterion:</p> <p>Project Manager’s feedback:</p>		

3. Risk Management

- Contributes to risk management processes and / or makes suggestions to improve practices and procedures.
- Applies safety procedures at all times. Hazards are identified and reported and corrective action is taken as directed.
- Makes reasonable efforts to reduce waste and pollution and complies with environmental protection principles.

1	2	3

Below performance standard	Meets performance standard	Exceeds performance standard
<p>Staff member to give examples how their behaviour demonstrates performance against this criterion:</p> <p>Project Manager's feedback:</p>		

4. Continuous Improvement in Skills and Performance

- Takes responsibility to learn and apply learning in the workplace.
- Supports or brings solutions and improvements to the workplace.
- Attends all assigned training

1	2	3
Below performance standard	Meets performance standard	Exceeds performance standard
<p>Staff member to give examples how their behaviour demonstrates performance against this criterion:</p>		

Project Manager's feedback:

5. Application of Knowledge and Skills

- Has the knowledge and technical skills required to complete tasks set out in TOR
- Applies this knowledge and skill effectively in daily work.
- Shares knowledge and ideas with other team members, and is a problem-solver

1	2	3
Below performance standard	Meets performance standard	Exceeds performance standard

Staff member to give examples how their behaviour demonstrates performance against this criterion:

Project Manager's feedback:

6. Teamwork

- Contributes to team cohesion, morale and reputation
- Works cooperatively with other staff members
- Implements NCDC and UYEP policies and treats other staff with respect.

1	2	3
Below performance standard	Meets performance standard	Exceeds performance standard
<p>Staff member to give examples how their behaviour demonstrates performance against this criterion:</p> <p>Project Manager's feedback:</p>		

7. Leadership and Management *(only for staff members who supervise other staff)*

- Works with team to maintain morale and team cohesion, develops skills of team.
- Ensures management of day-to-day workload in a timely and cost effective way.
- Provides team with a sense of direction and purpose.
- Completes Skills & Performance Assessments in a timely manner and to a quality standard
- Ensures all staff members attend all assigned training, completes induction and provides effective periodic reviews and corrective guidance.

1	2	3
Below performance standard	Meets performance standard	Exceeds performance standard

Staff member to give examples how their behaviour demonstrates performance against this criterion:

Project Manager's feedback:

DRAFT

SECTION 2 JOB SPECIFIC SKILLS

Performance requirement: <ul style="list-style-type: none"> ▪ To assist the Project Manager to ▪ 		
1	2	3
Below performance standard	Meets performance standard	Exceeds performance standard
Performance requirement: <ul style="list-style-type: none"> ▪ ▪ 		
1	2	3
Below performance standard	Meets performance standard	Exceeds performance standard
Performance requirement: <ul style="list-style-type: none"> ▪ ▪ 		
1	2	3
Below performance standard	Meets performance standard	Exceeds performance standard

Performance requirement: <ul style="list-style-type: none">▪▪		
1	2	3
Below performance standard	Meets performance standard	Exceeds performance standard

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SECTION 3 PERFORMANCE ASSESSMENT AGAINST WORK PLAN OBJECTIVES

1. Performance against work plan

- Attach the work plan with the most recent review.
- Make comment on the progress made in delivering that work plan (quality and quantity)
- If reporting from a team work plan make comment on the contribution this staff member has made in the delivery of that work plan
(The current and previous work plan may be required to cover this assessment period)

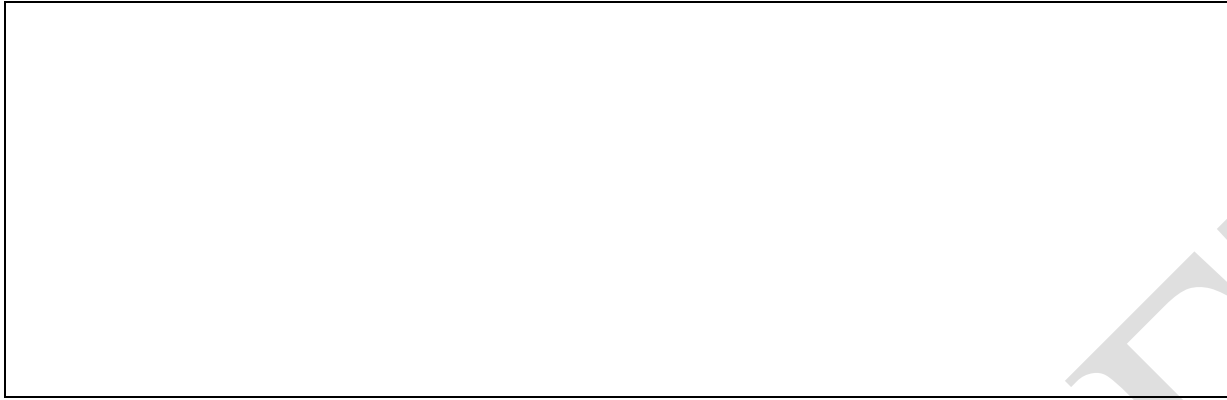
sl	TOR Deliverable / Outputs	Planned Delivery	Date OUTPUT Achieved
(A)			
A.01			
A.02			
A.03			
A.04			
(B)			
B.01			
B.02			
B.03			
B.04			

sl	TOR Deliverable / Outputs	Planned Delivery	Date OUTPUT Achieved
(C)			
C.01			
C.02			
C.03			
C.04			
(D)			
D.01			
D.02			
D.03			
D.04			
(E)			

sl	TOR Deliverable / Outputs	Planned Delivery	Date OUTPUT Achieved
E.01			
E.02			
E.03			
(F)			
F.01			
F.02			
F.03			

1	2	3
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Below performance standard	Meets performance standard	Exceeds performance standard
<p>Staff member's comments:</p> <p style="text-align: center; font-size: 48px; opacity: 0.3; transform: rotate(-45deg); font-family: serif;">DRAFT</p> <p>Project Manager's feedback:</p>		



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2. Additional activities undertaken outside the agreed work-plan activities

- *Assess the staff member’s participation in activities outside of the scope of the staff member’s work plan:*
 - *additional projects or responsibilities*
 - *participation in working groups or project groups*
 - *discretionary effort*
- *Assess how the participation added to the overall performance of the UYEP*

Also consider where the staff member has undertaken additional tasks and the output of that staff member’s work plan may have suffered. Discuss here why that may be the case and recommend any necessary changes to work arrangements.

1	2	3
Below performance standard	Meets performance standard	Exceeds performance standard
<p>Staff member’s comments:</p> <div style="text-align: center; font-size: 4em; opacity: 0.2; transform: rotate(-30deg); pointer-events: none;"> DRAFT </div>		

Project Manager's feedback:

SECTION 4 DEVELOPMENT NEEDS: (POSITION)

Development needs to meet current or future performance requirements:

Record any training or development required in order to meet a satisfactory standard of performance now or in the future.

Also consider if in the development of the future work plan the UYEP can foresee any future organisational, legislative or regulatory changes that may lead to a performance hurdle – and can the UYEP plan to improve or prepare the staff member for those hurdles now?

sl	Knowledge, skill or ability to be developed	Proposed development strategy and timing
----	---	--

sl	Knowledge, skill or ability to be developed	Proposed development strategy and timing

Prepared by: _____ Signature: _____ Date: _____

Project Manager's comment:

Signature: _____

Project Manager

Date: _____

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SECTION 5 AGREEMENT

Staff member:

- 0 I accept the assessment.
- 0 I object to the assessment and request a review by the Deputy City Manager – Community and Social Services (- state reasons below)

Staff member's comment :

Additional comments may be provided on a separate page.

Signature: _____ Date: .../...../.....

Project Manager's comment :

Signature _____

Date:/...../.....

Project Manager

I **approve / do not approve** the above assessment

Signature: _____ Date:/...../.....

Deputy City Manager – Community & Social Services

PRIVACY:
NCDC/UYEP will only collect personal information needed to carry out lawful personnel management activities. The personal information supplied on this form is required by NCDC to work out your entitlements in order to pay you correctly, and/or as elected by you. This information may also be used to generate management reports.

This information will be stored on your personnel file, in the Pay Office, or in Archives/Records. Only your immediate Supervisor, Project Manager and the Deputy City Manager – Community & Social Services have access to this information.

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ANNEX 10. FORMAT FOR COMMITMENT CONTROL LEDGER

**NATIONAL CAPITAL DISTRICT COMMISSION
Urban Youth Employment Project
COMMITMENT CONTROL LEDGER**

DEPARTMENT: Department of Community and Social Services

DIVISION: UYEP Project Management Unit

UNIT: Not Applicable

VOTE NUMBER:

BUDGET ALLOCATION: PGK: _____

PERIOD: _____ / _____ TO: _____ / _____

Revised Allocation: PGK _____

DATE	REQ NUMBER	ORDER NUMBER	SUPPLIER	ORDER VALUE	CUMULATIVE AMOUNT	AVAILABLE BALANCE

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ANNEX 11. PROCUREMENT RECORDS MANAGEMENT SYSTEM

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

The PMU will keep clear and complete records of:

- (i) A **detailed description of what is to be procured** – use the form provided - see POM Annex Standard Procurement Forms.
- (ii) A copy of all **written Requests for Quotations** sent to suppliers – use the form provided - see POM Annex Standard Procurement Forms.
- (iii) A copy of **all written quotations received from suppliers** – use the form provided - see POM Annex Standard Procurement Forms
- (iv) A copy of the **evaluation of the quotations** received and recommended quotation – use the form provided - see POM Annex Standard Procurement Forms
- (v) A copy of the **Tender Board’s minute approving the award** of contract to the recommended supplier or reasons for not awarding the contract – use the form provided - see POM Annex Standard Procurement Forms
- (vi) A copy of the **Letter of Award** (with attached Purchase Order in the case of MISA) – use the form provided - see POM Annex Standard Procurement Forms.

The above records should be kept and available for checking by the responsible NCDC internal and external audit as well as by IDA and NCDC officers.

1.1.1 Filing Structure

- a. Create File Boxes or drawers according to the procurement categories Works, Goods and Consulting Services/Training. Such Procurement category boxes are created for each project
- b. For each project, a general box or large solid folder, labelled “PG” (Procurement General) is created to contain the appraisal report, Loan Agreement and related documents, as well the list of reference numbers for bulky bid documents and contracts for the three categories. These bulky documents should be kept in a separate box (see below)
- c. Computer Printed labels should be used on all filing boxes/drawers for clarity
- d. Boxes for Works carry a large “W”, boxes for Goods a large “G” and consultant services a large “C”
- e. Each contract is filed in the relevant box for the project (a contract for works goes in a “Works” box, a contract for Goods goes in a “Goods” box, and a consultant contract goes in a “Consultants” box), and each box carries the contract name.
- f. Each procurement category box per contract contains individual folders for each procurement step, (ii) a folder for complaints and (iii) a folder for procurement reviews or technical audits

- g. For each contract, separate larger procurement document boxes are created to keep bulky bidding and contract documents, which are given reference numbers. The reference numbers of the prequalification, bidding, consultant proposal and contract documents are listed on a “Bidding Document Sheet” or “Proposal Document Sheet”, which is placed in each Procurement General box for the project. This is to ensure that such documents will always be rapidly traceable

1.1.2 General folders for each project

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

1.1.3 Folders for each Contract of the Project

GOODS

Complaints Folder

Bidding Folders

- Bid Launching Folder
 - Specific Procurement Notice with publication date
 - No-objection from Bank to draft Bidding Documents (placed in the procurement document box with reference number on the list kept in the general project box)
 - Modifications/addenda to bidding documents (if any)
- Bid Evaluation folder
 - Bid-opening report
 - Government notice on composition and start of evaluation committee
 - Clarifications requested from bidders and written replies
 - Bid Evaluation Report (with reference numbers to bidding documents received)
 - Analysis of Bid Evaluation Report and recommendation
 - Comments by the Bank and/or no-objection on award to Government
- Bid Award Folder
 - Copy of Letter of Acceptance (to be obtained from the Borrower)
 - Copy of signed contract

- Copy of letter to the Bank transmitting signed contract for disbursement
- Publication of Award in United Nations Development Business online and dg-Market

Contract Management Folder

- Contract amendments
- Inspection certificates
- Payment Certificates
- Completion certificates
- Copies of guarantees
- Claims and Disputes

CONSULTANTS SERVICES AND TRAINING

General Folder

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

Complaints Folder

Proposal Folders

- Proposal Launching Folder
 - Comments/no-objection from the Bank to proposed short list
 - Draft Request for Proposal (RFP) and Terms of Reference
 - No-objection/Comments by the Bank to draft RFP
 - Notice by Borrower of RFP sent to short listed firms
- Proposal Evaluation Folder
 - Notice by Borrower of proposals received and opening of technical proposals
 - Notice by Borrower of appointment of evaluation committee
 - Technical Evaluation Report
 - Analysis/comments by the Bank of Technical Evaluation Report.
 - Minutes of Opening of Financial Proposals.

- Financial Evaluation Report.
- Combined Technical and Financial Evaluation Report
- No-objection by the Bank to recommendation for selected consultant and authorization to negotiate, (or No-objection by the Bank to negotiated initialled draft contract)
- Proposal Award Folder
 - No-objection from the Bank to initialled draft contract
 - Copy of signed contract
 - Letter to the Bank transmitting copy of signed contract for disbursement
 - Publication of Award in United Nations Development Business online and dg Market.

Contract Management Folder

- Contract Amendments
- Consultant Reports
- Technical Assistance Reports
- Claims and Disputes
- Folders for Contracts with Individual consultants for technical assistance and training: Name on a folder for each individual consultants, and containing his CV and evaluation if employed before.

WORKS

Complaints folder

Prequalification Folders

- Launching Prequalification Folder
 - Prequalification Notices (in Borrower's country, United Nations Development Business, journals or technical magazines, if applicable, and consular or diplomatic representatives of eligible member countries) with publication date
 - No-objection by Bank to Prequalification Document (the document itself is filed in the "Bulk box" with a reference number. This reference number is listed on the list kept in the general project box – see above)
 - Launching date of prequalification
- Prequalification Evaluation Folder
 - Report on opening of requests for prequalification
 - Prequalification Evaluation Report
 - Bank Analysis of Prequalification Evaluation Report (with reference number to Prequalification Evaluation Report)

- Bank No-objection to list of Prequalified firms

Bidding Folders

- Bid Launching Folder
 - Specific Procurement Notice with publication date
 - Bank No-objection to draft Bidding Documents (the bid document itself is filed in the “Bulk box” with a reference number. This reference number is listed on the list kept in the general project box – see above)
 - Clarifications asked by bidders and written replies from the Borrower
 - Minutes of Pre-bid meeting (if applicable)
 - Modifications/addenda to bidding documents (if any)
- Bid Evaluation folder
 - Bid-opening report
 - Government’s notice on composition and start of evaluation committee
 - Clarifications requested from bidders
 - Bid Evaluation Report (with reference number to bidding documents received)
 - Bank Analysis/comments by the Bank of Bid Evaluation Report and/or no-objection to award recommendations
- Bid Award Folder
 - Copy of Letter of Acceptance by the Borrower
 - Copy of signed contract (placed in the procurement document box with reference number on the list kept in the general project box)
 - Copy of letter to the Bank transmitting signed contract for disbursement
 - Publication of Award in United Nations Development Business online and dg-Market

Contract Management Folder

- Contract amendments
- Contract supervision reports
- Change Orders
- Payment Certificates
- Completion certificates (“provisional” and “final” acceptance)
- Copies of guarantees
- Claims and Disputes (liquidated damages).

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ANNEX 12. MANDATORY PROVISIONS FOR NCB (FOR BANK/IDA FINANCED CONTRACTS)

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

ELIGIBILITY

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

REGISTRATION

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

ADVERTISING; TIME FOR BID PREPARATION

- (iii) Invitations to bid shall be advertised in at least one newspaper of national circulation, allowing a minimum of thirty (30) days¹² for the preparation and submission of bids except for commodities and small goods contract. Potential bidders shall be allowed to purchase bidding documents up to anytime prior to the deadline for submission of bids.

STANDARD BIDDING DOCUMENTS

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

QUALIFICATION CRITERIA

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

¹² This may be changed to 21 days.

and construction and manufacturing facilities, and financial capacity. The evaluation of the bidder's qualifications shall be conducted separately from the technical and commercial evaluation of the bid.

BID SUBMISSION, BID OPENING AND BID EVALUATION

- (vi) Bidders may submit bids, at their option, either in person or by courier service or by mail. Bids shall be opened in public, immediately after the deadline for submission of bids. Bids received after the deadline for bid submission shall be rejected and returned to the bidders unopened.
 - (a) All bidding for goods and works shall be carried out through a one-envelope procedure.
 - (b) Evaluation of bids shall be made in strict adherence to the criteria that shall be clearly specified in the bidding documents and quantified in monetary terms for evaluation criteria other than price; merit points shall not be used in bid evaluation.
 - (c) A contract shall be awarded to the technically responsive bid that offers the lowest evaluated price and no negotiations shall be permitted.
 - (d) Bidders shall not be eliminated from detailed evaluation on the basis of minor, non-substantial deviations.
 - (e) No bidder shall be rejected on the basis of a comparison with the employer's estimate and budget ceiling without the Association's prior concurrence.
 - (f) A copy of the minutes of the public bid opening shall be promptly provided to all bidders, and to the Association with respect to contracts subject to prior review.

REJECTION OF ALL BIDS AND RE-BIDDING

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

EXTENSION OF THE VALIDITY OF BIDS

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

COMPLAINTS BY BIDDERS AND HANDLING OF COMPLAINTS

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

FRAUD AND CORRUPTION

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

RIGHT TO INSPECT/AUDIT

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

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ANNEX 13. ENVIRONMENTAL AND SOCIAL MANAGEMENT FRAMEWORK

The UYEP Environmental and Social Management Framework is contained in a separate document that is downloadable from the World Bank info shop website or can be obtained in hard or soft copy from the UYEP PMU offices.

The following are the Potential Environmental Impacts and Proposed Mitigation Measures identified in the ESMF:

Component 1 of UYEP will generate employment opportunities in Port Moresby using labour based methods. Therefore, all activities and civil works to be funded will involve relatively simple and easily executed works of the nature described in the matrix below.

Type of Sub Project Activity	Potential Adverse Environmental Impacts	Proposed Generic Mitigation measures to form the basis of measures to be incorporated by the PMU in the required Environmental Management Plan
Road repairs and maintenance Footpath maintenance	<p>Poor temporary traffic management and safety issues.</p> <p>Inappropriate Spoil Disposal.</p> <p>Gravel excavation/sourcing at inappropriate locations.</p> <p>Land and surface water pollution from use of Bitumen.</p> <p>Dust impacts on air quality.</p> <p>Loud noise impacts in residential and commercially sensitive areas</p>	<p>Prepare basic traffic management plan with support and assistance of local police. In addition, attention will be paid to (i) managing workers' behaviour on site, and (ii) careful planning and implementation of loading and unloading of construction materials and waste so as to minimise traffic disruption.</p> <p>Dispose of all spoil material in approved locations. Re-use bitumen for levelling where possible.</p> <p>Use approved/licensed quarries or suppliers.</p> <p>Mix sealant material in approved locations or camp sites. Rehabilitate sites after use. No on site mixing allowed. Clean up onsite locations if accidental contamination spills occur.</p> <p>Use periodic water bowsers/spraying to meet local or acceptable air quality emission standards.</p> <p>Restrict activities to normal working hours during the day and avoid early morning and late night activities.</p> <p>Generally adopt good construction and safety practices such as wearing protective gear,</p>

		having access to a first-aid kit, and having an emergency plan.
Cleaning of storm drains Garbage Collection	Inappropriate Solid Waste Disposal	(i) Transport to and dispose of removed solid waste at approved licensed landfills and dumpsites. (ii) Burning of solid waste material not to be approved. (iii) Stock pile top soil material appropriately for re-use or sale.
Soft (grass cutting) and Hard City (pavement laying) Landscaping	Inappropriate Spoil Disposal Inappropriate use and handling of potentially harmful chemical substances leading to land and water pollution and human contact.	Stock pile cut grass appropriately for re-sale and/or disposal at approved landfill or dumpsite. Use of herbicides and other chemicals must/will not be approved for use in this project.

In addition, the potential impact of civil works should also consider aspects (social and other) such as:

- Disruptions of accessibility to road side houses, shops and other buildings during footpath maintenance.
- Negative Aesthetical and visual impacts, particularly in front of shops
- Damage to on trees on footpath, if any
- Damage to the existing infrastructure installed under/on or above footpath, if any (water, power, telephone etc. connections to households
- Potential social conflicts between workers and local residents
- Potential odour problems, nuisance and aesthetic impacts related to drain cleaning and garbage collection
- Occupational health and safety of workers

Environmental Management Process for Component 1: Youth Job Corp

This process is aligned with the overall implementation arrangements for Component 1, contained in Section 1.3.3 in this EMF.

Steps	Process	Responsible Institution
<p>Preparation of Environmental Management Plan. This step begins in the Identification and Approval Stage as shown in section 1.3.3.</p>	<p>As part of the planning and preparation process for the preparation of a sub-project activity, the EMP must be completed and included in the sub-project dossier.</p> <p>A general Code of Practice for both workers and contractors should be prepared and included in the EMP.</p> <p>For sub-project activities that require engineering drawings, some of the mitigation measures detailed in the EMP would also be included in these drawings.</p> <p>Undertake consultations at this time for each sub-project with potentially affected groups. This can be done as part of the projects over communication strategy and the consultation strategy in section 8.4 of the EMF.</p>	<p>The Senior Public Works Engineer (SPWE) in PMU will prepare the EMP including a Code of Practice, and lead the sub-project consultations.</p>
<p>Incorporate EMP into civil works/labour contracts</p>	<p>The standards civil works/labour based contracts will be amended to include the EMP as part of the legally binding documents. Costs contained in the EMP for each activity will also be included in the contract sum. Where appropriate Bills of Quantities will be revised to include the requirements in the EMP to ensure environmental management costs are reasonably determined and payable under the terms of the contracts.</p>	<p>The SPWE in PMU, civil works contractors.</p>
<p>Supervise EMP implementation as part of overall sub project activity</p>	<p>During contract execution and as part of the supervision of the works, the implementation of the measures in the EMPs will be monitored as per the monitoring plan in the EMP to ensure mitigation measures are being implemented, to confirm the efficacy of these measures and to determine if changes are necessary.</p>	<p>The SPWE will carry out monitoring of implementation of the EMP.</p>
<p>Prepare Consolidated periodic Monitoring</p>	<p>The preparation of periodic monitoring reports will be compiled for a group of sub project activities to be maintained as part of the UYEP project records. Timing</p>	<p>The SPWE will prepare these reports.</p>

<p>Reports</p>	<p>and frequency for the preparation of these reports will be agreed and stated in the EMP.</p>	<p>These reports are to be submitted to the World Bank who will use them for its ex-post review of the implementation of the EMP during supervision missions/determining site visits and for determining the rating for environmental safeguards compliance in the Implementation Status Reports.</p>
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Sample Template for the Environmental Management Plan for Component 1

The actual contents of the EMP for each sub project can be structured into a matrix such as the one below, in addition to including both general and site-specific issues, as well as photographs of existing conditions and characteristics:

Name of Sub Project:

Sub Project Activities:

Impacts	Mitigation Measures	Cost of Mitigation Measures	Institutional responsibilities – who will implement when and how	Monitoring Plan – who will monitor that (i) mitigation measures are implemented and (ii) their efficacy so change can be made if necessary.			Cost for Monitoring
				Monitoring Indicators	Who	When	

The above matrix (EMP) will be prepared by the SPWE of the PMU.

Monitoring.

The SPWE at the PMU will be responsible for monitoring of the EMF implementation by contractors, and will prepare monthly progress reports for each sub project activity. The reports will contain progress made in EMP implementation with particular attention to compliance with the measures set out in the EMP for each subproject. A section on compliance with the EMF will be included in overall project semi-annual report. The NCDC will submit semi-annual monitoring report to World Bank.

Environmental Management Process for Component 2: Skills Development and Employment Scheme:

These particular procedures are designed to ensure that this project through the OJT activities in Component 2;

- a. Places participating youth in private sector companies that comply with all the relevant laws and requirements for operating in Papua New Guinea.

And

- b. That the project will only work with private sector companies that engage in activities and/or work in sectors that are in the opinion of the Government of Papua New Guinea and the World Bank meet the highest ethical standard suitable for youth engagement, do not pose unacceptable reputational risks to the Government and the World Bank, and are not engaged in activities prohibited by relevant international law for the World Bank to, in anyway directly or indirectly support.

Therefore, the project cannot support companies that are (i) engaged in illegal activities and (ii) certain other activities in some sectors (listed in the table below) even if these activities are legal according to the Laws of Papua New Guinea.

To this end, this negative list of activities and/or sectors in which private sector companies participating in the OJT cannot be engaged in has to be complied with. This is not an exhaustive and complete list and is subject to review and change at any time during the life of the project.

The SPWE in the PMU will develop appropriate screening tools using a due diligence approach to ensure full compliance with this requirement.

Table 1: List of Prohibited Activities/Sectors the Project cannot Support.

No.	Activities/ Sector
1.	Alcohol – activities supporting the production, marketing, distribution and sale of alcoholic beverages and products.
2.	Tobacco - activities supporting the production, marketing, distribution and sale of tobacco products.
3.	Radioactive and associated materials
4.	Pearls, precious and semi-precious stones, un-worked and worked
5.	Nuclear reactors and parts thereof, fuel elements (cartridges, non- irradiated, for nuclear reactors.
6.	Jewellery of gold, silver or platinum group metals (except watches and watch cases) and goldsmiths' or silversmiths' wares (including set gems)
7	All national and international security firms, with no exception.

Additionally, the PMU will screen participating companies for compliance with labour laws, health and safety and for environmental clearance/certificate requirements.

ANNEX 14. SOCIAL ASSESSMENT & GRIEVANCE REDRESS PROCEDURES

1.1 COMMUNITY CONSULTATION FRAMEWORK

The Urban Youth Employment Project (UYEP) has integrated regular community consultations as part of the project design. These consultations will be integrated into a Communications Plan and are aimed at (i) informing communities of the Project's objectives, target groups, services, and procedures and (ii) receiving feedback from communities. Feedback received from participants during these consultations will be channelled to assigned individuals in the Project Management Unit (PMU) for response and action.

A Communications consultant firm ("Firm") will be responsible for undertaking consultations as a part of a wider project awareness and communications campaign, which will include rolling media spots, brochures, and other outreach activities, over the course of the project implementation period. The Firm will develop a Communications Plan for review and approval by the NCDC and IDA. The consultations will also be led by the Firm with support from the Project's Program Development Specialist (who will be responsible for the Project's marketing and communications and will supervise the day-to-day work of the Firm), youth facilitators and involvement of relevant community and youth leaders. The Project Manager will monitor the implementation of the Consultations in accordance with the Communications Plan (and Community Consultation Framework)

The consultations will take the form of community consultations and youth-led knowledge sharing seminars. Consultations will be targeted towards the general NCD population, including youth, and civil society groups in the NCD. There will be consultations targeted specifically towards the Motu-Koita community.

Other forms of consultation with communities are included in the project design including impact surveys and community surveys. In addition, community members and project participants will be able to access the projects' grievance mechanism if they have any concerns, complaints, or grievances.

The timing of the community consultations will be synchronized with the Project's Works/Roads Maintenance Plan. Each in-take will take place about every two months in different areas in the NCD. The Communications Firm will commence consultations prior to the Project's screening and works activities.

Guidelines for community consultation

Process:

1. Participants will be provided with information on project activities and processes in a format and manner which is accessible (such as brochures, fliers, verbal explanations). Documentation on the Project should be available in Tok Pisin and Hiri Motu, where necessary.
2. Participants will be provided with opportunities to contribute ideas to the project team to ensure that UYEP is maintains relevance, effectiveness, and sustainability.
3. Consultations will take place in a language that will be understood by the participants. Where necessary translators will be provided.
4. Consultations will begin with an explanation of the objectives of the consultation. The facilitator should be clear about what the consultations are supposed to achieve.
5. Participants should be informed of how the comments and suggestions will be used.
6. Participants should be provided with feedback on how their suggestions and questions were addressed.
7. For reporting purposes, consultations should be documented with names of participants, location and date of consultation and issues raised, and responses provided recorded. Photographs are also recommended.

Inclusion:

1. *Gender:* if necessary alternative consultations will be considered to ensure that female youth and women have an opportunity to actively engagement. This may include separate consultations for female youth and women, female-led consultations, etc.
2. *Motu-Koita:* Consultations with Motu-Koita communities will occur within their villages and will involve the Motu-Koita Assembly, Motu-Koita youth, Motu-Koita community members, and civil society groups active in Motu-Koita villages.

Activity	Objective	Target Audience	Activities	Frequency	Staff Involved
Consultation during implementation					
Community awareness and information campaign	To inform communities of the Project's objectives, services, and procedures; seek their feedback; and channel that feedback to the PMU for response and action.	<ul style="list-style-type: none"> • General public • Youth • Civil society groups in NCD • The private sector active in NCD • Project partners • Village chiefs and local government officials • Motu-Koita youth • Motu-Koita community members • Village chiefs • Civil society groups active in Motu-Koita villages. • The Motu-Koita Assembly 	Communications Plan Consultations Youth-led knowledge sharing seminars Dissemination of material in Tok Pisin and Hiri Motu	On a rolling basis. Consultations with communities to be synchronized with Road Maintenance Plan and will commence prior to Project screening and sub-project activity.	Communications Firm Program Development Specialist Youth Facilitators Project Manager
Issue specific consultation	To address specific issues with a pre-identified target group (e.g. participation levels of Motu-Koita youth)		Consultations Focus Group Discussions One-on-one interviews (on request)	As required	Youth Facilitators M&E Coordinator Project Manager
Project Monitoring					
Short and Long Run Impact Surveys	To assess the labour market outcomes of Project graduates	<ul style="list-style-type: none"> • YJC and OJT graduates 	Surveys	In year 2 and year 4 of the Project	Short and Long Run Impact Consultant Firm
Community Leaders' Survey of youth leaders	To assess community perceptions of the impact of the Project on youth	<ul style="list-style-type: none"> • Community Leaders 	Survey	Annual	Short and Long Run Impact Consultant Firm

Opportunities for channelling complaints, concerns, and questions					
Grievance Redress System	To provide a channel for communities and the Project's participants to raise concerns or ask questions relating to the Project	<ul style="list-style-type: none"> • General public • Youth • Community members • Community leaders • Trainees • The Motu-Koita Assembly • Motu-Koita youth • Motu-Koita community members • Civil society groups active in Motu-Koita villages. 	Raising complaints through various means to the PMU	As required	Youth Facilitators M&E Coordinator Project Manager YLM Coordinator NCDC Deputy City Manager/Head of Community and Social Services

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1.2 GRIEVANCE REDRESS PROCEDURE

Urban Youth Employment Project Grievance Redress Mechanism/Procedures

STEP 1: LODGING GRIEVANCES

1. Complaints can be lodged by anyone through the following:
 - a. In person, by talking to any staff of the PMU, staff of the contractor, or community leaders such as church leaders or NGOs, representative of NCDC or local level government agencies, representative of the MKA, among others.
 - b. By calling or sending text or SMS to the Project's Mobile hotlines – 70029587; 70029753
 - c. By calling the PMU's landline 3253741; 3258135; 3257829
 - d. By writing, whether coursed through a person or mailed to the PMU
 - e. Personal visits to the PMU office (walk-in)
2. Complainants may opt to keep their identity confidential; if so their complaints will be identified by a reference number.
3. When complainants lodge complaints, they should be given information on the following:
 - a. The Grievance Redress Mechanism and the next steps (including a timeline).
 - b. Contact information of someone they can get in touch with at the PMU (Youth Facilitator/Project Manager).
 - c. A reference number by which their complaint can be tracked.
4. As much as possible, grievances should be addressed immediately at uptake points, meaning, by individuals or groups at the lowest level possible, based on dialogues and constructive engagement. The Project will rely heavily on recognized forms of conflict resolution like mediation by community leaders, negotiation, village courts, among others.

STEP 2: RECORDING

5. Grievances received by project staff (other than the GRS Focal Person) must be recorded through the GRS Form and turned over to the GRS Focal Person on the same day or the following day at the latest.

STEP 3: DATA ENTRY INTO THE MRS/MIS, CATEGORIZATION, REFERRAL FOR ACTION

6. The GRS Focal Person enters into the MRS all grievances received either through the GRS Form recorded by PMU staff or SMS or calls received through the mobile hotline, taking note of the information such as contact information and identity of the source (name, if given; location; ethnicity; gender), the date grievances were filed, reference number, and categories.
7. The GRS Focal Person sorts out grievances and forward them to concerned PMU staff for immediate action according to the following categories:

Category	Description	Acted and/or Resolved at:	Performance Standard/Timeline
A	General feedback or inquiries about the Project	Uptake points	Immediately, upon receipt
B	Grievances related to agreed project procedures	Uptake points up to the level of component heads (YJC or OJT head)	Immediately, up to 5 working days
C	Corruption related	Project Manager (by mobilizing appropriate groups for resolutions)	Immediately, up to 10 working days

8. Complaints will be sorted, investigated, and referred to appropriate resolution channels as explained in the table. The Youth Facilitators will play primary roles in the investigation and referral process while the Project Manager will be responsible for higher level mediation, addressing corruption-related charges, monitoring actions, and reviewing grievance trends.
9. The Project manager will review and discuss the complaints with the PMU staff especially the Youth Facilitators, the GRS Focal Person, and the YJC and SDES component heads on a weekly basis and come up with action plans for unresolved grievances. Further advice and support may be drawn from appropriate agencies with respect to complaints involving trainees/communities.
10. The Project Manager, in close coordination with the GRS Focal Person, will conduct a quarterly review and analysis of the GRS data from which strategic action by the PMU should be drawn. The review and analysis results should be captured by the Project’s quarterly reports.
11. The GRS Focal Person ensures actions from uptake to resolution are tracked or monitored and captured by the MRS.

Classification of Complainants for MRS

<p>Method of Making Complaint</p> <p>1.1 In person at the PMU</p> <p>1.2 Telephone: Project landline</p> <p>1.3 Letters sent to the PMU</p> <p>1.4 Onsite – relayed to project staff</p> <p>1.5 Mobile hotlines – text or call</p> <p>Sources of Complaints</p>	<p>Complaint Categories</p> <p>A: Inquiries about the project</p> <p>B: Complaints related to agreed project procedures</p> <p>About work:</p> <p>4.1 Payment</p> <p>4.2 Type of work</p> <p>4.3 Problem with Project Contractor/Consultants</p>
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<p>2.1 Youth participants 2.2. Project Contractors 2.3. Community members 2.4. Community leaders (wards, Church, NGO) 2.5. MKA 2.6. NCDC agencies 2.7. Others</p>	<p>4.4 Conflict with fellow trainees 4.5 Other</p> <p>About Project Design:</p> <p>5.1 Screening 5.3 Targeting and Selection 5.4 Training 5.5 Project Goals</p> <p>C. Corruption Related</p>

GRIEVANCE REDRESS RESPONSE AND ANALYSIS

FOR MONITORING & REPORTING PURPOSES, ILLUSTRATIVE TYPES OF ANALYSIS:

1	No. and type of grievance
2	% resolved or still in process during reporting period
3	Location of grievances, inquiries

4	For misuse of funds, amounts in question
5	% being reported by which modes of communications, course of information
6	Case status within 30-days, 60-days, 90 days and longer
7	% of cases responded to within business standards
8	Analysis of trends (location, modes of communication, misuse of funds)

* Indicators taken from Grievance Redress Form or other communications



Anonymous reports be made, such reports will be considered by the Youth Fa
on.

**URBAN YOUTH EMPLOYMENT
GRIEVANCE REDRESS FORM**



Given the discretion to determine whether a report merits further

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**URBAN YOUTH EMPLOYMENT
GRIEVANCE REDRESS FORM**



PART 1		BASIC INFORMATION	
Name of Complainant:			
Gender:	Male	Female	
Contact information of complainant:	Ph:	Box No:
Date of complaint:	<input type="checkbox"/>	<input type="checkbox"/>	
Complaint received by:			
Signature:			
Part 2		METHOD AND LOCATION	
Method:	Phone call <input type="checkbox"/>	In person <input type="checkbox"/>	Written <input type="checkbox"/>
Office:			Location <input type="checkbox"/> U

On-site (write Location): Other:	
Part 3 DETAILS OF GRIEVANCE/COMPLANINT)	
PART 4 DETAILS OF ACTIONS TAKEN IN RESOLVING THE GRIEVANCE/COMPLAINT	
Result: Resolved at level 1&2 : <input type="checkbox"/>	Resolved at level 3: <input type="checkbox"/>
Write the details of the response/resolution below <i>(Including persons involved)</i>	

Name of Project Staff: Signature: Date Action Taken:
PART 5 CLASSIFICATION OF COMPLAINTS <i>(Office use only)</i>
A. Inquiries about the project: <input type="checkbox"/> B. Grievance/complaint related to agreed project procedure: <input type="checkbox"/> C. Corruption Related: <input type="checkbox"/> Reference No: <input style="width: 150px;" type="text"/>

ANNEX 15. FINDINGS & RECOMMENDATIONS OF THE AGI SCOPING STUDY

1.2.1 Key Findings Require Action from a Diverse Range of Stakeholders

The research found girls’ continue to be disadvantaged *Before Work, At Work and After Work*, which limits their ability to access flexible, well paying and rewarding jobs. Key findings from the study will inform design aspects of the UYEP and other findings fall outside the ambit of the UYEP requiring broader cultural, structural and legislative changes. These broader changes will require input and engagement of government (“Gvt”), private sector (“PS”), non-government agencies (“NGO”) and civil society actors (see tables below).

Girls’ Experience Pervasive Discrimination “Before Work”

Major Finding	Recommendation(s)	Stakeholder Involvement				UYEP Design Impact(s)
		Gvt	PS	NGO	CS	
Parents Allocated More Money to the Education of Boys than Girls	Changing attitudes of parents to girls’ education is a cultural shift and as such requires national and regional leadership in addition to a targeted communication program for parents. This could include providing incentives for school leadership, parents and communities to increase girls’ enrolments.	✓		✓	✓	The UYEP communication plan should include information for parents on the importance of girls’ involvement in the educational aspects of the UYEP. The communication program should employ face to face consultations conducted over at least a 3 month period. Such communications may need to be both group based and one-to-one so to increase community support and individual interest in the program. These meetings could be supported by printed materials.
The Cost of Education is too High	Lowering the cost of education needs to be resolved at the government level. Schools need higher levels of sustainable funding with benchmarks for girls’ attendance and participation in range of curriculum and after school activities. Private enterprise must also be approached to help to subsidize schools, universities and trade schools in their areas of business.	✓	✓			
Girls Started School Later than Boys	National and regional leadership need to be petitioned to address the	✓				

	disparity in the starting age of girls. This will need to include providing a national starting age across provinces.					
There is a lack of safe / cheap transportation	Partner with private enterprise to provide a mixed purpose transport service. Drop off spots will be designed to meet the residency needs of the majority of commuters and will be designed with appropriate security coverage.	✓	✓	✓		Ensure the registration and screening process includes information on residency to allow for appropriate mapping between areas of residency and employment / training opportunities to minimize travel security issues. Determine whether employers can provide safe shuttle buses to drop off areas.
Vocational / Technical Training is Not Linked to Employer Demand	A structured dialogue between private enterprise and schools needs to be established by the appropriate government departments.	✓	✓	✓		As part of the UYEP Skills Development and Employment Scheme component, vocational schools should be linked to employer demand through the establishment of structured dialogue and curriculum consultations and captured in the employer registration process. This should include discussion of non-cognitive skills training.

Girls' have Restricted Opportunities for Employment and Progression "At Work"

Major Finding	Recommendation(s)	Stakeholder Involvement				UYEP Design Impact(s)
		Gvt	PS	NGO	CS	
Quality Jobs are in Short Supply	Royalties and income from the resource boom could be re-directed into nation building activities such as improved infrastructure which could provide opportunities for quality jobs.	✓	✓	✓		The Skills Development and Employment Scheme component should include working with selected Resource Companies to identify jobs which young women could perform such as coordinating project management offices and organizing logistics. It may be appropriate to re-structure the job database so employers update employment requirements in

					<p>advance, which drives the emphasis of curriculum module delivery including Basic Training (e.g. an employer may particularly need employees to have strong teaming skills). It is suggested mapping skill requirements to training modules and then to UYEP enrolments / certificate completion may be the best approach to anticipating employer demand.</p> <p>Youth identification and screening should include innovative methods to maximize communication with young women through existing social networks, meetings and other forums in which they are comfortable in participating. For example, identifying and getting buy in from existing forums at which information can be disseminated and discussed in a non threatening environment.</p>
<p>The Recruiting Process Disadvantages Young Women</p>	<p>The government must be petitioned to make significant legislative changes to the Employment Act and establishment of an Equal Opportunity ombudsman (or utilize the CIMC) to monitor implementation and compliance. This may mean institution of quotas for certain roles including management and board positions. Legislative changes must include stronger punitive damages for discriminatory hiring practices and provision of cost effective, accessible litigation for women</p>	<p>✓</p>	<p>✓</p>	<p>✓</p>	<p>The registration and screening process will need to be conducted in person – given the high illiteracy rates and the need to minimize the risk of fraudulent applications. Linguistic diversity will require multi-lingual registration teams – composed of a culturally diverse group of men and women. It is recommended a quota be established to ensure at least 40% of the participants are adolescent girls aged 16-25 and this quota represents a diverse set of settlements and areas in Port Moresby.</p> <p>The quota should measure the participation of adolescent girls across each type of work including the public works job experience sub component. Girls need to be included in training on “non-traditional” skills in public works – including pouring concrete, painting, driving trucks and managing working groups. The UYEP M&E/MIS</p>

	operating in the formal workforce. Multi-nationals must be held to their global standards of hiring and recruitment practices.				framework should include appropriate consultant and UYEP metrics for measuring young women’s participation from the screening process through to employment. The research team will recommend having an independent body oversee the contractor to ensure appropriate implementation of the identification and screening process. This is particularly salient given hiring practices can be highly sexualized especially in instances where girls / women have little or no other job prospects.
Employment Regulations Disadvantage Female Youth	The government must be petitioned to make significant legislative changes to the Employment Act. There is a need for clear legal expectations, with appropriate penalties, for local companies and multi-nationals to develop robust and accountable dismissal policies, sexual harassment policies, maternity leave provisions and training programs (including duration, payment and dismissal provisions).	✓	✓	✓	The UYEP M&E/MIS framework should include appropriate consultant and UYEP metrics for measuring young women’s employment experiences.
Entrepreneurial Options are Unsupported by Basic Requirements	At a national level leaders must be approached to change current legislation pertaining to lending conditions (requiring male guarantors etc.) to improve access to credit for women.	✓		✓	The UYEP should include training on entrepreneurial skills such as bookkeeping, marketing and communication in the SDES training curriculum. As part of the UYEP program, linkages to micro-credit financing must also include linkages to potential buyers of entrepreneurial outputs including the tourism and hospitality

						industries.
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Domestic Violence and Lack of Control over Finances Inform Women’s Experience “After Work”

Major Finding	Recommendation(s)	Stakeholder Involvement				UYEP Design Impact(s)
		Gvt	PS	NGO	CS	
Domestic Violence May Increase when Women Earn More Money than Their Male Partners	<p>Broader national reforms are needed relating to policing and prosecution of violence including providing resources to “safe houses” in the workplace for survivors of domestic violence.</p> <p>Private enterprise needs to be petitioned to provide resources for women at work who are the victims of violence.</p>	✓	✓	✓	✓	<p>During the Screening and Registration process data should be gathered to understand participants’ exposure / participation in domestic violence to allow for tracking throughout the program.</p> <p>The communication plan should include discussions with communities on women’s participation – this many need to include examination of types of incentives which will help to support women’s participation.</p> <p>Information about the program could be delivered in conjunction with other community improvement initiatives to create a non threatening context. Identifying and recruiting community leaders that may act as ‘sentinels’ for the program could be useful in providing family leaders with a respected person from whom information could be sought.</p>
Most Allocation of Women’s Money Earned from Work Went into Household Maintenance	Private enterprise needs to be petitioned to provide education for women on budgeting, financial management and investment.		✓	✓		<p>The UYEP Basic Life Skills training curriculum should include advice on saving and investment practices as part of the “Save your Future Program”. The program should include education for male participants on money women earn from work (i.e. women’s wages are not supplementary purely for the family’s spend).</p>

ANNEX 16. DRAFT MOU FOR ON-THE-JOB TRAINING PROGRAMME

MEMORANDUM OF AGREEMENT (MOA)

The parties to this Agreement are:

(i) National Capital District Commission, Urban Youth Employment Project,

(ii) the Employer, (_____) and

(iii) the Trainee (_____)

Concerning:

Facilitation of the 'On the Job Training' program

1. Background:

1.1. GoPNG: means Government of Papua New Guinea, the executive and the supreme authority of the Independent Nation of Papua New Guinea.

1.2. NYC: means 'National Youth Commission', a statutory body that is responsible for youths under the Ministry of Community Development of the National Government of PNG.

- 1.3. NYP:** means the 'National Youth Policy'; a policy document that states Youth Developmental Priorities of the National Youth Commission, that administer Youth issues in the country.
- 1.4. NCDC:** means the National Capital District Commission which operates under the NCDC Act 2001, as amended, which established NCDC as the governing body for the purpose of providing municipal services and other essentials. NCDC is also the implementing agency for the Urban Youth Employment Project (UYEP).
- 1.5. UYEP:** means the Urban Youth Employment Project, a GoPNG Human Development Initiative funded by the World Bank under a Loan Agreement and implemented by the NCDC and referred to in Annex 1 of this MOA.
- 1.6. PMU:** means the Project Management Unit established and operating under the NCDC to handle the day-to-day implementation of the UYEP and referred to in Annex 1 of this MOA.
- 1.7. OJT:** means 'On the Job Training' which is the main theme of the program or activity that is to be undertaken by the youth trainee and facilitated by the employer over a specified period of time.
- 1.8. PNG NQF:** means 'Papua New Guinea National Qualification Framework'; a unified system of national qualifications that includes all qualifications of Schools, Technical Vocational Education and Training (TVET) and Higher Education sectors in PNG.
- 1.9. PPE:** means 'Personal Protective Equipment' that includes Safety clothing and any protective equipment that is worn or used as protection against personal injuries or for safety precautions in the work place.
- 1.10. BLST:** means Basic Life Skills Training; the initial 40 hours classroom based training the youths will go through to develop behavior and attitudes and basic life skills.

1.11. PET: means Pre Employment Training; which is the next step of 120 hours of training the successful youths from the BLST will go through to get themselves ready to undertake OJT program.

2. National Government Policy Directions:

Pursuant to the Government of Papua New Guinea (GoPNG) Vision 2050 priorities that include young people as beneficiaries; some of the stated objectives that were adopted from the National Youth Policy (NYP) 2007 – 2017) are:

- i) Improving the quality of life for young people to alleviate poverty
- ii) Nurturing sustainable livelihoods for youth
- iii) Promoting healthy lifestyles to address health related issues
- iv) Building stronger communities that involve young people as partners

3. The parties to this Training Agreement are the Participating Employer; the NCDC, UYEP, Project Management Unit (PMU) and the Youth Trainee.

3.1. *The Employer (please print clearly)*

Company Name:			
Website:			
Contact Person:		Position:	
Postal Address:		Postal Code:	

Street:		Suburb:		City:	
Office Phone:		Mobile:		Fax:	
Email:					

3.2. The NCDC UYEP PMU

Company Name:	Urban Youth Employment Project (UYEP), Project Management Unit (PMU)				
Website:					
Contact Person:	Tom Gilis	Position:	Project Manager		
Postal Address:	Urban Youth Employment Project NCDC, PO Box7270, Boroko, NCD, PNG.			Postal Code:	
Street:		Suburb:	Waigani	City:	Pom

Office Phone:	3253741/8135/7829	Mobile:	73244239	Fax:	3238565
Email:	<u>Giles_alley@yahoo.com</u>				

3.3. The Youth Trainee (please print clearly)

Trainee Name:					
	First Name:	Middle Name:	Last Name:		
Home Address:	Street:				
	Suburb:	City:			
Date of Birth:	___/___/___	Male:	<input type="checkbox"/>	Female:	<input type="checkbox"/>
Home Phone:		Mobile:			
Email:		Fax:			

Hence, this MOA binds the participating employer namely;

(_____), the National Capital District Commission (NCDC), Urban Youth Employment Project (UYEP),

and the trainee namely; (_____), to collaborate in facilitating the traineeship program named '**On the Job Training**' (OJT) for the above mentioned trainee to participate meaningfully in pursuing permanent employment aiming at achieving the national objectives as listed above.

The undersigned parties agree to enter into an OJT program authorized by the Government of Papua New Guinea through the National Capital District Commission, in statutes for the purpose of training the trainee named above in the Trade/ Business Occupation named as:

Occupation/Trade

The OJT traineeship program will begin on _____ and be completed by

Month/Day/Year

Month/Day/Year

The participating Employer, the NCDC (UYEP), the trainee must have a completed copy of this Training Agreement on file (which includes the signatures of all parties to this MOA).

3.4. The parties agree to the following responsibilities in the implementation of this MOA:

3.4.1. The Participating Employer

(_____) **agrees to:**

- Provide a work based learning experience on hand-on practical skills training using the Competency Based Work place training and assessment system at Certificate 1 level in line with the PNG National Qualification Framework (PNGQF).

- Ensure the trainee is not continuously engaged in labor based activities such as sweeping and cleaning; away from his/her chosen occupation.
- Provide all necessary Personal Protective Equipment (PPE) for the trainee during the OJT program to keep him/her safe from personal injuries. (This clause can be negotiable with PMU of UYEP.)
- Instruct the trainee in line with the required competencies provided for this program including Occupational Health and Safety (OHS) as one of the most important Units of Competencies and to ensure the trainee comply with all workplace or industrial safety rules and regulations.
- Comply with all applicable state and labour laws as well as internal company policies and standards when dealing with the trainee.
- Ensure that any work performed by the trainee in occupations either hazardous or non-hazardous in nature shall be under the direct and close supervision of a qualified and experienced person.
- Ensure that the trainee works eight hours a day and five working days a week; and if the trainee works during weekends or extra hours overtime including public holidays as required by the employer, then the employer is responsible for compensation of extra time worked.
- Keep proper records of trainee performance, attitudes and behavior, potentials and disciplinary issues and report such issues to PMU during consultative meetings.
- Ensure trainee Log Books are properly filled by the trainee each day and signed off at the end of each week by responsible supervisors.
- Provide constructive evaluation report on each trainee at the end of his/her OJT term.
- Exhibit good cooperation and close working relationships with PMU in relation to the trainee's affairs.

The Participating Employer Representative:

<i>Printed Representative Name</i>	<i>Signature</i>	<i>Date</i>
<i>Mailing Address</i>	<i>()</i>	<i>Telephone Number</i>

3.4.2. The NCDC UYEP PMU agrees to:

- Provide technical assistance to the participating Employer in relation to the OJT delivery methodology, concepts, processes and procedures of assessments, records of trainee performance, attitudes and qualities, so on and so forth.
- Create conducive and encouraging atmosphere towards enhancing cordial working relationships, open communication, positive approach, ongoing consultations and cooperation among all parties in relation to the OJT program.
- Provide and pay fortnightly Stipends at the rate of K2.29 per hour to support the trainee to meet his/her financial needs during the OJT program.
- Put together a budget to compensate for injuries or even death that may occur during the OJT program and at the same time willing to listen to the employers' concern in relation to the issues of insurance and medical fitness and act accordingly.
- Cooperate and consult all parties mainly the participating Employer on all issues relating to the trainee.
- Discipline or terminate this contract, should the trainee is not complying with the employer's rules and regulations, performance standards and violation of trainee obligations and, or other factors of this contract agreement if amicable solutions are not possible to reach.
- Terminate this contract, should there be violation of contract agreement on the part of the employer in relation to unsatisfactory participation of the employer by not providing the agreed OJT training activities faithfully or satisfactorily to the trainee and the PMU in accordance with employer's obligations and, or other factors of this contract agreement, if amicable solutions are not possible to reach.

The NCDC City Manager or Designee:

TOM GILIS

Printed Name

Signature

.....

Date

Project Manager

(675) 3253741/8135/7829

Title

Telephone Number

3.4.3. The Trainee agrees to:

- Do his/her very best to learn as much as possible in all aspects of the skill or occupation he/she has chosen to learn.
- Comply with all workplace or company policies as well as Occupational Health and Safety (OHS) precautions, rules and regulations.
- Produce and demonstrate acceptable behavioral pattern aiming at personal development both physically and mentally.
- Understand the nature of minor and major or cardinal offences which are committable at the workplace and associated penalties including attendance and punctuality issues as well as others as highlighted in the OJT policy manual.
- Receive OJT stipends each fortnight and expand carefully for the purpose of personal OJT needs during the training.

The Youth Trainee:

_____	_____	_____
<i>Printed Name</i>	<i>Signature</i>	<i>Date</i>
_____	(____)	_____
<i>Title</i>	<i>Telephone Number</i>	

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Annex 1.

The Urban Youth Employment Project (UYEP) is a Human Development initiative of the Government of Papua New Guinea funded by the World Bank under a loan agreement and implemented by the National Capital District Commission (NCDC) as the implementing agency. The UYEP focuses on disadvantaged urban youths between the ages of 15 and 29 that neither work nor study and who have limited social and economic opportunities, including those that: Have never accessed or not completed the formal school system and may have completed their formal education but have still not been integrated into the labour market.

There is a need to provide more advanced training and employment options to more skilled and educated youths 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.

The trainees have successfully gone through 40 hours of Basic Life Skills Training (BLST) program and 120 hours of Pre-Employment Training (PET) program.

PMU wish to place the trainees on OJT in various industries, or employers around Port Moresby. It is expected that most of the trainees will have little formal work experience. Trainees will undergo skills training under supervision of qualified and experienced trade persons who will agree to teach them the skills involved in respective trades or business occupations. It is expected that at least some underpinning knowledge should be taught coupled with practical work experience. This will be done on the actual job.

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ANNEX 17. DRAFT MOU FOR SAVINGS AND SMS BANKING PROGRAMME

Draft Memorandum of Understanding

Among

National Capital District Commission through the Project Management Unit of the Urban Youth Employment Project

and

Bank of South Pacific Ltd

and

Digicel (PNG) Limited

Concerning

A Proposed Savings and SMS Banking Program

I. Background

1. “NCDC” means the National Capital District Commission which operates under the NCDC Act 2001, as amended, which established NCDC as the governing body for the purpose of providing municipal services and other essentials. NCDC is also the implementing agency for the Urban Youth Employment Project (UYEP).
2. “PMU” means the project management unit to be established and operating under the NCDC to handle the day-to-day implementation of the UYEP, and referred to in Annex 1 of this MoU.
3. “BSP” means the Bank of South Pacific Limited is a public limited liability company incorporated in Papua New Guinea. It is the largest retail bank providing a wide range of financial services in Papua New Guinea.
4. Digicel is a limited liability company incorporated in Papua New Guinea. It is a provider of mobile services and (including, but not limited to) manufacturer and developer of wireless communications, data products and their accessories.

II. Understanding

1. Subject to the Financing Agreement to be entered into by the Government of Papua New Guinea and the World Bank, the NCDC through the PMU of the UYEP, BSB and Digicel, each a “participant” and collectively the “participants,” have reached the following understanding as reflected in this Memorandum of Understanding (“MOU”):

5. Consistent with their respective mandates, the Participants desire to cooperate in carrying out activities conducive to supporting a proposed SMS banking and savings program for youth beneficiaries of the UYEP (“Program”), as more fully described in Annex I.

6.

III. OBJECTIVE AND AREAS OF COLLABORATION

1. The Objective of this MoU is to express the intent of the Participants for cooperation and outline a framework within which they may develop and undertake collaborative activities in order to pursue more effectively the goals identified in Section II(2), above.

2. The Participants understand that the areas of collaboration in the Program may include, but are not limited to the provision of SMS and other banking services, access to knowledge (including training on basic financial literacy and how to access BSP's SMS banking services), mobile phone units and a public communications campaign concerning the Program, and the respective contributions of each of the Participants in support of the Program. The Program focuses on two sectors in particular—financial services and information and communication technologies (ICTs)—where there is growth potential to encourage and foster a culture of savings and provide banking services to low income households. It is the intention of the Participants that the Program will leverage two core instruments in which they have expertise – namely mobile applications and banking services by sharing of know-how and leveraging available technology.

IV. Financial Aspects and Implementation Arrangements

1. The activities contemplated under this MoU and carried out by a Participant will not require the contribution or other financial support from another Participant.

2. Each Participant will be responsible for its own costs arising as a result of its undertakings in relation to actual activities, subject however to, the terms of other MoUs that have been entered or could be entered into between the Participants.

3. The NCDC and Digicel intend to enter into a separate mutually agreeable arrangement to be administered by the PMU that will, *inter alia*, provide funding for procurement of certain goods that are required to implement the Program. Procurement of goods financed by the PMU for the purposes of the UYEP would have to comply with the World Bank's fiduciary requirements for procurement.

4. In order to put in place the necessary logistical and coordinating mechanisms for the above, the Participants will agree on procedures for the Program, which will be contained in the UYEP's Project Operations Manual (POM). Procedures will also include a periodic review of the relevant implementation arrangements.

V. Nature of MoU

1. The Participants enter into this MoU as independent entities and except as explicitly agreed otherwise, no Participant will act or have authority to act on behalf of any other Participant as agent, representative or otherwise. Nothing in this MoU will be deemed to create any legal partnership, joint venture, agency, or fiduciary relationship between the Participants.

VI. Intellectual Property, Information Sharing and Commercial Benefits

1. No Participant will acquire any right, title or interest in or to any intellectual property or names or marks of any other Participant.

2. The Participants acknowledge that the names and marks (a) National Capital District Commission ("NCDC") and all variations thereof including associated logos; (b) "Bank of South Pacific"; and (c) names and marks of Digicel and all variations thereof including their associated logo(s) (collectively, the "Names & Marks")) are the sole and exclusive properties of the NCDC, BSP and Digicel, respectively. No Participant will acquire any right, title or interest in any other Participant's Names or Marks under this MoU.

VII. Notices

1. Any communication or notice under this MoU will be made in writing and given either by personal delivery, by facsimile or email to a Participant at the address, facsimile number or email address of that Participant set forth below, or as such Participant may designate in accordance with this provision.

NCDC

Mr. Leslie Alu

City Manager

P. O. Box 7270, Boroko,
NCD, Papua New Guinea

Phone: (675) 325 1091

Fax: (675) 325 0113

BSP

Mr. Ian B Clyne

Chief Executive Officer

Bank of South Pacific

P O Box 78,

PORT MORESBY

Papua New Guinea

Phone: (675) 3229720

Fax: (675) 3213428

Digicel

Mr. John Mongos,

Chief Executive Officer

Digicel (PNG) Limited

P O Box 1618

PORT MORESBY, NCD

Papua New Guinea

Mobile: +675 72225147

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Fax: +675 3253653

VIII. Disclosure and Publicity

1. The Participants may disclose to the public this MoU and information with respect to activities contemplated herein in accordance with their respective disclosure policies.

IX. Non-Exclusivity

1. Nothing in this MoU will restrict any Participant from entering into similar arrangements with third parties covering the same or similar subject matter areas or activities; provided further that any engagement by BSP or Digicel (PNG) Limited with a third party or parties will not conflict or otherwise unduly interfere with the implementation of this MoU or any activities or projects undertaken pursuant thereto.

X. Entry into Effect, Term, Modification and Termination

1. This MoU will come into effect upon signature by all the Participants on the date set forth below with an initial term of five years Unless modified or terminated as provided below, the term will be automatically extended at the end of the initial term and each succeeding term for another term, of [one] year.

2. This MoU may be modified at any time by mutual written consent of the Participants. Further, the MoU may be terminated by a Participant in its sole discretion with 60 days prior notice in writing to the other Participants.

XI. Disputes

1. In case of a dispute, controversy, or claim between the Participants arising out of or relating to this Memorandum, the Participants will attempt to reach an amicable resolution through consultations in good faith.

XII. Signature

The foregoing represents the understanding reached between the Participants on the matters referred to in this MoU.

Signed in three copies in the English language.

NCDC

BSP

Digicel

By: Hon. Powes Parkop
Governor for National
Capital District

By: Ian B Clyne
Chief Executive Officer

By: John Mangos
Chief Executive Officer

Date:

Date: _____

Date: _____

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Annex 1 Activity Description

Banking Program for the Urban Youth Employment Project (UYEP)

1. The objectives of the UYEP are to provide urban youth with income from temporary employment opportunities and to increase their employability. The secondary outcomes include successfully targeting disadvantaged youth, reducing participants' crime-related indicators and improving select urban infrastructure. Information on these indicators will be collected from enrollment-and-exit interviews with selected participants (trainees), selected non-participant controls, and community leaders.
2. The UYEP would focus on disadvantaged urban youth between the ages of 16 and 25 that neither work nor study and who have limited social and economic opportunities, including inter alia: a) those that have never accessed or not completed the formal school system; and b) those that may have completed their formal education but have still not been integrated into the labor market.
3. The UYEP would include three components: i) Youth Job Corps (YJC); ii) Skills Development and Employment Scheme (SDES), and iii) Project Management.
4. Under the UYEP's Components i) and ii), UYEP trainees will be enrolled into a Savings and SMS Banking Program. The Program will offer basic financial literacy training; and involve setting up electronic banking accounts for eligible trainees so that they can receive their stipend payments that will be provided by the UYEP. In addition, the Program will enable trainees to access a range of banking services and monitor their stipend payments and balance through mobile phone technology.
5. In order to implement the Program, the Participants shall:

- **NCDC PMU:** i) regularly consult with BSP and Digicel on the communications and branding strategy for the Program; ii) comply with BSP's user account requirements and banking procedures; iii) coordinate with BSP on the SMS banking enrollment and account set up procedures and schedule; iv) set up and provide electronic payment data to BSP so that stipends can be made to trainees on a fortnightly basis; and v) provide regular and timely feedback to BSP and Digicel so that any corrective action can be taken or improvements can be made to the Program.
- **BSP:** i) set up individual user accounts for trainees (on a rolling basis) and enroll them into BSP's SMS banking scheme following their successful completion of the Basic Life Skills Training. The enrollment schedule will be developed in consultation with the PMU; ii) enable SMS banking on Digicel's network; iii) provide financial services to Program trainees (including, *inter alia*, waiving balance and transaction enquiries through SMS banking); iv) provide input into the development of a basic financial literacy training package that will be incorporated into the Basic Life Skills Training curriculum; v) host, as deemed appropriate, sessions for trainees and partners on electronic banking solutions such as SMS banking; and vi) waive the minimum balance, account keeping and BSP ATM withdrawal fees for trainees during the first six months after account opening.
- **Digicel:** i) enable SMS banking with BSP; ii) provide mobile phone units with SMS-enabled functionality; iii) provide notification or "SMS alerts" of stipend deposits to each mobile account each fortnight from the project; iv) provide input into the Basic Life Skills and Pre-Employment Training curriculum; and v) waive SMS fees associated with balance enquiries and stipend deposits for trainees during the first six months after account opening.

ANNEX 18. RESULTS FRAMEWORK MONITORING ARRANGEMENTS

No.	Outcome Indicators	Baseline ¹⁶	Target Values					Data Collection and Reporting		
			YR1	YR2	YR3	YR4	YR5	Frequency and Reports	Data Collection Instruments	Responsibility for Data Collection
Project Outcome Indicators										
1.	Number of labour days completed by beneficiaries	0	80,000	120,000	260,000	400,000	480,000	Data collected within two weeks of end of YJC program for each intake.	MIS, Quarterly and Annual Reports	M&E coordinator to prepare quarterly reports based on data gathered by Baseline Screening Survey and MIS firm.
2.	Number of beneficiaries graduating from OJT.	0	240	720	1440	2040	2400	Data collected within two weeks of end of YJC program for each intake.	MIS, Quarterly and Annual Reports	M&E coordinator to prepare quarterly reports based on database maintained by Baseline Screening Survey and MIS firm.
3.	%increase of beneficiary incomes relative to control group	N.A.	--	--	10% increase	--	25% increase	End of year 2 and 4. Reports two months after survey data collected and processed.	Baseline Screening Survey, MIS	Short and long term impact study firm (External Consulting Firm).
4.	% of beneficiaries with a salaried job relative to comparable controls.	N.A.	--	--	5%	--	10%	End of year 2 and 4.	Baseline Screening Survey, Short and Long run Impact Surveys.	External Consulting Firm
Intermediate Outcome Indicators										External Consulting Firm

¹⁶ The Baseline will be established through the implementation of the Project's screening survey (conducted during the enrolment process). The survey will be developed and pre-tested by September; prior to its roll-out in October 2010.

No.	Outcome Indicators	Baseline16	Target Values					Data Collection and Reporting		
			YR1	YR2	YR3	YR4	YR5	Frequency and Reports	Data Collection Instruments	Responsibility for Data Collection
1.	Number of Project beneficiaries.	0	480	3030	5820	8490	10500	Quarterly	MIS Quarterly and Annual Reports	Baseline Screening Survey and MIS firm.
2.	% of beneficiaries who are female.	0	15%	25%	30%	30%	33%	Quarterly	MIS Quarterly and Annual Reports	Baseline Screening Survey and MIS firm.
3.	% of employers and contractors who are satisfied with trainee performance.	0	25%	40%	50%	60%	60%	Quarterly	MIS	Skills Development Coordinator
4.	% of beneficiaries who report an increase in knowledge, skills and confidence to participate in the labour market.	0	20%	30%	40%	50%	60%	End of year 2 and 4.	Short and Long run Impact Surveys	External consulting firm.
5.	% of participants whose estimated economic welfare falls in the bottom 40 percent of the NCD.	N/A	40%	50%	60%	60%	70%	End of year 2 and 4.	MIS	External consulting firm.
6.	% of community leaders who report that youth are less likely to be engaging in criminal activity or anti-social behaviour.	0	20%	30%	40%	45%	50%	Annual	Community Leaders' Survey	External consulting firm.
7.	% of target routine road maintenance plan achieved and certified as completed.	0	60%	60%	70%	75%	80%	Quarterly	MIS	Public Works Coordinator
8.	Average labour input as a percentage of component 1 and 2 activities financed by the YJC and PET.	N/A	30%	35%	40%	50%	50%	Quarterly	MIS	CFO
9.	Project Operations Manual procedures developed and updated.	None	1	1	1	1	1	Annual Mid Term Evaluation	Progress Report MTR	CFO

ANNEX 19. ANNUAL FINANCIAL PLANNING AND REPORTING CALENDAR

Activity	Responsible	Due Date	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
1 UYEP Annual Accounts & 4 th Qtr IFR	SPA	14 Feb		█										
2 UYEP Annual Progress Report	PM	14 Feb		█										
3 IDA/SC review: Annual Report	IDA/SC	31 Mar		█	█									
4 UYEP 1 st Quarter IFR	PM/SPA	14 Apr				█								
5 Independent Audit	Auditor	30 Apr				█	█							
6 1 st Steering Committee Bi-Annual Review	SC	30 Apr				█								
7 IDA review of 1 st Quarter IFR	IDA	15 May					█							
8 Audit report to IDA & SC	SPA	30 Jun						█						
9 Bi-Annual update of APP	PM/PA	15 July						█	█					
10 UYEP 2 nd Quarter IFR & 6-Mo. Report	PM/SPA	15 July						█	█					
11 IDA/SC review: Audit	IDA/SC	31 Jul							█	█				
12 IDA review of 2 nd Qtr IFR and 6-Mo Report	IDA	15 Aug								█				
13 Annual Work Plan for next year	PM	30 Sep								█	█			
14 Annual Budget for next year	SPA	30 Sep									█	█		
15 Annual Procurement Plan (APP)	PM/PA	30 Sep									█	█		
16 Annual Disbursement Plan for next year	SPA	30 Sep									█	█		
17 UYEP 3 rd Quarter IFR	SPA	14 Oct										█		
18 2 nd Steering Committee Bi-annual review	SC	31 Oct										█		
19 IDA review of 3 rd Quarter IFR	IDA	15 Nov											█	

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ANNEX 20. PAYMENT VERIFICATION FORM

NATIONAL CAPITAL DISTRICT COMMISSION

URBAN YOUTH EMPLOYMENT PROJECT

Payment Verification Form submitted by:

For:

Name of Employer or Works Contractor:	<i>in full in capitals</i>
Signature:	
Signee name: <i>in full in capitals</i>	

Name of Trainee:	Tabitha Palei	
ID No.	25629 F	
UYEP Component <i>1b (Public Works) or 2a/2b On-the-Job training</i>	2b OJT	
Date signed: <i>dd/mm/yyyy</i>	27 / 05 / 2-10	

Payment No.	Period covered		Days training No.	Attendance Stipend			Stipend on Satisfactory Completion Kina	TOTAL AMOUNT TO PAY Kina	Signature/mark of Payee
	From: dd/mm/yyyy	To: dd/mm/yyyy		Hours training Hours	Rate per hour Kina	Amount Payable Kina			
1	05/05/2011	10/05/2011	5	40	3	120	0	120	
2									
3									
4									
5									
6									
OVERALL TOTALS TO DATE:									

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ANNEX 21.

LEGAL OPINION ON PROCUREMENT ARRANGEMENTS ON UYEP (ROLE OF CSTB AND FINANCE MINISTER)

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**NATIONAL CAPITAL DISTRICT COMMISSION
LEGAL SERVICES DIVISION**

Office of the Principal Legal Officer

INTER – OFFICE MEMORANDUM

TO : CITY MANAGER
FROM : PRINCIPAL LEGAL OFFICER
DATE : 03rd OCTOBER 2011
SUBJECT: **REQUEST FOR LEGAL OPINION ON PROCUREMENT
PROCESS REQUIREMENTS REGARDING UYEP**

I. INTRODUCTION

- 1.1 This matter was referred to the NCDC Legal Division for a legal opinion by Mr. Tom Gilis, the Project Manager for the NCDC/World Bank Urban Youth Employment Project. Mr. Gilis approached our office on Friday the 23rd of September, 2011 to seek a legal opinion.
- 1.2 There are several opinions which have been expressed generally and are briefly stated;
 - (A) Since the grants are from the World bank to the Government of Papua New Guinea, the NCDC Projects are to be tendered and assessed by the Central Supply and Tenders Board (CSTB);
 - (B) The *Public Finance Management Act 1995* and the *NCDC Act, 2001 (as amended)* do not specifically state the role of NCDC either as a Provincial Government and City Authority and unless the laws say that NCDC is a Provincial Government then we may have the powers to tender government grant project rather than CSTB.
 - (C) NCDC is only required to comply with Sections 59 to Section 61 of the *Public Finance Management Act 1995* and therefore NCDC can tender its own projects. NCDC does not have to comply with the tender procedures of CSTB.
- 1.3 Due to the different opinions expressed a legal opinion was therefore sought to clarify the correct view.

- 1.4 The Legal Opinion has been divided into four parts, the introduction, the legal issues, the laws that need to be looked at and finally a conclusion into the matter. The issues will now be looked at.

2. ISSUES

- 2.1 Whether the NCDC is a Provincial Government or not a Provincial Government under the *Organic Law on Provincial and Local Level Government* (Organic Law).
- 2.2 Whether the NCDC if it is not a Provincial Government is it a “**government body**”, *a body set up by statute or administrative act*.
- 2.3 Whether the NCDC Government Grants such as the UYEP are subject to the NCDC tender process or Government tender process the Central Supply Tender Board (CSTB).

3. THE LAW

- 3.1 We will briefly look at all the relevant laws that are applicable to these issues as these issues were the ones that have been expressed.
- 3.2 The first law we will look at is the *Organic Law on Provincial Governments and Local Level Governments*. (Organic Law)
- 3.3 Under the Preamble of the Organic Law the latter part of the preamble states as follows;

Being an Organic Law –

(a) *Provincial Governments and Local Level Governments to implement Part VIA of the Constitution by making provision for and in respect of a system of Provincial Governments and Local Level Governments for the provinces pursuant to the Second National Goal (Equality and Participation) of the National Goals and Directive Principles of the Constitution; and*

(b) *to repeal and replace the Organic Law on Provincial Government.*

and for related purposes,

MADE by the National Parliament, to come into operation –

(a) *in so far as relating to all Provinces other than Bougainville Province and the National Capital District – on Certification; and*

(b) *in so far as relating to Bougainville Province – on 1st January 1999; and*

(c) *in so far as relating to the National Capital District in accordance with a notice published in the National Gazette by the Head of State, acting with, and in accordance with, the advice of the Minister.*

3.4 As a result of what the Preamble to the Organic Law states, NCDC is not a Provincial Government (in accordance with (a); *(a) in so far as relating to all Provinces other than Bougainville Province and the National Capital District – on Certification; until* a notice is published in the National Gazette to change NCDC to the status of the NCDC to being a Provincial Government; in accordance with (c) *(c) in so far as relating to the National Capital District in accordance with a notice published in the National Gazette by the Head of State, acting with, and in accordance with, the advice of the Minister.); this means that the Organic Law does not apply to NCDC as per the Preamble. Hence the Organic Law does not apply to NCDC.*

3.5 Since NCDC is not a Provincial Government in that case, what then is it? And where does it get its existence?

3.6 This question was dealt with in the case of *IBF Investment Ltd-v-NCDC 2005 unreported judgement, N284*

In that case the court held that NCDC comes within the definition of a “government body”, as more particularly defined “*as a body set up by statute or administrative act*” “*for government or official purposes*”. The court further held that it (NCDC) is wholly funded by the National Government through the public purse. Therefore, the assets and finances of the NCDC must also be protected from execution as assets of the National Governments or Provincial Governments.

In another case *Lawrence B.W. Titimur-v-NCDC & 3 Ors, WS No. 1695 of 2002 dated 25th of October, 2007*, Her Honour, Justice Davani held that despite NCDC being incorporated it was still an entity of the State.

3.7 This two (2) cases go to show that NCDC is a “*government body set up by statute even though it is incorporated.*” and further “*it is an entity of the State.*”

3.8 If the NCDC is a government body set up by statute then the statute that sets up NCDC is the *NCDC Act 2001 (as amended)*, it is the *NCDC Act 2001* which governs its existence.

3.9 If the *NCDC Act 2001* governs its existence then the governing Act or the Principal Act will govern or oversee or administer its Finances.

3.10 Consequently the *NCDC Act 2001* provides under Section 23 of the *NCDC Act* that the *Public Finance (Management) Act 1995* (PFMA) applies to it.

3.11 Section 23 of the *NCDC Act 2001* states as follows:

"Part VIII of the Public Finance (Management) Act 1995 applies to and in relation to the Commission, subject to such modifications as are contained in this part as are permitted by Part VIII of the Public Finance (Management) Act 1995.

3.12 To further put emphasis to the point that the Principal Act which is the *NCDC Act 2001* will oversee or administer its Finances, the Supreme Court case of *NCDC-v-Reima [2009] unreported SC 993* made reference to an Administrative Law text *Douglas and Jones Administrative Law, 5th Edition (2006)*, to discuss at some extent this financial process.

3.13 The court cited Douglas and Jones (supra) at page 5.

"While statutory corporations are distinct legal entities, the government can still exercise some control over them. One of the most potent forms of control is a provision in the enabling Act giving the Minister a right to give directions to the body or to veto its actions. Sometimes, the government may be able to appoint some or even all of their governing body. If the corporation can make delegated legislation this normally requires the approval of the executive or parliament. Financial control can be exercised by the amount of money which the government allocates to a corporation and by the audit of its books and the accounts. Publicity can be given to the activities of statutory corporations by a requirement that they prepare an annual report which is tabled in parliament"

3.14 As a result of this financial controls in place, the tender process under Section 59 and Section 61 of the *Public Finance (Management) Act 1995* apply to NCDC and this is clearly spelt out under Section 23 of the *NCDC Act 2001*.

3.15 Therefore NCDC under Section 23 of the Governing Act the *NCDC Act 2001* which oversees its finances has the powers to tender the Government Grant Projects rather than CSTB in line with the *NCDC Act 2001*.

3.16 The tender process under the *NCDC Act 2001* will apply and must comply with Section 59 and Section 61 of the *Public Finance (Management) Act 1995* that where the tender value exceeds K300,000.00 then it will need to seek the approval of the Finance Minister.

4. CONCLUSION

4.1 To conclude this legal opinion, each legal issues needs to be briefly answered so as to provide a final answer to the question on the tender process.

- 4.2 *Whether the NCDC is a Provincial Government or not a Provincial Government under the Organic Law on Provincial and Local Level Government (Organic Law).*
- 4.3 **Ans:** NCDC is not a Provincial Government under the Organic Law until the Notice provision applies. (Refer to paragraph 3.3 and 3.4 of the opinion).
- 4.4 *Whether the NCDC if not a Provincial Government is it a "government body", a body set up by statute or administrative act?*
- 4.5 **Ans:** Since NCDC is not a Provincial Government it is a body set up by statute, in which NCDC is set up by the *NCDC Act 2001 (as amended)*.
- 4.6 *Whether NCDC Government Grants such as the UYEP are subject to the NCDC tender process or Government tender process the Central Supply Tender Board (CSTB).*
- 4.7 **Ans:** Hence the tender process to apply for this Government Funded Grants will be under the Governing Act, the *NCDC Act 2001*.
- 4.9 Therefore, Section 23 of the *NCDC Act 2001* will apply and the normal NCDC tender process will apply and if the tender value is above K300, 000.00, then Section 23 of the *NCDC Act 2001* state that Section 59 and 61 of the *Public Finance (Management) Act 1995* will then follow, that is the Finance Minister's approval will need to be sought.
- 4.10 To conclude the UYEP can use the NCDC tender process under the *NCDC Act 2001* and not the CSTB as the Governing Act, the *NCDC Act 2001* oversees the finances of the Commission which consist of the Government Grants (from World Bank) given to it by the Government of Papua New Guinea.
- 4.11 Obviously NCDC does audit its accounts and therefore all this monies will eventually be audited back to the Government of Papua New Guinea from which it comes from via the World Bank.

Thank you,

Respectfully submitting.



LARI R. KILA

ANNEX 22.

Quarterly Performance Indicators Report For UYEP (Sample)

PERFORMANCE INDICATORS BY UYEP COMPONENT FOR 1ST QUARTER PERIOD TO MARCH 2013

(Revised August 7, 2013)

OUTPUT INDICATORS: URBAN YOUTH EMPLOYMENT PROJECT							
No.	Areas/Components	Key Subprogram Output Indicators	Cumulative Status as at December 31, 2012	Output During [Q1 March 2013]	Cumulative Status to end Q1, March 2013	Remarks/Recommendation	
1a.	Youth Identification	1a1	No. of applicants completing eligibility screening Male	915	1047	1962	
		1a2	Female	455	445	900	31%
		1a3	Total	1370	1492	2862	Note: All figures and percentages includes Pilots. Intake 1 & 2 total is 1285. Intake 3 total is 1492
		1a4	Percentage eligible Male	63%	73%	70%	
		1a5	Percentage eligible Female	69%	77%	75%	
		1a6	Percentage eligible Total	65%	74%	72%	
		1a7	No. of youth engaged by the project ¹⁸	637	228	865	

¹⁸ Entered BLST. Includes five youth that did YJC but did not go for BLST.

OUTPUT INDICATORS: URBAN YOUTH EMPLOYMENT PROJECT						
No.	Areas/Components	Key Subprogram Output Indicators	Cumulative Status as at December 31, 2012	Output During [Q1 March 2013]	Cumulative Status to end Q1, March 2013	Remarks/Recommendation
		1a8	Average age of trainees accepted into the program (Male/Female/Total)	23/23/23	23/24/23	23/23/23
		1a9	% of trainees accepted into the program who have attended high school (Grade 7 and above)	80%	79%	80%
		1a10	% of trainees accepted into the program who have never had a wage job	68%	69%	69%
		1a11	% of trainees accepted into the program who do not have a bank account	83%	82%	83%
1.b.	Basic Life Skills for Employment Training	1b1	No of trainees entering BLST training Male	407	166	573
		1b2	Female	225	62	287 33%
		1b3	Total	632	228	860
		1b4	No. of Trainees completing BLST (satisfactory completion) Male	393	158	551
		1b5	Female	215	58	273 33%
		1b6	Total	608	216	824
		1b7	Drop-out %: No. of Trainees exiting BLST (not completed)/ no. entering Male	4%	8%	5%

OUTPUT INDICATORS: URBAN YOUTH EMPLOYMENT PROJECT							
No.	Areas/Components	Key Subprogram Output Indicators	Cumulative Status as at December 31, 2012	Output During [Q1 March 2013]	Cumulative Status to end Q1, March 2013	Remarks/Recommendation	
		1b8	Female	4%	3%	3%	
		1b9	Total	4%	5%	4%	
1.c.	Youth Job Corp (YJC) ¹⁹	1c1	No. of trainees entering YJC				
			Male	218	103	321	
		1c2	Female	86	69	155	33%
		1c3	Total	304	172	476	
		1c4	Average number of days youth are working on completed YJC projects				
			Male	30	24	26	Figures for Q1 are only for ITQ4-7 Phase 1 and figures for cumulative to Q1 combine MKA Pilot, Boroko Pilot & ITQ4-7 Phase 1 which are completed as at end of Q1.
		1c5	Female	23	26	25	
		1c6	Total	28	24	26	
		1c7	No. of labor days completed by beneficiaries				
			Male	4,757	2,852	7,609	
1c8	Female	1,790	1,462	3,252	30%		
1c9	Total	6,547	4,314	10,861			

¹⁹ Figures for YJC are for pay period to March 22, 2013.

OUTPUT INDICATORS: URBAN YOUTH EMPLOYMENT PROJECT						
No.	Areas/Components	Key Subprogram Output Indicators	Cumulative Status as at December 31, 2012	Output During [Q1 March 2013]	Cumulative Status to end Q1, March 2013	Remarks/Recommendation
		1c10 Benefit Ratio ²⁰	40%		40%	
		1c11 Number of YJC contracts awarded	7	2	9	
		1c12 Number of YJC contracts completed	3	0	3	
		1c13 Total \$ Value of YJC contracts awarded (USD)	254,438	111,434	365,872	
		1c14 Total \$ Value of stipends paid to all UYEP trainees (in USD)	47,174	52,409	99,583	Includes all stipends (YJC, BLST, PET, OJT)
2.a	Pre-Employment Training	2a1 No of trainees entering PET				
		Male	0	178	178	
		Female	0	107	107	38%
		Total	0	285	285	
		2a4 No. of Trainees completing PET.				
		Male	0	169	169	
		Female	0	96	96	37%
		Total	0	265	265	
		2a7 Drop-out %: No. of Trainees exiting Pre-Employment training / no. entering.				
		Male	0	5%	5%	M=9; F=11; T=20

²⁰ Total Benefits transferred as a proportion of Total Activity Costs for completed YJC projects

OUTPUT INDICATORS: URBAN YOUTH EMPLOYMENT PROJECT						
No.	Areas/Components	Key Subprogram Output Indicators	Cumulative Status as at December 31, 2012	Output During [Q1 March 2013]	Cumulative Status to end Q1, March 2013	Remarks/Recommendation
		2a8 Female	0	10%	10%	
		2a9 Total	0	7%	7%	
2.b.	On-the-Job Training (OJT)	2b1 No of trainees entering OJT Male	0	20	20	OJT is "ongoing" and the first cohort will graduate in August 2013
		2b2 Female	0	20	20	
		2b3 Total	0	40	40	
		2b4 Drop-out %: No. of Trainees exiting OJT / no. entering Male	0	5%	5%	M=1; F=1; T=2
		2b5 Female	0	5%	5%	
		2b6 Total	0	5%	5%	
		2b7 No. of trainees graduating from OJT (satisfactory completion) Male	0	0	0	
		2b8 Female	0	0	0	
		2b9 Total	0	0	0	
		2b10 No of employers participating in OJT	0	9	9	

OUTPUT INDICATORS: URBAN YOUTH EMPLOYMENT PROJECT						
No.	Areas/Components	Key Subprogram Output Indicators	Cumulative Status as at December 31, 2012	Output During [Q1 March 2013]	Cumulative Status to end Q1, March 2013	Remarks/Recommendation
3	Grievance Redress System (GRS) 3a1	Number of grievances received	4	11	15	
		Number of grievances resolved	3	1	4	
4a	Overall Totals	4a1 Total No. of direct project beneficiaries (1a7)	637 ²¹	228	865	
		4a2 % of beneficiaries who are female (% 1b2 of 1b3	36%	27%	33%	
		4a3 % of beneficiaries who are Motu Koitabuan	26%	4%	19%	
		4a4 % of beneficiaries who are Southern	46%	45%	45%	
		4a5 % of beneficiaries who are Highlands	22%	35%	26%	
		4a6 % of beneficiaries who are Momase	6%	12%	7%	
		4a7 % of beneficiaries who are Islands	2%	4%	2%	
		4a8 % of beneficiaries who are Others	1%	0%	1%	

²¹ An exception is made here to include youth who were engaged by the project during the YJC pilots, which were carried out between June and August 2012.

NATIONAL CAPITAL DISTRICT COMMISSION URBAN YOUTH EMPLOYMENT PROJECT

‘On the Job Training’

Procedures for Placement, Allocation of Trainees and Management of Trainees.

The NCDC Urban Youth Employment Project Management and the World Bank; the facilitators of the Youth Program wish to acquire an understanding of the Skills Development & Employment Scheme Coordinator’s work and gain professional experience on the above matters.

In accordance with the Aide memoire 12.06.2013 on traineeships offered by NCD Employers; the SDES provides the selection criteria and procedure for placement of Job trainees and how they are managed:

Note: All factors discussed below take place after successful negotiations and orientations with the employers in introducing the project activities and requesting for employer partnership and participation as well as requesting for OJT slots. A request letter and other OJT documents including the job opportunity forms are handed during the orientation. Sometimes the employers make their decisions on the spot informing us how many they would engage and other times they take some time and when the notices are received selection is done.

1. ELIGIBILITY CRITERIA

To be eligible to take part in the OJT program the youth trainee must meet the following requirements:

- 1.1. *Successful completion of UYEP Criteria*** – To take up OJT, there must be concrete evidence the trainees have successfully completed the BLST and either PET Business Services or PET Industrial Technical programs successfully in anyone of the selected PET locations as well as being selected to take up the OJT program because not everyone who completed PET may be selected to undertake OJT.
- 1.2. *Level of skills:*** Have obtained some initial experiences from the Basic Life Skills and the PET program attended or better still with some form of prior work experiences from previous jobs or traineeship programs.
- 1.3. *Level of Education:*** Completion of at least grades, 8,9, 10, 11 or 12 educational qualification. This is because trainees are expected to do basic

calculations, read and interpret sketches, read tape measures and able to operate computers during training.

- 1.4. *Language:*** The OJT participant must be able to understand, read and write the English language as well as the pidgin and or Motu languages as communication in the work place is a very important factor.

2. SELECTION CRITERIA

In addition to the above, trainees must meet the following specific requirements for the various trainee positions, therefore submission of CVs including certificates, references, and any evidence of education or work experiences is important for Recognition of Prior Learning (RPL) concept to be applied where possible and necessary:

- 2.1. *Educational Qualification*** – Some jobs like the UN and other high profile offices require Grade 12 qualification and this is taken into consideration when selecting various levels of jobs.
- 2.2. *Work Experience*** - Jobs that requires specific qualification and work experiences such as ‘A’ class technical jobs, IT, Banking and the above mentioned high level offices may require previous experiences and this is also taken into consideration when selecting trainees for job placement. Some employers ask to view trainees’ CVs and other relevant documents to engage qualified and the right trainees.
- 2.3. *Job Location:*** It is important to take note of the location of the job for example;
- 2.3.1. *Work Distance*** - Youths will face difficulties in travelling long distances especially when there is no adequate and reliable public transport system in place and in many instances employers do not provide transport for workers but require them to be present at the job sites early and on time. In this case a trainee who lives in Gerehu may find difficulties travelling to town each day to work there and vice versa.
- 2.3.2. *Nature of the Environment*** – There are known troublesome areas in the city and selecting a female to work in locations such as Gerehu stages 4,5 and 6 or at Morata and Kaugere every day will pose danger for female youths.
- 2.4. *Physical Appearance*** - There are certain jobs that may require someone with certain physical qualities; this is also taken into consideration.
- 2.5. *Gender suitability*** – Gender is taken into consideration for Jobs that are suitable for males that may not be suitable for females; this has got nothing to do with gender equity policies. Sometimes the employer will favour specific gender; *example:* A good number of employers so far have asked to engaged only females in their workplaces especially in offices.
- 2.6. *Ethnic Group Selection*** - In another case some employers do not wish to take in youths from one or two particular ethnic groups because of past experiences; upon request, we reluctantly act in favour of the employer for a very good reason; just to secure some OJT spaces.

3. SELECTION PROCEDURE

The selection procedure is carried out in three parts:

- 3.1. **Based on eligibility criteria** - The first part is based on the above-mentioned eligibility criteria and is intended to ascertain whether the trainee meets all the mandatory eligibility criteria and the selection criteria specified above.
Note: Anyone who does not meet the mandatory eligibility criteria in relation to successful completion of PET program is not considered.
- 3.2. **Training attendance reports** - The second part is based on Trainers' report if the trainee has been faithful and consistent in attending both BLST and PET programs. Attendance and punctuality as well as willingness and interest in the program are also considered important for selection purposes.
- 3.3. **Balanced distribution** - The third part is based on equality in selection pertaining all PET locations so that youths from all locations are given equal opportunities and no one location is given priority.
 - 3.3.1. **Impartial decisions** - Any form of **impartiality** in the selection process is discouraged.
- 3.4. **Contacts** - The Skills Development Coordinator will have the final list of all youths eligible to take up OJT with contact numbers, PET locations, File numbers, Gender etc.
- 3.5. **Random selection** - Initially a random selection is made when a job becomes available because it is difficult to know the background of youths.
- 3.6. **Communication problems** – When contacted and there are no responses or the calls are not getting through, another selection is made because employers must not be kept waiting, as hundreds of other trainees from other institutions are also seeking OJT and we might miss out on a number of spaces.
- 3.7. **Special cases** – There are youths who are desperate and keep coming to PMU, day after day and bothering the SDES Coordinator. These youths are immediately selected to take up whatever jobs of their choices if jobs are available; preferably on top of those who do not make any attempt and wait for calls from PMU.
- 3.8. **Self Starters** - Quite a good number of youths do not wait for the PMU's selection process. They take upon the task to themselves and look for OJT spaces by themselves. This is encouraged and processed by PMU in consultation with the particular employers.
- 3.9. **Accessibility to information**- The SDES Coordinator provides all contact details to all youths for communication purposes at anytime including after hours.

4. EMPLOYERS SELECTION OF YOUTHS

- 4.1. Employers are asked to interview the pre-selected youths and do their own selection if they wish.

5. ORIENTATION

5.1. *Introducing the Project* - *The Urban Youth Employment Project is an initiative of the Governor of NCD and the Government of PNG and it's funded by the World Bank under a loan agreement. The funding partners are Korean Trust Fund and the PNG LNG; whilst BSP and Digicel provide logistics such as Kundu Pay Bank accounts and Mobile phones.*

- *The project's main aim is to provide training opportunities and temporary employment benefits to the disadvantaged youths in the city.*
- *The project carries out Eligibility Screening and once youths are screened and selected on merits, they are invited to attend a 5 days Basic Life Skills Training (BLST).*
- *The BLST is designed to mentor youths into learning and understanding the important matters of life.*
- *After the BLST training, they are invited to do a Literacy/Numeracy test.*
- *The test determines who goes on to do the one month PET program, Business Services Training or Industrial Technical Training and on to the 5 months of OJT, while others joins the Labour Based Works program.*
- *The one month PET Training is to prepare the OJT youths to learn the workplace culture, rules and regulations, behaviour and conduct at the workplace, Safety rules, regulations and identification and use of basic tools and equipment.*
- ***Liabilities*** - *We leave no liabilities to any employer because we pay K2.29 per hour and our OJT youths receive fortnightly stipends in the BSP bank accounts.*
- ***Bank Accounts*** - *BSP provides all youths with Kundu pay accounts and Digicel PNG give out mobile phones for these youths to access SMS Banking.*
- ***Request for Possible Partnership*** - *We are inviting Business houses and Industries in Pom to participate as partners to the project by engaging some of our trainees to undergo Job training with them for a period of five months.*

5.2. *The OJT Document Package* - *The OJT package is then explained thoroughly and delivered to the employers:*

- *A request letter*
- *Sample of OJT MOU*
- *Job Opportunity forms*
- *Project brochure*
- *OJT brochure*
- *Monthly news letters*
- *OJT Policy Manual*

5.3. *Job allocation* - *The employers then indicate what types of jobs are available and how many youths they would engage.*

- ***Youths selection*** - *The youths are selected using the above criteria and asked to turn up on a particular date.*
- ***Selection Issues*** – *It is not easy to select the right youths. Many youths blindly say, they wish to do this and that. As jobs are not always available,*

many youths are forced to do something different from their interested jobs. This may be one of the possible factors for the high attrition rate in OJT.

- **Induction** - The employers normally conduct induction program for new recruits so during this time, rules and regulations as well as the contractual obligations and agreements are read and understood by all parties and finally signed.
- **The opportunity forms** – These forms are discussed and filed in by the employers during induction.

6. MANAGING YOUTHS ON OJT

- 6.1. **Log Books** – PMU issues Logbooks to all youths on OJT to record all work activities they are involved on daily basis. Immediate supervisors are to sign off on weekly basis and the SDES countersigns every month.
- 6.2. **PPE** – According to the OJT MOU contract, PPE is negotiable with employers and where employers are not able to provide work cloth; then PMU is responsible to purchase PPE and even work uniforms.
- 6.3. **Monitoring** – The SDES Coordinator monitors the youths on OJT by keeping a close contact with employers’ supervisors and managers. If required the SDES Coordinator goes out to investigate any issues in consultation with employers and talk to the youths what they are supposed to be doing and what not.
- 6.4. **Timesheets and Stipends** – Employers provide timesheets every two weeks as the SDES coordinator or the youth facilitators go around and collect them. The SDES coordinator signs all timesheets, and hand them over to the accounts section for processing of stipends.
- 6.5. **Counselling** – Youths are counselled randomly on a case by case basis when need arises in consultation with employers.
- 6.6. **Termination of OJT contracts** – OJT contracts can be terminated if youths continuously absent themselves from job training or committing any of the serious offences that may warrant that action to be taken. This is done in consultation with the PMU as many employers cannot put up with youths going on and off the jobs. PMU is not able to do anything to stop any employer from terminating any youth on OJT if rules and regulations are continuously breached.

**ANNEX 24. Procedures for Eligibility Screening, BLST Registration and Evaluation
Baseline Survey**

1. PMU produces and distributes to all relevant parties and staff a Schedule for the intake showing target trainees numbers and planned dates for the screening, collection of results, BLST registration and EBS, BLST, YJC and PET.
2. PMU prepares and gives Sistemas survey teams , the notices to be given to all screened applicants advising them of the venue and date for collection of results, BLST registration and if so selected for EBS interview. (Seven main notices are prepared one for each of the survey team members and one to be posted at the screening centre. Notification slips are handed to the survey team leader to be given to all screened applicants.)
3. Sistemas complete ESS screening and submit by email to PMU the files (csv) of eligible and non-eligible applicants. Sistemas submit physically the applicants 'picture file to IT Coordinator (Simon).
4. Sistemas submit the actual Screening Questionnaires for all applicants in box files to PMU Monitoring & Training Coordinator (Mathias)
5. PMU check the Questionnaires and compares to information on the eligibility/non-eligible lists . Issues that need correction are brought to attention of Sistemas
6. Sistemas corrects the files and/or questionnaires and submits final files to PMU.
7. PMU IT Coordinator (ITC) uploads the Sistemas files into the UYEP MIS.
8. PMU ITC produces the ID cards for all selected eligible candidates and provides them to Youth Facilitators (YFs) for lamination, ribbons etc and putting them in order for BLST registration.
9. PMU ITC allocates mobile phone numbers to all selected eligible candidates in the MIS
10. ITC produces the bank forms for all selected eligible candidates and provides them to the YFs for checking and putting in order for BLST registration.
11. YFs prepare UYEP Engagement Letters for all selected eligible applicants and put them in order for BLST registration
12. Teams of PMU staff and Sistemas EBS staff go to the screening centres on the appointed day for BLST registration and EBS interviews.
13. PMU will, for the BLST registration, use the "priority list" generated by Sistemas using a pre-picked random number rather than "first come first served basis" as this is easier to explain to the youth and to control them. It is also the fairest and it avoids shoving and pushing by youths on the day to be served first. PMU Youth Facilitators will explain the selection method used and manage the four groups (1. ineligible; 2. selected for BLST but not EBS; 3. selected for BLST and EBS-including on waiting list ; 4. not selected for BLST and on waiting list)
14. PMU will put sequence numbers against this priority list from Sistemas and all odd numbered youths are selected for the EBS.. This means that when we go to the venue we already know which youth will be having the EBS and which ones will not. This simplifies the process for PMU and Sistemas without compromising the random selection procedure for EBS as this has already been applied in generating the priority list i.e using the pre-picked random number.
15. Based on the above procedure and the priority list received from Sistemas, PMU prepared the list -Excel file - showing those youth selected for EBS and those not selected. The youths are also put in BLST classes in alphabetical order to speed up and streamline the BLST registration process, especially for those not selected for EBS.

16. PMU prepares and prints the required numbered sheets which will be given to the EBS youths and signed by Sistemas interviewers after the interview. PMU will also prepare the slips of paper to be given to all youths selected for BLST which will have information on the venue and dates of their BLST. (Note: The EBS procedure is explained in the Box below and in more detail in the Manual that has been produced by Sistemas.)
17. PMU confirms all the BLST venues for the classes for all locations as per the dates on the Excel sheets and this information is put on the slips of paper to be given to the youth. The venues will also be inserted on the respective Excel sheets.
18. All BLST registration/EBS venues also need to be inspected and arranged by Sistemas and PMU team well before the registration day to ensure there are adequate desks for Sistemas EBS interviewers and for PMU staff registering youths for BLST as well as sitting chairs/benches for the youths inside the centre.
19. During BLST registration the PMU team will issue the registered youth with their Project ID Cards, engagement letters and ask them to sign the BSP bank account application forms.
20. When youths attend their BLST class they will be issued their UYEP Mobile Phone on the first day of training. They will also be required to undertake the Numeracy Literacy test on this day. The test is marked by the Trainer the same day and submitted to PMU on the second day.
21. At the end of the training, youth are informed of the N/L test results and on who has been selected for YJC and for PET and the venue and starting date of these programs.