

# Project Administration Manual

Project Number: 42291-026  
Loan Number: LXXXX  
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October 2016

**Regional: Higher Education in the Pacific Investment  
Program – Project 2 (including additional financing)**

## ABBREVIATIONS

ADB	–	Asian Development Bank
CEMP	–	construction environmental management plan
DSC	–	design and supervision consultant
DFL	–	distance and flexible learning
DMCA	–	Development, Marketing, Communications, and Alumni Division
DMF	–	design and monitoring framework
EMP	–	environmental management plan
GAP	–	gender action plan
ICB	–	international competitive bidding
ICT	–	information and communication technology
IDC	–	interest during construction
IEE	–	initial environmental examination
IFRS	–	international financial reporting standards
ISA	–	international standards on auditing
MFF	–	multitranche financing facility
NCB	–	national competitive bidding
PAM	–	project administration manual
PIC	–	Pacific island country
PIU	–	project implementation unit
QCBS	–	quality- and cost-based selection
QPR	–	quarterly progress report
SOE	–	statement of expenditure
SPS	–	Safeguard Policy Statement
TOR	–	terms of reference
USP	–	The University of the South Pacific

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## **Project Administration Manual Purpose and Process**

The project administration manual (PAM) describes the essential administrative and management requirements to implement the Higher Education in the Pacific Investment Program – Project 2 (The University of the South Pacific (USP) Solomon Islands Campus Expansion) on time, within budget, and in accordance with USP and Asian Development Bank (ADB) policies and procedures. The PAM includes references to all available templates and instructions either through linkages to relevant URLs or directly incorporated in the PAM.

USP will be the executing and implementing agency and will be fully responsible for implementation of the ADB-financed investment program, as agreed upon jointly between USP and ADB, and in accordance with USP and ADB policies and procedures. ADB staff are responsible to support implementation including compliance by USP of their obligations and responsibilities for project implementation in accordance with ADB policies and procedures.

At loan and grant negotiations, the borrower and ADB will agree to the PAM and will ensure consistency with the amended and restated Framework Financing Agreement (FFA) and the Loan Agreement for Project 2. Such agreements will be reflected in the minutes of the loan negotiations. In the event of any discrepancy or contradiction between the PAM on one hand, and the amended and restated FFA and the Loan Agreement on the other hand, the provisions of the amended and restated FFA and the Loan Agreement will prevail.

After the President's approval of Project 2 Periodic Financing Request Report and Proposed Administration of Grant, changes in implementation arrangements are subject to agreement and approval pursuant to USP and ADB administrative procedures (including the Project Administration Instructions), and upon such approval, they will be subsequently incorporated into the PAM.

## **I. INVESTMENT PROGRAM DESCRIPTION**

### **A. Overview**

1. The Higher Education in the Pacific Investment Program (the investment program) will support The University of the South Pacific (USP) in expanding access to higher education in 12 Pacific island countries (PICs) by improving regional campuses and enhancing information and communication technology (ICT)-based learning programs.<sup>1</sup> Higher education opportunities in the Pacific remain limited, and the lack of adequate opportunities for higher education restricts the growth of a qualified work force capable of supporting the development of diversified economies.<sup>2</sup> Improved access to quality higher education at USP will contribute to human resource and skills development in the Pacific, and promote inclusive growth through higher productivity and diversification of the region's economy.

2. The multitranche financing facility (MFF) will support USP in improving access to quality higher education for the growing young population in its member PICs. The MFF modality requires a third-party sovereign guarantee. The investment program consists of two tranches to be implemented over eight years, from 2012–2019. The investment program: (i) provides long-term support to USP for the phased implementation of individual projects based on project readiness, (ii) aligns ADB support with assistance provided to USP by other development partners, and (iii) allows the required sovereign guarantees to be arranged for subsequent tranches. For Tranche 1, the Government of Kiribati provided a sovereign guarantee for Project 1. The Solomon Islands Government (the government) has agreed to serve as the sovereign guarantor for Project 2.

### **B. Impact and Outcome**

3. The expected impact of the investment program is that USP graduates will contribute to the competitiveness and diversification of the PIC economies. The expected outcome is expanded and equitable access to quality higher education in USP member countries, especially for women and students from remote outer islands.

### **C. Outputs and Project Activities**

4. Overall, the investment program has five outputs:

- Output 1: Strengthened regional campuses of USP with the construction or upgrading of classrooms or accommodation facilities in selected regional campuses;
- Output 2: Enhanced ICT-based education with upgrading of ICT equipment and improvement of ICT-based learning programs;
- Output 3: Improved USP student services, including pre-enrollment information, career counseling, and tracer studies of USP students;
- Output 4: Strengthened USP governance and management capacity with improved data collection and analyses of USP activities and human resources; and
- Output 5: Strengthened project management capacity of USP.

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<sup>1</sup> The 12 USP member countries are Cook Islands, Fiji, Kiribati, Marshall Islands, Nauru, Niue, Samoa, Solomon Islands, Tokelau, Tonga, Tuvalu, and Vanuatu.

<sup>2</sup> Higher education in this document means attendance at a university or a technical college.

5. Project 2 will focus on the construction and expansion of the USP campus in Solomon Islands (output 1) and the enhancement of ICT equipment and connectivity (output 2), with implementation of activities under outputs 3 and 5. For Project 2, the following major activities will be undertaken:

- (i) **Expand USP regional campus in Solomon Islands.** The USP Solomon Islands campus will be expanded to include a new site about 4 kms from the current campus in Honiara to accommodate the growing number of students, especially those from remote areas. The civil works construction will include additional classrooms, an ICT studio, science laboratories, faculty offices, administrative facilities as well as a new solar photo-voltaic (PV) system<sup>3</sup>
- (ii) **Enhance ICT-based education.** The expanded facilities in the USP Solomon Islands campus will be provided with ICT equipment, allowing students to learn through face-to-face, distance and flexible learning (DFL), or blended methods. Additional e-learning materials for undergraduate curricula will be produced and will be available through DFL programs. Necessary training for lecturers will accompany the upgrade of learning materials. ICT connectivity will also be improved across regional campuses. ICT-related project activities will be complemented by Japan-Pacific ICT Center at the main Laucala campus (Suva, Fiji), which will serve as the headquarters for DFL broadcasting for regional campuses.
- (iii) **Improve student support services.** Student support centers to be developed will offer extensive pre-enrollment information, employment advice, and counseling services. Pre-enrollment services will support recruitment and marketing activities to ensure that all prospective students receive accurate and comprehensive information about their program choice and the level of commitment expected of them. Employment advisory offices will be established in the Solomon Islands campus with upgraded staff skills. The offices will provide career counseling services, including (a) skills assessments and generation of work options; (b) job search techniques, e.g., interviewing, resume writing; and (c) job placement services to link students to available job opportunities and a USP alumni database.
- (iv) **Strengthened USP governance and management.** The education management information system (EMIS) will be enhanced through improvement of ICT facilities and staff capacity for comprehensive and timely collection, analysis, storage, and dissemination of statistical information and data about USP's activities and human resources (e.g., student, faculty, and alumni data) to support USP management and operations. All data collected and maintained will be disaggregated by gender.
- (v) **Strengthened project management capacity.** Project management capacity will be supported through capacity building and training of staff of the project implementation unit (PIU) within USP, which manages all project activities (e.g., procurement, financial planning and management, accounting, supervision, and monitoring, etc.) relating to Project 2, as well as management of other USP's related project activities.

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<sup>3</sup> The solar PV system is financed by a grant from The Clean Energy Fund under the Clean Energy Financing Partnership Facility.

## II. IMPLEMENTATION PLANS

### 1. Project Readiness Activities

Indicative Activities	2016									Responsibility
	4	5	6	7	8	9	10	11	12	
Advance contracting actions										ADB and USP
Establish project implementation arrangements										ADB and USP
ADB President's approval										ADB
Loan signing										ADB and USP
Government legal opinion provided										USP
Loan effectiveness										ADB and USP

ADB = Asian Development Bank, USP = The University of the South Pacific.

Source: Asian Development Bank.



## 2. Overall Project Implementation Plan

6. Listed are the implementation activities (on a quarterly basis) to be updated annually and submitted to ADB with contract and disbursement projections for the following year.

[illegible]

Activities	2016		2017				2018				2019			
	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<b>Output 4: Strengthened USP Governance and Management</b>														
3.1 Assess the current EMIS (Q3–Q4 2017)														
3.2 Collect, manage, and compile USP student/academic staff profiles in EMIS (Q1 2018–Q4 2018)														
3.3 Improve the effective use of data on student performance (Q1 2018–Q4 2018)														
<b>Output 5: Strengthened Project Management Capacity</b>														
4.1 Tender, award, and manage contracts (Q4 2016–Q1 2019)														
4.2 Monitor project implementation (Q4 2016–Q1 2019)														
4.3 Implement, monitor the gender action plan (Q1 2017–Q4 2019)														
4.4 Provide timely progress reports (Q1 2017–Q4 2019)														
4.5 Regular accounting and annual audit (Q1 2017–Q4 2019)														

DSC = design and supervision consultant, CWC = civil works contract.

\* Public health anchor program requires comprehensive coordination across 13 Pacific Islands.

### III. PROJECT MANAGEMENT ARRANGEMENTS

#### A. Project Implementation Organizations – Roles and Responsibilities

Implementation Organizations	Management Roles and Responsibilities
Executing agency (USP)	➤ Responsible for the overall execution of the project.
Project Steering Committee	<ul style="list-style-type: none"> <li>➤ Oversees and monitors all aspects of project implementation.</li> <li>➤ Advises the project supervisor of any issues or concerns affecting project implementation and proposes remedial actions.</li> </ul>
Project Supervisor (Director, Development, Marketing, and Communications and Alumni)	<ul style="list-style-type: none"> <li>➤ Coordinates with PIU in preparation of withdrawal applications and submits to ADB.</li> <li>➤ Coordinates with PIU for timely requests to ADB for direct payments to contractors.</li> <li>➤ Responsible for payments from imprest account, its reconciliation and statement of expenditures (SOE).</li> <li>➤ Responsible for maintaining separate accounts for the project, and for having all project accounts audited annually and audit report sent to ADB.</li> <li>➤ Responsible for signing of civil works and consultant contracts.</li> <li>➤ Responsible for preparing and submitting regular progress reports.</li> </ul>
Project Implementation Unit (PIU)	<ul style="list-style-type: none"> <li>➤ Responsible for the day-to-day implementation of the project.</li> <li>➤ Responsible for negotiation of contracts for (i) design and construction supervision consultants, (ii) civil works, (iii) goods, (iv) capacity development consultants, (iv) independent consultants, and (v) shopping.</li> <li>➤ Work closely with the consulting firm(s) in the preparation of detailed design and preparation of bid documents for the campus upgrade civil works.</li> <li>➤ Checks and certifies work done by the consulting firm(s) or contractor(s) and submits interim certificate with invoice to the finance section via the project supervisor.</li> <li>➤ Responsible for evaluation of bids for the civil works component.</li> <li>➤ Responsible for carrying out the QCBS selection process.</li> </ul>
ADB	➤ Responsible for the administration of the loan and

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grant and related compliance with covenants.

- Provide overall coordination and advisory support.
  - Undertake regular loan and grant review missions.
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## B. Key Persons Involved in Implementation

### Executing Agency

USP Chair, Project Steering Committee

**Officer's Name:** Professor Rajesh Chandra  
**Position:** Vice-Chancellor and President  
**Telephone:** +679 323 2313  
**Email address:** chandra\_r@usp.ac.fj  
**Office Address:** Laucala Campus, Suva, Fiji

USP  
 Project Supervisor

**Officer's Name:** Mr. Jaindra K. Karan  
**Position:** Director for Development, Marketing Communications and Alumni Division  
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USP

**Officer's Name:** Dr. Giulio Paunga  
**Position:** Vice President, Regional Campuses, and Properties and Facilities  
**Telephone:** +679 323 1684  
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**Office address:** Laucala Campus, Suva, Fiji

USP

**Officer's Name:** Mr. Kolinio Boila  
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**Office address:** Laucala Campus. Suva, Fiji

### Asian Development Bank

Urban, Social Development, and Public Management Division

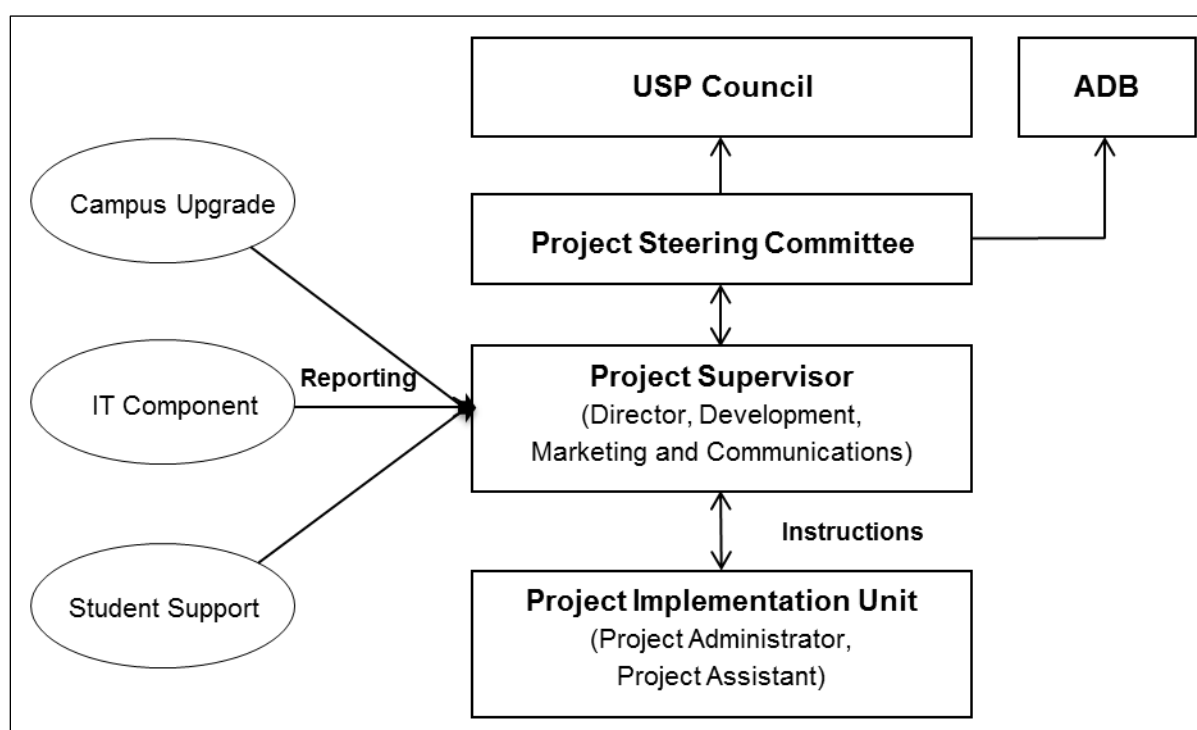
**Staff Name:** Ms. Emma Veve  
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Mission Leader

**Staff Name:** Ms. Chimi Thonden  
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**Email address:** cthonden@adb.org  
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## C. Organizational Structure

7. **The Investment Program.** USP will be the executing agency with the overall responsibility for execution of the investment program and will also be the implementing agency for Project 2, through the PIU. The project steering committee—based in Suva, Fiji—which will be chaired by the USP vice-chancellor and include representatives from key agencies (for example, the High Commissioner) from the countries participating in the program, will oversee and monitor the implementation of project activities, including financial and procurement plans for civil works in regional campuses.<sup>4</sup> A PIU has been established within USP's Development, Marketing, Communications and Alumni Division (DMCA) to carry out day-to-day implementation, including the engagement of consulting services and contracts under the program. The director of DMCA acts as project supervisor for the PIU and is responsible for the implementation and coordination of all project activities including contracts and payments. The PIU consists of the full-time team leader recruited by the USP and other staff, such as financial specialist, environment specialist, and regional campus supervision engineer, who will be designated or recruited by the USP. The implementation organizational chart below.



ADB = Asian Development Bank, IT = information technology, USP = The University of the South Pacific.

8. **Project 2.** A Taskforce has already been established to facilitate readiness of the project. The Taskforce comprises representatives of the USP, Ministry of Education, Human Resources Development, Ministry of Lands, Housing and Survey, Ministry of Finance and Treasury, and the Police. During implementation, the Taskforce will be expanded to include Ministry of Development Planning and Aid Coordination and Environment and Conservation Division.

<sup>4</sup> Project Steering Committee members include the USP Vice Chancellor, Kiribati High Commissioner to Fiji, and Solomon Islands High Commissioner to Fiji.

#### IV. COSTS AND FINANCING

9. **The Program.** The total cost for the investment program is estimated at \$23.0 million equivalent, including taxes and duties of \$1.0 million. USP has requested an MFF in an amount up to \$19.0 million from ADB's Special Funds resources to finance the investment program. USP initially contributed \$2.0 million, and the governments of Kiribati and Solomon Islands \$2.0 million in total. The MFF consists of two tranches, subject to USP's submission of related periodic financing requests, execution of the related loan and project agreements for each tranche, fulfilment of terms and conditions and undertakings set forth in the amended and restated FFA, and confirmation of a sovereign guarantee.

10. **Project 2 (including additional financing).** The project will cost approximately \$19.375 million equivalent, including taxes and duties, physical and price contingencies, and interest charges during implementation period. An Asian Development Fund loan of \$15.4 million equivalent is requested to support Project 2; \$1.625 million and \$0.85 million equivalent will be funded by USP and the government of Solomon Islands, respectively.<sup>5</sup> Additional cofinancing of \$1.5 million from the Clean Energy Fund under the Clean Energy Financing Partnership Facility (CEFPF), to be administered by ADB, will fund a clean energy system. Accordingly, tables for Project 2 include the additional financing (however, no changes have been made to the Program cost tables since the MFF budget and ceiling is unaltered). The government of Solomon Islands will guarantee the loan under Project 2.

#### Program Investment Plan (US\$'000)

Item	Amount <sup>a</sup>
<b>A. Investment Program</b>	
<b>1. Base Cost</b>	
Output 1: Strengthened regional campuses	14,550.00
Output 2: Enhance ICT-based education	2,650.00
Output 3: Improved USP student services	475.00
Output 4: Strengthened USP governance and management	275.00
Output 5: Strengthened project management capacity	500.00
Taxes and Duties <sup>b</sup>	1,000.00
Land Contribution <sup>c</sup>	1,300.00
<b>Subtotal (A1)</b>	<b>20,750.00</b>
<b>2. Contingencies<sup>d</sup> (A2)</b>	<b>1,600.00</b>
<b>3. Financing Charges during Implementation<sup>e</sup> (A3)</b>	<b>650.00</b>
<b>Total (A1+A2+A3)</b>	<b>23,000.00</b>
<b>B. Project 2</b>	
<b>1. Base Cost</b>	
Output 1: Strengthened regional campus	14,278.50
Output 2: Enhance ICT-based education	950.00
Output 4: Strengthened USP governance and management	900.00
Output 5: Strengthened project management capacity	800.00
Taxes and Duties <sup>b</sup>	510.00
Land Contribution <sup>c</sup>	340.00
<b>Subtotal (B1)</b>	<b>17,778.50</b>
<b>2. Contingencies<sup>d</sup> (B2)</b>	<b>1,462.50</b>
<b>3. Financing Charges during Implementation<sup>e</sup> (B3)</b>	<b>134.00</b>
<b>Total (B1+B2+B3)</b>	<b>19,375.00</b>

<sup>a</sup> In mid-2016 prices.

<sup>b</sup> Taxes and duties will be financed by the Government of Solomon Islands through exemption. ADB and CEF funds may also finance taxes and duties as (a) the amount will be within the reasonable threshold identified during the country partnership strategy preparation process, (b) the amount will not represent an excessive share of the project investment plan, (c) the taxes and duties apply only to the loan and grant-financed expenditures, and (d) the financing of taxes and duties is relevant to the success of the project.

<sup>5</sup> ADB financing may include transportation, insurance, and bank charges under tranche 1 and subsequent tranches.

- <sup>c</sup> For the expansion and upgrades of the regional campus in Kiribati the government of Kiribati exempted taxes and duties and contributed land for construction. Furthermore, the Government of Solomon Islands will consider exemption of taxes and duties and will contribute land for construction of the new campus in Honiara.
- <sup>d</sup> Physical contingencies are computed at 5% for civil works, equipment, and services. Price contingencies are computed at 1% of the foreign exchange costs and average regional cost escalation factor for local currencies.
- <sup>e</sup> Interest charges on the ADB loan will be capitalized during implementation period.
- Source: Asian Development Bank and the University of the South Pacific estimates.

### Financing Plan (US\$'000)

Source	Type	Amount	Share of Total (%)
<b>Investment Program</b>			
Asian Development Bank	ADF Loan	19,000.00	83%
The University of the South Pacific	PF	2,000.00	9%
Government of Kiribati	GF	1,000.00	4%
Government of Solomon Islands	GF	1,000.00	4%
	<b>Total</b>	<b>23,000.00</b>	<b>100%</b>
<b>Project 2</b>			
Asian Development Bank	ADF Loan	15,400.00	79%
Asian Development Bank-CEFPF	Grant	1,500.00	8%
The University of the South Pacific	PF	1,625.00	8%
Government of Solomon Islands	GF	850.00	4%
	<b>Total</b>	<b>19,375.00</b>	<b>100%</b>

ADF = Asian Development Fund, GF = Government Finance, PF = Private Finance.

<sup>a</sup> Solomon Islands contribution is reduced to \$850,000 reflecting taxes and expenditures incurred toward preparation of the land for the campus.

Note: Figures may not sum precisely due to rounding.

Source: Asian Development Bank and The University of the South Pacific estimates.

## A. Detailed Cost Estimates by Expenditure Category

### 1. Investment Program

Item	Amount <sup>a</sup> (US\$'000)			% of Total Cost
	Local	Foreign	Total	
<b>A. Investment Costs</b>				
1. Civil Works	0.00	14,050.00	14,050.00	61%
2. Equipment	0.00	2,000.00	2,000.00	9%
3. Consulting Services	0.00	500.00	500.00	2%
4. Capacity Development	1,400.00	0.00	1,400.00	6%
5. Project Operation and Maintenance	300.00	0.00	300.00	1%
6. Project Administration (Travel Costs)	0.00	200.00	200.00	1%
7. Taxes and Duties	1,000.00	0.00	1,000.00	4%
8. Land Contribution <sup>b</sup>	1,300.00	0.00	1,300.00	6%
Subtotal (A)	4,000.00	16,750.00	20,750.00	90%
<b>B. Contingencies <sup>c</sup></b>				
1. Physical Contingencies	0.00	1,000.00	1,000.00	4%
2. Price Contingencies	0.00	600.00	600.00	3%
Subtotal (B)	0.00	1,600.00	1,600.00	7%
<b>C. Financing Charges During Implementation <sup>d</sup></b>				
	0.00	650.00	650.00	3%
Subtotal (C)	0.00	650.00	650.00	3%
<b>Total Project Cost (A+B+C)</b>	<b>4,000.00</b>	<b>19,000.00</b>	<b>23,000.00</b>	<b>100%</b>

<sup>a</sup> In mid-2011 prices.

<sup>b</sup> This amount represented in-kind contributions by the governments of Kiribati and Solomon Islands.

<sup>c</sup> Physical contingencies are computed at 5% for civil works, equipment and services. Price contingencies are computed at 1% of foreign exchange costs and average regional cost escalation factors for local currencies.

<sup>d</sup> Interest charges on the ADB loan will be capitalized during implementation period.

Note: Figures may not sum precisely due to rounding.

## 2. Project 2 (including additional financing)

Item	Amount <sup>a</sup> (US\$'000)			% of Total Cost
	Local	Foreign	Total	
<b>A. Investment Costs</b>				
1. Civil Works	0.00	12,601.50	12,601.50	65%
2. Equipment	25.00	925.00	950.00	5%
3. Consulting Services	0.00	1,677.00	1,677.00	9%
4. Capacity Development	900.00	0.00	900.00	5%
5. Project Operation and Maintenance	700.00	0.00	700.00	4%
6. Project Administration (salary/travel costs for on-site personnel)	0.00	100.00	100.00	1%
7. Taxes and Duties	510.00	0.00	510.00	3%
8. Land Contribution <sup>b</sup>	340.00	0.00	340.00	2%
<b>Subtotal (A)</b>	<b>2,475.00</b>	<b>15,303.50</b>	<b>17,778.50</b>	<b>92%</b>
<b>B. Contingencies <sup>c</sup></b>				
1. Physical Contingencies	0.00	797.50	797.50	4%
2. Price Contingencies	0.00	665.00	665.00	3%
<b>Subtotal (B)</b>	<b>0.00</b>	<b>1,462.50</b>	<b>1,462.50</b>	<b>8%</b>
<b>C. Financing Charges During Implementation <sup>d</sup></b>				
<b>Subtotal (C)</b>	<b>0.00</b>	<b>134.00</b>	<b>134.00</b>	<b>1%</b>
<b>Total Project Cost (A+B+C)</b>	<b>2,475.00</b>	<b>16,900.00</b>	<b>19,375.00</b>	<b>100%</b>

<sup>a</sup> In mid-2016 prices.

<sup>b</sup> This amount represents an in-kind contribution by the Government of Solomon Islands.

<sup>c</sup> Physical contingencies are computed at 5% for civil works, equipment and services. Price contingencies are computed at 1% of foreign exchange costs and average regional cost escalation factors for local currencies.

<sup>d</sup> Interest charges on the ADB loan will be capitalized during implementation period.

Note: Figures may not sum precisely due to rounding.

Source: Asian Development Bank and The University of the South Pacific estimates.

## B. Allocation and Withdrawal of Loan and Grant Proceeds

### 1. ADB Loan

CATEGORY		ADB FINANCING	
Number	Item	Total Amount Allocated for ADB Financing [US\$]	Percentage and Basis For Withdrawal from the Loan Account
1	Civil Works	11,476,500.00	91% of total expenditure claimed
2	Consulting Services	1,489,500.00	89% of total expenditure claimed
3	Equipment and Project Administration Costs	1,025,000.00	100% of total expenditure claimed
4	Interest Charge	134,000.00	100% of amounts due
5	Unallocated	1,275,000.00	
<b>Total</b>		<b>15,400,000.00</b>	

### 2. CEFPP Grant

CATEGORY		ADB FINANCING	
Number	Item	Total Amount Allocated for ADB Financing [US\$]	Percentage and Basis For Withdrawal from the Loan Account
1	Civil Works	1,125,000.00	9% of total expenditure claimed
2	Consulting Services	187,500.00	11% of total expenditure claimed
3	Unallocated	187,500.00	
<b>Total</b>		<b>1,500,000.00</b>	



### C. Detailed Cost Estimates by Financier (US\$'000)<sup>a</sup>

#### 1. Investment Program

Item	Total <sup>a</sup>	ADB		USP		Government of Kiribati		Government of Solomon Islands	
		Amount	% of Cost Category	Amount	% of Cost Category	Amount	% of Cost Category	Amount	% of Cost Category
A. Investment Costs									
1. Civil Works	14,050	14,050	100%	0	0%	0	0%	0	0%
2. Equipment	2,000	2,000	100%	0	0%	0	0%	0	0%
3. Consultant Services	500	500	100%	0	0%	0	0%	0	0%
4. Capacity Development	1,400	0	0%	1,400	100%	0	0%	0	0%
5. Project Operation and Maintenance	300	0	0%	300	100%	0	0%	0	0%
6. Project Administration (Travel Costs)	200	200	100%	0	0%	0	0%	0	0%
7. Taxes and Duties	1,000	0	0%	300	30%	300	30%	400	40%
8. Land Contribution <sup>b</sup>	1,300	0	0%	0	0%	700	54%	600	46%
Subtotal (A)	20,750	16,750	81%	2,000	10%	1,000	5%	1,000	5%
B. Contingencies <sup>c</sup>									
1. Physical	1,000	1,000	100%	0	0%	0	0%	0	0%
2. Price	600	600	100%	0	0%	0	0%	0	0%
Subtotal (B)	1,600	1,600	100%	0	0%	0	0%	0	0%
C. Financing Charges During Implementation <sup>d</sup>									
	650	650	100%	0	0%	0	0%	0	0%
Subtotal (C)	650	650	100%	0	0%	0	0%	0	0%
Total Project Cost (A+B+C)	23,000	19,000	83%	2,000	9%	1,000	4%	1,000	4%

ADB = Asian Development Bank, USP = The University of the South Pacific.

<sup>a</sup> In mid-2011 prices.

<sup>b</sup> This amount represents an in-kind contribution by the Governments of Kiribati and Solomon Islands.

<sup>c</sup> Physical contingencies are computed at 5% for civil works, equipment and services. Price contingencies are computed at 1% foreign exchange costs and average regional cost escalation factors for local currencies.

<sup>d</sup> Interest charges on the ADB loan will be capitalized during implementation period.

Note: Figures may not sum precisely due to rounding.

Source: Asian Development Bank and The University of the South Pacific estimates.

## 1. Project 2

Item	Total <sup>a</sup>	ADB		CEFPF		USP		Government of Solomon Islands	
		Amount	% of Cost Category	Amount	% of Cost Category	Amount	% of Cost Category	Amount	% of Cost Category
<b>A. Investment Costs</b>									
1. Civil Works	12,601.50	11,476.50	91%	1,125.00	9%	0.00	0%	0.00	0%
2. Equipment <sup>b</sup>	950.00	925.00	97%	0.00	0%	25.00	3%	0.00	0%
3. Consulting Services	1,677.00	1,489.50	89%	187.50	11%	0.00	0%	0.00	0%
4. Capacity Development	900.00	0.00	0%	0.00	0%	900.00	100%	0.00	0%
5. Project Operation and Maintenance	700.00	0.00	0%	0.00	0%	700.00	100%	0.00	0%
6. Project Administration (Travel Costs)	100.00	100.00	100%	0.00	0%	0.00	0%	0.00	0%
7. Taxes and Duties	510.00	0.00	0%	0.00	0%	0.00	0%	510.00	100%
8. Land Contribution <sup>c</sup>	340.00	0.00	0%	0.00	0%	0.00	0%	340.00	100%
<b>Subtotal (A)</b>	<b>17,778.50</b>	<b>13,991.00</b>	<b>79%</b>	<b>1,312.50</b>	<b>7%</b>	<b>1,625.00</b>	<b>9%</b>	<b>850.00</b>	<b>5%</b>
<b>B. Contingencies<sup>d</sup></b>									
1. Physical	797.50	700.00	88%	97.50	12%	0.00	0%	0.00	0%
2. Price	665.00	575.00	86%	90.00	14%	0.00	0%	0.00	0%
<b>Subtotal (B)</b>	<b>1,462.50</b>	<b>1,275.00</b>	<b>87%</b>	<b>187.50</b>	<b>13%</b>	<b>0.00</b>	<b>0%</b>	<b>0.00</b>	<b>0%</b>
<b>C. Financing Charges During Implementation<sup>e</sup></b>									
	134.00	134.00	100%	0.00	0%	0.00	0%	0.00	0%
<b>Subtotal (C)</b>	<b>134.00</b>	<b>134.00</b>	<b>100%</b>	<b>0.00</b>	<b>0%</b>	<b>0.00</b>	<b>0%</b>	<b>0.00</b>	<b>0%</b>
<b>Total Project Cost (A+B+C)</b>	<b>19,375.00</b>	<b>15,400.00</b>	<b>79%</b>	<b>1,500.00</b>	<b>8%</b>	<b>1,625.00</b>	<b>8%</b>	<b>850.00</b>	<b>4%</b>

ADB = Asian Development Bank, CEFPF = Clean Energy Financing Partnership Facility, USP = The University of the South Pacific.

<sup>a</sup> In mid-2016 prices.

<sup>b</sup> Equipment will be financed by ADB and USP in parallel.

<sup>c</sup> This amount represents an in-kind contribution by the Government of Solomon Islands.

<sup>d</sup> Physical contingencies are computed at 5% for civil works, equipment and services. Price contingencies are computed at 1% foreign exchange costs and average regional cost escalation factors for local currencies

<sup>e</sup> Interest charges on the ADB loan will be capitalized during implementation period.

Note: Figures may not sum precisely due to rounding.

Source: Asian Development Bank and The University of the South Pacific estimates.

## D. Detailed Cost Estimates by Outputs (US\$'000)<sup>a</sup>

### 1. Investment Program

Item	Output 1			Output 2		Output 3		Output 4		Output 5	
	Total	Amount	% of Cost Category	Amount	% of Cost Category	Amount	% of Cost Category	Amount	% of Cost Category	Amount	% of Cost Category
<b>A. Investment Costs</b>											
1. Civil Works	14,050	14,050	100%	0	0%	0	0%	0	0%	0	0%
2. Equipment	2,000	0	0%	2,000	100%	0	0%	0	0%	0	0%
3. Consultant Services	500	500	100%	0	0%	0	0%	0	0%	0	0%
4. Capacity Development	1,400	0	0%	650	46%	475	34%	275	20%	0	0%
5. Project Operation and Maintenance	300	0	0%	0	0%	0	0%	0	0%	300	100%
6. Project Administration (Travel Costs)	200	0	0%	0	0%	0	0%	0	0%	200	100%
7. Taxes and Duties	1,000	768	77%	157	16%	44	4%	15	1%	16	2%
8. Land Contribution <sup>b</sup>	1,300	1,300	100%	0	0%	0	0%	0	0%	0	0%
<b>Subtotal (A)</b>	<b>20,750</b>	<b>16,618</b>	<b>79%</b>	<b>2,807</b>	<b>14%</b>	<b>519</b>	<b>3%</b>	<b>290</b>	<b>1%</b>	<b>516</b>	<b>3%</b>
<b>B. Contingencies <sup>c</sup></b>											
1. Physical	1,000	801	80%	135	14%	25	3%	14	1%	25	2%
2. Price	600	480	80%	82	14%	15	3%	8	1%	15	2%
<b>Subtotal (B)</b>	<b>1,600</b>	<b>1,281</b>	<b>80%</b>	<b>217</b>	<b>14%</b>	<b>40</b>	<b>3%</b>	<b>22</b>	<b>1%</b>	<b>40</b>	<b>2%</b>
<b>C. Financing Charges During Implementation <sup>d</sup></b>											
	650	585	88%	65	12%	0	0%	0	0%	0	0%
<b>Subtotal (C)</b>	<b>650</b>	<b>585</b>	<b>90%</b>	<b>65</b>	<b>12%</b>	<b>0</b>	<b>0%</b>	<b>0</b>	<b>0%</b>	<b>0</b>	<b>0%</b>
<b>Total Project Cost (A+B+C)</b>	<b>23,000</b>	<b>18,484</b>	<b>80%</b>	<b>3,089</b>	<b>13%</b>	<b>559</b>	<b>3%</b>	<b>312</b>	<b>1%</b>	<b>556</b>	<b>2%</b>

<sup>a</sup> In mid-2011 prices.

<sup>b</sup> This amount represents an in-kind contribution by the Governments of Kiribati and Solomon Islands.

<sup>c</sup> Physical contingencies are computed at 5% for civil works, equipment and services. Price contingencies are computed at 1% foreign exchange costs and average regional cost escalation factors for local currencies

<sup>d</sup> Interest charges on the ADB loan will be capitalized during implementation period.

Note: Figures may not sum precisely due to rounding.

Source: Asian Development Bank and The University of the South Pacific estimates.

## 2. Project 2 (including additional financing)

Item	Output 1			Output 2		Output 3		Output 4		Output 5	
	Total	Amount	% of Cost Category	Amount	% of Cost Category	Amount	% of Cost Category	Amount	% of Cost Category	Amount	% of Cost Category
<b>A. Investment Costs</b>											
1. Civil Works	12,601.50	12,601.50	100%	0.00	0%	0.00	0%	0.00	0%	0.00	0%
2. Equipment	950.00	0.00	0%	950.00	100%	0.00	0%	0.00	0%	0.00	0%
3. Consultant Services	1,677.00	1,677.00	100%	0.00	0%	0.00	0%	0.00	0%	0.00	0%
4. Capacity Development	900.00	0.00	0%	0.00	0%	0.00	0%	900.00	100%	0.00	0%
5. Project O&M	700.00	0.00	0%	0.00	0%	0.00	0%	0.00	0%	700.00	100%
6. Project Administration (salary, travel for on-site personnel)	100.00	0.00	0%	0.00	0%	0.00	0%	0.00	0%	100.00	100%
7. Taxes and Duties	510.00	450.00	88%	60.00	10%	0.00	0%	0.00	0%	0.00	0%
8. Land Contribution <sup>b</sup>	340.00	340.00	100%	0.00	0%	0.00	0%	0.00	0%	0.00	0%
<b>Subtotal (A)</b>	<b>17,778.50</b>	<b>15,068.50</b>	<b>85%</b>	<b>1,010.00</b>	<b>6%</b>	<b>0.00</b>	<b>0%</b>	<b>900.00</b>	<b>5%</b>	<b>800.00</b>	<b>4%</b>
<b>B. Contingencies <sup>c</sup></b>											
1. Physical	797.50	647.50	81%	150.00	25%	0.00	0%	0.00	0%	0.00	0%
2. Price	665.00	550.00	83%	115.00	20%	0.00	0%	0.00	0%	0.00	0%
<b>Subtotal (B)</b>	<b>1,462.50</b>	<b>1,197.50</b>	<b>82%</b>	<b>265.00</b>	<b>18%</b>	<b>0.00</b>	<b>0%</b>	<b>0.00</b>	<b>0%</b>	<b>0.00</b>	<b>0%</b>
<b>C. Financing Charges</b>											
<b>During Implementation <sup>d</sup></b>	134.00	120.00	90%	14.00	10%	0.00	0%	0.00	0%	0.00	0%
<b>Subtotal (C)</b>	<b>134.00</b>	<b>120.00</b>	<b>90%</b>	<b>14.00</b>	<b>10%</b>	<b>0.00</b>	<b>0%</b>	<b>0.00</b>	<b>0%</b>	<b>0.00</b>	<b>0%</b>
<b>Total Project Cost (A+B+C)</b>	<b>19,375.00</b>	<b>16,386.00</b>	<b>85%</b>	<b>1,289.00</b>	<b>7%</b>	<b>0.00</b>	<b>0%</b>	<b>900.00</b>	<b>5%</b>	<b>800.00</b>	<b>4%</b>

<sup>a</sup> In mid-2016 prices.

<sup>b</sup> This amount represents an in-kind contribution by the Government of Solomon Islands.

<sup>c</sup> Physical contingencies are computed at 5% for civil works, equipment and services. Price contingencies are computed at 1% foreign exchange costs and average regional cost escalation factors for local currencies.

<sup>d</sup> Interest charges on the ADB loan will be capitalized during implementation period.

Note: Figures may not sum precisely due to rounding.

### E. Project 2 (including additional financing) Detailed Cost Estimates by Year (US\$'000)<sup>a</sup>

Item	TOTAL	2017	2018	2019	% of Total Cost
<b>A. Investment Costs</b>					
1. Civil Works	12,601.50	2,758.00	9,260.87	582.63	65%
2. Equipment	950.00	0.00	700.00	250.00	5%
3. Consultant Services	1,677.00	1,605.45	0.00	71.55	9%
4. Capacity Development	900.00	180.00	540.00	180.00	5%
5. Project Operation and Maintenance	700.00	105.00	420.00	175.00	4%
6. Project Administration (Travel Costs)	100.00	30.00	60.00	10.00	1%
7. Taxes and Duties	510.00	60.00	400.00	50.00	3%
8. Land Contribution <sup>b</sup>	340.00	340.00	0.00	0.00	2%
<b>Subtotal (A)</b>	<b>17,778.50</b>	<b>5,078.45</b>	<b>11,380.87</b>	<b>1,319.18</b>	<b>92%</b>
<b>B. Contingencies <sup>c</sup></b>					
1. Physical	797.50	237.50	385.00	175.00	4%
2. Price	665.00	215.00	325.00	125.00	3%
<b>Subtotal (B)</b>	<b>1,462.50</b>	<b>452.50</b>	<b>710.00</b>	<b>300.00</b>	<b>8%</b>
<b>C. Financing Charges During Implementation <sup>d</sup></b>	134.00	27.00	107.00	0.00	1%
	<b>134.00</b>	<b>27.00</b>	<b>107.00</b>	<b>0.00</b>	<b>1%</b>
<b>Total Project Cost (A+B+C)</b>	<b>19,375.00</b>	<b>5,557.95</b>	<b>12,197.87</b>	<b>1,619.18</b>	<b>100%</b>

<sup>a</sup> In mid-2016 prices.

<sup>b</sup> This amount represents an in-kind contribution by the Government of Solomon Islands.

<sup>c</sup> Physical contingencies are computed at 5% for civil works, equipment and services. Price contingencies are computed at 1% of foreign exchange costs and average regional cost escalation factors for local currencies.

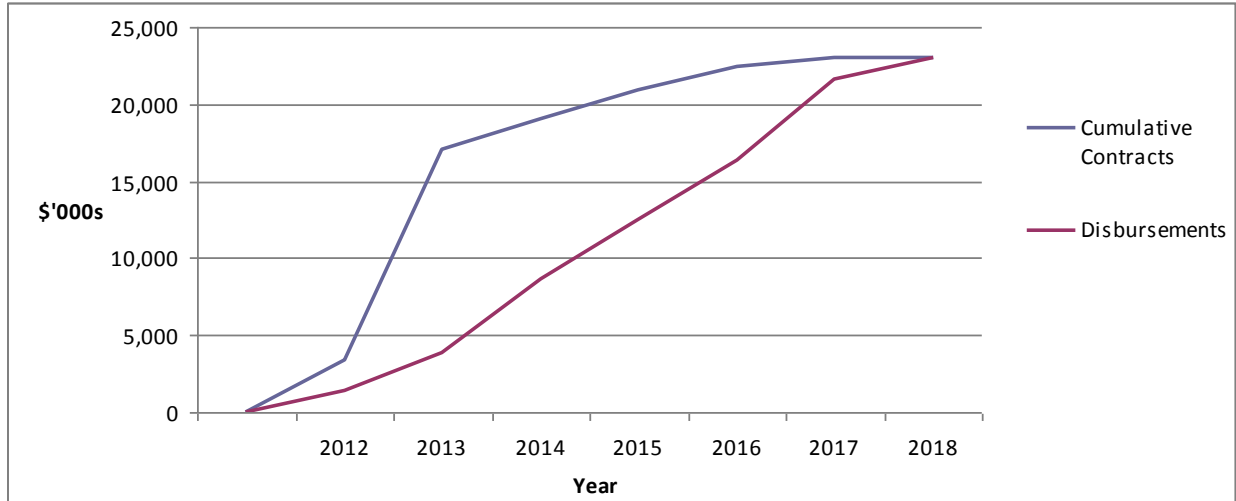
<sup>d</sup> Interest charges on the ADB loan will be capitalized during implementation period.

Note: Figures may not sum precisely due to rounding.

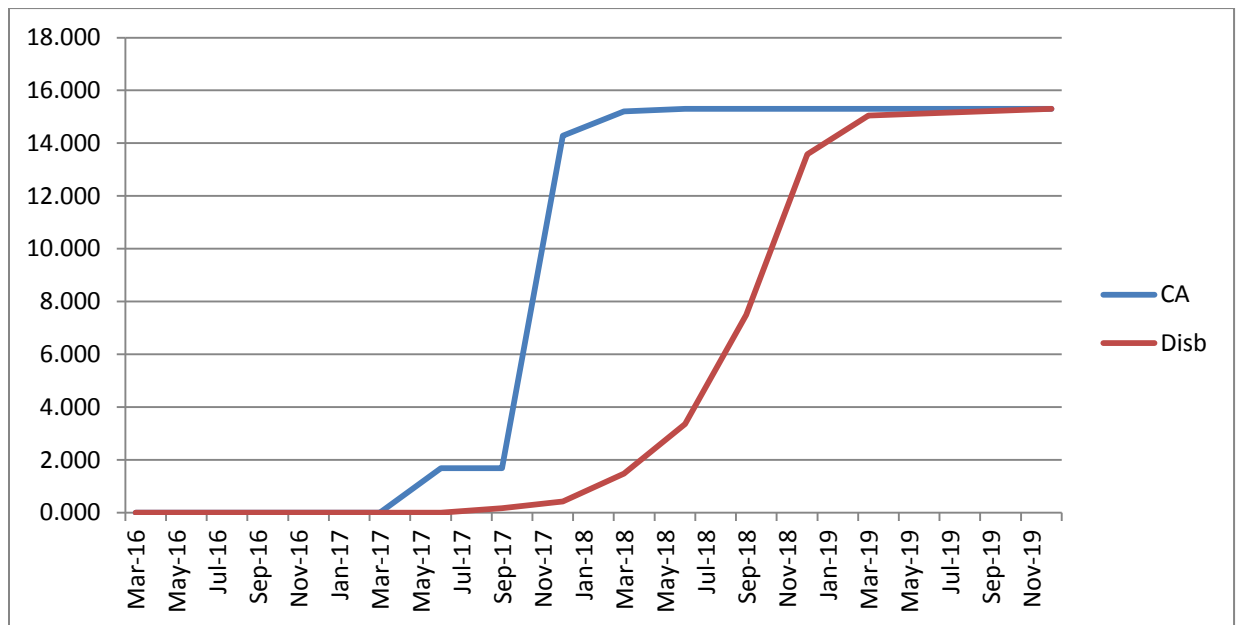
Source: Asian Development Bank and The University of the South Pacific estimates.

## F. Contract and Disbursement S-curve

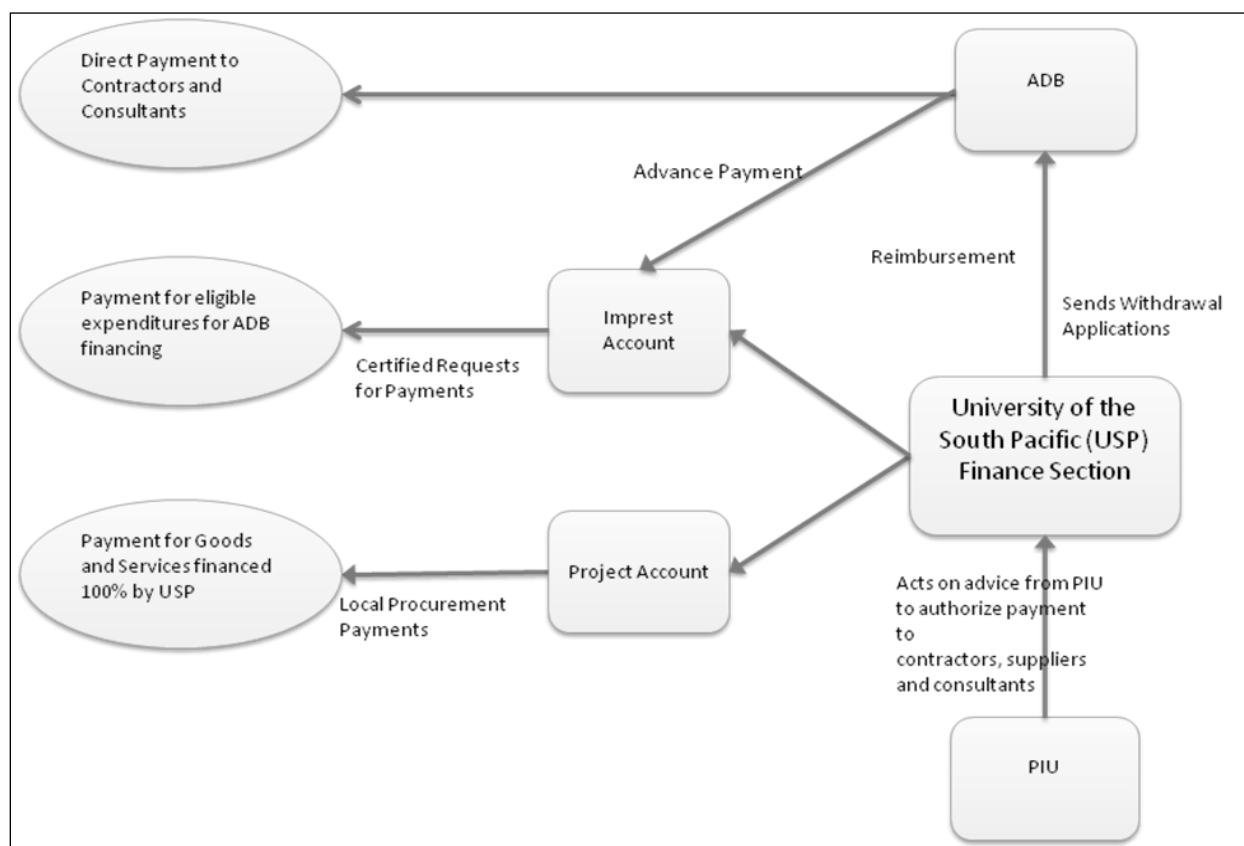
### 1. Overall Investment Program



### 2. Project 2



## G. Fund Flow Diagram



ADB = Asian Development Bank, PIU = project implementation unit.

## V. FINANCIAL MANAGEMENT

### A. Financial Management Assessment

11. The Financial management assessment was prepared in accordance with ADB's Guidelines on the Financial Management and Analysis of Projects<sup>6</sup> (the Guidelines) and the Financial Due Diligence: A Methodology Note.<sup>7</sup> The assessment was completed for USP's financial management capacity and also the investment program's financial management arrangements. The results show that current financial management arrangements at USP continue to be sound and robust.

12. At the program level, a dedicated PIU has been established within the DMCA office. The PIU team includes the skills necessary to undertake all the technical and financial aspects of project activities as well as reporting functions. The finance section of USP is responsible for control and financial management of all project-related disbursement and accounting functions under the guidance of the project supervisor. The financial management questionnaire used as the basis of the assessment is shown in Annex 1. The USP finance section is experienced in administering externally financed projects and has acquired knowledge and experience with ADB guidelines and procedures through the implementation of Project 1. The finance section and the PIU have received training on ADB policies and procedures under Project 1 which ensures compliance with ADB financial management and disbursement requirements.

13. The results of the assessment are summarized in the risk analysis table below.

**Financial Management Assessment – Risk Analysis Table**

Topic	Comment	Risk Assessment	Proposed Action
Implementing agency	A dedicated PIU has been established within USP that covers technical, procurement and payment approval processes. The team includes a finance specialist with experiences obtained under Tranche 1. The USP finance section is responsible for project-related financial management, accounting, and reporting under the guidance of the project supervisor. USP's existing financial management and accounting systems will be used. Staff in both the PIU and the finance section have project management experience—including externally funded projects and ADB procedures acquired under Tranche1.	Low	None ADB has endorsed the organization structure and composition of the PIU under Project 1. Most of the existing PIU staff have acquired knowledge and experience needed to successfully carry out the tasks. ADB to provide refresher training to ensure compliance with current ADB guidelines and procedures.
Accounting policies and procedures	Policies and procedures are well documented, and USP has adopted IFRS.	Low	Not applicable
Funds flow disbursement arrangements Use of direct payment arrangements	USP finance section will control project funds under approval and guidance of the project supervisor. A project imprest account has been set up	Low	Not applicable

<sup>6</sup> ADB. 2005. *Financial Management and Analysis of Projects*. Manila.

<sup>7</sup> ADB. 2009. *Financial Due Diligence: A Methodology Note*. Manila.



Topic	Comment	Risk Assessment	Proposed Action
Use of imprest account Need for the statement of expenditure.	and will be used to cover other payments. Direct payments will be used whenever possible. SOE procedure will be adopted to facilitate payments under the project.		
Staffing	The finance section is adequately staffed by competent, appropriately qualified, and experienced personnel. The division provides a good standard professional quality service to USP.	Low	Not applicable
Internal audit	Internal audit outsourced to KPMG which will be instructed to include this specific project within its annual work program. KPMG reports to the Audit and Risk Committee.	Low	Not applicable
External audit	USP employs PWC – who adopts ISA. The annual audit report is typically produced around 4–5 months after the 31 <sup>st</sup> December year end. No major accountability issues have been identified in the audit report in the past 3 years. Unqualified reports were issued.	Low	Not applicable
Reporting and monitoring	A comprehensive monthly and quarterly financial management reporting system is in place. Routine reports are produced from the accounting system. Others are prepared through spreadsheets with numbers extracted from the accounting system. A project-specific reporting system has been set up as per ADB's requirements.	Low	Not applicable
Overall control risk	USP's financial management and financial administration processes and procedures are considered to be adequate for management and control of project finances.	Low	Low

ADB = Asian Development Bank, IFRS = international financial reporting standards, ISA = international standards on auditing, USP = The University of the South Pacific.

14. It is assessed that the existing financial management arrangements will satisfy ADB financial management and fiduciary requirements. The initial financial management risk of the investment program is rated as low, and any potential risk can be consolidated with the implementation of the mitigating measures indicated.

## B. Disbursement

15. The loan and grant proceeds will be disbursed in accordance with ADB's *Loan Disbursement Handbook* (2015, as amended from time to time)<sup>8</sup> and detailed arrangements agreed upon between USP and ADB. Online training for project staff on disbursement policies and procedures is available at: [http://wpqr4.adb.org/disbursement\\_elearning](http://wpqr4.adb.org/disbursement_elearning). Project staff are encouraged to avail of this training to help ensure efficient disbursement and fiduciary control.

<sup>8</sup> Available at: [http://www.adb.org/Documents/Handbooks/Loan\\_Disbursement/loan-disbursement-final.pdf](http://www.adb.org/Documents/Handbooks/Loan_Disbursement/loan-disbursement-final.pdf).

16. For reimbursable expenditures, the PIU will be responsible for (i) preparing disbursement projections, and (ii) collecting supporting documents. The finance section of USP, with support from the PIU, will prepare withdrawal applications and submit them to ADB through the PIU.

17. Under Tranche 1, an imprest account denominated in US\$ has been established and administered by the USP finance section under the guidance of the project supervisor, from which project payments will be made. The imprest account has been established at Westpac.<sup>9</sup> A separate imprest account for the loan will be established for Tranche 2, also denominated in US\$, and will be administered by USP. The maximum ceiling for the accounts will be \$100,000 or 6 months projected expenditures to be financed through the imprest account, whichever is lower. The EA may request for initial and additional advances to the imprest account based on an Estimate of Expenditure Sheet<sup>10</sup> setting out the estimated expenditures to be financed through the account for the forthcoming six (6) months. Supporting documents should be submitted to ADB or retained by the borrower in accordance with ADB's Loan Disbursement Handbook (2015, as amended from time to time) when liquidating or replenishing the imprest account. The imprest account is to be used exclusively for ADB's share of eligible expenditures. The USP who established the imprest account in its name is accountable and responsible for proper use of advances to the imprest account.

18. ADB's statement of expenditure (SOE) procedures may be used for reimbursement and for liquidation and replenishment of the imprest account. The maximum amount for any single payment under SOE procedures will not exceed \$50,000. Supporting documents and records for the expenditures claimed under the SOE should be maintained and made readily available for review by ADB's disbursement and review missions, upon ADB's request for submission of supporting documents on a sampling basis, and for independent audit. Payments in excess of the SOE ceiling should be supported by the submission of full supporting documentation.

19. For the civil works contract, the contractor will submit a monthly invoice, accompanied by a report of the work completed each month. The design and supervision consultant (DSC) will review the invoice against the contract. They will submit a recommendation for payment to the PIU. Once verified, the PIU will submit the approved invoice to the project supervisor to forward to the finance section, which will complete a request to ADB for direct payment to the contractor.

20. Before submission of the first withdrawal application, the borrower will furnish ADB with sufficient evidence of the authority of the person(s) who will sign the withdrawal applications on behalf of the borrower, together with the authenticated specimen signatures of each authorized person. The minimum value per withdrawal application is \$50,000. Individual payments below this amount should be paid (i) by the EA/IA and subsequently claimed to ADB through reimbursement, or (ii) through the imprest fund procedure, unless otherwise accepted by ADB.

21. USP will ensure there is sufficient funding in its annual budget to meet its share of the project costs. The PIU will estimate the amount required in each financial year, and review this figure during budget preparation.

### **C. Accounting Arrangement**

22. The USP finance section produces the USP annual financial statements, according to International Financial Reporting Standards on an accrual basis.

<sup>9</sup> When the imprest account is established, the ADB loan may finance bank charges.

<sup>10</sup> ADB. 2015. *Loan Disbursement Handbook*. 10B.

23. The USP will maintain separate project accounts and records for all receipts and all expenditures incurred on the project. Project financial statements will be maintained and special-purpose project financial statement will be prepared.

24. The project account will be prepared by the finance section using the USP accounting system. In order to identify project funds, separate account codes will be established in the USP chart of accounts to clearly segregate project costs from other USP costs. As part of the accounting process, USP will maintain a separate project cash book, a project fixed asset register, and a project contracts register. The accounts prepared will clearly identify funds by both disbursement category and by component and subcomponent.

25. The finance section's internal control system must be maintained to safeguard project funds. To provide additional assurance of the implementation of internal controls, USP will include the review of the project's internal control procedures as part of its annual internal audit program which is currently outsourced to KPMG

#### **D. External Audit Arrangement**

26. USP's annual accounts will be audited by USP's external auditor (PWC) and will be conducted according to the International Standards on Auditing. The audited accounts will be submitted in the English language to ADB within 6 months of the end of the fiscal year by the executing agency. USP has been made aware of ADB policy on delayed submission, and the requirements for satisfactory and acceptable quality of the audited accounts. ADB reserves the right to verify the project's financial accounts to confirm that the share of ADB's financing is used in accordance with ADB policies and procedures.

#### **E. Auditing and Public Disclosure**

27. The USP will cause the detailed project financial statements to be audited in accordance with International Standards on Auditing by an independent auditor acceptable to ADB. The audited project financial statements together with the auditor's opinion will be presented in the English language to ADB within 6 months from the end of the fiscal year by the USP.

28 The audited entity financial statements, together with the auditor's report and management letter, will be submitted in the English language to ADB within 1 month after their approval by the relevant authority.

29. The audit report for the project financial statements will include a management letter and auditor's opinions, which cover (i) whether the project financial statements present an accurate and fair view or are presented fairly, in all material respects, in accordance with the applicable financial reporting standards; (ii) whether the proceeds of the {loan} {grant} were used only for the purpose(s) of the project; and (iii) whether the borrower or executing agency was in compliance with the financial covenants contained in the legal agreements (where applicable).

30. Compliance with financial reporting and auditing requirements will be monitored by review missions and during normal program supervision, and followed up regularly with all concerned, including the external auditor.

31. The government, executing agency and implementing agency have been made aware of ADB's approach to delayed submission, and the requirements for satisfactory and acceptable

quality of the audited project financial statements. ADB's approach and procedures regarding delayed submission of audited project financial statements:

- (i) When audited project financial statements are not received by the due date, ADB will write to the executing agency advising that (a) the audit documents are overdue; and (b) if they are not received within the next 6 months, requests for new contract awards and disbursement such as new replenishment of imprest accounts, processing of new reimbursement, and issuance of new commitment letters will not be processed.
- (ii) When audited project financial statements are not received within 6 months after the due date, ADB will withhold processing of requests for new contract awards and disbursement such as new replenishment of imprest accounts, processing of new reimbursement, and issuance of new commitment letters. ADB will (a) inform the executing agency of ADB's actions; and (b) advise that the loan may be suspended if the audit documents are not received within the next 6 months.
- (iii) When audited project financial statements are not received within 12 months after the due date, ADB may suspend the loan. ADB reserves the right to require a change in the auditor (in a manner consistent with the constitution of the borrower), or for additional support to be provided to the auditor, if the audits required are not conducted in a manner satisfactory to ADB, or if the audits are substantially delayed. ADB reserves the right to verify the project's financial accounts to confirm that the share of ADB's financing is used in accordance with ADB's policies and procedures.

32. Public disclosure of the audited project financial statements, including the auditor's opinion on the project financial statements, will be guided by ADB's Public Communications Policy 2011. Public Communications Policy: <http://www.adb.org/documents/pcp-2011?ref=site/disclosure/publications> After the review, ADB will disclose the audited project financial statements and the opinion of the auditors on the project financial statements no later than 14 days of ADB's confirmation of their acceptability by posting them on ADB's website. The management letter, additional auditor's opinions, and audited entity financial statements will not be disclosed. This type of information would generally fall under public communications policy exceptions to disclosure. ADB. 2011. *Public Communications Policy*. Paragraph 97 (iv) and/or 97 (v).

## VI. PROCUREMENT AND CONSULTING SERVICES

### A. Advance Contracting and Retroactive Financing

33. All advance contracting and retroactive financing will be undertaken in conformity with ADB's *Procurement Guidelines* (2015, as amended from time to time)<sup>11</sup> and ADB's *Guidelines on the Use of Consultants* (2013, as amended from time to time).<sup>12</sup> The issuance of invitations to bid under advance contracting and retroactive financing will be subject to ADB approval. USP has been advised that approval of advance contracting and retroactive financing does not commit ADB to finance the project.

34. Advance contracting and retroactive financing will be undertaken for tranche 2 (including additional financing) to recruit a consulting firm that will prepare civil works design, tendering documents, and supervisory services for civil works.

35. Under Tranche 2 (including additional financing), ADB may allow, subject to its policies and procedures, retroactive financing of eligible expenditures up to 20% of the proposed individual loan and grant, for expenses incurred prior to loan effectiveness, but not more than 12 months before the signing of the loan and grant agreement.

### B. Procurement of Goods, Works, and Consulting Services

36. All procurement of goods and civil works will be undertaken in accordance with ADB's *Procurement Guidelines* (2015, as amended from time to time)<sup>13</sup>. An 18-month procurement plan is included in Section C.

37. **Procurement of Civil Works.** Procurement will be carried out following international competitive bidding (ICB) or national competitive bidding (NCB). The ICB method will be used for procurement of works at or above \$1 million. NCB will be used for procurement of works between \$300,001 up to \$999,999. NCB procedures require prior review by ADB before any procurement can commence, and if necessary an NCB annex will be developed to supplement existing USP procurement procedures.

38. **Procurement of Goods.** ICB procedures will be used for goods contracts estimated at or above \$1 million, NCB procedures for goods estimated between \$300,001 and \$999,999, and shopping procedures for goods with an estimated value of less than \$300,001. Procurement of goods is envisaged for the purchase of information technology hardware and software including software licenses, as well as other equipment for the new and upgraded facilities.

39. **Procurement of Consulting Services.** All consultants financed by ADB will be engaged according to ADB's *Guidelines on the Use of Consultants* (2013 as amended from time to time). The outline terms of reference for design and build contract and contract supervision consulting services are detailed in Section D.

<sup>11</sup> Available at: <http://www.adb.org/Documents/Guidelines/Procurement/Guidelines-Procurement.pdf>

<sup>12</sup> Available at: <http://www.adb.org/Documents/Guidelines/Consulting/Guidelines-Consultants.pdf>

<sup>13</sup> Since the project is financed with ADB-administered cofinancing resources, universal procurement will apply (ADB. 2013. Blanket Waiver of Member Country Procurement Eligibility Restrictions in Cases of Cofinancing for Operations Financed from Asian Development Fund Resources. Manila).

40. For engagement of consulting firms with contracts exceeding \$100,000, the quality- and cost-based selection (QCBS) method with a quality cost ratio of 90:10 will be used where the technical aspect is important.

### C. Procurement Plan

41. The procurement plan has been prepared in accordance with ADB generic or country-specific templates as appropriate.

#### Basic Data

<b>Project Name:</b> Higher Education in the Pacific Investment Program	
<b>Project Number:</b> 42291	<b>Approval Number:</b>
<b>Country:</b> Regional	<b>Executing Agency:</b> University of the South Pacific
<b>Project Procurement Classification:</b> B	<b>Implementing Agency:</b> University of the South Pacific
<b>Procurement Risk:</b> Moderate	
<b>Project Financing Amount:</b> \$19.375 million <b>ADB Financing:</b> \$15.4 million <b>Cofinancing (ADB Administered):</b> \$1.5 million <b>Non-ADB Financing:</b> \$1.625 million (University of the South Pacific), \$0.850 million (Government of Solomon Islands)	<b>Project Closing Date:</b> 31 December 2019
<b>Date of First Procurement Plan:</b> April 2011	<b>Date of this Procurement Plan:</b> 29 April 2016

### 1. Methods, Thresholds, Review and 18-Month Procurement Plan

#### a. Procurement and Consulting Methods and Thresholds

42. Except as ADB may otherwise agree, the following process thresholds shall apply to procurement of goods and works:

Procurement of Goods and Works		
Method	Threshold	Comments
International Competitive Bidding (ICB) for Works	At or above \$3,000,000	
International Competitive Bidding for Goods	At or above \$1,000,000	
National Competitive Bidding (NCB) for Works	Beneath that stated for ICB, Works	
National Competitive Bidding for Goods	Beneath that stated for ICB, Goods	
Shopping for Works	Below \$300,001	
Shopping for Goods	Below \$300,001	

#### b. Goods and Works Contracts Estimated to Cost \$1 Million or More

43. The following table lists goods and works contracts for which procurement activity is either ongoing or expected to commence within the next 18 months.

Package Number	General Description	Estimated Value	Procurement Method	Review [Prior / Post/Post (Sampling)]	Bidding Procedure	Advertisement Date (quarter/year)	Comments
	Civil works for Solomon Islands campus expansion	12,601,500	ICB	Prior	1S1E	Q1/2017	

**c. Consulting Services Contracts Estimated to Cost \$100,000 or More**

44. The following table lists consulting services contracts for which the recruitment activity is either ongoing or expected to commence within the next 18 months.

Package Number	General Description	Estimated Value	Recruitment Method	Review (Prior / Post)	Advertisement Date (quarter/year)	Type of Proposal	Comments
	Detailed design for civil works and construction supervision in Solomon Islands	1,677,000	QCBS (90:10)	Prior	Q4/2016	International	EA will submit the negotiated unsigned contract for prior no objection by ADB

ADB = Asian Development Bank, EA= executing agency, QCBS = quality- and cost-based selection.

**d. Goods and Works Contracts Estimated to Cost Less than \$1 Million and Consulting Services Contracts Less than \$100,000 (Smaller Value Contracts)**

45. The following table groups smaller-value goods, works, and consulting services contracts for which the activity is either ongoing or expected to commence within the next 18 months.

Goods and Works								
Package Number <sup>5</sup>	General Description	Estimated Value	No. of Contracts	Procurement Method	Review [Prior / Post/ Post (Sampling)]	Bidding Procedure	Advertisement Date (quarter/ year)	Comments
	ICT equipment	950,000	2-4	shopping	Post review	Shopping		

**2. Indicative List of Packages Required Under Project 2**

46. The following table provides an indicative list of goods, works, and consulting services contracts over the life of Project 2, other than those mentioned in previous sections (i.e., those expected beyond the current period).

Goods and Works							
Package Number	General Description	Estimated Value (cumulative)	Estimated Number of Contracts	Procurement Method	Review [Prior / Post/Post (Sampling)]	Bidding Procedure	Comments

**D. Consultants' Terms of Reference**

**1. Detailed Design and Supervision Consulting Firm**

47. Please refer to Annex 7 for the full Terms of Reference for the detailed design and supervisory consulting firm. The objective of the detailed design services of the DSC is to undertake the detailed design and construction of campus buildings, for which the preliminary

designs have been provided by USP. The design and construction of all works will at all times conform to the international standards and all other relevant ordinances, regulations, by-laws, etc. as may be applicable.

48. The objective of the construction supervision services of the DSC is to supervise the design and construction of the campus buildings this will include: (i) preparation of the contract documentation for the civil works contract; (ii) assist USP PIU in bid evaluations and the recruitment of suitable contractors; (iii) support PIU to review plans, drawings prepared by the design and build contractor to ensure they conform to detailed design specifications, international standards and the building codes and requirements of Solomon Islands; and (iv) supervise, monitor and report on the construction work being undertaken by the civil works contractor.

49. The overall DSC team will comprise: (i) structural engineer; (ii) civil engineer; (iii) electrical engineer; (iv) mechanical engineer; (v) hydraulic and fire services engineer; (vi) geotechnical engineer; (ix) environmental specialists (one international and one national); (x) supervision engineer; (xi) clerk of works or field superintendent; and (xii) contracts/procurement specialist. The DSC will nominate a designated key role during each of the detailed design stage and the construction supervision stage to be the team leader.

50. **Structural engineer.** The structural engineer will undertake all required structural design and documentation preparation.

51. **Civil engineer.** The civil engineer will prepare all required civil designs and documentations including design of all required earthworks, retaining walls, drainage and any other required structures.

52. **Electrical engineer.** The electrical engineer will design and prepare the documentation of all electrical services and works.

53. **Mechanical engineer.** The mechanical engineer will design and prepare the documentation of all mechanical services and works.

54. **Hydraulic and fire services engineer.** The hydraulic and fire services engineer will design and prepare the documentation of all hydraulic and fire services and works.

55. **Geotechnical engineer.** The geotechnical engineer will undertake the required geotechnical investigations as inputs to the detailed design and prepare the documentation for geotechnical requirements and works in coordination with the civil and structural engineers.

56. **Supervision engineer.**

57. **Clerk of works or field superintendent.**

58. **Contracts/procurement specialist.** The contracts/procurement specialist will review and endorse claims and invoices from the contractor and submit to the PIU for payment.

59. **Environmental specialists.** International (intermittent for 2 months) and national (intermittent for 12 months) environmental specialists will be provided through the DSC to support the PIU to update the environmental assessment based on detailed design in



accordance with the requirements of the Environment Act 1998 and Environment Regulations 2008 as determined by Environment and Conservation Department (ECD) of Ministry of Environment, Climate Change, Disaster Management and Meteorology (MECDM). The consultant will support the PIU in its application for a development consent for Project 2. The approved environmental management plan (EMP), updated based on detailed design, will be included in the bidding documents for the civil works contract.

60. During the construction phase, the DSC national environmental specialist will monitor and report on the civil works contractor's implementation of the approved construction EMP. Monthly compliance reports from the design and build contractor will be incorporated into the quarterly progress reports (QPR) prepared by the PIU supported by the DSC and submitted to USP and ADB.

61. The main activities include but are not limited to the following:

- (i) Carry out all investigations, surveys, estimates, detailed design, construction drawings, specifications and production of as-built drawings to meet the specific output requirements for all separable parts of the project.
- (ii) Particular consideration should be given in the detailed design to:
  - provision of universal access to all facilities (e.g., ramps, appropriate signage, rails etc. for people with disabilities);
  - covered walkways;
  - access to schools and other facilities;
  - provision of sanitary facilities;
  - provision for water reticulation, water storage/water tanks;
  - provision for site drainage;
  - provision for electrical services and electricity distribution around the site including clean energy facilities;
  - provision for general recreation; and
  - provision for sewerage and septic tanks, including suitable access for removal of septage during campus operation.
- (iii) The Solomon Islands campus will be provided with the following facilities:
  - three teaching blocks with classrooms;
  - administration and library facilities;
  - specialist laboratory facilities; and
  - sanitation facilities.
- (iv) The DSC will provide advice and support to the civil works contractor when it prepares and submits its construction EMP (CEMP), based on the EMP included in the bid document, for review and approval by the DSC prior to commencement of any civil works. The CEMP will set out its specific construction methodology and how the contractor will implement the mitigation measures identified in the EMP. The CEMP will contain sub-plans as required for example health and safety plan, traffic management plan, waste management plan etc. For any locally sourced materials the civil works contractor will be responsible for preparing the applications for building materials permits as required, this will include the submission of extraction and rehabilitation plan(s) to be reviewed and approved by the DSC and Ministry of Mines, Energy and Rural Electrification. For river gravels and/or other local sources the civil works contractor will also be responsible for negotiating with the resource owners and negotiating the royalty for the materials (including access to and from the source of materials).

## **VII. SAFEGUARDS**

### **A. Environment Safeguards**

62. Project 2 is classified as category B in accordance with ADB's SPS. An initial environmental examination (IEE)<sup>14</sup> has been prepared for the project. The IEE will be updated, based on detailed design, and reformatted as a public environmental report or environmental impact statement as required under country safeguards system of Solomon Islands. The USP has stressed the requirement for an environmentally advanced design concept for the campus including energy. Project 2 will have site-specific and limited adverse environmental impacts which can be managed and mitigated to acceptable levels through implementation of the EMP. The DSC is required to recruit one international and one national environmental specialist to support the PIU in complying with all requirements of SPS and country safeguards system during the detailed design and construction of the project. The DSC environmental specialists will work with the PIU and contractor to ensure that civil works do not commence until required clearances and approvals under the country safeguards system (development consent and building materials permits) as well as any permits from the Honiara City Council in respect of town planning are obtained.

### **B. Social Safeguards**

63. The site, which is alienated (i.e., non-customary) land, will be allocated to USP for the development of the campus, the Commissioner of Lands has approved a fixed term estate title to USP. Project 2 is categorized as B for involuntary resettlement in accordance with the SPS. While the project will not require acquisition of land, 18 households who include employees of Ministry of Education and Human Resources Development (MEHRD) and King George VI school (KGVI) who are residing on the land will be relocated and provided alternative accommodation. Twelve of the households (the KGVI employees) will be accommodated in new houses currently being constructed by the MEHRD on other land within the KGVI school boundary and one other KGVI employee and their family will be relocated to an existing house that is being vacated. The five MEHRD employees will be registered in the public service housing rental scheme and provided with subsidized housing as per government policy. There will be no involuntary resettlement. All civil works will be undertaken on land provided by the government free of any other claims or issues.

64. Project 2 does not trigger the indigenous people's safeguard as all Solomon Islanders are indigenous. The project is not expected to impact any distinct and vulnerable groups. Project 2 is categorized as C for indigenous peoples.

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<sup>14</sup> The initial environmental examination is accessible in Appendix 2 of the PFRR.

## VIII. GENDER AND SOCIAL DIMENSIONS

65. The overall investment program is categorized as gender equity (GEN) theme). A gender action plan (GAP) has been prepared for the program and is included as Annex 4. The project steering committee will oversee GAP implementation with a member from the USP gender steering committee, and will appoint a gender focal point who will work with the PIU in incorporating the gender mainstreaming measures into project planning and implementation, including awareness activities, establishment of sex-disaggregated indicators for project performance and monitoring, and monitoring of GAP implementation. The PIU will report the progress of GAP activities in its regular reports on overall project activities to ADB.

### GENDER ACTION PLAN: PROJECT 2 Prepared by USP on 22 April 2016<sup>15</sup>

Outcome gender equality target of at least 12% of all females are enrolled in degree programs by 2020 (baseline 7% in 2016).		
Outputs and Activities	Proposed Gender Equity Activities (Targets)	Responsible Unit
<b>Output 1: Strengthening Regional Campuses</b>		
Expansion of USP regional campus in Solomon Islands	<ul style="list-style-type: none"> <li>The designs of the buildings include measures to remove barriers to access by the disabled and women.</li> <li>Encourage the employment of women in construction work through contractors, labor groups and community organizations (at least 20%).</li> <li>Provide the necessary institutional support for female labor-based workers such as separate resting areas and sanitation facilities. Contractors will be informed of the required facilities before bidding.</li> <li>Ensure equal pay for equal work between female and male workers.</li> <li>Provide awareness workshops on HIV/AIDS and gender issues for construction workers.</li> <li>Develop a maintenance work plan for expanded campus buildings and accommodation block that includes the employment of women (at least 40% of maintenance staff).</li> </ul>	USP Gender Mainstreaming Advisory Committee (GMAC) and Project Implementation Unit (PIU) GMAC and PIU  GMAC and PIU PIU and DBC GMAC and PIU
<b>Output 2: Enhanced ICT-Based Education</b>		
Expanded distance and flexible learning programs (1st and subsequent tranches)	<ul style="list-style-type: none"> <li>Ensure that the designs of the ICT learning hubs are safe, secure, and provided with sanitation facilities.</li> <li>Incorporate gender awareness in the training of academic staff on new upgraded learning materials.</li> <li>Encourage enrollment in the new proposed gender studies courses for both male and female students.</li> </ul>	GMAC and PIU GMAC GMAC GMAC

<sup>15</sup> The updated Gender Action Plan for Project 2 was prepared by USP to supplement the existing GAP and should be used to monitor the progress, outputs, and outcome of activities of Project 2 in conjunction with the existing GAP.

<b>Outcome</b> gender equality target of at least 12% of all females are enrolled in degree programs by 2020 (baseline 7% in 2016).		
Outputs and Activities	Proposed Gender Equity Activities (Targets)	Responsible Unit
	<ul style="list-style-type: none"> <li>Conduct outreach activities to encourage enrollment by women in Kiribati and Solomon Islands, especially those living in remote communities.</li> <li>At least 15% of Solomon Island students use ICT-based mode for DFL by 2020, with at least 50% of ICT-based DFL users being female (baseline 41% in 2015)</li> </ul>	GMAC and PIU
<b>Output 3: Improved USP Student Services</b>		
Expanded pre-enrollment information, employment advice, counseling, and tracing studies of USP	<ul style="list-style-type: none"> <li>For the student support centers' development and implementation plans, incorporate gender-sensitive training for counselors with regard to course selection and career planning.</li> <li>Encourage nontraditional course selection for female students in course and career counselling</li> <li>Develop and implement a graduate tracing system that is disaggregated by sex.</li> <li>At least 50% of UPS graduates, including at least 55% of the female graduates, receive support from newly established job search or job counseling services by 2020.</li> </ul>	GMAC  GMAC  GMAC  GMAC and PIU
<b>Output 4: Strengthened UPS Governance and Management</b>		
Enhanced governance and management systems (1st and subsequent tranches)	<ul style="list-style-type: none"> <li>Disaggregate all data in the education management information system by sex through common information gathering and reporting across all USP campuses.</li> <li>Ensure that the University Council and all other management committees have equal representation of female and male members.</li> <li>Ensure that opportunities are provided for at least 35% of women staff to be trained in institutional leadership, strategic management, and planning.</li> <li>The Gender Mainstreaming Committee oversees the project's gender mainstreaming efforts.</li> <li>Females will hold 20% of management-level positions by 2020 (baseline 25% in 2015)</li> </ul>	GMAC  GMAC  GMAC  GMAC and PIU  GMAC and PIU
<b>Output 5: Strengthened Project Management Capacity</b>		
Efficient and effective project management	<ul style="list-style-type: none"> <li>Establish all project performance indicators disaggregated by sex; collect them regularly; and include them in the baseline, progress, and evaluation reports.</li> <li>Establish project performance indicators that measure the implementation and progress of the gender action plan, and ensure reporting them in all progress and</li> </ul>	PIU  PIU  PIU

<b>Outcome</b> gender equality target of at least 12% of all females are enrolled in degree programs by 2020 (baseline 7% in 2016).		
<b>Outputs and Activities</b>	<b>Proposed Gender Equity Activities (Targets)</b>	<b>Responsible Unit</b>
	evaluation reports. • Ensure that PIU staff provide regular reporting to the Gender Mainstreaming Committee on the progress of the gender action plan.	

66. During project preparation, an ADB gender specialist visited USP to assess its readiness to implement the project in line with the GAP. Extensive consultations were conducted with USP stakeholders, including male and female student representatives, USP faculty and management, and development partners. The consultations introduced the purpose and objectives of specific projects under the investment program, and facilitated the discussion on project activities. Four major issues were addressed by the participants:

- (i) USP regional campuses require urgent expansion, and USP stakeholders in general welcome the project.
- (ii) Expansion of the regional campus should be planned in a participatory manner; inputs from USP students and staff are especially crucial.
- (iii) The civil works component should be well coordinated with the improvement of course contents and learning materials.

67. The project processing team has accommodated the major outcomes of the consultation processes and identified five outputs as described in the design and monitoring framework. The USP PIU has agreed to organize a similar consultation session with key stakeholders on a regular basis to reflect their views during implementation of the project.

68. Progress under the Project 1 GAP implementation was good. The following comments were noted on progress:

### **GENDER ACTION PLAN PROGRESS ON PROJECT 1 IMPLEMENTATION** Prepared by USP on 22 April 2016<sup>16</sup>

<b>Outputs and Activities</b>	<b>Proposed Gender Equity Activities (Targets)</b>	<b>Comments by Gender Focal Point</b>
<b>Output 1: Strengthening Regional Campuses</b>		
(i) Expansion of USP regional campus in Kiribati (1st tranche) and Solomon Islands (2nd tranche)  (ii) Construction of regional student accommodation, the Pacific House, on the USP Laucala campus in Suva (3rd tranche)	<ul style="list-style-type: none"> <li>• The designs of the buildings include measures to remove barriers to access by the disabled and women.</li> <li>• Encourage the employment of women in construction work through contractors, labor groups and community organizations (at least 20%).</li> <li>• Provide the necessary institutional support for female labor-based workers such as separate resting areas and sanitation facilities. Contractors will be informed of the required facilities before bidding.</li> </ul>	Gender and Social dimension issues were raised regularly at PIU meetings. Due to the technical nature of the committee's mandate, the issues were usually "noted" only. However, raising the issues help to raise awareness.  <u>Design:</u>  Attention was given to the location of washrooms, etc. with a view to easy accessibility, safety, security, and clean.

<sup>16</sup> The updated Gender Action Plan for Project 2 was prepared by USP to supplement the existing GAP and should be used to monitor the progress, outputs, and outcome of activities in conjunction with the existing GAP.

Outputs and Activities	Proposed Gender Equity Activities (Targets)	Comments by Gender Focal Point
	<ul style="list-style-type: none"> <li>• Ensure equal pay for equal work between female and male workers.</li> <li>• Provide awareness workshops on HIV/AIDS and gender issues for construction workers.</li> <li>• Develop a maintenance work plan for expanded campus buildings and accommodation block that includes the employment of women (at least 40% of maintenance staff).</li> <li>• For the Pacific House, allocate 50% of beds to female students (both single and married females)</li> </ul>	<p>Gender representatives had recommended that child care facilities be included since many female students and staff had responsibilities for child care. However, no child care facilities were included in the plan for the Kiribati campus. It is hoped that this can be included in the plans for the Solomon Islands campus since space will not be an issue.</p> <p><u>Work Force:</u></p> <p>There was a general shortage of labor for the construction work in Kiribati (labor was imported from Fiji). Recruitment of women workers was not possible. For the Kiribati campus building, There was some involvement of female staff members through the engineering firm.</p> <p><u>HIV Awareness, etc.</u></p> <p>Fortech Construction Ltd (FCL) did discuss HIV issues with their Fiji workers who were taken up to Tarawa,</p>
<b>Output 2: Enhanced ICT-Based Education</b>		
Expanded distance and flexible learning programs (1st and subsequent tranches)	<ul style="list-style-type: none"> <li>• Ensure that the designs of the ICT learning hubs are safe, secure, and provided with sanitation facilities.</li> <li>• Incorporate gender awareness in the training of academic staff on new upgraded learning materials.</li> <li>• Encourage enrollment in the new proposed gender studies courses for both male and female students.</li> <li>• Conduct outreach activities to encourage enrollment by women in Kiribati and Solomon Islands, especially those living in remote communities.</li> </ul>	<p><u>Learning Materials:</u></p> <p>The CROP Gender Working Group (in which USP is represented) has recommended that CROP organizations implement online gender training for staff.</p> <p>USP actively encourages all students (male and female) to enroll in the gender studies courses and it is pleasing to note that there are some keen male students in the courses.</p>
<b>Output 3: Improved USP Student Services</b>		
Expanded pre-enrollment information, employment advice, counseling, and tracing studies of USP	<ul style="list-style-type: none"> <li>• For the student support centers' development and implementation plans, incorporate gender-sensitive training for counselors with regard to course selection and career planning.</li> <li>• Encourage nontraditional course selection for female students in course and career counselling</li> <li>• Develop and implement a graduate tracing system that is disaggregated by sex.</li> </ul>	<p>The Gender Mainstreaming Committee actively encourages nontraditional course selection for female students. A number of activities have been carried out. The Fiji Association of Women Graduates offers scholarships to female students for fields such as IT, engineering, pilot studies, etc. Research on "The Gender Gap in STEM (Science Technology and Math)" is being carried out through the Gender Mainstreaming Committee in secondary schools in the Pacific.</p>

Outputs and Activities	Proposed Gender Equity Activities (Targets)	Comments by Gender Focal Point
<b>Output 4: Strengthened UPS Governance and Management</b>		
Enhanced governance and management systems (1st and subsequent tranches)	<ul style="list-style-type: none"> <li>• Disaggregate all data in the education management information system by sex through common information gathering and reporting across all USP campuses.</li> <li>• Ensure that the University Council and all other management committees have equal representation of female and male members.</li> <li>• Ensure that opportunities are provided for at least 35% of women staff to be trained in institutional leadership, strategic management, and planning.</li> <li>• The Gender Mainstreaming Committee oversees the project's gender mainstreaming efforts.</li> </ul>	<p>Sex disaggregated data on both students and staff is collected at all USP Campuses. The annual statistics of the University also provide a gender breakdown for both students and staff.</p> <p>USP's CROP Gender Focal Point is a member of the PIU since its establishment in 2012. For Project 2, the Project Manager-ADB will also attend GMAC meetings as an observer.</p>
<b>Output 5: Strengthened Project Management Capacity</b>		
Efficient and effective project management	<ul style="list-style-type: none"> <li>• Establish all project performance indicators disaggregated by sex; collect them regularly; and include them in the baseline, progress, and evaluation reports.</li> <li>• Establish project performance indicators that measure the implementation and progress of the gender action plan, and ensure reporting them in all progress and evaluation reports.</li> <li>• Ensure that PIU staff provide regular reporting to the Gender Mainstreaming Committee on the progress of the gender action plan.</li> </ul>	

## IX. PERFORMANCE MONITORING, EVALUATION, REPORTING, AND COMMUNICATION

### A. Design and Monitoring Framework

69. The design and monitoring framework (DMF) for the overall program is provided in Annex 5. The DMF for Project 2 (including additional financing) is provided below.

#### DESIGN AND MONITORING FRAMEWORK FOR PROJECT 2 (INCLUDING ADDITIONAL FINANCING)

Impact the Program is Aligned with USP graduates contribute to economic competitiveness and diversification of Solomon Islands and other USP member countries			
Results Chain	Performance Indicators with Targets and Baselines	Data Sources and Reporting	Risks
<b>Outcome</b> USP provides expanded and equitable access to quality higher education in Solomon Islands	a. Enrolment in USP Solomon Islands campus increases from 4,358 in 2015 to at least 5,562 by 2020  b. At least 12% of all females are enrolled in degree programs by 2020 (7% in 2016)  c. Campus utilizes clean energy sources* for 75% of their power needs.	a. USP official statistics	
<b>Outputs</b> 1. Regional campus in Solomon Islands strengthened	1a. At least 6 new classrooms and learning related facilities including separate sanitation facilities operate with adequate ICT equipment for mixed modes of teaching including DFL by 2020 1b. Clean energy sources* connected to meet 75% of projected campus power needs.	1a. USP official statistics   1b. Project progress reports	Weak coordination and reporting across USP regional campuses on civil works delay planned construction work.
2. ICT-based education in Solomon Islands enhanced	2a. % of courses that utilize Moodle as a learning management system increases from 90% in 2016 to 100% by 2020 2b. At least 15% of Solomon Island students use ICT-based mode for	2a. USP official statistics	



	DFL by 2020 (baseline 9% in 2016), with at least 50% of ICT-based DFL users being female (baseline 41% in 2015)		
3. USP student services improved	<p>3a. The rate of satisfaction with orientation programs reaches at least 70% by 2018 and 80% by 2020 among entering students (new surveys to be undertaken)</p> <p>3b. At least 50% of USP graduates, including at least 55% of the female graduates, receive support from newly established job search or job counseling services by 2020</p>	3a. Graduate destination and program experience surveys	
4. USP governance and management strengthened	<p>4a. Full EMIS is in place and operational with sex-disaggregated data on students, faculty, and alumni by 2020 and reports are produced annually.</p> <p>4b. 80% of internal audit report recommendations are complied with by 2020 (baseline 50% in 2014)</p> <p>4c. Females will hold 20% of management-level positions by 2020 (0% in 2016)</p>	<p>4a. USP official statistics</p> <p>4b. USP management reports</p> <p>4c. Internal audit reports</p>	
5. Project management capacity strengthened	5a. Project outputs are delivered on time and within budget	5a. Project progress reports	

### Key Activities with Milestones

#### 1. Strengthened regional campus in Solomon Islands

- 1.1 Complete procurement of a detailed technical engineering design and supervision firm (Q4 2016)
- 1.2 Complete procurement of construction firm for civil works (Q3 2017)
- 1.3 Complete site clearances (Q4 2017)
- 1.4 Construct/upgrade USP facilities at the new site in Solomon Islands (Q1 2018–Q2 2019)
- 1.5 Design and install and connect clean energy solar PV system to supply proportion of campus power needs. (Q4 2017 – Q2 2019)
- 1.6 Finalize outfitting and prepare for certificate of compliance prior to handover (Q3 2018–Q4 2018)
- 1.7 Commence the campus at full operation in new buildings and facilities (Q3 2019)

#### 2. Enhanced ICT-based education

- 2.1 Finalize the academic portfolio in terms of program and course offerings, availability, quality, and relevance of instructional materials including DFL learning packages/modules (Q1–Q4 2017)

- 2.2 Develop and/or procure learning materials and packages for face to face instruction and DFL modality (Q1–Q4 2018)
- 2.3 Procure equipment and services for ICT-based education for installation on Solomon Islands campus (Q1–Q4 2018)
- 2.4 Provide DFL training to USP faculties, selected administrative staff, and students (Q1–Q2 2019)
- 2.5 Commence the enhanced ICT-based education programs on the Solomon Islands campus (Q3 2019)

### **3. Improved USP Student Services**

- 3.1 Carryout tracer studies of USP graduates (2012–2019)
- 3.2 Develop and implement USP's employability strategy (2016–2019)
- 3.3 Establish career advisory services (2016–2019)
- 3.4 Establish Student service centers (2016–2019)
- 3.5 Introduce pre-enrolment services (2016–2019)

### **4. Strengthened USP governance and management**

- 4.1 Assess the current EMIS especially at the Solomon Islands campus and identify areas/functions that need to be strengthened with necessary hardware and software and capacity building for EMIS staff (Q1–Q2 2017)
- 4.2 Procure and install the necessary hardware and software and provide training and capacity building programs for EMIS staff (Q3–Q4 2017)
- 4.3 Collect, update, manage, and compile all USP student and academic staff profiles (gender-disaggregated data) in EMIS (Q1–Q4 2018)
- 4.4 Improve the effective use of data on university operations and services, student performance, employment records of graduates, etc. (Q1 2019 onward)

### **5. Strengthened project management capacity**

- 5.1 Orientation, training, capacity building for staff who will be involved in project implementation (finance, procurement, monitoring and supervision of civil works, environment safeguard, social safeguard including implementation of gender action plan (Q3–Q4 2016)
- 5.2 Tender, award, and manage contracts (Q4 2016–Q1 2019)
- 5.3 Monitor project implementation (Q4 2016–Q2 2019)
- 5.4 Implement and monitor the gender action plan (Q1 2017–Q4 2019)
- 5.5 Provide timely progress reports (Q4 2016–Q4 2019)
- 5.6 Carry out regular accounting and annual audit (Q1 2016–Q4 2019)

### **Inputs (Tranche 2)**

ADB: \$15.4 million loan

USP = \$1.625 million

Government of Solomon Islands: \$0.85 million

CEFPF/CEF: \$1.5 million grant

ADB = Asian Development Bank, CEFPF = Clean Energy Financing Partnership Facility, DFL = distance and flexible learning, EMIS = education management information system, ICT = information and communication technology, USP = The University of the South Pacific.

\* This activity is supported by Clean Energy Funds under the Clean Energy Financing Partnership.

Source: Asian Development Bank.

## **B. Monitoring**

70. **Project performance monitoring.** The performance of the project will be monitored using the targets, indicators, assumptions, and risks in the DMF. Baseline data for output and outcome indicators gathered during project processing will be updated and reported quarterly in the PIU's QPR and after each ADB review mission, together with GAP indicators. All output, outcome, and other key indicators will be disaggregated by sex, as much as possible. These

QPR will provide the information necessary to update ADB's project performance management system.<sup>18</sup>

71. **Compliance monitoring.** The status of compliance with loan covenants—policy, legal, financial, economic, environmental, and others—will be reviewed during each ADB review mission. All noncompliance issues, if any, will be updated in the quarterly progress reports together with remedial actions.

72. **Safeguards monitoring.** The USP through the PIU and with support from the DSC, will monitor the civil works contractor and check compliance with the approved CEMP and any other contract requirements on a regular basis. The QPR will cover a summary of the contractor's monthly reports, details of monitoring data collected, and analysis of monitoring results, recommended mitigation measures, any environmental training conducted, and environmental non-compliance and corrective actions taken. The PIU will include safeguards activities (including training) in the QPR and based on the QPR prepare semi-annual safeguards monitoring reports and submit to the USP and ADB. The checklist in Annex 6 can be used as a guide for safeguards monitoring. The table in Annex 6 sets out the suggested contents for the semi-annual safeguards monitoring report.

73. The USP and the Taskforce will monitor activities associated with construction of the alternative accommodation for the KGV employees and enrolment in the public service housing rental scheme for the MEHRD employees. The monitoring will include reporting on progress of activities in the implementation schedule with particular focus on public consultations, relocation, timeliness of payment of compensation, and level of satisfaction among the relocating households. As noted above, the PIU will include safeguards activities in the QPR and prepare and submit semi-annual safeguard monitoring reports to USP and ADB. The due diligence report: resettlement describes the arrangements for monitoring and reporting following the suggested contents and checklist provision included in Annex 6. The environmental specialists will also assist PIU in monitoring of safeguard activities, review and disclosure of the safeguard monitoring reports.

## C. Evaluation

74. Project reviews will be undertaken by ADB staff at intervals of approximately six months. The purpose of the reviews will be to assess the progress of the various project activities, and the performance of the executing agency/implementing agency, PIU, consultants, and contractors as well as compliance with loan covenants. Implementation of the EMP will be reviewed as well. In addition to the regular reviews, USP and ADB will undertake a comprehensive midterm review in the second year of project implementation to identify problems and constraints encountered and to suggest measures to address them. Specific items to be reviewed will include (i) appropriateness of the scope, design, implementation arrangements, and schedule of activities; (ii) assessment of implementation pace against project indicators; (iii) effectiveness of capacity development programs; and (iv) compliance with safeguard measures. Within six months of physical completion of the project, the implementing agency will submit a project completion report to ADB.<sup>19</sup>

<sup>18</sup> ADB's project performance reporting system is available at: <http://www.adb.org/Documents/Slideshows/PPMS/default.asp?p=evaltool>

<sup>19</sup> Project completion report format is available at: <http://www.adb.org/Consulting/consultants-toolkits/PCR-Public-Sector-Landscape.rar>

## D. Reporting

75. The PIU will provide ADB with (i) QPR in a format consistent with ADB's PPMS;<sup>20</sup> (ii) consolidated annual reports including (a) progress achieved by output as measured through the indicator's performance targets, (b) key implementation issues and solutions, (c) updated procurement plans, and (d) updated implementation plans for next 12 months; and (iii) a project completion report within 6 months of physical completion of the project.<sup>21</sup>

76. The finance section of USP will be responsible for the submission of the audited project accounts and financial statements.

No.	Report	Reference in Loan Agreement	Due Time
(i)	Quarterly progress reports		Within 45 days of the end of each quarter
(ii)	Consolidated annual reports including:		Within 45 days of the end of each year
	(a) progress achieved by outputs as measured through the indicators' performance targets, including GAP		
	(b) key implementation issues and solutions		
	(c) updated procurement plan		
	(d) updated implementation plan for next 12 months		
(iii)	Project completion report		Within 6 months of physical completion of the project
(iv)	Audited project accounts and financial statements		Within 6 months of the end of each financial year

<sup>20</sup> <http://www.adb.org/Documents/Manuals/PAI/pai-5.01-dec01.pdf>

<sup>21</sup> <http://www.adb.org/Documents/Manuals/PAI/pai-607-partA.pdf>

## X. ANTICORRUPTION POLICY

77. ADB reserves the right to investigate, directly or through its agents, any violations of the *Anticorruption Policy* relating to the project.<sup>22</sup> All contracts financed by ADB will include provisions specifying the right of ADB to audit and examine the records and accounts of the executing agency and all project contractors, suppliers, consultants and other service providers. Individuals/entities on ADB's anticorruption debarment list are ineligible to participate in ADB-financed activity and may not be awarded any contracts under the project.<sup>23</sup>

78. To support these efforts, relevant provisions are included in the Loan Agreement/Regulations and the bidding documents for the project. The executing agency/implementing agency has indicated its commitment to promote good governance and establish a corruption-free environment under the project.<sup>24</sup>

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<sup>22</sup> Available at <http://www.adb.org/Documents/Policies/Anticorruption-Integrity/Policies-Strategies.pdf>

<sup>23</sup> ADB's Integrity Office web site is available at <http://www.adb.org/integrity/unit.asp>

<sup>24</sup> GACAP II Guidelines available at <http://www.adb.org/Documents/Guidelines/GACAP-II-Guidelines.pdf>. See also Sourcebook: Diagnostics to Assist Preparation of Governance Risk Assessments <http://www.adb.org/documents/books/Diagnostics-to-Assist-Preparation-of-GRAs/default.asp>

## **XI. ACCOUNTABILITY MECHANISM**

79. People who are, or may in the future be, adversely affected by the project may address complaints to ADB, or request the review of ADB's compliance under the Accountability Mechanism.<sup>25</sup>

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<sup>25</sup> For further information see: <http://compliance.adb.org/>



## **ANNEXES**

Annex 1: Assessment of Executing/Implementing Agency Financial Management Questionnaire

Annex 2: Procurement Capacity Assessment Questionnaire

Annex 3: Procurement Capacity Assessment Report and Recommendations

Annex 4: Overall Program Gender Action Plan

Annex 5: Overall Program Design and Monitoring Framework

Annex 6: Safeguards Monitoring Checklists and Outline of Monitoring Reports

Annex 7: Detailed Terms of Reference for Design and Supervisory Consulting Firm



## ANNEX 1: ASSESSMENT OF EXECUTING / IMPLEMENTING AGENCY FINANCIAL MANAGEMENT QUESTIONNAIRE

**Executing Agency: The University of the South Pacific (USP)**

Topic	Response	Remarks
<b>1. Implementing Agency</b>		
1.1 Which entity is the EA for the project financial management?  What is the entity's legal status?	<ul style="list-style-type: none"> <li>USP is a regional body, with 12 member countries</li> <li>Founded by Royal Charter as a "not for profit educational institution"</li> </ul>	
1.2a Has the entity implemented an externally-financed project in the past? If so, please provide details.	<ul style="list-style-type: none"> <li>Yes, the latest is the new Kiribati campus funded by ADB totaling F\$8.4 million.</li> <li>Prior to the above was a F\$42 million ICT Centre funded by Government of Japan</li> <li>USP implements and spends approximately F\$15 million to F\$20 million worth of externally funded projects annually.</li> </ul>	
1.2b Will financial management of the project be the responsibility of a stand-alone PIU? Or, of a PIU using IA financial systems?	<ul style="list-style-type: none"> <li>The USP finance section is responsible for the control and administration of project funds.</li> </ul>	
1.3 What are the statutory reporting requirements for the entity?	<ul style="list-style-type: none"> <li>Monthly/quarterly income and expenditure reports and projections</li> <li>Annual audited accounts</li> <li>Process and compliance internal audit reports</li> </ul>	
1.4 Is the governing body for the project independent?	Yes	
1.5 Is the organizational structure appropriate for the needs of the project?	Yes	
<b>2. Funds Flow/Disbursement Arrangements</b>		
2.1 Describe (proposed) project funds flow arrangements, including a chart and explanation of the flow of funds from ADB, the government, and other financiers.	The USP finance section will control project funds	Direct payments will be used for all major contracts. A project imprest account will be used to cover other payments.
2.2 Are the (proposed) arrangements to transfer the proceeds of the loan (from the government /finance ministry) to the entity satisfactory?	Not applicable	

Topic	Response	Remarks
<p>2.3 Does the entity have previous experience of using an imprest fund and SOE procedures?</p> <p>Have there been major problems in the past in receipt of funds by the entity?</p> <p>Were there any problems or issues encountered by project staff in the operation of the imprest fund or SOE procedures in the past?</p>	<p>Yes</p> <p>No</p> <p>No</p>	<p>Kiribati campus project funded by ADB is being audited separately.</p>
<p>2.4 In which bank will the imprest account be opened?</p>	<p>Westpac Banking Corp (Suva branch)</p>	
<p>2.5 Does the (proposed) implementing unit (EA, IA or PIU) have experience in the management of disbursements from ADB?</p>	<p>The finance section has experience with ADB requirements (Kiribati campus project).</p>	
<p>2.6 Does the entity have/need to develop capacity to manage foreign exchange risks?</p>	<p>No hedging for practical reasons but can be done for specific projects.</p>	
<p>2.7 How are the counterpart funds accessed?</p>	<p>N/A</p>	
<p>2.8 How are payments made for the counterpart funds?</p>	<p>N/A</p>	
<p>2.9 If part of the project is implemented by communities or NGOs, does the PIU have the necessary reporting and monitoring features built into its system to track the use of project proceeds by such agencies?</p>	<p>N/A for this project, but USP handles this manually with a project implementer</p>	
<p>2.10 Are the beneficiaries required to contribute to project costs? If beneficiaries have an option to contribute in kind (in the form of labor), are proper guidelines formulated to record and value the labor contribution?</p>	<p>USP will provide office accommodation and facilities for the project implementation team and will second appropriate staff into the team.</p>	
<p><b>3. Staffing</b></p>		
<p>3.1 What is the (proposed) organizational structure of the accounting department? Attach an organization chart.</p>	<p>See chart.</p>	
<p>3.2 Identify the (proposed) accounts staff, including job title, responsibilities, educational background and professional experience. Attach job descriptions and CVs of key accounting staff.</p>	<p>See annex containing job descriptions and CVs for director finance, procurement manager, finance manager, management accountant 1, accounts payable manager, and treasury manager.</p>	
<p>3.3 Is the project finance and accounting function staffed adequately?</p>	<p>Yes</p>	

Topic	Response	Remarks
3.4 Is the finance and accounting staff adequately qualified and experienced?	Yes	
3.5 Are the project accounting and finance staff trained in ADB procedures?	Yes, this was undertaken prior to rolling out of the Kiribati campus project.	
3.6 What is the duration of the contract with the finance and accounting staff?	3 years	
3.7 Indicate key positions not contracted yet, and the estimated date of appointment.	N/A	
3.8 Does the project have written position descriptions that clearly define duties, responsibilities, lines of supervision, and limits of authority for all of the officers, managers, and staff?	Yes	
3.9 At what frequency are personnel transferred?	Rarely rotated	
3.10 What is the training policy for the finance and accounting staff?	Based on training needs analysis performed every year, manager recommends training opportunities when they arise.	
<b>4. Accounting Policies and Procedures</b>		
4.1 Does the entity have an accounting system that allows for the proper recording of project financial transactions, including the allocation of expenditures in accordance with the respective components, disbursement categories, and sources of funds? Will the project use the entity accounting system?	Yes, each project can be accounted for separately in the current accounting system.	Significant previous experience of externally funded project management and financial administration
4.2 Are controls in place concerning the preparation and approval of transactions, ensuring that all transactions are correctly made and adequately explained?	Yes, schemes of delegations govern all payments.	
4.3 Is the chart of accounts adequate to properly account for and report on project activities and disbursement categories?	Yes, the current system handles hundreds of project accounts.	
4.4 Are cost allocations to the various funding sources made accurately and in accordance with established agreements?	Yes, it can be accommodated in the current system.	
4.5 Are the general ledger and subsidiary ledgers reconciled and in balance?	Yes.	
4.6 Are all accounting and supporting documents retained on a permanent basis in a defined system that allows authorized users easy access?	Yes, up to 7 years as per Fiji law.	

Topic	Response	Remarks
<b>Segregation of Duties</b>		
4.7 Are the following functional responsibilities performed by different units or persons: (i) authorization to execute a transaction; (ii) recording of the transaction; and (iii) custody of assets involved in the transaction?	Yes, different units of the finance section handle these duties.	
4.8 Are the functions of ordering, receiving, accounting for, and paying for goods and services appropriately segregated?	Yes.	
4.9 Are bank reconciliations prepared by someone other than those who make or approve payments?	Yes.	
<b>Budgeting System</b>		
4.10 Do budgets include physical and financial targets?	Current system allows for financial targets only.	
4.11 Are budgets prepared for all significant activities in sufficient detail to provide a meaningful tool with which to monitor subsequent performance?	Yes.	
4.12 Are actual expenditures compared to the budget with reasonable frequency, and explanations required for significant variations from the budget?	Yes, monthly.	
4.13 Are approvals for variations from the budget required in advance or after the fact?	In advance.	
4.14 Who is responsible for preparation and approval of budgets?	For project funds, USP's appointed fund controller will prepare and approve budget, in consultation with ADB.	
4.15 Are procedures in place to plan project activities, collect information from the units in charge of the different components, and prepare the budgets?	Yes. .	
4.16 Are the project plans and budgets of project activities realistic, based on valid assumptions, and developed by knowledgeable individuals?	Yes.	

Topic	Response	Remarks
<b>Payments</b>		
4.17 Do invoice-processing procedures provide for (i) copies of purchase orders and receiving reports to be obtained directly from issuing departments?; (ii) comparison of invoice quantities, prices and terms, with those indicated on the purchase order and with records of goods actually received?; (iii) comparison of invoice quantities with those indicated on the receiving reports?; (iv) checking the accuracy of calculations?	Yes, all these are important checks performed by the accounts payable unit, and a secondary check is performed by the treasury unit before payments are made.	
4.18 Are all invoices stamped PAID, dated, reviewed, approved, and clearly marked for account code assignment?	Yes.	
4.19 Do controls exist for the preparation of the payroll and are changes to the payroll properly authorized?	Yes.	
<b>Policies And Procedures</b>		
4.20 What is the basis of accounting (e.g., cash, accrual)?	Accrual	
4.21 What accounting standards are followed?	International financial reporting standards	
4.22 Does the project have an adequate policies and procedures manual to guide activities and ensure staff accountability?	Yes	
4.23 Is the accounting policy and procedure manual updated for the project activities?	Yes	
4.24 Do procedures exist to ensure that only authorized persons can alter or establish a new accounting principle, policy or procedure to be used by the entity?	Yes, all such amendments go through the senior management team and final endorsement on policy is done by the Finance and Investment Committee	
4.25 Are there written policies and procedures covering all routine financial management and related administrative activities?	Yes, all transactions are carried out as per the USP's Financial policies and Procedures.	
4.26 Do policies and procedures clearly define conflict of interest and related party transactions (real and apparent) and provide safeguards to protect the organization from them?	Yes	
4.27 Are manuals distributed to appropriate personnel?	Yes, on the website and communicated regularly to all staff	

Topic	Response	Remarks
<b>Cash and Bank</b>		
4.28 Indicate names and positions of authorized signatories in the bank accounts.	Binal Lal, Management Accounting RC, 6 names Kamal Nand - Financial Accountant Sarika Singh - Management Accountant Joan Prasad - Accountant Accounts Receivable Miriam Kini - EO EDF Nilesh Prasad - Manager Accounting	
4.29 Does the organization maintain an adequate, up-to-date cashbook, recording receipts and payments?	Yes	
4.30 Do controls exist for the collection, timely deposit and recording of receipts at each collection location?	Yes	
4.31 Are bank and cash reconciled on a monthly basis?	Yes	
4.32 Are all unusual items on the bank reconciliation reviewed and approved by a responsible official?	Yes	
4.33 Are all receipts deposited on a timely basis?	Yes	
<b>Safeguard over Assets</b>		
4.34 Is there a system of adequate safeguards to protect assets from fraud, waste, and abuse?	Yes	
4.35 Are subsidiary records of fixed assets and stocks kept up-to-date and reconciled with control accounts?	Yes	
4.36 Are there periodic physical inventories of fixed assets and stocks?	Yes	
4.37 Are assets sufficiently covered by insurance policies?	Yes	
<b>Other Offices and Implementing Entities</b>		
4.38 Are there any other regional offices or executing entities participating in implementation?	Yes	
4.39 Has the project established controls and procedures for flow of funds, financial information, accountability, and audits in relation to the other offices or entities?	Yes	
4.40 Does information among the different offices/implementing agencies flow in an accurate and timely fashion?	Yes	
4.41 Are periodic reconciliations performed among the different offices/implementing agencies?	Yes	

Topic	Response	Remarks
<b>Advance Payments</b>		
4.42 Does the entity have adequate guidelines for advance payments to individual staff and regional offices (if applicable)?	Yes	
4.43 Do the guidelines clearly define proper authorizations, ceiling of advance amounts and appropriate liquidation periods?	Yes	
4.44 Are controls in place to monitor outstanding advances and ensure frequent liquidation? Are the outstanding advances periodically confirmed with the concerned staff?	Yes	
4.45 Do regional offices open separate bank accounts or maintain cash books to be used exclusively for advances from ADB financing, counterpart funding and other financiers? Are the bank account and cash book reconciled to the general ledger or sub-ledger on a monthly basis?	No. USP follows fund accounting, and the funds from ADB will be placed as a separate fund in the general ledger.	
<b>Other</b>		
4.46 Has the project advised employees, beneficiaries, and other recipients to whom to report if they suspect fraud, waste, or misuse of project resources or property?	Yes, all staff are encouraged to report immediately if they observe any such measure of USP or donors' funds	
<b>5. Internal Audit</b>		
5.1 Is there an internal audit department in the entity?	USP has internal Risk & Assurance Compliance Officer. Internal audit is outsourced to KPMG.	
5.2 What are the qualifications and experience of audit department staff?	N/A	
5.3 To whom does the internal auditor report?	Audit & Risk Committee	
5.4 Will the internal audit department include the project in its work program?	Yes, if required	
5.5 Are actions taken on the internal audit findings?	Yes	
<b>6. External Audit</b>		
6.1 Is the entity financial statement audited regularly by an independent auditor? Who is the auditor?	Yes, PWC	
6.2 Are there any delays in audit of the entity? When are the audit reports issued?	No, the audit reports are normally issued around April of each year.	

Topic	Response	Remarks
6.3 Is the audit of the entity conducted according to the International Standards on Auditing?	Yes	
6.4 Were there any major accountability issues brought out in the audit report of the past three years?  Were there any issues noted in prior audit reports related to the operation of imprest account or use of SOE procedures?	No  No	
6.5 Will the entity auditor audit the project accounts or will another auditor be appointed to audit the project financial statements?	This is outsourced to either of the following (i) E&Y, (ii) KPMG, (iii) PWC	
6.6 Were any recommendations made by the auditors in prior audit reports or management letters that have not yet been implemented?	Some points were raised – see Annex currently under actions	
6.7 Is the project subject to any kind of audit from an independent governmental entity (e.g., the supreme audit institution) in addition to the external audit?	Quality audits are also performed	
6.8 Has the project prepared acceptable terms of reference for an annual project audit?	Yes, TOR developed for the Kiribati campus project currently being audited.	
<b>7. Reporting and Monitoring</b>		
7.1 Are financial statements prepared for the entity? In accordance with which accounting standards?	Yes, in accordance with IFRS	
7.2 Are financial statements prepared for the implementing unit?	Yes	
7.3 What is the frequency of preparation of financial statements? Are the reports prepared in a timely fashion so as to be useful to management for decision making?	Monthly	
7.4 Does the reporting system need to be adapted to report on the project components?	Yes	
7.5 Does the reporting system have the capacity to link the financial information with the project's physical progress? If separate systems are used to gather and compile physical data, what controls are in place to reduce the risk that the physical data may not synchronize with the financial data?	Currently done manually. Log frames and progress reports will highlight variations from plans and schedules.	



Topic	Response	Remarks
7.6 Does the project have established financial management reporting responsibilities that specify what reports are to be prepared, what they are to contain, and how they are to be used?	Yes	
7.7 Are financial management reports used by management?	Yes	
7.8 Do the financial reports compare actual expenditures with budgeted and programmed allocations?	Yes	
7.9 Are financial reports prepared directly by the automated accounting system or are they prepared by spreadsheets or some other means?	Some routine reports are produced from the accounting system. Others are prepared through spreadsheets with numbers extracted from the accounting system.	COGNOS reporting software will be rolled out by 30 June 2016.
<b>8. Information Systems</b>		
8.1 Is the financial management system computerized?	Yes (Banner/MIS/COGNOS)	
8.2 Can the system produce the necessary project financial reports?	Yes	
8.3 Is the staff adequately trained to maintain the system?	Yes	
8.4 Does the management organization and processing system safeguard the confidentiality, integrity, and availability of the data?	Yes	

## ANNEX 2: PROCUREMENT CAPACITY ASSESSMENT QUESTIONNAIRE

Part A. General Agency Resource Assessment	
Questions	Responses
A.1. Is there a procurement department?	Yes, it is a unit within the Finance Section.
A.2. What procurement does it undertake?	Procurement of all non-payroll-related expenditures individually costing F\$1,000 or more.
A.3. Are the staff provided with written job descriptions?	Yes, all procurement staff have distinct roles with written job descriptions.
A.4. How many years' experience does the head of the procurement unit have in a direct procurement role?	15 years.
A.5. How many staff in the procurement department are:	
i. Full-time?	8 staff
ii. Part-time?	Nil
iii. Seconded?	Nil
A.6. At what level does the department report (to the head of agency, deputy, etc.)?	The procurement manager reports to the executive director finance (EDF) and EDF reports to the vice chancellor (head of EA).
A.7. Do the staff that will be involved with the procurement have English language skills sufficient to undertake international procurement?	Yes, the mode of communication is English alone.
A.8. Is the number and qualifications of the staff sufficient to undertake the additional procurement that will be required under the proposed project?	Yes, the Procurement Office establishment is adequate and experienced to handle procurement relating to the proposed projects.
A.9. Does the unit have adequate facilities such as PCs, internet connections, photocopy facilities, printers, etc. to undertake the expected procurement?	Yes, the unit is fully equipped with both physical and technical resources to undertake the procurement packages.
A.10. Is there a procurement training program	Yes, all staff handling procurement activities are trained by procurement staff, who in turn are extended as required in service training at regular intervals.
Part B. Agency Procurement Processes, Goods and Works	
B.1. Has the agency undertaken foreign assisted procurement of goods or works recently (last 12 months, or last 36 months)? (If yes, funded by whom and name of the project)	Yes, Tranche 1 for the Kiribati campus project. In addition, it was involved with the Japan Pacific ICT Centre – 2009–2011, funded by the Government of Japan.
B.2. If the above is yes, what were the major challenges?	Ensuring that the goods and services are obtained as per the guiding agreement and in accordance with Guidelines. The usual challenge was interpreting the agreement and that it was understood along the same lines by the government officials.

B.3. Is there a procurement process manual for goods and works?	Yes, comprehensive policies and procedures are documented and published on USP's website: <a href="http://www.usp.ac.fj">www.usp.ac.fj</a>
B.4. If there is a manual, is it up to date, and does it cover foreign-assisted procurement?	The policies and procedures as mentioned above are regularly updated, comprehensive and cover foreign assisted procurement as well.
B.5. Is there a systematic process to identify procurement requirements (1 year or more)	Yes, usually service related procurement covers an agreed upon period and purchase orders are issued for the financial year. Similarly, purchase orders for recurring services throughout the year are issued at the beginning of the year.
B.6. Who drafts the specifications?	The specifications are drafted by the requesting department and, where special expertise is required, for example construction contract, the specifications are drafted by professionals with the relevant expertise.
B.7. Who approves the specifications?	All specifications are reviewed by the procurement manager and approved by the executive director finance (value <F\$300,000) and endorsed by executive director finance and approved by the vice chancellor (Value>= F\$300,000).
B.8. Are there standard bidding documents in use and have they been approved for use on ADB funded projects?	There are standard bidding documents in place, e.g., invitation to bid document which were adopted in Tranche 1 for the Kiribati campus.
B.9. Who drafts the bidding documents?	The technical specifications in the bidding documents are drafted by the requesting Faculty/ section and forwarded with the endorsement of concerned member of USP senior management team to the Procurement Office. The document is refined by the Procurement Manager and final version approved by executive director finance (cases <F\$300,000), and, endorsed by executive director finance and approved by the vice chancellor (Value>= F\$300,000). For ICB packages under Tranche 2 ADB standard bidding documents will be used.
B.10. Who manages the sale of the document?	Procurement Office.
B.11. Are all queries from bidders replied to in writing?	All queries by the bidders are responded to in writing as "notice to bidders" without disclosing the identity of the originating source.
B.12. Is there a minimum period for preparation of bids and if yes how long?	Yes, usually 3 weeks
B.13. Does the bidding document state the date and time of opening and how close is it to the deadline for submission?	Yes, the bidding document is a comprehensive package and includes the closing date, submission of bids, opening details of the bid etc. Please refer to the invitation to bid document template. Bids are opened in the presence of the bidders, 15 minutes after the bid closing time.
B.14. Is the bid opening public?	Yes, all bids are opened publicly in the presence of

	bidders who choose to witness the bid opening. This is announced on the cover page of the invitation to bid (ITB) and all tender advertisements. In addition, article 23 under section 1 of the ITB informs the participating bidders on the opening of bids procedure.												
B.15. Can late bids be accepted?	No, USP's tendering conditions do not allow for receipt of late bids. ref: article 21 under Section 1 of the ITB.												
B.16. Can bids be rejected at bid opening?	Yes, late bids are rejected together with bids that require bid security but are not accompanied by the required security. ref: article 17.4 under section 1 of the ITB.												
B.17. Are minutes taken?	Yes, minutes are taken and signed by all committee members prior to sign off by the chair.												
B.18. Who may have a copy of the minutes?	A copy of the meeting minutes is shared with all the committee members, while the original is maintained at the Procurement Office.												
B.19. Are the minutes free of charge?	Yes.												
B.20. Who undertakes the evaluation (individual[s], permanent committee, ad-hoc committee)?	A Tender Evaluation Committee (TEC) is proposed by the line Manager/ senior management team of the requesting department and approved by the executive director finance for tender value up to F\$299,999 and by the vice chancellor for tenders of and above F\$300,000. The TEC collectively evaluates the bids.												
B.21. What are the qualifications of the evaluators in respect to procurement and the goods and works under evaluation?	The TEC is appointed in accordance with USP's tendering policies and comprises senior staff only. Ref: Tendering Goods and Services-Policy No. 6.31.23												
B.22. Is the decision of the evaluators final or is the evaluation subject to additional approvals?	The TEC submits its recommendation to the chair. The chair has the power to accept/ reject the recommendations. Rejection, however, is usually in consultation with the TEC.												
B.23. Using at least three real examples, how long between the issue of the invitation for bids and contract effectiveness?	<p>The invitation to award period is generally completed within 6-8 weeks, which depends on the complexity of the tender. The following three examples are offered:</p> <table><tr><th>Tender</th><th>Release of Tender Notice</th><th>Issue of PO Date</th></tr><tr><td>Supply of PCs &amp; ComputingGS 2101-147-10</td><td>13/9/10</td><td>25/10/10</td></tr><tr><td>VMW are Infrastructure GS2101-154-10</td><td>18/1/11</td><td>22/2/11</td></tr><tr><td>IBM Blade Server GS2101-144-</td><td>10/9/10</td><td>4/11/10</td></tr></table>	Tender	Release of Tender Notice	Issue of PO Date	Supply of PCs & ComputingGS 2101-147-10	13/9/10	25/10/10	VMW are Infrastructure GS2101-154-10	18/1/11	22/2/11	IBM Blade Server GS2101-144-	10/9/10	4/11/10
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VMW are Infrastructure GS2101-154-10	18/1/11	22/2/11											
IBM Blade Server GS2101-144-	10/9/10	4/11/10											

	10			
B.24. Are there processes in place for the collection and clearance of cargo through ports of entry?	Yes, the Procurement Office has a customs /procurement assistant who facilitates clearance of cargo from ports of entry.			
B.25. Are there established goods receiving procedures?	Yes, Please refer to Policy No. 6.31.07 at <a href="http://www.usp.ac.fj">www.usp.ac.fj</a> .			
B.26. Are all goods received recorded as assets or inventory in a register or similar?	Yes, USP has a comprehensive fixed assets register for recording assets that are individually equal to or above the F\$1,000 threshold.			
B.27. Is the agency/procurement department familiar with letters of credit?	Yes.			
B.28. Does the procurement department register and track warranty and latent defects liability periods?	The Procurement Office ensures that such information is clearly documented on the purchase order (PO) and a copy of which is handed to the requesting department. In addition, these POs can be viewed electronically.			
<b>Part C. Agency Procurement Processes, Consulting Services</b>				
C.1. Has the agency undertaken foreign-assisted procurement of consulting services recently (last 12 months, or last 36 months)?	Yes, under Tranche 1: Expansion of the Kiribati campus.			
C.2. If the above is yes what where the major challenges?	N.A.			
C.3. Is there a procurement process manual for consulting services procurement?	Yes, the procurement policies and procedures together with the financial delegations framework provide the required guidelines for consulting services. Procurement of consulting services is subject to the same framework as applies to procurement of goods and services. This information is available at USP's website: <a href="http://www.usp.ac.fj">www.usp.ac.fj</a>			
<b>Questions</b>	<b>Responses</b>			
C.4. Is the manual up-to-date and does it cover foreign-assisted projects?	The policies and procedures as mentioned above are comprehensive and cover foreign-assisted procurement as well. USP does not make any			

Questions	Responses
	distinction between local and foreign-assisted projects. The policies and procedures apply across all goods and services including consultancy services.
C.5. Who identifies the need for consulting services requirements?	This could arise from the faculties and sections and various committees and USP Council.
C.6. Who drafts the TOR?	The TORs are drafted by the requesting department and, where special expertise is required, for example MIS data management, the specification may be drafted by professionals with relevant expertise in the respective area.
C.7. Do the TOR follow a standard format such as background, tasks, inputs, objectives, and outputs?	Yes
C.8. Who prepares the request for proposals (RFPs)?	The RFPs are prepared by the procurement manager upon receipt of approved TOR and confirmation of budget.
C.9. Are assignments advertised and expressions of interest called for?	Yes
C.10. Is a consultants' selection committee formed with appropriate individuals in terms of procurement and technical expertise?	Yes, the selection committee/TEC is proposed by the line manager/senior management team of the requesting department and approved by the executive director finance for tender value up to F\$299,999 and by the vice chancellor for tenders above F\$300,000. The TEC collectively evaluates the bids.
C.11. What criteria are used to evaluate EOIs?	A set of bid criteria based on the tender objective is proposed in the ITB document. Generally, the assessment of tenders is based on capability and technical assessment.
C.12. Historically what is the most common method used (QCBS, QBS etc.)	QCBS under Tranche 1
C.13. Do firms have to pay for the proposal document?	No
C.14. Do the evaluative criteria follow a predetermined structure and are they detailed in the RFP?	Yes, the evaluation criteria are mentioned under Section II –Bidding Data Sheet of the ITB.
C.15. Are preproposal visits and meetings arranged?	Yes, in cases where the nature of the tender requires a pre-bid meeting. This is announced under Section II-Bidding Data sheet of the ITB.
C.16. Are minutes prepared and circulated after preproposal meetings?	Yes, minutes are prepared and circulated and a copy of the minutes is also posted on the USP website/tenders section.
C.17. To whom are minutes distributed?	A copy of the meeting minutes is shared with all the committee members, while the original is maintained at the Procurement Office.

C.18. Are all queries from consultants answered in writing?	All queries are responded to in writing in the form of tender notices, and the response is uploaded under the relevant tender notice on the USP website. Ref: Article 8 under Section 1 of the ITB.
C.19. Are the financial and technical proposals in separate envelopes?	Yes. USP follows a 2-envelope bidding system. Ref: Article 19 under Section 1 of ITB.
C.20. Are proposal securities required?	Yes, for certain tenders only, and this is specified under Section II –Bidding Data Sheet of the ITB. Ref: Article 17 under Section 1 of ITB.
C.21. Are technical proposals opened in public?	Yes, all bids are opened publicly in the presence of bidders who choose to witness the bid opening. This is announced in the cover page of the ITB and all tender advertisements. In addition, article 23 under section 1 of the ITB informs the participating bidders of the opening of bids procedure.
C.22. Do the financial proposals remain sealed until technical evaluation is completed?	Yes, the financial proposals are received and signed on the outside of the envelope and remain sealed until the price bid opening. The price bids for only the technically compliant bidders are opened.
C.23. Are minutes of technical opening distributed?	Yes – as described in C17 above.
C.24. Who determines the final technical ranking and how?	The appointed TEC determines the final ranking based on the evaluation criteria under Section II Bidding Data Sheet of the ITB.
C.25. Are the technical scores published and sent to all firms?	No. This is not the practice. Further, evaluation of technical bids does not include assigning scores. Bids are categorized as either technically compliant or noncompliant. Price bids of technically compliant bids only are opened.
C.26. Is the financial proposal opening public?	Yes, the technically compliant bidders are invited to witness the price bid opening. All the bidders sign off on the price bids and the attendance register.
C.27. Are there minutes taken and distributed of financial proposal opening?	Yes, distributed to all TEC members, while the original is kept at the Procurement Office.
C.28. How is the financial evaluation completed?	This is evaluated and completed in accordance with Article 28 under Section 1 of the ITB.
C.29. Are face-to-face contract negotiations held?	Yes, this is in accordance with Article 28.5 under Section 1 of the ITB and done only with L1 (most price competitive) bidder.
C.30. How long after financial evaluation is the selected firm to negotiate?	The dates are usually agreed collectively by TEC and are usually immediately after the price bid opening.
C.31. What is the usual basis for negotiation?	The basis is as determined by the TEC and includes past experience with procuring similar goods/services, market research, etc.

C.32. Are minutes of negotiation taken and signed?	Yes, the minutes are signed by the TEC and the bidder as well.
C.33. How long after negotiations until the contract is signed?	This depends on the complexity of the tender itself. In a straightforward conclusion, a letter of intent is issued to the successful bidder and the bidder is allowed 7 days to accept the LOI and sign and return. Upon receipt of the signed LOI, USP immediately releases the official purchase order. Ref: Article 32/32 –Section 1 of ITB.
C.34. Are advance payments made?	This is usually discouraged. However, bidders are free to propose the same in their technical submission as a deviation from USP terms.
C.35. Is there an evaluation system for measuring the outputs of consultants?	Yes, The key performance indicators are announced in the commercial terms and conditions which is part of the ITB.
<b>Part D. Process Oversight and Control</b>	
D.1. Is there a standard statement of ethics and are those involved in procurement required to formally commit to it?	The general policies and procedures set the general guidelines on ethical standards. In addition, the ITB document also has an article on “ethics” - Ref: Article 4 under Section 1 of the ITB.
D.2. Are those involved with procurement required to declare any potential conflict of interest and remove themselves from the procurement process?	Yes, they are required to declare an interest before any discussions begin on the matter.
D.3. Is the commencement of procurement dependent on external approvals (formal or de-facto) outside of the budgeting process?	Yes.
D.4. Who approves procurement transactions and do they have procurement experience and qualifications?	With the exception of low value transaction (below \$1,000), all procurement transactions are approved by the procurement manager, executive director finance or the vice chancellor depending of the value of the respective transaction.
D.5. Which of the following actions require approval outside of the procurement unit or a permanent evaluation committee and who grants the approval?	None
a) Bidding document, invitation to prequalify or request for proposal	
b) Advertisement of an invitation for bids, prequalification, or call for expressions of interest	
c) Evaluation reports	
d) Notice of award	
e) Invitation to consultants to negotiate	
f) Contracts	



D.6. Is contractual performance systematically monitored and reported upon?	Yes, this is usually done by the nominated contract administrator and facilitated by the Procurement Office.
D.7. Does the agency monitor and track its contractual payment obligations?	Yes.
D.8. On average how long is it between receiving a firm's invoice and making payment?	<p>There is a 3-way matching process to confirm a payment:</p> <p>1) A purchase order exists in banner; 2) an invoice; and 3) on-line receiving followed by receipt of the hard copy of the receiving copy of the purchase order, approved by the competent authority for payment.</p> <p>If all of the above are in order, payment will take around 4 days.</p>
D.9. What is the standard period for payment included in contracts?	30 days from date of receipt of invoice or goods and services.
D.10. When payment is made late are the beneficiaries paid interest?	No, USP does not pay any late payment fee.
D.11. Are payments authorized by the same individuals empowered to approve invitation documents, evaluations, and contracts?	Yes, usually the requisition approver is the final payment approver.
D.12. Is there a written auditable trail of procurement decisions attributable to individuals and committees?	Yes, in the form of meeting minutes, self-contained notes, purchase requisition, etc., are all maintained in a folder at the Procurement Office.
D.13. Are procurement decisions and disputes supported by written narratives such as minutes of evaluation, minutes of negotiation, notices of default/withheld payment?	Yes, these are clearly documented.
D.14. Is there a formal nonjudicial mechanism for dealing with complaints?	Yes, through an arbitration process where the arbitrator is appointed by the vice chancellor. Please refer to Section V of the ITB document.
D.15. Is a complaints resolution mechanism described in national procurement documents?	Yes.
<b>Part E. Record Keeping</b>	
E.1. Is there a referencing system for procurement files?	Yes, purchase orders are filed numerically, while tender documents are filed by the tender number.
E.2. Are original contracts secured in a fire and theft proof location?	Yes.
E.3. Are copies of bids or proposals retained with the evaluation?	Yes and maintained by the Procurement Office
E.4. Are copies of the original advertisements retained with the precontract papers?	Yes and maintained by the Procurement Office

E.5. Is there a single contract file with a copy of the contract and all subsequent contractual correspondence?	Yes and maintained by the Procurement Office
E.6. Are copies of invoices included with contract papers?	No, invoice copies are kept at the disbursement unit (a unit within finance)
E.7. For what period are records kept?	7 years

FIC = Finance & Investments Committee, LOI = letter of intent, SMT = senior management team, TEC = Tender Evaluation Committee, RFP = request for proposal, TOR = terms of reference, USP = The University of the South Pacific.

### ANNEX 3: PROCUREMENT CAPACITY ASSESSMENT REPORT AND RECOMMENDATIONS

<b>Proposed Project Name:</b> Higher Education in the Pacific Project		<b>Proposed Amount:</b> US\$19,000,000
<b>Executing Agency</b> The University of the South Pacific		<b>Source of Funding:</b> ADF
<b>Assessor:</b> Thamrongsak Moenjak		<b>Date:</b> 22 April 2016
<p><b>Agency Procurement Processes: Goods and Works</b> Clear guidelines available in USP's website under the finance section. All procurements above F\$300,000 are for open tender procedure; between F\$30,000-F\$299,000 is either selectively invited or open tender; and below F\$20,000 quotations are invited from a limited number of contractors.</p> <p>USP has standard bidding documents following general accepted international standards and with public opening of bids, minutes of records, no domestic preference, and no restrictions. A 2-envelope system is used as the preferred procedure, with only compliant bids having the financial proposal opened.</p> <p><b>Agency Procurement Processes: Consulting Services</b></p> <p>Clear guidelines are in place. The requesting department is responsible for the formulation of the terms of reference, and the Procurement Office sends out the request for proposal. All bids are evaluated by the Tender Evaluation Committee. Generally, USP discourages advance payment.</p> <p><b>Process Control and Oversight</b></p> <p>The general policies and procedures set the general guidelines on ethical standards. With the exception of low-value transaction (below F\$10,000), all procurement transactions are approved by the procurement manager, executive director finance or the vice-chancellor depending of the value of the respective transaction</p> <p><b>Records Keeping and Audit</b></p> <p>All records are kept for 7 years. USP is being audited by outside audit firms (selected every 3 years through a tender process) every year.</p>		
<p><b>Summary Assessment and Recommendation</b></p> <p>USP has a very robust, transparent, and nondiscriminatory procurement system. Its guidelines and procurement documents for goods and services closely follow international best practices. Thresholds for different procurement methods follow to a large extent ADB's own guidelines. The accepted procurement method for estimated contracts above F\$300,000 (app. US\$170,000) is a two envelope system almost identical to ADB's two-envelope method.</p> <p>ADB's <i>Guidelines on Procurement</i> (2015) will be used for all civil works and supply of goods. For the procurement of IT equipment, it should be noted that USP has a clear standardization plan for all computers, servers, and associated equipment, and it is therefore recommended that ADB's direct contract method be applied for these IT-related purchases. The budget line for this component is US\$2,000,000; however, satellite dishes and related equipment are not included in the direct contract procedure but will follow the applicable procurement methods based on the thresholds listed in the procurement plan in the Facility Administration Manual.</p> <p>USP's guidelines for engagement of consultants are equally robust and transparent.</p> <p>For engagement of a firm for consultancy services over US\$300,000, it is recommended to use the QCBS method with technical and financial ratio of 90:10 as the technical aspect is important.</p> <p>Given that USP is an academic institution and the majority of "consultants" needed in the proposed project will be academic staff from other universities, the remuneration structure and level are very different from ADB's. Also, consultants needed for supervision of particular civil works are normally recruited from within the country where the work is carried out if proven capacity exists. The Properties and Facilities Department at the Fiji campus has several engineers employed, and they are normally responsible for the general oversight of any civil works.</p>		
<b>Specific Recommendations, Project Implementation</b>		
<b>Capacity Constraint</b>	<b>Recommended Action</b>	<b>Responsibility and comment</b>
N/A the PIU procurement team was involved in implementing Project 1 in Kiribati and has	Refresher training course to review and update staff's knowledge of the latest version of	Project desk officer will be responsible for the project implementation and is best

acquired knowledge and experience of applying ADB's procurement guidelines.	ADB's procurement guidelines (2015) would be useful. The procurement staff who were involved in Project 1 should handle procurement under Tranche 2.	positioned to facilitate this.
<b>General Recommendations, EA Capacity</b>		
<b>Capacity Constraint</b>	<b>Recommended Action</b>	<b>Responsibility and Comment</b>
None		
<b>General Recommendations, Procurement Environment</b>		
<b>Capacity Constraint</b>	<b>Recommended Action</b>	<b>Responsibility and Comment</b>
N/A	Refresher training course to review and update staff's knowledge of the latest version of ADB's procurement guidelines (2015) would be useful.	Project desk officer

ADB = Asian Development Bank, EA = executing agency, F\$ = Fiji dollar, ICB = international competitive bidding, IT = information technology, NCB = national competitive bidding, QCBS = quality- and cost-based selection, SPSO = South Pacific Subregional Office, US\$ = United States dollar.

## ANNEX 4: OVERALL PROGRAM GENDER ACTION PLAN

Outputs and Activities	Proposed Gender Mainstreaming Activities (Targets)	Primary Responsibility
<b>Output 1: Strengthening Regional Campuses</b>		
Expansion of USP regional campus in Kiribati (1st project) and Solomon Islands (2nd project)	<ul style="list-style-type: none"> <li>The designs of the buildings include measures to remove barriers to access by the disabled and women.</li> <li>Encourage the employment of women in construction work through contractors, labor groups and community organizations (at least 20%).</li> <li>Provide the necessary institutional support for female labor-based workers such as separate resting areas and sanitation facilities. Contractors will be informed of the required facilities before bidding.</li> <li>Ensure equal pay for equal work between female and male workers.</li> <li>Provide awareness workshops on HIV/AIDS and gender issues for construction workers.</li> <li>Develop a maintenance work plan for expanded campus buildings that includes the employment of women (at least 40% of maintenance staff).</li> </ul>	USP and PIU  USP and PIU  USP and PIU  USP and PIU  PIU and DBC  USP and PIU
<b>Output 2: Enhanced ICT-Based Education</b>		
Expanded distance and flexible learning programs (1 <sup>st</sup> and 2 <sup>nd</sup> tranches)	<ul style="list-style-type: none"> <li>Ensure that the designs of the ICT learning hubs are safe, secure, and provided with sanitation facilities.</li> <li>Incorporate gender awareness in the training of academic staff on new upgraded learning materials.</li> <li>Encourage enrollment in the new proposed gender studies courses for both male and female students.</li> <li>Conduct outreach activities to encourage enrollment by women in Kiribati and Solomon Islands, especially those living in remote communities.</li> </ul>	USP and PIU  USP  USP  USP
<b>Output 3: Improved USP Student Services</b>		
Expanded pre-enrollment information, employment advice, counseling, and tracing studies of graduates (Tranche 2)	<ul style="list-style-type: none"> <li>For the student support centers' development and implementation plans, incorporate gender-sensitive training for counselors with regard to course selection and career planning.</li> <li>Encourage nontraditional course selection for female students in course and career counseling.</li> <li>Develop and implement a graduate tracing system that is disaggregated by sex.</li> </ul>	USP  USP  USP
<b>Output 4: Strengthened UPS Governance and Management</b>		
Enhanced governance and management systems (1 <sup>st</sup> and 2 <sup>nd</sup> tranches)	<ul style="list-style-type: none"> <li>Disaggregate all data in the education management information system by gender through common information gathering and reporting across all USP campuses.</li> <li>Ensure that the University Council and all other management committees have equal representation of female and male members.</li> <li>Ensure that opportunities are provided for at least 35% of women staff to be trained in institutional leadership, strategic management, and planning.</li> <li>The Gender Mainstreaming Committee oversees the project's gender mainstreaming efforts.</li> </ul>	USP  USP  USP  USP and PIU
<b>Output 5: Strengthened Project Management Capacity</b>		
Efficient and effective project management	<ul style="list-style-type: none"> <li>Establish all project performance indicators disaggregated by gender; collect them regularly; and include them in the baseline, progress, and evaluation reports.</li> <li>Establish project performance indicators that measure the implementation and progress of the gender action plan, and ensure reporting them in all progress and evaluation reports.</li> </ul>	PIU  PIU  PIU

Outputs and Activities	Proposed Gender Mainstreaming Activities (Targets)	Primary Responsibility
	<ul style="list-style-type: none"> <li>Ensure that PIU staff provide regular reporting to the Gender Mainstreaming Committee on the progress of the gender action plan.</li> </ul>	

#### Implementation Arrangements

The GAP will be implemented by USP and the PIU. The Project Steering Committee (PSC) will provide overall guidance with a member from the USP gender steering committee, and will appoint a gender focal point who will assist the PIU to implement the GAP and monitor its progress. The PSC will also be responsible for ensuring that the GAP is incorporated into project planning through the PIU and longer term programs through the appropriate management authority of USP. The PSC will also oversee the establishment of sex-disaggregated indicators for the project performance management system. The PIU will work with the gender focal point, as well as the USP gender steering committee, to develop a monitoring and evaluation framework for regular 6- monthly reporting.

DBC = design and build contractor, ICT = information and communication technology, PIU = project implementation unit, USP = The University of the South Pacific.

## ANNEX 5: OVERALL PROGRAM DESIGN AND MONITORING FRAMEWORK

Design Summary	Performance Targets and Indicators with Baselines	Data Sources and Reporting Mechanisms	Assumptions and Risks
<b>Impact</b> USP graduates contribute to economic competitiveness and diversification of Pacific island country economies.	Percentage of job placement in public and private sectors among USP graduates improves from 48% in 2008 to 70% in 2022 Percentage of USP graduates who continue for postgraduate study increases from 19% in 2010 to at least 25% by 2022	USP annual graduate destination surveys	<b>Assumption</b> Macroeconomic environment continues to be stable in the Pacific. <b>Risk</b> Change of emigration regulations in neighboring industrialized countries accelerates the brain drain from USP member countries.
<b>Outcome</b> USP provides expanded and equitable access to quality higher education in USP member countries.	Enrollment increases from 20,000 in 2010 to 25,500 by 2020 Female students make up at least 57% of total enrollment by 2020 (2010 baseline: 54%)	USP official statistics	<b>Assumptions</b> The USP council and senior management continue to be committed to USP reform efforts specified in the road map. Additional sovereign guarantors will support subsequent tranches of the investment program.
<b>Outputs</b> 1. Strengthened regional campuses	At least 20 new classrooms operate with adequate ICT equipment for mixed modes of learning including DFL by 2020	USP official statistics	<b>Assumption</b> Youth in Kiribati and Solomon Islands continue to be motivated to participate in higher education. <b>Risk</b> Weak coordination and reporting across USP regional campuses on civil works delay planned construction work.
2. Enhanced ICT-based education	Percentage of courses that utilize Moodle <sup>a</sup> as a learning management system increases from 45% in 2010, to 80% in 2016, and 100% by 2020 Women continue to make up at least 50% of the increased enrollment for distance learning by 2020 (2008 baseline: 50%)	USP official statistics	<b>Assumption</b> ICT-based education continues to be supported and complemented by other development projects supported by AusAID and JICA.
3. Improved USP student services	The rate of satisfaction among new students with orientation programs reaches at least 70% by 2018 and 80% by 2020 (new surveys to be undertaken) At least 50% of USP graduates receive support from newly established job search or job counseling services by 2020	Graduate destination and program experience surveys	<b>Assumption</b> Relevant USP staff are equipped with necessary skills, knowledge, and training to provide student services.
4. Strengthened USP governance and management	Full EMIS is in place with sex-disaggregated data on students, faculty, and alumni by 2016; reports are produced annually 90% of internal audit report recommendations are complied with by 2020 (2008 baseline: 50%)	USP statistics and human resources reports  Internal audit reports	<b>Assumption</b> The USP strategic plan objectives and key targets continue to drive planned improvements.

Design Summary	Performance Targets and Indicators with Baselines	Data Sources and Reporting Mechanisms	Assumptions and Risks
	Females hold 40% of management positions by 2016 (2007 baseline: 32%)		
5. Strengthened project management capacity	100% of the projected disbursement and contract awards are achieved by 2019	Project progress reports	

Activities with Milestones	Inputs
<p><b>1. Output 1: Strengthened regional campuses</b></p> <p>1.1 Procure construction design and supervision firms for civil works (Q4 2012–Q1 2018).</p> <p>1.2 Complete site clearances and obtain necessary licenses for civil works; three sites under three tranches (Q2 2013–Q2 2018).</p> <p>1.3 Expand USP campus facilities at existing site in Kiribati (Q2 2013–Q3 2014).</p> <p>1.4 Construct/upgrade USP facilities in Solomon Islands (Q1 2015–Q4 2017).</p> <p>1.5 Finalize outfitting and be ready for certificate of compliance prior to handover in Kiribati and Solomon Islands (Q4 2014–Q3 2018).</p> <p>1.6 Commence full operation in new buildings at each campus (Q1 2015 in Kiribati, Q1 2019 in Solomon Islands).</p> <p>1.7 Construct an accommodation facility for regional students (Pacific House) at the main Laucala campus, finalize outfitting, and complete compliance checks (Q1 2018–Q2 2019).</p> <p><b>2. Output 2: Enhanced ICT-based education</b></p> <p>2.1 Review the entire academic portfolio in terms of quality and relevance (Q4 2012–Q3 2013).</p> <p>2.2 Based on academic audit and review, select programs to convert to a DFL mode (Q1 2013–Q4 2016).</p> <p>2.3 Provide DFL training to the USP faculties, selected administrative staff, and students (Q1 2013–Q4 2018).</p> <p>2.4 Procure equipment and services required for ICT-based education at Kiribati and Solomon Islands campuses (Q2 2014–Q4 2018).</p> <p>2.5 Prepare new ICT-based courses, e.g., Pacific studies, climate change (Q1 2013–Q4 2019).</p> <p><b>3. Output 3: Improved USP student services</b></p> <p>3.1 Carry out tracer studies of USP graduates (2012–2019).</p> <p>3.2 Develop and implement USP's employability strategy (2014–2018).</p> <p>3.3 Establish career advisory services (2014–2018).</p> <p>3.4 Establish student service centers (2014–2018).</p> <p>3.5 Introduce pre-enrollment services (2014–2018).</p> <p><b>4. Output 4: Strengthened USP governance and management</b></p> <p>4.1 Assess the current EMIS (Q1–Q2 2013).</p> <p>4.2 All USP student and academic staff profiles (e.g., sex-disaggregated data) collected, managed, and compiled in the EMIS (Q4 2012–Q4 2014).</p> <p>4.3 Heads of school will improve effective use of data on student performance (Q1 2013–Q4 2014).</p> <p><b>5. Output 5: Strengthened project management capacity</b></p> <p>5.1 Tender, award, and manage contracts (2012–2019).</p> <p>5.2 Monitor project implementation progress (2012–2019).</p> <p>5.3 Implement and monitor the gender action plan (2013–2019).</p> <p>5.4 Provide timely progress reports (2012–2019).</p> <p>5.5 Carry out regular accounting and annual audit (2013–2019).</p>	<p>ADB: \$19.00 million</p> <p>USP: \$2.00 million</p> <p>Government of Kiribati: \$1.00 million</p> <p>Government of Solomon Islands: \$1.00 million</p>

ADB = Asian Development Bank, AusAID = Australian Agency for International Development, DFL = distance and flexible learning, EMIS = education management information system, ICT = information and communication technology, JICA = Japan International Cooperation Agency, PIC = Pacific island country, USP = The University of the South Pacific.

<sup>a</sup> Moodle, which stands for “modular object-oriented learning environment,” is an e-learning software platform being used by USP to manage all of its e-learning courses.

Source: Asian Development Bank.





6) Compliance with Loan Covenants			
List of key covenants in loan and project agreement			
Item #	Covenant	Compliance rating*	Describe status of compliance
*Note: Yes ; No; Not yet due			
Overall safeguard rating (e-Operation):			
S = Satisfactory; PS = Partly Satisfactory; US = Unsatisfactory			
7) Status of Implementation of EMP Activities (Please provide a cross reference if it is already covered under Section 6 above)			
	Items	Yes/No	Describe Implementation Status
8) Major Issues or Complaints (Cumulative)			
	Item	Description	
1	Issue		
	Proposed Action(s)		
	Follow-up Issues/Actions		
	Final Resolution of Issue		
2	Issue		
	Proposed Action(s)		
	Follow-up Issues/Actions		
	Final Resolution of Issue		
*Add rows as needed.			
Prepared by:			
Date:		Confirmed by: Team Leader:	Confirmed by: Safeguard Specialist/Officer:
To: Sector Director/Country Director		Date:	Date:
cc: Project Team Leader; PARD Safeguard Specialist			
IEE = initial environmental examination; EIA = environmental impact assessment; EMP = environmental management plan; FI = financial intermediary; MTR = mid-term review; PCR = project completion review; PIU/PMU = project implementation/management unit; TL = team leader; EARF = environmental assessment and review framework; SS = safeguard specialist			

### Suggested Outline of Monitoring Report – Environment

Heading/Section	Contents
Introduction	Brief background on the project and subproject; Institutional arrangements for project management and environmental management;
Monitoring Activities	Who participated in the monitoring; Methodology for monitoring (whether checklists prepared etc.); When the monitoring was undertaken and what period it covers; Summary of other monitoring undertaken in the period (i.e. form contractor's monthly reports and if any survey/sample monitoring undertaken); Main activities – observations/inspections, consultations, interviews with contractor staff etc.
Works in Progress	Details of the works being undertaken, (with photographs); Include whether any environmental training/awareness has been provided to contractor staff in the period (what, by whom etc.)
Monitoring Results and Actions Required	Whether works and measures comply with the approved EMP/CEMP; Should follow sequence of items identified in EMP/CEMP and verify that all mitigations measures noted are being implemented; Corrective actions cited (date to be resolved and person responsible on contractor team and verification by IA/HRMG)
Summary and Conclusions	Summary of main findings; Main issues identified and corrective actions noted; Can include summary table which can be updated each period to track completion of actions required
Attachments	Monitoring checklist (based on items identified in the EMP/CEMP) refer annex 1 Additional photographs Additional information as required

## Checklist for Safeguard Supervision/Monitoring (Resettlement)

Checklist for Safeguard Supervision: Involuntary Resettlement									
PROJECT INFORMATION									
Loan/Grant No.:		Project Name:							
Approval Date:			Closing Date:				Cumulative Progress (%):		
Project Team Leader(s):						Project Analyst:			
<b>1) Resettlement Categorization</b>									
(Original)		A	<input type="checkbox"/>	B	<input type="checkbox"/>	C	<input type="checkbox"/>	FI	<input type="checkbox"/>
(additional financing, if any)		A	<input type="checkbox"/>	B	<input type="checkbox"/>	C	<input type="checkbox"/>	FI	<input type="checkbox"/>
<i>(Please complete the following sections if the project has been categorized as A, B or FI involving land acquisition/resettlement issues)</i>									
<b>2) Resettlement Planning</b>									
Resettlement Planning Documents:		RF	<input type="checkbox"/>	RP	<input type="checkbox"/>	Number of RPs		ESMS <input type="checkbox"/>	
RP Finalized or Updated after Detailed Design:		Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	If no, actions?			
<small>(Attach a list of subprojects and status if necessary.)</small>									
Final/Updated RP Disclosed and Posted on ADB Website:		Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	If no, actions?			
Compensation Rates Approved by the Government:		Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	If no, actions?			
<b>3) Institutional Setup for Resettlement</b>									
PIU/PMU Resettlement Staff Assigned:		Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	If no, actions?			
		If yes, Name:					Since:		/
							(month)		(year)
Resettlement Specialist Consultant Mobilized:		Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	If no, actions?			
		If yes, Name:					Since:		/
							(month)		(year)
Grievance Redress Mechanism Established:		Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	If no, why?			
Allocation of Government Budget:		Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	If no, actions?			
		If yes, amount\$:							
<b>4) Resettlement Monitoring and Reports</b>									
Internal Monitoring System Established:		Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	If no, actions?			
External Monitor Engaged (if needed):		Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	If no, actions?			
		If yes, Name:					Since:		/
							(month)		(year)
Monitoring Report Submitted to ADB:		Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	If no, actions?			
		If Yes, provide information below							
	Baseline Report	Report 1	Report 2	Report 3	Report 4				
Submission Date (m/yr)									
ADB Review Date (m/yr)									
Web-posting Date (m/yr)									
Name of ADB Reviewer									
<b>5) Resettlement Field Review with Participation of Safeguard Specialist/Officer/Staff Consultant</b>									
		Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	If no, actions?			
		If Yes, provide information below							
Mission Date (m/yr)									
Type of mission									
Name of safeguard specialist/officer/staff consultants									

### Suggested Contents of Resettlement Monitoring Report

Heading/Section	Contents
Introduction	<p>Brief background on the project/subproject and progress status</p> <p>The project's category and planning documents (original, updated or new plans) on resettlement impacts</p> <p>Institutional arrangements and budget allocation for resettlement/social management;</p> <p>Arrangement for the monitoring</p>
Monitoring Activities	<p>Methodology for monitoring (whether checklists prepared etc.);</p> <p>What period the monitoring covers</p> <p>Main activities – site visits, consultations, survey etc.</p>
Monitoring Results and Actions Required	<p>Progress and performance in implementation of RPs and other programs (how they were implemented, what are the outputs, etc.)</p> <p>Results on consultations, disclosure and grievance redress (whether they have been effective, level of satisfaction of APs with various aspects of the RP, public awareness of the compensation policy and entitlements will be assessed among APs.)</p> <p>Whether the implementation comply with the approved RPs (e.g. whether compensation rates were at replacement cost, full payment made to all APs sufficiently before land acquisition; prompt attention to unforeseen damages or losses, to ensure APs are fully compensated for losses)</p> <p>Results on outcome (whether APs were able to restore livelihoods and productive activities)</p> <p>Compliance on monitoring and disclosure (whether reports have been submitted, posted on website)</p> <p>Whether any issues and corrective measures identified to achieve the RP objective. If yes, actions with target dates and responsible agency/person)</p> <p>Follow-up item/plan for next report</p>
Summary and Conclusions	<p>Summary of main findings;</p> <p>Main issues identified and corrective actions noted;</p> <p>A table on follow-up action which can be updated each period to track completion of actions required including progress of the follow-up of problems and issues identified in the previous report</p>
Attachments	<p>Monitoring checklist (based on items identified in the RPs)</p> <p>Photographs</p> <p>Additional information as required</p>

## **ANNEX 7: DETAILED TERMS OF REFERENCE FOR DESIGN AND SUPERVISORY CONSULTING FIRM**

### **A. ARCHITECTURAL, ENGINEERING SERVICES AND CONSTRUCTION SUPERVISION CONSULTANCY**

#### **1. BACKGROUND**

1. The Asian Development Bank (ADB) approved a multitranche financing facility (MFF) to finance the Higher Education in the Pacific Investment Program (the Program) in 2012. The program will support The University of the South Pacific (USP) as the Executing Agency (EA) in expanding access to higher education in its 12 member Pacific island countries by improving physical environments and learning programs. The investment program includes the following outputs: (i) expanded regional campuses and teaching learning facilities in Kiribati and the Solomon Islands (SI); (ii) enhanced information and communication technology (ICT)-based distance learning programs; (iii) improved student services; (iv) strengthened USP governance and management capacity; and (v) strengthened project management capacity of USP. Improved access to quality higher education at USP will contribute to human resource and skills development in the Pacific and will promote inclusive growth enabled by higher productivity and diversification of the regional economy.

2. Project 2 (Tranche 2) of the program will support USP to expand its regional campus in Solomon Islands to a new location in Honiara about 4 kilometers east of the existing campus. The scope of Project 2 includes (i) detailed design documentation and construction of classrooms, an ICT studio, faculty offices, science laboratories and administrative facilities; (ii) enhancement of ICT-based education; (iii) improvement of student support services; (iv) strengthening of USP governance and management; and (v) strengthening project management capacity of USP staff who will be involved in project implementation. USP has already prepared a concept campus design and cost estimates for the new campus which will be used as the basis for the detailed design documentation and work moving forward. Further, as part of Project 2, USP has been provided a grant under ADB's Clean Energy Financing Partnership Facility (CEFPF) to install 'clean energy' technology at its new SI Campus, which is to be undertaken in conjunction with the new campus development.

3. The first step of the agreed procurement modality is the recruitment of a Consulting Firm to (i) carry out any required feasibility studies and prepare detailed design documentation, Bills of Materials (BoM), bid documents and cost estimates for the new buildings and facilities based on the concept design provided by USP; and (ii) assist USP in the recruitment of a qualified contractor and supervision of the contractor undertaking construction of new buildings and facilities at the designated site. USP expects the construction of the building to be completed by the end of 2018.

#### **2. OUTPUTS AND SCOPE OF SERVICES**

##### **2.1. There will be four main outputs:**

- 2.1.1. Detailed Designs, BoM, Bid Documents and Cost Estimates based on market analysis all based on the campus concept design provided by USP;
- 2.1.2. Assist the USP with the procurement of a qualified contractor to construct the new campus at the designated site;

- 2.1.3. Supervision of the construction, reporting of the progress of works and certification of the completed works; and
- 2.1.4. Management during the Defects Liability Period (DLP).

**2.2. The scope of services of the Consulting Firm will include but not necessarily be limited to the following:**

- 2.2.1. Review and verify all available primary and secondary data in reports collected or made available by USP to be able to prepare detailed designs, BoQ, Bid Documents and Cost Estimates for the procurement and construction stages;
- 2.2.2. Carry out feasibility studies including all the required engineering surveys and investigations such as topographical surveys, geo-technical investigation, construction material survey, rainfall data collection, identification of underground utilities, etc. as applicable to the project. All surveys and investigations shall be accurate and plotted for the review of the USP and ADB. The feasibility studies will include safeguards assessments following the environmental assessment prepared for the project;
- 2.2.3. Prepare detailed work plan, progress reports and implementation schedule for the project to ensure effective monitoring and timely project outputs, and regularly update the same;
- 2.2.4. Prepare the engineering designs of the project in sufficient detail to ensure clarity and understanding by the USP, contractors and other relevant stakeholders. All the design should be in conformity with international building standards and all other relevant ordinances, regulations, by-laws of Solomon Islands, etc. as may be applicable;
- 2.2.5. The detailed designs will, as a minimum, include construction tender level drawings, detailed cost estimates, necessary calculations to determine and justify the engineering details for project, associated contract documentation to include condition of particular applications, detailed specifications, engineering drawings, BoQ, implementation schedule, and any other relevant detail necessary for effective project implementation. The technical specifications should be in accordance with the relevant USP specification or the best international practices and should be prepared to achieve the highest standards of quality. For adopting market rates for the detailed cost estimates, proper current market rate/prices analysis should be carried out. Construction drawings should be prepared with sufficient details to permit contractors to carry out construction work effectively, unambiguously and with the highest standards of quality;
- 2.2.6. Prepare Quality Assurance and Quality Control (QA & QC) Plans and Safety Manuals to be followed on the respective construction sites so as to enforce adequate QA and QC, and safety of construction workers, engineers and citizens;
- 2.2.7. Review existing contract administration guidelines and assist, if necessary, in improving it for the use of the USP in its day-to-day contract administration requirements such as measurement of works, certification and payment of the contractor's bills, release of retention money, approval of variation, time extension and contractor's claim, issue of completion certificate, financial closure of contract, management during the DLP and any other contract administration requirement;
- 2.2.8. Prepare the standard construction management system to be followed by contractors at construction sites comprising important components such as planning of activities (work plan), procurement of construction material and equipment, construction methodology, environmental management, quality management, health and safety including STI/HIV/AIDS awareness, deployment of construction machinery, deployment of workers, deployment of funds, etc.; and implement the same;
- 2.2.9. Support the USP in preparation of bid documents using USP standard bidding documents with due consideration to the ADB International Competitive Bidding (ICB)

requirement and FIDIC<sup>17</sup> Conditions of Contract for Construction – Multilateral Development Bank Harmonized Edition June 2010. The bid documents will include the environmental management plan(s) from the approved environmental assessment(s) which have been updated based on detailed design;

- 2.2.10. Assist the USP in issuing invitation for bids, addendum/corrigendum, and clarifications to the bidders' queries, pre-bid meeting/s, receiving of bids and evaluation, award of contract, signing of contract and compilation of the signed contract documents including construction drawings. Assist the USP in reviewing and approving the contractor's construction environment management plan (CEMP) prior to commencement of physical works;
- 2.2.11. Assist USP in assessing compliance of contract specific bank guarantees, insurances and advise USP on the expiry, renewal and forfeiting of the same when and where necessary;
- 2.2.12. Assess the contractor's interim payment certificates and forward to USP and ADB for payment along with required supporting documents;
- 2.2.13. Assist the USP to set the indicators for the baseline on the project and to carry out the necessary tasks identified in the Project Administration Manual (PAM) for the Project;
- 2.2.14. Carry out financial due diligence and also an assessment of the capacity of the USP for maintaining the new campus facilities in good working order for its economic life; and
- 2.2.15. Carry out any other project-related services as deemed necessary and required by USP and ADB.

### **3. CONSULTANT FIRM (Design and Supervision Consultant Team)**

- 3.1. The USP has taken out a loan and grant from the ADB to construct its new campus facilities at the new campus site in the Solomon Islands. A component of the proceeds of the loan and grant will be used to finance the Consulting Firm. Key positions of the Consulting Firm are to be sourced by the firm.
- 3.2. The terms of reference (TOR) for the individual team members of the Consulting Firm shall be read in conjunction with the TOR for the Consulting Firm. Each member shall support the overall goal of the project. The Design phase includes: (i) assessment of the USP-provided campus concept plan and Services Brief as per ADB/USP report on Higher Education Assessment in Solomon Islands, and other supplied documentation and the prioritization of works ensuring that construction costs remain within the set financing envelope; (ii) feasibility studies (technical engineering, economic analysis, environment, climate change adaptation and disaster risk management) including option analysis of both the USP submitted concept and alternative designs that meet or exceed USP's space requirements within the set financing envelope; (iii) geotechnical investigations, topographical surveys and others; (iv) detailed engineering designs and specifications; and (v) support the USP in preparation of bid documents using USP standard bidding documents with due consideration to the ADB International Competitive Bidding (ICB) requirement and FIDIC Conditions of Contract for Construction – Multilateral Development Bank Harmonized Edition June 2010., BoQ; and procurement of civil works, related goods and services and equipment; and
- 3.3. As part of detailed designs, the consulting firm may wish to consider including in their technical and financial proposals, joint venture or association with qualified national firms for design activities that will provide services for geotechnical investigations and soil

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<sup>17</sup> *Federacion Internacional de Ingenieros Consultores* or International Federation of Consulting Engineers



condition analysis, topographical surveys, drafting of engineering drawings or AutoCAD services and other surveys.

## 4. DESIGN PHASE

### 4.1. Detailed Design of Campus Buildings, and Infrastructure

- 4.1.1. The Consultant Firm will ensure detailed designs are based on the Concept Campus Design provided by USP and at all times conform to international building standards and all other relevant ordinances, regulations, by-laws of Solomon Islands, etc. as may be applicable.
- 4.1.2. All works will be designed with cost estimates based on market analysis and be within the financing envelope set for the project.
- 4.1.3. Particular consideration should be given in the detailed design to the:
  - Sustainable Development using “Green Campus” Principles, efficient and cost effective operations;
  - Cyclone Certification;
  - Allowance for Solar PV Installation on Roofs;
  - Provision for water storage/ water tanks to harvest rain water for campus needs;
  - Modern Teaching & Learning Space Designs that prioritizes quality, maximizes utilization and provides flexibility over time to meet changing pedagogical needs;
  - Leveraging ICT to reduce reliance on physical space such as Video Conferencing facilities;
  - Ensuring Life Cycle Cost Assessments to identify the most cost effective solutions considering the local context and availability of maintenance support;
  - Provision for disabled persons;
  - Provision of backup power to priority infrastructure and campuses services such as Server Rooms; and
  - Multipurpose Spaces and Prioritization to eliminate excess space is encouraged to balance all of the above within the financing envelope set for the Project.

### 4.2. Details of Surveys and Studies

- 4.2.1. **Topographical Survey and Mapping.** The Consulting Firm will complete a topographical survey to collect adequate data to show the following details in the subsequent topographical map. The new site was surveyed by a consulting firm in the Solomon Islands (Mosese & Associates) at the end of 2015; reference can be taken from the existing report and additional requirements as mentioned below needs to be determined.
  - 4.2.1.1. Topography with details such as: trees, water bodies, existing infrastructure and other land features;
  - 4.2.1.2. Existing road details such as: formation width, paved area, access roads, bus bays, footpath, parking places, traffic signs, islands, signals and road reserve limits;
  - 4.2.1.3. Details of existing cross-drainage structure details such as: length, width and heights of culverts, bridges, details about bridge spans, pier, abutment, railing and vertical clearances, existing access under the bridge, river training works and river bank structure details;
  - 4.2.1.4. Existing power line details such as: high-tension poles, low-tension poles, transformers, sub stations, streetlight poles, underground electrical supply (if any) etc;

- 4.2.1.5. Existing telecommunication details such as: telephone lines, poles, cabinets, towers and underground lines (if any);
- 4.2.1.6. Existing water supply line details such as: supply mains, distribution lines, valves, valve chambers, underground water storage, fire hydrants, etc;
- 4.2.1.7. Existing sewer line details such as: trunk sewers, branches, manholes, location/position of septic tank and soak pit of the adjacent building on the both sides of road within the road reserve;
- 4.2.1.8. Existing buildings details such as: residential building, type of foundation and tentative depth of foundation of the building;
- 4.2.1.9. Production of a map of 100m wide road corridor in 1:500 scale and with 0.2m contour interval; and
- 4.2.1.10. The consultant shall acquire the reference coordinate points from the Ministry of Lands, Housing & Surveys and referencing of all the survey works shall be made on these references.
  
- 4.2.2. **Geotechnical Survey** - The Consulting Firm will subcontract geotechnical investigation services to a recognized and experienced firm for geotechnical investigation involving Dutch Cone Penetration Tests (DCP), Standard Penetration Tests (SPT); and prepare a comprehensive Foundation Engineering Report covering inter alia but not limited to: type of foundation (deep foundation vs. shallow foundation, etc.), determination of maximum allowable foundation soil contact pressure, and foundation structure design.
  
- 4.2.3. **Traffic Impact Assessment** - Refer to the ADB/USP report – Honiara, Solomon Islands – Higher Education Assessment Draft Master Campus Development Plan Section 4 Off-Site Transportation, December 2015.
  
- 4.2.4. **Miscellaneous surveys and studies/investigations** -If not covered by aforesaid, the Consulting Firm shall perform other studies, explorations, tests surveys, calculations, etc. required to produce full and complete set of working drawings, specifications, bills of quantities, requirement of materials and complete cost estimates for the selected sub-projects. The Consulting Firm will also engage and pay for an approved service provider which could be NGO/CSO for STI/HIV/AIDS education awareness and prevention campaigns and prepare and support implementation of the project's community participation plan and gender action plan as necessary. The Consulting Firm will prepare the detailed TOR for these services. All resettlement and community consultation meetings will involve women and will be conducted by both male and female facilitators (at least 40% of participants are women and 50% female facilitators).
  
- 4.2.5. **The payments for surveys, investigations and studies** will be paid through respective items in the Consultant Firm's budget. The Consulting firm is required to include the cost for all the surveys and other studies not mentioned herein. The USP and ADB may request detailed estimates for each survey and study during contract negotiations.
  
- 4.2.6. **Details of Design Works**
  
- 4.2.6.1. **Design of Campus Buildings** Refer:
  - a. Architects Pacific USP Solomon Island Campus Preliminary Master Planning and Architectural Concepts April 2016 Option 3 Master Planning;

- b. ADB/USP report – Honiara, Solomon Islands – Higher Education Assessment Draft Master Campus Development Plan Section 2.6 Architectural Design Principles;
- c. USP Design Standards and Guidelines Section 3 Architectural Designs;
- d. Tertiary Education Facilities Management Association Space Planning Guidelines Section 5 Indicative Space Modeling;
- e. USP Solomon Islands Campus Academic Plan, July 2015;
- f. Temo Consulting USP Solomon Islands Services Brief, March 2016
  - i. General
  - ii. Mechanical System
  - iii. Electrical System
  - iv. Communication System
  - v. Hydraulic System
  - vi. Fire Protection System;
- g. Drawings & Technical Scope (architectural, structural, electrical (incl. Solar PV system), Mechanical, Hydraulics, Fire, Communications & Data and others as required); and
- h. Furniture Design/Specifications - USP Design Standards and Guidelines Section 9 Furniture & Fittings.

#### **4.2.6.2. Design of Campus Roads & Pavements Refer;**

- a. Architects Pacific USP Solomon Island Campus Preliminary Master Planning and Architectural Concepts April 2016 Option 3 Master Planning, SK01;
- b. ADB/USP report – Honiara, Solomon Islands – Higher Education Assessment Draft Master Campus Development Plan Section 5 On-Site Transportation, December 2015;
- c. USP Design Standards and Guidelines Section 38 Roads Footpaths and Car parks;
- d. ADB/USP report – Honiara, Solomon Islands – Higher Education Assessment Draft Master Campus Development Plan Section 4 Off-Site Transportation, December 2015. (Consider Existing Access Road, Turning Point & Campus Entrance); and
- e. Architects Pacific USP Solomon Island Campus Preliminary Master Planning and Architectural Concepts April 2016 Option 3 Master Planning, MP01.

#### **4.2.6.3. Design of Drainage Refer,**

- a. ADB/USP report – Honiara, Solomon Islands – Higher Education Assessment Draft Master Campus Development Plan Section 7 Storm water, December 2015.

#### **4.2.6.4. Design of Campus Utilities & Reticulation Network Refer;**

- a. Temo Consulting USP Solomon Islands Services Brief, March 2016;
- b. ADB/USP report – Honiara, Solomon Islands – Higher Education Assessment Draft Master Campus Development Plan Section 8 Water Supply, December 2015;
- c. ADB/USP – Honiara, Solomon Islands – Higher Education Assessment Draft Master Campus Development Plan Section 9 Fire Engineering;
- d. ADB/USP report – Honiara, Solomon Islands – Higher Education Assessment Draft Master Campus Development Plan Section 10 Wastewater; and

- e. ADB/USP report – Honiara, Solomon Islands – Higher Education Assessment Draft Master Campus Development Plan Section 11 Electrical, December 2015.

**4.2.6.5. Design of Campus Communications and Data Network Refer;**

- a. ADB/USP report – Honiara Solomon Islands – Higher Education Assessment Draft Master Campus Development Plan Section 12 Telecommunications & IT, December 2015.

**4.2.6.6. Design of Campus Landscaping Refer;**

- a. ADB/USP report – Honiara Solomon Islands – Higher Education Assessment Draft Master Campus Development Plan Section 6 Earthworks and Open Space, December 2015 (Restricted to development site of Architectural Concepts April 2016 Option 3 Master Planning Only); and
- b. USP Design Standards and Guidelines Section 39 Landscapes.

**4.2.6.7. Design of Boundary Fence and Entrance Gate;**

- a. The property has a boundary fence recently installed; however modifications to the entrance/access gate need to match the current concept plan for the development site; and
- b. Appropriate security gates and guard houses need to be located at all access points. These additions will complement the existing boundary fence and campus architecture.

**4.2.6.8. Design of Campus Solar PV System**

- a. 650kW grid connected solar PV system to be installed on available roof space and ground mounted, if necessary;
- b. The system will be solar crystalline modules which have performance criteria of resisting up to 100% humidity and temperatures between 0°C to 55°C;
- c. The solar panel should have a solar conversion efficiency of 15% or more and a fill factor of minimum 72%;
- d. The solar modules should comply to the test standards of International Electrotechnical Commission (IEC) or equivalent. The manufacturing process should comply to ISO9000 series. All relevant test reports and certifications must be provided;
- e. Minimum peak wattage for single module should be 280Wp;
- f. The mounting structure to be cyclone proof and corrosion resistant;
- g. Inverter should be able to reconnect automatically to the grid following system, and should be integrated with standby diesel generators if any;
- h. Inverter should be 415V, 50Hz 3 phase;
- i. Protection systems for lightning, surge, earthing and islanding;
- j. Provision of remote/online monitoring and data logging; and
- k. Warranty should not be less than 10years from the date of installation of the PV System.

**4.2.6.9. Design of Campus Emergency Power Supply (Essential Services)**

- a. Temo Consulting USP Solomon Islands Services Brief, March 2016 (iii Electrical System); and
- b. Details of Construction Phase.

**5. CONSTRUCTION PHASE**

**5.1. The Scope of Services of the Consultant Firm** will include but not necessarily be limited to the following:

- 5.1.1. Regularly undertake project site inspections, oversee contractor's works and guide the contractor on the activities and works, and provide concrete suggestions to the USP for improvement if required;
- 5.1.2. Undertake quality assurance tests on building materials and structural materials used in construction for compliance with specifications and standards;
- 5.1.3. Regularly monitor contractor's environmental management plans on the subprojects;
- 5.1.4. Provide all necessary support to the USP in communicating with and monthly reporting to all relevant authorities such as the ADB, relevant ministries and government bodies, and all other relevant stakeholders as required by the USP; and
- 5.1.5. Provide required certification including those from local authorities via the construction firm, and provide final certification upon completion in all trades.

**6. INPUTS AND OUTPUTS OF THE CONSULTANT FIRM**

**6.1.** The Consultant Firm will provide inputs to and outputs from both the design and construction phases of the project.

**6.2. Design Phase Inputs.** The Consultant Firm will provide the following team members:

- 6.2.1. Team Leader & Architect;
- 6.2.2. Structural Design Engineer;
- 6.2.3. Civil Engineer;
- 6.2.4. Electrical Engineer;
- 6.2.5. Mechanical Engineer;
- 6.2.6. Quantity Surveyor;
- 6.2.7. Solar PV Specialist;
- 6.2.8. Telecommunications Specialist;
- 6.2.9. Environment Safeguard Specialist;
- 6.2.10. Climate Change/Disaster Risk Management Specialist; and
- 6.2.11. Financial Management/Procurement Specialist.

**6.3. Design Phase Outputs.** The Consultant Firm shall produce the following outputs for the design phase:

- 6.3.1. Inception report within 2 weeks from award of contract;
- 6.3.2. Brief fortnightly progress reports and monthly progress reports, in an agreed format between USP and ADB, submitted within 1 week of due dates;
- 6.3.3. Project feasibility study including technical, economics, climate change adaptation and disaster risk management/ plans and/or reports within 8 weeks from award of contract ;
- 6.3.4. Topographical surveys, traffic surveys, geotechnical investigations within 8 weeks from award of contract;
- 6.3.5. Preliminary design report (preliminary plans, technical specifications, BOQ, cost estimates) within 6 weeks from award of contract;
- 6.3.6. National contractor capacity assessment within 8 weeks from award of contract;
- 6.3.7. Draft design report within 10 weeks from award of contract; and

- 6.3.8. Final designs documentation, technical specifications, BOQ, cost estimates, Bid Documentation to USP and ADB Procurement Guidelines (USP Procurement will carry out the tender process) and environmental management and monitoring plans for all civil works under the civil works component within 2 weeks of comments from the PIU on the draft design report;

#### 6.4. Design Phase Milestones

Milestones	Terms of Submission
Award of Contract	Start
Inception Report	2 weeks after award
Preliminary Design Report	6 weeks after award
Draft Design Report	10 weeks after award
Final Design Report & Bid Documents	Within 2 weeks of comments from client on Draft Design Report

- 6.5. **Construction Phase Inputs.** The Consultant Firm for construction phase activities shall consist of members as follows:

- 6.5.1. Team Leader & Architect;
- 6.5.2. Deputy TL/Resident Contract Engineer;
- 6.5.3. Building Services Engineer;
- 6.5.4. Construction Engineering Superintendent (Clerk of Works); and
- 6.5.5. Environmental Safeguard Specialist.

- 6.6. **Construction Phase Outputs.** The Consultant Firm shall produce the following outputs for the construction phase;

- 6.6.1. Complete Bid evaluation reports (technical and financial) for all proposed works contracts within 4 weeks from the close of Tender for all civil works;
- 6.6.2. Assist USP with the completion of contract signing within 3 weeks of the completion of the tender evaluation;
- 6.6.3. Manage the mobilization of contractor for major civil works within 2 months after contract signing;
- 6.6.4. Provide to USP and ADB detailed Project Performance Monitoring System (PPMS) including detailed indicators;
- 6.6.5. Supervise construction works carried out by the contractor/s in accordance with design documentation & technical specifications, contract specifications and USP conditions of contract;
- 6.6.6. Monitoring of contractor compliance with the approved construction environmental monitoring plan (CEMP);
- 6.6.7. Brief monthly and quarterly project progress reports in an agreed format between USP and ADB;
- 6.6.8. Assess contractor's claims and prepare and submit interim and final payment certificates to USP and ADB for payment together with necessary supporting documents;
- 6.6.9. Provide practical completion report in an agreed format 1week after physical completion of the project;
- 6.6.10. Update/revise and provide USP "As-Built Drawings" under the scope of works;

- 6.6.11. Provide Project completion report and all practical completion certification, manuals and drawings 1 month after receiving the comments on the practical completion report from the USP and ADB;
- 6.6.12. An asset management plan with annual expenditure forecast for routine and cyclic maintenance of the buildings and campus property within 1 month of physical completion of the works;
- 6.6.13. Monitoring, Assessment and Sign off of repairs during the Defects Liability Period (12 months); and
- 6.6.14. Defects liability period report and final completion certification at the end of the defects liability period.

## 6.7. Construction Phase Milestones

Milestones	Terms of Submission
Tender Period	6 weeks
Tender Evaluation	4 weeks from close of tender
Civil Works Contract Signing	3 weeks from completion of tender evaluation
Mobilization Complete	2 months from contract signing
Construction Supervision Period	18 months
Final Completion Report and Certification	Within 1 month of physical works completion
Defects Liability Period Report	12 months from Final Completion Report & Certification

## 7. CONSULTANT FIRM TEAM COMPOSITION AND TERMS OF REFERENCE

### 7.1. Team Leader/Architect – Key Position

- 7.1.1. **Design Phase Inputs.** The Team Leader (TL) will report directly to the USP Project Implementation Unit (PIU). S/he is responsible for the overall management of the Consultant Firm team and the project ensuring clear outputs of any feasibility studies, detailed architectural and engineering design, and construction supervision of activities including: (i) initial assessment of the project documentation; (ii) feasibility assessment documentation; (iii) engineering assessment documentation; (iv) economic evaluation; (v) environmental safeguard aspects; (vi) option analysis; (vii) detailed engineering design, review of cost estimates, preparation of the bidding documents, procurement and contract documentation; and (viii) proposed construction materials and contingency plan, etc. to the extent required by the contract. S/he will be designated as the Principal as defined in the USP Conditions of Contract for Construction. The TL will:

- 7.1.1.1. Manage resources and lead the preparation of feasibility assessments, detailed designs, bidding documents;
- 7.1.1.2. Administer, implement, and monitor consultants in the preparation of feasibility studies, option analysis, environment impact assessments, economic analysis, leading to detail designs, tender documentation and procurement of civil works contract package/s;

- 7.1.1.3. Provide necessary architectural inputs for design of the entire campus including section details, elevations, internal layout, joinery furniture and fittings, landscaping plans and other plans as necessary;
  - 7.1.1.4. Lead the preparation of detailed designs and oversee the preparation of all drawings and furniture and equipment specification and schedule, technical specifications, bills of quantities, engineer's estimate in readiness for tender submission to USP;
  - 7.1.1.5. Ensure that the required audits, quality, technical, environmental, and financial audits are undertaken and reported;
  - 7.1.1.6. Oversee and coordinate the implementation of the draft strategy for vulnerability, impact, and climate change adaptation assessments;
  - 7.1.1.7. Ensure that the results of the climate change and disaster risk assessment are fully incorporated into the project design including the detailed engineering design, environmental management, monitoring, BoQ and cost estimates;
  - 7.1.1.8. Advise USP and other agencies on road safety and traffic engineering and incorporate road safety measures in the detailed engineering designs for the Campus;
  - 7.1.1.9. Check/review and document the QA of all the design documents submitted for tender before approval of the Project Implementation Unit;
  - 7.1.1.10. Lead the preparation of bid documents consisting of the technical requirements and terms of reference, ensuring that the estimates of the bill of quantities are in accordance with the design;
  - 7.1.1.11. Assist the USP procurement team during procurement (eg. at pre-tender meetings, resolving design queries) including awarding and signing of contracts, compilation of signed contract documents, assessing compliance of bank guarantees, bonds and insurances submitted by civil works contractor/s in accordance with the conditions of contract;
  - 7.1.1.12. Oversee, guide and support USP in establishing and maintaining contract administration documentation systems and procedures including contract files, record keeping, payments, claims, variations and periodic reporting;
  - 7.1.1.13. Ensure that the cost estimates are prepared in line with country and regional market value prices for similar projects;
  - 7.1.1.14. In consultation with USP and ADB prepare a Monitoring & Evaluation Plan for the construction phase of the project;
  - 7.1.1.15. Based on the M&E Plan, design and document a Project Performance Management System (PPMS) that incorporates systems and procedures for collecting, processing and reporting data, is compatible with the ADB's Project Performance Reporting (PPR), and meets the requirements of USP Project Implementation Unit;
  - 7.1.1.16. Brief USP PIU regularly on the PPMS and its implementation including individual responsibilities for data collection and reporting;
  - 7.1.1.17. Review performance indicators in the project's Design and Monitoring Framework (DMF) and agree on indicators and targets as well as on definitions of these indicators and submit proposed revisions, if necessary;
  - 7.1.1.18. Prepare project completion reports for the project;
  - 7.1.1.19. Ensure the timely delivery of completion documentation, certification final drawings, technical documentation, manuals etc. at the completion of the project;
  - 7.1.1.20. Manage the defects liability period; and
  - 7.1.1.21. Undertake other related duties as required under the project.
- 7.1.2. **Design Phase Outputs.** The TL's outputs during the design phase include:
- 7.1.2.1. Design phase outputs of the Consultant Firm.(Refer to para. 6.3);



- 7.1.2.2. Feasibility reports prepared and approved by USP and ADB;
  - 7.1.2.3. Project schedule is maintained as agreed prior to Design and Supervision Project award;
  - 7.1.2.4. Consultant Firm team members comply with their outputs;
  - 7.1.2.5. Implement appropriate project management tools and filing systems including collection of all current delivery and report standards, flow charts, quality assurance reviews, financial and procurement process and procedures;
  - 7.1.2.6. Review and update of cost estimates;
  - 7.1.2.7. Oversee management/financing plans are delivered in timely manner;
  - 7.1.2.8. Monitoring & Evaluation Plan completed;
  - 7.1.2.9. PPMS in place and updated and reported monthly;
  - 7.1.2.10. Prepare and submit timely monthly reports to USP and ADB; and
  - 7.1.2.11. An asset management plan with annual expenditure forecast for routine and cyclic maintenance of the buildings and campus property prepared.
- 7.1.3. **Construction Phase Inputs.** As indicated above, the TL will be the same candidate engaged for the implementation of the project reporting directly to the Project Implementation Unit. S/he is responsible for the overall management of the consulting team and the project ensuring clear outputs from the specialists and the civil works contractor are delivered within the implementation period. The TL will deliver the following tasks:
- 7.1.3.1. Administer, implement, and monitor the civil works contract procured under the project;
  - 7.1.3.2. Provide guidance to the contractor, after the contract is awarded, in preparing documents and processes for implementation, monitoring and reporting;
  - 7.1.3.3. Review contractors' regular monitoring reports;
  - 7.1.3.4. Ensure that the required audits/inspections, such as regulatory, technical, environmental and financial audits are undertaken and reported;
  - 7.1.3.5. In coordination with the DTL/Resident Contract Engineer, Building Services Engineer and Construction Engineering Superintendent (Clerk of Works), ensure that engineering designs are implemented; Respond to and resolve design queries during implementation of designs. Oversee and assist with any design changes during implementation of the project in consultation with Project Implementation Unit and ADB;
  - 7.1.3.6. Check and review for approval all designs and related documents submitted for construction by contractor/s. Initiate and coordinate design reviews by engineers or other project specialists when required; and
  - 7.1.3.7. Carry out any other project related duties as directed by the Project Implementation Unit.
- 7.1.4. **Construction Phase Outputs.** The TL's outputs during the design phase include:
- 7.1.4.1. Consultant Firm Team in construction phase effectively managed and supervised;
  - 7.1.4.2. Construction works completed within the given time period and all certification provided for insurance purposes (Engineering Certification, Regulatory Certification, Occupancy/Completion Certification);
  - 7.1.4.3. As built drawings, operating manuals, equipment manuals, service manuals and all other technical documentations completed and provide to USP;
  - 7.1.4.4. All progress reports prepared and submitted on time; and

- 7.1.4.5. Education awareness on HIV/AIDS and STIs and gender are well coordinated and undertaken.

**7.1.5. Qualification and Experience.** S/he will have: (i) an advanced degree in architecture or equivalent with qualifications/experience in comparable projects and project management; (ii) at least 5-8 years of experience in feasibility studies, detailed designs and construction supervision of comparable development projects (preferably University/Training institutions) in which at least 3-5 years proven record in similar geographic location continuously as a TL; and (iii) relevant work experience in Pacific DMCs or similar environments.

**7.2. Structural Design Engineer – Key Position** (Alternate TL Designate – in that case responsibilities will include those of the Team Leader outlined above)

**7.2.1. Design Phase Inputs.** Structural Design Engineer will report directly to the Team Leader. The responsibilities include but are not limited to the following:

- 7.2.1.1. Conduct feasibility studies and option analysis evaluating constructability and conducting value engineering for the preparation of detail engineering designs tender documentation and procurement of civil works contract package/s;
- 7.2.1.2. Lead the preparation of the detailed structural designs for buildings and infrastructure, including design reports. Oversee the preparation of drawings, technical specifications, BoQ and engineers' estimates;
- 7.2.1.3. Assist in the preparation of bid documentation and assist the TL with the preparation of the Asset Management Plan for routine and cyclic maintenance of the buildings and campus property;
- 7.2.1.4. Obtain related construction permits from local authorities and address any queries or clarifications they may have;
- 7.2.1.5. Provide all necessary and regulatory certificates for insurance purposes;
- 7.2.1.6. Assist the TL and USP during procurement (eg. at pre-tender meetings, resolving design queries) including awarding and signing of contracts, compilation of signed contract documents;
- 7.2.1.7. Assist the TL prepare project completion reports for the project; and
- 7.2.1.8. Undertake other related duties as required under the project.

**7.2.2. Design Phase Outputs.** The Structural Design Engineer's outputs during the design phase include:

- 7.2.2.1. Input into the Feasibility Report;
- 7.2.2.2. Structural Engineering Drawings, Technical Specifications, Quantity Calculations and Cost Estimates;
- 7.2.2.3. Input to bid documentation completed;
- 7.2.2.4. Assist other Consultant Firm team members comply with their outputs;
- 7.2.2.5. Assist the TL review and update cost estimates; and
- 7.2.2.6. Assist the TL prepare the Asset Management Plan with annual expenditure forecast for routine and periodic maintenance of campus buildings and property prepared.

**7.2.3. Qualification and Experience.** S/he will have: (i) an advanced degree in structural engineering or equivalent with qualifications/experience in building designs and project management; (ii) at least 5-8 years of experience in feasibility studies,

detailed engineering designs and construction supervision of comparable development projects (preferably University/Teaching institutions) in which at least 3-5 years proven record in similar geographic location and knowledge in application of FIDIC conditions of contract; and (iii) relevant work experience in Pacific DMCs or similar environments.

### **7.3. Civil Engineer**

**7.3.1. Design Phase Inputs.** The Civil Engineer will report directly to the Team Leader. The responsibilities include but are not limited to the following:

- 7.3.1.1. Conduct feasibility studies and option analysis evaluating constructability and conducting value engineering for the preparation of detailed civil works designs tender documentation and procurement of civil works contract package;
- 7.3.1.2. Have a lead role in the preparation of the detailed civil works designs for campus infrastructure, site works and landscaping, including design reports. Oversee the preparation of drawings, technical specifications, BoQ and engineers' estimates;
- 7.3.1.3. Assist in the preparation of bid documentation and assist the T/L with the preparation of the Asset Management Plan for routine and cyclic maintenance of the campus utilities and campus property;
- 7.3.1.4. Obtain related development permits from local authorities and address any queries or clarifications they may have;
- 7.3.1.5. Provide all necessary and regulatory certificates for insurance purposes;
- 7.3.1.6. Assist the TL and USP during procurement (eg. at pre-tender meetings, resolving design queries) including awarding and signing of contracts, compilation of signed contract documents;
- 7.3.1.7. Assist the TL prepare project completion report for the project; and
- 7.3.1.8. Undertake other related duties as required under the project.

**7.3.2. Design Phase Outputs.** The Civil Engineer's outputs during the design phase include:

- 7.3.2.1. Input into the Feasibility Report;
- 7.3.2.2. Civil Engineering Drawings, Technical Specifications, Quantity Calculations and Cost Estimates;
- 7.3.2.3. Input to bid documentation completed;
- 7.3.2.4. Assist other Consultant Firm team members comply with their outputs;
- 7.3.2.5. Assist the TL review and update cost estimates; and
- 7.3.2.6. Assist the TL prepare the Asset Management Plan with annual expenditure forecast for routine and periodic maintenance of campus utilities and campus infrastructure.

**7.3.3. Qualification and Experience.** S/he will have: (i) an advanced degree in Civil Engineering or equivalent with qualifications/experience in the design of civil works and project management; (ii) at least 5-8 years of experience in feasibility studies, detailed civil works designs and construction supervision of comparable development projects in which at least 3-5 years proven record in similar geographic location and knowledge in application of FIDIC conditions of contract; and (iii) relevant work experience in Pacific DMCs or similar environments.

### **7.4. Deputy TL/Resident Contract Engineer**

- 7.4.1. **Construction Phase Inputs.** The Deputy TL/Resident Contract Engineer will also undertake the role of TL in discharging his/her duties during the construction phase. S/he will carry out the duties of the TL when the TL is out of the country. S/he will be the Engineer's Representative as detailed in the USP conditions of contract. The Deputy TL/Resident Contract Engineer's responsibilities in contract administration and construction supervision will include, but not necessarily be limited to the following:
- 7.4.1.1. Oversee the Construction Engineering Superintendent (Clerk of Works) in supervising and monitoring construction of the project, prepare measurements for works completed and in progress, and verify bills for payment to the contractor or suppliers;
  - 7.4.1.2. Check the construction to ensure conformity with the contract, propose and present for approval any change in the plans that may be deemed necessary indicating any effect the change may have on contract and prepare all change/variation orders (where necessary) for the approval of the Project Implementation Unit;
  - 7.4.1.3. In consultation with the TL and other Consultant Firm team members, review and recommend for approval of contractor's Project Quality Plan, Environmental Management Plan, Health and Safety Program, and As-Built drawings in accordance with the contract requirements;
  - 7.4.1.4. Monitor and enforce, as detailed out in Contractors Safety Program, the measures taken to ensure safety of the workers, other project personnel, general public and works;
  - 7.4.1.5. Furnish detailed drawings, with revisions as necessary, to the contractor, check the contractor's design and drawings;
  - 7.4.1.6. Attend third party inspections if required and provide certification on the quality of the supplies based on such inspections;
  - 7.4.1.7. Check measurement for works completed and in progress, verify and endorse bills for payment to the contractors / suppliers by the USP, provide certification on the quality of the works accomplished and on their conformity to specifications and drawings. Ensure that works are constructed to the prescribed quality in accordance with specifications, tender documents and quality assurance system;
  - 7.4.1.8. Work as the engineer or employer's representative within the context of conditions of the construction contract;
  - 7.4.1.9. Ensure the contractor complies with the approved construction environment management plan;
  - 7.4.1.10. Hold monthly site meetings and prepare and submit monthly progress reports in such detail acceptable to USP and ADB;
  - 7.4.1.11. Regularly monitor physical and financial progress against the milestones as per the contract so as to ensure completion of contract in time;
  - 7.4.1.12. Review and certify progress claims for disbursement;
  - 7.4.1.13. Monitor and enforce quality control on all activities of the construction work to make sure the highest quality of works conforming to the specification and drawings;
  - 7.4.1.14. Carry out timely reporting to USP for any inconsistency in the work and suggest appropriate corrective measures to be applied;
  - 7.4.1.15. Examine contractor's requests for time extension, variation, additional compensation and claims and recommend appropriate decision;
  - 7.4.1.16. Assist USP in the resolution of various other contractual issues and overall contract management; and
  - 7.4.1.17. After physical completion of contract, prepare planned maintenance procedures, check installation and commissioning, and monitor preparation of the "as built" drawings for various project components.

**7.4.2. Construction Phase Outputs.** The outputs of the DTL include:

- 7.4.2.1. Outputs of TL are completed by the DTL during the absence of the TL;
- 7.4.2.2. All inspections and audits carried out and Certification for Structural and Civil Works provided;
- 7.4.2.3. Effective management of the project activities, the consultants and contractor personnel in the absence of the TL;
- 7.4.2.4. Duties of Engineer to the Contract are discharged as per USP Conditions of Contract;
- 7.4.2.5. Monthly progress reports and interim and final payment certificates are submitted on time;
- 7.4.2.6. Completed planned maintenance procedures, installation and commissioning reports and “as built” drawings; and
- 7.4.2.7. Education awareness on HIV/AIDS and STIs and gender are well coordinated and undertaken.

**7.4.3. Qualifications and experience.** S/he will have a structural engineering degree with at least 10 years’ experience in contract administration and construction supervision of comparable projects in a developing country. A sound knowledge of project management and building construction materials is also required including experience in managing past projects as well as undertaking the role of the resident/contract engineer.

**7.5. Electrical Engineer**

**7.5.1. Design Phase Inputs.** The Electrical Engineer will report directly to the Team Leader. The responsibilities include but are not be limited to the following:

- 7.5.1.1. Conduct feasibility studies and option analysis and conduct value engineering for the preparation of detail engineering designs tender documentation and procurement of civil works contractor;
- 7.5.1.2. Conduct feasibility studies and option analysis and conducting consultation with the Solomon Power (former SIEA) for the new campus and for integration of Solar PV system designs;
- 7.5.1.3. Have a lead role in the preparation of the detailed electrical design drawings including Fire Detection, Protection & Evacuation Systems for buildings in consultation with other specialists, including design reports. Oversee the preparation of drawings, technical specifications, BoQ and engineers’ estimates;
- 7.5.1.4. Assist in the preparation of bid documentation and assist the TL with the preparation of the Asset Management Plan for routine and cyclic maintenance of the buildings services;
- 7.5.1.5. Obtain related electrical permits from Solomon Power and address any queries or clarifications they may have;
- 7.5.1.6. Provide all necessary and regulatory certificates for insurance purposes;
- 7.5.1.7. Assist the TL and USP during procurement (eg. at pre-tender meetings, resolving design queries) including awarding and signing of contracts, compilation of signed contract documents;
- 7.5.1.8. Assist the TL prepare project completion report for the project; and
- 7.5.1.9. Undertake other related duties as required under the project.

7.5.2. **Design Phase Outputs.** The Electrical Engineer's outputs during the design phase include:

- 7.5.2.1. Electrical Engineering Drawings, Fire Services Drawings, Plans, Technical Specifications, Quantity Calculations & Cost Estimates;
- 7.5.2.2. Approvals from Solomon Power for all electrical connections including Solar PV system;
- 7.5.2.3. Input to bid documentation completed;
- 7.5.2.4. Assist other Consultant Firm Team members comply with their outputs;
- 7.5.2.5. Assist the TL review and update cost estimates; and
- 7.5.2.6. Assist the TL prepare the Asset Management Plan with annual expenditure forecast for routine and periodic maintenance of building services and campus infrastructure.

7.5.3. **Qualification and Experience.** The specialist will have: (i) degree in electrical engineering; ii) at least 10 years' experience in electrical design, including five years' international experience in development projects; and (iii) relevant work experience in Pacific DMCs or similar environments.

## 7.6. Telecommunications Specialist

7.6.1. **Design Phase Inputs.** The Telecommunications Specialist will report directly to the Team Leader. The specialist will be responsible for the detailed telecommunications & data network design of buildings and campus infrastructure. The job responsibilities will include, but not be limited to the following:

- 7.6.1.1. Conduct feasibility studies and option analysis and conduct value engineering for the preparation of detailed telecommunications and data network designs tender documentation and procurement of civil works contractor;
- 7.6.1.2. Conduct feasibility studies and option analysis and conduct consultation with the "Our Telekom" for the new campus;
- 7.6.1.3. Have a lead role in the preparation of the detailed telecommunications & data network design drawings in consultation with other specialists, including design reports. Oversee the preparation of drawings, technical specifications, BoQs and engineers' estimates;
- 7.6.1.4. Assist in the preparation of bid documentation and assist the TL with the preparation of the Asset Management Plan for routine and cyclic maintenance of the buildings telecommunications and data network services infrastructure;
- 7.6.1.5. Obtain related permits from "Our Telekom" and address any queries or clarifications they may have;
- 7.6.1.6. Provide all necessary and regulatory certificates for insurance purposes;
- 7.6.1.7. Assist the TL and USP during procurement (eg. at pre-tender meetings, resolving design queries) including awarding and signing of contracts, compilation of signed contract documents;
- 7.6.1.8. Assist the TL prepare project completion report for the project; and
- 7.6.1.9. Undertake other related duties as required under the project.

7.6.2. **Design Phase Outputs.** The Telecommunications Specialist's outputs during the design phase include:

- 7.6.2.1. Telecommunications & Data Network Drawings, Technical Specifications, Quantity Calculations & Cost Estimates;

- 7.6.2.2. Approvals from “Our Telekom” for all connections;
- 7.6.2.3. Input to bid documentation completed;
- 7.6.2.4. Assist other Consultant Firm team members comply with their outputs;
- 7.6.2.5. Assist the TL review and update cost estimates; and
- 7.6.2.6. Assist the TL prepare the Asset Management Plan with annual expenditure forecast for routine and periodic maintenance/replacement of building telecommunications and data network services infrastructure.

7.6.3. **Qualification and Experience.** The specialist will have: (i) degree in Computing Science and Information Systems and be a Cisco Certified Network Professional (CCNP); ii) at least 10 years’ experience in network design, including five years’ international experience in development projects; and (iii) relevant work experience in Pacific DMCs or similar environments.

## 7.7. Mechanical Engineer

7.7.1. **Design Phase Inputs.** The Mechanical Engineer will report directly to the Team Leader. The responsibilities include but are not limited to the following:

- 7.7.1.1. Conduct feasibility studies and option analysis and conduct value engineering for the preparation of detail engineering designs tender documentation and procurement of civil works contractor;
- 7.7.1.2. Have a lead role in the preparation of the detailed mechanical and hydraulic designs for buildings and campus infrastructure, including design reports. Oversee the preparation of drawings, technical specifications, BoQ and engineers’ estimates;
- 7.7.1.3. Assist other consultants with the preparation of the detailed Fire Detection, Protection & Evacuation Systems, including design reports. Oversee the preparation of drawings, technical specifications, BoQs and engineers’ estimates;
- 7.7.1.4. Assist in the preparation of bid documentation and assist the TL with the preparation of the Asset Management Plan for routine and cyclic maintenance of the buildings services;
- 7.7.1.5. Obtain related permits from Solomon Water (former SIWA)/Relevant Authorities and address any queries or clarifications they may have;
- 7.7.1.6. Provide all necessary and regulatory certificates for insurance purposes;
- 7.7.1.7. Assist the TL and USP during procurement (eg. at pre-tender meetings, resolving design queries) including awarding and signing of contracts, compilation of signed contract documents;
- 7.7.1.8. Assist the TL prepare project completion report for the project; and
- 7.7.1.9. Undertake other related duties as required under the project.

7.7.2. **Design Phase Outputs.** The Mechanical Engineer’s outputs during the design phase include:

- 7.7.2.1. Mechanical & Hydraulic Engineering Drawings, Technical Specifications, Quantity Calculations & Cost Estimates;
- 7.7.2.2. Input to bid documentation completed;
- 7.7.2.3. Assist other Consultant Firm team members comply with their outputs;
- 7.7.2.4. Assist the TL review and update cost estimates; and
- 7.7.2.5. Assist the TL prepare the Asset Management Plan with annual expenditure forecast for routine and periodic maintenance of building services and campus infrastructure.

- 7.7.3. **Qualification and Experience.** The specialist will have: (i) degree in Mechanical Engineering; (ii) at least 5-8 years' similar experience in comparable projects, including five years' international experience in development projects; (iii) sound knowledge of FIDIC conditions of Contract; and (iv) relevant work experience in Pacific DMCs or similar environments.

## 7.8. **Contract Engineer Building Services**

- 7.8.1. **Construction Phase Inputs.** The Contract Engineer Building Services will report to the Team Leader during the construction phase and also support the Deputy Team Leader. The Contract Engineer Building Services responsibilities will include, but not necessarily be limited to the following:

- 7.8.1.1. Periodically check the building services construction to ensure conformity with the contract, propose and present for approval any change in the plans that may be deemed necessary indicating any effect the change may have on the contract and prepare all change/variation orders (where necessary) for the approval of the Project Implementation Unit;
- 7.8.1.2. In consultation with the TL and other Consultant Firm team members, review and recommend for approval As-Built drawings in accordance with the contract requirements;
- 7.8.1.3. Furnish detailed building services drawings, with revisions as necessary, to the contractor, check contractors' design and drawings;
- 7.8.1.4. Attend third party inspections as required and provide certification on the installations based on such inspections;
- 7.8.1.5. Attend monthly site meetings as required by the DTL/Resident Contract Engineer and prepare and submit progress reports as required in such detail acceptable to USP and ADB;
- 7.8.1.6. Review and certify progress claims for disbursement of building services related claims;
- 7.8.1.7. Carry out timely reporting to USP for any inconsistency in the work and suggest appropriate corrective measures to be applied;
- 7.8.1.8. Assist USP in the resolution of various other contractual issues and overall contract management; and
- 7.8.1.9. After physical completion of contract, prepare planned maintenance procedures; check installation and commissioning, and monitor preparation of the "as built" drawings for building services installations.

- 7.8.2. **Construction Phase Outputs.** The outputs of the Contract Engineer Building Services include:

- 7.8.2.1. Provide Certification for Building Services;
- 7.8.2.2. Ensure that monthly progress reports and interim and final payment certificates are submitted on time; and
- 7.8.2.3. Complete planned maintenance procedures, installation and commissioning reports and "as-built" drawings.

- 7.8.3. **Qualifications and Experience.** S/he will have an Electrical/Mechanical Engineering degree with at least 10 years' experience in contract administration and construction supervision of comparable projects in a developing country. A sound knowledge of project management and building construction materials is also



required including experience in managing past projects as well as undertaking the role of resident/contract engineer.

## **7.9. Quantity Surveyor/Estimator**

7.9.1. **Design Phase Inputs.** The Quantity Surveyor/Estimator will be responsible for undertaking peer review of BoQ and the estimates prepared by the design engineers and will perform the following tasks:

- 7.9.1.1. Review the content of the cost estimate to check that it generally includes the appropriate items of work for the identified scope;
- 7.9.1.2. Review the level of detail of the BoQ to check that the breakdown is appropriate for the relative value of the individual items;
- 7.9.1.3. Review estimated rates to confirm their appropriateness in relation to the current market value prices and required work inputs;
- 7.9.1.4. Review the professional fees, preliminary and general costs, project contingency and project funding risk allowances where applicable;
- 7.9.1.5. Identify risks and recommend mitigation measures in the estimates; and
- 7.9.1.6. Prepare a report summarizing peer review methodology, findings and recommendations and submit to the Client.

7.9.2. **Design Phase Outputs.** The outputs include:

- 7.9.2.1. Estimate meets the BoQ prices to current market value rates;
- 7.9.2.2. Risk analysis and mitigating measures on the estimates are completed; and
- 7.9.2.3. Report on the estimate prepared at the Preliminary Design Documentation submission stage and Final Design Documentation submission stage.

7.9.3. **Qualification and Experience.** S/he will have: (i) a degree in quantity surveying; and (ii) at least 5-8 years' of experience working in the firm estimating works of comparable projects with relevant work experience in Pacific DMCs or similar environments.

## **7.10. Solar PV Specialist**

7.10.1. **Design Phase Inputs.** The Solar PV Specialist will be responsible for the following tasks:

- 7.10.1.1. Carry out all investigations, surveys, consultations, detailed design, construction drawings, and specifications for the supply, installation and commissioning of the Solar PV System. The drawings should include roof plan, installation details, north-south direction panel layout, electrical drawings/schematics, and structural mounting details;
- 7.10.1.2. Assist the Electrical Engineer to liaise with Solomon Power, to satisfy regulatory and technical requirements for installation, operation and possible buyback of electricity from the Campus by Solomon Power;
- 7.10.1.3. A detailed time schedule to be provided with full bill of materials upon confirmation of Solar Capacity;
- 7.10.1.4. Ensure the design considers the roof capacity of the new buildings and utilizes parts of the site not planned for immediate development;
- 7.10.1.5. Identify risks and recommend mitigation measures in the estimates; and

- 7.10.1.6. Prepare a report summarizing peer review methodology, findings and recommendations and submit to the Client.

7.10.2. **Design Phase Outputs.** The outputs include:

- 7.10.2.1. Solar PV Engineering Drawings, Technical Specifications, Quantity Calculations & Cost Estimates;
- 7.10.2.2. Input to bid documentation completed;
- 7.10.2.3. Assist other Consultant Firm team members comply with their outputs;
- 7.10.2.4. Assist the TL review and update cost estimates;
- 7.10.2.5. Asset Management Plan with annual expenditure forecast for routine and periodic maintenance of Solar PV installations;
- 7.10.2.6. Training of USP staff completed on the operation, maintenance and monitoring of the systems; and
- 7.10.2.7. Back up support during Defects Liability Period (12 months) and ensure timely rectification of defects, if so required.

- 7.10.3. **Qualification and Experience.** S/he will have: (i) a degree in electrical engineering, with post graduate qualification in solar engineering; and (ii) at least 5-8 years' of experience working on Solar PV projects with relevant work experience in Pacific DMCs or similar environments.

7.11. **Financial Management/Procurement Specialist**

- 7.11.1. **Design Inputs.** The specialist will conduct financial due diligence in accordance with ADB's requirements and will also advise the team on the procurement processes and packages required for the project . S/he will also be responsible for all project accounts and oversee office administration, including procurement and logistics. Relevant guidance is available at <http://www.adb.org/projects/operations/financial-management-resources>. The analysis will include:

- 7.11.1.1. confirm the financial management assessment of the executing and implementing agencies, including (a) assessing previous financial management assessments conducted by ADB or other agencies and, if so, reviewing the results and ascertaining whether these can be used as inputs, (b) assessing capacity for planning and budgeting, management and financial accounting, reporting, auditing, internal controls, and information systems (c) reviewing proposed disbursement and funds-flow arrangements, and (d) concluding on the financial management risk rating and identifying and confirming measures for addressing identified deficiencies;
- 7.11.1.2. confirm financial projections and conduct financial analyses of the executing and implementing agencies, and incremental recurrent costs, to determine financial sustainability, and reviewing proposed cost-recovery and tariff policies, including affordability;
- 7.11.1.3. where significant risks are identified to project financial sustainability or viability, propose relevant financial performance indicators to be incorporated in financial covenants; and
- 7.11.1.4. assess and reach agreement on financial reporting, auditing and public disclosure arrangements for the project, and, as appropriate, identify and agree arrangements for receiving financial statements from executing and/or implementing agencies;
- 7.11.1.5. Update a comprehensive Financial and Administration Procedures Manual. This manual shall be built on relevant guidelines including ADB's Guidelines for the

Financial Governance and Management of Projects and Loan Disbursement Handbook; and

- 7.11.1.6. Assist USP in the arrangements for the audit of the project accounts, file all project records and ensure an inventory of USP's fixed asset register with respect to the project is maintained.
- 7.11.1.7. Provide technical advice on procurement strategies for packaging works;
- 7.11.1.8. Ensure that procurement processes are in accordance with policies, systems and procedures of the USP and ADB,
- 7.11.1.9. Prepare standard bidding documents for the architectural, engineering services and construction supervision consultancy,
- 7.11.1.10. Support the preparation invitations for bids and evaluation of submissions;
- 7.11.1.11. Support the bidding process during the bid period, respond to queries from the bidders and conduct pre-bid meeting if required;
- 7.11.1.12. Assist the USP Tender Evaluation Committee in preparing the bid evaluation reports;
- 7.11.1.13. Provide assistance to the USP in updating of Procurement Plan, if required;
- 7.11.1.14. Assist the USP in the award of contracts,
- 7.11.1.15. Prepare contract documents;
- 7.11.1.16. Assist the USP in arranging with contractors to sign contracts,
- 7.11.1.17. Support the USP in the issuance of Letter of Acceptance to the winning bidders,
- 7.11.1.18. Assist the USP in obtaining and assess compliance of performance bond or guarantee and insurances from the winning bidders,
- 7.11.1.19. Assist the USP in disclosing the names of bidders, bid prices and name of the winning bidder and its bid on government's website;

7.11.2. **Design Phase Outputs.** The outputs include:

- 7.11.2.1. Financial management assessment report on the executing and implementing agencies;
- 7.11.2.2. Incremental recurrent costs assessed for affordability and financial sustainability;
- 7.11.2.3. Timely and regular financial reports submitted to the TL and USP;
- 7.11.2.4. Reviewed existing financial management tool, and revise as needed;
- 7.11.2.5. Assist USP Accounts staff to organize and facilitate audit preparations;
- 7.11.2.6. Assist USP staff to update USP fixed assets register; and
- 7.11.2.7. Assist the TL prepare the Asset Management Plan for the project prepared in liaison with other consultants.
- 7.11.2.8. The USP's procurement documents are international best practices and in accordance with ADB's requirements,
- 7.11.2.9. Contract packages completed.
- 7.11.2.10. Invitation for Bids advertised.
- 7.11.2.11. Bid documents prepared and bid process completed
- 7.11.2.12. Contracts awarded for the civil works, goods and services as per procurement plan (if required)
- 7.11.2.13. Procurement plan updated for any changes and submitted (if required)

- 7.11.3. **Qualification and Experience.** S/he will have: (i) a degree in accounting, finance, or a related field, and at least 8 years' consultancy or field experience. Substantial experience undertaking financial due diligence in Pacific Island countries or similar environment will be a significant advantage.

7.12. **Climate Change Adaptation and Disaster Risk Management Specialist**

- 7.12.1. **Design Phase Inputs.** The Climate Change Adaptation and Disaster Risk Management (CCA/DRM) Specialist will provide technical inputs on the potential risks of climate change and disasters to the project components and options for managing these identified risks. The tasks include but may not be limited to the following:
- 7.12.1.1. Collect existing climate change data, and climate change and disaster risk assessments and reports in the project area, and prepare a summary of existing information and potential gaps;
  - 7.12.1.2. Based on internationally recognized guidelines for climate change adaptation technique, carry out the screening of the project and define the scope of further climate change assessment based on the screening results and information gaps;
  - 7.12.1.3. Identify the climate parameters of concern for the project, including but not limited to changes in seasonal precipitation and flooding patterns, temperature regimes, and sea level rise;
  - 7.12.1.4. In coordination with the TL and other team members, develop a methodological framework and detailed work plan for carrying out a climate and disaster risk assessment and management study for the project, taking into account the overall timeline of feasibility study and design phase and milestones when results from the study will need to be communicated and considered by the wider team;
  - 7.12.1.5. Assess the climate and disaster risks associated with the subprojects on the basis of the above, including the development of climate scenarios, assessment of potential risks of sensitive subprojects to projected climate change and disasters;
  - 7.12.1.6. Conduct a vulnerability assessment in the project area to identify vulnerability of the planned infrastructure as well as the project's potential effects on the vulnerability of the area and people. In coordination with the hydrologist, identify priority areas with high vulnerability along the road corridors;
  - 7.12.1.7. Coordinate the climate impact assessment in coordination with the TL and the other Consultant Firm team members;
  - 7.12.1.8. In consultation and collaboration with the TL and other Consultant Firm team members, identify possible (structural and non-structural) interventions as adaption options to address impacts, risks and vulnerability;
  - 7.12.1.9. Coordinate with the environment safeguard specialist to provide inputs to the environmental assessment and environmental management plan as required in line with the findings;
  - 7.12.1.10. Assist the TL in estimating the life-cycle project costs and benefits of climate change adaptation and disaster risk management options, including the socioeconomic and environmental benefits, and prepare a report for the project as part of the feasibility study;
  - 7.12.1.11. Prepare a detailed technical report on the study, including the overall methodology, data used, assumptions made, key findings and their implications for the project preparation, caveats/limitations of the study and their implication for the project preparation;
  - 7.12.1.12. Assist the TL in adjusting the design of the projects by incorporating climate change adaptation and DRM; and
  - 7.12.1.13. Provide recommendations and suggestions for improvements in methodology to USP.
- 7.12.2. **Design Phase Outputs.** The outputs of the climate change adaptation specialist are as follows:

- 7.12.2.1. A technical note outlining the sensitivities of project components to climate conditions and disasters completed;
  - 7.12.2.2. A work plan for a climate and disaster risk and vulnerability assessment and management study, including: key study sites/areas, future timeframe, climatic/hydrological variables/parameters to be analyzed; inventory of data required for the study, and data acquisition plan; methods and techniques for climate scenario analyses; methods for impact assessments; methods for identifying risk management/adaptation options; and a plan for interacting with the design team (including objectives, timeline, relevant team members); and key outputs with milestones completed; and
  - 7.12.2.3. A technical report on the study, including: an executive summary including key findings and their implications for the design, construction and maintenance of project components; methodological framework; data, scenarios and assumptions underlying the study; key findings including projected climate change in the project sites/areas, potential impacts of projected climate change on project components; possible options to address impacts/risks to ensure climate and disaster resilient design, construction and maintenance of project components; and wider implications of climate change and associated impacts for road network development, caveats and limitations of the study completed.
- 7.12.3. **Qualifications and Experience.** S/he will be a climate scientist or geographer or hold qualifications in related fields of climate change and disasters with: (i) at least 8 years of experience working in the fields of climate change scenario analysis, climate change and disaster impact, vulnerability and adaptation; and (ii) extensive experiences of working within a multidisciplinary team and demonstrable skills in communicating climate science to a wide range of audiences.

### 7.13. **Environment Safeguard Specialist**

- 7.13.1. **Design Phase Inputs.** The Environment Safeguard Specialist will work closely with other professionals including ADB to ensure that:
- 7.13.1.1. The provisions in the Initial Environment Examination (IEE) are appropriately incorporated in the detailed designs to avoid or mitigate adverse environmental impact resulting from the construction of the buildings and facilities. The environment specialist should have a degree in a relevant subject and at least five years' experience in preparing reports or environmental monitoring;
  - 7.13.1.2. Ensure that all designs are in compliance with local environmental regulations;
  - 7.13.1.3. Obtain all environmental compliance certificates from relevant authorities as required; and
  - 7.13.1.4. The construction should be in compliance with the environment impact assessment (EIA).
- 7.13.2. **Construction Phase Inputs.** The Environment Safeguard Specialist will:
- 7.13.2.1. Monitor and report on the civil works contractor's implementation of the approved construction EMP (Environment Management Plan). Monthly compliance reports will be incorporated into the quarterly progress reports (QPR) prepared by the Consultant Firm TL and will be submitted to the PIU and ADB;

- 7.13.2.2. Undertake consultations as required by the Environment Act, Environment Regulations and the Safeguard Policy Statement (SPS);
- 7.13.2.3. In consultation with the Project Implementation Unit (PIU) and with Environment and Conservation Department (ECD), ensure that environmental safeguard measures under the project comply with national safeguard requirements and SPS including but not limited to submitting the development application, reformatting the IEE prepared in 2016 as a public environmental report (PER) or environmental impact statement (EIS) as required by ECD, and submitting the application for development consent under the Environment Act 1998; Coordinate with the engineers and technical specialists to ensure recommendations from the 2016 IEE and any other environmental-related requirements identified during the design phase are incorporated into the design;
- 7.13.2.4. Update the 2016 IEE as PER (or EIS) based on the completed detailed design;
- 7.13.2.5. Ensure relevant provisions and text from the updated environmental assessment and any conditions on the development consent are included in the bid documents for the project, including draft method statements and updated EMP, and other management plans as required;
- 7.13.2.6. Assist in the bid evaluation as pertaining to EMP and grievance redress provisions and requirements as submitted by the potential contractors;
- 7.13.2.7. Provide induction training to the successful contractor in respect of EMP provisions and requirements. Review the contractor's CEMP, suggest changes or revisions as required, and recommend to PIU that approval of the CEMP may be issued;
- 7.13.2.8. Provide advice and support as required to the contractor in preparing aggregate extraction plans and/or quarry management plans as required and applying for and obtaining building materials permits from Ministry of Mines, Energy and Rural Electrification;
- 7.13.2.9. Coordinate with the Supervising Engineer to monitor the contractor's compliance with CEMP including monthly reporting of the contractor on CEMP implementation;
- 7.13.2.10. Establish an environmental monitoring and reporting system within the PIU and contribute to quarterly progress reports and prepare and submit semi-annual safeguards monitoring reports;
- 7.13.2.11. Ensure compliance with all assurances under the project;
- 7.13.2.12. Based on the updated EMP, prepare draft method statements to be included in the contractor's construction EMP (CEMP) including waste management plan (WMP), traffic management plan (TMP), materials management plan (MMP), erosion and runoff control plan (ERCP), drainage management plan (DMP), and health and safety plan (HSP);
- 7.13.2.13. Prior to contractor's preparation of the CEMP, provide training to USP and other stakeholders (as required) on environmental management provisions and monitoring. Provide induction training to the contractor on environmental management and monitoring requirements and support the contractor to prepare the CEMP, and assist the other team members to review the CEMP (including other plans as required) - suggest changes or revisions as required, and recommend to Consultant Firm TL/USP that approval of the CEMP may be issued;
- 7.13.2.14. Further to the existing compliance monitoring being implemented by USP, assist the other team members to put in place environmental monitoring and reporting mechanism for the project and contribute to Quarterly Progress Reports - including compilation of relevant items from Monthly Reports prepared by contractor - to be prepared by the Consultant Firm for USP and ADB. The monitoring and reporting system will cover CEMP compliance and compliance with any conditions on environmental permit issued by DEPC;

- 7.13.2.15. Monitor the contractor's compliance with CEMP (and other plans) and permit conditions, and as necessary conduct on-site spot-checks of contractor's mitigations and review contractor's Monthly Reports regular monitoring reports. Prepare inputs to the semi-annual safeguards monitoring reports on environmental safeguard aspects; and
- 7.13.2.16. Ensure compliance with all assurances under the project.

**7.13.3. Construction Phase Outputs.** The outputs of the ESS include:

- 7.13.3.1. Contribution to feasibility study through preparation of environmental assessment report(s) and plans prepared;
- 7.13.3.2. Training to Consulting Firm team members, USP and contractor(s) completed; and
- 7.13.3.3. Templates prepared and system established for compliance monitoring and reporting that will be implemented by the USP, contractor(s) during construction stage.

**7.13.4. Qualifications and Experience.** S/he will have: (i) a tertiary degree in environmental science or planning, or a closely related field; (ii) at least 8-10 years' experience working in developing countries; (iii) experience in the Pacific countries and experience in Solomon Islands will be considered an advantage; and (iv) recent and demonstrable experience in preparing and implementing safeguards aspects of infrastructure development projects in Pacific countries or similar environments.

**7.14. Construction Engineering Superintendent (Clerk of Works)**

**7.14.1. Construction phase Inputs.** The responsibilities of the specialist will include, but not necessarily be limited to the followings:

- 7.14.1.1. Under the guidance of Resident/Contract Engineer and TL, provide direct supervision of the contractors works;
- 7.14.1.2. Ensure that the contractor complies with the approved CEMP requirements;
- 7.14.1.3. Ensure that the works are completed in compliance with the specifications and standards under the contract;
- 7.14.1.4. Oversee quality control of the works of the contractor's personnel including quality of building materials, concrete and reinforcing bars, steel, bitumen etc. as per specifications including visually inspecting finishing works, application of paints and varnishing's in accordance with application schedules and manufacturers' specifications;
- 7.14.1.5. Assess construction materials and oversee field and laboratory tests;
- 7.14.1.6. Certify the laboratory tests on materials and concrete;
- 7.14.1.7. Assess contractor's monthly claims; and
- 7.14.1.8. Provide inputs in Resident /Contract Engineer's monthly progress report.

**7.14.2. Construction Phase Outputs. The outputs are as follows:**

- 7.14.2.1. Provision of weekly reports to the TL/DTL detailing all site activities, weather information, visitors, inspections audits undertaken during the week;
- 7.14.2.2. Effective supervision and quality assurance of contractor's work in accordance with the contract is complied with;
- 7.14.2.3. Contractor's workers comply with the operational, health and safety standards as per the contract; and

- 7.14.2.4. Specification and strengths of the construction materials for bridges and roads are complied with as per the contract.
- 7.14.3. **Qualifications and Experience.** S/he will have (i) higher certificate or diploma in construction engineering particularly for comparable projects; (ii) at least 10 years of experience in supervision of the construction of similar projects preferably in Pacific DMCs; and (iii) knowledge of building materials, finishing applications and construction material and their strengths for similar projects.