

ANNEX 8 – VLJP OPERATIONAL PROCEDURES MANUAL

**Vanuatu Law and Justice
Partnerships Program (VLJP)**

**Operational Procedures
Manual**

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ACRONYMS

ABN	Australian Business Number
ARF	Adviser Remuneration Framework
AUD	Australian Dollar
AusAID	Australian Agency for International Development
CoC	Code of Conduct
CM	Contract Manager
CPG	Commonwealth Procurement Guidelines
CV	Curriculum Vitae
EFT	Electronic Funds Transfer
GRM	GRM International
HO	Head Office
LES	Locally Engaged Staff
LTA	Long-term Advisers
MR	Management Reporting
OM	Operational Procedures Manual
PC	Partnership Coordinator
PM	Program Manager
RMM	Risk Management Matrix
SM	Senior Manager
STA	Short Term Adviser
TL	Team Leader
ToR	Terms of Reference
VLJP	Vanuatu Law and Justice Partnerships Program
VUV	Vatu

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PREAMBLE

This document has been designed for and is available in hard copy or electronically (as requested) to all Vanuatu Law and Justice Partnership Program (VLJP) Staff and GRM International Staff setting out procedures, responsibilities and accountabilities for the Program.

1. CHAPTER ONE - INTRODUCTION

VLJP is supported by two separate teams detailed below. One based at the Project Office in Port Vila, Vanuatu, and the other at the GRM Head Office in Brisbane. See Annex 1 for a complete list of all personnel on VLJP. TOR for each member and Short Term Adviser supporting the team are attached as Annex 17.

1.1 GRM INTERNATIONAL

GRM International Ltd ('GRM' or the 'Company') was incorporated in 1968 to provide consultancy, advisory and management services to clients in Australia and overseas. We take pride in our commitment to quality outcomes, honesty and professional integrity, personal and team empowerment and development, and above all to respect stakeholders/clients and to assist them to meet their needs.

To this end, our project management is based on practical experience, flexibility, mediation and negotiation, and the drawing together of stakeholders in a working partnership. By promoting the equitable involvement of communities and recognising that both men and women must participate in the planning and implementation of development activities, we are able to enhance the ideas of all involved in achieving sustainable development.

We are also committed to the achievement of high ethical standards and expect that all team members and consultants will not only meet the minimum standards of our Code of Conduct (CoC), but will strive and encourage others to achieve the highest standards of conduct possible. Our Code is developed to provide all members of GRM with a set of guiding ethical principles and associated obligations to assist in the determination of an acceptable standard of conduct during the course of our work together. It aims to ensure that we promote a positive image of the Company and its team members at all times and that embarrassment will not be brought on the Company or its shareholders, clients or other partners through lack of understanding of the standards of ethics and conduct expected.

To achieve a high standard of service delivery, a set of procedures is developed for quality control and to provide guidelines that will assist in the effective and efficient management and implementation of the project. This set of procedures is contained in this Operational Procedures Manual (OM or the Manual), which all members of GRM are expected to abide by to maintain best practice.

The independent oversight and audits of the project, from both a financial and performance point of view, can be onerous at times but we have endeavoured to keep time involved in reporting for administrative and audit purposes to a minimum so that maximum time is dedicated to planning and implementation of the Programme. We wish to, however, maintain and improve our high standard of project management, particularly in difficult environments.

1.2 THE PROGRAM - VJLP

The Vanuatu Law and Justice Partnerships Program (VLJP) commenced on March 6 2012 in Port Vila, Vanuatu.

BACKGROUND

The Vanuatu *Stretem Rod Blong Jastis* (Law and Justice) Partnership (the "Project") builds on the Vanuatu Legal Sector Strengthening Project (VLSSP). The first phase of VLSSP began in 2000 as a result of a 1996 request from the Government of Vanuatu (GoV) for assistance to key public legal offices. Phase II of the project commenced in July 2002 and was extended to December 2005. The Project's third phase commenced in January 2006 and was due to end on 1 January 2011 but was extended until 30 June 2011. The Governments of Vanuatu and Australia have agreed that ongoing cooperation in the law and justice sector will make an important contribution to the achievement of Vanuatu's development objectives.

In 2009-10, VLSSP supported the newly re-structured Ministry of Justice and Community Services (MoJCS), which is responsible for many of the key legal sector agencies, to facilitate sector-wide consultations. This resulted in the development and launching of the GoV's first Law and Justice Sector Strategy and Action Plan in 2009. This Strategy and Action Plan brings together all Vanuatu stakeholders in the Sector, hence a need for improved coordination on the donor side. The Government is currently working on a Policy Framework for the sector.

During 2010, AusAID commissioned a design team to work with ni-Vanuatu counterparts to design the next phase of GoV - GoA collaboration in the sector. At the request of the GoV and in order to meet an ongoing need, Stage One of the Vanuatu Law and Justice Partnership will provide TA and capacity building for key legal sector agencies and supporting the MoJCS and the rest of the sector to develop detailed implementation plans for the Sector Strategy, and the sector policy framework that is currently under development. The Scope of Services in this Contract is for Stage One only with an option of Stage Two once this has been designed as part of Stage One. Stage One of the Project will cover a fifteen month period with a Stage Two 2 year 9 month extension option. During Stage One, the MoJCS and legal sector agencies will work with the Contractor to develop a Plan for Partnership Activities for Stage Two of the Project. The Plan for Partnership Activities for Stage Two are yet to be developed. It is envisaged that the Project will continue to focus on broadly similar components as those described in the Project Design Document (PDD).

The Project will involve shared GoV and GoA governance and management processes, where GoV leadership is increased over time, consistent with international aid effectiveness practices. Such an approach requires emphasis on good quality relationships, ongoing negotiations about the contributions of donors to a single plan and a shared responsibility for achievements and flexibility.

The Contractor will play the role of Secretariat to the Project, while also being responsible for management and coordination of a wide range of activities described below.

GOAL

The high level objectives for the Project are to contribute towards GoV's vision for the sector "A professional, competent and accountable law and judicial system that enables equal rights and access to justice for all" and its mission statement "To support justice agencies to promote justice and provide fair and equitable services to meet the needs of the community, the rule of law and protection of human rights".

The outcomes for the Project are expected to be as follows:

- a. Increased GoV leadership of the sector;
- b. Increased coordination across the sector;
- c. Increased sectoral capacity represented through improved performance and ability of GoV and other stakeholders to achieve shared objectives relating to law and justice priorities, such as human rights;
- d. The quality of formal legal service delivery for GoV and the Vanuatu population is maximized within an affordable budget;
- e. The interface between formal justice and kastom law systems is more clearly and widely understood within the sector and beyond;
- f. A broader definition of the law and justice sector is used by all stakeholders to take into account the critical role of agencies and kastom leaders beyond urban centres and outside Government;
- g. Increased and more equitable access by ni-Vanuatu women and men to affordable, sustainable and culturally relevant services which promote harmony and justice; and
- h. Increased understanding of the interface between formal (including police) elements and kastom systems in delivering services and maintaining harmonious communities to inform better practice and increased access.

1.3 THE OPERATIONAL PROCEDURES MANUAL

The OM is a reference and instruction guide for operation of and employment with VLJP. It is intended primarily for the in-country office and for those directly involved in implementing VLJP.

The OM contains information about GRM, VLJP, instructions and requirements for financial and operational aspects, as well as templates, and background documents contained in the Annexes. As a rule, explanations and procedures are located in the main body of the Manual (Chapters 1 through to 8), all of the templates are in the Forms section followed by the Annexes.

The OM is intended to be a dynamic document. Some chapters should be updated as required, such as the Safety and Security Chapter and the Contact Information annexes. In addition, there should be a periodic review and update of the complete OM, with responsibilities assigned chapter by chapter, by the VLJP/GRM Partnership Coordinator (PC), in conjunction with the Contract Manager (CM). The OM is located on an internet-based file server (details to be provided) to which all VLJP personnel have access, but with limited rights of editing. A hard copy should be printed and kept in a ring binder to allow easy replacement of any revised sections. Questions and feedback are welcomed and should be directed to the VLJP PC or the CM as appropriate.

2. CHAPTER TWO - HUMAN RESOURCES

This Chapter relates to; Long Term VLJP staff positions, Locally Employed Staff (LES), ("staff" or "employees"), and Short Term Adviser assignments.

The procedures detailed in this Chapter are based on GRM's policies and procedures, but adapted to ensure that they meet the local laws and regulations. In cases of dispute, the final decisions should be guided by ensuring that they do not conflict with the local laws and regulations.

2.1 VLJP TEAM

VLJP Team Contact Details				
VLJP Core Team – Vanuatu				
Name	Position	Email	Work Phone	Vanuatu Mobile
Natalie David	Partnerships Coordinator / Team Leader	natalie.david@vljp.com.au	+ 678 26229 (MoJCS) +678 29941 (VLJP Office)	+678 777 5579
Alison Crouch	Contract Manager	alison.crouch@vljp.com.au	+678 29941	+678 711 6859
Joanna Garae	Administration / Finance Assistant	joanna.garae@vljp.com.au	+678 29941	+678 777 5542
TBC	M&E Officer	TBC	+ 678 26229 (MoJCS) +678 29941 (VLJP Office)	TBC

TBC	Prosecutor 1	TBC	TBC	TBC
TBC	Prosecutor 2	TBC	TBC	TBC
TBC	Prosecutor 3	TBC	TBC	TBC
VLJP Short Term Advisers				
Name	Position	Email	Work Phone	Overseas Mobile
Sally Low	Contractor Representative	low_sally57@yahoo.com.au	+678 777 5580	+61(0) 488 503 232
James McGovern	Monitoring and Evaluation Specialist	mcdevelopmentservices@gmail.com	N/A	+61 438 072 764

VLJP Brisbane – Australia				
Name	Position	Email	Work Phone	Overseas Mobile
Celia Grenning	Senior Manager	celia.grenning@grminternational.com	+61 7 3025 8500	+61 438 723 829
Sheena Day	Project Manager	sheena.day@grminternational.com	+61 7 3025 8500	+61 409 561 152

The VLJP Organisational Chart can be found at Annex 1.

2.2 INTERNATIONAL PERSONNEL MANAGEMENT

This section applies to management of the recruitment, mobilisation, contract, performance and demobilisation of international VLJP personnel. These positions are specified in the VLJP Head Contract which is held in GRM HO. This management process is led by the PM in GRM HO.

2.2.1. Recruitment

GRM has a centralised recruitment function in Dubai, from which all recruitment activities are coordinated. Please note that recruitment for all international personnel should be approved by the SM and AusAID prior to any recruitment activities taking place. The CM should liaise with GRM Recruitment in Dubai to progress international recruitment, ensuring that the process accords with the VLJP head contract, the Commonwealth Procurement Guidelines (CPG) available at <http://www.finance.gov.au/procurement/procurement-policy-and->

[guidance/CPG/index.html](http://www.ausaid.gov.au/publications/pubout.cfm?ID=3994_1809_6357_1618_6763&Type=>) and the AusAID Adviser Remuneration Framework, available at:

[<http://www.ausaid.gov.au/publications/pubout.cfm?ID=3994_1809_6357_1618_6763&Type=>](http://www.ausaid.gov.au/publications/pubout.cfm?ID=3994_1809_6357_1618_6763&Type=>)

2.2.2. Contracting

Once the preferred international candidate has been selected, the VLJP CM will contact the AusAID Senior Program Manager to approve their selection for the position. Once approved, the CM/GRM PM will draft a contract using the appropriate GRM contract template.

All international position TORs should be classified within the Adviser Remuneration Framework (ARF) according to category of work (A – D) and level of experience (1 – 4). This grading has an accompanying remuneration calculator that calculates the appropriate salary and allowances for the position being recruited. This financial band should be included in all recruitment advertising and documentation so that applicants for the position can submit a financial submission within this band. If the preferred supplier's financial submission is above the band as determined by the ARF calculator, the CM/PM will seek to negotiate with the preferred supplier, and seek advice/ approval from the AusAID Senior Program Manager where necessary.

Types of Contracts

Short Term Contracts (less than 6 months)

The CM and PC are responsible for the timing of Short-term Adviser (STA) inputs and will prepare TOR in consultation with the AusAID Senior Program Manager for each input. The classification of the position under the ARF, will be used as the basis to negotiate the salary package with the STA. For short-term contracts there should be set milestones and reports written into the TOR which are used as a basis to monitor and evaluate the completion of the activity. All short term personnel should be placed on a Subcontractor's Agreement. If the individual/company is Australian then they must have an ABN to be eligible for this contract.

Long Term Contract (greater than 6 months)

Long term international VLJP PO personnel can be placed on either of the contracts below:

- Fixed Term Employment Contract
- Subcontractor's Agreement - If the individual/company is Australian then they must have an ABN to be eligible for this contract.

The Contracting Process/ Checklist

1	Approval provided from AusAID to go ahead and contract preferred candidate through approval of the recruitment report and recommendation. Print hardcopy for filing purposes.
2	Create an electronic personnel file as well as a hard copy file to be kept in a locked cabinet.
3	Electronically file CV of personnel.
4	Draft contract is drawn up using the appropriate template. Ensure to add the version date of the documents being referred to in the contract. Save in Personnel file.
5	Prepare Contract Approval Proforma (Form 1) and get signed by PM/SM and give to APAC Regional Director for signature.
6	<p>Send draft contract with the relevant contract policy documents</p> <p>For personnel on Fixed Term Employment Contract Code of Conduct (Annex 2) Termination Policy (Annex 3) Privacy Policy (Annex 4) Expat Health Insurance Policy OR Corporate Traveller Policy (Annexes 5 & 6) Personnel Data Sheet (Form 2) Tax Declaration Form OR Declaration of Non-Residency for Tax Purposes (Forms 3 & 4) Superannuation forms (Forms 5a-5c) Declaration of Status Form (Form 6) Leave Policy (Annex 7) VLJP Safety and Security Plan (Annex 8) Child Protection Policy (Annex 9) AusAID Deed of Confidentiality (Form 7) ARF Contractor Performance Assessment (Form 19)</p> <p>For personnel on Subcontractor's Agreement Code of Conduct (Annex 2) Privacy Policy (Annex 4) Expat Health Insurance Policy OR Corporate Traveller Policy (Annexes 5 & 6) Personnel Data Sheet (Form 2) VLJP Safety and Security Plan (Annex 8) Child Protection Policy (Annex 9) AusAID Deed of Confidentiality (Form 7)</p>
7	Confirm with Adviser that personal details in the draft contract are correct, make any necessary changes and save as Final Contract.
8	Email a PDF version of the Final Contract to the Adviser and ask that they sign two copies and send them back to GRM HO for counter-signature. Every page must be initialled by the Adviser before returning by post to GRM.
9	The Contracts signed by the Adviser, Contract Approval Proforma and Memo to Payroll (Form 8a) must then be countersigned and initialled by the SM.
10	One original copy of the Contract should be returned to the Adviser via mail and the other copy should be photocopied and scanned. The photocopy should be placed in

	the Adviser's personnel file with the completed Contract Pro Forma, the scanned copy of the signed Contract must be saved in the electronic file. If the adviser is on a fixed term employment agreement, the original contract should be given to payroll with Memo to Payroll (Form 8a), and Personnel Data Sheet (Form 2), Tax Declaration Form (Form 3) and Superannuation forms (Forms 5a-5c) (if applicable). If the Adviser is on a Subcontractor's agreement, the original contract and associated forms should be filed in the Adviser's personnel folder.
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2.2.3. Mobilisation

During the mobilisation process, GRM Brisbane maintains regular contact with the Adviser and leads them through the list of activities that constitute the mobilisation process. The main activities are:

	VLJP Mobilisation Checklist (led by GRM HO)
1	Confirm mobilisation dates with Adviser by phone.
2	Email CM in-country with names, positions, start dates, passport details and contact emails for mobilising personnel. The CM will then commence with the process of obtaining visa exemption for the Adviser.
3	Contact Travel Agent to book flights
4	Advise VLJP CM of arrival dates and accommodation requirements. Program Office to book Port Vila hotel accommodation if necessary.
5	Create a Personnel File.
6	Advise Insurance Officer of the Adviser's details.
7	Prepare Memo to Payroll.
8	Ensure return flight is within 30 days from mobilisation date to conform with airline visa checks and make a note to extend this flight after two months. Set a reminder in Outlook/Diary to push this flight back/send for refund as required. Once flights and accommodation confirmed, advise travel agent to issue ticket and email final itinerary/tickets to Adviser and to PO.
9	Confirm pick-up arrangements and in-country induction processes are in order.
10	Give courtesy call to Adviser to confirm details.
11	Provide Adviser with an original copy of final countersigned contract.
12	Submit Memo to Payroll – New Consultant (Form 8a).
13	Update VLJP PO Contact List at Chapter 2.1 and Annex 10
14	File all documentation in electronic and physical personnel files

Upon arrival in Port Vila, personnel will receive an induction with the PC and CM.

2.2.4. Professionalism / Code of Conduct

International VLJP PO personnel should be made aware that they at all times are representing the Program. Maintaining high standards of personal behaviour is essential and they should exercise caution around their workplace and public spaces particularly when discussing sensitive matters. International VLJP PO personnel should be reminded that they must avoid swearing or language which could be construed as rough or abusive and try to avoid criticism of other members of the

program. Any criticisms or feedback on performance or code of conduct (CoC) should be dealt with professionally in the work environment. International VLJP PO personnel should be encouraged to ensure punctual attendance to meetings and adhere to the appropriate dress code.

International VLJP PO personnel must adhere to the GRM CoC (Annex 2) and be role models at work and outside of work. People watch and comment on all aspects of an Adviser's life in Vanuatu like the hours of work, places people visit, the way people drive, personal relationships, etc.

All international VLJP PO personnel are provided with a copy of the CoC together with other contractual documents and briefed on the importance of following the CoC prior to their departure to Vanuatu and during the induction program in Port Vila. The CoC clearly spells out the types of behaviour that, if breached, will result in termination of employment without notice. The CoC is constantly reinforced by the CM and PC in Port Vila. Any serious issues on breach of the CoC must be dealt with by the PC and CM on a case by case basis and where appropriate, reported to the SM and AusAID.

2.2.5. Quality Assurance and Performance Management

Performance management of international VLJP PO personnel is an integral part of personnel management. All long term consultants have a three month probation period built into their contracts. At the end of the three month probation period, a performance appraisal process is carried out by the PC for each international VLJP staff member. The Contractor Representative is responsible for carrying out the performance appraisal process for the PC. Based on the outcome of this process, international VLJP personnel will either leave the program or continue with their contract. All personnel continue to operate in an on-going performance environment with annual performance assessments using Form 18.

2.2.6. Reporting

The reporting required by international VLJP personnel is specified in their employment contract or subcontracts. Reports should be drafted in line with AusAID Head Contract templates. Further information can be sought from the CM.

2.2.7. Leave Management

All leave for international VLJP PO personnel is in line with AusAID's ARF, each member of the team is entitled to 20 days annual leave per annum. Short Term Advisers who are subcontracted are not entitled to any leave provisions. The VLJP Administration/Finance Assistant is responsible for ensuring leave records are maintained for all personnel and sent to the CM each month with the timesheets. A leave management workbook template is attached as Form 21.

The CM will manage all international VLJP personnel leave in accordance with the GRM Leave Policy (Annex 7). All international VLJP personnel need to complete an Application for Leave form (Form 9) and obtain the necessary authorisation prior to leave being taken. If there are any exceptional circumstances that differ to the GRM Leave Policy, the PC and CM will be consulted, and the proposed action must be approved by the SM.

2.2.8. Public Holidays

International VLJP PO personnel are entitled to the public holidays observed by Australian High Commission in Vanuatu. The current list can be found at Annex 11.

2.2.9. Expatriate Medical and Travel Insurance

The information below pertains to the expatriate medical and travel insurance provided by GRM for international VLJP PO personnel.

Marsh Limited is GRM's insurance broker and is responsible for negotiating the best insurance cover with insurance providers for GRM. ACE Insurance is the insurance provider of two policies: travel insurance for short-term business related trips, less than 90 days and the Expatriate Health Insurance which includes medical and emergency evacuation services for long term consultants, more than 90 days. ACE Assistance is a company sub-contracted by ACE Insurance to provide specialised medical advice and emergency evacuation services.

The insurance policies run from December to November each year and a renewed policy is issued at this time. The current Expatriate Insurance Policy can be found at Annex 5.

HO Brisbane is responsible for maintaining the health insurance cover for all personnel. A spreadsheet is to be kept up to date at all times of all current personnel detailing their status within Vanuatu, their commencement and completion dates, account codes and position. The Insurance Officer at GRM will, on a monthly basis, send out an insurance declaration detailing all personnel whose status or details are to change over the following month. This declaration must be checked and returned to the Insurance Coordinator for updating, within one week of the receipt of the insurance declaration.

The CM is responsible for maintaining the Personnel List of all in-country personnel detailing their contact numbers, email addresses, position, commencement and completion dates. A copy of the current insurance policy together with contact details of both the Insurance Coordinator and the Insurance Company should be kept in a safe place at the PO, together with an updated copy of the Personnel List mentioned above.

Claim Process

In the first instance, all claims should be submitted to the CM or GRM Insurance Officer. The claim form must be submitted with originals of fully itemised accounts. They must show the date of treatment, name of patient and the charge for each item. Receipts and rebate details must also be included. It is recommended that all personnel keep copies for their own reference.

A copy of the insurance policy and the way in which claims can be made, is given to all personnel with their mobilisation documents.

2.2.10. Timesheets

All international VLJP PO personnel salaries will be paid from the GRM Brisbane HO. All international VLJP PO personnel are required to submit a monthly timesheet as per the following procedures:

Personnel on Fixed Term Employment Agreements

All international VLJP PO personnel on Fixed Term Employment Agreements must complete and sign a timesheet on a monthly basis and have it signed by the PC before submitting it to the CM. The exact deadline for submitting timesheets may vary slightly from month to month. Generally, personnel on fixed term employment agreements will need to send their timesheets to the CM by 18th of each month to ensure it reaches Brisbane in time for payroll. A copy of the timesheet template is attached as Form 10.

International VLJP PO that have housing allowance benefits in their contracts under the ARF, whereby payments are made in-country, need to seek reimbursement for these payments from the VLJP PO. On the 18th of every month the Administration/Finance Assistant needs to send to the PM at HO the payments that have been made that month on Form 35 for this to be put through the payroll system so that this payment appears on each personnel's group certificate at the end of the financial year, as this makes up part of their contract package. Further information about this procedure can be found at Annex 12.

Personnel on Sub-Contractor Agreements

All international VLJP PO personnel on sub-contractor agreements must complete a timesheet on a monthly basis and have it signed by the PC, before sending their counter-signed timesheet and invoice directly to the CM. The CM will then send the information to GRM HO for processing. A copy of the timesheet template is attached as Form 10.

2.2.11. Hours of work

Work hours are from 8.00am - 4.30pm Monday to Friday, but may vary dependant on VLJP needs. Government offices are open Monday to Friday from 8am - noon and 1pm - 4.30pm.

2.2.12. Mobile and Work Phone Policy

The PO will provide all international VLJP PO personnel with a mobile phone and SIM card. Personnel are to sign an acknowledgement of receipt of this mobile phone and SIM card as shown on the attached Form 13. The handset, charger and SIM card must be returned to VLJP office before permanent departure. VLJP pays for the running, rental, maintenance and the cost of up to Vt3000 worth of work related local and international calls. Additional phone credit will be provided in exceptional cases, upon request made to the CM. Occasional local calls of a personal nature are acceptable. All personal international calls should be acquitted and reimbursed to VLJP by personnel.

Home phone accounts are the responsibility of personnel.

The office landline is for work use only.

2.2.13. Changes in Bank Details

If the international VLJP PO personnel need to make changes the bank details held by payroll, then the "Bank Changes Form" (Form 14) must be completed and submitted to the CM by the 15th of any month, who will then notify Payroll for the changes to be reflected in the next pay run.

2.2.14. Updating Personnel Tables / Change of Status

When international VLJP PO personnel are mobilised their details should be updated on the Contact List located in Annex 10 of this manual. If there are any changes to their dependent status they should advise the CM who will alter the insurance policy details and amend monthly pay (to take into account family loading).

2.2.15. Demobilisation

The CM will ensure leave balances are correct and advise the personnel of their final leave balance. The CM will also send to the personnel an Exit Survey (Form 15) to each international VLJP PO personnel who is due to demobilise.

International VLJP PO personnel will be invited to attend an exit interview which will be conducted by the PC/CM prior to demobilisation. During this interview the completed Exit Survey should be collected from the Adviser. The Adviser is

requested to contact the CM to arrange for the return of all Program assets to the PO.

Following notification from the PO that international VLJP PO personnel are demobilising, the following steps will then be followed by the PM:

VLJP Demobilisation Process Checklist	
1	Brisbane Office to send Exit Survey
2	Record date of last day of work in the Adviser Leave Register.
3	Check that the Adviser member has been in-country at least 91 days to ensure correct entitlements for tax and allowances.
4	For Fixed Term Employment Contracts: Provide Memo to Payroll – Demobilisation (Form 8c) to advise Payroll to pay demobilisation allowance. Copy of Memo to Payroll and supporting documentation should be retained on hard-copy file.
5	Advise GRM Insurance Coordinator of the End of Contract date to ensure Adviser is taken off Insurance as at that date.
6	Follow up with personnel member to pay any outstanding bills.
7	Leave days only paid if extenuating circumstances have prevented Adviser from using leave entitlements during term of contract. Subject to PC / CM approval.
8	File all correspondence in the Adviser's electronic and hardcopy Personnel File.
8	Remove Adviser's details from Contact List and VLJP documentation and update as required.
10	Move electronic Personnel folder to Personnel - Completed folder

2.3 LOCALLY ENGAGED PERSONNEL

GRM employs and manages LES under the VLJP. The Policies and Procedures developed by GRM must be adhered to when engaging and managing LES as outlined in the sections below.

2.3.1. Program Resourcing and Approval Process

VLJP PO, GRM HO and AusAID will jointly determine what positions are required to be filled within the VLJP PO in order that adequate support to the program is provided. The discussions have to be held with the GRM HO in relation to the engagement of any GRM funded personnel. Authorisation by the AusAID Senior Program Manager is required if the position is a new position or if the remuneration for the position will vary from the initially agreed budgeted or signed head contract.

A comprehensive TOR, including specifications as to qualifications / experience required will be prepared by the PC/CM and approved by GRM HO, for any newly created positions or if there has been a change to the role and responsibilities for existing positions.

Eligibility Criteria

All citizens of Vanuatu will be eligible for consideration for appointment to positions within the VLJP PO. Upon selection each personnel will be required to obtain Police Clearance Report.

LES Recruitment Process

VLJP will advertise all LES positions in the Vanuatu Daily Post newspaper. Applicants will be required to obtain information packages from VLJP PO with further information about the position, including the TOR, selection criteria, selection process information, and details about the documents they need to submit for their application. To be considered for the LES positions each application will need to submit a CV, response to the selection criteria and to fill out the application coversheet. Shortlisting will be conducted by the PC and CM and these candidates will be contacted to arrange an interview. The interview process will be carried out to ascertain candidate's suitability for the role and referee checks will be undertaken as part of the recruitment process.

2.3.2. LES Contracting Process

Upon appointment to the position, an employment contract will be drafted by the CM. All personnel will be employed under a GRM LES Employment Contract (Form 16) that has been developed to fully comply with the *Vanuatu Labour Act* and all Statutes applicable to employment of individuals within Vanuatu. All LES must comply with the relevant policies and procedures as outlined under the contract.

LES Employment contracts must stipulate the following details:

- Duration of Contract, including probation period
- Start and end date of Contract
- Terms of Reference
- Annual remuneration
- National Pension Fund and Pay As You Earn details
- Annual leave provision
- Sick leave provision
- Emergency contact details of next of kin
- Other details as determined by CM/GRM

2.3.3. Probationary Period and Performance Management

The LES Employment Contract is subject to a probationary period. The duration of the probationary period will be set prior to contracting the individual and a clear indication will be given as to what is required and what process will be followed upon completion of the probationary period. For contracts of 12 months or longer, a probation period of three months will apply. For shorter contracts the CM will determine a suitable length.

All LES must have well defined accountabilities and agreed performance indicators. It is the PC's responsibility to make sure that the agreed performance indicators are set for every position in consultation with the manager that the position reports to. Regular performance appraisals for the LES must be carried out and feedback provided (see Form 18).

Contract extensions (Form 17) will be subject to satisfactory performance appraisals and have to be discussed with the PC/CM/GRM HO prior to making the offer to extend the contract. The CM will be responsible for making sure that all LES contracts are up to date.

When there are major changes to the TOR and/or remuneration for the position, a new contract must be drafted.

2.3.4. Professionalism and Code of Conduct

All VLJP PO LES are provided with a copy of the GRM CoC (Annex 2) together with other contractual documents and briefed on the importance of following the CoC. The CoC clearly spells out the types of behaviour that, if breached, will result in termination of employment without notice. The CoC is constantly reinforced by the PC/CM in Vanuatu. Any serious issues on the breach of the CoC must be dealt with by the PC and CM on a case by case basis and where appropriate, reported to AusAID.

2.3.5. Child Protection Policy

All VLJP LES will be required to read and acknowledge full understanding of the GRM Child Protection Policy. Signed copies must be kept with each personnel file (Annex 9).

2.3.6. Reporting

The reporting requirements within the VLJP PO and internal lines of communication must be clearly identified and confirmed in the employment contract / TOR. Where a change to reporting/TOR is required, it must be communicated in writing and a copy of the document put on the individual's personnel file.

2.3.7. Storage of Personal Information

All LES employment contracts must be kept in a secure location and have the original copy of the signed contract. Any changes to the TOR or letters on any contract extension must be in writing, with an original copy kept on file. The safe keeping of the personnel files is the responsibility of the CM.

2.3.8. LES Payroll

The payroll function is carried out by the Administration/Finance Assistant at the VLJP PO. Individuals will be put on the LES payroll register and paid on a fortnightly basis. It is imperative that the information given to the Administration/Finance Assistant is accurate and is updated immediately when changes occur. The Administration/Finance Assistant is responsible for raising the paperwork for each fortnightly pay. The CM will check and approve each payrun. The Administration/Finance Assistant will monitor the accuracy of all LES pay and ensure compliance with auditing requirements. The Administration/Finance Assistant must

bear in mind audit requirements and promptly record all variations in pay for inclusion in payroll advices.

2.3.9. LES Timesheets

All VLJP PO LES must complete fortnightly timesheets, using the template attached at Form 20. Timesheets need to be signed off by the PC (in the absence of the PC the CM can also sign off on LES timesheets), and then passed onto the Administration/Finance Assistant to record leave onto the leave register and to process the fortnightly salary payments.

2.3.10. LES Leave Management

VLJP PO LES leave entitlements are specified in LES contracts. The Leave Management System (Form 21) will be used to record any leave taken as per entitlements under the contract. The records must be kept up-to-date at all times and the Administration/Finance Assistant at VLJP PO is responsible for making sure that the records are correct and properly recorded. All leave applications should be made using Form 9, and must be approved and signed by the PC and submitted to the Administration/Finance Assistant at VLJP PO prior to leave being taken. A copy of the Leave Register should be sent to GRM HO on a monthly basis.

2.3.11. LES Public Holidays

VLJP PO personnel are entitled to the public holidays that are observed by the Australian High Commission in Vanuatu. The current list can be found at Annex 11.

2.3.12. LES Hours of Work

Work hours are from 8.00am - 4.30pm Monday to Friday, but may vary dependant on VLJP needs. Government offices are open Monday to Friday from 8.00am - noon and 1.00pm - 4.30pm.

2.3.13. LES Mobile and Work Phone Policy

The VLJP PO will provide all VLJP PO LES personnel with a mobile phone and SIM card. The Administration/Finance Assistant is responsible for ensuring that each member of personnel has signed an acknowledgement of receipt of this mobile phone and SIM card using the form at Form 13. The handset, charger and SIM card must be returned to the VLJP office before permanent departure. VLJP will pay for a VUV3000 pre-paid mobile recharge per month. LES are responsible for all costs above this limit.

International calls are barred from VLJP PO LES mobile phones.

The office landline is for work use only.

2.3.14. Changes in Bank Details

VLJP PO LES who change their bank details should submit changes to the Administration/Finance Assistant to affect changes for the next salary payment.

2.3.15. Updating Personnel Tables/Change in Status

When new VLJP PO LES begin work with VLJP, their details will be inputted into the contact sheet located at Annex 10 of this manual. When VLJP PO LES finish up on the Program, their details should be removed from the Contact Sheet and their hard-copy and electronic files archived.

3. CHAPTER THREE – PROCUREMENT

The Procurement Procedures outlined under Section 3 are to be followed with regard to all expenditure made for VLJP. Appropriate supporting documents and valid approvals must substantiate all requests for procurement. Procurement of goods and services in Vanuatu should be directed through the CM. Procurement of goods and services in Australia should be directed through the CM in Vanuatu, and will be undertaken by the PM at GRM HO.

3.1 PURCHASE OF GOODS AND SERVICES REQUIRING A PURCHASE ORDER

3.1.1 Account Purchases

Purchase orders shall be used on all occasions where the PO holds an account with a preferred supplier. Accounts will be held with suppliers of regular office supplies such as stationary, printing paper, printer ink etc. All purchases made through these regular suppliers will require a justification (written or via e-mail) to be completed to initiate the purchasing process. This justification should be sent to the CM, through the Administration/Finance Assistant, by the person requesting the procurement, to help inform the CM's approval or rejection of the procurement request.

Once the CM has approved the procurement, the Administration/Finance Assistant will check and endorse that funds are available and that the expenditure has been allowed for in the normal budget and account codes are correct. The CM should be contacted to confirm the relevant budget.

If funds are available and the expenditure is within the normal budget, the Administration/Finance Assistant will issue a Purchase Order (Form 22) to the PO's preferred supplier. All Purchase Orders need to include a statement of Terms & Conditions for the purchase.

The Original Copy of the Purchase Order is to be forwarded to the supplier, the Duplicate Copy is to be attached to the cheque voucher with the supplier's invoice and the Triplicate is to be kept in the book.

3.1.2 Purchases over VUV 40,000

For purchases over VUV 40,000 a Quote Evaluation Form (Form 23) is to be completed and written quotes attached. Quotes are to be evaluated against price, quality and the degree to which the supplier's goods and services meet the needs of

the Project. Justification for selection must be completed and noted on the Quote Evaluation Sheet.

The Quote Evaluation Sheet is to be submitted to the CM/PC. In signing the Quote Evaluation Sheet, the CM/PC is endorsing that VLJP is purchasing from the most qualified and competitive suppliers adhering to the Commonwealth Procurement Guidelines.

On endorsement of the Quote Evaluation Sheet, a Purchase Order should be issued and signed by the Administration/Finance Assistant and the CM and/or PC. The Original Copy is to be forwarded to the supplier, the Duplicate Copy is to be attached to the cheque voucher with the supplier's invoice and the triplicate is to be kept in the book.

3.1.3 Overseas Procurement

For purchases where overseas suppliers may offer better value for money, the process is the same as above except that the CM should consider whether a tendering process would be appropriate. Quotes may be obtained in-country as well as overseas including Australia and New Zealand. Approval for payment of the invoice will be authorised by the PC or higher delegate.

If for some reason three quotes cannot be obtained, the reason must be documented on the Quote Evaluation Sheet.

Approval for payment of the invoice will be authorised by the PC and CM. Please note that for accountability and auditing purposes, the person who authorises the incurring of expenditure (i.e. Purchase Order), should not also be the person who authorises payment (i.e. cheque requisition form).

Under no circumstances should a purchase requirement be split to reduce the expenditure threshold.

3.2 PURCHASE OF GOODS AND SERVICES REQUIRING A TENDER PROCESS

Where the value of a purchase exceeds AUD 500,000 a tender process must be applied unless approval for exemption from tendering is provided by AusAID. The tendering procedure for all activities estimated to be worth over AUD 500,000 must comply with Division 2 of the Commonwealth Procurement Guidelines.

For purchases below AUD 500,000 not otherwise detailed above, goods and services to be tendered will be determined at the discretion of the CM/PC in Vanuatu and the SM in Australia, and should be based on the procedures outlined under Section 3 above and the principles listed in Section 3.4 and 3.5 below.

3.3 ETHICS AND FAIR DEALING

There are some standard principles for ethics and fair dealing. Procurement methodologies should each have their own particular characteristics. Issues that must be addressed include:

- Confidentiality;
- Conflicts of interest;
- Bribery & corruption;
- Reasonableness & equity;
- Processes with integrity; and
- Defensibility of decisions.

Issues to avoid are:

- Not planning early for probity;
- Not understanding the supply market;
- Developing uncompetitive specifications;
- Providing inequitable or misleading information to different vendors;
- Not having an effective plan for evaluation of offers;
- Inaction on conflicts or conflicting interests;
- Evaluation assessment not being able to differentiate on the criteria;
- Accepting late offers;
- Inadequate justification for supplier selection;
- Inconsistent selection criteria across tenderers;
- Requirements that don't get assessed in offer evaluation; and
- Weaknesses in document and information security.

3.4 GUIDELINES FOR CONSIDERING GENDER, ENVIRONMENT, INDIGENOUS, CULTURAL, ANTI-DISCRIMINATION, AND SMALLBUSINESS ISSUES IN THE PROCUREMENT PROCESS

Gender issues will be considered in all VLJP activities through:

- Briefing project employees on GRM's (and AusAID's) approach to gender and development on mobilisation, and providing a cultural briefing covering gender and youth during mobilisation; and
- Where possible, participation of staff in gender and development courses and workshops to ensure projects streamline gender considerations within their work.

The seven employment matters that affect equal opportunity issues for women, as specified by the Equal Opportunity for Women in the Workplace Agency, will be actively monitored. These criteria include:

- The recruitment procedure and selection criteria for appointment or engagement of persons as employees;
- The promotion, transfer and termination of employees;
- Training and development for employees;
- Work organisation;
- Conditions of service of employees;
- Arrangements for dealing with sexual harassment of women in the workplace; and
- Arrangements for dealing with pregnant employees and employees who are breast-feeding their children.

Practices and procedures that prevent discrimination must apply to all activities under VLJP. These include: anti-discrimination in gender, race, religion, disability and age.

While it is anticipated that VLJP activities will not have direct significant or long-term impacts on the environment, during the implementation of VLJP we should be mindful of preserving and maximising resources. This will be achieved through: waste minimisation; conservation of resources; appropriate re-use/recycling; quality management approaches; and the purchase of goods made from renewable resources where possible.

Consideration will be given to limiting any negative environmental consequences that may arise from the use of VLJP vehicles, office equipment and other assets. In considering value for money, environmental impacts in the purchasing of goods will be considered and applied.

We must ensure that environmental requirements specified in any activity Scope of Services are implemented, monitored and reported; and comply with AusAID's Environmental Management System outlined in the Environmental Management Guide for Australia's Aid Program, including:

- Assessing and managing all actual or potential environmental impacts, both direct and indirect, to avoid or mitigate negative impacts and promote positive impacts;
- Reporting regularly on any such impacts as required by the Scope of Services; and
- Complying with all relevant environmental laws and regulations of Vanuatu

VLJP will procure from small business suppliers in Vanuatu where this represents best value for money.

3.5 Receipt of Goods

The staff member who physically receives the goods must do a visual inspection to ensure that goods received are in good condition and in accordance with the order.

Acceptance of goods supplied that were not ordered or vary from the requirement may create an unwanted liability.

An authorised person must physically inspect the goods and check items with reference to the Purchase Order. If there is a discrepancy, the PC must be notified and the supplier contacted to rectify the situation and follow up to ensure that corrective actions are taken. Goods subject to discrepancy should not be used until resolved with the suppliers.

If there is no discrepancy, the invoice or delivery docket is to be stamped (or enfacéd), signed and dated by the authorised person as "Goods received in good condition" and where relevant enter in the Asset Register (Annex 20).

The invoice is passed to the Administration/Finance Assistant for payment processing.

The Administration/Finance Assistant must ensure that the goods which are designated as Assets are registered in the appropriate Asset Register. An Asset Register identification sticker must be affixed to the item. More information on Asset Register requirements can be found at Section 3.7 of this manual.

3.6 Paying Suppliers

Due to the uncertain nature of the economy, the Vanuatu bank account balance should be kept to a minimum.

Where the amount of purchase is more than VUV 5,000, payment must be made by cheque or by electronic banking (EFT or BPay).

Invoices must not be paid unless the invoice (or delivery dockets relating to that invoice) is signed and dated by the authorised person as "Goods received in good condition". All invoices should be paid within 30 days.

The Duplicate Purchase Order is to be attached to the invoice and the Quote Evaluation Sheet.

A Cheque Requisition Form (Form 25) (where used) must be completed and signed by the Administration/Finance Assistant and passed to the PC/CM for approval.

The Invoice, Duplicate Purchase Order and Quote Evaluation Sheet must be attached to the Cheque Requisition form. The complete file must be filed in cheque number order.

Two certification stamps should be enfacéd on all original invoices. One stamp states that the invoice is correct, the payment authorised, and Asset Register noted/NR (not recorded). The other stamp to show the invoice is "cancelled" as paid.

The Account code entered in the accounting system must be the same as on the Cheque Requisition form and the Purchase Order.

3.7 Asset Registers

The Administration/Finance Assistant must ensure that the VLJP and GRM Asset Registers (Form 24 & Annex 21) are maintained and kept up-to-date for the following:

- Assets acquired by GRM i.e. non-reimbursable acquisitions
- Program assets where the cost of the item/s is over AUD 150 (or VUV 13,785) and is reimbursable by AusAID

The Administration/Finance Assistant must maintain the above asset registers with the following detail:

- Identification number of Asset;
- Description of the asset;
- Model number;
- Quantity;
- Date of purchase;
- Purchase Reference (Cheque Number);
- Supplier;
- Unit cost price;
- Details of supplier;
- Location and date received at location;
- Name of responsible person holding the asset;
- Status (for example; operational, obsolete, stolen, disposal details); and
- Proposed disposal or handover details.

Each asset must have a numbered sticker attached relating to the identification number of the respective asset from the Asset Register. Assets will be added to or removed from the Asset Register by the Administration/Finance Assistant on a monthly basis to ensure that any AusAID request for a copy of the Asset Register can be responded to within 5 working days.

Disposal of AusAID assets must be approved by the AusAID Senior Program Manager. Every sensible effort needs to be made to trace any missing assets, and AusAID needs to be informed of these efforts.

3.8 AUDITS

All program personnel should make themselves aware of audit requirements under the VLJP Head Contract.

All program personnel should be particularly mindful of properly implementing and executing all GRM processes and systems relating to:

- Asset Register Management (Annex 19)
- Risk Management (Annex 14)
- Procurement (Section 3 above)

4. CHAPTER FOUR – FINANCIAL MANAGEMENT

4.1 FORECASTING

A rolling three monthly forecast (Form 26) needs to be developed by the CM in conjunction with the Administration/Finance Assistant. This forecast will inform the budget for the monthly Funds Request (Form 27), which is compiled by the CM and approved by the SM.

4.2 FUNDS REQUESTS

The requests for GRM funds should be submitted to GRM Funds Transfer on a needs basis and when the funds in the VLJP VUV account are appropriately low.

Funds for the project will be transferred from GRM Head Office account at the HSBC (300 Queen Street, Brisbane) to the GRM International account at the Westpac Bank Port Vila. Details of the transfer will be emailed to the Administration/Finance Assistant. The Administration/Finance Assistant is responsible for monitoring the funds to ensure that they are received into the project bank account within a reasonable time and to inform GRM HO the amount received in VUV and the exchange rate used.

4.3 CASHBOOK AND CASH POSITION

The Administration/Finance Assistant should also compile the monthly cashbook (Form 28 for cashbook format and instructions), a final version of which needs to be sent with the monthly bank statements, bank reconciliation, and petty cash count to GRM HO at the end of each month.

The cashbook should be updated weekly with the in-country expenditure for that week along with a Weekly Cash Position Advice statement. Both of these documents should be prepared by the Administration/Finance Assistant with oversight by the CM as required. The Weekly Cash Position Advice (format and instructions) is attached as Form 29.

4.4 DELEGATIONS

Authorisation to incur expenditure through the purchasing or contracting processes, and the authorisation for payments are to be in accordance with the policy and schedule at Annex 13.

4.5 PETTY CASH MANAGEMENT

The Administration/Finance Assistant will establish a Petty Cash fund of VUV 10,000. The Administration/Finance Assistant is responsible for the petty cash fund which is to be stored in a secure location.

Purchases of VUV 5,000 or less can be petty cash items.

The Administration/Finance Assistant must authorise all expenditure from the Petty Cash fund and duly fill in a Petty Cash Voucher (Form 30) including the account code and attach it to the relevant receipt. The Administration/Finance Assistant should ensure that all expenditure is recorded in the Petty Cash Reimbursement Sheet (Form 31), which upon completion, is submitted to the CM for approval.

Petty cash is reimbursed by drawing a cheque equal to the approved amount summarised in the worksheet (Form 25 - Cheque Requisition Form).

This process is to be carried out on a weekly basis by the Administration/Finance Assistant. A separate Petty Cash Reimbursement Sheet (Form 31) must be completed for each reimbursement cheque.

Petty cash purchases do not require a Purchase Order but the invoice should detail the items purchased and be endorsed with the Account Code. It is the responsibility of the individual incurring the expense to ensure it is justified and has CM approval (if required) and is correctly coded. If in doubt, check with the CM beforehand.

To reduce petty cash purchases and to minimise the number of monthly transactions, where possible the CM should try to set in place service providers for standard operating requirements such as stationery, travel needs, petrol, etc. so that items can be invoiced and paid for on a monthly basis. As a guide, where a common user operational requirement in aggregation exceeds VUV 100,000 insert value per month, a supply arrangement should be considered.

4.6 CHEQUE PAYMENTS

As far as is practical, expenditure should be made by cheque and receipts obtained. Endorsed cheques (written to the payee) is the preferred mode of payment. Cash cheques (apart from replenishing petty cash) should not be used except in the case where a payee does not have a bank account. A full written explanation should be made in this situation. The signatories for all cheques will normally be the PC and the CM. Each cheque must have a minimum of two signatures to authorise payment. Only the PC and CM have authorisation to cash cheques for petty cash.

Cheque payments are to follow the following procedure:

1. A Quote Evaluation Form (Form 23) must be completed for all items to be acquired which exceed 40,000 Vatu in value (or when requested by a supplier).

2. A Cheque Requisition Form (Form 25) must be completed for each cheque used. Before obtaining a cheque, the requester should use the cheque requisition form to record the relevant account details, and attach all relevant information.
3. The cheque must clearly state the name of the supplier of the goods or services.
4. The Cheque Requisition Form along with all supporting documentation should be submitted for approval by the Administration/Finance Assistant to the CM/PC.

4.7 USE OF CASH CHEQUES

Wherever possible VLJP will avoid the use of cheques made payable to 'Cash'. At the same time VLJP recognises that some suppliers of small goods or services in Vanuatu may not have a bank account and cash, or a cash cheque, may be the only option for payment.

The use of cash cheques by VLJP will be guided by the following:

- Cash cheques will not be raised for payments over VUV 500,000
- Before a cash cheque is issued for any payment, all other options for payment will be investigated.

If there is no alternative to raising a cash cheque, the following procedures apply:

- For cheques under VUV 250,000 insert amount, one VLJP staff member will take the cheque to the bank for cashing, or provide the cheque directly to the supplier.
- For cheques between VUV 250,000 and VUV 500,000, two VLJP staff members will escort the cheque to the bank for cashing, or provide the cheque directly to the supplier.
- When a supplier elects to receive a cash cheque, the supplier assumes all responsibility for the security of the cheque once he/she signs for its receipt.

4.8 ACCOUNTING/END OF MONTH PROCEDURES

The Administration/Finance Assistant will use the Monthly Cashbook to send completed accounts data file to GRM Head Office at the end of each month.

1. Cheque Requisition Form/Deposits are to be entered on a weekly basis into Monthly Cashbook and a Bank Reconciliation completed weekly. The Cash Position should also be updated once the Bank Reconciliation has been completed. The Petty Cash Transaction listing should also be entered weekly.
2. Entries should be made in VUV. The entries will be converted to AUD when the accounts are processed in Dubai. The exchange rate used will be the most recent

monthly fund transfer. If more than one transfer is made during the month, an average will be used.

3. The Cashbook workbook should be emailed monthly to the CM, PM and SM who will check the cashbook and then forward it to mr@grminternational.com. The Bank statement should be scanned and emailed to GRM with the Cash Book.
4. The Accounts database should be cut-off each month at the date specified by GRM HO and emailed as above with the final Bank Statement received at the cut-off date.
5. After the cut-off date, no further transactions can be added. Unless advised otherwise by the GRM HO, any changes must be made for the following month.
6. The Petty Cash must be reimbursed each month as per the transaction listing and the reimbursement cheque included in the Accounts database for the month. If there is more than one Petty Cash Reimbursement cheque then a separate Petty Cash transaction listing should be completed for each cheque.

4.9 ADMINISTRATION PROCEDURES

Purchase Orders Forms (Form 22), Quote Evaluation Sheets (Form 23), Invoices and Receipts must all be attached to the relevant Cheque Requisition Form (where used). Cheque Requisition Forms (Form 25) are to be filed in cheque number order.

- Deposits details are to be filed in date order.
- Bank Statements and corresponding bank reconciliations are to be filed in date order.
- Journals are to be filed in number order within their months.

5. CHAPTER FIVE – PERSONNEL SAFETY AND SECURITY

A comprehensive Safety and Security Plan for Employees has been developed and is attached at Annex 8.

All staff should familiarise themselves with this document and keep a copy close at hand in the workplace and at home (for international VLJP PO personnel).

Please note that details of expatriate medical and travel insurance provided by GRM for international VLJP PO personnel are outlined under Section 2.2.9, International Personnel Management.

6. CHAPTER SIX – PROGRAM VEHICLES

6.1 PROGRAM VEHICLES

Two program-owned vehicles will be available for work purposes during office hours. The PC is responsible for the allocation of the vehicles during working hours. Personnel allocated these vehicles after hours are responsible for vehicle cleanliness, maintenance and secure housing. Personal use of these vehicles attracts a personal usage charge of AUD 250 per month and the personal use form (Form 32) must be filled out and approved by each staff member.

The Administration/Finance Assistant will maintain the Vehicle Asset Register for the Program-funded vehicles and update it as changes occur.

It is recommended that all international long term VLJP Staff obtain a Vanuatu Drivers licence, however it is possible to drive in Vanuatu with an Australian or international drivers licence for short-term VLJP staff.

Once every 12 months the Administration/Finance Assistant will undertake a vehicle condition report and fill our Form 33 for the VLJP vehicles.

6.2 MAINTENANCE OF VEHICLES

Project vehicles are to be maintained in good condition and regularly serviced. All Program vehicles must be serviced every 5,000kms or 6 monthly. The Administration/Finance Assistant will check each vehicle's odometer reading on a monthly basis to track when the next service is required. The Administration/Finance Assistant will maintain a record of all vehicle details, allocation, maintenance and garaging details on the server.

Any accidents or damage must be reported to the PC/CM within twenty-four hours of the incident occurring. A detailed accident / damage report must be submitted within five days of an incident.

The Program's preferred supplier for fuel is to be confirmed. Personnel requiring fuel for Program funded vehicles can go directly to the preferred fuel supplier for fuel. The registration numbers of project vehicles will be registered with the preferred supplier.

6.3 INSURANCE OF VEHICLES

All vehicles are to be insured for both third party and comprehensive cover.

In the event of damage to a VLJP vehicle, an Insurance Claim form must be completed and forwarded to the CM without delay. For AusAID vehicles, all accidents and damage need to be reported to AusAID. Where damage is more than what would be considered as minor, or an accident involves more than one vehicle,

the matter must be reported to the Vanuatu Police. Guidance on what to do in the event of a vehicle accident can also be found in the Safety and Security Plan at Annex 8.

6.4 DISPOSAL OF VEHICLES

Disposal of vehicles require AusAID's written approval. When a vehicle is to be sold, the PC and Administration/Finance Assistant will ensure that the vehicle is advertised to the public. Should any VLJP/GRM personnel be interested in purchasing this vehicle, they are to follow the same procedure as the public in trying to secure the purchase. There will be no preference given to any individuals in the procurement of second-hand vehicles from the Program.

The Administration/Finance Assistant will be responsible for updating the Vehicles Asset Register to reflect the sale/disposal of all vehicles.

7. CHAPTER SEVEN – RISK AND FRAUD MANAGEMENT

7.1 RISK MANAGEMENT

VLJP and GRM will proactively manage risk through open dialogue among all stakeholders. Early identification and ongoing review will be critical to ensure threats or delays to the program are minimised. The VLJP Risk Management Matrix (RMM) (Annex 14) demonstrates that some risks may become more prominent, and new risks emerge, during periods of heightened sensitivity. This in turn will inform the review and updating of security, management and QA functions on the program. The RMM will be updated in each six-monthly Report, with particular attention to prominent or emerging risks. The PC/Contractor Representative will provide frequent updates to AusAID on particular risk management issues. We will also raise and maintain awareness among our Employees of risks to the associated mitigation strategies and accountabilities.

7.2 FRAUD MANAGEMENT

Fraud is defined as dishonestly obtaining a benefit by deception or other means. It extends to benefits obtained or derived that can be both tangible and intangible. All Program personnel are responsible for fraud prevention and detection. GRM operates a comprehensive fraud policy on all Programs, which emphasises zero tolerance and outlines the actions to be taken if fraud is suspected or detected, copies of which are included in all Program Management Manuals. Suspected incidents of fraud are investigated in accordance with Australian Government Investigation Standards.

It is both a requirement of AusAID Canberra/Post, and best practice that fraud prevention is practised at all levels and across all activities of the Program. These include:

- theft;
- obtaining property, financial advantage or any benefit by deception;
- causing unwarranted loss;
- providing false or misleading information;
- making, using or possessing forged or falsified documents;
- bribery, corruption or abuse of position;
- improper use of facility property or services; or
- commission of any offence like or related to the above.

GRM applies a 'zero tolerance' policy towards fraud. Any detected or suspected fraud must be reported immediately to the CM/SM who will initiate appropriate action.

Fraud Risk Management training will be given to all new GRM and PO personnel to ensure their understanding of the Fraud Risk Assessment and Fraud Policy.

See Annex 15 for the GRM Fraud Risk Assessment and Annex 16 for the GRM Fraud Policy.

7.3 REPORTING ON SIGNIFICANT EVENTS AND/OR ISSUES

GRM will advise AusAID Port Vila:

- of any issues arising that may have detrimental effect on VLJP activities;
- of any events or circumstances that may affect the security of VLJP personnel or property; or
- of any event whatsoever than may bring discredit to VLJP, AusAID or GRM.

8. CHAPTER EIGHT – OTHER

8.1 PARTNERSHIP COMMUNICATION

VLJP has developed a Communication Plan (Annex 18) for VLJP, with the purpose of the specifying the strategies that will be followed to ensure that communication channels are established and maintained for the Partnership. The success of VLJP will depend on transparent, respectful and accurate communication between stakeholders at many levels.

The Plan aims to ensure that lines of communication and responsibilities of key individuals within the management structure of the team are clearly understood by all parties and will establish points of contact for all aspects of the Partnership's management.

The Communication Plan answers a number of key questions:

1. **WHO?** – Identification of key Partnership stakeholder groups with whom the Partnership must effectively communicate and engage.
2. **WHAT?** – Identification of the key messages that must be communicated to each stakeholder group, based upon their distinct needs and interests.
3. **HOW?** – Identification of key information and communication strategies that will be employed in order to effectively transmit Partnership messages to stakeholders.
4. **WHEN?** – Identification of a timeline/action plan that clearly maps out communication activities to be undertaken by the Partnership.

The Communication Plan will be an iterative document that will be updated on a 6-monthly basis to reflect the evolving needs and directions of the Partnership as well as lessons learned through its implementation.

8.2 CULTURAL AWARENESS

GRM personnel and their families will take every opportunity to become aware of the cultural mores and taboos within the cultural and social environment of the Program and day-to-day living.

8.3 COMPLIANCE WITH THE LAW

All GRM and VLJP office personnel must comply with the laws of Vanuatu at all times. For GRM personnel travelling to Vanuatu, it is your responsibility to ensure you are aware of the local laws and penalties as they apply to you. Some Australian criminal laws such as child sex tourism, money laundering, bribery of foreign public

officials and terrorism have extraterritorial effect. Australians who commit these offences may be prosecuted in Australia.

8.4 MEDIA

VLJP personnel are not to participate in media conferences, make press releases or make comment to the media about VLJP without prior approval of AusAID, which will be sought by the PC.

If requested by AusAID, the PC will draft public relations material about the project, and forward it to the SM who will seek approval from AusAID for its release.

If GRM HO or VLJP personnel are approached by a media representative, the following steps are to be followed:

1. Thank them for their enquiry
2. Ask them what their enquiry is regarding.
3. Take their contact details
4. Advise them that you are not the appropriate person to respond, and you will redirect their enquiry to either the GRM Managing Director, or Deputy Managing Director via the SM.
5. Do not engage in small talk. Terminate the conversation politely but quickly.
6. Immediately contact the most appropriate person above with the details of the enquiry, either by email or phone.

It is important to follow this process as speaking with the media requires training and a planned message.

8.5 POLITICAL/RELIGIOUS ACTIVITIES

Under the Head Contract, GRM employees and their dependants must not become involved in any way in the political affairs of Vanuatu or in any extremist religious activities.

8.6 POLICY AND REGULATIONS COMPLIANCE

8.5.1 AusAID

GRM must:

- Ensure that the requirements of AusAID's Gender and Development Policy applicable to Services are met at all times.
- Comply with AusAID's Environment Policy Guidelines, including advising AusAID Canberra/Post of any potential positive and negative environmental

impacts of any Services and report regularly on any such impacts as required by the Scope of Services.

- Comply with AusAID's AusAID Child Protection Policy 2008

8.5.2 Commonwealth

GRM must:

- Comply with the Commonwealth Procurement Guidelines
- Ensure the performance of any Services complies with Section 160 of the *Environment Protection and Biodiversity Act 1999* (Cth).
- Comply with all other relevant Commonwealth regulations; in particular:
 - Privacy Act 1988
 - Environmental Purchasing
 - Sustainability - All contractors and staff should be conscious of and take reasonable care to ensure sustainability in environmental, energy use, and business practices.
 - Workplace Relations Act 1996
 - Gender principles above and Equal Opportunities for Women
 - Occupational Health and Safety;
 - Opportunities for Small to Medium Enterprises
 - Opportunities for Indigenous People, particularly in employment, training and supply
 - Anti-discrimination and Human Rights policies
 - Crimes (Child Sex Tourism) Amendment Act 1994.
 - Anti-Corruption Policy
 - Procurement Policy Framework

8.7 SIGNAGE

VLJP Office entrance should have a sign indicating VLJP name. There is no need to place signage on any other VLJP items (such as cars).

8.6.1 VLJP PO Personnel

Business cards for GRM/VLJP PO personnel should display the AusAID and Government of Vanuatu logos, along with the name, position and contact details of the person. Business card layout must comply with Australian AID Identifier Guidelines and must receive approval from AusAID before printing.

A standard letterhead template is attached as Form 34.

8.8 CLIENT RELATIONS

Maintaining good working relations with the range of clients will be essential. The PC, SM and CM should establish good relations with the AusAID Senior Program Manager and with counterparts in the Ministry of Justice and Community Services, and with various AusAID Officers responsible for oversight of the Program. Key Advisers should also establish good relations with their key counterpart organisation/s.

Any issues relating to the AusAID Contract should only be managed by the GRM Contract Manager or the Program Manager.

As contracted personnel to GRM International, Advisers are not to in any way or circumstances represent themselves as employees or agents of AusAID.

8.9 CODE OF CONDUCT

A strict Code of Conduct applies to all staff working on VLJP and all personnel must sign that they have read and understood this policy. The GRM Code of Conduct is attached as Annex 2. Any breach of this code of conduct may be grounds for dismissal.

8.10 INTELLECTUAL PROPERTY

Intellectual property generated from any related project activities is vested in AusAID at all times.

8.11 PRIVACY

The GRM Privacy Policy is at Annex 4 and will apply to VLJP personnel related information.

8.12 CONFIDENTIALITY

All staff are to keep all matters deemed to be confidential and associated with Program activities confidential. All staff will be required to sign a confidentiality agreement in relation to AusAID as required by the Head Contract. For these purposes Confidential Information, whether it relates to printed matter, electronic based information, or oral information, means:

- (a) is by its nature or designation confidential;
- (b) is designed specifically by AusAID as confidential; or
- (c) the Recipient knows or ought to know is confidential;

