



## Project Risk Management Plan

Project name	Ministry of Foreign Affairs and Trade (MFAT) <b>Design and Implementation of Vanuatu Secondary Education Support Programme</b> Ref: WPG-0103783	
Organisation name	Gillett, Preston & Associates Inc.	
GPA contact	Garry Preston	+678 29810 and +617 5641 2233
MFAT contact	TBA	TBA

### Risk Evaluation

Gillett, Preston and Associates Inc. (GPA) risk evaluation processes are conducted in line with ISO 31000 – Risk Management Guidelines. See Safety Management Plan for the Risk Evaluation Tool used for development and updates to this Risk Management Plan (RMP).

### VSES Project

Over a 10-year period, the VSES project aims to engender transformational changes in the way secondary education operates in Vanuatu, and to enhance the capacity of MOET (and potentially other agencies) to continue delivering and building on these changes after the project concludes. This requires addressing not only issues pertaining to secondary students themselves, but also those that affect education management systems, teacher training and motivation, resourcing of schools, and related issues. VSES is therefore essentially an institutional strengthening project targeted at MOET and related agencies in the education sector.

### Gillett, Preston and Associates Inc.

Gillett, Preston and Associates Inc. is a Limited Liability Company established in 1995. GPA has representation in Fiji and Vanuatu, with two Directors residing in Vanuatu, and has long-standing experience in the design and implementation of institutional strengthening projects in the Pacific Islands region including the establishment of training bodies and statutory authorities.

### The Project Team

The VSES project team comprises of GPA, 2 subcontractor partners and 2 additional subcontractor companies.

The 6 key project roles being 2 x GPA Directors, 1 x Greer Consulting Director, 1 x HSEQ Vanuatu Director (+6 additional team), 1 x Yumi Saksas Director and 1 x Prolink Consultancy Group Director (+5 additional team). Giving an aggregated project team of 17+ including extensive cross speciality skills in the key required areas.

All workers/groups (lead roles) are Vanuatu based unless otherwise specified:

1. Project Manager – Garry Preston (GPA)
2. Education and Development Specialist – Paul Alex Hetyey (Yumi Saksas)
3. Statistician/ Data Analyst – Dr Ursula Kaly (GPA)
4. Monitoring and Evaluation Specialist – Phill Bevan (HSEQ Vanuatu)
5. Education Economist – Ray Greer (NZ based, Greer Consulting)
6. Vanuatu Public Sector Specialist – Roy Amos Pakoasoangi (Prolink Consultancy Group)

- HSEQ Vanuatu - Subcontractor Partner. A consultancy company part owned by GPA who specialises in governance, strategic planning, management systems, policy development and quality assurance, including extensive work across the pacific in the education sector.
- Greer Consulting Ltd. NZ based - Subcontractor Partner. A small NZ-based company specialising in development economics.
- Prolink Consultancy Group – subcontractor. A ni-Vanuatu consulting firm which primarily advises Government.
- Yumi Sakses – subcontractor. An educational consultancy supporting professional development of teachers in Vanuatu.

Broad experience in working in the Vanuatu context, including in schools and on high level national education sector, human resource development and whole-of-government projects.

Key roles predominantly speak both English and Bislama. Project Manager is also fluent in French.

Strong relationships at high levels with MoET and other Vanuatu education organisations.

In-depth knowledge of current Vanuatu Government legislation, plans, strategies and policies including current government planned projects.

The project team includes multiple Health and Safety qualified persons (ISO 45000 and Auditor) as well as multiple previous Vanuatu School Principals with a thorough understanding of risk evaluation and obligations of worker and public safety school based environments.

All subcontractors are assessed prior to engagement to confirm appropriate skills, competencies, knowledge and experience applicable to the work they are to be engaged for.

Roles and responsibilities are defined in each ToR/Contract including:

- Types of work to be undertaken.
- Applicable NZ, MFAT and Vanuatu Legislation and Policy listing.
- GPA Policy and procedures listing (and provision of documents).
- Project organisational and individual health and safety obligations and commitments matching GPA, MFAT policy requirements and Vanuatu Legislation including consultation.
- Responsibilities relating to external impact of project activities on non-worker individuals, including, volunteers, customers, passers-by and visitors or workers of another organisation.
- Key contacts, including for incident reporting and ongoing feedback.
- Nominated Safety Officer
- Safety Officer responsibilities.
- Non-disclosure.

## Operational Context

Applicable NZ, MFAT and Vanuatu Legislation and Policy listing located in the GPA Safety Plan.

## Review

During the project this Risk Management Plan (RMP) will be reviewed and updated annually or where changes of significance occur.



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## Project Risks and Controls

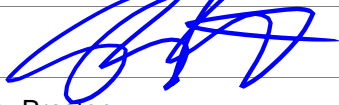
Activity	Risk	Controls	Residual Risk
Governance & Financial Management	<p>Not meeting MFAT contracted arrangements.</p> <p>Not meeting agreed Project Plan.</p> <p>Breach of compliance.</p> <p>Financial management issues e.g. budget shortfall or fraud.</p>	<p>Corporate Social Responsibility Policy</p> <p>Quality Assurance team member to monitor MFAT / project compliance ongoing.</p> <p>Robust, achievable Project Plan.</p> <p>Monthly / ongoing meetings and communications with project team and stakeholders to monitor project delivery and stakeholder expectations.</p> <p>Reporting requirements established and monitored thoroughly to identify errors, shortfalls or project outcome progress issues.</p> <p>Finance management – managed by Project Lead, experienced and proven effective project budget management. MYOB Premier software. Maintaining financial reserves. budgets with expected costs, contingency for unexpected expenses, forecasting, financial management tools, monthly and quarterly reviews, activity budgets and expenses</p> <p>Stakeholder, partner and subcontractor financial management mentoring.</p>	Low
Project Management		Project Management Committee (PMC) that includes MoET, MFAT, VQA, KoBLE, TSC, VTU, PSETA, TED, NUV, DSPPAC and others	Low

Activity	Risk	Controls	Residual Risk
Work Health & Safety		<p>Qualified WHS team members</p> <p>ISO 31000 risk management principles applied</p> <p>WHS Policy and 11 primary Procedures</p> <p>Child Protection and Safeguarding Policy</p> <p>Diversity, Inclusion and Equal Employment Opportunity Policy</p> <p>Safety Plan</p> <p>COVID-19 WHS Plan (workplace)</p> <p>Safety Officer (comprehensively qualified and trained)</p> <p>Subcontracting agreements address WHS obligations</p> <p>GPA and subcontractors shall not engage any worker under the age of 16 for this project.</p>	Low
10 year project duration	<p>Interruption to project continuity or required skills over the extended period.</p> <p>COVID-19 or other global event preventing international or Vanuatu domestic travel</p> <p>Loss of ongoing in-country contact and meetings with stakeholders.</p>	<p>All primary operations are in-country.</p> <p>See above WHS section for COVID-19 controls impacting travel and in-country stakeholder contact.</p> <p>Robust succession planning, partnering/mentoring within key role responsibilities. Large available team to draw on required skills, various cross skilled personnel, at required times.</p> <p>Project planning timelines include allowance for seasonal interruption (cyclone season) and social and cultural lulls in stakeholder responsiveness and availability (Christmas, Easter, wedding, Government budget and retreat seasons).</p> <p>GPA and HSEQ Vanuatu are available ongoing to initiate and conduct:</p> <ul style="list-style-type: none"> <li>- Early-stage meetings with the Directors and Principle Education Officers to obtain understanding of current Directors' priorities and planning.</li> <li>- Meetings with MoET personnel to raise awareness of project deadlines, priorities and deliverables.</li> </ul>	Low

Activity	Risk	Controls	Residual Risk
Government relationship and project commitment	Managing continuity and relationships through changes in key Vanuatu Ministry and other agency roles	<p>Ongoing in-country monitoring of the Vanuatu political landscape.</p> <p>Project Management Committee (PMC) that includes MoET, MFAT, VQA, KoBLE, TSC, VTU, PSETA, TED, NUV, DSPPAC and others. Regular committee meetings will identify changes in key roles.</p> <p>Meetings with Vanuatu based stakeholders Ministry Directors and Principle Education Officers and the community at initial stages and ongoing as defined in project planning and as required such as due to previous project stage inadequate / incomplete consultations, additional stakeholders identified for consultation, unforeseen change management needs.</p>	Low
Community Consultation	Existing consultation outcome expectations not matching project plan and implementation	<p>To manage historical expectation and transition through design and implementation stages GPA and MoET consultation to continue with the community including about budget and possible options.</p> <p>Consultation processes included in Project Plan.</p>	Low
Business commitments to other projects	Other projects impacting time allocations for VSES	<p>Clear project plan with deliverables, responsibilities and timelines.</p> <p>Distributed task responsibilities, Terms of References.</p> <p>Monthly project team meetings / communications to identify and manage any arising time management conflicts.</p> <p>Multiple subcontracted organisations with multiple people with overlapping skills to mitigate the contingency of a person not meeting their deliverables timelines.</p>	Low
Meeting Agreed deliverables		<p>Reporting Schedule.</p> <p>MERL framework designed to include contracted commitments and deliverables as well as project plan outputs.</p> <p>MERL framework designed to ensure monitoring and evaluation of mitigation strategies for identified issues or challenges on an ongoing basis, ensuring any emerging or evolving items are identified and addressed efficiently and effectively as implementation progresses.</p> <p>Incorporation of the data gathered into a well-considered and widely supported VSES project design.</p>	Low

Activity	Risk	Controls	Residual Risk
Stakeholder relationships and expectations	Heightened awareness and perceptions of Vanuatu stakeholders from initial VSES consultation and scoping work.	<p>Project Management Committee (PMC) that includes MoET, MFAT, VQA, KoBLE, TSC, VTU, PSETA, TED, NUV, DSPPAC and others.</p> <p>Ongoing maintenance of relationships with the various stakeholders to be monitored and managed by GPA to ensure clear and consistent messaging on project progress, changes and intended outcomes, including repositioning of historical or previous project created expectations.</p> <p>Existing professional relationships between personnel and stakeholders to be utilised and incorporated into stakeholder relationship management where appropriate.</p> <p>Development programs are at risk of issues with either stakeholders developing large expectations, or of being disappointed by previous projects. Both of these represent a risk to VSES and communication through meetings, workshops, web information and other means will be utilised to ensure reputational risks are minimised.</p>	Low
Subcontractor Arrangements	Subcontractors not following GPA and MFAT project contractual requirements.	<p>Terms of Engagement Agreement.</p> <p>Terms of Reference Agreement, including MFAT and GPA policy requirements, clear identification of responsibilities and deliverables.</p> <p>Quality Assurance team member to monitor MFAT / project compliance ongoing.</p>	Low
Environmental Issues	<p>Project activities negative impacts on surrounding environment.</p> <p>Project design implementation negative impacts on the environment.</p>	<p>Project planning includes environmental impact considerations.</p> <p>Quality Assurance allocate person is experienced in implementing Environmental Management Systems to ISO 14001 standard and qualified Environment Management Systems auditor.</p> <p>Activity planning includes environmental impact considerations.</p>	Low

Activity	Risk	Controls	Residual Risk
Technology	<p>Extended internet failure</p> <p>Lack of control over technology platforms used</p> <p>Ineffective hardware and software</p>	<p>Multiple internet backup options, satellite, Digicel, Vodafone, MiFi.</p> <p>GPA to maintain primary accounts and administrator control over critical digital applications such as MYOB and cloud file storage.</p> <p>Ongoing monitoring of technology hardware and software to ensure it continues to meet operational needs and security expectations.</p>	Low
Communication	<p>Breaks in communication that cause outcome failures, discord or misaligned expectations.</p>	<p>Regular scheduled meetings/email/report with:</p> <ul style="list-style-type: none"> <li>• Project team</li> <li>• Project Management Committee</li> <li>• MoET, and other Ministry Directors as appropriate</li> <li>• MFAT</li> </ul> <p>Project and Stakeholder Contacts Register.</p> <p>Annual Meeting Schedule.</p> <p>Provision of critical policy and contact information available to all via the GPA website.</p> <p>Provision of key information relevant to sub-contractors provided at the time of engagement.</p>	Low

Signature	
Full Name	Garry Preston
Organisation	Gillett, Preston & Associates Inc
Date	26th April 2023