

## **LIST OF ANNEXES**

Annex A: Terms of Reference and Scope of Services

Annex B: Consultant's Reporting Obligations

## **VOLUME 2**

Supporting documentation for implementation of the ESMASP is provided in Annexes D–I

These documents will be made available to the successful candidate for review prior to formal Contract engagement

Annex D: Elol Etas Subdivision Marketing, Allocation and Sale **Process** (ESMASP), including:

Annex 1. Applicant Screening and Allocation Framework.

Annex 2. Media and Marketing Plan – Elol Etas (Etas Gardens)  
Subdivision

Annex 3. Etas Lot Allocation and Oversight Committee (ELAOC)

Annex E: TOR For the Local Real Estate Agent

Annex F: TOR for the Conveyancing Lawyer

Annex G: ESMASP Implementation Team Structure (to be revised by ESMASP Manager)

Annex H –Settlement Process

Annex I: ESMASP Implementation **Manual** (ESMASP-IM)



**Government of Vanuatu**

**Ministry of Lands and Natural Resources, MoLNR**

**ANNEX A: TERMS OF REFERENCE AND SCOPE OF SERVICES**

**Vanuatu Affordable and Resilient Settlements (VARS) Project  
PROCUREMENT ACTIVITY: VU-MLNR-539675-CS-INDV  
TERMS OF REFERENCE (ToR)**

<b>Position:</b>	ESMASP Manager (Individual Consultant)
<b>Location:</b>	Project Management Unit (PMU), Ministry of Lands and Natural Resources (MoLNR), Port Vila, Vanuatu
<b>Hiring Agency:</b>	Ministry of Lands and Natural Resources (MoLNR), Government of Vanuatu
<b>Reporting to:</b>	Project Manager (for contractual management) and Director of Lands (for technical matters)
<b>Duration:</b>	Full-time for 18 months commencing March 2026
<b>Expected Start Date:</b>	March 2026

**1. Background**

A long-term vision of the Government of Vanuatu (GoV) is to provide potable water, sanitation, roads, drainage, and electricity to low-income households for the largest number of citizens. To address this, the International Development Agency of the World Bank Group is supporting the GoV with the Vanuatu Affordable and Resilient Settlements Project (VARS). Aims of the Project include developing a phased, 10-year, risk-informed Land Development, and Investment Strategy (LDIS) for the Greater Port Vila area with an estimated population of 114,000 people, almost 40 percent of the country's population. VARS also will support GoV to prepare a five-year action plan to implement phased settlement upgrading (SURP) of the 23 existing informal settlements in the Greater Port Vila area. To build towards these two interdependent medium-term platforms, the Project will implement on-the ground selected investments and associated institutional, and policy strengthening measures to pilot and set policy precedents for new land development and in situ settlement upgrading. This includes: (a) basic area upgrading of four informal settlements (Ohlen Mataso, Seaside, Tokyo and portion of Anambrou); (b) developing a 10 ha 'sites-and-services' (greenfield) lower-middle income residential area

subdivision; (c) expansion or rehabilitation (as required) of off-site infrastructure focusing on flood management and mitigation; and (d) implementing measures for transformative institutional capacity strengthening of responsible Government of Vanuatu and sub-national agencies for planning, financing, and implementing the 10-year LDIS and 5-year SURP in partnerships with communities and the private sector.

The Project is being implemented by the Ministry of Lands and Natural Resources (MoLNR), supported by the Ministry of Internal Affairs (MIA), Ministry of Infrastructure and Public Utilities (MIPU), the Department of Environmental Protection and Conservation (DEPC), Shefa Provincial Council, and Port Vila City Council (PVCC).

The development objectives of the Project are to:

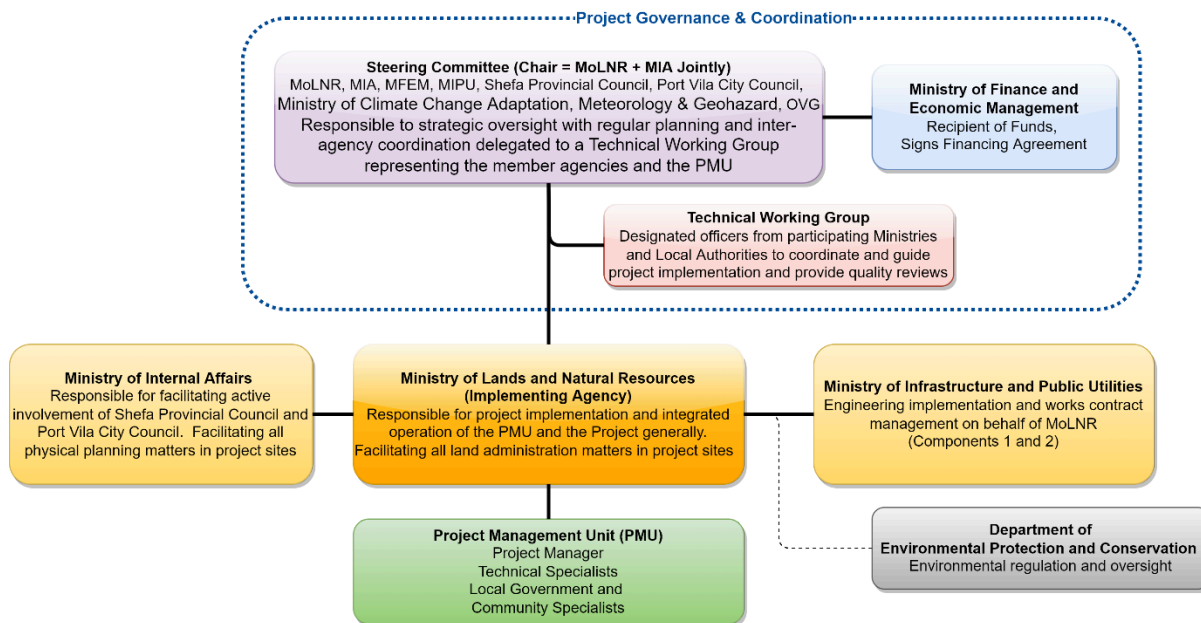
(i) improve access to and resilience of infrastructure and services in selected new and existing settlements.

(ii) strengthen land planning and management for resilient human settlement. The project will involve four components as follows:

<b>Proposed Components and Sub-components</b>
<b>Component 1: Affordable and Resilient New Settlement Development</b> 1.1 Resilient new settlement development 1.2 Institutional and systems strengthening for future settlement planning and development.
<b>Component 2: Affordable and Resilient Settlement Upgrading</b> 2.1 Resilient settlement upgrading 2.2 Sustainable Urban Drainage for settlements 2.3 Institutional and systems strengthening for upgrading unplanned settlements.
<b>Component 3: Strengthening Institutional Capacity for Implementation and Sustainability</b>
<b>Component 4: Contingent Emergency Response (CERC)</b>

## **2. Implementation Arrangements**

Institutional and implementation arrangements are shown diagrammatically in Figure 1 below:



**Figure 1:** Institutional and implementation arrangements

### 3. Glossary of Abbreviations and Terms.

Abbreviation / Term	Full Meaning / Description
<b>VARs</b>	Vanuatu Affordable and Resilient Settlements Project
<b>MoLNR</b>	Ministry of Lands and Natural Resources
<b>ESMASP Manager</b>	Elol Etas Subdivision Marketing, Allocation and Sale Process (ESMASP) Manager
<b>Etas Gardens / Elol Etas Subdivision</b>	The residential land subdivision being developed under the VARs project for affordable housing
<b>ESMASP</b>	Elol Etas Subdivision Marketing, Allocation, and Sale Process
<b>REA</b>	Real Estate Agent (appointed by the Government to manage land sales under the project)
<b>ELAOC</b>	Etas Lease Allocation and Oversight Committee
<b>PMU</b>	Project Management Unit (within MoLNR, overseeing project implementation)
<b>GoV</b>	Government of Vanuatu
<b>ToR</b>	Terms of Reference
<b>KPI (suggested)</b>	Key Performance Indicator (though not explicitly mentioned, performance monitoring is implied)
<b>M&amp;E (suggested)</b>	Monitoring and Evaluation (commonly included in such ToR's; may be relevant to future reporting expectations)

## 1. Purpose of the Assignment

The ESMASP Manager will support the Vanuatu Affordable and Resilient Settlements (VARs) Project by leading the full-time implementation of the Elol Etas Subdivision Marketing, Allocation and Sale Process (ESMASP) for the Elol Etas Subdivision (Etas Gardens), as further defined in the Elol Etas Subdivision Marketing, Allocation and Sale Implementation Manual (ESMAS-IM). The role ensures fair, transparent, and government-led delivery of the subdivision's marketing, allocation, qualification, sales, and settlement processes.

As a dedicated process manager embedded within the Project Management Unit (PMU) and working closely with MoLNR, the ESMASP Manager will coordinate all implementing parties (including ELAOC, the Real Estate Agent, lottery process and the conveyancing lawyer), maintain clear public-facing communication on behalf of MoLNR, and manage risks so that the ESMASP process is implemented consistently and audibly from mobilization through to post-sales closeout.

## 2. Objective of the Assignment

The ESMASP Manager will support the Government of Vanuatu in implementing the approved ESMASP Implementation Manual, including mobilization, marketing and outreach, application receipt, eligibility screening, lottery and allocation, qualification confirmation, coordination of Real Estate Agent and Conveyancing Lawyer activities, including secure data transfer, conveyancing coordination and settlement, and post-sales closeout. The key objective is to ensure that the Ministry of Lands and Natural Resources (MoLNR) leads this process in a clear robustly sequenced, and transparent manner while maintaining public trust throughout the process.

The ESMASP Manager will provide continuous, full-time coordination and operational oversight to ensure disciplined sequencing, timely delivery, accurate records, effective grievance handling, and active risk management. The role is designed to reduce implementation, governance, reputational, and affordability risks and to reduce operational pressure on the PMU and MoLNR during the ESMASP implementation period.

## 3. Scope of Services

The ESMASP Manager will be responsible for the following tasks:

### **Task 1 - Finalisation and Implementation of ESMASP**

The ESMASP Manager will take a leading role in the **review, final development, implementation, coordination, and oversight** of the Elol Etas Subdivision Marketing, Allocation and Sale Process (ESMASP) (refer Annex D) and the ESMASP Implementation Manual (ESMASP-IM) (refer Annex I).

This process is designed to ensure the fair, transparent, and efficient allocation and sale of residential lots under the Vanuatu Affordable and Resilient Settlements (VARs) Project, with the Ministry of Lands and Natural Resources (MoLNR) maintaining a prominent public-facing role throughout.

The ESMASP Manager will review the existing ESMASP documentation and implementation arrangements and recommend refinements, where required, to ensure that the process is operationally practical, transparent, and aligned with project objectives.

The ESMASP Manager will be responsible for coordinating the following key tasks:

### **1.1. Process Management and Coordination**

#### **• Review and Implementation**

- Review the ESMASP Framework (Annex D) and ESMASP Implementation Manual (Annex I) and recommend refinements where necessary to ensure the processes are practical and aligned with implementation requirements.
- Facilitate the planning, execution, and monitoring of the ESMASP.
- Maintain coordination between the Project Management Unit (PMU), MoLNR, the Real Estate Agent, Conveyancing Lawyer, Etas Lot Allocation and Oversight Committee (ELAOC), and other stakeholders to uphold a unified and transparent process.
- Ensure that the process reflects the principles of transparency, fairness, and government leadership.
- Ensure that all decision points for various elements of the ESMASP are appropriately signed off by the VRAS Project Steering Committee (PSC) or the Director of Lands (DoL) as required.

#### **• Leadership and Collaboration**

- Lead efforts to gain agreement on the distribution of tasks, specifying which activities will be led by the ESMASP Manager and which by other team members.
- Act as the primary point of contact for coordination issues and address challenges promptly and efficiently.

#### **• Key Responsibilities**

- Develop a detailed work plan for implementing the ESMASP in alignment with the ESMASP Implementation Manual and with the principles of government-led transparency.
- Ensure that third-party support services, including the Real Estate Agent and Conveyancing Lawyer, are effectively coordinated and integrated into the implementation process.
- Coordinate with the Etas Lot Allocation and Oversight Committee (ELAOC) to ensure the allocation process adheres to established protocols.
- Maintain ongoing communication with MoLNR to reinforce the Ministry's public-facing leadership role.

### **1.2. Applicant Screening and Allocation Framework (Refer Annex D / Annex 1)**

The Applicant Screening and Allocation Framework provides the governance and procedural basis for the transparent selection and allocation of subdivision lots to eligible applicants.

The ESMASP Manager will oversee the implementation of the Applicant Screening and Allocation Framework, ensuring that the screening, shortlisting, and allocation of applicants are conducted in a transparent, fair, and well-documented manner consistent with the procedures set out in Annex D and Annex 1.

- **Data Management:**

- Establish and maintain a secure and well-documented applicant database to track applications and decisions throughout the screening and allocation process.
- Ensure that accurate and up-to-date records are maintained at every stage of the application process, from initial submission through to final lot allocation and transfer to the Real Estate Agent and Conveyancing Lawyer.
- Implement a structured data management system that tracks applicants across the following categories:
  - **Initial Applicants.** Individuals who have submitted complete applications, either online or through in-person submission channels.
  - **Eligible Applicants.** Applicants who have met the eligibility criteria following administrative screening and verification of supporting documentation.
  - **Shortlisted Applicants.** Eligible applicants selected through a transparent lottery process conducted under the oversight of the Etas Lot Allocation and Oversight Committee (ELAOC).
  - **Allocated Applicants.** Shortlisted applicants who have been formally assigned a specific lot and referred to the Real Estate Agent for completion of the sales and settlement process.
  - **Reserve Applicants.** Applicants maintained on a reserve list to replace shortlisted or allocated applicants who withdraw or fail to complete the purchase process.

- **Lottery Management:**

- Facilitate and coordinate the lottery process in collaboration with the ELAOC to ensure that the shortlisting and allocation of eligible applicants is conducted fairly and in accordance with the approved allocation framework.
- Ensure that the lottery process is transparent, publicly accountable, and appropriately documented, including independent observation where appropriate.
- Maintain records of lottery procedures and results to ensure that outcomes are traceable and auditable.

- **Verification:**

- Implement verification checks to confirm that all applicants meet the established eligibility criteria, including citizenship status, lease ownership requirements, and other applicable qualifications.
- Support the ELAOC in reviewing shortlisted and allocated applicants and confirming allocation decisions in accordance with the established framework.

- Supervise the transition of applicants from shortlist status to final lot allocation, ensuring that all allocation decisions are properly documented and that records remain accurate, complete, and auditable.

### **1.3. Media and Marketing Plan - Elol Etas (Etas Gardens) Subdivision (Annex D / Annex 2)**

The ESMASP Manager will oversee the implementation of the Media and Marketing Plan for the Elol Etas Subdivision to ensure that information about the subdivision and application process is communicated clearly, consistently, and transparently to the public. Activities will be undertaken in accordance with the framework outlined in Annex D and the detailed Media and Marketing Plan provided in Annex 2.

- **Planning and Implementation:**

- Review the Media and Marketing Plan and recommend refinements where necessary to ensure that outreach activities are practical, well-coordinated, and aligned with the ESMASP implementation timeline.
- Coordinate and oversee the implementation of the approved media and marketing activities, including radio, print, digital, and community-based promotional campaigns.
- Facilitate collaboration with local media outlets, community organisations, and social networks to maximise public awareness and engagement with the subdivision program.
- Ensure that promotional activities are implemented in a timely manner and aligned with key stages of the application and allocation process.

- **Brand Alignment and Public Messaging**

- Ensure that all public communications and promotional materials align with the Ministry of Lands and Natural Resources' vision of transparency, fairness, and government leadership in the delivery of the Elol-Etas Subdivision (Etas Gardens).
- Coordinate media messaging to reinforce MoLNR's public-facing leadership role and maintain a clear and consistent narrative regarding the objectives of the project.
- Review communications materials to ensure that information provided to the public is accurate, clear, and consistent with the ESMASP framework.

- **Public Engagement**

- Coordinate and oversee community outreach activities, including public information sessions, community meetings, and engagement events at key community locations.
- Ensure that outreach activities provide clear guidance to potential applicants regarding eligibility requirements, application procedures, and key dates.
- Coordinate the preparation and distribution of informational materials, including application guidance and promotional materials, to ensure consistent and accurate messaging across all communication channels.
- Maintain records of outreach and communication activities to support transparency and reporting requirements.

#### **1.4. Coordination of the Etas Lot Allocation and Oversight Committee (ELAOC) (Refer Annex D / Annex 3)**

The ESMASP Manager will support the effective functioning of the Etas Lot Allocation and Oversight Committee (ELAOC) to ensure that the applicant screening, shortlisting, and lot allocation processes are conducted in accordance with the approved ESMASP framework. The ESMASP Manager will facilitate the work of the Committee while ensuring that its deliberations and decisions are properly documented and communicated.

- **Committee Facilitation**
  - Coordinate the activities of the ELAOC to support the effective execution of its oversight and decision-making responsibilities under the ESMASP framework.
  - Plan and organise ELAOC meetings, including preparation of meeting schedules, agendas, and the circulation of relevant documentation to Committee members in advance of meetings.
  - Ensure that Committee members have access to the necessary information and supporting documentation required to make informed and transparent decisions.
  
- **Documentation and Reporting**
  - Maintain a comprehensive and well-organised record of ELAOC meetings, deliberations, and decisions, ensuring that outcomes are properly documented for accountability and future reference.
  - Ensure that allocation decisions and related actions are recorded in a clear and auditable manner.
  - Facilitate the preparation of summary reports or records of decisions for submission to the Ministry of Lands and Natural Resources (MoLNR) and the VARS Project Management Unit (PMU).
  
- **Stakeholder Coordination**
  - Act as the liaison between the ELAOC and other stakeholders involved in the ESMASP implementation process, including the Real Estate Agent, Conveyancing Lawyer, and relevant MoLNR representatives.
  - Ensure that allocation decisions and Committee guidance are communicated clearly to the relevant parties to support the timely progression of the allocation and sales process.
  - Support coordination with community representatives and other stakeholders where appropriate to maintain transparency and public confidence in the allocation process.

## **Task 2 - ToR - Procurement and Oversight of Third-Party Service Providers**

The ESMASP Manager will support the procurement, mobilisation, and coordination of key third-party service providers required for the implementation of the Elol Etas Subdivision Marketing, Allocation and Sale Process (ESMASP).

This includes reviewing, refining, and finalising the Terms of Reference for the **Real Estate Agent (Annex E)** and **Conveyancing Lawyer (Annex F)** to ensure that these services are aligned with the finalised ESMASP implementation arrangements.

### **2.1 Review and Finalisation of the Terms of Reference**

The ESMASP Manager will review, refine, and finalise the Terms of Reference for the Real Estate Agent and Conveyancing Lawyer to ensure that the scope of services, deliverables, and reporting arrangements are aligned with the finalised ESMASP implementation framework.

- **Collaboration and Finalisation**

- Work collaboratively with the Project Management Unit (PMU) and the Ministry of Lands and Natural Resources (MoLNR) to review and finalise the TORs, ensuring that they address the operational requirements associated with the marketing, allocation, sale, and legal transfer of residential lots under the Elol Etas Subdivision.
- Incorporate feedback from key stakeholders to ensure that the TORs accurately reflect the expectations of the government, the project team, and the requirements of the ESMASP framework.
- Ensure that the TORs maintain a clear division of responsibilities between the Real Estate Agent, the Conveyancing Lawyer, MoLNR, and the VARS PMU.
- Ensure that the TORs include clear provisions for coordination, reporting, and monitoring throughout the implementation of the marketing, allocation, sales, and settlement processes.

- **Alignment with ESMASP Implementation**

- Ensure that the TORs are consistent with the procedures and governance arrangements established under the ESMASP Applicant Screening and Allocation Framework (Annex D – Annex 1) and the ESMASP Implementation Manual (Annex I).
- Confirm that the TORs clearly define the scope of services, deliverables, reporting requirements, and coordination arrangements required to support the implementation of the subdivision sales process.
- Ensure that the roles of the Real Estate Agent and Conveyancing Lawyer are structured to support the transparent and efficient progression of applicants from allocation through to settlement and registration of leases.

### **2.2 Overseeing Contract Objectives and Deliverables**

Following procurement and contract award, the ESMASP Manager will support the oversight and coordination of the **Real Estate Agent and Conveyancing Lawyer** to

ensure that services are delivered in accordance with their respective Terms of Reference and contractual obligations.

The ESMASP Manager will work in coordination with the VARS Project Management Unit (PMU) and the Ministry of Lands and Natural Resources (MoLNR) to monitor the performance of these service providers and ensure that their activities support the effective implementation of the ESMASP.

- **Monitoring Compliance and Performance**

- Monitor the implementation of the agreed scope of services and contract deliverables for both the Real Estate Agent and Conveyancing Lawyer, ensuring that activities are undertaken in accordance with the approved Terms of Reference.
- Track the progress of marketing activities, purchaser engagement, sales coordination, and conveyancing processes to ensure that each stage of the allocation, sales, and settlement process is implemented as planned.
- Identify any operational issues or risks affecting the sales and settlement process and coordinate with the PMU and MoLNR to address them promptly.
- Ensure that the activities of both service providers are conducted in a manner that supports transparency, fairness, and the public-facing leadership role of MoLNR throughout the subdivision process.

- **Coordination and Performance Reviews**

- Facilitate regular coordination meetings with the Real Estate Agent and Conveyancing Lawyer to review progress, address challenges, and ensure alignment across the marketing, allocation, sales, and settlement processes.
- Coordinate with the PMU and MoLNR to ensure that the activities of both service providers remain aligned with the ESMASP framework and broader project objectives.
- Provide feedback to the Real Estate Agent and Conveyancing Lawyer regarding performance and implementation issues and support the resolution of any gaps in service delivery.
- Maintain records of coordination meetings, progress updates, and key decisions to support project reporting, transparency, and accountability.

### 2.3 Ensuring MoLNR's Public-Facing Role

A critical component of the ESMASP Manager's role is to ensure that the implementation of marketing, allocation, sales, and settlement activities reflects the leadership of the Ministry of Lands and Natural Resources (MoLNR) as the public-facing authority responsible for the Elol Etas Subdivision.

The ESMASP Manager will coordinate with the Real Estate Agent and Conveyancing Lawyer to ensure that their activities support MoLNR's visible leadership and maintain transparency and public confidence in the subdivision sales and marketing process.

- **Public Representation**
  - Coordinate with the Real Estate Agent to ensure that public communications, marketing activities, and engagement with applicants clearly identify MoLNR as the lead entity responsible for the subdivision.
  - Ensure that branding, messaging, and community outreach activities consistently reflect the government’s leadership and accountability throughout the marketing, allocation, and sales process.
  - Review communications materials and public messaging to ensure consistency with the objectives and principles of the ESMASP.
  
- **Transparency and Financial Oversight**
  - Monitor the Real Estate Agent’s management of purchaser deposits and financial transactions, including the maintenance of a dedicated trust account in accordance with the provisions outlined in Annex E.
  - Support coordination with the PMU to ensure that financial processes relating to deposits, payments, and settlements are properly documented and managed in a transparent manner.
  - Coordinate with the Conveyancing Lawyer to ensure that settlement transactions, transfer documentation, and registration processes are completed in accordance with legal requirements and project procedures.
  - Maintain appropriate records and documentation to support transparency, accountability, and project reporting requirements.

### **Task 3 – Implementation Team mobilisation and Resourcing**

The ESMASP Manager will support the mobilisation and coordination of the implementation team required to deliver the Elol Etas Subdivision Marketing, Allocation and Sale Process (ESMASP). This includes reviewing the proposed implementation team structure, confirming staffing requirements, and supporting the recruitment and resourcing arrangements required for effective implementation.

The ESMASP Manager will work closely with the VARS Project Management Unit (PMU) and the Ministry of Lands and Natural Resources (MoLNR) to ensure that the implementation team structure is appropriate, adequately resourced, and aligned with the operational requirements set out in the ESMASP Implementation Manual (Annex I).

- **Review of the ESMASP Implementation Team Structure**
  - Review the proposed ESMASP Implementation Team Structure outlined in Annex G – Recommended ESMASP Implementation Team Structure.
  - Assess whether the proposed team structure is adequate to support implementation of the ESMASP across all key phases, including outreach, application management, eligibility screening, allocation processes, and sales coordination.

- Identify any gaps or operational risks associated with the proposed staffing arrangements and recommend adjustments where required.
- Provide recommendations to the PMU and MoLNR regarding:
  - staffing composition and functional roles
  - sequencing and timing of recruitment
  - potential redeployment of PMU or MoLNR personnel where appropriate
  - the need for additional short-term or temporary support roles.
- **Implementation Team Mobilisation**
  - Support the establishment of the implementation team in coordination with the PMU and MoLNR.
  - Prepare draft Terms of Reference for approved implementation team positions where required.
  - Provide technical input to support recruitment and procurement processes coordinated by the PMU and the Contracts Manager.
  - Support onboarding and coordination of implementation team members to ensure alignment with the ESMASP framework and implementation schedule.
- **Implementation Resourcing and Budget Monitoring**
  - Prepare an indicative implementation budget covering staffing requirements, operational costs, and logistics associated with implementation of the ESMASP.
  - Provide periodic updates to the PMU on implementation team resourcing requirements and operational expenditures.
  - Identify any emerging resource constraints that may affect the timely implementation of the ESMASP and provide recommendations for mitigation.

#### **Task 4 – Reporting, Monitoring and Close-Out**

The ESMASP Manager will support the monitoring, reporting, and documentation of activities undertaken during the implementation of the Elol Etas Subdivision Marketing, Allocation and Sale Process (ESMASP). This includes maintaining clear records of progress, supporting transparency and accountability in project implementation, and preparing final documentation to support the completion of the assignment.

The ESMASP Manager will work closely with the VARS Project Management Unit (PMU) and the Ministry of Lands and Natural Resources (MoLNR) to ensure that reporting requirements are met and that implementation progress is effectively monitored.

- **Monitoring and Progress Reporting**
  - Monitor the implementation of ESMASP activities, including outreach, application management, allocation processes, sales coordination, and settlement activities.
  - Track progress against the agreed implementation workplan and identify any issues that may affect the timely delivery of project activities.

- Provide regular progress updates to the PMU and MoLNR on the status of implementation, including key milestones, operational challenges, and recommended corrective actions where necessary.
  - Maintain appropriate records of key decisions, operational activities, and coordination meetings to support transparency and project oversight.
- **Documentation and Record Management**
    - Maintain a structured record of implementation activities, including documentation relating to applicant screening, allocation decisions, coordination with service providers, and outreach activities.
    - Ensure that relevant records are organised and maintained in accordance with PMU documentation and reporting requirements.
    - Support the preparation of reports and briefing materials required by the PMU and MoLNR to communicate implementation progress.
- **Final Reporting and Close-Out**
    - Prepare a Final Report at the conclusion of the assignment summarising implementation activities, key outcomes, and the overall performance of the ESMASP process.
    - Document lessons learned and provide recommendations to support the ongoing implementation of subdivision sales and future government-led subdivision initiatives.
    - Provide recommendations regarding any outstanding operational issues or follow-up actions required by MoLNR or the PMU following completion of the assignment.
    - Support the orderly handover of project documentation, records, and implementation materials to the PMU to ensure continuity of project activities.

#### 4. Duration

This is a full-time consultancy contract for a period of 18 months, beginning March 2026. The contract may be extended based on satisfactory performance and available budget. A probationary review will be conducted following the first three (3) months, during which performance will be assessed based on delivery of key outputs such as:

##### **Initial Performance Review**

An initial **performance review will be conducted after the first three (3) months** of the assignment to assess the consultant's progress in establishing and implementing the Elol Etas Subdivision Marketing, Allocation and Sale Process (ESMASP).

Performance during the initial period will be assessed based on the delivery of key mobilisation outputs, including:

- Initial Work Plan / Inception Report submitted within one (1) month of contract commencement.
- Mobilisation of the ESMASP implementation office, including establishment of operational systems and commencement of marketing and application activities, within two (2) months of contract commencement.
- Monthly progress reporting to the PMU and MoLNR, including updates on implementation of ESMASP activities, applicant management, stakeholder coordination, and operational progress.

The outcome of the initial performance review will inform continued implementation arrangements for the remainder of the assignment.

## **5. Qualifications, Experience, and Skills Required**

- Degree in Law, Urban Planning, Public Administration, Land Administration, Economics, Environmental Management, Development Studies, Communications, or a related field.
- A minimum of 10 years of relevant professional experience in public sector program delivery, land administration, infrastructure, development program implementation, or related fields, preferably in Vanuatu or similar contexts.
- Demonstrated experience in leading or coordinating complex, multi-stage operational processes or programs involving multiple stakeholders, with strong governance, documentation control, and audit trail requirements.
- Experience in coordinating or overseeing structured allocation, selection, service delivery, or comparable administrative processes in a transparent and accountable manner.
- Strong understanding of governance, institutional coordination, and public sector implementation processes.
- Demonstrated ability to manage and coordinate multiple stakeholders, including government agencies, service providers, development partners, and community groups.
- Proven experience in stakeholder engagement, public communication, and facilitation of transparent and accountable processes.
- Strong organisational, planning, and process management skills, with the ability to manage complex workflows, sequencing of activities, and maintain accurate records and audit trails.
- Experience working with government institutions, development partners, or donor-funded projects is highly desirable.
- Fluency in English is required; Bislama and other local languages are strongly preferred.

- **ANNEX B: CONSULTANT'S REPORTING OBLIGATIONS AND DELIVERABLES**

## **1. Overview**

The ESMASP Manager will be responsible for preparing, submitting, and maintaining reports and supporting documentation to ensure transparency, accountability, and effective monitoring of the implementation of the Elol Etas Subdivision Marketing, Allocation and Sale Process (ESMASP).

Reporting will support oversight by the Ministry of Lands and Natural Resources (MoLNR) and the VARS Project Management Unit (PMU) and will provide a clear record of implementation progress, operational activities, and key decisions.

The following reporting requirements correspond to the Scope of Services described in the Terms of Reference.

## **2. ESMASP Implementation Reporting**

### **2.1 Process Management and Coordination**

#### **Monthly Progress Reports**

The ESMASP Manager will prepare **monthly progress reports** summarising the implementation status of the ESMASP.

These reports will include:

- summary of completed activities and milestones achieved
- overview of ongoing activities and upcoming implementation steps
- identification of operational challenges and proposed corrective actions
- summary of coordination activities with MoLNR, PMU, ELAOC, and other stakeholders.

### **2.2 Applicant Screening and Allocation Framework Reporting**

#### **Monthly Applicant Data Management Report**

The ESMASP Manager will maintain and report on the status of applications across the applicant screening and allocation process.

The report will include:

- summary of applicant numbers within each category:
  - Initial Applicants
  - Eligible Applicants
  - Shortlisted Applicants
  - Allocated Applicants
  - Reserve Applicants
- verification outcomes and eligibility checks undertaken
- updates on applicant status and allocation decisions
- confirmation of data accuracy and database updates.

#### **Lottery Process Report**

Following each lottery event, the ESMASP Manager will prepare a report documenting:

- the lottery methodology applied
- number of participants involved
- shortlist outcomes and allocation sequencing
- confirmation of oversight by the Etas Lot Allocation and Oversight Committee (ELAOC).

## **2.3 Media and Marketing Plan Reporting**

### **Monthly Media Activity Report**

The ESMASP Manager will prepare a summary of marketing and communication activities undertaken during the reporting period.

This report will include:

- media outreach activities conducted (radio, print, digital, community engagement)
- public awareness and engagement metrics where available
- summary of public feedback and community responses.

### **Community Engagement Report**

The ESMASP Manager will document community engagement activities including:

- public meetings and community forums
- information sessions and outreach activities
- attendance, key discussion points, and follow-up actions.

## **2.4 ELAOC Coordination Reporting**

### **Committee Meeting Records**

The ESMASP Manager will maintain records of all Etas Lot Allocation and Oversight Committee (ELAOC) meetings.

This documentation will include:

- meeting agendas and supporting documentation
- records of discussions and decisions made
- action items and follow-up responsibilities.

Meeting summaries or minutes will be prepared following each ELAOC meeting and shared with MoLNR and the PMU.

## **3. Reporting on Third-Party Service Providers**

### **3.1 Real Estate Agent Performance Monitoring**

The ESMASP Manager will monitor the performance of the Real Estate Agent and provide periodic reporting to MoLNR and the PMU.

Reports will include:

- assessment of the Real Estate Agent's compliance with the agreed Terms of Reference
- summary of marketing and sales engagement activities
- updates on purchaser engagement and sales progress
- review of deposit management arrangements, including trust account management and financial reporting
- identification of any operational risks affecting the sales process.

### **3.2 Conveyancing Lawyer Coordination Reporting**

The ESMASP Manager will monitor the coordination of conveyancing activities and provide updates on the progress of settlement and registration processes.

Reporting will include:

- updates on preparation and execution of sale agreements
- status of settlement processes and transfer documentation
- progress in registration of subdivision leases with the Department of Lands
- identification of any legal or procedural issues affecting settlement.

## **4. Implementation Team Mobilisation Reporting**

### **Implementation Team Mobilisation Note**

The ESMASP Manager will prepare an **Implementation Team Mobilisation Note** during the mobilisation phase of the assignment.

This report will provide:

- recommendations on the final composition of the ESMASP implementation team
- proposed recruitment sequencing
- estimated staffing requirements and operational costs
- recommended resourcing arrangements to support implementation of the ESMASP.

## **5. Final Reporting**

### **5.1 Final Report**

At the completion of the assignment, the ESMASP Manager will prepare a **Final Report** summarising:

- implementation outcomes of the ESMASP
- performance of key service providers
- lessons learned from the allocation and sales process
- recommendations for future government-led subdivision initiatives.

## 5.2 Deliverables:

Table summary of the key tasks, main deliverables, and key dates based on the provided Terms of Reference (ToR) for the ESMASP Manager:

Deliverable	Timing
<p><b>1. Inception Report</b> confirming understanding of the assignment, detailed workplan, implementation schedule, and recommendations on the ESMASP implementation approach. The Inception Report shall include an updated:</p> <ul style="list-style-type: none"> <li>• ESMASP Implementation Workplan (program)</li> <li>• Applicant Screening and Allocation Framework (Annex D -Annex 1)</li> <li>• Media and Marketing Plan (Annex D - Annex 2)</li> <li>• TOR for the Etas Lot Allocation and Oversight Committee (ELAOC) (Annex D - Annex 3)</li> </ul>	<p>Within 1 month of Contract commencement</p>
<p><b>2. ESMASP Implementation Manual (ESMASP-IM)</b> finalised for operational use, incorporating updates from the Inception phase</p>	<p>Within 2 months of Contract commencement</p>
<p><b>3. Implementation Team Mobilisation Note</b> including recommendations on implementation team structure, recruitment sequencing, staffing requirements, and estimated operational budget.</p>	<p>Within 2 month of Contract commencement</p>
<p><b>4. Final Terms of Reference – Real Estate Agent</b> for marketing and sale of subdivision lots</p>	<p>Within 2 months of Contract commencement</p>
<p><b>5. Final Terms of Reference – Conveyancing Lawyer</b> to support contract preparation and settlement processes.</p>	<p>Within 2 months of Contract commencement</p>
<p><b>6. Monthly Reports</b> - summarising ESMASP implementation progress, applicant management, coordination with service providers, and operational issues.</p>	<p>Monthly throughout the assignment</p>
<p><b>7. Final Report</b> summarising:</p> <ul style="list-style-type: none"> <li>• implementation outcomes of the ESMASP</li> <li>• performance of key service providers</li> <li>• lessons learned from the allocation and sales process</li> <li>• recommendations for future government-led subdivision initiatives.</li> </ul>	<p>1 month from end of Contract</p>