MINISTRY OF COMMUNICATION, TRANSPORT, POST AND CONSTRUCTION

MAINSTREAMING APPROPRIATE LOCAL ROAD STANDARDS AND SPECIFICATIONS AND DEVELOPING A STRATEGY FOR THE MCTPC RESEARCH CAPACITY

PROGRESS REPORT 8 September 2007

SEACAP 03

UNPUBLISHED PROJECT REPORT





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PROGRESS REPORT 8 September 2007

Prepared for: Project Record:

SEACAP 03. Mainstreaming Appropriate Local Road Standards and Developing a Strategy for the MCTPC Research Capacity

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ABBREVIATIONS & ACRONYMS

ADT	Average Daily Traffic
ASEAN	Association of South East Asian Nations
CBR	California Bearing Ratio
CNCTP	Cambodia National Community of Transport Practitioners
CSIR	Council for Scientific and Industrial Research (South Africa)
DBM	Dry Bound Macadam
DBST	Double Bituminous Surface Treatment
DCP	Dynamic Cone Penetrometer
DfID	Department for International Development
DoR	Department of Roads
EADT	Equivalent Average Daily Traffic
EDCs	Economically emerging and Developing Countries
ENS	Engineered Natural Surface
esa	equivalent standard axles
FHWA	Federal Highways Association (US)
FM	Fines Modulus
FWD	Falling Weight Deflectometer
GMSARN	Greater Mekong Sub-region Academic and Research Network
gTKP	global Transport Knowledge Partnership
HDM4	Highway Development and Management Model
HQ	Headquarters
HRD	Human Resource Development
IFG	International Focus Group
IFRTD	International Forum for Rural Transport Development
ILO	International Labour Organisation
IRI	International Roughness Index
Km	kilometre
LCS	Low Cost Surfacing
LRD	Local Roads Division (DoR)
LVRR	Low Volume Rural Road
m	metre(s)
MCTPC	Ministry of Communication, Transport, Post and Construction
mm	Millimetre(s)
MERLIN	Machine for Evaluating Roughness using Low-cost INstrumentation
MPa	Mega pascals
MoU	Memorandum of Understanding

1 Introduction

1.1 General

The SEACAP 3 project is part of the wider South East Asia Community Access Programme whose strategic theme is 'livelihoods of poor and vulnerable people in South East Asia, improved sustainability'. SEACAP 3 will contribute to this overall objective through the development and mainstreaming of local resource-based standards for low volume rural roads. The project seeks to achieve three key outcomes:

- Mainstream appropriate local road standards and specifications into the national road programme,
- Develop an affordable and sustainable strategy for attaining the necessary road (all road categories) research capacity,
- Increase the awareness of good practice experience from this project by disseminating the outcomes at the national, sub-regional and international levels.

This report outlines the work undertaken on the SEACAP 3 project during September 2007; presents a summary of staff resources used and outlines the anticipated programme for the coming month.

1.2 Contractual Arrangements

The Agreement for the project to be undertaken was established under a Memorandum of Understanding (MoU) between the Ministry of Communication, Transport, Post and Construction (MCTPC) on behalf of the Government of Lao PDR and the Department for International Development (DfID), UK. The MoU defines the scope of the project, that it will be undertaken by TRL Limited as the Consultant and implemented under Terms of Reference, and that the Consultant will be appointed by DfID. The MoU also expresses certain Exemptions and Facilities to be provided by MCTPC to the Consultant to facilitate implementation of the project. The MoU was signed on the 16th October 2006.

Thereafter, TRL provided a comprehensive technical proposal and a financial proposal for carrying out the project to DfID and subsequently entered into a contractual arrangement with DfID. TRL were appointed on 21st November 2006. The duration of the project is 12 calendar months.

TRL is supported in its undertaking of the project by associate firms and by competent and experienced individual consultants. The principal associate firm is Lao Transport Engineering Consultants (LTEC) who are providing comprehensive local consulting services.

TRL have entered into a contractual agreement with LTEC to provide a total of 68 person months of services over the duration of the project. Forty-Four (44) person months are for engineering and translation services and 24 person months are for administrative, secretarial and coordination services.

The other associate firm is Intech Associates consulting engineers who have worked extensively with TRL on other SEACAP projects in the region. Intech will provide a short-term specialist role on this project similar to that to be provided by the individual consultants.

2 Work Undertaken

2.1 General

The following sections summarise the work undertaken on SEACAP 3 during September 2007. Principal focus was on Task Group 1 and Task Group 2, although progress was also recorded on the other two Task Groups. The Progress on individual Modules within the Project Task Groups is summarised in Table 1. Project meetings are summarised in Table 2.

In addition to defined project work the TRL-LTEC team also supplied technical support for the SEACAP Coordination Committee presentation at the SEACAP Practitioners' Meeting (SPM) in Hanoi from 12-13th September. Dr Cook (Team Leader) and Bounta Meksavanh (Local Team Leader) also made presentations at this SPM.

2.2 Task Group 1: Standards and Specifications

Work was centred on the drafting of the Standards and Specifications based on the key principles identified at the Review Workshop and in subsequent technical discussions. The principal focus during September was primarily on Document 1: LVRR Classification and Geometric Standards, although significant progress was also made on Document 2: LVRR Technical Specifications.

An Environmentally Optimised Design (EOD) approach, encompassing a spectrum of solutions from Spot Improvements to an appropriate whole road length design, is currently seen as the best framework for the practical application of these LVRR Standards. Key issues with respect to this strategy were raised at the SPM and presented in a subsequent meeting with the SIDA-BAC delegation to Cambodia. A copy of this presentation is included as Appendix A to this report.

2.3 Task Group 2: Training

Simon Done, the TRL Training Specialist, was mobilised on 3rd September and as Task Group Leader has been principally responsible for the drawing up the pilot training programme and commencing the drafting of the associated training materials. As part of the technical needs assessment visits were made to local roads and district offices in Vientiane and Borikhamxay provinces.

The structure and outline content for the proposed Training Modules was submitted to, and agreed by, the SCC. This structure is included as Appendix B to this report.

Andreas Beush was mobilised on 17th September and part of his remit is to support and advise on the pilot training programme. He also commenced a review of specific HRD problems associated with increasing engineering responsibility at district level as required by the current rural road "decentralisation" policy. He is also tasked with identifying potential support links between the new undergraduate Rural Road Engineering modules at the National University of Lao (NUoL) and the training needs of MCTPC

2.4 Task Group 3 Research Capacity

Andreas Beusch commenced a short review to identify key HRD issues specific to the Lao PDR and the MCTPC with respect to implementing current SEACAP research into practice and in particular identify any barriers to the mainstreaming and practical take-up of research outcomes.

2.5 Task Group 4: Dissemination

SEACAP 3 Technical Paper 2 on website recommendations was distributed to the SCC for comment. The translation of this Technical Paper into Lao was commenced. Andreas Beusch also encompassed some comments on the mainstreaming of the SEACAP 3 outputs and the identification of potential problems into his work on HRD Strategy.

No.	Module Description	Completed	Programme	Activity in September 2007
Task	Group I: Develop Stan	dards and Sp	ecifications	
1	Review current situation	95%	100%	Minor updating of review
2	Research to fill knowledge gaps	100%	100%	Minor updating
3	Draft technical standards	80%	100%	Drafting of standards.
4	Finalise technical standards	0%	0%	No activity this month
Task	Group II: Develop a R	elevant Train	ing Programm	e
5	Training needs assessment	100%	80%	Assessments undertaken
6	Training programme elaborated	60%	75%	Programme agreed and drafting of materials commenced
7	Training course tested and trialled	0%	0%	No activity this month
Task	Group III: Develop an	Appropriate	Research Capa	ability:
8	Gaps in research capacity identified	100%	100%	No activity this month
9	Strategy for strengthening research capacity	95%	100%	No activity this month
10	Adoption of strategy by MCTPC	50%	50%	Ongoing discussions with DoR and NUOL
Task	Group IV: Initiate Dise	semination		
11	Materials for Dissemination	30%	25%	Website structure set up and reporting

Table 1 Summary of Module Progress

Date	Organisation	Key Personnel	Comment
04/09	LRD	Sengdarith Kattignasack (Director, LRD)	Introduction of Simon Done – training discussions
10/09	LRD	Sengdarith Kattignasack (Director, LRD)	Pilot Training
12/09	Vientiane Province	DCTPC,, OCTPC staff	Discussion on LVRR Standards and training
13/09	SCC	Laokham Somphet; Sengadarith Kattignasack;Dr. Maysy Viengvilay	Agree on Training Module structure
14/09	Borikhamxay Province	DCTPC,, OCTPC staff	Discussion on LVRR Standards and training
18/09	PAD (DOR) Swe-Road BAC	Khamphou Duangthanom (Director of PAD, DOR); Dick Jonsson (Team Leader); Belal Hussein	Cooperation Training
20/09	LRD	Sengdarith Kattignasack (Director, LRD)	Pilot Training
21/09	Swe-Road	Dick Jonsson (Team Leader)	Exchange of information on -raining and HRD – with Andreas Beusch
22/09	SIDA – Basic Access Component	Belal Hussein	Presentation by JRC on EOD to SIDA-BAC delegation visiting Cambodia
24/09	PAD (MCTPC)	Souvanny Ratanavong (DDG, Personnel Dept, MCTPC	Introduction of Andreas Beusch
25/09	LRD	Sengdarith Kattignasack (Director, LRD)	Pilot Training
26/09	NUOL	Nhinxay Visane	Introduction of Andreas Beusch

Table 2: Key Meetings, September

3 Staff Resources

A summary of the SEACAP 3 staff resources utilised in September 2007 is presented in the following Table 4.

4 **Programme and Status**

The SEACAP 3 programme is included as Appendix C to this report, together with a manning schedule for the remaining months of the programme.

Table 1 indicates that the project progress is generally satisfactory, although the drafting of the Standards and Specifications is utilising more resources and time than originally anticipated. The programme has been adjusted to accommodate some slight delay in this task.

The following points should be noted with respect to project work in the coming months

- 1. A first draft of the Standards and Specifications (Document 1 and 2) is expected to be completed in mid-October. A workshop is planned for 15th November to review this work
- 2. The SCC has requested a delay in the Pilot Training Course from mid October to late November. This is in order to avoid the joint World Bank-SIDA-ADB mission which is due to take place towards the end of October and to give time for the SEACAP 3 standards and specifications to be reviewed in draft-final form by the MCTPC before being presented as part of the pilot training course. TRL-LTEC supports this view and has made arrangements to comply with the request.
- 3. TRL-LTEC will support the SEACAP 17 workshop in Bokeo on 6th-8th November. Presentations will be made by Dr J R Cook (LVRR Standards and Specifications) and Rob Petts (Low Cost Structures Manual)

Name	Position	Project Time : September
Dr Jasper Cook (TRL)	Team Leader Geotechnical Specialist	1 st -6 th and 21 st September ⁽¹⁾
Michael O'Connell (TRL)	Transport and Road Engineering Specialist and Deputy Team Leader	1 st - 29 September
Simon Done (TRL)	Training Specialist	3 rd - 30 th September
Trevor Bradbury (TRL)	Dissemination and IT Specialist	No input this month
Andreas Beusch	Training and Research Reviewer	17 th – 30 th September
Bounta Meksavanh (LTEC)	Local Team Leader and Road Engineer Specialist	1 st -30 th September
Saysongkham Manodham (LTEC)	Road Engineering Specialist	1 st -30 th September
Somphit B (LTEC)	Training Support	1 st -30 th September
Mr. Keithiphan Senamahmountry (LTEC)	IT Support	1 st -30 th September
Mr. Bounhom K. (LTEC)	Translator	No input this month
Ms Chanthida Ph (LTEC)	Office Management	1 st -30 th September
Mr. Thipdavanh V. (LTEC)	Project Coordinator	1 st -30 th September

Table 4: Staff Resources September s

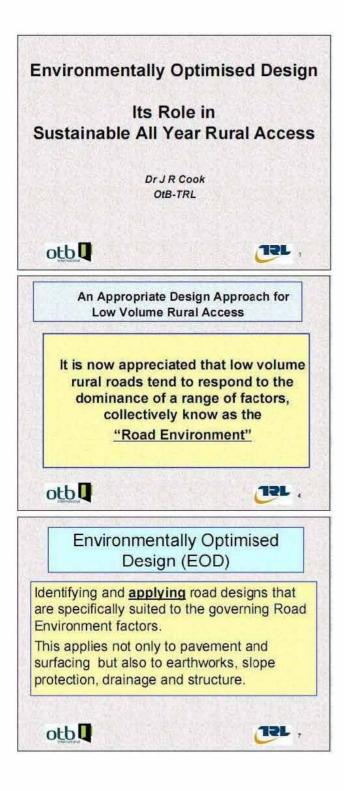
MAINSTREAMING APPROPRIATE LOCAL ROAD STANDARDS AND SPECIFICATIONS AND DEVELOPING A STRATEGY FOR THE MCTPC RESEARCH CAPACITY

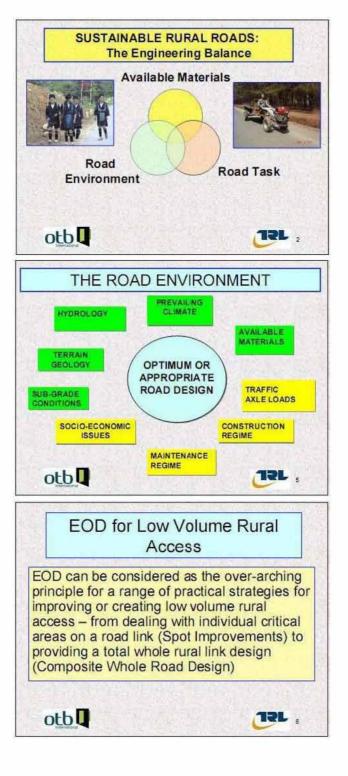
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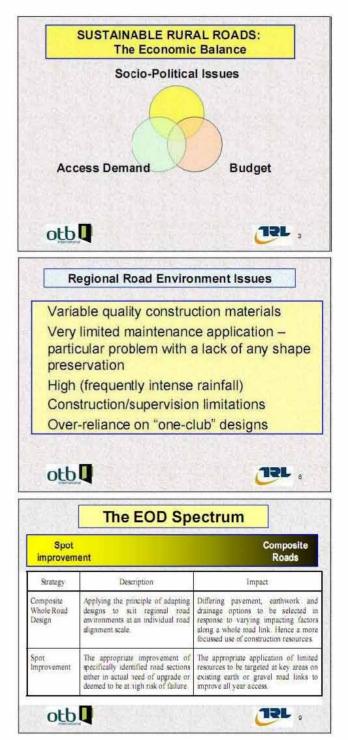
APPENDIX A

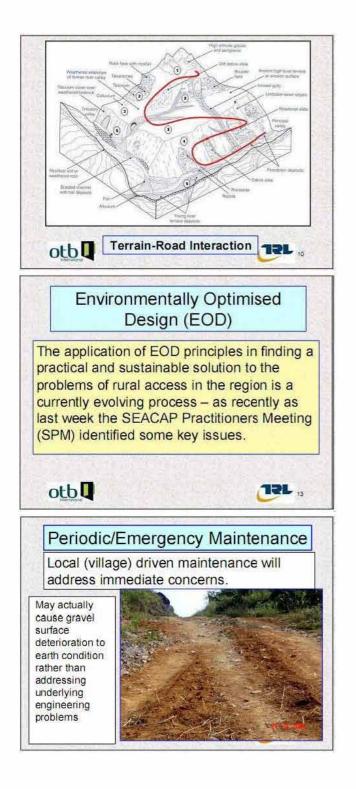
Presentation to SIDA-BAC Delegation to Cambodia

23rd September

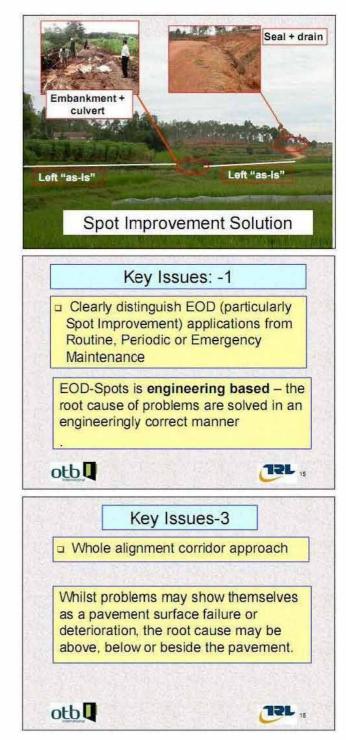


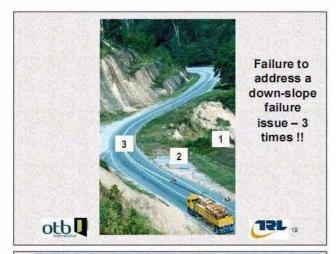


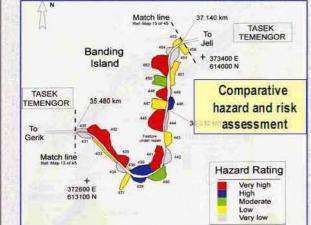


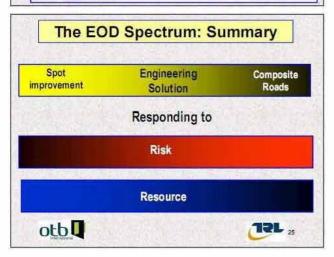


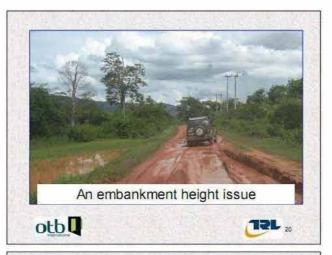


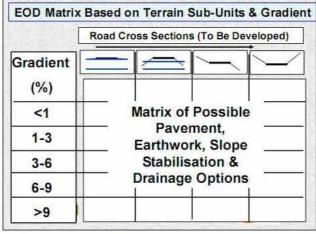


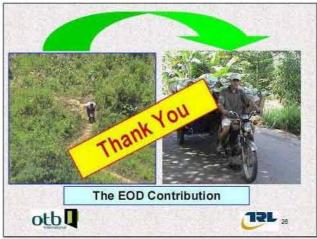


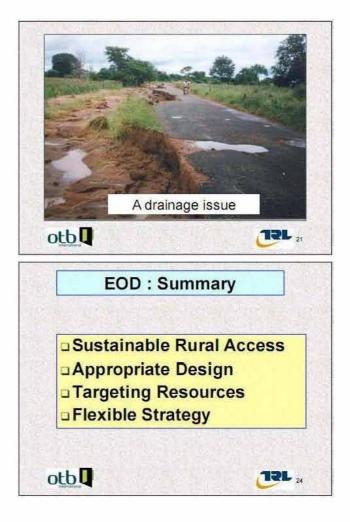












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APPENDIX B

Proposed Structure of the Pilot Training Course

SEACAP 3 LVRR Draft Training Modules

Outline Content

Module 1 LVRR Principles

1.1 LVRRs: definitions and needs

- LVRR definitions
- Need for Basic Access a basic right and a trigger for development
- 11,000 km of rural roads required for 2020 poverty reduction target
- Working within a constrained budget
- Infrastructure-poverty links

1.2 The LVRR management framework

- Stakeholder involvement OCTPCs and VMCs
- Need for a consistent framework within which all parties can work
- Community Roads and the Community Roads Committees
- The role of LRD

1.3 LVRR sustainability and the use of unsealed gravel

- Sustainable roads essential budget and social implications if not
- Unsealed gravel problem refer to SEACAP 4
- Often poor quality with no available alternatives Unsuitable in high rainfall, steep slopes, etc Low construction - high maintenance cost Burden on local people- poverty implication
- Alternative to unsealed gravel refer to Trials Programme

1.4 An appropriate approach to LVRR design

- Pragmatic approach based on road task
- Roads must be fit for purpose and sustainable
- The traffic- non traffic influences (figure)
- Approach must be suited application at OCTPC level
- The Road Environment concept -outline

1.5 LVRR Standards and Specifications

- Lao Road Design Manual -not aimed at LVRR- need something specific
- Outline Standards
- Outline Specifications- basic pavement options
- Accompanying guideline will supply background and advice

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Module 2 Designing for the LVRR environments in Lao PDR

2.1 Road environment - uncontrollable and controllable factors

- Controllable factors; materials; climate; hydrology; terrain; sub-grade
- Controllable factors: Traffic; construction and maintenance regimes
- Discussion of the above impacts on sustainable LVRRs

2.2 Socio-economic issues and budget constraints

- Road safety issues in design of LVRR
- "Green Environment" issues
- Health dust impacts
- Budget constraints pavement costs plus other alignment costs

2.3 Design tools to suit the road environment

- Implications of low axle load –low traffic on LVRR design approach
- Standard vehicles
- Design tools available for Lao pavement type and layer thickness
- Shoulders key points
- Some other key issues : Sub-grade in soaked condition Crown height Tyre pressures

2.4 The simplified option approach for Lao LVRRs

- Simplified pavement design procedure required
- Five main options describe
- Other options being trialled discussion of likely candidates
- The sub-grade division standard matrix sheets

2.5 Environmentally Optimised Design (EOD)

- The principle of variable road design
- Environmentally Optimised Design approach
- Examples of EOD in practice
- How EOD can be applied in Lao survey requirements

2.6 The Spot Improvement approach

- The principles of Spot Improvement
- The Spot Improvement approach
- Examples of Spot Improvement in practice
- How Spot Improvement can be applied in Lao -survey requirements

2.7 Whole Life Costs and Asset Management – the maintenance issue

- Definition of Whole Life Costs and Whole Life Asset Costs
- Implication for LVRRs and their management
- The cost of maintenance to the community
- Examples of Whole Life Asset Costing for Lao

Module 3 The LVRR design process

3.1 Introduction to a simplified decision based LVRR design process

- Present the overall decision tree and its aim
- Delivering sustainable access
- Need for simplified approach
- Importance of key information sets

3.2 Initial decisions on LVRR criteria and road geometry

- Does the proposed road fit into the LVRR envelope?
- Advice on decision making
- Actions if yes, qualified yes or no

3.3 Environmentally Optimised Design or a Spot Improvement

- Budget considerations
- Traffic or road environment decision
- Key information required
- Worked examples;

3.4 Construction materials assessment

- Importance of local material use
- General summary of materials likely to be available
- Advice on assessment of sources
- Options for use modification of material modification of design

3.5 Impact assessment of other Road Environment factors

- Refer to unsealed gravel flow chart (SEACAP 4)
- Examples of variation in Lao
- Summary of impacts
- Modification of controllable factors –construction training; maintenance

3.6 Option selection and pavement design

- The final option decision and its implications
- Use of the simplified pavement design charts
- The "Occasional Heavy Truck" option
- What to do if outside the norms
- Shoulder design

3.7 Earthworks

- Improved sub-grade
- Heightened embankment options
- Earthwork materials
- Link to slope design

3.8 Drainage and structures

- Principles of effective road drainage
- Necessity for effective drainage
- Refer to Low Cost Structures Manual
- Strong links to Spot Improvement

Module 4 Practical work

(to be detailed as Modules 1-3 developed)

- 4.1 Walkover surveys and visual assessment
- 4.2 Assessing sub-grade: the DCP
- 4.3 Construction materials field assessment
- 4.4 Practical exercise

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APPENDIX C

Programme

Schedule of Staff Inputs

		Project Mont	hs		
		Oct	Nov	Dec	Jan
J Cook	Team Leader				
M O'Connell	Deputy Team Leader				
S Done	Training Specialist				
R C Petts	Quality Review				
A Beusch	Training Specialist				
Akram Ahmedi	Research Capacity				
Bounta Meksavanh	Local Team Leader				
Saysongkham Manodham	Road Engineer				
Somphit B	Training				
Keithiphan S	IT Engineer				
Bounhom K.	Translation				
Chanthida Ph	Office Manager				
Thipdavanh V.	Project Coordinator				

				Mainstream	ing appropr	riate local	road standa	SEAC rds and specif		loping strate	gy for MCTF	C research ca	pacity					
ID	0	Task Name				Quarte			Quarter 2			Quarter 3			Quarter 4	5		Quarter 5
1		Project duration		Dec	Jan	Feb) Mai	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb
2		Mobilisation			l													
3		Mobilisatio Office/ Ve	on - Arranging Accommodation/															
4			ICTPC / Local Stakeholders						••••									
5		Draft incer	ption report															
6			onent 1: Mainstream Local al Standards & Specifications		Ţ													
7			up I - Develop Standards &		Ţ											·		
8			Ile1: Assess current situation		Ţ	.												
9			dentify & review local information															
10			Review SEACAP findings															
11			Review international evidence															
12			Draft a synthesis document															
13			Assist MCTPC Workshop													;		
14			Prepare final synthesis															
15			Prepare workshop report															
16	1		Draft Module 1 report															
17	1		ule 2: Research to fill /ledge gaps				♥				V							
18			Develop Task Standard and Design Standard matrix					·····		·;·····						}		÷
19			Assist MCTCP workshop													;		
20			Prepare workshop report													;		
21	1		Draft Module 2 report															
22	1	Modu	ule 3: Draft technical standards						-					2				
23			Develop Technical Standards Matrix				•••••)	•••••••••••••••••••••••••••••••••••••••	÷
24			Draft/amend Road Task Standards				•••••						······)		÷
25			Draft/amend Road Design Specifications)		· · · · · · · · · · · · · · · · · · ·	······	<u> </u>	<u></u>		<u> </u>
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			Milestone		Rolled Up	Milestone	\sim	Ex	ernal Tasks									

ID		Task Name					Quarter 1			Quarter 2			Quarter 3			Quarter 4			Quarter
ID.	0	Task Name			Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb
26		Prep	are first draft																
27		Assi	st MCTPC in stakehold	er															
28		Draf	t Module 3 report											8					
29		Module 4	: Final technical stan	dards											V				
30			eive stakeholder feedba lise Technical Standard																
31	1		stream by assisting in t adoption	akeup													<u></u>		
32	1	Draf	t Module 4 Report																
33		Task Group I Programme	-Develop Training										V				•		
34		Module s assessm	: Training needs ent										V				\		
35	II 🍥	Revistaff	ew job descriptions of M	MCTPC															
36		Asse	ess skill levels of sample	e staff															
37	1		tify gaps (between riptions and skills)																
38		Draf	t training needs assess	ment											• • • • • • • • • • • • • • • • • • • •		· · · · · · · · · · · · · · · · · · ·		
39		Draf	t Module 5 report)		
40		Module 6 program	: Elaborate Training										I						
41			are training programme	ə															
42		lden	tify support resource ma	aterials															
43		Draf	t Module 6 report																-
44		Module 7 Trainers	': Training Course & trained														•		
45		Orga	inise a trial training cou	rse													\		
46	1	Con	duct training																
47	1	Eval	uation of the train the tr ram	ainers													,		
48		Draf	t Module 7 report												,				
49			nt 2: Develop an affor trategy for attaining t				I												
50		Task Group I Capacity	I - Develop Research				I	Y											
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			Task			Summary	ļ		Rolle	ed Up Progress			Project Summa	ary		I			
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ID	0	Task Name		Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb
51		Modu	le 8: Gaps in research capacity				-											
52		l ii	dentify key research topics and nstitutional capacity															
53			Options for developing research apacity												·•••••••••••••••••••••••••••••••••••••			
4		[Draft first synthesis															
5			ssist MCTCP in eedback/workshop exercise															
6			inalise synthesis of research apacity					[
7		[Oraft Module 8 report													,		
i8		stren	le 9: Draft strategy for gthening the research and utional capacity							V								
9		F	Prepare a draft strategy															
60			ssist MCTCP in eedback/workshop exercise															
51		[Praft Module 9 report															
2		Modu MCT	le 10: Adoption of strategy by PC															
3		F	inalise strategy]						
4		ŀ	doption & Mainstream															
5		[Praft Module 10 report															
6			onent 3: Disseminate the ne national, sub-regional and evels														•	
7		Task Grou Dissemina	p IV - Initiate and Conduct ation									-						
8		local,	le 11: Prepare Packages for sub-regional and international mination															
9	II 🍥	, F	Prepare technical materials (for lissemination)															
0			Prepare sub-regional seminar aper															
'1			Prepare International Conference aper															
72	Ð		Contribute to Vebsites/Newsletters															
77			Prepare specified standard presentations															
			Task		Summary			Rolle	ed Up Progress			Project Sumr	mary					
ject:	SEACA	P 03 - Lao PDR	Progress		Rolled Up	Task		Split				Group By Su	mmary					

Task Name Draft Module 11 report Technical Assistance to MCTCP (intermittent inputs) Draft Terminal report	Dec	Jan	Quarter 1			Quarter 2			Quarter 3			Quarter 4			Quarter 5
Technical Assistance to MCTCP (intermittent inputs)			Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb
inputs)															
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Inception workshop				ф Мо	on Mar 19										
Module Reports															
Module Workshops or Stakeholder review				• • • • • • • • • • • • • • • • • • • •		U			Y	• • • • • • • • • • • • • • • • • • • •					
Module 1 Workshop				•••••••		4	• Tue May 29	9							
Module 2 Workshop							🔶 Wed Ju	n 6							
Module 3 Stakeholder review									🔶 Fri Aug 3						
Module 9 Workshop							♦ Wed	Jun 13							
Train the trainers course report					••••••					• • • • • • • • • • • • • • • • • • • •		•	Tue Nov 27		
Project outputs				•) • • • • • • • • • • • • • • • • • •)						V		V	
Output 1 -Technical Standards and Specifications														🔶 Fri Jan /	1
Output 2 - Training Programme												•	Tue Nov 27		
Output 3 - Research Strategy													Wed Dec	5	
Project Progress reports				\sim	\diamond	\diamond	\diamond	\diamond	\diamond	\diamond	\diamond	\diamond	\diamond	\diamond	
Steering Committee Progress meetings				\diamond	\rightarrow	\diamond	\diamond	\rightarrow	\diamond	\sim	\diamond	\diamond	\sim	->	
Terminal Report														🔶 Thu J	an 10
Tripartite Review						· · · · · · · · · · · · · · · · · · ·								۲	Mon Jar
	Inception report Inception workshop Module Reports Module Workshops or Stakeholder review Module 1 Workshop Module 2 Workshop Module 3 Stakeholder review Module 9 Workshop Train the trainers course report Project outputs Output 1 -Technical Standards and Specifications Output 2 - Training Programme Output 3 - Research Strategy Project Progress reports Steering Committee Progress meetings Terminal Report	Inception report Inception workshop Module Reports Module Workshops or Stakeholder review Module 1 Workshop Module 2 Workshop Module 3 Stakeholder review Module 9 Workshop Train the trainers course report Project outputs Output 1 -Technical Standards and Specifications Output 2 - Training Programme Output 3 - Research Strategy Project Progress reports Steering Committee Progress meetings Terminal Report	Inception report Inception workshop Module Reports Module Workshops or Stakeholder review Module 1 Workshop Module 2 Workshop Module 3 Stakeholder review Module 9 Workshop Train the trainers course report Project outputs Output 1 -Technical Standards and Specifications Output 2 - 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