

Open Letter Regarding the Reorganisation of Atamai Management

The last few months at Atamai have seen a dramatic change in the way the development of the Village will be managed in 2012 and beyond. We have been well aware that the project has been understaffed for some time. Jurgen has carried an enormous workload to bring the project to its current favourable state. Fortunately, new villagers are now able to provide the much-needed additional talents required to continue moving the project forward, and providing Jurgen with some well deserved relief.

A new management structure has been established, and is outlined in the attached document. You will note that a team of several people are deemed necessary to continue what Jurgen was carrying largely alone.

Another change that has occurred is that all the land to be developed, which was in two trusts, Atamai Trust and Atamai Land Trust, is now consolidated in Atamai Land Trust. The original Atamai Trust, which was a charitable trust, was found to be not appropriate to do the land development project. Atamai Land Trust is a not-for-profit trust, which is now commissioning the development of Atamai Village.

In lieu of Sustainable Villages Ltd, a new limited liability operating company, Atamai Development Ltd (ADL) has been formed as of 22 December with the sole responsibility to develop the Atamai Village. The ADL directors are Jurgen Heissner, Ben van der Wijngaart and me. Atamai Development Limited will operate on a commercial basis, with the application of any "profit" being used to add resilience to Atamai Village.

A board comprising the ADL directors and at least one delegate from the Atamai Village Council, currently Tracey Ambrose, will manage the Village development project. The latter will represent the beneficiaries of the trust - current and future villagers (and of course, the ADL directors are also all villagers). More details of how this will all work are contained in the attached document, 'Atamai Development Project Organization and Responsibilities'.

We are fortunate to have a new villager, Ben van der Wijngaart, who has considerable experience in managing large, complex projects using an internationally recognized benchmark project management methodology (PRINCE2), which will now be used for the village development. Ben is graciously donating his time and talents to introduce and implement this methodology.

The attached Atamai Development Project (ADP) Organization and Responsibilities paper outlines how the PRINCE2 approach will be used. It is an important document and I would encourage you to read it for a couple of reasons. Firstly, as someone with an interest in Atamai, you may like to know how we are progressing, but second, there might be a job opportunity in it for you or someone you know.

The attached paper has been prepared to provide essential structural management guidance for the Project. It constitutes the first management document compiled under the PRINCE2 Project Management Method, which stresses the importance of clarifying and getting literal sign-up of all people involved in the management of a project such as this. The aim is to ensure that everyone is clear about expectations and responsibilities in order to:

- avoid confused authority

- ensure multiple interests have appropriate involvement
- have clear cross-boundary communication between involved parties, and
- avoid conflict over responsibilities

This is a refinement of one of four principle project Start-Up (SU) documents originally drafted earlier this year and which will form the basis of the Project's formal launch under the PRINCE2 Methodology.

The next steps are the completion of formal (albeit) abbreviated PRINCE2 training for all people already involved in or interested in nominating for vacant positions in the project management structure and the finalisation of the other 3 key SU documents already in draft form:

- The Project Brief
- The Project Approach
- The Initiation Stage Plan

As you might notice, two key positions, that of Project Manager and the Project Office Manager, are vacant. You are invited to consider whether you might wish to apply for these positions, or know someone who might like to be a villager and might qualify. The attached paper should provide a sound basis for describing the roles and responsibilities of these positions and the support structure within which occupants of these positions would operate.

Interested applicants for the vacant positions are asked to advise Ben van der Wijngaart, the Senior Supplier – Project Management (abehnors@gmail.com or 0211251419), of their interest. Ben will be happy to provide any additional information about the positions.

If you are interested, you will not be asked to make a final decision on your involvement until after completion of the PRINCE2 Training, which will provide an excellent opportunity to discover how a PRINCE2 project operates. I am advised it will be an enlightening experience – even for those who have been involved in project management for many years!

However, if anyone feels they cannot honestly accede to the prerequisites discussed in the following paragraphs they should reconsider nominating.

The **first of these prerequisites** is that at the end of the training course, a firm commitment will be sought from all appointees. Trial working arrangements will not be possible owing to the investment in time and coaching that will be necessary for the ensuing 6 months or more. Restarting such induction after a few months 'trial' would be a major disruption to the project at a critical time of its evolution.

A **second prerequisite** needs to be well understood by all villagers or people who have expressed their intention to be villagers, who wish to participate in this Project. It will involve making a firm commitment to settlement in Atamai Village. This will be sought in the form of signed, unconditional sales and purchase agreements. This is seen as necessary to provide real commitment to the success of the Project. Development projects of this sort require considerable up-front funding and this condition is designed to address those needs.

A **third prerequisite** also relates to commitment – commitment to the vision of Atamai and the global crises that drive the urgency of its realization. That vision seeks:

- a. resilience in terms of food, water, energy and housing,
- b. sustainability and quality of living,
- c. a permaculture resource base to provide this resilience and sustainability; and
- d. a village-scale resource base for land based economic activity resilient to macroeconomic collapse.

Finally people working on the Project should also be prepared to accept the underlying urgency of action that drives the delivery of its products, specifically the imminent and acute social, environmental and economic threats posed by Peak Oil, Climate Change and the imminent collapse of a global economic system based on infinite growth.

While this may seem dogmatic, it has a very practical relevance to how the Project is managed in terms of risk acceptance and priority of action. Members of the Project Board in particular, but all project staff should be conscious of the anticipated expectation to act with such strategic considerations in mind at all times. This realization and expectation are required to guide actions appropriately and ensure a unified purpose.

Questions are welcomed and should be directed to Ben van der Wijngaart, who will hold the dual role of a Director of the new operating company, Atamai Development Ltd (ADL) and Senior Supplier, Project Management. ADL's role is also clearly outlined in the attached document.

If you are interested in one or other of the vacant positions you will be advised separately about arrangements for the PRINCE2 training and subsequent planning arrangements once everyone's availability is gauged.

Jack Santa Barbara

Director

Atamai Development Ltd

ATAMAI DEVELOPMENT PROJECT

PROJECT MANAGEMENT ORGANISATION & RESPONSIBILITIES

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DOCUMENTATION AND APPROVALS

Document Location

I. The master soft copy of this document is held in the following location:

macintosh hd:users:benvanderwijngaart:documents:2. atamai development project:management files:mp - project files:mp1- su products:su:adp organisation responsibilities v0-4.docx

Revision History

Revision Date	Version No		Changes Marked
5 July 2011	0-1	First draft for circulation & comment	No
2 Dec 11	0-2	Second Draft	No
5 Dec 11	0-4	Amendments to preamble on ADC Ltd (para 4) and addition to intro of Ben van der W.'s role (para 28) Revised Fig. 1	Yes
15 Dec 11	1-0	First Final. Operating Co name adjust from ADCL to ADL. Minors edits incorporated from Jack Santa Barbara and text completed for Business, Specialist and User Assurance roles	No
22 Dec 11	2-0	Revised final. Drops Operations and Market Team Manager, adds sales role to ADL directors, combines Financial Support Officer and administrative functions of Operations Team Manager into Project Office Manager. Defines Marketing Working Group as formal part of Project Support.	Yes, in blue
23 Dec 11	2-1	Expanded and clarified Specific Responsibilities for the Team Manager Land Development and addition of Annex J to summarise the sales and marketing process.	No
29 Dec 11	2-2	Corrected references to 'Programme' to refer to ALT where appropriate. Minor changes to reflect better integration of PM & MWG responsibilities with Annex J process diagram. Fixed several small typos.	No
29 Dec 11	2-3	Removes Fabienne Ussher from Project Board	No
30 Dec 11	2-4	Addition of reference to ADL operating on a commercial basis at para 1	No

Approvals

II. This document requires the following approvals.

Name	Signature	Title	Date Of Issue	Version
Jack Santa Barbara		Project Executive	29 Dec 11	2-2

Signed approval forms are filed in the Management section of the project file.

Distribution

III. This document has been distributed to:

Organisation & Title	Date of Issue	Copies	Organisation & Title	Date of Issue	Copies
Friends of Atamai Mailing List	11 Jan 12	Email			

PROJECT ORGANISATION

ATAMAI DEVELOPMENT LTD

1. Atamai Development Ltd (ADL) has been established as the limited liability operational arm of the Atamai Land Trust (ALT) and has been established for the specific purpose of implementing the vision of the Atamai Village. Atamai Development Limited will operate on a commercial basis, with the application of any "profit" being used to add resilience to Atamai Village.
2. The directors of ADL are:

Jack SantaBarbara

Ben van der Wijngaart

Jurgen Heissner
3. The ADL directors, who are not remunerated in any manner for their positions, are also members of the Project Board, which is established to provide a more complete representation of project stakeholders in the development project, by including user representatives as Senior Users, consistent with the PRINCE2 Project management methodology.
4. ADL is charged with developing the Atamai Village physical infrastructure (freehold titles, commons land, permaculture features, etc) and contributing to the broader vision of Atamai Village as expressed by ALT. In addition to providing the physical infrastructure for the Village, ADL will also contribute to the broader Atamai vision by supporting the Atamai Village Council, an Incorporated Society, as a governing body for the Village, and ensuring there are basic covenants in place on all Atamai lands (common and private) to facilitate the emergence and enhancement of the Atamai vision.

PURPOSE

5. The purpose of the Organisation and Responsibilities document is to ensure the right people are in place with the authority, responsibility and knowledge to make decisions on matters and provide control over the project in a timely manner.
6. The organisation of the Atamai Development Project will comprise the elements shown in Figure 1.

ROLES

PRINCE2 ROLE - PROJECT BOARD

7. Provides overall direction and management to the project on behalf of ALT.

PRINCE2 ROLE - PROJECT ASSURANCE

8. Project Assurance monitors the project's performance and products, independently of the Project Manager, on behalf of the Project Board. It may also be consulted and assist Project Manager particularly in relation to quality control

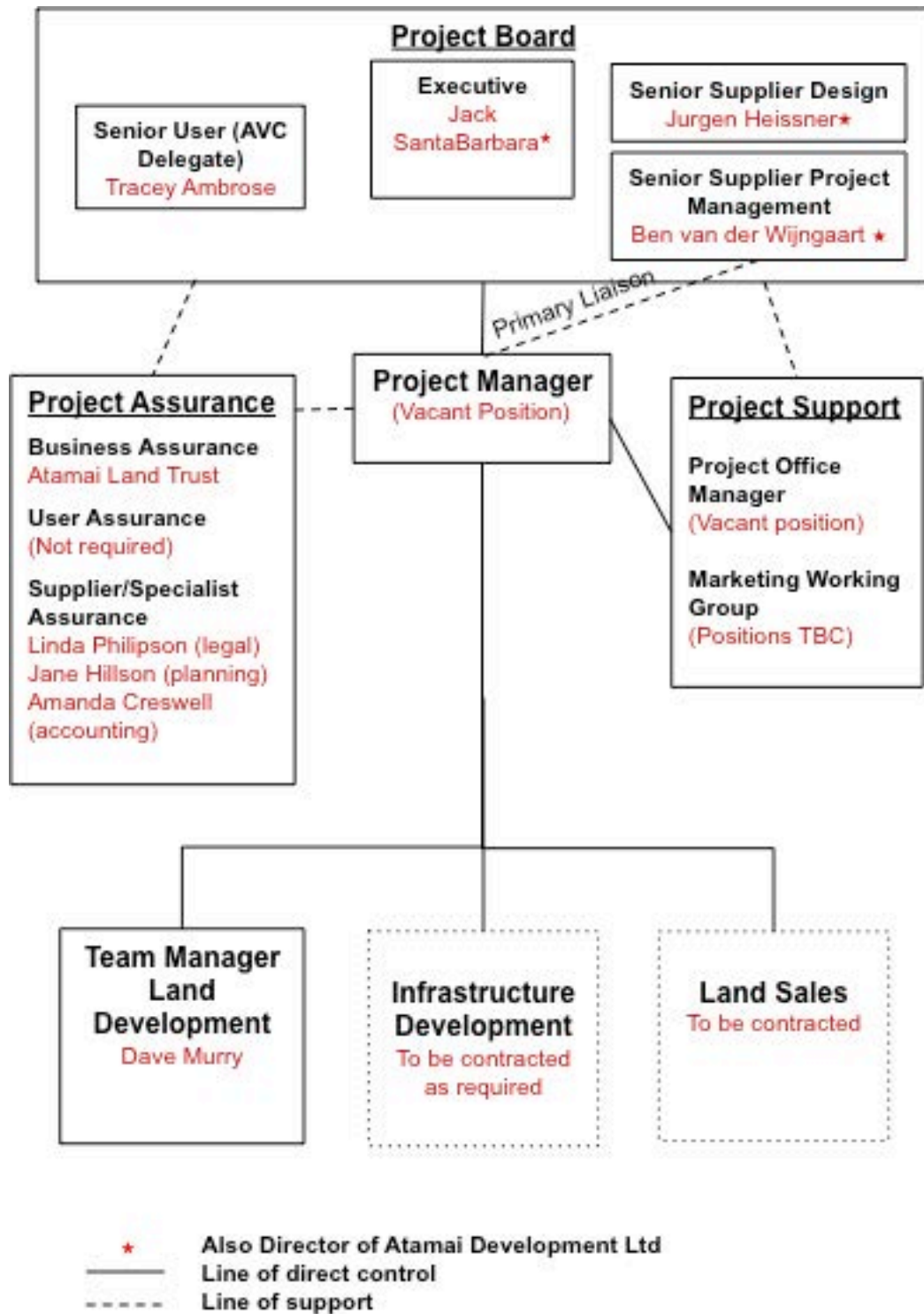


Figure 1

PRINCE2 ROLE - PROJECT MANAGER

- The Project Manager will manage the project on a day-to-day basis on behalf of Project Board

PRINCE2 ROLE - TEAM MANAGER

10. The role of the team manager is to manage the planning, creation and acceptance of products.

PRINCE2 ROLE - PROJECT SUPPORT

11. The role of Project Support is to assist the Project Manager and Team Managers in undertaking their project management functions. It also provides support to the Project Board, ADL and to ALT

RESPONSIBILITIES

12. The Responsibilities for each member of the Project Management Team are described in the attached Annexes. Each annex comprises a tailored Job Description that the owner will be asked to acknowledge formally by signing and returning a copy to the Project Office.

STAFFING REQUIREMENTS

PART-TIME EMPLOYMENT

13. It is worth pointing out that most of the roles within the Atamai Development Project Organisation are expected to be part-time and many, such as most Project Board appointments, only require occasional work time. For this reason, the Project Board appointments will not be remunerated.

14. ADL is a cost recovery¹ company that relies principally on settlers' loans, loans against land titles and funds from purchasers to fund the development. There is consequently a high up-front cost including interest payments that need to be serviced. Overhead costs associated with project management therefore need to be kept to a minimum, consistent with providing remuneration for those people working on the project who do not otherwise have a minimum source of alternative income.

15. In this regard, the anticipated work commitment for Project positions, once the Project is established and under PRINCE2 controls, is as follows:

- a. Project Board members - part-time involving meetings, issues managements and regular report analyses consuming between 4-7 hours per month. The exception will be the Senior Supplier Project Management, Ben van der Wijngaart, who will be supplementing this time initially with 3 days a week coaching and support for the Project team for the first 6 months of the project once it is established and under PRINCE2 controls. After that, this additional involvement should drop progressively to around one day a week.
- b. Project Manager – 3 days a week on routine weeks, a little more at the end of each management Stage.
- c. Team Manager Land Development – 4 days a week for the first 12 months. This may drop off after that time.
- d. Project Office Manager– 24-28 hours a week, most likely spread over five short working days..

¹ Any "profit" derived from these development activities will be spent by the developer on the project to facilitate the realization of the Atamai vision.

IMPORTANT CONDITIONS OF EMPLOYMENT FOR PROJECT STAFF

16. The unique nature and philosophical aims of the Atamai development have required all prospective villagers to subscribe to a code of ethics and set of covenants. There is an obvious expectation that all Villagers live the aspirations expressed in these documents and demonstrate these in their behaviour towards others. It goes without saying that, specifically, parties interested in Atamai see these qualities reflected in Project staff and other Villagers they may encounter on visits.

17. It should be expected that all Project staff will have regular contact with members of the public, be they prospective buyers, neighbours or contractors. Behaviours are a reflection of values held. These values should therefore not just be understood, but reflected in all encounters if they are to be effective.

18. It is worth restating that Atamai is not about providing a haven for alternative lifestylers. It is a living experiment that aims to lead and educate contemporary society towards an attractive alternative way of living, as a community, that can be sustained by and integrated with the environment, using Permaculture principles.

19. The driving imperatives behind the Atamai Vision are broadly associated with Peak Oil, Climate Change and the impending collapse of the global economic model based on infinite growth. These are the primary motivators for the urgent need to adopt a much more sustainable, community-based lifestyle that leaves a lighter footprint on the Earth, through a less consumptive and fossil fuel dependent lifestyle.

20. All Project staff are expected not only to understand these motivating imperatives, but be able to communicate these intelligently to members of the of the public, should the occasion demand.

Annexes:

- A. Job Definition – Project Executive
- B. Job Definition – Senior Users
- C. Job definition – Senior Suppliers
- D. Job Definition – Project Manager
- E. Job Definition – Team Managers
- F. Job definition – Business Assurance
- G. Job definition – User Assurance
- H. Job Definition – Supplier/Specialist Assurance
- I. Job Definition – Project Support
- J. Sales and Marketing Process Outline

JOB DEFINITION - PROJECT EXECUTIVE

JOINT RESPONSIBILITIES WITH OTHER BOARD MEMBERS

Overall Responsibilities

1. The joint overall responsibilities of all members of the Project Board are to:
 - a. Ensure appropriate planning is undertaken in a timely fashion
 - b. approve all major plans within program constraints,
 - c. sign-off completion of each stage of work as acceptable,
 - d. ensure that required resources are committed to the project, and
 - e. arbitrate on conflicts within the project or negotiate a solution to any problems that arise between the project and external bodies.

At The Beginning of The Project:

2. The joint responsibilities of all members of the Project Board at the beginning of the project are to:
 - a. approve the start of the project via acceptance of the Project Brief;
 - b. agree with the Project Manager that person's responsibilities and objectives.
 - c. specify any external constraints on the project such as quality assurance.
 - d. Ensure the project complies with Atamai principles, policies and protocols.
 - e. approve an accurate and satisfactory Project Initiation Document;
 - f. delegate any project assurance roles; and
 - g. commit project resources required by the next Stage Plan.

As The Project Progresses:

3. The joint responsibilities of all members of the Project Board as the project progresses are to:
 - a. provide overall direction and guidance to the project, ensuring it remains within any specified constraints;
 - b. review each completed stage and approval of progress to the next
 - c. review and approve Stage Plans and any Exception Plans.
 - d. take ownership of identified project risks as allocated during plan approval – that is, the responsibility to monitor the risk and advise the Project Manager of any change in its status and take action, if appropriate, to ameliorate the risk;

- e. approve changes; and
- f. Promote and maintain focus on the desired project outcome

At the End of The Project:

- 4. The joint responsibilities of all members of the Project Board at the end of the project are to:
 - a. ensure that all the products have been delivered satisfactorily;
 - b. ensure that all acceptance criteria have been met;
 - c. approve the End Project Report,
 - d. approve Lessons Learned Report and the passage of this to the appropriate standards group to ensure action;
 - e. approve any Follow-On Action Recommendations and ensure they are passed to the appropriate authorities; and
 - f. approve, where appropriate, the Post-Project Review Report.

PROJECT EXECUTIVE'S ADDITIONAL RESPONSIBILITIES

Overall Responsibilities

- 5. The Executive is ultimately responsible for the project, supported by the Senior Users and Senior Suppliers. The Executive's role is to ensure that the project is focused throughout its life cycle on achieving its objectives and delivering a product that will achieve the projected benefits. The Executive has to ensure that the project gives value for money, ensuring a cost-conscious approach to the project, balancing the demands of business, user and supplier.
- 6. Throughout the project, the Executive 'owns' the Business Case.

Specific Responsibilities

- 7. The following are the specific responsibilities of The Project Executive:
 - a. Oversee the development of the Project Brief and Business Case.
 - b. Ensure that there is a coherent project organisation structure and logical set of plans.
 - c. Authorise customer expenditure and set stage tolerances.
 - d. Monitor and control the progress of the project at a strategic level, in particular reviewing the Business Case continually (e.g. at each end stage assessment).
 - e. Ensure that any proposed changes of scope, cost or timescale are checked against their possible effects on the Business Case.
 - f. Ensure that risks are being tracked and mitigated as effectively as possible.
 - g. Brief ALT about project progress.

- h. Organise and chair Project Board meetings.
- i. Recommend future action on the project to ALT if the project tolerance is exceeded.
- j. Approve the End Project Report and Lessons Learned Report and ensure that any outstanding issues are documented and passed on to the appropriate body.
- k. Ensure that the benefits have been realised by holding a post-project review and forward the results of the review to the appropriate stakeholders.
- l. In collaboration with other ADL Directors and with the assistance of the Marketing Working Group, act as the primary sales agents for Atamai properties.²

Business Assurance Responsibilities

8. The Executive is responsible for overall business assurance of the project - that is, that it remains on target to deliver products that will achieve the expected business benefits, and that the project will be completed within its agreed tolerances for budget and schedule. Business assurance covers:

- a. validation and monitoring of the Business Case against external events and against project progress,
- b. keeping the project in line with customer strategies,
- c. monitoring project finance on behalf of the customer,
- d. monitoring the business risks to ensure that these are kept under control,
- e. monitoring any supplier and contractor payments,
- f. monitoring changes to the Project Plan to see whether there is any impact on the needs of the business or the project Business Case,
- g. assessing the impact of potential changes on the Business Case and Project Plan,
- h. constraining user and supplier excesses, and
- i. monitoring stage and project progress against the agreed tolerances.

9. If the project warrants it, the Executive may delegate some responsibility for the business assurance functions.

10. The Project Board is not a democracy controlled by votes. The Executive is the key decision maker with advice and commitments from others.

I have read and agree to carry out the responsibilities contained in this job definition for the Atamai Development Atamai Development Project		
Signature	Name J.SantaBarbara	Date

² A brief explanation of the process of how sales and marketing would work is contained in Annex J.

JOB DEFINITION - SENIOR USER

JOINT RESPONSIBILITIES WITH OTHER BOARD MEMBERS

Overall Responsibilities

1. The joint overall responsibilities of all members of the Project Board are to:
 - a. approve all major plans within program constraints,
 - b. sign-off completion of each stage of work as acceptable,
 - c. ensure that required resources are committed to the project, and
 - d. arbitrate on conflicts within the project or negotiate a solution to any problems that arise between the project and external bodies.

At The Beginning of the Project:

2. The joint responsibilities of all members of the Project Board at the beginning of the project are to:
 - a. approve the start of the project via acceptance of the Project Brief,
 - b. agree with the Project Manager that person's responsibilities and objectives,
 - c. specify any external constraints on the project such as quality assurance,
 - d. ensure the project complies with Atamai principles, policies and protocols,
 - e. approve and accurate and satisfactory Project Initiation Document,
 - f. delegate any project assurance roles, and
 - g. commit project resources required by the next Stage Plan.

As the Project Progresses:

3. The joint responsibilities of all members of the Project Board as the project progresses are to:
 - a. provide overall direction and guidance to the project, ensuring it remains within any specified constraints;
 - b. review each completed stage and approval of progress to the next stage;
 - c. review and approve Stage Plans and any Exception Plans;
 - d. take ownership of identified project risks as allocated during plan approval – that is, the responsibility to monitor the risk and advise the Project Manager of any change in its status and take action, if appropriate, to ameliorate the risk;
 - e. approve changes; and

- f. promote and maintain focus on the desired project outcome.

At The End of the Project:

4. The joint responsibilities of all members of the Project Board at the end of the project are to:
 - a. ensure that all the products have been delivered satisfactorily,
 - b. ensure that all acceptance criteria have been met,
 - c. approve the End Project Report,
 - d. approve Lessons Learned Report and the passage of this to the appropriate standards group to ensure action,
 - e. approve any Follow-On Action Recommendations, and
 - f. approve, where appropriate, the Post-Project Review Report.

SENIOR USER'S GENERIC RESPONSIBILITIES

Overall Responsibilities

5. The Senior User is responsible for the specification of the needs of all those who will use the final product(s), for user liaison with the project team and for monitoring that the solution will meet those needs within the constraints of the Business Case in terms of quality, functionality and ease of use.
6. The role represents the interests of all those who will use the final product(s) of the project, those for whom the product will achieve an objective or those who will use the product to deliver benefits. The Senior User role commits user resources and monitors products against requirements. This role may require more than one person to cover all the user interests. For the sake of effectiveness the role should not be split between too many people.

Specific Responsibilities

11. The following are the Seniors User's specific responsibilities:
 - a. Ensure the desired outcome of the project is specified.
 - b. Make sure that progress towards the outcome required by the users remains consistent from the user perspective.
 - c. Promote and maintain focus on the desired project outcome.
 - d. Ensure that any user resources required for the project are made available.
 - e. Approve Product Descriptions for those products that act as inputs or outputs (interim or final) from the supplier function or will affect them directly.
 - f. Ensure that the products are signed off once completed.
 - g. Prioritise and contribute user opinions on Project Board decisions on whether to implement recommendations on proposed changes.

- h. Resolve user requirements and priority conflicts.
- i. Provide the user view on Follow-on Action Recommendations.
- j. Brief and advise user management on all matters concerning the project.

User Assurance Responsibilities

- 7. The assurance responsibilities of the Senior User are that:
 - a. Specification of the user's needs is accurate, complete and unambiguous
 - b. Development of the solution at all stages is monitored to ensure that it will meet the user's needs and is progressing towards that target
 - c. Impact of potential changes is evaluated from the user point of view Risks to the users are constantly monitored
 - d. Quality checking of the product at all stages has the appropriate user representation
 - e. Quality control procedures are used correctly to ensure products meet user requirements
 - f. User liaison is functioning effectively.
- 8. Where the project's size, complexity or importance warrants it, the Senior User may delegate the responsibility and authority for some of the assurance responsibilities.

Senior User’s Specific to Agency Responsibilities – AVC Representative

- 9. In addition to the Joint and other general responsibilities as a Senior User, the AVC Representative is required to ensure:
 - a. that the views, requirements and concerns of Atamai Village Council (AVC) members are adequately represented within the Project Board, and
 - b. Project Board matters, decisions and actions approved for release are clearly communicated to the AVC membership³.

I have read and agree to carry out the responsibilities contained in this job definition for Atamai Development Project		
Signature	Name Tracey Ambrose	Date

³ The caveat on the communications of Project Issues relates to the need to exercise appropriate confidentiality on matters of commercial confidence or matters relating to personal finances and situations that might need to be discussed by the Project Board.

JOB DEFINITION - SENIOR SUPPLIERS

JOINT RESPONSIBILITIES WITH OTHER BOARD MEMBERS

Overall Responsibilities

1. The joint overall responsibilities of all members of the Project Board are to:
 - a. approve all major plans within program constraints,
 - b. sign-off completion of each stage of work as acceptable,
 - c. ensure that required resources are committed to the project, and
 - d. arbitrate on conflicts within the project or negotiate a solution to any problems that arise between the project and external bodies.

At The Beginning of the Project:

2. The joint responsibilities of all members of the Project Board at the beginning of the project are to:
 - a. approve the start of the project via acceptance of the Project Brief,
 - b. agree with the Project Manager that person's responsibilities and objectives,
 - c. specify any external constraints on the project such as quality assurance,
 - d. ensure the project complies with Atamai principles, policies and protocols,
 - e. approve and accurate and satisfactory Project Initiation Document,
 - f. delegate any project assurance roles, and
 - g. commit project resources required by the next Stage Plan.

As the Project Progresses:

3. The joint responsibilities of all members of the Project Board as the project progresses are to:
 - a. provide overall direction and guidance to the project, ensuring it remains within any specified constraints;
 - b. review each completed stage and approval of progress to the next stage;
 - c. review and approve Stage Plans and any Exception Plans;
 - d. take ownership of identified project risks as allocated during plan approval – that is, the responsibility to monitor the risk and advise the Project Manager of any change in its status and take action, if appropriate, to ameliorate the risk;
 - e. approve changes; and

- f. promote and maintain focus on the desired project outcome.

At the End of the Project:

- 4. The joint responsibilities of all members of the Project Board at the end of the project are to:
 - a. ensure that all the products have been delivered satisfactorily;
 - b. ensure that all acceptance criteria have been met;
 - c. approve the End Project Report,
 - d. approve Lessons Learned Report and the passage of this to the appropriate standards group to ensure action;
 - e. approve any Follow-On Action Recommendations and ensure they are passed to the appropriate authorities;
 - f. approve, where appropriate, the Post-Project Review Report; and

SENIOR SUPPLIERS' GENERIC RESPONSIBILITIES

Overall Responsibilities

5. Seniors Suppliers represent the interests of those designing, developing, facilitating, procuring, implementing and possibly operating and maintaining the project products. The Senior Supplier is accountable for the quality of products delivered by the supplier(s). The Senior Supplier role must have the authority to commit or acquire supplier resources required.

Specific Responsibilities

- 6. The following are Seniors Suppliers' specific responsibilities:
 - a. Agree objectives for supplier activities.
 - b. Make sure that progress towards the outcome remains consistent from the supplier perspective.
 - c. Promote and maintain focus on the desired project outcome from the point of view of supplier management
 - d. Ensure that the supplier resources required for the project are made available Approve Product Descriptions for supplier products.
 - e. Contribute supplier opinions on Project Board decisions on whether to implement recommendations on proposed changes.
 - f. Resolve supplier requirements and priority conflicts.
 - g. Arbitrate on, and ensure resolution of, any supplier priority or resource conflicts.
 - h. Brief non-technical management on supplier aspects of the project.
 - i. In collaboration with other ADL Directors and with the assistance of the Marketing Working

Group, act as the primary sales agents for Atamai properties.⁴

Supplier (Specialist) Assurance Responsibilities

7. The Senior Suppliers are responsible for the specialist integrity of the project. The supplier assurance role responsibilities are to:

- a. advise on the selection of development strategy, design and methods;
- b. ensure that any supplier and operating standards defined for the project are met and used to good effect;
- c. monitor potential changes and their impact on the correctness, completeness and integrity of products against their Product Description from a supplier perspective;
- d. monitor any risks in the production aspects of the project; and
- e. ensure quality control procedures are used correctly, so that products adhere to requirements.

Senior Senior Supplier Project Management – Unique Responsibilities

8. In addition to the Joint and other general responsibilities the Senior Supplier, Project Management is the primary point of contact and liaison between the Project Board and the Project Manager and is required to:

- a. ensure that the project is managed with due diligence and consistent with the agreed (PRINCE2) project management methodology,
- b. provide project management training and coaching to all levels of the Project Organisation,
- c. provide quality assurance on all plans and their execution,
- d. monitor and advise on the appropriate assessment and management of project risks,
- e. monitor and advise on the appropriate management of Project Issues and ensure they are managed in accordance with agreed procedures,
- f. monitor the application of change control and configuration management,
- g. monitor and advise on progress control and reporting and management within assigned Tolerance,
- h. ensure appropriate records are maintained of all Project decisions,
- i. ensure proper process is followed in the tendering and contracting services for the project, and

⁴ A brief explanation of the process of how sales and marketing would work is contained in Annex J.

- j. generally ensure that Project decisions and activities are transparent and accessible for audit.

I have read and agree to carry out the responsibilities contained in this job definition for Atamai Development Project		
Signature	Name: Ben van der Wijngaart	Date

Senior Supplier Design - Unique Responsibilities

- 9. In addition to the Joint and other general responsibilities as a Senior Supplier, Design is required to:
 - a. ensure Project developments are consistent with the agreed vision for Atamai Village,
 - b. provide advice on Permaculture design in planning and execution of development activities;
 - c. provide advice to and assist the Senior Supplier Project Management, as directed by the Project Board, in raising finance for Project activities;
 - d. provide quality assurance for design related aspects of the Project’s products; and
 - e. advise on the necessary specialist skills required for the execution of contracted work and assist with contractor selection, as required.

I have read and agree to carry out the responsibilities contained in this job definition for Atamai Development Project		
Signature	Name: Jurgen Heissner	Date

JOB DEFINITION - PROJECT MANAGER

OVERALL RESPONSIBILITIES

1. The Project Manager has the authority to run the project on a day-to-day basis on behalf of the Project Board within the constraints laid down by the Board. On a day-to-day basis, the Project Manager reports to and takes direction from the Senior Supplier Project Management.
2. The Project Manager's prime responsibility is to ensure that the project produces the required products, to the required standard of quality and within the specified constraints of time and cost. The Project Manager is also responsible for the project producing a result that is capable of achieving the benefits defined in the Business Case.

SPECIFIC PROJECT MANAGEMENT RESPONSIBILITIES

3. The Project Manager's specific project management responsibilities are as follows:
 - a. Manage the production of the required products.
 - b. Direct and motivate the project team.
 - c. Plan and monitor the project.
 - d. Agree any delegation and use of Project Assurance roles required by the Project Board.
 - e. Produce the Project Initiation Document.
 - f. Prepare Project, Stage and, if necessary, Exception Plans in conjunction with Team Managers and appointed Project Assurance roles and agree to them with the Project Board.
 - g. Manage the risks, including the development of contingency plans.
 - h. Take responsibility for overall progress and the use of resources and initiate corrective action where necessary.
 - i. Be responsible for change control and any required configuration management.
 - j. Prepare Highlight Reports and End Stage Reports and report to the Project Board.
 - k. Liaise with the Project Board or its appointed Project Assurance roles to assure the overall direction and integrity of the project.
 - l. Agree to technical and quality strategies with appropriate members of the Project Board.
 - m. Prepare and maintain the Lessons Learned Report.
 - n. Prepare any Follow-on Action Recommendations required.
 - o. Prepare the End Project Report.
 - p. Identify and obtain any support and advice required for the management, planning and control

of the project.

- q. Be responsible for project administration.
- r. Manage the Quality Review process.
- s. Provide quality assurance on office procedures and records maintenance.
- t. Liaise with any suppliers or account managers.

SALES & MARKETING RESPONSIBILITIES

4. In addition to overall and specific responsibilities related to the project manager role, the Project Manager also has a number of sales and marketing responsibilities, which are as follows:

- a. Coordinate the marketing of Atamai Village in conjunction with the Atamai Village Marketing Working Group.
- b. Maintain the Sales Prospects Log.
- c. Manage the contract with the Atamai sales agent(s) and coordinate sales and marketing activities with the sales agent.
- d. Manage sales and purchase agreements, with the assistance of the Project Office Manager.
- e. With the support of the Marketing Working Group, assist with enquiries from prospective Atamai Villagers regarding Atamai Village life, protocols, policies and the general vision of the Village⁵.
- f. Coordinate, with the support of the Marketing Working Group, public relations for the Village, including neighbour relations.
- g. Organise tours of the Village site for prospective buyers by ADL Directors.

I have read and agree to carry out the responsibilities contained in this job definition for Atamai Development Project		
Signature	Name	Date

⁵ Serious enquiries would normally be referred to one of the three ADL Directors in the first instance, but the Project Manager and other Atamai Villagers may subsequently be involved in assisting with the sales and public relations process. A brief explanation of the process of how sales and marketing would work is contained in Annex J

JOB DEFINITION - TEAM MANAGERS

OVERALL RESPONSIBILITIES

1. The Team Manager's prime responsibility is to ensure production of those products defined by the Project Manager to an appropriate quality, in a timescale and at a cost acceptable to the Project Board. The Team Managers report to and takes direction from the Project Manager.

GENERIC TEAM MANAGER RESPONSIBILITIES

2. Generic Team Manager responsibilities include the following:
- a. Prepare plans for the team's work and agree these with the Project Manager.
 - b. Receive authorisation from the Project Manager to create products (via a Work Package).
 - c. Manage the team.
 - d. Direct, motivate, plan and monitor the team's work.
 - e. Take responsibility for the progress of the team's work and use of team resources and initiate corrective action where necessary within the constraints laid down by the Project Manager.
 - f. Advise the Project Manager of any deviations from plan, recommend corrective action and help prepare any appropriate Exception Plans.
 - g. Pass back to the Project Manager products that have been completed and approved in line with the agreed Work Package requirements.
 - h. Ensure all Project Issues are properly reported to the person maintaining the Issue Log.
 - i. Ensure the evaluation of Project Issues that arise within the team's work and recommend action to the Project Manager.
 - j. Liaise with any Project Assurance roles.
 - k. Attend any stage assessments as directed by the Project Manager.
 - l. Arrange and lead team checkpoint meetings and produce Checkpoint Reports as agreed with the Project Manager.
 - m. Ensure that quality controls of the team's work are planned and performed correctly.
 - n. Ensure that the appropriate entries are made in the Quality Log.
 - o. Maintain, or ensure the maintenance of, team files.
 - p. Identify and advise the Project Manager of any risks associated with a Work Package.
 - q. Ensure that all identified risks are entered on the Risk Log.

- r. Manage specific risks as directed by the Project Manager.

SPECIFIC RESPONSIBILITIES – TEAM MANAGER LAND DEVELOPMENT

- 3. The Team Manager Land Development, under the direction of the Project Manager, is responsible for:
 - a. RMA consent implementation, including working with the design engineer, geo-tech contractor, and council departments;
 - b. construction site set-out and survey work for construction contractors;
 - c. construction site supervision, including ensuring approved earthworks are completed to specification;
 - d. drafting plans for council approval to the engineer’s satisfaction;
 - e. assisting title holders with the engagement of contractors for lease hold excavation works;
 - f. liaison with infrastructure development contractors for site works associated with Village utilities and communication infrastructure work; and
 - g. managing the land development budget in accordance with Project Board approvals.

I have read and agree to carry out the responsibilities contained in this job definition for Atamai Development Project		
Signature	Name	Date

JOB DEFINITION - PROJECT BUSINESS ASSURANCE

JOINT ASSURANCE RESPONSIBILITIES

Overall Responsibilities

1. Project Assurance has to be independent of the Project Manager; therefore the Project Board cannot delegate any of its assurance responsibilities to the Project Manager.

Business Assurance General Responsibilities

2. The common responsibilities of Business Assurance are:
 - a. validation and monitoring of the Business Case against external events and against project progress;
 - b. keeping the project in line with customer strategies;
 - c. monitoring project finance on behalf of the customer;
 - d. monitoring the business risks to ensure that these are kept under control;
 - e. monitoring any supplier and contractor payments;
 - f. monitoring changes to the Project Plan to see whether there is any impact on the needs of the business or the project Business Case;
 - g. assessing the impact of potential changes on the Business Case and Project Plan;
 - h. constraining user and supplier excesses;
 - i. informing the project of any changes caused by related activities (such as those associated with other business enterprises; eg, Te Mara Farm, Forestry Project) of which the project is part;
 - j. monitoring stage and project progress against the agreed tolerances;
 - k. contribute business perspectives to the End Project Report; and
 - l. advise on arrangements for a Post-Project Review or other means for examining the actual benefits realised against those defined in the business case.

BUSINESS ASSURANCE, ATAMAI LAND TRUST - SPECIFIC RESPONSIBILITIES

Specific Responsibilities

3. The Atamai Land Trust Business Assurance representative's role is to ensure that:
 - a. the Project is essentially meeting the needs of the beneficiaries of the Atamai Land Trust, including the needs of the settlers to recover their investments; and

- b. that the project is likely to deliver the vision through the physical infrastructure and basic components of the social infrastructure for Atamai.

I have read and agree to carry out the responsibilities contained in this job definition for Atamai Development Project		
Signature	Name	Date

JOB DEFINITION - PROJECT USER ASSURANCE

No separate User Assurance positions have been nominated for this project. The Senior Users on the Project Board are considered capable of providing the necessary User Assurance.

JOB DEFINITION - PROJECT SUPPLIER/SPECIALIST ASSURANCE

JOINT ASSURANCE RESPONSIBILITIES

Overall Responsibilities

1. Project Assurance has to be independent of the Project Manager; therefore the Project Board cannot delegate any of its assurance responsibilities to the Project Manager.

Specific Responsibilities

2. In the case of the Atamai Development Project, the Specialist Assurance roles are largely concerned with ensuring:
 - a. legal propriety is maintained in all aspects of Project development,
 - b. proper accounting practice is maintained and compliance with New Zealand tax law is maintained; and
 - c. sound and efficient planning practice is maintained.
3. Specialist assurance cannot be provided entirely by the Project Board. Consequently, appropriate legal, accounting and planning expertise has been identified outside the Project.

Specialist Assurance General Responsibilities

4. The Specialist Assurance general responsibilities comprise the following:
 - a. Advise on the selection of development strategy, design and methods.
 - b. Ensure that any supplier and operating standards defined for the project are met and used to good effect.
 - c. Monitor potential changes and their impact on the correctness, completeness and integrity of products against their Product Description from a supplier perspective.
 - d. Monitor any risks in the production aspects of the project.
 - e. Ensure quality control procedures are used correctly, so that products adhere to requirements.

JOB DEFINITIONS - PROJECT SUPPORT

PROJECT OFFICE MANAGER

Specific Responsibilities

1. The following is a list of responsibilities specific to the Project Office Manager in relation to the Atamai Development Project:
 - a. Set up the Project financial management system.
 - b. Maintain the financial records and accounts.
 - c. Maintain the Project's cash flow analysis reporting system and provide reports from the system, as required.
 - d. Ensure invoices are paid on time.
 - e. Maintain staff time sheets and leave records.
 - f. Manage the Project payroll system.
 - g. Ensure Bank loan statements are maintained and loan repayments are made on time.
 - h. Prepare and submit required IRD returns, documentation and reports
 - i. Prepare annual statements of financial accounts.
 - j. Manage the project office and manage office security.
 - k. Issue keys for Project site assets and maintain the key register.
 - l. Establish and maintain the Project filing system and compile, copy, distribute and file all project management reports, meeting records and other retainable documents.
 - m. Maintain configuration management⁶ records of Project products.
 - n. Collect weekly actuals data and forecasts for Project plans and enter these into the relevant schedules.
 - o. Assist the Project Manager in the administration of change control and maintain the Issues Log.

⁶ Configuration Management involves exercising control over the project's products so as to be able to:

1. establish the current and past versions of products,
2. identify who owns them and where they are held,
3. the distribution of these products,
4. maintaining records containing this information
5. control changes to products to ensure these are only made with the correct authorisation, and
6. Auditing these records to ensure they reflect reality.

a.

- p. Assist the Project Manager in the administration of the Quality Review process and maintain the Quality Log.
 - q. Assist the Project Manager with risk management procedures and maintain the Risk Log
 - r. Assist the Project Manager with the preparation and distribution of Highlight Reports, End-Stage Reports and other routine documentation.
 - s. Organise Project Board meetings and perform secretarial duties (ie organise agenda, and take, write and distribute minutes).
 - t. Procure Project office equipment and consumables.
 - u. Provide Project Site Office reception services, including answering general enquiries, directing contractors and visitors to locations on site and briefing visitors on site safety provisions.
2. The Project Office Manager also supports Atamai Development Ltd by:
- a. maintaining ADL records and correspondence,
 - b. maintaining ADL accounts, and
 - c. providing advice to ADL on tax accounting matters.⁷
3. The Project Office Manager also supports the Atamai Land Trust by:
- a. maintaining ALT records and correspondence,
 - b. maintaining ALT accounts,
 - c. maintaining the ALT Assets Register,
 - d. maintaining the Atamai Skills Equity Register,
 - e. maintaining accurate records of and report on ALT investments and loans,
 - f. maintaining investors' loan statements and issue these for confirmation and registration as required,
 - g. attending ALT Risk and Internal Audit Committee meetings and perform secretarial duties, and
 - h. providing advice to ALT on tax accounting matters.⁸

I have read and agree to carry out the responsibilities contained in this job definition.		
Signature	Name	Date

⁷ Desirable, but not essential requirement.

⁸ Desirable, but not essential requirement.

MARKETING WORKING GROUP

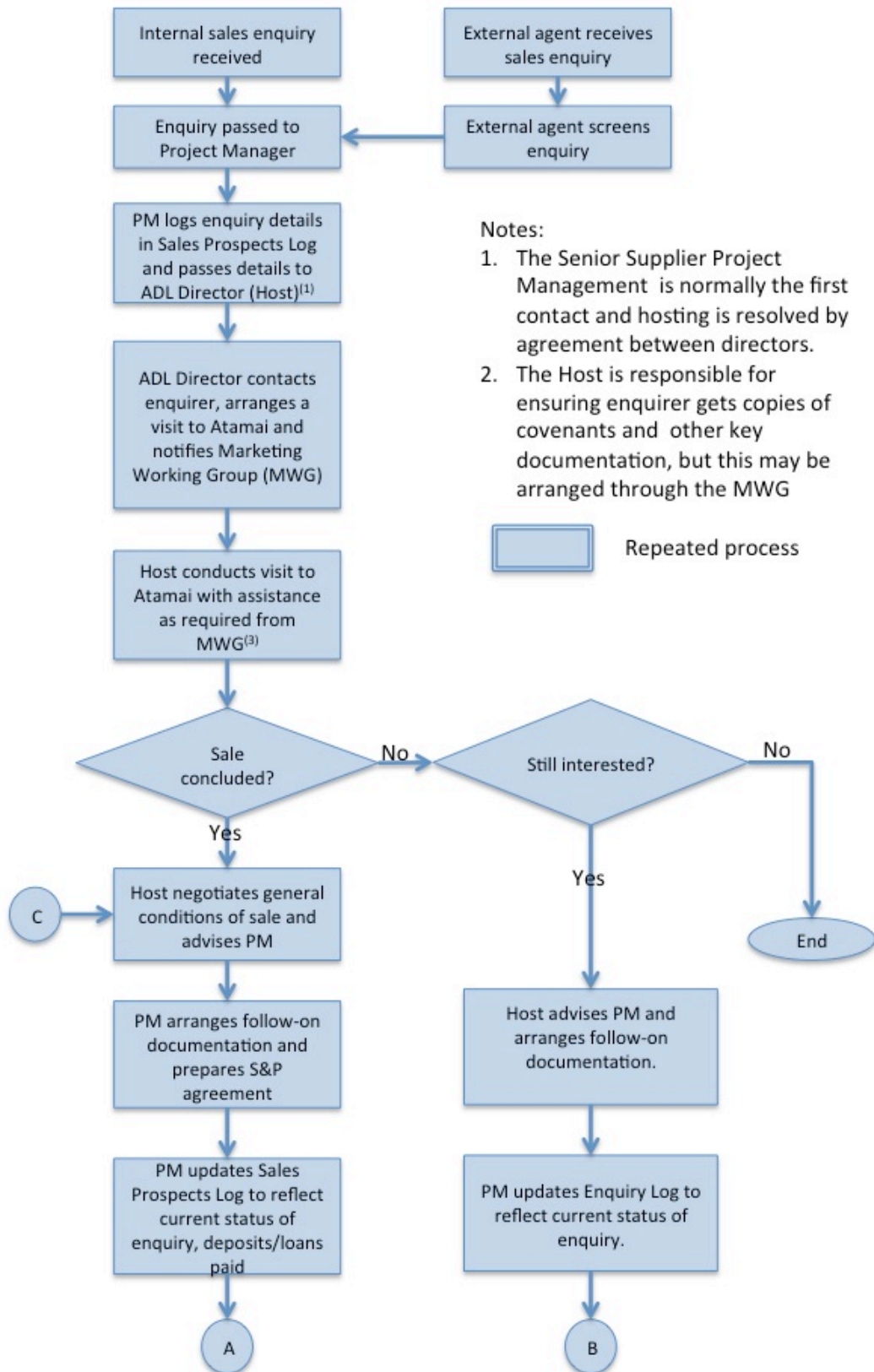
4. The Marketing Working Group provides support for the Project Board and the Project Manager in developing sales and marketing plans and their execution. Specifically, the Group:
- a. assists the Project Manager and Project Board in the development of marketing plans for the Project,
 - b. assists the Project Manager in the development of marketing products such as a website and hardcopy material,
 - c. ensure sales prospects are added to the Atamai group mail-out list,
 - d. assists the ADL Directors with Village property tours, and
 - e. helps organise activities supporting the sale of Atamai properties to prospective villagers.

I have read and agree to carry out the responsibilities contained in this job definition.		
Signature	Name	Date

5. An outline of the sale and marketing procedure is contained in Annex J.

OUTLINE OF SALES AND MARKETING PROCEDURE

1. The sales and marketing tasks for the Atamai Development Project involves essentially three elements of the Project organization structure, the ADL Directors, the Project Manager and the Marketing Working Group, and possibly an external sales agency. The responsibilities of the three project roles are covered in Annexes, A, C, D and I, but the process requires some explanation to understand how these elements should work together on sales and marketing
2. There will be several sales and marketing products that the project will need to deliver. At the highest (Simple Products) level these will include such deliverables as a sales and marketing plan, sold titles, sale and purchase agreements, external sales agency contracts, etc. All these need to be defined, planned and managed. Like all Project products, their delivery in accordance with the time, cost and quality criteria set by the Project Board will be the responsibility of the Project Manager.
3. However, the involvement of three ADL directors in the sales process adds a management complexity as the directors do not work for the Project Manager (quite the contrary) and they will largely drive the sales process. Therefore, a clear process needs to be understood for this function to work smoothly.
4. A fundamental understanding that is crucial to this arrangement working must be the realization that for the sales tasks, the ADL directors ‘wear different hats’ and are not acting as Project Board members but as ‘product deliverers’ for the Project Manager.
5. This arrangement will only work if this understanding is clear and the respective roles of all involved are clearly understood and respected.
6. The following process diagram (Figure 2) outlines how this sales process might work. Further work may need to be done in the course of Stage 1 of the Project to refine these steps and/or define them in greater detail:



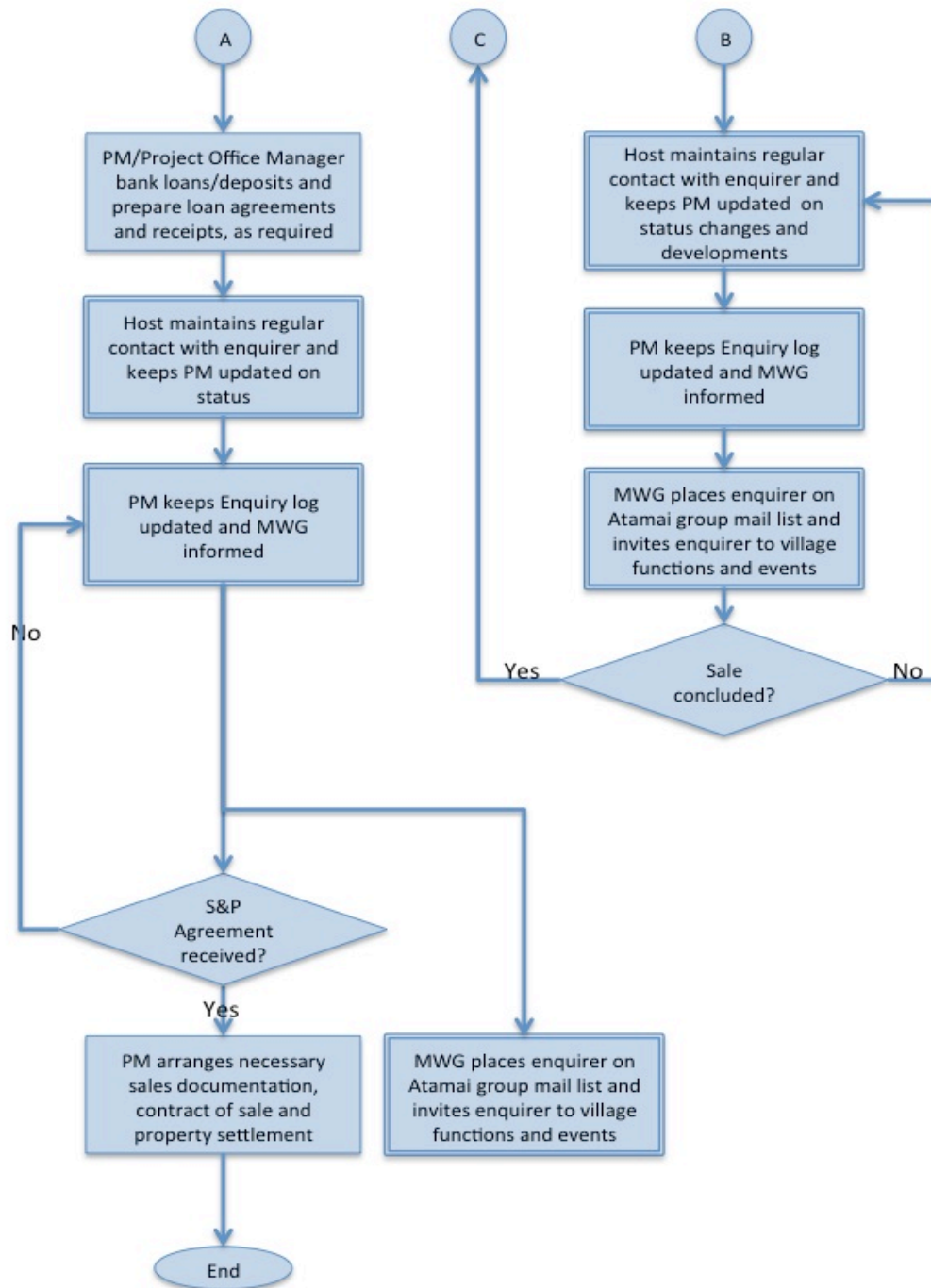


Figure 2