TERMS OF REFERENCE AND SCOPE OF SERVICES
PACIFIC AVIATION SAFETY OFFICE REFORM PROJECT
PASONET IT STRATEGY PROJECT (P-C02)

1. BACKGROUND

1.1 The Pacific Aviation Safety Office (PASO) is currently implementing the Pacific Aviation Safety Office Reform Project (PASO Reform Project), supported by the World Bank. The PASO Reform Project has the development objective to ensure effective regional delivery of aviation safety and security oversight in Pacific Island Countries by strengthening the Pacific Aviation Safety Office's technical and coordination capacity. The project's implementing Entity is PASO, with project implementation support from the Technical and Fiduciary Services Unit (TFSU) of the Pacific Aviation Investment Program (PAIP).

1.2 The specialized nature of aviation places a high burden on small countries with limited human resources. Assessments of the aviation sector in the South Pacific by the International Civil Aviation Organization (ICAO) have found that many of the countries lack the proper policy, regulatory and infrastructure to comply with ICAO requirements (referred to as Standards and Recommended Practices or SARP). In recent years, these standards have been continuously expanded, particularly those related to security. As a result, the PICs have received less than satisfactory results from the ICAO-mandated Universal Safety Oversight Audit Program and Universal Security Oversight Audit Program.

1.3 PASO currently provides advisory, inspection, and oversight services covering the areas of: (i) aerodrome assessment; (ii) security; (iii) aircraft airworthiness; (iv) flight operations; and, (v) personnel licensing. However, its existing subscription and fee-for-service business model has not proven to be sustainable since: (i) countries have not purchased the necessary safety oversight services; (ii) there is a real, or perceived, lack of qualified technical specialists in PASO to perform the technical services, affecting demand; (iii) some countries are in arrears on member subscription fees; and, (iv) salaries and cost structures for PASO do not correctly reflect the demand for services.

1.4 To help ensure the long-term viability of PASO, an updated PASO Business Plan provides a set of recommendation reforms for addressing the financial, organizational and operational shortcomings of PASO. The PASO Council agreed to implement the principles of the Business Plan at a special general meeting in April 2013 and, once implemented, will reinforce and strengthen PASO's critical role in ensuring safe aviation operations in PICs.

1.5 Building on the Asian Development Bank (ADB) Technical Assistance (TA), the PASO Business Plan calls for significant reforms and a refocusing of the organization on objectives consistent with a Regional Safety Oversight Organizations (RSOO)[1] and the global framework of ICAO. A fully-functioning RSOO capable of supporting and assisting the member States in meeting their contracted regulatory obligations by providing high standards of safety and security oversight and ongoing surveillance would provide a significant improvement to the safety of aviation in PICs.

1.6 The PASO Reform Project is designed around four components that will support the reform agenda, build institutional capacity to meet international aviation safety regulations across the region, and modernize information systems for enhancing quality control:-

Component A: Transitional Management and Support (approximately US$ 1.745 million including contingencies): Activities to assist PASO through the restructuring process including, financing the costs associated with: (i) implementing a new organizational

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[1] "Classification of Regional Safety Oversight Organizations", ICAO, December 2012.

framework and staff changes, including financing of severance packages for termination of existing contracts of staff; (ii) conducting legal reviews for strengthening its governance and management; (iii) evaluating the PASO funding approach, including finding new revenue sources; (iv) conducting workshops and seminars for PASO Council members; (v) developing a communications strategy; (vi) transitional support to implement the new Business Plan, including engagement of TFSU for provision of support to PASO as per terms of a Service Agreement; and (vii) carrying out annual financial audits of the Project as agreed with the Association.

Component B: Establishment of a Pool of Regional Aviation Inspectors (approximately US$0.269 million including contingencies): Activities to assist PASO in establishing a pool of inspectors to be used by PASO to oversee aviation safety and security, including: (i) establishing a comprehensive Register of Inspectors for the region available for PASO-related services; (ii) establishing a Regional Program of Inspectors to build and assess the capacity of inspectors from Member States; (iii) provision of necessary training for inspectors to ensure they meet skill levels necessary to provide PASO services; (iv) provision of training to PASO staff to develop the human resources to deliver the necessary services.

Component C: Quality Management (approximately US$0.236 million including contingencies): Including: (i) establishing a quality assurance system for PASO to ensure that all operations meet an appropriate standard; and (ii) implementing a PASO Management Information System with an appropriate IT network, including a document management system.

Component D: Supporting Regional Aviation Infrastructure (approximately US$0.85 million including contingencies): Expanding regional aeronautical data and communication network through the acquisition and installation of very small aperture terminal equipment for the Cook Islands and Niue.

1.7 Day to day implementation of the PASO Reform Project is led by PASO, with the support of the PAIP **'Technical and Fiduciary Services Unit (TFSU)'** and is formalized in a Service Agreement. The TFSU provides technical, procurement, financial management, contract management and overall project management services.

1.8 A PASO Steering Committee (PSC) has been established comprised of PASO Council members from Papua New Guinea, Vanuatu, New Zealand, Samoa and Kiribati, to oversee the project direction and coordination.

1.9 Most program implementation especially consultancy services are now well underway and the PASO is now looking to review and upgrade their IT requirements to support all of business operations.

1.10 A **consultancy** is sought to provide guidance, development and implementation of Information Technology (IT) strategy and transformation plan to support PASO.

2. BACKGROUND TO ASSIGNMENT

The six (6) pillars of reform contained in the PASO Business Plan are:

1. Provision of specific assistance to the PASO Member States;
2. Building regional oversight skills and capacity;
3. Enhancing operational standards;
4. **Improving ICT and Communication systems;**
5. Strengthening Management Governance procedures; and
6. Enhancing financial management and accountability

This assignment addresses the fourth (4th) pillar.

3. OBJECTIVE

The objective of this assignment is to (i) review and identify the necessary information and communication technology platforms for PASO to support the delivery of technical and corporate management services; (ii) undertake the development of an IT strategy; and (iii) to support the roll-out of a "fit for purpose" IT hardware and software configuration that will cover all facets of PASO's connectivity and client interface with its Member States.

4. SCOPE OF WORK

Design, supply and implement an IT system to support the PASO quality assurance & management systems; website and internet portals; and IT security and management through a comprehensive IT strategy and transformation plan for the PASO office.

The detailed scope of services to be provided is in accordance with the following activities: -

4.1   Review the current PASO IT systems including hardware, software, web-based functions and connectivity of all information technology; via this review identify the technology gaps that need to be addressed. Whilst undertaking the review, work closely with PASO Management and Project Steering Committee regarding the associated systems that PASO currently operates, and what is required to support both the corporate and client functions of PASO and its Member States.

4.2   Design a PASO IT Strategy and architecture so that it meets the organisation's current and future needs. Identify and provide detailed cost estimates of the software and hardware requirements (including data management, laptop, printers, copiers etc.)

4.3   Develop a procurement plan for the associated goods and acquisitions (in accordance with World Bank procurement guidelines) to enable the future IT needs of PASO to be achieved. The procurement plan should identify a list of potential suppliers, timelines, constraints, pros, cons and benefits. Provide direction on hosting systems for email, electronic filing, webpage development and management via cloud storage or alternatives that are prudent to the organization, and identify what ongoing support contracts are required to maintain a secure operating platform.

4.4   Develop options for an external, secure (preferably cloud-based) "portal" for PASO where States and Inspectorate pool can access information relating to respective States' information (including audits, corrective actions etc.) as well as accessibility to the PASO technical library.

4.5   Provide options on how to connect all States regionally (potentially through VSAT communications network). This is expected to consider connectivity options between States and PASO; and State-State.

4.6   Develop technical specifications for the supply and installation of the agreed hardware and software for PASO operations to provide support in the procurement process.

4.7   Development of a Skills and Training policy for the PASO office inclusive of technical and non-technical (office) staff and develop an IT Policy for PASO, which would include protocols for appropriate use, replacement and upgrading of hardware and software etc.

The Consultant will be required to work in close liaison with PASO and the TFSU and in accordance with the Financing Agreement, World Bank guidelines, and various approved

Project implementation manuals. The Consultant is also expected to work in close liaison with the PASO General Manager, Project Manager, Operations Manager and any other technical assistants currently engaged with PASO to ascertain the information technology requirements and ease of use for remote use and connectivity back to PASO Head Office.

The role will be expected to undertake this assignment with a high degree of initiative and a pro-active /creative approach to understanding and identifying the information technology requirements for PASO.

5. EXPERTISE REQUIREMENTS

Minimum Requirements:

Academic Qualifications:

- Tertiary qualifications from a recognized institution in a relevant IT discipline.

Experience:

- Demonstrated experience, of at least ten (10) years in hands-on project and IT management roles;
- Experienced technology professional;
- Undertaken similar projects in a PI or developing nation context;
- Demonstrated ability to work under pressure and pay attention to detail;
- Previous experience in World Bank funded projects or similar project management systems therein;

Desirable Expertise
The following would also be an advantage:
- Knowledge relating to the role of PASO and its services in the Pacific Region;
- Familiarity with international and/or donor-supported development project requirements will be an advantage;

PASO is a regional organisation and is comprised of members from the Pacific Island Forum; accordingly, the Consultant will require exceptional communication, personal and cross-cultural skills in delivering these services in the context of the multi-cultural and multi-national environment.

The candidate will be expected to work independently with minimal supervision at times, and should be able to demonstrate initiative and a pro-active approach to their work. Attention to detail as well as demonstrated skills in time management and working to fixed deadlines will also be required.

6. LEVEL OF EFFORT AND SCHEDULE

This assignment is expected to require **60** days input on a periodic basis, over a **14 week** period commencing o/a June 2017 to September 2017.

It is expected that the Consultant will undertake this assignment with a combination of in-country and home based inputs with the following anticipated schedule:
- 1 week in-country input at commencement of the assignment;
- 2 additional weeks in-country inputs through the course of the assignment.

Flexibility on the part of the Consultant will be required to respond to changes in actual progress and corresponding work inputs which may be lower at times, or require intense full time input. Some travel may be required as part of this role.

A Lump Sum contract will be signed with the Consultant based on an agreed schedule of deliverables. Costs associated with travel will form part of the contract ceiling and will be consistent with the Project financial management practices.

7. SCHEDULE OF DELIVERABLES, PAYMENT MILESTONES & REPORTING REQUIREMENTS

The Consultant is expected to complete the above scope per below timeline.

DELIVERABLE	Due	Payment Milestone*
Inception Report. Review current IT performance including hardware and software, also identifying local conditions regarding connectivity etc; outline of work program and timelines for deliverables;	**End of Week 2**	10 %
IT Strategy. (i) Develop an IT Strategy for PASO including what PASO needs to do now to be prepared for IT requirements in the future. Consider the architecture requirements for PASO to achieve this. (ii) Design and review the for the IT requirements that PASO requires and provide recommendations to PASO for approval by PASO Management.	**End of Week 6**	25%
Procurement Plan and Technical Support. Develop **specifications** and detailed cost estimates to support the supply and installation of the agreed hardware and software for PASO operations.	**End of Week 10**	30%
IT Policy and a Skills and training policy. (i) Develop an IT Policy for PASO which would include protocols for appropriate use, replacement and upgrading of hardware and software etc; and (ii) Develop a Skills and training policy for the PASO office inclusive of technical and non-technical (office) staff for use of the upgraded systems and	**End of Week 12**	20%
Completion Report. Detailing all activities undertaken in this assignment.	**End of Week 14**	15%

Payments will be made on acceptance of deliverables

7.1 Regular updates to the PASO General Manager on the progress of works including significant issues or achievements that may impact on the normal course of deliverables.

7.2 All deliverables will be paid on acceptance.

8. INSTITUTIONAL ARRANGEMENTS

The Consultant will be directly responsible to the PASO General Manager and will be expected to work in close liaison with PASO and the Project Manager, as well as the TFSU in implementing the Project.

The Consultant will have strong functional relationships with key stakeholders.

The Consultant will also undertake this assignment with a high degree of initiative and a pro-active approach to understanding and identifying issues for current and future action and bringing these to the attention of relevant stakeholders. In addition, a high degree of collaboration and confidentiality will be required to manage the discussions with the various

PASO member states if required, PAIP TFSU which provides PASO with project implementation support, donors and other key stakeholders and will be based in-country on a periodic basis.

9. SERVICES AND FACILITIES TO BE PROVIDED BY THE CLIENT

Access to office facilities, international and national phone lines and internet access.