

## TERMS OF REFERENCE AND SCOPE OF SERVICES

### VANUATU AVIATION INVESTMENT PROJECT (VAIP) PACIFIC AVIATION INVESTMENT PROGRAM (PAIP)

### TRAINING NEEDS ANALYSIS FOR AVL/CAAV (MIPU/IC/V- C08.1)

#### 1. INTRODUCTION

- 1.1 The Government of the Republic of Vanuatu is currently implementing the Pacific Aviation Investment Program (PAIP), supported by the World Bank. PAIP is a regional aviation program with the development objective to provide safe and secure air transport operations and environmentally sustainable and efficient airports. PAIP is currently implementing key aviation investments in five (5) Pacific Island countries: Kiribati, Samoa, Tonga, Tuvalu and Vanuatu, with other countries anticipated to join in future phases. Vanuatu joined the program in the first quarter of 2015, and future phases may also involve the Solomon Islands. The projects Implementing Entity is the Ministry of Finance and Economic Management, Vanuatu, who will lead the Program via the VPMU and supported by the PAIP Technical and Fiduciary Services Unit (TFSU).
- 1.2 PAIP is being implemented in recognition of the key place of transport in the economic and social development of each participating country and the need to strengthen the efficiency and viability of this sector. Reviews of the transport sectors in each country point to the need to mainstream disaster risk reduction and climate change adaptation into infrastructure planning and management. Addressing climate change by providing carbon-neutral airport facilities are part of this investment program, as are investments in alternative and sustainable energy efficient technologies. This will help ensure that the airports are operated in an environmentally sustainable manner.
- 1.3 The GoV is currently supported by the World Bank in the implementation of VAIP. The VAIP is part of the Pacific Aviation Investment Program (PAIP), a regional aviation program with the development objective to provide safe and secure air transport operations and environmentally sustainable and efficient airports. PAIP commenced implementation of key aviation investments in four (4) Pacific Island countries: Kiribati, Tonga, Tuvalu and Samoa.

Investments under VAIP will fall under five main components:

**Component A: International Airport Infrastructure Investments.** The component will invest in international aviation infrastructure to meet and maintain minimum ICAO safety and security standards. The focus is on international airports, including: (i) rehabilitation and/or resurfacing of airport runway, apron and taxiway pavements at Bauerfield International Airport; (ii) extension of the apron area at Bauerfield International Airport; (iii) construction of new taxiways and widening of the existing taxiway at Bauerfield International Airport; (iv) upgrading/installation of airport runway lighting and cabling at Bauerfield, Pekoa and Whitegrass International Airports, and approach lighting at Bauerfield International Airport; (v) construction of a new domestic terminal, and demolition of the existing domestic terminal, at Bauerfield International Airport; (vi) provision of air traffic control equipment at Bauerfield and Pekoa International Airports; (vii) provision and installation of aviation navigation aids; (viii) provision and installation of weather monitoring

equipment at Bauerfield and Whitegrass International Airports; (ix) upgrading of communications equipment and systems; (x) provision and installation of 'Very Small Aperture Terminal' (VSAT) communications systems at Bauerfield, Pekoa, and Whitegrass International Airports; (xi) provision of equipment for improved power supply for Bauerfield and Whitegrass International Airports; (xii) provision and/or upgrading of fire safety equipment, including fire tender vehicles, and a fire tender shelter at Bauerfield and Whitegrass International Airports; (xiii) provision of safety and security equipment, including x-ray machines for passenger baggage and cargo screening, at Bauerfield, Pekoa and Whitegrass International Airports; and, (xiv) provision of design and supervision consulting services required for implementation of the infrastructure investments.

**Component B: Aviation Sector Reform and Training.** This component will help strengthen the Civil Aviation Authority of Vanuatu (CAAV), Ministry of Infrastructure and Public Utilities (MIPU) and other line ministries' technical capacity through targeted technical assistance to strengthen institutional capacity and dedicated training. Specific activities include: (i) development of an Aviation Sector Strategy; (ii) provision of advisory services to assist the CAAV to: (a) review and update Vanuatu's legislative framework applicable to the aviation sector; (b) address national and international regulatory requirements for the aviation sector; and (c) implement the Aviation Sector Strategy; (iii) provision of advisory services to assist MIPU with its management and oversight of Vanuatu's aviation sector; and, (iv) training for capacity-building.

**Component C: Strengthening Airport Operations and Management Capacity.** This component will strengthen AVL's airport operations and management capacity through: (i) development of an Airport Master Plan; (ii) provision of technical assistance to improve the planning, financial viability, efficiency, safety and security of airport operations; and, (iii) training on aviation policy, operations and management.

**Component D: Emergency Reconstruction.** During project preparation Tropical Cyclone Pam (TC Pam) devastated Vanuatu, including damage to all three international airports. Damage assessments are still underway. This component is to provide support to the GoV with emergency reconstruction activities (yet to be identified) in the form of goods and works.

**Component E: Project Support.** This component covers: (i) project management, advisory and administrative support for VPMU and AVL; (ii) costs for the support services provided to the VPMU and AVL by the TFSU; (iii) incremental operating costs of the VPMU and TFSU; (iv) VSAT subscription costs; and, (v) project financial audits.

- 1.4 The primary beneficiaries of the project are air travelers throughout the Pacific Island Countries including tourists, VFRs, public administration and business travelers, seafarers and seasonal agricultural workers, and recipients of education, training and specialized health services—any interruption to jet air services would seriously impact on these travelers. Secondary beneficiaries include the providers of food, accommodation and services to tourists. For Pekoa and Whitegrass international airports, the investments will improve safety and operations for travelers to those airports. Whitegrass plays an important role as an alternate airport for Bauerfield, so that in the event of an emergency, aircraft would divert there. It is thus essential that it be properly equipped to play this role.

- 1.5 Day to day implementation of VAIP is led by the National Project Manager (NPM) within the VPMU on behalf of the Implementing Agency, the Ministry of Infrastructure and Public Utilities (MIPU). Implementation is also supported by AVL and TFSU. The VPMU will drive in-country project implementation and work closely with AVL and TFSU.
- 1.6 A VPMU Steering Committee (VPMU-SC) has been established in Vanuatu to oversee project direction and coordination of the five VPMU projects. One nominated representative part of the VPMU-SC will become part of the Program Steering Committee that oversees the regional Program (PAIP) implementation. The VPMU-SC comprises of members from key stakeholders from (i) VPMU; (ii) CAAV (MIPU); and (iii) AVL.

1.7 Figure 1 shows the implementation arrangements.

Figure 1: TFSU and PST Staffing

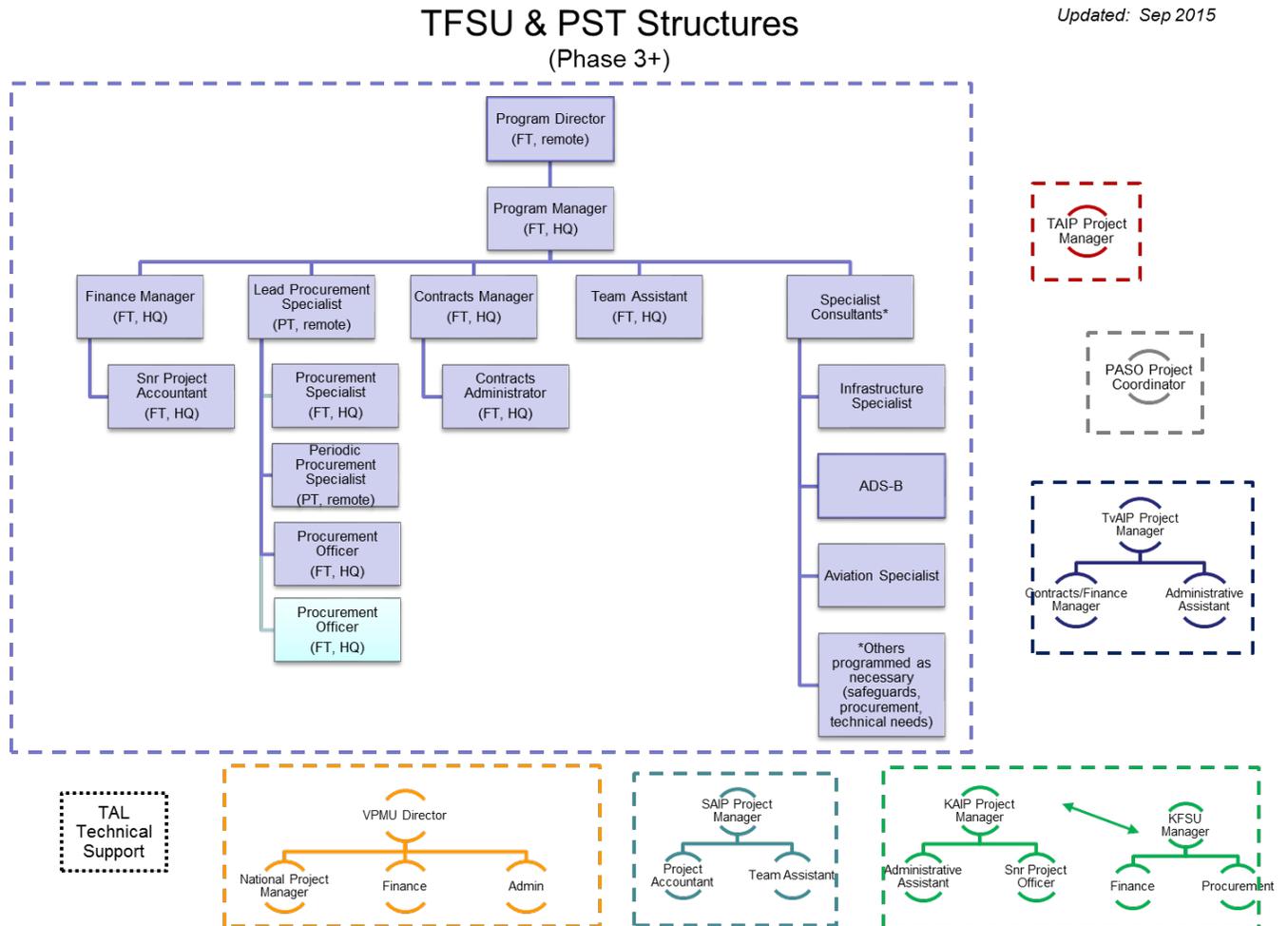


TABLE 1: Program Implementation Organizations and their Roles

| Organization                                 | Management Roles and Responsibilities  |
|--|--|
| <b>REGIONAL COORDINATION</b>                 |  |
| Program Steering Committee (PSC)             | Oversees and monitors overall project implementation<br>Advises the government steering committees of any issues or concerns affecting project implementation and proposes remedial actions  |
| Technical and Fiduciary Services Unit (TFSU) | Supporting Project Support Teams (PST's) in day-to-day implementation of the Program<br>Responsible for all procurement advertising, bid document preparation and procurement processing<br>Assist in the implementation of accounting procedures in the payment process<br>Consolidates reports from individual countries for Program reporting |

|   |   |
|---|---|
|   | Responsible for Program financial management, monitoring and consolidated reporting   |
| Pacific Aviation Safety Office (PASO)         | Performs mandated regional oversight to project countries, and those countries who are signatories to the PICASST (10 in total, plus 3 associate member States)   |
| <b>COUNTRY-LEVEL COORDINATION</b>             |   |
| Government/National Steering Committees (NSC) | Established in each country participating in the project<br>Advises national governments of issues or concerns affecting project implementation and proposes remedial actions   |
| Executing Agencies (EA)                       | Sign Grant Agreements<br>Responsible for overall project execution<br>Signs TFSU Service Agreement  |
| Implementing Agencies (IA)                    | Responsible for the overall implementation of the project in respective countries<br>Provides technical inputs, as required<br>Participate in regional procurement committee<br>Signs contracts for investments activities in respective country<br>Responsible for environmental and social safeguards compliance  |
| Project Support Teams (PST's)                 | Monitors progress of project activities<br>Manages contracts for all activities in a country, including payments with support from TFSU<br>Monitors safeguards compliance for investments<br>Provides quarterly reports as well as project Monitoring and Evaluation data<br>Manage the designated account for small incidental payments specific to the country. |
| World Bank                                    | Responsible for administering World Bank and GoA through PRIF-financed components of the project  |
|   | Responsible for project implementation support<br>Responsible for monitoring of environmental and social safeguards   |

## 2. ASSIGNMENT BACKGROUND

2.1 Ongoing sustainability of the aviation sector, particularly in the operational and regulatory contexts relies on effective training and professional development systems. Accordingly, a training needs analysis (TNA) is required to provide a clear framework under which the MIPU, CAAV and AVL may prioritise training funds and resources, and to ensure ongoing currency of operational and regulatory personnel.

2.2 This assignment will involve a peer review of the current TNA's and subsequently develop a final TNA which reflects confirmed training needs, prioritisation, and recommended providers. For AVL, the TNA will be expected to reflect operational compliance needs, as well as quality assurance, and management training particularly where, for example, technical staff are promoted to managerial positions. For CAAV the TNA shall consider staff at the policy and regulatory level.

2.3 In approaching the needs for AVL and the CAAV, consideration will need to be given to Vanuatu's membership of the Pacific Aviation Safety Office (PASO) which provides expert technical support in regulatory oversight. Accordingly, training needs and priorities for AVL/CAAV shall be consistent with Vanuatu's membership of PASO and the Pacific Islands Civil Aviation Safety and Security Treaty (PICASST).

This consultancy contributes to the training and capacity building of AVL and CAAV personnel in the delivery of their work activities and responsibilities, this ultimately will continue to build and support the continued and sustainable growth of international air transport services through the provision of well trained personnel who deliver compliant services for the airport operator and State.

## 3. OBJECTIVES

The main objectives of this consultancy are to:

- i. Undertake a peer review of the Training Needs Assessment developed by the Civil Aviation Authority of Vanuatu (CAAV)- and Airports Vanuatu Limited (AVL).
- ii. Develop fully integrated Training Need Assessments (TNAs) for AVL and the CAAV which reflect, inter alia, review of existing TNAs, confirmation or amendment to TNAs, prioritisation (immediate and on a recurrent basis), as well as consideration of compliance requirements, appropriate providers and other changes which may be more appropriate or efficient to implement. Consideration shall also be given to other funding sources (i.e. department budgets, other donors, aviation stakeholder training agreements etc).
- iii. Identify and prioritise training courses and sources available within the region and beyond, if necessary

## 4. Scope

The scope of this consultancy assignment comprises the following activities:-

At the commencement of the TNA development phase, the consultant shall review all available information pertaining to each of the organisations involved in the development of this TNA:

- i. Review all current training plans held by AVL and the CAAV to ascertain current levels of compliance to operator and state requirements.
- ii. Undertake a peer review and as required prepare a detailed training needs assessment that updates the requirements for AVL and the CAAV, identifying the skill gaps and areas where formal and informal training is required.
- iii. In undertaking this assignment, the consultant shall provide on the job training to respective counterpart technical specialists through collaborative working arrangements in all facets of the assignment, such that counterparts understand and are involved in how to undertake a training needs analysis, the key considerations considered to support ongoing analysis of training needs in future. They will also assist AVL and the CAAV to arrange formal training as proposed in the training needs assessment. The training will be focused primarily on gaps identified.
- iv. This TNA shall include all participants in the aviation sector, from the policy level to operational staff involved in airport operations, including technical services, air traffic, rescue fire and aviation security. to operational staff involved in airport operations including technical services, air traffic, rescue fire and aviation security under AVL. Also for the CAAV to identify appropriate training for staff to meet their State requirements under ICAO which may include developing corrective action plans, filling differences and support to qualified inspectors who undertake audits on behalf of the regulator.
- v. Develop an integrated TNA for each of the AVL and the CAAV staff. This shall reflect:
  - a. Consideration of existing TNAs undertaken by each Agency;
  - b. Operational and compliance requirements
  - c. Prioritisation of training, both to address immediate gaps, and within the context of a fully current and ongoing training program;
  - d. Identify most appropriate mode of training (on-the-job training, formal course, work attachment, in-country training etc.) and appropriate providers for the various training requirements. This shall include approximate costs for budgeting purposes.

The TNA shall identify the skills gaps that exist, and to prepare recommended training programs, identify potential training providers with indicative budgets for each department to address these skill gaps through formal, informal and on-the-job training. The consultant shall in conjunction with the CAAV Aviation Advisor provide support to the IA in developing an annual training plan template based on the outcomes of the TNA, .. In undertaking this assignment, the Consultant will be expected to work closely with each Agency and in doing so, will be expected to work in a highly collaborative manner and to support professional development of counterpart colleagues.

The TNA shall develop a multi-year program and specifically, shall provide a blueprint of at least three annual training programs based on the TNA developed, that can be implemented under the VAIP timeframe. The TNA also needs to include a vision statement of what the training outcomes should deliver in a five (5) years and ten (10) years time.

The Consultant will be required to deliver a clear, practical and implementable integrated training program for both for AVL and the CAAV. Particular consideration shall be given to the specific context in terms of staffing levels, budgets and other issues. Prioritisation within the training program will be required suitable for understanding of decision-makers.

## 5. LEVEL OF EFFORT & Institutional arrangements

The assignment is expected to require two person months over a five month period starting on or around June/July 2017. A lump-sum contract will be signed, on the basis of an agreed unit rate for the services and associated disbursement costs relating to travel to Vanuatu.

It is expected that two trips of 1 week each will be required as part of this assignment. The first of these trips will be at commencement, with the second trip to be undertaken in association with the delivery of the draft final report.

The Consultant will report directly to the National Project Manager VPMU, however the Consultant will be expected to work directly with Director General MIPU, Director of CAAV, the CAAV Aviation Advisor and CEO AVL, as key stakeholders under this assignment. Contractual oversight and day to day contractual administration will be provided by the National Project Manager (NPM) VAIP, supported by the PAIP Technical and Fiduciary Services Unit (TFSU).

## 6. Consultant, skills and experience

The **Consultant** shall have the following experience and skills:

- Minimum of 8 years' experience in a training or QA role within the aviation environment;
- Demonstrated experience working within the Pacific Island context;
- At least five (5) years' work experience for an operator or regulatory body in the aviation field;
- Previous experience in the development of training needs assessments for aviation regulatory and service providers;
- Demonstrated understanding of Civil Aviation rules and the needs related to obtaining compliance.

## 7. PAYMENT Milestones AND Deliverables

Reporting requirements under this assignment are reflected below. The content and format of the reports shall be agreed with CAAV at the onset of the project. All reports shall be provided in both hard and soft copies, accessible to the Client.

| No | Deliverable  | Due             | Format  | Payment Milestone |
|----|--|-----------------|---|-------------------|
| 1  | Inception Report<br>This shall detail initial review of existing TNAs and training plans for AVL and the CAAV  | Week 2          | 3 x Hard Copies<br>1 x Electronic Copy (DVD) – all files to be accessible | 15%               |
| 2  | Draft Training Needs Assessment and Progress Report<br>This shall reflect all aspects of this assignment, methodology and analysis undertaken in assessing the TNAs and providing recommendations, persons consulted and other relevant detail. It shall clearly provide fully integrated TNAs, each for AVL and | Approx. Week 10 | 3 x Hard Copies<br>1 x Electronic Copy (DVD) – all files to be accessible | 35%               |

| No | Deliverable  | Due   | Format  | Payment Milestone |
|----|--|---|---|-------------------|
|    | the CAAV, including prioritisation of training requirements on an ongoing basis, immediate requirements, and all other aspects.<br><br><b>Note: The Client shall have 4 weeks to review and comment on this deliverable</b>  |   |   |                   |
| 2A | Workshop on Draft Final TNA and further Stakeholder consultations to support development of Final TNA  | Approx. Week 12   | Workshop  | 15%               |
| 3  | Final TNA and Completion Report<br>Including: <ul style="list-style-type: none"> <li>Final integrated TNAs for each for AVL and the CAAV, reflective of Client feedback Comments matrix reflecting all comments received to the draft TNA and Consultant response, acceptable to the Client;</li> <li>Annual Training Programs (ATP) for Years 1, 2 and 3 reflecting any changes arising from the Draft Final Report and Workshop</li> <li>Vision statement of training outcomes in five (5) and ten (10) years time</li> <li>Completion report reflecting the tasks undertaken and methodology of the assignment, persons met and consulted, and other relevant information.</li> </ul> | 2 weeks after receipt of final Client comments<br><br>Approx. Week 16 | 1 x Hard Copies<br><br>1 x Electronic Copy (DVD) – all files to be accessible | 35%               |

## 8. SERVICES, FACILITIES AND DATA TO BE PROVIDED BY THE CLIENT

Within each of the Implementing agencies within Vanuatu, the consultant will be provided with:-

- i. Desk space for 2 persons (the Consultant plus 1 assigned counterpart staff),
- ii. All current and past training needs reports;
- iii. Access to a national phone line and internet;

- iv. Data requirements as required to perform the Consultancy;
- v. A counterpart person within each of MIPU/CAAV and AVL.