

TERMS OF REFERENCE AND SCOPE OF SERVICES

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

AVL SAFETY COMPLIANCE ADVISOR (MIPU/IC/V- C10.1)

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

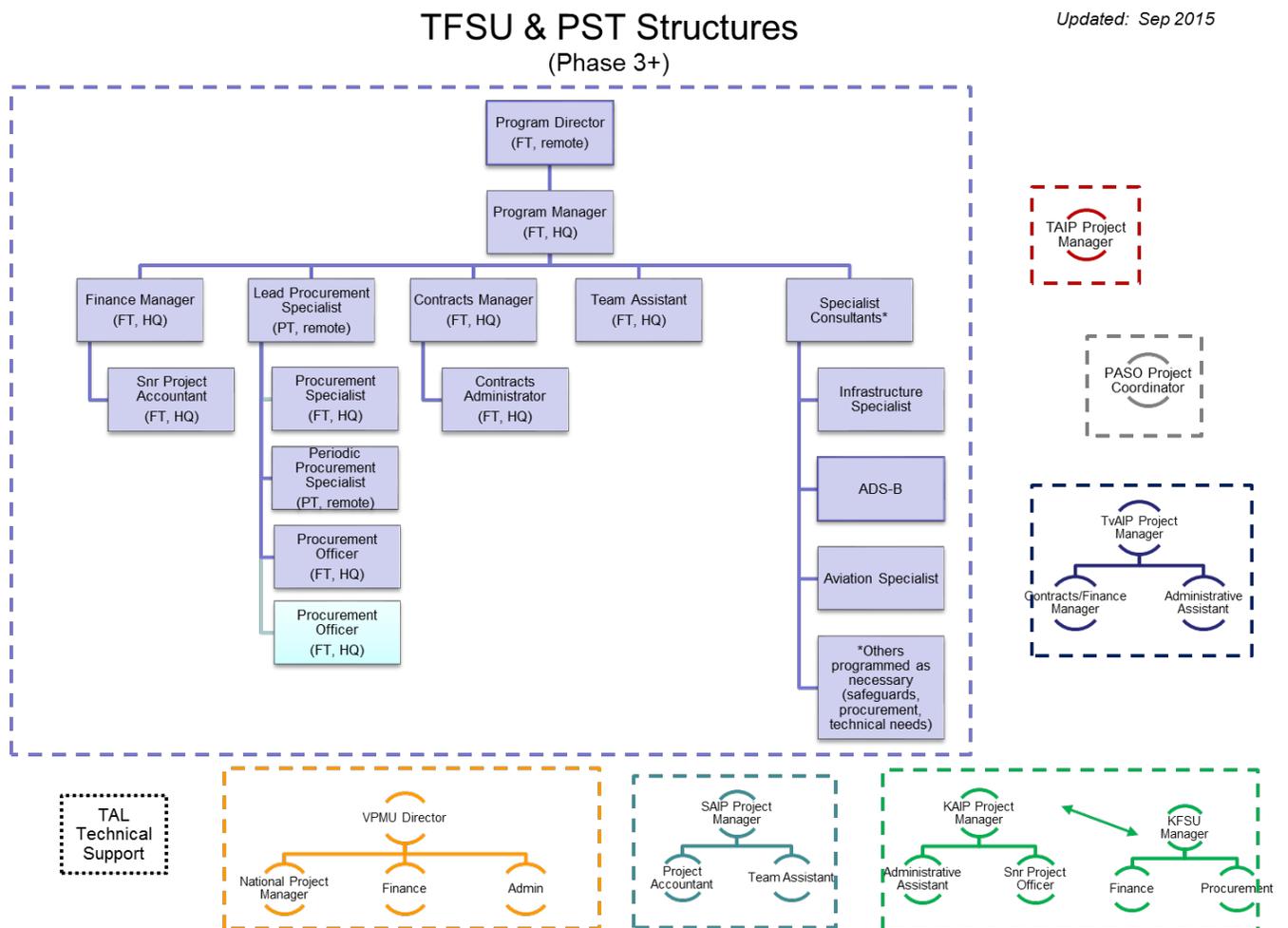


TABLE 1: Program Implementation Organizations and their Roles

Organization	Management Roles and Responsibilities
REGIONAL COORDINATION	
Program Steering Committee (PSC)	Oversees and monitors overall project implementation 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 Responsible for all procurement advertising, bid document preparation and procurement processing Assist in the implementation of accounting procedures in the payment process 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)
COUNTRY-LEVEL COORDINATION	
Government/National Steering Committees (NSC)	Established in each country participating in the project Advises national governments of issues or concerns affecting project implementation and proposes remedial actions
Executing Agencies (EA)	Sign Grant Agreements Responsible for overall project execution Signs TFSU Service Agreement
Implementing Agencies (IA)	Responsible for the overall implementation of the project in respective countries Provides technical inputs, as required Participate in regional procurement committee Signs contracts for investments activities in respective country Responsible for environmental and social safeguards compliance
Project Support Teams (PST's)	Monitors progress of project activities Manages contracts for all activities in a country, including payments with support from TFSU Monitors safeguards compliance for investments Provides quarterly reports as well as project Monitoring and Evaluation data 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 Responsible for monitoring of environmental and social safeguards

2. ASSIGNMENT BACKGROUND

2.1 Through the VAIP project, a number of large infrastructure investments will be made at Bauerfield International Airport, Port Vila (VLI), as well as at Santo-Peko (SON) and Whitegrass Airports (TAH). Airports Vanuatu Limited (AVL) operates these airports as such, is gearing up to support the investment upgrades planned through the VAIP project.

2.2 It is anticipated that AVL will need additional resourcing to support its existing staff to meet and address the various issues and challenges at operational levels during the airport upgrades to ensure continuous operations and conformance to Civil Aviation Rules via documentation and actual infrastructure/procedure compliance.

2.3 Key airport upgrades are expected to take place over a 12 month period and AVL will be fully involved in construction discussions and ensuring the airport is operational. This will involve aspects such as reviewing and monitoring how the method of works plans are developed and ensuring that AVL responds as needed to support the project implementation. Internal reporting and interaction with various stakeholders will also be key to ensuring appropriate levels of support are maintained through and by AVL.

2.4 This consultancy contributes to the assistance of a Technical Adviser (TA) with knowledge and expertise on Airport Safety Management System, to support and assist the Manager Safety and Compliance during the Bauerfield Airport Upgrades..

3. OBJECTIVES

The main objectives of this consultancy are to:

- i. Develop a risk register focused around activities during the project
- ii. Develop recording system whether manual or automated by appropriate SMS software for better management of records
- iii. Assess training needs for safety officers and develop training and awareness material to improve safety awareness throughout the company and other stakeholders
- iv. Assist and respond to the Manager Safety and Compliance's including all other AVL senior managers on any other safety request(s).

4. Scope

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

Upgrade Works:

The consultant will support AVL Compliance in checking Methods of Work Plans (MOWP), advice where security and safety may be compromised and possible mitigations to avoid incidents/accidents.

Details:

- Any works to be carried out will require a method of work plan which will be revised and checked by General Manager Operations before Chief Executive Officer can approve of works to be carried either landside or airside.
- Assist AVL SMS Team to ensure that risks assessments are done respective of works to be carried out with mitigation to prevent incidents and or accidents.
- Assist AVL and contractors manage timeslots for works with minimal disruptions to aircraft operations to and from Bauerfield;
- Assist AVL with filing and documentation, as built drawings for company records, maintenance and audit purposes;
- Assist AVL on acceptance of works quality through engineering inspections and certifications;
- Revise warranties and ability for contractor to address any defects within the period after completion of works.

AVL SMS Improvements:

The consultant will support Management in capacity building and assist develop surveillance and have better means to update Management on critical issues. Identify training and development of training material in-house to raise the level of security and safety. The T/A will recommend to management any resources including procedures that needs to be acquired or developed by the company to improve security and safety.

Details;

- Assist Management on re-certifications of Rule Parts 139, 140, 171, 172 and 109;
- Strengthening of audit procedures and management;
- Management documentations and records;
- Safety reporting as per rule part 12 management including investigations and inspections skills to ICAO standards and expectations;
- Provide support on SMS documentation as required by Rule Part 100 to be incorporated to the Corporate Policy and Procedures Manual (CPPM);
- Assist to design training schedules to meet competency checks with appropriate ICAO training materials as well as safety workshops and awareness to all AVL stakeholders and Staff.

Work Plan:

The consultant will be required to produce a plan, to meet contractor schedules focused on mitigating associated risks as well as other safety components to the enhancement of overall AVL SMS.

Details:

- Based on the immediate needs outlined above and in consultations with Manager Safety Compliance the Advisor is expected to provide to AVL a program with timelines to address issues within the contract period;
- *Not limited to the above objectives on SMS improvements, the consultant will be expected to provide any additional assistance and advice relating to security and safety to AVL and to deliver within the time lines imposed by AVL.*

Reporting:

The consultant will be reporting to the Manager Safety Compliance.

5. SCHEDULE & LEVEL OF EFFORT

The assignment will be implemented over an estimated 9 months period starting as soon as possible expected o/a September/October 2017. The Consultant shall mobilise within 1 week of contract award with the kick-start visit in-country with the Client.

It is anticipated that this assignment will be on a lump-sum basis with a total cost for services and contract ceiling agreed on the basis of an agreed daily rate and costs for any in-country travel. A total of 5 months full-time input over the 9 months contract duration is expected to fulfil this assignment, inclusive of three (3) trips to Vanuatu. The Consultant will be expected to propose a realistic level of inputs based on their experience, in order to achieve the objectives of the consultancy and the scope of the assignment.

The Consultant will be expected to approach this assignment in careful consideration of the Client and include consideration on how the assignment shall be managed so that appropriate frequency and levels of Client engagement are met.

The Consultant will need to work closely with several key stakeholders in undertaking this assignment, including the Client, VPMU, AVL, the PAIP TFSU and the World Bank.

6. SKILLS AND EXPERIENCE

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

- Minimum of 30 years' experience in Airport Operations;
- Demonstrated experience working within the Pacific Island context;
- Demonstrated understanding of Civil Aviation rules 139/140/171/172/175
- In-depth knowledge of ICAO Annexes, Airport ASBU/PBN implementation, Airport SMS compliance to SSP and Airport implementation of Greener Airport Concept
- Demonstrated pro-active working style and ability to work well with people from multiple cultures and backgrounds
- Proven experience in working pro-actively, as part of a team and also in managing own inputs with minimal supervision at time and incorporating and managing inputs from diverse stakeholders

7. DELIVERABLES

The Consultant will provide the following deliverables in response to this scope with associated payment milestones, as follows:

Milestone	Deliverable Description	Due	Format	Payment %
D1	Assessing, planning, setting key objectives, documentation of revised procedures including training and awareness	Approx. end of 3 rd month	3 x hard copies couriered to VPMU. Soft copy in editable format including any drawings (CAD format)	40%
D2	Measuring outputs against key objectives (reference from ICAO) as well as assisting with other matters	Approx. end of 6 th month	Stakeholder engagement workshop run by the Consultant (costs of the workshop to be met by the VPMU)	30%
D2	Final revisions of documentation, continuous maintenance and surveillance including filing and archiving of records	Approx. end of 9 th month	3 x hard copies couriered to VPMU. Soft copy in editable format including any drawings (CAD format)	30%

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

The consultant will be provided with:

- Access to a national phone line and internet when in-country;

- ii. Copies of the related documents and data requirements as may be reasonably required to perform the Services;

A Focal Contact person/s within AVL