

# TERMS OF REFERENCE

## SOLOMON ISLANDS ROADS AND AVIATION PROJECT (SIRAP) PACIFIC AVIATION INVESTMENT PROGRAM (PAIP)

### SIRAP PROJECT MANAGER Contract Ref. SI-D01

#### 1. INTRODUCTION

1.1 The Solomon Islands Roads and Aviation Project (SIRAP) is currently being prepared by the Government of the Solomon Islands (SIG) and The World Bank and will be supported through a Project Preparation Advance. SIRAP will form part of the regional Pacific Aviation Investment Program (PAIP) being implemented respectively in Kiribati, Tonga, Tuvalu, Samoa and Vanuatu. PAIP has a development objective to (i) improve the safety, security, efficiency, management, and environmental sustainability of airports; and (ii) improve regional harmonization of aviation safety standards. The program recognizes the key role air transport plays in the economic and social development of each participating country and the need to strengthen the efficiency and viability of this sector.

1.2 The Executing Agency is the Ministry of Finance and Treasury (MOFT), who will lead the project via the Ministry of Communication and Aviation (MCA) and the Ministry of Infrastructure Development (MID) as Implementing Agencies. A Project Support Team (PST) will be recruited and will be responsible for day-to-day project management, with support from the PAIP Technical and Fiduciary Services Unit (TFSU) who provides regional program implementation support across the PAIP program. The Civil Aviation Authority of Solomon Islands (CAASI) and other line ministries are also involved in supporting project implementation, providing inputs, and performing roles within their respective mandates.

1.3 SIRAP will be financed by approximately US\$51 million (including contingencies), which is a blend of national IDA financing of US\$27 million and regional IDA financing of US\$24 million. The project consists of the following components: (i) Component A: Honiara and Munda Airports Infrastructure Investments; (ii) Component B: Malaita Road Improvement and Maintenance Program; (iii) Component C: Institutional Strengthening; (iv) Component D: Project Implementation Support; and, (v) Component E: Contingent Emergency Response. Details for each component are provided below.

#### **Component A: Honiara and Munda Airports Infrastructure Investments (est. US\$32.85 million<sup>1</sup>)**

- (a) **Subcomponent A1: Honiara Airport Investment Program (US\$18.8 million)**. This activity would include: (i) 5 cm overlay of existing runway (including drainage improvements); (ii) installation of airfield ground lighting for runway (AGL); (iii) construction and equipage of new air traffic control (ATC) tower; (iv) construction of rescue fire service (RFS) vehicle station; (v) installation of Automatic Weather Observation System (AWOS); (vi) installation of Very Small Aperture Terminal (VSAT) communications systems; (vii) installation of Automatic Dependent Surveillance-Broadcast (ADS-B) ground stations and aircraft equipage; and, (viii) provision of equipment for improved power supply. The investments would also include consulting services for design and supervision for runway works, AGL, ATC tower and the RFS station.<sup>2</sup>

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<sup>1</sup> All costs include contingencies but exclude taxes. Any taxes on the project will be financed by the SIG as counterpart financing.

<sup>2</sup> There will be one consulting assignment so the same consultant will also supervise Munda, as well as

- (b) **Subcomponent A2: Munda Airport Investment Program (US\$13.9 million).** To enable Munda to receive international flights, the following investments are anticipated: (i) 2.5 cm overlay of existing runway; (ii) construction of a new terminal building, cargo facilities with an integrated flight service tower; (iii) installation of VSAT communications systems; (iv) installation of ADS-B ground stations; (v) procurement of passenger handling equipment; and, (vi) installation of Automatic Weather Observation System (AWOS). In addition, the investments would include the consulting services for the concept design for the terminal building.
- (c) **Subcomponent A3: UXO Surveys (US\$ 0.15 million).** The presence of unexploded ordinance (UXO) from the second world war is a risk at both airports<sup>3</sup>. The activities include: (i) UXO Specialist to develop technical requirements for UXO survey and removal, undertake technical reviews of all UXO Contractor pre-project documentation, and oversee the work of the UXO Contractor; and, (ii) UXO Contractor to conduct UXO survey and removal of any identified UXO as required at Honiara and Munda airports.

**Component B: Malaita Road Improvement and Maintenance Program (est. US\$13 million).**

The proposed investments include: (i) resealing the existing sealed roads in Malaita (approx. 17 km); (ii) upgrading of three existing bridges (two log bridges and one steel truss bridge) on the Auki–Dala section (possibly to modular bridges with geosynthetic reinforced soil abutments); (iii) upgrading the Auki–Dala gravel road section to the third replacement bridge with a sealed surface (approx. 7 km); (iv) spot upgrading to address climate vulnerability<sup>4</sup>; (v) multi-year grading and regravelling of unpaved road sections (approx. 210 km); (vi) multi-year routine maintenance<sup>5</sup> for all the main roads on Malaita; and, (vi) road safety improvements. The activities would also include road surveys (mobile mapping survey, pavement structure and drainage investigations), and design and supervision of road work (including geotechnical investigations). All civil works will consider the need to provide climate resilient infrastructure solutions that are fit-for-purpose and have appropriate road safety enhancements. There will be specific project activities to create opportunities for women (e.g., improved facilities at Dala market, improved access and basic washing facilities at the locations of the three new bridges, and employment opportunities for women in the multi-year maintenance contracts).

**Component C: Institutional Strengthening (est. US\$2.85 million)**

- (a) **Subcomponent C1: Aviation Sector Support (US\$1.55 million).** This includes: (i) Training Needs Analysis; (ii) Airport Operational Training; (iii) Airport Regulatory Training; (iv) preparation of a strategic plan for the sustainability of Solomon Airlines (i.e., Airline Strategy Review); (v) Airport Master Planning Studies for both Honiara and Munda Airports; (vi) preparation of an Aviation Sector Strategy; and, (vii) Technical Support to CAASI.
- (b) **Subcomponent C2: Road Sector Support (US\$1.20 million).** This includes: (i) Training Needs Analysis; (ii) improvements to the existing asset management systems; (iii)

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design and supervise the road works.

<sup>3</sup> When NZMFAT undertook pavement works at Munda, the UXO survey was reported to have removed 4,260 UXO of a size greater than a 20-mm projectile from the 47.2-hectare site, as well as 6,511 rounds of small arms ammunition—i.e. just over 225 UXO per hectare.

<sup>4</sup> This spot upgrading may be to the road carriageway, adjacent drains, slopes, as well as coastal or river training protection. For example, it may include paving of steep sections of gravel roads with associated drainage improvements.

<sup>5</sup> Routine maintenance includes regular clearing of drainage ditches, culverts, and bridges, cutting vegetation along the road, removing small landslides (<10m<sup>3</sup>), repairing the road shoulder, repairing unsealed road surface (potholes, ruts, rills), repairing sealed road surfaces (sealing cracks, joints, potholes), and repairing dry-stone and gabion retaining walls.

improvement of road safety; (iv) activities to address gender based violence (GBV); and, (v) establishment and capacity building of an MID office in Malaita.

- (c) **Subcomponent C3: Preparation for Auki Gwaunaru'u Airport Infrastructure Investments (US\$0.10 million).** There is a clear need for an all-weather airstrip at Auki Gwaunaru'u Airport, however, the airport was closed for some years due to a land dispute and was reopened just recently. This activity would finance key preparation activities to lay the foundation for future paving, including undertaking of stakeholder engagement and consultations as well as preparation of safeguards documents, and preliminary design (once land issues have been resolved). It is anticipated that once the land situation is resolved, additional financing would be requested for the project to pave the runway and provide other airport improvements.

**Component D: Project Implementation Support (est. US\$2.35 million).** A Project Support Team (PST) would be located in the MCA, providing support to both MCA and MID for project preparation and implementation. In addition, the existing PAIP Technical and Fiduciary Services Unit (TFSU) will provide support to the PST for procurement, financial management, safeguards, contract management, and technical guidance, particularly for aviation matters.

**Component E: Contingent Emergency Response (US\$0 million).** This zero-dollar contingent emergency response component (CERC) is designed to provide swift response in the event of an Eligible Crisis or Emergency,<sup>6</sup> by enabling the government to request the Bank to reallocate project funds to support emergency response and reconstruction.

1.4 The day to day implementation of SIRAP will be led by the Project Manager and supported by MCA, MID and TFSU.

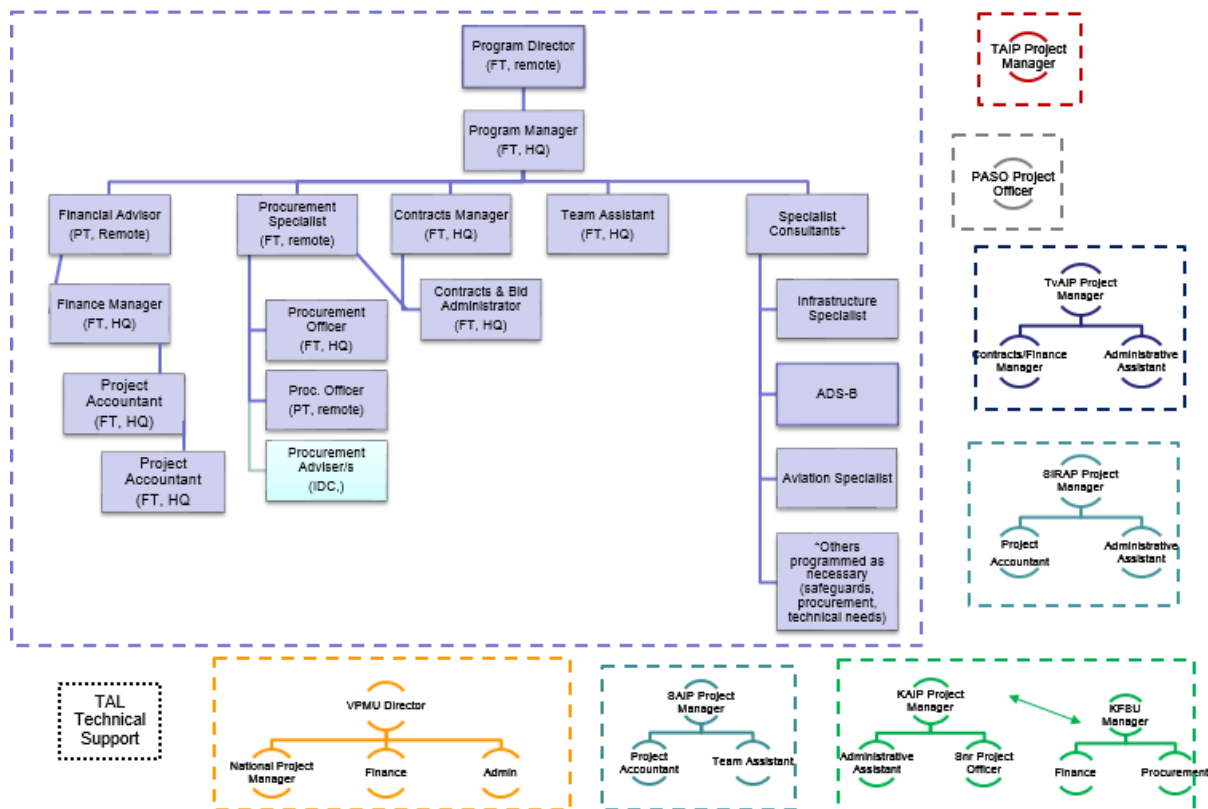
1.5 The SIRAP Project Manager is sought to lead and manage overall SIRAP implementation. The Project Manager will be supported by the TFSU and will be expected to liaise closely with the TFSU in management of SIRAP.

1.9 [Figure 1](#) shows the TFSU and PST staffing:

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<sup>6</sup> Defined as "an event that has caused, or is likely to imminently cause, a major adverse economic and/or social impact associated with natural or man-made crises or disasters", OP/BP 8.00, *Rapid Response to Crises and Emergencies*.

Figure 1: TFSU and PST Staffing



## 2. OBJECTIVE

The main objective of this consultancy is to ensure that the SIRAP is implemented successfully, in accordance with World Bank standards and procedures, the Grant Agreement, Credit Agreement, Project Agreement, and other approved program documentation.

The Consultant will be engaged by MCA and MID, working in close association with the TFSU, to undertake the below services.

## 3. SCOPE OF SERVICES

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

### Coordination & Planning Related Tasks

- a. Coordinate the implementation, monitoring and evaluation of the Solomon Island Roads and Aviation Project (SIRAP) activities in accordance with the SIRAP project legal agreements, project appraisal document and project implementation plan;
- b. In consultation with the PAIP Director and PAIP Program Manager, co-ordinate the investment program for the country with those for the region as a whole;
- c. Contribute to the planning for the implementation of SIRAP with the National Steering Committee (NSC) and other parties in country as required, and ensure that the Project is implemented according to plan and any variances reported in a timely manner;
- d. Coordination of inputs between the MID, MCA and TFSU and other stakeholders as required to support Project implementation;

- e. Support and participation in WB missions, including following up on agreed action items, coordination of meetings, and liaison between MOFT, MID, MCA and WB as required to support Project implementation.

### **Management Related Tasks**

- a. Establish the necessary procedures in the PST to ensure that the project is managed effectively and consistent with the existing Project Operations Manual (POM) and other PAIP processes. Where appropriate, suggest improvements to the processes.
- b. Ensure that the PST establishes an appropriate web site consistent with the other PAIP projects (e.g. [www.tvaip.com](http://www.tvaip.com)).
- c. Monthly, review the content of the project web site and ensure information is current.
- d. Review the complaints registered in the project Grievance Redress Mechanism (GRM) and ensure that they are being dealt with in accordance with the resolution mechanism and that the data in the GRM are kept current and up to date.
- e. Monitor the adherence of all project participants (contractors, consultants, etc.) to the requirements with regard to implementing the project Codes of Conduct for Gender Based Violence. Ensure that all PST staff have taken the necessary training and are adhering to the agreed standards.
- f. Monitor the monthly reporting on Occupational Health and Safety (OHS) by contractors and consultants, and independently audit the project to confirm compliance with the OHS Management Plan, working with the Supervision Engineer to address any issues that may arise.
- g. Ensure that there is regular and consistent reporting on the compliance with the project's Environmental and Social Management Plan (ESMP), and the Contractor's ESMP, working with the Supervision Engineer to address any issues that may arise.
- h. With support from the NSC, MID, MCA and TFSU as appropriate, manage all contracts throughout their duration. This will include ensuring that necessary acceptances of work completed are obtained, that the associated financial information is correct and that the process of Procurement is completely satisfied;
- i. Organize NSC meetings, including providing inputs to and acting as Secretariat of the NSC to ensure Project objectives are being achieved;
- j. Liaison with other Donor agencies, Ministries and with other relevant Projects within the Solomon Islands;
- k. Any other related task as required by MID, MCA or the TFSU to support Project implementation.

### **Procurement & Contract Management Related Tasks**

- a. Oversight of the procurement of goods, works and services under the Project in liaison with the TFSU. This includes;
  - i. Drafting/finalizing Terms of Reference/Specifications as required for activities under the Project, in liaison with MID, MCA and the TFSU;
  - ii. Monitoring of all SIRAP contracts, including coordination of deliverable reviews, support to the Contract Management System, and supporting MID, MCA and contractors/consultants to ensure smooth and effective delivery of each contract;

- iii. Obtaining necessary clearances / approvals from MOFT, MID, MCA and others as necessary, and advising the TFSU for onward processing (for example to finalise bid documents / evaluations for World Bank “No Objection”);
  - iv. Coordinating all procurement related inputs required to support the procurement process, including inputs to the SIRAP Procurement Plan, particularly with regard to scheduling and updating.
- b. The Employer/Client has decided to pursue greater openness on its public contracts and has, consequently, decided to disclose in its website relevant contractual information<sup>7</sup>. Weekly, the verify that the information in the Open Procurement web site is up to date.
- c. The project web site will also publish geotagged photos showing work progress. As a minimum at the start of each month—or after the completion of any major activity on the project—the Consultant shall ensure that sufficient geo tagged photos are uploaded for all elements of the project so as to provide an accurate, ongoing record of progress.

#### **Finance Related Tasks**

- a. Ensure the management of funds through the project’s designated account in accordance with World Bank guidelines, and the Project’s Financial Management Manual;
- b. Ensure annual auditing of the project accounts;
- c. Obtaining necessary feedback and acceptance to deliverables to facilitate payment of invoices and advising the same to the TFSU. This will include interacting with and supervising the T/As (Consultants) that are providing support to the Government under the project.

#### **Reporting**

- a. Submit monthly project progress report and financial reports to NSC and PAIP Director on targeted performance of planning and implementation.
- b. Prepare and submit the Project Quarterly Reports for SIRAP, in accordance with the requirements of the Grant Agreement and Credit Agreement, in close liaison with the TFSU;

The Project Manager will be required to undertake these tasks in close liaison with the TFSU and in accordance with the Grant Agreement, Credit Agreement, World Bank guidelines, and various approved Program implementation manuals.

#### **4. EXPERTISE REQUIREMENTS**

The Consultant shall have the following experience and qualifications:

- i. Technical capacity (Civil Works, Roads, Construction etc.) is essential;
- ii. The Consultant will have a Civil Engineering degree or similar qualification from a recognized institution, or equivalent relevant operational qualification; registration as a chartered or professional engineer is preferred;
- iii. A minimum of 10 years’ professional experience, with at least five years in a project management or similar role (preferably Donor Funded Projects in developing countries); specific South Pacific island experience will be an asset;

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<sup>7</sup> Contract No., Description, Type (Goods/Consulting Services/Works), Company, Signed Date, Intended Completion Date, Contract Amount, Approved Variations/Change Orders, Adjusted Contract Amount, Paid Amount to date, Paid as Percentage of Total Contract Amount, Implementation Progress (%), and, Comments on Progress.

- iv. Proven experience in managing transport projects (with focus on roads and aviation) and working with diverse stakeholders under tight timelines; ability to work independently and lead an inter-disciplinary team of professionals;
- v. Strong project management and office administration skills; and
- vi. Effective verbal, written and presentation communication skills in English, with demonstrable high-level reporting skills.

**Desirable requirements**

- i. Experience in the aviation sector, preferably in airports; and
- ii. Verbal and written fluency in pidgin is desirable.

**5. INSTITUTIONAL ARRANGEMENTS**

The SIRAP Project Manager will be directly responsible to the Permanent Secretary, Ministry of Communication and Aviation (MCA), and will be expected to work in close liaison with the Airports Division of the MCA, as well as the Ministry of Infrastructure and Development (MID). The Project Manager will also be required to act as the focal point with the regional TFSU implementation team providing regional program support to SIRAP and work in close day to day contact with the TFSU in collaboratively implementing SIRAP. The Project Manager will be expected to develop strong functional relationships with Government and airport representatives.

**6. LEVEL OF EFFORT AND SCHEDULE**

The position is based in Honiara with the successful applicant being responsible for obtaining all necessary permits to legally work in country prior to contract signature.

The position will be fulltime and will work the hours as required by MOFT.

It is anticipated that the Project Manager will commence as soon as possible until August/September 2021.

Flexibility on the part of the Consultant will be required to respond to changes in actual project progress. Some international travel in the region will be required as part of this role.

**7. SERVICES AND FACILITIES TO BE PROVIDED BY THE CLIENT**

Reasonable access to a vehicle for local travel for project related business.

Computer, furnished office, international and national phone line, mobile telephone access, access to internet.

**Technical and Fiduciary Services Unit (TFSU)**

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**“Gateway to Excellence through our People working in true partnership, communicating and delivering high quality and innovative technical and fiduciary development solutions”**

**Values**

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Respect	Courtesy
Fun & Enjoyment	Openness
Teamwork	Fair

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