

TERMS OF REFERENCE AND SCOPE OF SERVICES
PACIFIC AVIATION SAFETY OFFICE REFORM PROJECT

PASO REFORM PROJECT MANAGER (PASO/IC/P-A08.3)

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, the Pacific Regional Infrastructure Facility (PRIF) has provided resources for the preparation of a new Business Plan as part of the IDA-financed 'Pacific Aviation Investment Program' (PAIP)¹. The PASO Business Plan² provided a strategy 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 work undertaken by the Asian Development Bank (ADB), the PASO Business Plan calls for significant reforms and a refocusing of the organization on objectives consistent with a Regional Safety Oversight Organizations (RSOO)³ 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 PASO now has a Strategic Plan for 2018-2022 that it is currently implementing that builds on the work of the Business Plan, as well as outlining more strategic initiatives.

¹ Phase 1 includes Kiribati (P128938), Tonga (P128939) and Tuvalu (P128940); Phase 2 includes projects in Samoa (P143408) and Vanuatu (P154149)

² Pacific Aviation Safety Office - Final Business Plan. CAPA Report TAL/CF/PB01. May 2013.

³ "Classification of Regional Safety Oversight Organizations", ICAO, December 2012.

- 1.7 The PASO Reform Project is designed around three main 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\$ 1.645 million including contingencies): Activities to assist PASO through the restructuring process including, financing the costs associated with: (i) implementing a new organizational 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.

- 1.8 Day to day implementation of the PASO Reform Project is the responsibility of PASO, with the support of the PAIP **'Technical and Fiduciary Services Unit (TFSU)'** and is formalized in a Service Agreement. The TFSU provides technical guidance and support to PASO in areas including procurement, financial management, contract management and overall project management services.
- 1.9 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.
- 1.10 A **Project Manager** is sought to lead and manage the day to day implementation of the PASO Reform Project, and to support PASO in its reform process providing project and financial management support to the organization. The PASO Reform Project Manager will be supported by the TFSU and will be expected to liaise closely with the TFSU and PASO in implementing the PASO Reform Project.

2. OUTCOMES AND OBJECTIVES

The main objective of this consultancy is to ensure that the PASO Reform Project is implemented successfully, in accordance with PASO and World Bank policies, procedures,

manuals, the Grant Agreement and Project Agreement, and other approved program documentation.

The consultancy will need to manage and monitor PASO Reform Project contracts and support the introduction of financial performance and systems for the PASO office that will meet its financial governance requirements.

3. SCOPE OF SERVICES

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

Project Planning Related Tasks

- a. Coordinate the implementation, monitoring and evaluation of the project activities in accordance with the PASO Reform Project legal agreements, project appraisal document and project implementation plan;
- b. In consultation with PASO and TFSU, co-ordinate the investment program and the fit with broader PASO transitional activities which may be undertaken alongside the Project;
- c. Contribute to the planning for the implementation of the Project with the PASO Steering Committee (PSC) and other parties 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 PASO, TFSU and other stakeholders as required to support Project implementation;
- e. Support and participate in WB missions, including following up on agreed action items, coordination of meetings, and liaison between PASO, TFSU and WB as required to support Project implementation.

Management Related Tasks

- a. With support from PASO 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;
- b. Organize PSC meetings, including providing the development of reports for the PSC including updates on reform activities, financial reports relating to PASO operations and other inputs as directed by the GM. The Project Manager will also act as Secretariat to the PSC to ensure Project objectives are being achieved;
- c. Work with PASO, particularly the General Manager, in implementing transitional activities to support the broader PASO reform agenda as agreed by the PASO Steering Committee and Council;
- d. Support to the PASO General Manager office in providing office management and other activities related to ensuring efficient operations of the PASO office, and the reform agenda for the PASO Office. This will include a variety of tasks involving office management, but also liaison and support to the General Manager, PASO Council Members, TFSU and other stakeholders.
- e. Any other related task as required by PASO or the TFSU to support Project implementation, including supporting new business as usual activities, business plan or strategic plan implementation and to support PASO transitional activities.

Procurement & Contract Management Related Tasks

- a. Oversight of the procurement of goods, 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 PASO Reform Project;
- ii. Coordinating all procurement related inputs required to support the procurement process, including inputs to the PASO Procurement Plan, particularly with regard to scheduling and updating.
- iii. Monitoring and day to day management of contracts, including coordination of deliverable reviews, and supporting PASO and contractors/consultants to ensure smooth and effective delivery of each contract;
- iv. Distribution of various reports which are undertaken as part of the Reform Project, undertaking following up and collation of comments from stakeholders, WB, PASO Council/Management and collate for feedback to relevant consultancies in a timely and precise manner;
- v. Maintaining records to support the implementation and management of contract activities and regular status reporting to PASO and Stakeholders;
- vi. Obtaining necessary clearances / approvals from PASO and stakeholders and others as necessary.

Finance Related Tasks

- a. Ensure the management of all Project funds whether through the project's designated account, direct payments, or reimbursement of PASO pre-financed Project expenditures, in accordance with World Bank Grant Agreement, and the Project's Financial Management Manual;
- b. Assist PASO preparing its annual financial statements for audit to enable compliance with the Grant Agreement for annual audited financial statements adequately reflecting the resources and expenditures of the Project.
- c. Implementing the findings of the various reports and implementation plans of the PASO Reform Projects relevant to financial systems;
- d. 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 Technical Advisers (TAs or Consultants) that are providing support to PASO under the project.
- e. Liaise with the TFSU Finance team and the PASO Corporate Services Manager in the delivery of financial activities relating to the project to meet WB guidelines, including withdrawal applications supporting the designated account, Quarterly Interim Financial Reports (IFRs) and audited accounts.

Reporting

- a. Submit monthly project progress reports and financial reports to PASO and TFSU on targeted performance of planning and implementation;
- b. Regularly update and maintain cloud based contracts management system records in coordination with TFSU.

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

4. EXPERTISE REQUIREMENTS

The Consultant shall have the following experience and qualifications:

- i. The consultant will have a relevant tertiary qualification from a recognized institution, or equivalent relevant operational qualification;
- ii. A relevant project management qualification;
- iii. At least 5 years of relevant work experience;
- iv. Proven experience in managing multi-faceted projects with diverse stakeholders and tight timelines and the ability to work independently and with stakeholders as required;
- v. Strong analytical and strategic thinking skills, leadership, diplomacy and advocacy;
- vi. Excellent verbal, written and presentation communication skills in English, with demonstrable high level reporting skills;

Desirable requirements

- i. Familiarity with project requirements of the World Bank will be an advantage;
- ii. Experience in the aviation sector, preferably in regulatory oversight.

5. INSTITUTIONAL ARRANGEMENTS

The PASO Reform Project Manager will be directly responsible to the PASO General Manager and will be expected to work in close liaison with the TFSU in implementing the Project. The Project Manager will have strong functional relationships with key stakeholders.

6. LEVEL OF EFFORT AND SCHEDULE

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

The role will be a fulltime role and will work the hours as required by PASO.

It is anticipated that the Project Manager will commence as soon as possible for a **nine month** period and will be based in-country.

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, access to internet.