

TERMS OF REFERENCE AND SCOPE OF SERVICES
VANUATU AVIATION INVESTMENT PROJECT (VAIP)

VANUATU NATIONAL PROJECT MANAGER FOR VAIP (V-E02)

1. BACKGROUND

- 1.1 The Vanuatu Project Management Unit (VPMU), established under the Prime Minister's Office (PMO), is a dedicated unit for managing large and nationally significant projects with allocation of budget and core staff. Currently, VPMU is managing projects with a combined estimated cost of more than US\$250 million including the Vanuatu Aviation Investment Project (VAIP), the Port Vila Urban Development Project (PVUDP), the Vanuatu Inter-island Shipping Support Project (VISSP), the Port Vila Lapetasi International Multi-purpose Wharf Development Project (PVLIMWDP), and the Vanuatu Tourism Infrastructure Project (VTIP). The VPMU Steering Committee (VPMU-SC) provides guidance and direction for projects managed by VPMU. The Director of VPMU is responsible for day to day management of the projects supported by VPMU staff, project consultants and the implementing agencies.
- 1.2 The Government of the Republic of Vanuatu (GoV) have limited capacity to manage large and multi-disciplinary projects with current staff levels. The GoV intends to build project management capacity within VPMU through the services of a National Project Manager (NPM). The NPM will be engaged for a period of approximately 2 years and will report to the Director of VPMU. The NPM will provide project management expertise for all VPMU projects as required, but will have a particular focus on VAIP.
- 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. Vanuatu have 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).
- 1.4 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.
- 1.5 Since 2011, IDA, along with other development partners, has supported a regional PAIP. The VAIP represents the fifth phase of the PAIP Series of Projects. As in the other PAIP countries, VAIP will invest in key international aviation infrastructure, navigational and communication equipment in international airports. In addition, it will finance the development of an Airport Master Plan and an Aviation Sector Strategy as well as targeted technical assistance and training to identify and support the long-term needs of the sector.

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.

- 1.6 Day to day implementation of VAIP is led by the VPMU and supported by AVL and TFSU. The VPMU will drive in-country project implementation and work closely with AVL and TFSU.
- 1.7 The VPMU Director will be responsible for VAIP implementation and will be supported by the NPM. The TFSU will work closely with the NPM and continue to support the implementation of the Vanuatu project.
- 1.8 The NPM having the local expertise and knowledge on the project airports, provides Technical Advice to stakeholders including but not limited to the director of VPMU, the Steering Committee members for VPMU plus other government stakeholders to ensure that the government is kept clearly informed of project developments.

- 1.9 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.
- 1.10 The NPM is sought to assist the VPMU Director in leading and managing overall VAIP implementation, as well as assisting with the other VPMU projects. The NPM will be supported by the TFSU and will be expected to liaise closely with the TFSU in management of the Vanuatu project.
- 1.11 Figure 1 and Figure 2 shows the implementation arrangements.

Figure 1: TFSU and PST Staffing

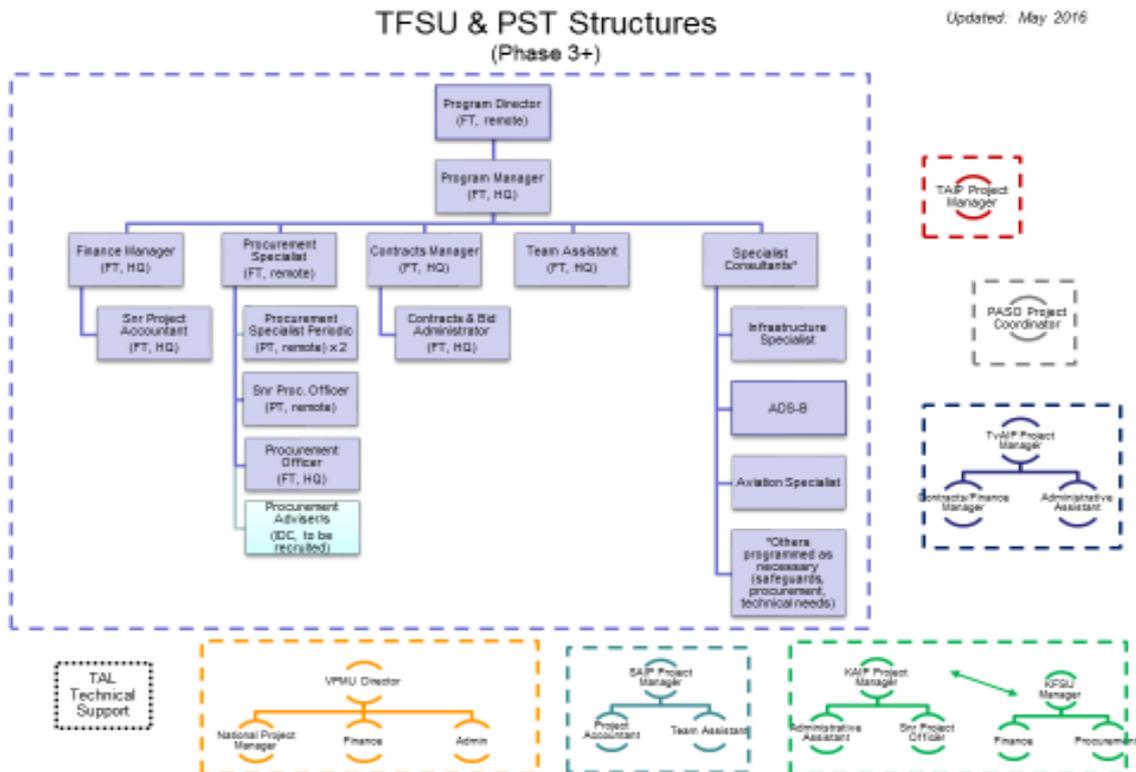
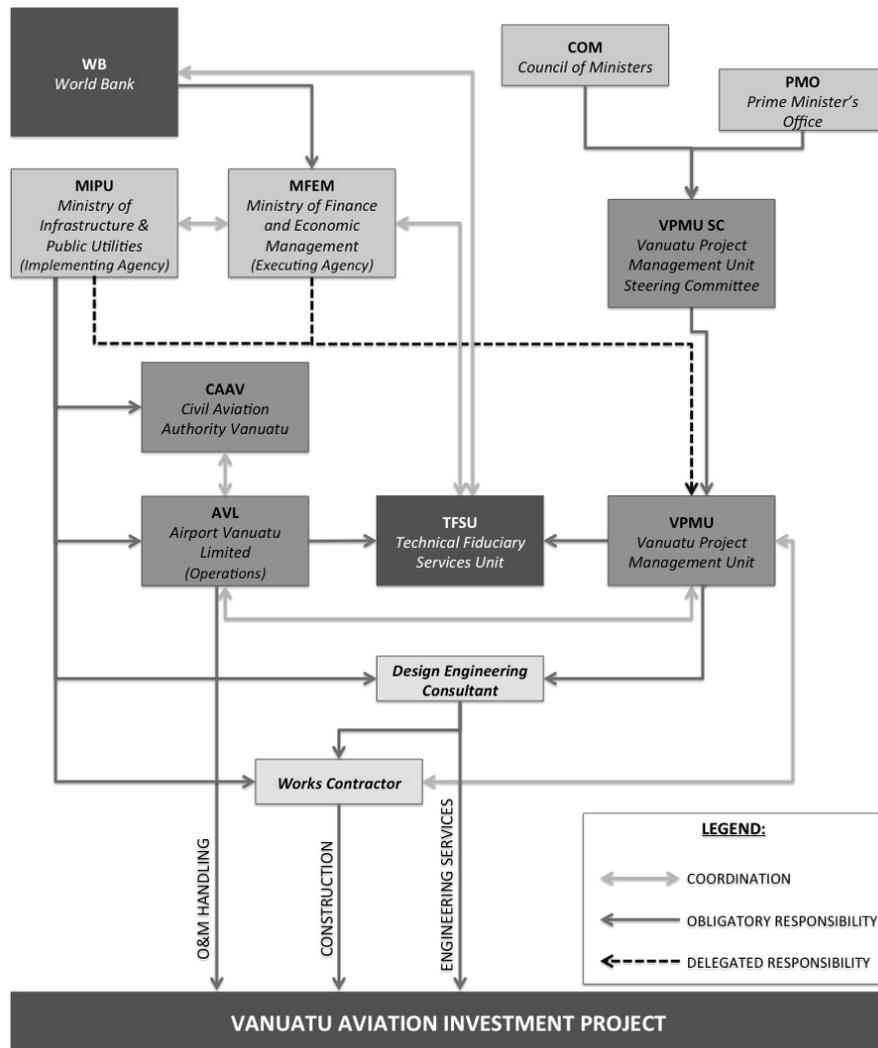


Figure 2: VAIP and TFSU Structure



2. OBJECTIVE

The main objective of this consultancy is to provide project management, oversight and reporting for the VPMU to ensure that the VAIP is implemented successfully, in accordance with World Bank standards and procedures, the Finance Agreement and Project Agreement, and other approved program documentation.

3. SCOPE OF SERVICES

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

Coordination & Planning Related Tasks

- Coordinate the implementation, monitoring and evaluation of VAIP activities in accordance with the VAIP project legal agreements, project appraisal document and project implementation plan;
- In consultation with the VPMU Director, 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 VAIP with the VPMU-SC 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. At all times manage the information flows relating to the project with all relevant Ministries and departments, consultants and contractors, non-government organizations, and media outlets and general public, and have them fully briefed on current project performance, issues and achievements, so all parties understand the full and complete project status at all times. This includes requested briefings with Ministers and DGs to update in person, as required;
- e. Contribute and active inputs into airport construction activities to support MIPU, AVL and Project Engineer in the delivery of key aviation infrastructure projects, provide direction and sign off to support key milestones for each activity;
- f. Coordination of inputs between the MFEM, VPMU, AVL, TFSU and other stakeholders as required to support Project implementation; and
- g. Support and participation in WB missions, including following up on agreed action items, coordination of meetings, and liaison between MFEM, VPMU and WB as required to support Project implementation.

Management and Technical Related Tasks

- a. With support from the VPMU, MFEM and TFSU as appropriate, manage all VAIP 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 completed satisfactorily;
- b. Contribute to VPMU-SC meetings, including providing inputs, activity updates and matters relevant to the project to the Secretariat of the VPMU-SC to ensure Project objectives are being achieved;
- c. Providing co-ordination and connection between government agencies/ministries in particular with MIPU as the contract principle by providing guidance and briefings on critical issues affecting the delivery of key activities and progress of activities under the project;
- d. Liaison with other Donor agencies, Ministries and with other relevant Projects within Vanuatu;
- e. The NPM shall provide technical support to the VPMU and other safeguard specialists to ensure that the project safeguards obligations are met. Shall also act as a Technical Advisor where necessary, providing independent technical advice to the VPMU and Government on areas they are qualified to do so.
- f. Any other related task as required by the MFEM, VPMU and TFSU to support Project implementation.

Procurement & Contract Management Related Tasks

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

- iii. Obtaining necessary clearances / approvals from MFEM 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 VAIP Procurement Plan, particularly with regard to scheduling and updating.
- v. Monitor the projects safeguarding activities via the environmental management plans and the implementation and updating of a grievance management system with support from the TFSU;
- vi. Active participation in contract management activities by supporting the MIPU and the Project Engineer in the management and performance of the contractors based on the contractual deliverables that must be adhered to in the delivery of activities.

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. Facilitate the timeliness of the payment of invoices that have met the relevant approvals of the project;
- c. Ensure annual auditing of the project accounts;
- 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 T/As (Consultants) that are providing support to the Government under the project.

Reporting

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

The NPM will be required to undertake these tasks in close liaison with existing VPMU staff and TFSU, and in accordance with the Finance Agreement, World Bank guidelines, and various approved Program implementation manuals. A high degree of initiative and a pro-active and consultative approach will be required from the Consultant in order to achieve the outcomes of this assignment. Key stakeholders that will need to be consulted with are shown in Figure X above and will require particular attention to close collaborative consultations with AVL and MIPU.

4. EXPERTISE REQUIREMENTS

The Consultant shall have the following experience and qualifications:

- i. A Bachelor and Masters Degree in an discipline Engineering from a recognized institution;
- ii. Relevant experience in a senior management or project management role (preferably a Donor Funded Project in a developing country);
- iii. Proven experience in managing multi-faceted projects with diverse stakeholders and tight timelines and the ability to work independently and with stakeholders as required;

- iv. Has a background and is experienced in the delivery of infrastructure contract management roles;
- v. Strong analytical and strategic thinking skills, leadership and advocacy;
- vi. Excellent verbal, written, presentation and communication skills in English and Bislama, with demonstrable high level reporting skills, capable of building strong working relationships and is able to communicate effectively with all stakeholders;

Desirable requirements

- i. Familiarity with project requirements of the World Bank will be an advantage;
- ii. [Is experienced in working in the airport environment and has delivered airport infrastructure maintenance programs](#)
- iii. Verbal and written fluency in the French language.

5. INSTITUTIONAL ARRANGEMENTS

The NPM will be directly responsible to the Director of VPMU and will be expected to work in close liaison with VPMU and the TFSU in implementing the Vanuatu project. The NPM will have strong functional relationships with Government line ministries and airport representatives.

The project is expected to run for five (5) years, closing on 31 December 2019. As detailed in the objective of this assignment, this role will be focused primarily as the VAIP Project Manager, as well as supporting VPMU project management of other national infrastructure projects. It is expected the majority of the Consultant's time will be focused on the VAIP project management, with remaining input as support within the broader VPMU context. Actual inputs into individual projects will be at the discretion of the VPMU Director.

6. LEVEL OF EFFORT AND SCHEDULE

This is a national consulting role and it is anticipated that the NPM will commence as soon as possible and will cease at the closing of the project [currently planned at 31 December 2019](#), and will be based in-country in Port Vila.

Flexibility on the part of the Consultant will be required to respond to changes in actual project progress.

7. SERVICES AND FACILITIES TO BE PROVIDED BY THE CLIENT

Access to a reliable vehicle for local travel for project related business.

Computer, furnished office, international and national phone line, high speed internet access, scanner, printer, camera, and administration support.