

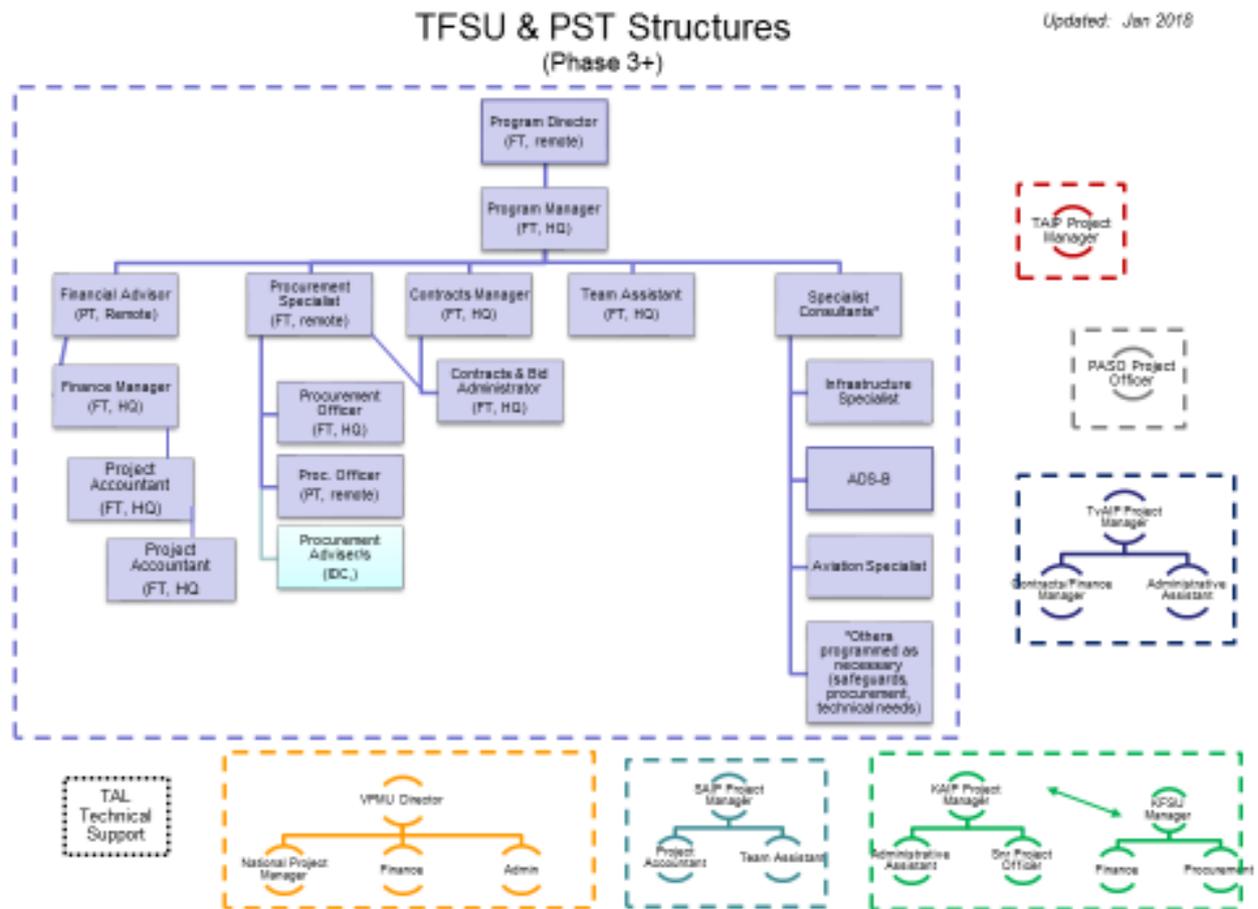
TUVALU AVIATION INVESTMENT PROJECT (TvAIP)
Consulting Services – Indefinite Delivery Contract
TERMS OF REFERENCE AND SCOPE OF SERVICES
TVAIP PROJECT MANAGEMENT ADVISOR
(MCT/IC/T-D54.2)



1. BACKGROUND

- 1.1 The Government of Tuvalu is currently implementing the Tuvalu Aviation Investment Project (TvAIP) as part of the regional 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, Tuvalu, Samoa, Tonga and Vanuatu; with Solomon Islands currently under preparation and expected to commence in Q2 2018. Other countries may join in future phases. The program's Implementing Entity is Tonga Airports Ltd (TAL), who leads the program via the TFSU "Technical and Fiduciary Services Unit". The PAIP TFSU also provides project implementation support to the related Pacific Aviation Safety Office (PASO) Reform Project supported by The World Bank.
- 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 Investments under TvAIP fall under four main components:-
- Component A: Aviation Infrastructure Improvements:** This component will invest in the aviation infrastructure at the three project airports so that they are able to meet ICAO standards, while preserving and extending the service life of existing airport assets.
- Component B: Aviation Sector Reform:** This component will support aviation sector reform through the provision of support to the Civil Aviation Departments/Authorities of each country. These investments will be targeted to (i) support the strengthening of each State's civil aviation system (through the adoption and implementation of new Civil Aviation Regulations; agreed corrective action plans following ICAO safety and security audits of each State and targeted capacity building and training of each CAA); and (ii) to assist in the capacity and efficiency of the regional safety oversight agency, the Pacific Aviation Safety Office (PASO).
- Component C: Strengthening Airport Operations and Management Capacity:** No activities for TvAIP under this component.
- Component D: Program Support and Training:** (i) Support to the Technical and Fiduciary Services Unit (TFSU) to implement the Program and Implementing Agent (Tonga Airports Limited) to support the project as necessary.
- 1.4 Day to day implementation of the regional PAIP program is led by the '**Technical and Fiduciary Services Unit (TFSU)**', and supported by Tonga Airports Ltd. Each country has a Project Support Team (PST) who drive in-country project implementation and work closely with the TFSU. The TFSU also acts as the Tonga project team, supporting the Tonga Project Manager.
- 1.5 [Figure 1](#) shows the Phase 3 implementation arrangements.

Figure 1: TFSU and PST Staffing (from Phase 3 onwards)



1.6 Investments in each country vary according to specific requirements and these are reflected in the table below. These may change according to specific requirements of project implementation:

Planned Phase 1 & 2 Major Infrastructure Investments by Country

Description	Kiribati		Tonga		Tuvalu	Samoa	Vanuatu
	TRW	CXI	TBU	VAV	FUN	APW	*
Navigation Aids							
Automatic weather station (AWS)							
Automatic dependent surveillance-broadcast (ADS-B)							
Terminal building improvements							
Security screening equipment							
Airfield lighting and cabling							
Air Traffic Control Equipment							
Obstacle Limitation Survey							
Fire Tender Vehicle Shelter							

Resurfacing Road CXI-London							
Maintenance Equipment Building							
Airfield Maintenance Equipment							
Improved Power Supply							
Security Fence							
Fire Tender Vehicle							
Fire Safety Equipment for Fire Crews							
Emergency Infrastructure Repairs							
Very Small Aperture Technology Network (VSAT)							
Design and Supervision of CXI-London Road							
Design and Supervision Aviation Investments							
Laboratory/Testing Equipment							
Fuelling Equipment							
Airport Seawall and Construction of Bonriki Village Facilities							
Land Acquisition and Resettlement							
Solid Waste Removal							
Flight Service Office Tower							
Multipurpose Courts & Toilet Blocks							
Water Tanks							

* Investments in Vanuatu are expected to involve the 3 main airports in Vanuatu (Bauerfield, Tanna and Pekoa); not all investments will be required in each location.

- 1.7 TFSU also provides project implementation support to the Pacific Aviation Safety Office (PASO) Reform Project. This is also governed by a Service Agreement for TFSU services. Technical support may also be required at times to support this Project as part of the broader TFSU implementation support.
- 1.8 The implementation mechanisms for PAIP include the following: (i) a Program Steering Committee (PSC) with representatives from each participating Government is responsible for high level project direction and coordination; (ii) each country has established a National Steering Committee (NSC) to provide project specific oversight and direction; (iii) day to day implementation of PAIP is led by the 'Technical and Fiduciary Services Unit (TFSU)', and supported by Tonga Airports Ltd (TAL); (iv) each country provides in-country project management through its own Project Support Team (PST) who work in close liaison with TFSU.
- 1.9 A Service Agreement between TAL and each participating PAIP country (and PASO) has been signed identifying the roles and responsibilities of the TFSU and each Implementing Agency (IA), through their PST.

- 1.10 A Program Operations Manual (POM) has been adopted by each country and will guide day to day implementation and covers all aspects such as program/project management, procurement, financial management, contract management, and other aspects.
- 1.11 Successful program implementation requires robust, collaborative relationships to ensure smooth and timely implementation.

2. ASSIGNMENT BACKGROUND

- 2.1 The TvAIP project has been implementing from 2012 and is due to conclude on 30 June 2020. To support implementation, it has been led by a Project Support Team, comprising of a Project Manager, a Finance Manager, and an Administrative Assistant. This TvAIP PST is embedded within the Implementing Agency, the Ministry of Communications and Transport (MCT) and the Secretary for MCT is responsible for directing the TvAIP project, the TvAIP PST itself, and for signing all TvAIP project contracts.
- 2.2 Technical advisory and support to the TvAIP PST has been provided in several ways including both through the provision of TFSU services as part of the regional PAIP implementation, as well as project-specific resources such as a TFSU Project & Contract Management Specialist who provides in-country support to the TvAIP PST to support implementation (this is a relatively new initiative through TFSU).
- 2.3 Whilst TvAIP is a mature project, there remain a number of key infrastructure investments which require close support to ensure they implement well, and conclude before the project closing date. Accordingly, a **TvAIP Project Management Advisor** is required to support TvAIP project implementation by providing professional and technical support to the TvAIP PST.
- 2.4 The Consultant will be part of the TvAIP PST team and be responsible to the TvAIP Project Manager. The Consultant will also be required to work closely with the TvAIP PST, MCT, the TFSU and World Bank to ensure that project objectives are met.

3. OBJECTIVE

The main objective of this assignment is to provide intensive project management support to the TvAIP PST to ensure that TvAIP project implementation progresses efficiently and in accordance with the TvAIP project objectives.

4. SCOPE OF SERVICES

The detailed scope of services to be provided may include, but not limited to:-

- i. Providing project and contract management support to the TvAIP Project Support Team, in particular the Project Manager and Finance Manager to ensure timely and effective project implementation. This is expected to involve a very 'hands-on' and practical approach in undertaking these tasks, including careful consideration regarding undertaking certain tasks on behalf of the PST as well as providing technical support in the background, and supporting the TvAIP PST to take forward actions or discussions on that basis. The Consultant will be expected to approach this assignment in a highly collaborative style and an understanding of the need to work in a team setting which will require roles involving 'leading from the front', as well as coaching and supporting the TvAIP PST or MCT to lead discussions themselves.
- ii. Provision of professional development and mentoring in all aspects of undertaking this assignment will be required. This is expected to influence how the Consultant delivers the assignment and the inclusion of TvAIP PST team members in all aspects of the assignment delivery and interactions with Contractors.
- iii. Supporting TvAIP PST/MCT in the management of their project, through the provision of timely and appropriate advice for both management and technical issues. This will

involve a range of tasks such as development or review of specifications/Terms of Reference, development and implementation of day to day project prioritization and workplans and monitoring follow up actions, as well as review of various technical documents submitted by Contractors (e.g. reviewing Methods of Work Plans, etc.). This is expected to consider:

- a) practical understanding of the physical, operational and contextual environments in Pacific Island countries and the participating countries specifically;
 - b) developing and supporting clear and concise action processes to complete and achieve set targets and objectives relating to key actions agreed with TvAIP/MCT;
 - c) Supporting the IAs/PSTs in interacting appropriately and in a timely manner to consultant/supplier feedback and interaction. This will also involve liaison with the broader TFSU and within the objectives of PAIP.
- iv. Providing capacity-building and professional development of the TvAIP PST through collaborative approaches in this role;
 - v. Supporting TvAIP PST where the project team may be in transition (e.g. on leave, or no substantive Project Manager);
 - vi. Any other related work as directed by the Project Manager to support project implementation.

This assignment is essentially focused on the provision of in-country support on a day to day basis to the TvAIP Project Support Team (PST) to provide professional and technical support in ensuring the effective implementation of the TvAIP project. In undertaking this assignment the Consultant will be expected to work closely not only with the TvAIP Project Support Team, but also with the regional TFSU team and the World Bank team, and the role will be considered an integral part of the TvAIP PST.

The Consultant's ability to build relationships effectively and collaboratively will be of critical importance, as will cultural sensitivities and a personal style which affirms and respects the project teams and IAs and the operational context.

5. EXPERTISE REQUIREMENTS

Essential

The Consultant shall have the following experience and qualifications:

- i. Relevant tertiary qualifications in civil engineering, preferably in pavements/roading, from a recognized institution;
- ii. Minimum of five (5) years' work experience in civil engineering role in roading or pavements;
- iii. Minimum of five (5) years' work experience in a project or contract management role;
- iv. Demonstrated ability to work independently, with initiative and at high quality levels, as well as demonstrated ability to working in small teams;
- v. Proven experience in managing multi-faceted projects with diverse stakeholders and tight timelines and the ability to work independently and with stakeholders as required;
- vi. Strong analytical and strategic thinking skills, leadership and advocacy and a demonstrated ability to work with small teams of people acting in both supporting and leadership roles;

- vii. Excellent verbal, written and presentation communication skills in English, networking and coordination skills, including high-level report-writing skills;
- viii. Willingness to travel at short notice for intense in-country periods of several weeks at a time.

Desirable

- i. Experience with donor funded projects;
- ii. Demonstrated work experience in small island developing states, particularly in the Pacific region;
- iii. Knowledge of the Pacific aviation sector.

6. INSTITUTIONAL ARRANGEMENTS

The **TvAIP Project Management Advisor** shall be directly responsible to the TvAIP Project Manager however inputs and progress will also be reviewed by the TFSU. The **TvAIP Project Management Advisor** will be required to work pro-actively, collaboratively and supportively as a TvAIP team member and will be expected to coordinate closely with the TFSU to work collaboratively to deliver the TvAIP project.

A high degree of initiative, timeliness, attention to detail, pro-active and diligence in delivering high quality and supportive outcomes will be essential to successfully delivering the role. In addition, the Consultant will require skills in working within a multinational team environment.

7. LEVEL OF EFFORT, SCHEDULE & REPORTING REQUIREMENTS

It is anticipated that the **TvAIP Project Management Advisor** will commence as soon as possible over a twelve (12) month period. Renewal of the contract may be agreed subject to performance and mutual agreement.

Consultant will need to be prepared to mobilise in-country to Tuvalu on a regular basis, anticipated to involve a rotation of 3 weeks in-country inputs, and 5 weeks inputs from their home office. The Consultant will be expected to participate in meetings with the TFSU and the World Bank, as well as Contractors (as needed), in support of TvAIP implementation.

Flexibility on the part of the Consultant will be required to support program implementation, particularly during periods of heavy workloads, or when traveling for program requirements where full-time inputs may be required for short periods of time.

As TFSU is leading the PAIP program, an understanding of the team's vision and values follows:

Technical and Fiduciary Services Unit (TFSU)

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

Values

Respect	Courtesy
Fun & Enjoyment	Openness
Teamwork	Fair
Responsibility	Confidence
