

**SAMOA AVIATION AND ROADS INVESTMENT PROJECT (SARIP)
CONSULTING SERVICES**

TERMS OF REFERENCE

SAA/CONS/002-003

**REVIEW AND UPDATE OF THE: (i) SAMOA NATIONAL AVIATION SECTOR
STRATEGY 2018; (ii) SAMOA AIRPORT AUTHORITY'S MASTERPLAN &
BUSINESS STRATEGY 2018;
AND (iii) REVIEW OF THE: *CIVIL AVIATION ACT 1998***

1. PROJECT BACKGROUND

- 1.1 In order to increase exports, the Government of Samoa (GoS) depends on efficient air services, especially when delivering items of low volume and high value within a timely manner. Aviation also plays a vital economic and social role in Samoa's development. Most visitors, tourists and the crucial 'visiting friends and relatives' segment rely on air transport predominantly. At approximately 25 percent of GDP, tourism makes a significant contribution to Samoa's economy, yet limited air connectivity has hampered the growth of the tourism industry even before the ongoing COVID-19 pandemic.
- 1.2 Samoa's remoteness, limited size, coastal settlement patterns, and susceptibility to a host of natural disasters also make reliable aviation connectivity crucial for effective disaster risk management, particularly for disaster response, including emergency management such as in the delivery of humanitarian aid and emergency goods and supplies. In emergency situations, air transport can effectively and efficiently bring in humanitarian cargo and aid workers to reach cut-off communities. Aircraft and helicopters also have the advantage of being able to survey large areas, scan affected zones for victims and assess damage on the ground. Ensuring the availability of resilient and appropriate air transport infrastructure is therefore critical.
- 1.3 Furthermore, air connectivity is essential to meeting Samoa's educational and medical needs and enables effective regional integration with its Pacific neighbors. Its geographic distance from main markets means that efficient air services are integral to GoS drive to increase exports, especially those of low volume and high value that depend on fast delivery.
- 1.4 GoS is implementing the Samoa Aviation & Roads Investment Project (SARIP), supported by the World Bank (WB). SARIP is a continuation of the Samoa Aviation Investment Project (SAIP), with the aim to improve the climate resilience and safety of Samoa's aviation and road sectors, and in the event of an Eligible Crisis or Emergency, respond promptly and effectively to it.
- 1.5 SARIP will support investments in the aviation and road subsectors in Samoa. The aviation and road sectors both play a critical role in the country's economic development through supporting trade and promoting commercial activity through facilitating the movement of goods and services. The GoS' vision is that Samoa will be a leading tourist destination in the Pacific with 400,000 arrivals per year by 2040. Resilient and reliable transport infrastructure is needed to facilitate tourism growth, market connectivity, and consumer confidence in

tourism offerings and infrastructure. Furthermore, air connectivity is essential for enabling effective regional integration of Samoa with its Pacific neighbors and access to international trade markets.

1.6 Investments under SARIP fall under four main components:

- (i) Component 1: Climate Resilience and Safety Investments in the Aviation Sector.
- (ii) Component 2: Climate Resilience and Safety Investments in the Road Sector.
- (iii) Component 3: Strengthening the Enabling Environment.
- (iv) Component 4: Contingent Emergency Response Component (CERC).

1.7 This assignment falls under Component 1: Climate Resilience and Safety Investments in the Aviation Sector and will also be used to inform other activities within Component 1 and any related training needs through Component 3: Strengthening the Enabling Environment.

1.8 Under the Project's Financing Agreement, Samoa Airport Authority (SAA) is the Project's Implementing Agency (IA) for Components 1 and 3.1 and will be responsible for leading the aviation aspects of the project. Under SAA's investments, Faleolo International Airport (APW) will have new navigation systems supplied and installed to improve operational safety. This will include a new DVOR and Instrument Landing System as well as supply and installation of a new Automatic Weather Station that will also contribute to enhanced monitoring of extreme weather and climate events. These activities, together with a review of SAA's existing Masterplan & Business Strategy, will be delivered in parallel with this assignment.

1.9 SAA currently houses a Project Implementation Unit (PIU) to manage and implement SAA activities under the project. The PIU within the SAA, will be supported by the Transport & Infrastructure Sector Coordination Division (TISCD) and Civil Aviation Division (CAD) within the Ministry of Works, Transport & Infrastructure (MWTI), as well as the Centralized Technical Services Support Unit (CTSSU) and the Aid Coordination & Debt Management Division (ACDMD) within the Ministry of Finance (MOF).

2. ASSIGNMENT BACKGROUND

2.1 In 2018, a National Aviation Sector Strategy (NASS), together with an SAA Masterplan & Business Strategy (SAA Masterplan), was developed under SAIP. The NASS 2018 and SAA Masterplan considered the new major investments at Faleolo International Airport (APW) that were being completed just before the COVID-19 pandemic caused the closure of borders for Samoa. The major construction works that were in progress at the time, included the new Faleolo Terminal building (completed in 2019), in partnership with China EXIM Bank, and numerous investments under SAIP. The new terminal included increased passenger facilitation capacity and airport operations, especially with the installation of new aerobridges for Code C and Code E aircrafts. Other upgrades under SAIP included upgrades to both the apron, runway and associated airfield lighting, power supplies and communications at APW.

2.2 Aviation sector regulatory oversight is carried out by MWTI-CAD which acts as Samoa's Civil Aviation Authority, albeit under the MWTI. Samoa has been at the forefront in introducing sector reforms that aim to strengthen aviation safety and security:

- Samoa signed the Pacific Islands Air Services Agreement (PIASA) in 2007 and ratified the agreement in 2007, demonstrating its commitment to fostering an enabling environment for regional market competition through new routes. Samoa is no longer a signatory state to the Multilateral Agreements on the Liberalization of International Air Transport (MALIAT) and exited effectively in 2019. However, Samoa continues to have Bilateral Agreements with a number of states. Samoa is also a signatory state to the Pacific Islands Civil Aviation Safety and Security Treaty (PICASST), of which has already been amended, but currently awaiting to be endorsed by Pacific Island Forum Secretariat (PIFS). In 2021, the first Regional Aviation Minister’s Meeting (RAMM) was established. Samoa has accepted the latest amendments to PICASST expanding the functional jurisdiction of the Pacific Aviation Safety Office (PASO).
 - Pursuant to PICASST, in 2008, Samoa entered into a Service Level Agreement (SLA) with PASO for safety and security oversight services, in addition to the agreement with New Zealand Civil Aviation Authority (NZCAA) signed in 2006. With the new proposed amendments pending endorsement by the leaders, Samoa will need to review and to reconsider ratification of the new amendments. The Consultant will be required to provide advice on the proposed amendments to PICASST. The Consultant should familiarize themselves with these agreements and treaties.
- 2.3 SAA operates APW, the main international gateway, and the Asau and Maota airports on Savai’i. In addition, SAA has recently reopened a smaller international airport at Fagalii, located in Apia, which was originally owned and operated by the state-owned airline Polynesian Airlines (Samoa Airways) that primarily provided short-haul services to American Samoa, as well as a limited number of domestic flights.
- 2.4 Two national airlines operate scheduled and non-scheduled domestic and international air services: Samoa Airways and Talofa Airways. Samoa Airways operated international jet operations pre-COVID-19 but was discontinued after 2021. Samoa Airways & Talofa Airways currently only operate international flights to American Samoa and recently to Tonga (Talofa Airways flights). In addition, Air New Zealand, Fiji Airways (formerly Air Pacific), Virgin Australia and Qantas have been granted Foreign Air Operator Certificates for flights to and from Samoa.
- 2.5 Air transport in Samoa suffers from the challenges facing all smaller Pacific Island Countries (PICs): long routes with thin traffic and low freight levels constrain airline and airport profitability, placing high demands on professional management and regulations in an environment where highly specialized human resources are not readily available.
- 2.6 Airport operations have been commercialized under SAA, with strengthened financial management, business planning and accounting systems. Following the losses in FY2020/21 – FY2021/22, SAA was able to generate a profit in FY2022/23, with passenger numbers preceding pre-COVID 19 numbers, and forecasted to generate a greater profit for FY2023/24.

3. OBJECTIVES OF THE ASSIGNMENT

- 3.1 This assignment will provide strategic documents for the aviation sector in Samoa and

includes: (i) review and update the existing NASS 2018; (ii) review and update of the existing SAA Masterplan and Business Strategy; and (iii) review of the *Civil Aviation Act 1998*.

- 3.2 The assignment will be separated into three (3) phases. Following the completion of Phase 1, Phase 2 and 3 will be carried out simultaneously. The three phases are:
- **Phase 1 – Review and update of the NASS 2018** (*MWTI-CAD lead*).
 - **Phase 2 – Review and update of the SAA Masterplan and Business Strategy 2018** (*SAA lead*).
 - **Phase 3 – Review of the *Civil Aviation Act 1998*** (*MWTI-CAD lead*).
- 3.3 While SAA is the Project IA for the whole assignment, MWTI-CAD will take lead in technical discussions for the NASS (**Phase 1**), and the proposed review of the Civil Aviation Act (**Phase 3**). Once the review is completed, MWTI will be responsible for the implementation and monitoring of the Sector Strategy, as well as progressing the actions/recommendations from the review of the *Civil Aviation Act 1998* and its shepherding through the necessary GoS processes.
- 3.4 SAA will be responsible for the management and oversight of the implementation of its updated Masterplan and Business Strategy (**Phase 2**).
- 3.5 Whilst the overall contract will be managed by the PIU with the key focal point being the SAA PIU Project Manager, other technical focal point of contacts for other phases will be: (i) Phase 1 – MWTI-CAD Assistant Chief Executive Officer (ACEO) and their nominated representative in their absence; (ii) Phase 2 – SAA PIU Project Manager and their nominated representative in their absence; and (iii) Phase 3 – MWTI-Legal ACEO and their nominated representative in their absence.
- 3.6 The consultant will be expected to work in close collaboration with SAA, MWTI-CAD and other relevant stakeholders which will be identified by the client. Key stakeholders within the Aviation Sector include: SAA, Samoa Airways (SAW), Talofa Airways (TAW), Petroleum Products Supplies Ltd (PPS), and foreign airlines such as Air New Zealand, Fiji Airways, Virgin Australia, QANTAS. Other related sectors include Tourism, Energy, Health, Environment & Natural Resources (including Meteorology & Disaster Management Divisions) and Agriculture. The Ministry of Finance (MOF), Ministry for Foreign Affairs & Trade (MFAT) and Ministry of Police and Prisons (MoPP) also have cross cutting roles in the aviation sector. Other regional organizations include the Pacific Aviation Safety Office (PASO) and Pacific Islands Forum Secretariat (PIFS) due to their role in coordination of the Regional Aviation Ministers' Meetings.
- 3.7 All outputs and reports delivered by the Consultant shall be practical, for implementation by the Government. The Consultant shall consider the format and style of the reports to ensure they are focused, concise, well designed, and appropriate to the size and scale of the aviation sector and airports. Reports for Phase 1 and Phase 3 shall be addressed to MWTI, and the reports for Phase 2 shall be addressed to the SAA.

4. DETAILED SCOPE OF SERVICES

4.1 **Phase 1: Review and update of the NAAS 2018 (MWTI – CAD).** The recommendations that were made in the NASS 2018 on three focus areas: (i) regulatory setting and oversight, (ii) infrastructure and (iii) sustainable air services and growth. While the recommendations were accepted at the time, there have been challenges in the implementation of the action plan, in particular in MWTI-CAD's role in ensuring compliance of airport operators and other stakeholders to the required standards. Some of the proposed funding mechanisms were unable to be implemented, as the change in government administration, also affected the priorities and changed action plans for the sector. The review and update of the NAAS 2018 aims to provide the GoS with aviation sector strategy documents suitable for implementation, including identification of possible funding mechanisms to support future growth of the industry, and to provide practical recommendations for future policy developments and reforms in the sector. The Consultant will therefore be required to undertake the following tasks in the updating of the NASS 2018:

- Prepare an updated assessment of the market. Develop a thorough understanding of the Samoa domestic and international aviation sector post COVID-19 and air travel market, including assessing current and forecasted traffic demand; summarizing key issues and challenges; and analyzing the strengths and weaknesses of current arrangements. The Consultant shall update the three (3) options for traffic forecasting as per the NASS 2018 or propose three (3) new scenarios to consider. These scenarios shall be recommended by the Consultant and agreed with the Client.
- Re-assess the structure of the international and domestic aviation sector: A consideration of the operators, market, regulatory framework, economic incentives and subsidies, infrastructure, etc. The economic and social role of air transport in Samoa should also be analyzed.
- Regulatory framework to include the maintenance of Samoa's obligations to international and regional standards and recommended practices. This includes all ICAO Annexes and linkage to the Pacific Aviation Sector Strategy.
- Analyze ways to strengthen the governance framework for the aviation sector through improved coordination with relevant stakeholders.
- Review and update the recommendations from NASS 2018 to the operational and strategic role of all airports under SAA and identify infrastructure requirements.
- Review existing aviation infrastructure in Samoa to provide recommendations to strengthen sustainable and climate resilient aviation sector investment and management moving forward.
- Review and update the economic and social characteristics of the regions the airports serve, and whether there should be any update in regard to recommendations on the Maota and Asau domestic airports. Fagalii Airport (FGI) was a key airport that was recommended in the NASS 2018 as playing a vital role in the economic and social status of SAA. With operations at Fagalii resuming in June 2023, the consultant is expected to update any recommendations already covered to further improve services at Fagalii Airport. APW continues to be a pivotal role to many other sectors

aside from aviation, and the consultant is expected to provide strategic advice on SAA's new proposed updates to its infrastructure. This will also feed into SAA's updated Masterplan and Business Strategy.

- The NASS 2018 developed a practical implementation plan “Blueprint for Implementation” of recommended strategies and initiatives, including timeframes, critical tasks, and other influencing features. The Consultant is expected to review and update this. As part of this task, the Consultant should investigate whether previous recommendations have been actioned, if so, whether they were successful or not, and if recommendations have not been actioned what the challenges were that prevented them from being implemented. These factors should be considered in any recommendations that the Consultant provides in the updated documents.
- Update recommendations to the GoS for future policy developments and reforms in the sector, in line with the Transport & Infrastructure Sector Plan (TISP) 2023 – 2028 and Pathway to Development for Samoa (PDS) 2021 – 2026. The consultant should provide an updated implementation plan for updated and new recommended strategies and initiatives and identify areas which require institutional capacity development.
- Review any other related aviation sector plans that have been conducted after the NASS 2018, including the Pacific Regional Aviation Strategy 2022 and the IFC Aviation Options Analysis conducted through the Ministry of Public Enterprises for Samoa Airways.

4.2 **Phase 2: Review and update of the SAA Masterplan and Business Strategy 2018 (SAA).** An update to SAA's Masterplan and Business Strategy will be undertaken as the second phase of this assignment. It is expected that the updated NASS (including the updated traffic forecasts and the updated recommendations) developed under Phase 1 will feed directly into Phase 2 to ensure close alignment between the two phases. The Consultant will be required to undertake the following tasks:

- From Phase 1, utilize the updated demand forecasting for passenger, aircraft movements and cargo volumes for the next 20-year period at APW and FGI, with a detailed forecast for the first 10 years looking at 3 scenarios (base, expected and optimistic).
- Review current inventory of airport facilities and infrastructure; use existing information to map and record existing land uses, built form and natural features for APW and FGI and its surroundings; with consideration of recent Obstacle Limitation Surfaces (OLS) together with Procedures for Air Navigation Systems Operation Surfaces (PANS-OPS) reports and noise exposure forecast mapping applicable at each airport. Include all completed developments to date, including Fagalii Airport, and any new or planned developments (next 2 years) that were not captured in the SAA Masterplan 2018, such as those currently being implemented for CHOGM
- Assess future airport facility/infrastructure requirements and supply/capacity shortfalls; identify future growth and development opportunities at Faleolo

International Airport highlighting community benefits and opportunities while providing direction for diversity in business and industry at each airport.

- Prepare development guidelines for FGI airport to ensure an attractive and sustainable built form of new development considering the International Air Transport Association (IATA) standards with a level of service rating of “C” for the terminal that would include offices. The Development Guidelines will facilitate the ongoing usability, functionality, and viability of the terminal layout, associated facilities and optimum location, car parking, and airport hangar precinct for the next 20 years.
- Review and update the current Infrastructure Plan and Business Strategy for SAA to ensure it is still suitable for SAA, its operational requirements, infrastructure management, including updated timeframes for implementation and reflective of strategic importance for immediate (1-2 years), short-term (2-5 years), medium (5-7 years), and longer-term (10+ years) planning.
- Develop, for planning purposes, information, and guidance to decide the extent, kind, location, and timing of airport development needed in Samoa to establish a viable, balanced, and integrated system of airports. This shall carefully consider the IATA Level of Service standards, as well as other industry practices.
- Provide recommendations on how SAA can improve its overall resilience to disaster risk, safety, and security risks, including global public health security risks such as COVID-19.
- Provide an updated assessment and analysis of existing conditions of Samoa’s aviation sector enabling legislative frameworks, traffic projections, air traffic control services, infrastructure policy, and regulatory aspects.
- Provide a practical blueprint for implementation of selected options, including timeframe for implementation and reflective of strategic importance for immediate, short-term, medium, and longer-term planning.
- Provide an updated 20-year infrastructure development plan for SAA airports (Faleolo International Airport, Apia, Maota and Asau Domestic Airports, Upolu) which considers land use, modernization, and expansion efforts. This will also help ensure the sustainability and viability of investments at Samoa’s only international airport and consider passenger/movement forecasts, future design requirements, facilities, and management options.
- Provide a Business Strategy for SAA suitable for implementation by SAA and in consideration of operational requirements, infrastructure management, and best practice corporate management of airports.
- Provide a practical blueprint to guide the implementation of the Business Strategy in line with demand, socio-economic and environmental considerations, including timeframe for implementation and reflective of strategic importance for immediate, short-term, medium, and longer-term planning.

4.3 **Phase 3: Review and provide recommendations of the Civil Aviation Act 1998 (MWTI-CAD).**

Considering the outputs under Phase 1, the main objective of Phase 3 is to review the current *Civil Aviation Act 1998* but will also assess the mandates in other relevant legislation, such as the (i) *Ministry of Transport Act 1978*, (ii) *Ministry of Works Act 2022* and (iii) *Samoa Airport*

Authority Act 2012. The Review will be broad ranging and include consideration of the operation and effectiveness of the civil aviation statutory schemes and whether the regulatory arrangements should be amended including consequential amendments outside the *Civil Aviation Act 1998*. Based on the review, the Consultant will provide subsequent recommendations on any gaps identified in the Act(s), that need to be revised or updated to further enhance and recognize the current developments in the Aviation Industry.

- Review and expand on the legislative and regulatory changes in the NASS 2018 and provide recommendations for consideration.
- A review of the current *Civil Aviation Act 1998*, as well as the relevant civil aviation provisions in associated legislation (e.g., the *Ministry of Transport Act 1978*, the *Ministry of Works Act 2002*, and others) (specific legislation will be agreed upon following Phase 1 results before Phase 3 can begin).
- At minimum, for the *Civil Aviation Act 1998* and for each identified relevant Acts, the consultant will undertake a desk review of primary and secondary sources and undertake consultations with relevant GoS and external stakeholders to strengthen recommendations for reform.
- Include a review of subordinate legislation such as the Civil Aviation Rules & Regulations 2000, and other related legislation.
- Undertake a jurisdictional analysis for best practice regulatory frameworks for civil aviation in Australia, New Zealand, and the Pacific Islands.
- Provide suggestions on the improvement of investigative and enforcement powers and how penalties can be strengthened to address non-compliance.
- Provide an Issues Paper identifying areas for consideration and suggested amendments to the legislation including any relevant results from consultations with stakeholders.
- Provide recommendations to the MWTI on options in progressing the amendments required for *Civil Aviation Act 1998*, together with an estimated budget and timeline for the implementation of the proposed amendments.

4.4 **In undertaking this assignment, the Consultant will be expected to consider the following issues, amongst others:**

- **Planned or potential aviation sector projects** by GoS or other donors/development partners as outlined in the TISP 2023 – 2028 and the PDS 2021 – 2026.
- **Aircraft Safety and Security:** The safety and security of aircraft operations is paramount, and the planning and development of facilities needs to be based on established ICAO Annexes 2, 6, 7, 8, 14, 17-19, and any other relevant regulatory/legislative requirements and national standards.
- **Airport Capacity:** The increase in aircraft movements, passengers and freight needs to be supported by the expansion of facilities such as aprons/taxiways, terminals, freight facilities, car parking, ground access, and other associated infrastructure.
- **Forecast Demand:** The Consultant shall update the traffic forecasts from the NASS

2018 and may use the latest post-COVID 19 traffic numbers to update these forecasts.

- **Community Planning:** This means considering community impacts of air transport growth particularly factors like aircraft noise, airspace protection, and hazard of aircraft operations whilst ensuring that the airport meets the national expectations in regard to the provision of services.
- **Regional Planning:** This means taking into consideration the Governments future aspirations of air services regionally and internationally across the Pacific Region. A new Pacific Regional Aviation Strategy was launched in 2023, and this should also be reviewed to ensure GoS plans are also aligned with this strategy.
- **Potential safeguard implications of the updated strategy** shall be incorporated within the strategy to ensure they are considered in the development of subprojects. Where the strategy process has the potential to impact on communities outside the airports, these communities, with representatives of both men and women groups, will be engaged in a meaningful way in the process. In addition, consideration of how GHG (Greenhouse Gas) emissions will be addressed as part of GoS commitments to address climate change abatement policies, and consideration of other climate-change adaptation issues (e.g., seawall at Faleolo International Airport) which should be considered as part of the overall national aviation strategy.
- **Update to the financial implications** of current / planned strategic options shall also be considered (e.g., national carrier, airspace revenues etc.). The review should consider all funding options including public funding, public-private partnership opportunities, commercial funding, and donor support.
- **Ways in which the aviation sector should respond to future pandemics**, when assessing Samoa's response to COVID-19, and how the aviation sector responded to the pandemic.
- **All outputs and reports delivered should be practical and designed for implementation by GoS**, including identifying areas where capacity development and additional investment is required.

5. LEVEL OF EFFORT AND INSTITUTIONAL ARRANGEMENTS

- 5.1 The PIU within the SAA will lead the **procurement and contract administration** of the assignment and will work closely with the MWTI-TISCD and MOF-CTSSU team to manage and oversee all procurement and contractual related matters for this assignment.
- 5.2 The assignment is expected to be completed within a 12-month period. A **lump-sum** contract will be signed on the basis of agreed unit rates for the services and associated disbursement costs relating to travel to Samoa.
- 5.3 The Consultant will report directly to the SARIP Project Manager at the PIU based at Faleolo at the SAA Premises; however, the Consultant will be expected to work directly with key stakeholders in SAA, MWTI-CAD, and other relevant government ministries. Contractual oversight and day to day contractual administration will be provided by the SARIP Project Manager, supported by the CTSSU-MOF, and MWTI-TISCD.

- 5.4 It is expected that the assignment will involve at least two (2) in-country trips to support the delivery and consultations required for this assignment. An initial visit of 1 week will be required at the commencement of the assignment, with other trips to support the workshops as required.
- 5.5 The Consultant will be expected to work with the SARIP PIU in arranging and running the workshops. The workshops will be organized by the SARIP PIU, which also covers all costs. In addition, the GoS will provide any documentation as required to facilitate this assignment.

6. EXPERTISE REQUIRED

- 6.1 The consulting services will require significant demonstrable experience in: (a) air transport sector policy and planning, including economic analysis and financing; (b) the aviation industry and Pacific travel markets; (c) the Pacific air transport regulatory environment and review of relevant legal frameworks; (d) airport infrastructure, airport master planning & development; (e) similar developing country contexts, particularly small island developing states; and (f) availability of technical personnel to perform the services.
- 6.2 It is expected that the Consultant team will comprise of a combination of key and non-key experts to fulfil this assignment. Key experts are expected to include:
- A. **Team Leader:** With at least 15 years' experience in leading project teams for similar assignments, will be responsible for the overall performance, timeliness, and quality of all outputs. The Team Leader will lead the project team throughout the scope of services and be the key point of communication for SAA. The Team Leader shall have:
- An advanced University Degree (master's degree of equivalent) in a relevant discipline.
 - Where the proposed expert does not have an advanced University Degree, they should at a minimum have 15 years specific experience to the role and related areas.
 - Proven team leadership and project management skills, including ability to lead the team by coaching and mentoring team members to achieve individual inputs, and be responsible for the overall quality of deliverables.
 - Excellent project management capability.
 - Excellent communication skills, presentation skills, and an ability to prepare and manage the development of high-quality reports, project documentation, and communications materials.
 - Demonstrated experience working with development partners.
 - The ability to behave in a professional, client-focused, and service-oriented manner.
 - Experience working in the Pacific Aviation Environment with established regional networks with specific experience in Samoa legislation and regional agreements and treaties.
- B. **Aviation economist/forecaster:** At least 7 years of experience in economic analysis and market research within aviation or working on projects related to air transport demand forecasting, market dynamics, and regulatory environment.
- Advanced degree (master's degree or equivalent) in economics, transportation economics, or related field.

- Experience interpreting economic data, market trends, and statistical results to develop strategic decision-making guidance and actionable policy recommendations.
- Proficiency in data analysis software for analyzing large datasets and conducting econometric modeling.
- Demonstrated team player with strong task management skills.

C. **Airport Infrastructure specialist:** At least 7 years of experience in aviation infrastructure planning, design, construction, and management, with a proven track record of successful project delivery.

- Advanced degree (master's degree or equivalent) in civil engineering, aviation engineering, transportation planning, or a related field with a focus on infrastructure development.
- Expertise in airport planning and development, including terminal design, runway and taxiway layout, apron configuration, and airside and landside infrastructure.
- Comprehensive understanding of air traffic management systems, navigation facilities, and airspace utilization to optimize airport capacity and efficiency.
- Familiarity with regulatory requirements, international standards, and best practices governing aviation infrastructure, safety, security, and environmental sustainability.
- Familiarity with pacific aviation environment.
- Demonstrated team player with strong task management skills.

D. **Aviation Law and Regulatory specialist:** At least 7 years of experience in law reform related work with experience in leading similar broad legislative and regulatory review assignments.

- Tertiary qualifications in law, justice, or related discipline.
- Experience preparing legal memoranda, policy briefs, regulatory impact assessments, and draft legislative texts.
- Proven experience in the management and implementation of complex civil aviation sector legal and policy projects, including undertaking stakeholder consultation processes, with people from varied professional, cultural and language backgrounds.
- Knowledge and experience of working on civil aviation, transport sector and/or regulation, ideally in a small island state context.
- Understanding of key issues and challenges facing the aviation industry, including safety, security, environmental sustainability, economic regulation.
- Extensive knowledge of global and regional aviation regulatory frameworks, including ICAO guidelines, PASO procedures, New Zealand Aviation Rules.
- Excellent communication and interpersonal skills and the ability to facilitate stakeholder consultations, workshops, and meetings to gather input, address concerns, and build consensus on proposed legislative changes.
- Patience, tolerance, resilience, flexibility, and an ability to work autonomously, and in challenging environments with limited resources.

E. **Airport operations and financial management specialist:** At least 7 years of experience in airport operations, financial management, and business planning within the aviation industry.

- Advanced degree (master’s degree or equivalent) in airport management, business administration, finance, or a related field.
- Extensive knowledge of airport operations, including terminal management, airside and landside operations, ground handling services, and passenger experience optimization.
- Proven track record in financial management, budgeting, revenue optimization, and cost control strategies within airport operations.
- Experience in developing and implementing airport management business planning, strategic objectives, and performance metrics to drive operational efficiency and financial sustainability.
- Proficiency in financial analysis, forecasting, and financial modeling techniques to assess airport financial performance, identify revenue streams, and evaluate investment opportunities.
- Strong understanding of regulatory requirements, safety standards, security protocols, and environmental regulations affecting airport operations.
- Demonstrated team player with strong task management skills.

7. PAYMENT MILESTONES & DELIVERABLES SCHEDULE

7.1 The payment milestones deliverables for the consultancy are:

No.	Deliverable	Due Date	Format	Payment Milestone*
1A	Inception Workshop	Week 4	In-country visit	
1B	Draft Inception Report	Week 6	MS Word Format	
1C	Final Inception Report	Week 10	PDF + 3 hard copies	20%
2A	Phase 1 Workshop	Week 18	Virtual visit	
2B	Phase 1 Draft Report	Week 20	MS Word Format	
2C	Phase 1 Final Report	Week 26	PDF + 3 hard copies	30%
3A	Phase 2 & 3 Workshop	Week 38	Virtual visit	
3B	Phase 2 & 3 Draft Report	Week 40	MS Word Format	20%
3C	Phase 2 & 3 Final Report	Week 48	PDF + 3 hard copies	30%

** Payments for deliverables will be made based on Client acceptance of the deliverable, not on submission.*

7.2 As noted above, the Consultant will be expected to hold four workshops over the course of the consultancy. Estimated timings of the workshops are reflected in the schedule above, associated with the delivery of particular Deliverables. In addition to these, the Consultant will be required to hold meetings as necessary with all relevant stakeholders to complete the assignment.

7.3 Based on their expertise, the Consultant may suggest modifications to the anticipated schedule which shall be mutually agreed.

8. ASSISTANCE TO BE PROVIDED

- 8.1 The following documents will be provided to the Consultant at the commencement of the consultancy assignment.
- National Aviation Sector Strategy 2018
 - SAA Masterplan and Business Plan 2017/18
 - Transport & Infrastructure Sector Plan (TISP) 2023 - 2028
 - Pacific Regional Aviation Strategy 2022-2032
 - Pathway for the Development of Samoa (PDS) FY2021/22 – FY2025/26
 - Samoa Tourism Sector Plan FY2022/23 – FY2027
 - Samoa Infrastructure Asset Management Strategy (updated 2022)
 - Samoa 2040 (pdf)
 - SAA Corporate Plan 2017 – 2020
 - SAA Corporate Plan (Draft) 2025 - 2028
- 8.2 Office space, internet, and general office supplies when will provided when the Consultant is in country.