



Pacific Aviation Safety Office Reform (P145057)

EAST ASIA AND PACIFIC | Pacific Islands | Transport Global Practice |
IBRD/IDA | Investment Project Financing | FY 2014 | Seq No: 15 | ARCHIVED on 24-Dec-2020 | ISR44183 |

Implementing Agencies: Pacific Aviation Safety Office, Pacific Aviation Safety Office

Key Dates**Key Project Dates**

Bank Approval Date: 30-Sep-2013

Effectiveness Date: 12-Dec-2013

Planned Mid Term Review Date: 01-Jul-2016

Actual Mid-Term Review Date: 20-Apr-2016

Original Closing Date: 31-Dec-2018

Revised Closing Date: 31-Dec-2021

Project Development Objectives

Project Development Objective (from Project Appraisal Document)

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.

Has the Project Development Objective been changed since Board Approval of the Project Objective?

Yes

Board Approved Revised Project Development Objective (If project is formally restructured)

The project development objective is to strengthen the coordination capacity of the Pacific Aviation Safety Office to deliver regional aviation safety and security oversight, and technical and advisory services to the Pacific Island Countries.

Components Table

Name

Component A: Transitional Management and Support:(Cost \$1.75 M)

Component B: Establishment of a Pool of Regional Aviation Inspectors:(Cost \$0.27 M)

Component C: Quality Management:(Cost \$0.23 M)

Component D: Safety Equipment and Infrastructure:(Cost \$0.85 M)

Overall Ratings

Name	Previous Rating	Current Rating
Progress towards achievement of PDO	<input type="checkbox"/> Moderately Satisfactory	<input type="checkbox"/> Moderately Satisfactory
Overall Implementation Progress (IP)	<input type="checkbox"/> Moderately Satisfactory	<input type="checkbox"/> Moderately Satisfactory
Overall Risk Rating	<input type="checkbox"/> Substantial	<input type="checkbox"/> Substantial

Implementation Status and Key Decisions

The following activities have been completed: recruitment of PASONet Project Manager, Marketing and Communications consultant, Legal Advisor, USOAP Advisor and Regulatory Advisor; evaluation of RPAS consultancy; installation of VSAT equipment on both sites, in Cook Islands and Niue; installation of PASO new IT equipment; some scheduled PIDP and CAASP trainings, as well as some PASO Staff and Council Members trainings.



PASO has been trying to implement activities remotely, when possible. This is the case for the training session for Civil Aviation Authority Directors delivered in September 2020, Aviation Specialist working on Off-Site Certification Model, and project management. However, the current global pandemic due to Covid-19 had negative impacts on PASO's activities and performances. Because of travel restrictions, most scheduled training were cancelled, Inspectors could not make on-site visits, the Pacific Inspector Development Program (PIDP) and the Audit and Inspection Program (AIP) were suspended, and key planned meetings, such as the RAMM had to be cancelled. As a result, it is estimated that there is an available funds of about US\$1.4 million. PASO will determine the use of those funds and submit their proposal by the end of December 2020, within the framework of the project's restructuring. The scheduled activity would include the financing of the RAMM in 2021, if travel restrictions are lifted, the launch of consultancy activities such as the Implementation of new funding modality - Strategic Planning Review, the replacement of the departing Project Manager, and recruitment of a Communications Adviser.

Risks

Systematic Operations Risk-rating Tool

Risk Category	Rating at Approval	Previous Rating	Current Rating
Political and Governance	--	<input type="checkbox"/> Substantial	<input type="checkbox"/> Moderate
Macroeconomic	--	<input type="checkbox"/> Substantial	<input type="checkbox"/> Moderate
Sector Strategies and Policies	--	<input type="checkbox"/> Substantial	<input type="checkbox"/> Substantial
Technical Design of Project or Program	--	<input type="checkbox"/> Substantial	<input type="checkbox"/> Substantial
Institutional Capacity for Implementation and Sustainability	--	<input type="checkbox"/> Substantial	<input type="checkbox"/> Substantial
Fiduciary	--	<input type="checkbox"/> Substantial	<input type="checkbox"/> Substantial
Environment and Social	--	<input type="checkbox"/> Low	<input type="checkbox"/> Low
Stakeholders	--	<input type="checkbox"/> Moderate	<input type="checkbox"/> Moderate
Other	--	<input type="checkbox"/> Substantial	<input type="checkbox"/> Substantial
Overall	--	<input type="checkbox"/> Substantial	<input type="checkbox"/> Substantial

Results

PDO Indicators by Objectives / Outcomes

strengthen PASO coordination capacity				
▶ Indicator One: Successful recruitment of General Manager, Operations Manager, Corporate Services Manager (Text, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	No positions filled	General Manager, Operations Manager, Corporate Services Manager in place.	General Manager, Operations Manager, Corporate Services Manager in place.	General Manager, Operations Manager, Corporate Services Manager in place
Date	01-Nov-2013	15-Sep-2020	30-Oct-2020	31-Dec-2021



Comments:	The reform project originally envisaged recruiting three technical staff to coordinate oversight areas (airworthiness, flight operations, and aerodromes/security). PASO Council endorsed a new organizational framework that was recommended as part of the "PASO Governance and Management" assignment, which sought to have a General Manager, Operations Manager, and a Corporate Services Manager rather than appointing technical experts as fulltime inspectorate staff. The indicator has been revised as part of a restructuring under the Second Additional Finance. 3 Senior roles are in place.			
► Indicator Four: International Civil Aviation Organization evaluation of PASO's function within the Global Aviation Safety Oversight System (Text, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	Level 1	Level 1	Level 1	Level 2
Date	01-Jun-2018	15-Sep-2020	30-Oct-2020	31-Dec-2021
Comments:	Will be assessed at the end of the project in 2021.			

deliver regional aviation safety & security oversight, and technical and advisory services to PICs				
► Indicator Two: Establishment of a Register of Inspectors (ROI) (Text, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	No ROI	Target Met. Updated ROI in place. The register of inspectors was established in June 2014 and endorsed by Council.	Target Met. Updated ROI in place. The register of inspectors was established in June 2014 and endorsed by Council.	Updated ROI in place
Date	01-Nov-2013	15-Sep-2020	30-Oct-2020	31-Dec-2021
Comments:	Indicator Two: The <i>Establishment of a Pool of Regional Aviation Inspectors</i> was achieved early in the project cycle (2014). The registry comprises qualified technical experts from Australia, New Zealand, Fiji, and Tonga across the following specializations; aerodromes, airworthiness, air navigation services, and flight operations. There are currently 21 individuals and organizations within the pool.			
► Indicator Three: Recommended Annual Work Program Implemented by PASO Members (Percentage, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	12.50	16.90	16.90	80.00
Date	01-Nov-2013	15-Sep-2020	30-Oct-2020	31-Dec-2021
Comments:	Indicator Three: Target achieved in 2017, but will be continually monitored over the project life cycle. The figure represents the average 'planned versus actual' scheduled minimum annual work program performed for all 10 PASO Member States. The calculation is determined as follows: (a) if the number of days performed for a Member State exceeds the planned work days due to additional, ad-hoc activity requests, a value of 100% is recorded for that State; and (b) if zero days were planned for a Member State, the country's contribution is excluded from the average calculation, rather than accounting zero. This method avoids a misleading deflation or inflation of the average. With a target for undertaking 80 percent of the <i>recommended Annual Work Programs implemented by PASO member states</i> , implementation rates average 68.7% (2014); 49.9% (2015); 61.7% (2016), 80.1% (2017), 88.8% (2018), and (76.4%) in 2019. The 2019 figure has been affected by the strict application of			



the Debt Management Policy, which led to the suspension of services to five States that had arrears with PASO of over 70 days.
in 2020, PASO Inspectors unable to do on-site audits due to Covid-19 pandemic.

Intermediate Results Indicators by Components

Component A: Transitional Management and Support				
▶ Component A: Intermediate Results Indicator One: Revised governance structure (technical and financial committee composition), as per PASO Constitution (Text, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	PASO Constitution	Draft Constitution provided	Draft Constitution provided	Updated PASO Constitution approved by PASO Council
Date	01-Aug-2013	15-Sep-2020	30-Oct-2020	31-Dec-2021
Comments:	Draft Constitution completed in Feb 2020; adoption pending RAMM meeting.			
▶ Component A: Intermediate Results Indicator Two: Revised financing mechanism for sustainability (Text, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	Existing funding mechanism inadequate	New Financing Model approved	New Financing Model approved	Sustainable Financing Mechanism in place
Date	01-Aug-2013	15-Sep-2020	30-Oct-2020	31-Dec-2021
Comments:	Workplan Percentage Model approved by PASO Council			
Component B: Establishment of a Pool of Regional Aviation Inspectors				
▶ Component B: Intermediate Results Indicator One: Adherence to Agreed Annual Work Plans (Percentage, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	0.00
Date	01-Jan-2013	31-Dec-2019	30-Oct-2020	31-Dec-2021
Comments:	Sub-indicators below reflect each Member States' engagement of PASO in the planned annual work program. The average percentage across PASO is captured in PDO-level indicator three above. The indicator * Note: Solomon Islands opted not to engage PASO services between 2015-2017, but is expected to re-engage in 2018.			
□ Annual Work Plan Implemented - Kiribati (Percentage, Custom Breakdown)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	130.00	0.00	0.00	80.00



Date	01-Jan-2013	15-Sep-2020	30-Oct-2020	31-Dec-2021
<input type="checkbox"/> Annual Work Plan Implemented - Cook Islands (Percentage, Custom Breakdown)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	80.00
Date	01-Jan-2013	15-Sep-2020	30-Oct-2020	31-Dec-2021
<input type="checkbox"/> Annual Work Plan Implemented - Nauru (Percentage, Custom Breakdown)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	80.00
Date	01-Jan-2013	15-Sep-2020	30-Oct-2020	31-Dec-2021
<input type="checkbox"/> Annual Work Plan Implemented - Niue (Percentage, Custom Breakdown)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	80.00
Date	01-Jan-2013	15-Sep-2020	30-Oct-2020	31-Dec-2021
<input type="checkbox"/> Annual Work Plan Implemented - Papua New Guinea (Percentage, Custom Breakdown)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	80.00
Date	01-Jan-2013	15-Sep-2020	30-Oct-2020	31-Dec-2021
<input type="checkbox"/> Annual Work Plan Implemented - Samoa (Percentage, Custom Breakdown)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	54.00	15.90	15.90	80.00
Date	01-Jan-2013	15-Sep-2020	30-Oct-2020	31-Dec-2021
<input type="checkbox"/> Annual Work Plan Implemented - Solomon Islands (Percentage, Custom Breakdown)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	24.00	14.80	14.80	80.00
Date	01-Jan-2013	15-Sep-2020	30-Oct-2020	31-Dec-2021
<input type="checkbox"/> Annual Work Plan Implemented - Tonga (Percentage, Custom Breakdown)				
	Baseline	Actual (Previous)	Actual (Current)	End Target



Value	62.00	38.90	38.90	80.00
Date	01-Jan-2013	15-Sep-2020	30-Oct-2020	31-Dec-2021
<input type="checkbox"/> Annual Work Plan Implemented - Tuvalu (Percentage, Custom Breakdown)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	80.00
Date	01-Jan-2013	15-Sep-2020	30-Oct-2020	31-Dec-2021
<input type="checkbox"/> Annual Work Plan Implemented - Vanuatu (Percentage, Custom Breakdown)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	27.00	0.00	0.00	80.00
Date	01-Jan-2013	15-Sep-2020	30-Oct-2020	31-Dec-2021
► Beneficiaries of job-focused interventions (Number, Corporate)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	10.00
Date	01-Jun-2018	15-Sep-2020	30-Oct-2020	31-Dec-2021
Comments:	The project will aim to expand the register of inspectors to include at least two female candidate inspectors for requisite training programs under PASO's Pacific Inspector Development Program. PIDP on hold due to travel restrictions.			
<input type="checkbox"/> Beneficiaries of job-focused interventions - Female (Number, Corporate Supplement)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	2.00

Component C: Quality Management				
► Component C: Intermediate Results Indicator One: Establishment of Quality Assurance System (Text, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	No Quality Assurance System	Quality Assurance System in use.	Quality Assurance System in use.	Quality Assurance System in Use
Date	01-Aug-2013	15-Sep-2020	30-Oct-2020	31-Dec-2021
Comments:	QA System is being embedded into PASO			
► Component C: Intermediate Results Indicator Two: Modernization of communication technology (Text, Custom)				



	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	Inadequate ICT system in use	Upgraded ICT system in use	Upgraded ICT system in use	Upgraded ICT System in use
Date	01-Aug-2013	15-Sep-2020	30-Oct-2020	31-Dec-2021
Comments:	Upgraded ICT system in use			
▶ Project-supported organization(s) publish reports on effect of collaboration on project/program/policies (Yes/No) (Yes/No, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	No	Yes	Yes	Yes
Date	01-Jun-2018	15-Sep-2020	30-Oct-2020	31-Dec-2021
Comments:	PASO has made a commitment to improve public access to information through on-line publication of relevant organizational documents and records (such as the Strategic Plan, the Annual Business Plan, Annual Reports, Quarterly Reports, etc.) as part of a planned website update. PASO Website includes an area for the general public to view reports			

Component D: Safety Equipment and Infrastructure

▶ Component D: Supporting Regional Aviation Infrastructure (Text, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	No VSAT	VSAT operating.	VSAT operating.	VSAT operating
Date	02-Jan-2017	15-Sep-2020	30-Oct-2020	31-Dec-2021
Comments:	Regional aeronautical data and communication network through the acquisition and installation of very small aperture terminal (VSAT) equipment for the Cook Islands and Niue. VSAT under operations.			

Performance-Based Conditions

Data on Financial Performance

Disbursements (by loan)

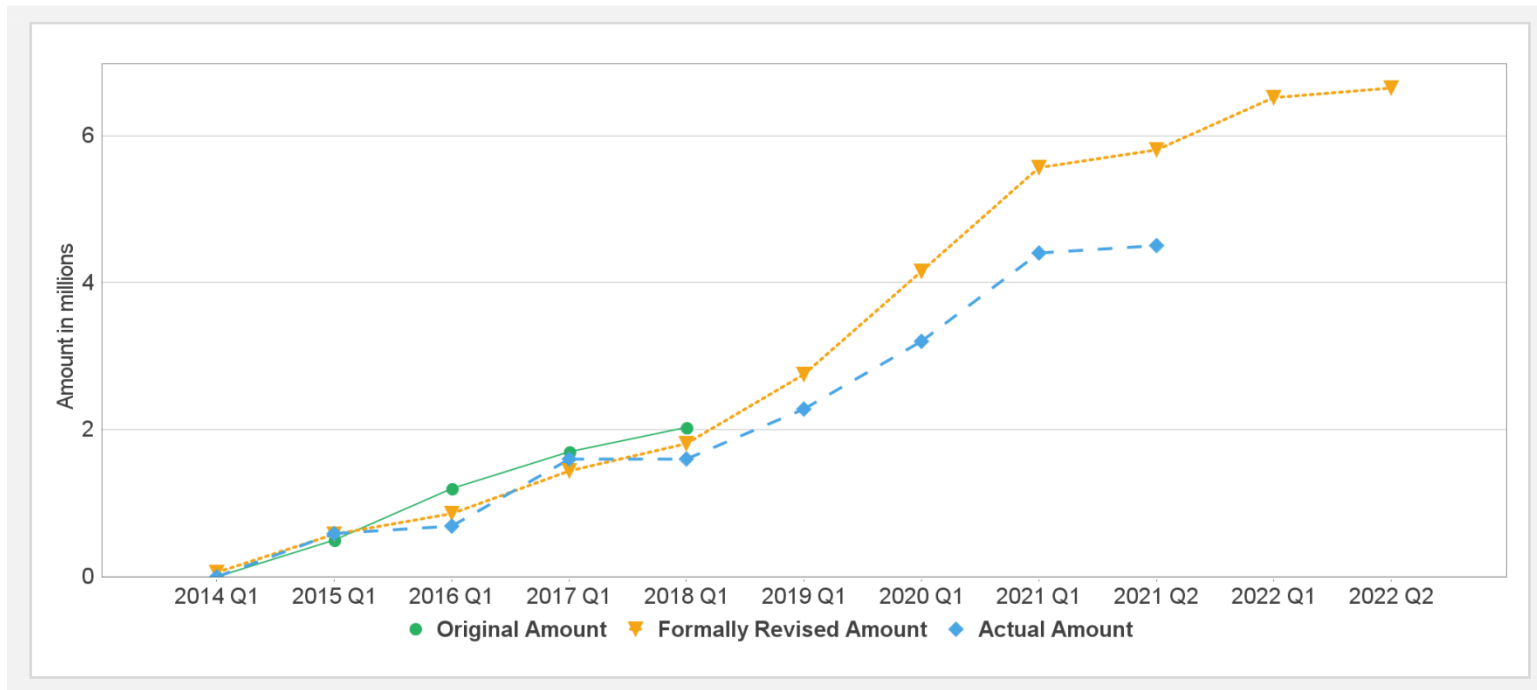
Project	Loan/Credit/TF	Status	Currency	Original	Revised	Cancelled	Disbursed	Undisbursed	% Disbursed
P145057	IDA-D3190	Effective	USD	3.55	3.55	0.00	1.71	1.81	49%
P145057	IDA-H8830	Effective	USD	2.15	2.15	0.00	2.17	0.00	100%
P145057	TF-A3687	Closed	USD	0.95	0.63	0.32	0.63	0.00	100%



Key Dates (by loan)

Project	Loan/Credit/TF	Status	Approval Date	Signing Date	Effectiveness Date	Orig. Closing Date	Rev. Closing Date
P145057	IDA-D3190	Effective	23-May-2018	09-Jul-2018	03-Sep-2018	31-Dec-2021	31-Dec-2021
P145057	IDA-H8830	Effective	30-Sep-2013	01-Nov-2013	12-Dec-2013	31-Dec-2018	31-Dec-2021
P145057	TF-A3687	Closed	02-Feb-2017	02-Feb-2017	13-Feb-2017	31-Dec-2018	30-Jun-2020

Cumulative Disbursements



PBC Disbursement

PBC ID	PBC Type	Description	Coc	PBC Amount	Achievement Status	Disbursed amount in Coc	Disbursement % for PBC

Restructuring History

Level 2 Approved on 18-Dec-2018 ,Level 2 Approved on 20-Dec-2019

Related Project(s)

P157635- Pacific Aviation Safety Office Reform Project Additional Financing ,P164468-Pacific Aviation Safety Office Reform Project Additional Financing II