

Terms of Reference
Senior Advisor for Civil Aviation and Air Transport Sector Reform in Cabo Verde

1. Background

Cabo Verde is internationally recognized as a leader amongst a handful of countries in Africa by virtue of its relatively well-developed civil aviation regulatory system. This feat was achieved thanks to a strong commitment and considerable investment made by the government over the past two decades. Initially, this development effort was launched with technical cooperation support from the United States Federal Aviation Administration (FAA) and U.S. technical assistance. Over time, Cabo Verde's civil aviation regime began increasingly introducing regulation and norms that tend to gravitate closer to the European civil aviation regulatory system. In part, this trend is due to the Special Partnership Agreement between Cabo Verde and the European Union, which tends to establish standards and norms closer to the European model. While Cabo Verde's current civil aviation regulatory regime is considered adequate and indeed robust by African standards, it is recognized that the system developed over time and consequently today some aspects of legislation and regulation may need to be updated in order to render the system more modern and efficient in terms of procedures, especially as related to interface relations between the regulator and operators. The need for procedure streamlining is evidenced by constant friction between the regulator and operators, caused by lengthy and tedious procedures required by the regulator as perceived by European-based operators such as Icelandair and Binter who claim that the European system minimizes both time and costs for the airline operators, unlike the case in Cabo Verde.

Indeed, major changes are underway in Cabo Verde's air transport sector, which require urgent reform in the modernization of the legislative and regulatory regime to meet the needs of private air carriers, both domestic and international now entering the market. These changes are primarily due to the ongoing deep restructuring reforms in the sector and the advanced stage of the privatization process of the national airline, TACV-Cabo Verde Airlines, as well as the recent entry of a private air carrier in the domestic market that is today the only operator in the country, despite the fact that the market remains open to entry of other private carriers.

Consequently, as a result of these rapid changes taking place in the civil aviation

sector in Cabo Verde and the need to modernize key aspects of the current civil aviation regime, there is pressing need to recruit a Senior Advisor with high-level expertise to advise the government on reforms and adoption of international best practices in the civil aviation sector.

2. Objective

The objective of this assignment is to seek the technical assistance of a Senior Advisor, who will work in the Ministry of Tourism and Transport and provide advisory services in the reform process of the civil aviation and air transport sector in Cabo Verde. Specifically, the Senior Advisor will be based in the Cabinet to advise the Minister and work closely with and coach key staff in the civil aviation and air transport sector.

3. Tasks

- a. Advise the Minister, as required, in the development of policy and actions conducive to modernizing key aspects of the civil aviation system in Cabo Verde, especially as related to interface relations between the regulator and operators, with a view to ensure closer alignment with the European air transport and civil aviation system;
- b. Work closely with, guide and coach key staff in the civil aviation sector in the Ministry of Tourism and Transport with the aim to ensure active participation in the sector reform process;
- c. Interact with and provide advisory assistance to senior managers in the Civil Aviation Agency regarding the need to introduce reforms and modernize the civil aviation regime in the country and its alignment with the European system;
- d. Work closely with local airlines and airport operations management and senior personnel to identify needs and actions needed in the civil aviation and air transport system in Cabo Verde to more effectively respond to airline operations requirements based on a timely and efficient manner;
- e. Collaborate closely with the Secretary of State for Finance and key senior staff of UASE (Privatization and Enterprise Reform Unit in the Ministry of Finance) as related to reforms and privatization of airlines, airports and related services

- in the air transport sector;
- f. Coordinate with Transport Sector Reform Project (TRSP) project management unit in the implementation of reforms in the air transport and other transportation sectors, in particular the maritime transport sector;
 - g. Develop drafts of terms of references (TOR) and provide quality control of technical assistance deliverables submitted by outside consultancies and technical assistance commissioned by the Ministry;
 - h. Act as Ministry focal point for technical assistance assignments in the civil aviation and air transportation sector;
 - i. Take leadership in the development of a letter of development policy for the air transport sector as well as subsequent development of an air transport component of the integrated transport strategic plan for Cabo Verde; and
 - j. Carry out other specific tasks as directed by the Minister of Tourism and Transport.

4. Deliverables

- a. Develop and present a complete Work Plan within 30 days of commencement of the assignment;
- b. Prepare and present brief monthly activity reports to the Minister;
- c. Develop TORs, and articulate with key people in the procurement and see technical consultancy through final deliverables, as required;
- d. Draft briefs and reports as required;
- e. Draft a letter of development policy for the air transport sector; and
- f. Lead in the development of air transport component of the transport strategic plan for Cabo Verde.

5. Technical Expertise and Language requirements

The Senior Advisor is expected to have the appropriate academic background at

the graduate level and demonstrated significant (at least 10 years) work experience and track record in the air transportation industry and civil aviation sector. Demonstrated familiarity with ICAO SARP and similar regulatory framework is necessary. Prior advisory experience at a senior level is highly desirable. Fluency or high-level working competence in English and Portuguese is mandatory. Working knowledge of Spanish or French highly desirable.

6. Period of Performance

The assignment is expected to last for two years, with yearly renewable contracts. The assignment is expected to start on/about early April 2019 and last to a maximum of two years from start date.

7. Reporting

The Senior Advisor will be based in the Cabinet and report principally to the Minister of Tourism and Transport. Complementarily, s/he will work closely with the Director General of Tourism and Transport on a day-to-day basis.