

**SECTION C - DESCRIPTION/SPECIFICATIONS/STATEMENT OF WORK****C.1 OBJECTIVE AND SUMMARY**

International and domestic airports constitute an important set of links both within Iraq and between Iraq and the rest of the world. Whether receiving humanitarian supplies, freight, or personnel, it will be important for both operational and symbolic reasons that airports within Iraq be quickly restored to some level of adequate service. The objective of this activity is to provide assessment and operation management technical expertise capabilities for specified airports in Iraq - two international and three domestic airports (to be determined). The purpose is to ensure that personnel, U.S. technical assistance materials and supplies, and other relief and rehabilitation cargoes, including food assistance and materials for reconstruction, enter the country smoothly. The Contractor shall provide all personnel, supervision, vehicles, equipment, tools, materials, and other items and services necessary to perform assessments and undertake operational management of specified airports. The activity supports USAID mission and other relief programs and will be carried out through a cost reimbursement, level of effort term contract.

**C.2 BACKGROUND**

Annually, significant amounts of USAID-funded and other relief and development supplies and materials as well as technical expertise, are flown throughout the world. The logistics of transportation are complex, and many factors determine the extent to which such supplies and materials reach destinations in a timely manner. The costs of inadequacies and constraints in the airport system are many, and include increased costs due to delay and deterioration of materials and supplies.

Frequently, airports operate inadequately, often due to poor logistical management, inadequate equipment and equipment maintenance, slow customs clearance, and poor coordination with land transport. Additional constraints may arise, such as inadequate fuel bunkering and supply capacities, and poor security. Airport management may be the responsibility of the national government, of a local government, of a civil authority, or of the military.

Overall, many of the airports utilized for transport of U.S. technical assistance and USAID-funded goods operate at levels far below the standards of the International Civil Aviation Organization (ICAO). Inadequacies of operation may be due to a legacy of neglected maintenance, poor site planning and development, lack of trained management, inadequate supporting infrastructure, such as electricity, or inappropriate and overly-restrictive local regulations and procedures. In instances of local or regional conflict, airport

operations may be greatly constricted or simply halt, greatly impeding the flow of incoming materials and supplies.

The purpose of this activity is to provide USAID with a capability to improve airport management and operations so that the flow of USAID-funded and other goods and technical assistance is adequate and as unimpeded as feasible. This capability requires assessment of specified airports, development of plans to overcome airport-imposed constraints, and the provision of technical and other assistance needed to ensure that the specified airports can manage an adequate flow of cargo. Since in the instance of local or regional conflict, airports may fail to be operational, the capability to be provided under this statement of work includes the direct provision of personnel to manage all aspects of the specified airports. The overall activity will be undertaken in support of and in cooperation with national or local authorities. Where operations have been directly under the management of the Contractor, the activity will include plans and assistance for a transition from Contractor management back to national or local management.

### C.3 STATEMENT OF WORK

The Contractor shall provide services and management in the following areas:

- A. Technical assistance to make management assessments of two international and three domestic Iraqi airports to be specified by USAID. Such assessments will address all airport resources, systems, utilities and facilities in place for the control, safety, service and security of aircraft in the air and on the ground at the specified airport locations as well as all airport resources, systems, utilities and facilities necessary or required for the control, safety, service and security of aircraft in the air and on the ground at specified airport locations.
- B. Technical and other assistance to plan implementation of airport improvements, including site improvements, freight unloading and storage, labor management, transport improvement, customs clearance, security, and many other aspects of airport operation.
- C. Technical and other assistance to directly manage and operate part or all of the two international and three domestic Iraqi airports, to be specified by USAID. Such direct operation will ensure the adequate throughput of USAID-funded and other freight, emergency supplies, developmental materials and other technical assistance.

The Contractor shall work closely with the USAID Contractor undertaking infrastructure reconstruction and construction (i.e. runway repairs). The assistance to be provided is further described in the tasks below.

## Tasks and Activities

### 1. CLIN 001: Initial Airport Management Assessments

The contractor shall provide an assessment of all airport resources, systems, utilities and facilities in place for the control, safety, service and security of aircraft at two international, and three domestic airports in Iraq, to be specified by USAID. The assessment shall include an analysis of all local and international airport requirements, ordinances, leases, agreements, laws and regulations - including a limited environmental impact and mitigation assessment -- as well as current conditions, possible future levels of airport performance and a prioritized list of improvements necessary to achieve those various future levels of performance. The contractor shall review systems, facilities, utilities, management, personnel, material, fuel, administrative requirements and contractual agreements required to permit the airports to operate at required current minimal and possible future levels. Any current impediments for achieving future levels of performance shall be noted. The assessment shall be mindful of industry best practice for control and safety of aircraft, personnel and cargo. The assessment shall include a prioritized list of improvements necessary to assure the airports operate in accordance with ICAO standards and requirements. All suggested improvements to meet various future levels of performance shall be accompanied by a cost analysis for the improvements. The local civil aviation authority shall be consulted.

The contractor shall also provide the services of a Liaison Officer for work with the Commander of Coalition Air Forces (at Prince Sultan Airbase in Saudi Arabia).

Preparation of Airport Management Assessments: It is expected that the contractor will perform airport operational assessments quickly as directed by the CTO, with a focus on prioritizing those issues and recommendations most directly required to meet the needs of the transport of USAID-funded and other materials and supplies. Desirable but not priority airport improvements shall be included only when they have the potential to impact negatively on the adequate flow of USAID-funded materials and supplies and personnel. Initial airport assessment reports should include an executive summary, a concise background of existing status and conditions, a concise description of constraints (particularly those that may impede the adequate flow of USAID-funded and other relief materials and supplies and personnel), and a concise set of recommended solutions to priority constraints. Areas needing further inquiry should be identified provided they have a reasonably direct bearing on improving specific airport management to meet USAID needs. Initial airport assessment reports should include an illustrative but reasonably accurate budget for priority improvements and, as feasible, present expenditure options related to increased levels of airport improvement. Initial airport assessments should also include a brief work plan, with identification of

personnel and material resources required, to undertake priority improvements in the most expeditious manner feasible. The Contractor shall work closely with the USAID contractor responsible for airport infrastructure reconstruction and construction.

The assessments of the two international and three domestic airports in Iraq, to be specified by USAID, shall be carried out when the environment is considered permissive, including preparation of draft assessment reports, within a maximum of three weeks by a team of qualified personnel together with support staff. The Contractor shall include in the assessment the estimated monthly fuel requirement for up to one year of program implementation.

It is assumed that assessments will be phased. The Contractor shall provide the draft airport assessment reports to the CTO. USAID will provide verbal and written comments to the Contractor within five working days of receipt of the draft assessment reports. USAID comments and the additional contractor responses shall be included in the Contractor's final assessment report.

## 2. CLIN 002: Planning Implementation of Airport Improvements

Concurrent with completion, and approval by USAID, of initial airport assessments, the Contractor will proceed to plan the implementation of USAID-approved airport management improvements. The Contractor shall prepare an adequately detailed work plan, together with the details, personnel requirements, material needs and specifications, implementation method, training needs, and budget for the work to be undertaken. This plan should be submitted to USAID within one week of completion of the assessment reports developed under CLIN 001.

Work plans for airport management improvement must give priority to the most immediate improvements required to facilitate the adequate flow of USAID-funded and other relief materials, supplies, and commodities and technical expertise. The quantity and quality of proposed improvements should be linked to the quantity and type of USAID-funded and other relief materials, supplies and commodities likely to be delivered through the airports. The work plan should, as feasible and needed, provide options with respect to the amounts and types of improvements to be made as they relate to the amounts and types of materials, supplies, commodities, and personnel that could be delivered through the airport. Desirable improvements of secondary priority may be set out in the plan, but these should be restricted to those most directly linked to facilitating the flow of USAID-funded materials through the airports. As required, work plans should identify steps to be taken, along with material and training needs to strengthen national or local management of airport improvements in a sustainable manner.

No actual airport improvements work shall be undertaken without written USAID approval of the work plan.

### 3. CLIN 003: Direct Operation of Airports

[Base period: As indicated above, airport assessments may be phased and a determination will be made by USAID to direct the contractor to begin operations and management of airport operations under CLIN 003. The airport operation and management period is not to exceed twelve months for each of the airports specified. If continuation of these services is required by USAID, the option periods built into the contract will be activated, as necessary.]

From time to time, and especially in the instance of local or regional conflict, it may be in the interest of the US Government that part or all of the two international and three domestic airports in Iraq, as specified by USAID, be managed directly by the Contractor. The contractor should be prepared to undertake this task as soon as directed by the CTO. As required, USAID will facilitate transfer of authority over the airports from national or local agencies to the Contractor. It is expected that direct operations of the airports will occur only on an emergency basis and that operations will continue for an unspecified period of time until a transition of authority returns control to national or local agencies. In such instances, the Contractor may be required to carry out CLINs 001 and 002 above, along with this CLIN, as quick-response emergency tasks that may need to be coordinated with military authorities.

Preparedness Planning: The Contractor shall produce a prototype plan for the immediate assumption of airport management and assume that the Contractor will be required to provide most, if not all, management elements of airport operation. The plan should focus on those elements of airport improvement and management required to meet USAID needs, especially those related to expeditiously opening airports to flights and offloading materials, storage, and transfer to land transport. The plan should identify the personnel, equipment, and material requirements needed to operate the airports and the local personnel and resources available to operate the airports. It should identify and schedule any elements of additional assessment of airport status that may need to be undertaken. It should include several scenarios for several different levels of intervention and forecast the length of time required under each scenario to achieve minimal capability and a gradual increase in capacity. The Contractor should assume that the airports and airport areas will be reasonably secure and that there will be a need to coordinate activities with military security and military logistics staff. Air traffic control functions will be the responsibility of the U.S. military. The plan shall identify key Contractor personnel required and immediately available to undertake implementation of emergency airport operational management, and forecast the schedule on which all necessary personnel will be deployed.

The Contractor shall develop the plan within three weeks of the commencement of CLIN 003.

Direct Airport Operation and Management: When directed to assume management of airport operations, it is expected that the Contractor would be prepared to begin implementing the Preparedness Plan described above. It is recognized that the Contractor may be required to carry out certain elements of CLINs 001 and 002 above in order to implement the preparedness plan and begin to operate the airports at a minimal level. The Contractor shall make every feasible effort to shorten the period for preparing initial assessments and work plans for improvement, with a goal of identifying all needed materials, personnel, budget needs, and implementation plan. The assessments of airport status (CLIN 001) and work plan for implementing airport improvements (CLIN 002) shall be linked to the most critical priorities for achieving the maximum needed airport operation capacities as rapidly as feasible.

It is probable that the Contractor will need to operate, and perhaps to provide, some or many of the aspects of airport management described in the list at CLIN 001 above. In general, the Contractor is expected to provide:

Financing Airport Operations: In the event that USAID directs the contractor to manage and operate the airports, start up funds and working capital to begin implementation of the operation plan shall be provided by USAID. Start up capital shall be provided to cover initial facility and equipment replacement and repair, including the purchase of necessary forklifts and other equipment, as proposed by the contractor and approved by USAID from the airport assessments, improvement plan and operational plan. Start up working capital shall be provided to cover initial operation of the airports. These costs are not presently included in this contract budget. After airport operations begin, working capital for labor, facilities and equipment operation and maintenance, airport overhead and contractor profits shall be obtained from fees and charges to carriers and freight owners. USAID shall approve the fee and charge schedule and the level of contractor profit from operations. The contractor shall present USAID with monthly financial statements outlining the costs, revenues and profits from operations. The contractor shall maintain separate bank account(s) and records regarding airport costs and revenues under this contract. To the extent that revenues exceed costs and negotiated maximum profit margin, USAID shall determine the use of any remaining funds in the airport accounts.

Coordination with Military and Civil Authorities: The Contractor shall be responsible for coordinating airport operation with appropriate national, local, and US military and civilian authorities. USAID will facilitate this function.

Security: The Contractor shall be responsible for providing security for all aspects of airport operation within the airport perimeter. This function is likely to be provided in liaison with and coordination with appropriate national, local, and US military and police functions.

Transition: The Contractor will be responsible for planning the transition of return of airport control to national or local agencies, civil or military, and for implementing the transition plan. To carry out this function, the Contractor is expected to identify training, equipment, and other needs to enable the return of adequate national or local agencies, and to carry out such activities, including providing a continuing program of technical assistance as required and agreed by USAID.

Other airport operations and management functions as may be directed by USAID.

The Contractor shall undertake the direct operation of airports only as directed by USAID.

#### **C.4 DELIVERABLES**

A. Airport Assessments: A minimum of one assessment report per airport will be required, as described in CLIN 001.

B. Detailed Work Plans for Airport Operation and Improvement: A minimum of one Work Plan per airport will be required, as described in CLIN 002.

C. Preparedness Plan: One plan per airport, as described in CLIN 003.

D. Direct Airport Operations and Management Monthly Reports: As directed by USAID.

E. If direct operation and management is requested by USAID at a single airport, the Contractor shall ensure equipment is installed and operating and administrative systems are in place to permit freight flights and passenger flights within 4 weeks of the commencement of airport operation and management.

F. If direct operation and management is requested by USAID at one international airport, the Contractor shall ensure equipment is installed and operating and administration systems are in place to permit international freight flights and passenger flights within six months of the commencement of airport operation and management.

G. If direct operation and management is requested by USAID at two international airports, the Contractor shall ensure equipment is installed and operating and administrative systems are in place to

permit international freight flights and passenger flights at both airports within twelve months of the contract start date. By the end of one year, international commercial air links and international air connections will be restored.

#### C.5 EVALUATION OF PROJECT STATUS

USAID will conduct an internal assessment of project results and annual status prior to the end of each six month period of project implementation, and provide the results of that assessment in writing to the Contractor.

#### C.6 PERSONNEL

The Contractor shall obtain and retain appropriate professional and support personnel as described in Section F.5 and the contractor's final proposal. It is anticipated that significant amounts of international travel will be required.

All personnel shall perform the above tasks, under the control of USAID and the contractor's Senior Project Manager.

It is expected that the following personnel will be necessary:

Senior Project Manager - Overall management of the project.

Airport Director(s) - Overall management of airport operations.

Terminal Manager(s) - Overall airport management and relations with vessel masters.

Receiving Manager - Working with cargo title owners and carriers. Inspect, count and measure cargoes.

Delivery Manager - Working with cargo title owners and their carriers, transferring cargo from the airport area. Inspect, count and measure cargoes - Delivery receipts.

Facilities and Equipment Manager

Safety / Environmental Manager - Safety and security of individuals, cargo and carriers. Public Health.

Warehouse Manager - Transit sheds, warehouses and cargo control at the airport

Executive Manager - Administration, Records, Timekeeper, Clerical, Financial, Documentation, Labor relations and Procurement.

Liaison Officer - Work with the Commander of Coalition Air Forces (at Prince Sultan Airbase in Saudi Arabia).



The Contractor will be responsible for providing communications equipment compatible with USG frequencies, vehicles for staff equipped with GPS transmitters, and full support for in-country staff. It should be noted that USAID will be providing direct compensation to locally-hired consultants, defined as professionals who had been nominally the employees of the former regime, but who are now unemployed as a result of conflict, through a separate contract. This support is intended to ensure that essential services that were undertaken by the former regime are maintained. The contractor shall nominate individual professionals that will assist with airport operations and be compensated through the separate contract.

[End of Section C]