

**14th STEERING COMMITTEE MEETING****COSCAP ALIGNMENT WITH THE GASP PRIORITIES AND TARGETS  
& NEW WORKING ARRANGEMENTS****Discussion Paper 9  
(By International Civil Aviation Organization)****SUMMARY**

The purpose of this discussion paper is to address the COSCAP work alignment with the GASP Priorities and Targets in accordance with the resolutions from the Assembly A38-2 and A38-5. The paper discusses the benefits of the revised roles and responsibilities in the ICAO Secretariat including the new working arrangements for the management and implementation of regional technical cooperation projects, including COSCAPs.

**1. Introduction**

1.1. The 38th Assembly held from 24 September to 4 October 2013 approved the revised Global Aviation Safety Plan (GASP), and Regional Offices are now leading the process for the establishment of the corresponding regional priorities and targets in aviation safety for the regional implementation of the revised GASP. The Assembly decision is filtering through in the revision of Regional Aviation Safety Group (RASG) Terms of Reference and work programmes.

1.2. ICAO is now embarking on the next step (as requested by the Assembly A38-2 and A38-5) which is to provide the guidance and support to COSCAPs and Regional Safety Oversight Organizations (RSOOs), as applicable in each region, to:

- a) align their work with the policy, objectives and priorities provided in the revised GASP
- b) align their work with the regional aviation safety priorities and targets;
- c) prioritize safety oversight assistance activities based on safety risk in States using USOAP data, with a particular focus on States with SSCs; and
- d) coordinate and collaborate with the RASGs through the ROs.

1.3 Towards this end, the ICAO Secretary General, in January 2014, approved the revised roles and responsibilities in the ICAO Secretariat for the management and implementation of regional technical cooperation projects, including COSCAPs, summarized as follows:

- a) project direction and technical oversight - Regional Offices (ROs);
- b) technical support - Air Navigation Bureau (ANB); and
- c) project administration - Technical Cooperation Bureau (TCB).

1.4 Correspondingly, an amendment of Part 5 of the Regional Office Manual (ROM), General Procedures for Management of Regional Projects, also approved by the ICAO Secretary General in January 2014, now entrusts to the Regional Director, as part of his technical oversight responsibilities, to supervise all regional technical cooperation projects coordinating with the Director of TCB on the administrative matters of those projects.

## 2. Discussion

2.1 ANB has designated the ISD-SAF Section to support ROs in providing technical support to COSCAPs and coordinate the sharing of best practices, tools, references, lessons learned and other information.

2.2 In order to support the alignment of ROs and COSCAPs on the common GASP and regional priorities and targets, the following COSCAP outputs need to be shared between the ROs, ISD-SAF and TCB:

- a) annual work programmes/plans;
- b) periodic progress/activities reports (semi-annually);
- c) State mission reports (complete versions);
- d) Steering Committee documentation and reports; and
- e) training, seminar and workshop outcomes/results reports (if not included in periodic progress/activity reports).

2.3 In accordance to the Amendment of Part 5 of the Regional Office Manual (ROM), the Regional Director (RD) is entrusted with the supervision of all regional projects as part of his technical oversight responsibilities. To effectively implement the new policy, a new procedure for processing authorization for travels on missions including participation in meetings by Chief Technical Advisors/Project Coordinators (CTAs/PCs) of Regional Projects has been developed, as follows:

For authorization of travels and in order to ensure timeliness of processing the following information should be provided to the RD along with the mission travel request (MTR):

- If the activity has been specifically mentioned/incorporated in the SCM endorsed Annual Work Plan/Programme, then it would suffice to just confirm this fact; or
- If an activity is based on broad/general terms of programme activities, it will be relevant to provide to the Regional Director, *the schedule/programme for the mission that is confirmed in writing with the Member State* and which should include also either the ad-hoc approval from Chairman; and/or the specific assistance request from the Director

General or a qualified representative of a member State;

2.4 In order to boost the overall impact of the current COSCAP programmes which are an integral part of the ICAO programmes, and the competency of expert assistance provided through programme missions, COSCAP experts including the CTAs/PCs are required to initially register for the USOAP CMA Computer-based Training (CBT) of the ANB CMO Section with a target completion date by 30 September 2014. In addition, ANB and TCB together are planning to provide further training at ICAO Headquarters for COSCAP Project Coordinators (PCs) and Chief Technical Advisors (CTAs), likely during the 3rd quarter of 2014. Accordingly, COSCAP CTAs should commence coordinating with their States and TCB for arranging the funding to be budgeted within each COSCAP for such training initiatives.

### **3. Benefit and objectives of the Change**

3.1 These new policy and working arrangements are designed to strengthen and enhance ICAO's collective assistance to States. A tightened circle of cooperation and sharing of information, will enable focusing of collective resources on GASP and associated regional priorities and targets, and ultimately increase ICAO's effectiveness in aviation safety.

3.2 The designation of the ISD-SAF Section to support ROs in providing technical support to COSCAPs and coordinate the sharing of best practices, tools, references, lessons learned and other information, will support the alignment of ROs and COSCAPs on the common GASP and regional priorities and targets.

3.3 The revised roles and responsibilities in the ICAO Secretariat for the management and implementation of regional technical cooperation projects, will enhance the efficiency, by avoiding duplication, and the effectiveness, by providing technical and performance oversight, of COSCAPs. Specifically there is a necessity and enormous mutual benefits, for close coordination and collaboration through information sharing (see para 2.2 above) between the ROs and COSCAPs, on the respective State missions and "training" activities.

3.4 Continuous monitoring and supervision from the Regional Offices will enhance the implementation of activities and achievement of results from the regional technical cooperation programmes. Reporting is an integral part of the monitoring function. The requirement for CTAs/PCs to submit to the Regional Director complete versions of mission reports highlighting *the deliverables, results/outcomes, recommendations and other significant issues that require the attention of the Regional Office* will enable effective monitoring and supervision of regional projects. The sharing of Annual Work Programs (AWPs), activity reports, training reports, complete versions of mission reports incorporating as much as possible some *quantifiable or specifiable performance measures*, offers a logical and cost-effective continuous technical and performance oversight mechanism of the regional programmes, while recognizing that

the overall ownership of COSCAPs remain with the Member States and under the control/authority of the Programme Steering Committee (SCM).

3.5 Donors and partners will equally appreciate this positive change with regards to the alignment of ROs and COSCAPs' work programmes with the work of RASG-APAC, to ensure alignment of the priorities in the GASP and regional targets, as well as the added value of the expert technical support available through the ISD-SAF. In addition, the improved technical oversight of the regional programmes by the Regional Office will increase the level of support and contributions to the COSCAPs.

Note: The COSCAP South Asia had its 23rd Steering Committee Meeting (SCM) from 14-15 May, 2014 in Bhutan where a similar Discussion Paper (DP) was presented by the ICAO APAC Office. The COSCAP SA SCM noted the benefits offered by the need for COSCAPs to align their work with the policy, objectives and priorities provided in the revised GASP and the corresponding regional aviation safety priorities and targets in aviation safety; and the revised roles and responsibilities in the ICAO Secretariat regarding the management and implementation of regional technical cooperation projects. Accordingly the recent COSCAP SA SCM endorsed the new working arrangements requiring the timely sharing of outputs and the processing of authorization for travels on missions as outlined in the paper.

#### **4. ACTION BY THE MEETING**

4.1 The Steering Committee meeting is invited to:

- I. note the information provided in this paper including the new working arrangements; and
- II. request the CTA to:
  - a) accordingly amend the programme document and Institutional Framework and Administrative Procedures Manual (IFAPM) which contains the policies and procedures of the COSCAP programme;
  - b) timely submit the approved annual work programmes/plans; periodic progress/activities reports (semi-annually); State mission reports (complete versions); Steering Committee documentation and reports; and training, seminar and workshop outcomes/results reports to the RO, ISD-SAF and TCB; and
  - c) make arrangements with the ICAO CMO Section to register and schedule for the online USOAP CMA Computer-based Training (CBT) well ahead of the target completion date of 30 Sep 2014.

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