



International Civil aviation organization



COSCAP – SOUTH ASIA

PROGRAMME DOCUMENT – PHASE III

2008-2012



INTERNATIONAL CIVIL AVIATION ORGANIZATION


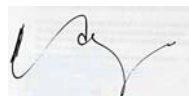




PROGRAMME DOCUMENT

Title	: Cooperative Development of Operational Safety and Continuing Airworthiness Programme – South Asia (COSCAP-SA) Phase III
Programme Number	: RAS/97/902
Duration	: 5 years
Commencement Date	: 1 January 2008
Estimated Phase III Cost	: US\$ 2 421 600
Estimated total cost for all three Phases	: US\$ 5 763 052
Participating States	: Afghanistan, Bangladesh, Bhutan, India, Maldives, Nepal, Pakistan and Sri Lanka
Sector and Sub-Sector	: Transport and Communications – Civil Aviation
Executing Agency	: International Civil Aviation Organization
Governments' Executing Agencies	: Civil Aviation Administration of Participating States

Brief Description: This document outlines the nature and scope of activities intended to be performed during the Third Phase of the COSCAP-SA Programme which will be implemented for a period of five years effective 01st January 2008, under the institutional framework set out in terms of the Memorandum of Understanding signed between the Participating States. It will allow to carry forward the outstanding activities from the previous Phases i.e. (Phase I and II) and achievement of safety oversight objectives in the expanded aviation safety areas covered by ICAO under Comprehensive System Audit (CSA) which is implemented under IUSOAP. During Phase III, the COSCAP-SA would pay a greater attention and high priority to institutionalize it in the sub-region on permanent basis in furtherance of the expectations enunciated by the Participating States in the Memorandum of Understanding that has been developed for the purpose. In addition to the activities identified in this Document, the Programme will undertake for implementation, the tasks and activities that may be assigned to it by the Steering Committee, subject to availabilities of resources and priorities to be attached.

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Signed on behalf of:

	Signature	Name/Title	Date
Afghanistan			
Bangladesh		Air Cdre. Sakeb Iqbal Khan Majlis Chairman Civil Aviation Authority of Bangladesh	25.02.08
Bhutan		Mr. Phala Dorji Director Department of Civil Aviation, Bhutan	22.01.08
India		Mr. Kanu Gohain Director General Dte. General of Civil Aviation, India	14.12.07
Maldives		Mr. Mahmood Raze Executive Director Civil Aviation Department, Maldives	09.12.07
Nepal		Mr. Y.P. Gautam Director General Civil Aviation Authority of Nepal	18.02.08
Pakistan		Mr. Farooq Rehmatullah Director General Civil Aviation Authority of Pakistan	11.12.07
Sri Lanka		Mr. Parakrama Dissanayake Actg. Director General and CEO Civil Aviation Authority of Sri Lanka	21.01.08
International Civil Aviation Organization			

INTRODUCTORY NOTE

This document outlines the nature and scope of activities that are intended to be performed during the Third Phase of the COSCAP-SA Programme which will be implemented for a period of five years effective 01st January 2008, under the institutional framework set out in terms of the Memorandum of Understanding signed between the Participating States.

This Programme Document also reflects the continuation of the outstanding activities under the Phase I and Phase II of COSCAP-SA Programme into Phase III. The format of the Programme Document for Phases I and II has been generally retained. The progress achieved and activities undertaken in earlier phases have been indicated while the objectives to be achieved and activities to be undertaken in Phase III have been described in detail.

The objectives, outputs and activities contained in this document may be amended based on the decisions of the Steering Committee decisions and the document will accordingly be amended to reflect the current status as and when necessary.

PART A CONTEXT

1. **The Convention on International Civil Aviation and related ICAO Assembly Resolutions as the basis for aviation safety which includes Operational Safety, Continuing Airworthiness of Aircraft, Airports and Air Traffic Services, Accident Prevention and Investigation and other safety-sensitive areas**

1.1 The Convention on International Civil Aviation, signed in Chicago on 7 December 1944 (Chicago Convention), sets forth certain principles and arrangements in order that international civil aviation may be developed in a safe and orderly manner, and that international air transport services may be established on the basis of equality of opportunity and operated soundly and economically.

1.2 The Chicago Convention also established the International Civil Aviation Organization (ICAO), the objectives of which are to develop the principles and techniques of international air navigation and to foster the planning and development of international air transport, so as to ensure the safe and orderly growth of international civil aviation throughout the world.

1.3 Within the Chicago Convention and its Annexes there are defined two levels of responsibility for the oversight of international commercial air transportation: responsibilities associated with the State where an aircraft is registered (State of Registry), and responsibilities associated with the State wherein an operator has its principle place of business (State of the Operator).

1.4 With regard to the *State of Registry*, the Chicago Convention provides that every aircraft of a Contracting State engaged in international air navigation shall carry licensed personnel, a Certificate of Registration and a Certificate of Airworthiness. The Certificate of Airworthiness shall be issued or rendered valid by the State in which the aircraft is registered. Furthermore, the Convention stipulates that certificates of competency and licenses for pilots, flight and maintenance personnel and certificates of airworthiness issued or rendered valid by the State of Registry shall be recognized as valid by other Contracting Administrations, provided that the requirements under which such certificates and licenses were issued or rendered valid are equal to or above the minimum standards pursuant to the Chicago Convention. The Convention also stipulates that every State will undertake to adopt measures to insure that every aircraft carrying its registration mark, wherever such aircraft may be, shall comply with the rules and regulations relating to the flight and manoeuvre of the aircraft there in force.

1.5 Annex 6 to the Convention stipulates that the *State of the Operator* will issue an Air Operator Certificate (AOC) or equivalent document for commercial air transport operations after the operator demonstrates that it has an adequate organization, method of control and supervision of flight operations, a training programme, and maintenance arrangements consistent with the nature and extent of the operations. Annex 6 also specifies that the State will supervise the operator to ensure that it continues to maintain the requirements under which the AOC was originally issued.

1.6 The Chicago Convention and its Annexes thus form the basis upon which Member Administrations develop and adopt civil aviation regulations, which are appropriate to their air operations and establish a civil aviation administration, which is capable of carrying out

the responsibilities of the State of the Operator and State of Registry through a process of certification, auditing and surveillance.

2. DEVELOPMENT OF ICAO UNIVERSAL OVERSIGHT AUDIT PROGRAMME

2.1 The ICAO Assembly, by Resolution A29-13 – Improvement of Safety Oversight, recognized that many contracting States may not have the regulatory framework or financial or technical resources to carry out the minimum requirements of the Chicago Convention and its Annexes. Having noted that many Contracting States might experience difficulty in carrying out their responsibilities under international law for safety oversight of air carrier operations, the Assembly called upon all contracting States to reaffirm their safety oversight obligations, to review their safety oversight procedures to ensure effective implementation and, with respect to those States able to do so, to provide requesting States with assistance in the form of financial and technical resources to enable such requesting States to carry out their responsibilities for safety oversight of air carrier operations.

2.2 The ICAO Assembly, by Resolution A32-11 – *Establishment of an ICAO universal safety oversight audit programme* resolved that such a USOAP programme be established comprising regular, mandatory, systematic and harmonized safety audits, to be carried out by ICAO.

2.3 By Resolution A33-8 – *Continuation and Expansion of the ICAO Universal Safety Oversight Audit Programme*, the Assembly resolved, *inter-alia*, to expand the ICAO USOAP to Annex 11 – *Air Traffic Services* and Annex 14 – *Aerodromes* as of 2004.

2.4 By Resolution A33-9 – *Resolving deficiencies identified by the Universal Safety Oversight Audit Programme and encouraging quality assurance for technical cooperation projects*, the Assembly, *inter-alia*, requested the Secretary General to support, foster and facilitate the use of bilateral and multilateral agreements for projects between States and international or regional organizations.

2.5 By Resolution A32-15 – *ICAO Global Aviation Safety Plan*, the Assembly, *inter-alia*, endorsed the establishment of the ICAO Global Aviation Safety Plan (GASP) and urged all Contracting States to provide the needed support for its various elements and encouraged States to foster regional and sub-regional safety groups, and to take measures to ensure that human resources in civil aviation obtain and maintain the appropriate level of competency.

2.6 By Resolution A 33-16 – *ICAO Global Aviation Safety Plan*, the Assembly, *inter-alia*, urged the Contracting States to adopt the GASP objectives to reduce aircraft accidents and to reduce the worldwide accident rate.

2.7 Assembly Resolution A35-6 furthermore directed the ICAO Secretary General to ensure that the Comprehensive Systems Approach maintains as core elements the safety provisions contained in Annex 1 – Personnel Licensing, Annex 6 – Operation of Aircraft, Annex 8 – Airworthiness of Aircraft, Annex 11 – Air Traffic Services, Annex 13 – Aircraft Accident and Incident Investigation and Annex 14 – Aerodromes; to make all aspects of the auditing process visible to Contracting States; to make the final safety oversight audit reports available; and to provide access to all relevant information derived from the Audit Findings and Differences Database (AFDD) through the secure website of ICAO to all Contracting States.

2.8 The 35th Session of the Assembly agreed also that ICAO should make recommendations for the achievement of global harmonization in the uniform application of ICAO provisions for safety management. On 7 December 2004, the Commission agreed on a follow-up action that included a review of proposals to support the uniform application of ICAO provisions for ATM safety management. On 17 December 2004, the Council agreed on the Strategic Objectives of ICAO for 2005-2010 which include Strategic Objective A8, *Support the implementation of safety management systems across all safety-related disciplines in administrations.*

2.9 At the time of their adoption, the provisions relating to safety management in Annexes 6, 11 and 14 reflected the prevailing state of industry knowledge. Safety developments that have taken place since then, including an emphasis on systematic safety, present an opportunity for harmonizing these provisions to support their uniform application, as required by the 35th Session of the Assembly, the Eleventh Air Navigation Conference, and by the Strategic Objectives of ICAO for 2005-2010. Furthermore, the harmonization of the provisions relating to safety management would facilitate auditing by the Universal Safety Oversight Audit Programme (USOAP).

2.10 The term “safety management” is used as the title for the harmonized provisions in Annexes 6, 11 and 14. This term conveys the notion that managing safety is a managerial process that must be considered at the same level, and along the same lines, as any other managerial process. In order to reinforce the notion of safety management being a managerial process, the proposal includes a provision for an organization to establish lines of safety accountability throughout the organization, as well as at the senior management level. This has imposed upon States the responsibility of establishing a safety programme and, as part of such a programme, requiring that operators, maintenance organizations and service providers implement a safety management system. The proposal, furthermore, places a requirement on States to establish an acceptable level of safety for the provision of services under consideration.

B. PROGRAMME BACKGROUND AND JUSTIFICATION

1. The Directors General of Civil Aviation of seven South Asian States (Bangladesh, Bhutan, India, Maldives, Nepal, Pakistan and Sri Lanka), with the intent to cooperate in removing the deficiencies in their flight safety oversight capabilities in association with ICAO, constituted a Steering Committee to consider the possibility of participating in an ICAO Technical Co-operation Bureau-proposed Programme for the cooperative development of operational safety and continuing airworthiness of aircraft in the region. The Steering Committee, at its meeting at the ICAO Regional Office, Bangkok, on 7 and 9 January 1997, considered and approved the initial Project Document for the Cooperative Development of Operational Safety and Continuing Airworthiness Project – South Asia (COSCAP-SA).

2. Initial Programme

2.1 The COSCAP-SA Project commenced implementation in the year 1997 with an initial duration of 5 years and an estimated cost of US\$ 3,284,000, reflecting the conclusions reached at the Project Steering Committee Meeting (SCM) held at Bangkok on 7-8 January 1997. The immediate objectives of the initial phase of the Project were:

- a) To establish regional capability to conduct flight operations and airworthiness certification and surveillance in accordance with ICAO Annexes 6 and 8 and the guidance material contained in the ICAO Document 8335 *Manual of Procedures for Operations certifications and Inspection* and ICAO Document 9389 *Manual of Procedures for an Airworthiness Organization*; and
- b) To assist the participant States in developing their air legislation and regulations and to improve their independent safety oversight capabilities and ability to fully participate in the regional cooperative organization.

2.2 The COSCAP-SA Project was revised in 2001 to take into account ICAO Assembly Resolution A33-8 on inclusion of aerodrome safety oversight and reflecting the decisions taken at the 8th SCM held at Maldives on 29-30 May 2001. Having realized the benefits of the Project and need to continue with the arrangement, it was decided to convert the status of the Project to a Programme which is of lasting nature, and its duration was extended to the end of 2007, the Programme budget was increased to US\$ 4,936,896, the above two Immediate Objectives were modified and a third Immediate Objective was also added into the Programme. The three immediate objectives became thus:

- a) Establishment of a regional capability to conduct flight operations and airworthiness certification and surveillance in accordance with ICAO Annexes 6 and 8 and the guidance material contained in the ICAO Document 8335 *Manual of Procedures for Operations Certification and Inspection* and ICAO Document 9389 *Manual of Procedures for an Airworthiness Organization* and Institutionalization of COSCAP-SA into South Asia Regional Aviation Safety Organization (SARASO);
- b) to assist the participant States in developing their air regulations and standards and to improve their independent safety oversight capabilities and ability to fully participate in the regional cooperative organization; and

- c) to assist the Participant States in meeting their obligations in regard to the certification of aerodromes and to Safety Management Systems (SMS) and other requirements for ATM.

(Note: The highlighted text signifies the changes from the original objectives.)

3. Phase II of the Programme

3.1 The 13th Meeting of the Steering Committee, having taken note of ICAO decisions to expand safety oversight responsibility of States, decided to take the Programme into Phase II – the Regionalization and Expansion phase. While retaining the total Programme duration of 10 years, the Phase II budget for the 3 years commencing 1 December 2004 was now estimated at US\$ 1,552,200.

3.2 Phase II was therefore in some respects a continuation of Phase I. The immediate objectives, outputs and activities of the earlier phase I of the Programme were included albeit sometimes in a modified form to reflect Phase II considerations and requirements of the Participating States. While the two first Immediate Objectives agreed to in 2007 remained unchanged, the third was expanded by introducing an additional requirement as follows to provide for necessary assistance to the Participating States to meet their obligations in regard to other safety critical areas in response to expansion of the USOAP programme by ICAO under the System Approach:

Assisting the Participating States in meeting their obligations in anticipation of the Systems Approach for USOAP Programme, especially in the areas of certifying airports, ATS Safety Management and Aircraft Incident and Accident Investigations.

4. Phase III of the Programme

4.1 At the 16th Meeting of the Programme Steering Committee, it was decided to extend the Programme into Phase III, covering the period 2008-2012, to accept Afghanistan into the Programme, and the Participant States were requested to make budgetary allocations accordingly.

4.2 Phase III of the COSCAP-SA Programme presented in this document is intended, not only to retain and expand the immediate objectives and activities of the Phase II document, but also to transfer COSCAP-SA into an Institution to which Members will be committed through a Memorandum of Understanding that was developed for the purpose.

4.3 The Phase III Programme main focus will be on:

- a) Supporting Programme Members in systematic preparations for USOAP audits, particularly in:
- Organizing workshops on specific oversight functional areas related to USOAP expansion [16th SCM conclusions – paragraph 4.1 (b)];
 - Preparations for USOAP Audits by conducting pre-evaluations at the request of Members [16th SCM Conclusions – Paragraph 4.1(c)];
 - Preparation of Corrective Action Plans (CAP), subsequent to audits at the request of Members [16th SCM Conclusions Paragraph 4.1(d)]; and

- Rectification of deficiencies [16th SCM conclusions – paragraph 10.1 (b)].
- b) Undertaking suitable safety oversight activities or functions on behalf of Programme Members, upon request and subject to availability of resources. [This is a continuation of Immediate Objective 1 of Phase II as well as complying with 16th SCM Conclusions-Paragraph 10.1(b)(iv)];
 - c) Assisting Programme Members to fulfil their obligations for Certification of Aerodromes and Air Navigation Services and establishment of Safety Management Systems [This is a continuation of Immediate Objective 3 of Phase II as well as complying with 16th SCM Conclusions-Paragraphs 6.1(h) and 10.1 (iv)];
 - d) Providing either country specific or regional Training Programmes through workshops/seminars and on-the-job etc to the personnel attached to civil aviation administrations or industry personnel in the Programme Member States [Continuing immediate objectives 1, 2 and 3 of Phase II document];
 - e) Assisting Member States for the development of rules, regulations and procedures for harmonization of civil aviation regulatory affairs in the region on subject areas to be identified by the Steering Committee and priorities assigned thereto subject to availability of resources and establishment of working groups /task forces to implement such actions;
 - f) Development of Safety Enhancements strategies / initiatives based on ICAO Global Aviation Safety Plan (GASP), CAST, JSSI for promotion of aviation safety through a Regional Aviation Safety Team (SARAST) and Consolidation of SARAST with specific focus on safety enhancements contributing to accident prevention [continuing immediate objective 1 of Phase II as well as complying with the 16th SCM Conclusions – Paragraph 10.1 (ii)]; and
 - g) Assisting the Programme Members in the Establishment of National Aviation Safety Teams (NAST) [continuing immediate objective 1 of Phase II as well as complying with 16th SCM Conclusions-Paragraph 10.1 (ii)].
 - h) Strengthening the Safety Oversight capabilities of Member States by establishing and maintaining a roster of Regional Expert – Home Base with sufficiently qualified and experienced personnel based in the Member States, to be employed by the Member States as and when necessary.

The Global Aviation Safety Road Map, ICAO Global Aviation Safety Plan (GASP) together with its Global Safety Initiatives (GSI) and Global Air Navigation Plan (GANP) will be used as the critical base documents in the planning, designing, implementation and prioritizing of the work and functions of the Programme in respect of the areas mentioned above in order to ensure a greater degree of harmonization and integration of work in the respective fields and to avoid duplication.

- 4.4 In compliance with 16th SCM Conclusions-Paragraph 10.1 (b) (v), an immediate objective for assistance in implementation of regional plans, will be

added to the Programme, as and when additional funds for this large undertaking become available.

- 4.5 A balanced approach will be adopted in utilizing long and short-term international and regional experts, keeping in view the needs of capacity building in the region as well as up-to-date expertise and experience [16th SCM Conclusions – Paragraph 10.1(f)];

A dedicated post of a Regional Programme Coordinator will be added to the Programme after close consultations between Programme Management and COSCAP-SA Members, to ensure greater efficiency and effectiveness of the Programme [16th SCM Conclusions – Paragraph 13.1(b)].

The main responsibilities of the Programme Coordinator would be to:

- a) Coordinate the provision of training and other technical assistance to Programme Members;
- b) Improve collaboration with Members to increase efficiency and programme delivery as well as satisfaction, inter alia, through establishment of National Aviation Safety Teams (NAST);
- c) Maintain liaison with ICAO HQ and the Regional Office for Asia/Pacific;
- d) Assure the performance of activities and delivery of outputs by the regional experts;
- e) Enhance reporting to the SCM;
- f) Maintain continuous evaluation of the programme;
- g) Reinforce relations with partners to assure their continued satisfaction and to obtain additional contributions from them.

C. IMMEDIATE OBJECTIVES AND ACTIVITIES

1. Immediate Objective 1

Strengthening the regional institutional framework for aviation safety and assist in the development of a harmonized regulatory framework among Programme Members, in the areas where such harmonization would be required and is feasible.

Activity 1.1

The Civil Aviation Administrations of Programme Members to sign the Memorandum of Understanding stipulating the terms and conditions of the Institutional Framework of COSCAP-SA that they will adhere to and the mode and manner the assistance of the Programme would be offered to the Programme States.

Activity 1.2

Develop, adopt and apply a harmonized regulatory framework by Programme Members in the areas where such harmonization would be required and feasible

Activity 1.3

Depending on the availability of resources, the Programme would organize, facilitate or conduct meetings /seminars or similar activities as may be necessary, involving the representatives of Programme Members, industry partners and other concerned, for development of a harmonized regulatory framework in the areas where such harmonization would be required or feasible

Activity 1.4

Based on the outcome of the Activity 1.3, the Programme would develop generic rules, regulations or guidelines for the purpose of harmonization of relevant subjects and disseminate the same amongst parties concerned and cause to publish the same in the official website maintained by the Programme

Activity 1.5

The Programme would develop and maintain a list of concordance in regard to the Programme Members' practices and compliances in respect of the subject or subjects which have been chosen for harmonization and same will be published in the Programme's official website

Activity 1.6

Develop and maintain an official website of the Programme which provides all the information about both the recent, current and on-going activities of the Programme and develop cost effective system which supports and promotes the work and functions of the Programme

2. Immediate Objective 2

Promoting a comprehensive system approach for the conduct of safety oversight activities, focusing on effective implementation of Standards and Recommended Practices (SARPs), the efficient oversight capability of Member States and on assisting COSCAP-SA Members in the effective implementation of the critical elements of safety oversight as identified by ICAO.

Activity 2.1

Ensure that ICAO Standards and Recommended Practices (SARPs) are being effectively implemented by COSCAP-SA Members.

Activity 2.2

Depending on the resources available, assist, as appropriate, civil aviation administrations of COSCAP-SA Members to develop their capabilities for effecting efficient safety oversight up to the levels required by ICAO and its USOAP audits.

Activity 2.3

Assist, as required, COSCAP-SA Members in the effective implementation of critical elements of safety oversight.

Activity 2.4

With the voluntary and active support of COSCAP-SA Members, develop and maintain a list of concordance of Member States' compliance in regard to SARPS contained in Annex-1, Annex-6, Annex7, Annex-8, Annex-11, Annex-13 and Annex-14 initially and extend the work to cover other aviation safety related Annexes as well, depending on the availability of resources.

Activity 2.5

Provide whatever assistance possible for COSCAP-SA Members to develop electronic databases in regard to recording, sharing and processing of information relating their compliances with SARPS in line with the ICAO USOAP Audit Protocols.

3. Immediate Objective 3

Developing a regional information gathering and sharing system in order to improve access to safety-related information.

Activity 3.1

Establish a regional data gathering and distribution centre in COSCAP-SA through which information related to critical elements of safety oversight can be easily obtained, analysed and shared by the Programme Members and others concerned.

4. Immediate Objective 4

Assisting the Civil Aviation Administrations of COSCAP-SA Members in their efforts to comply with international and national civil aviation safety standards.

Activity 4.1

Provide Civil Aviation Administrations of COSCAP-SA Members with needed assistance to attain compliance with national and international safety standards and in correcting any deficiencies that may exist or have been identified by USOAP audits.

Activity 4.2

Undertake specific safety oversight functions on behalf of states who do not have the capability to do so, at their request and at their expense.

Activity 4.3

Create and maintain a Regional Aviation Safety Team which comprises the technical personnel nominated by COSCAP-SA Member and other competent personnel specialized in aviation safety for the progressive implementation of safety enhancement initiatives resulting from GASP, GANP and GSI or any other international safety institutions such as CAST, JSSI, FSF etc and take appropriate measures for the effective implementation of such initiatives within the regions in a cohesive manner.

Activity 4.4

Develop and maintain a Performance Based Reporting System in regard to implementation of Safety Enhancement Initiatives of Member States and cause the same to be published on the COSCAP-SA official website

5. Immediate Objective 5

Supporting the development of human resources in the Civil Aviation Administrations of COSCAP-SA Members.

Activity 5.1

Continue to provide classroom and on-the-job training in aviation safety fields to Civil Aviation Administration personnel.

Activity 5.2

Develop and assist Programme Members to implement a system for the certification of competency of safety oversight inspectors systematically , to train, get to work under supervision of already certified staff and finally evaluate the competency of inspectors engaged in safety oversight functions and assist them to provide necessary segments of relevant training, depending on the availability of resources.

Activity 5.3

Assist the COSCAP-SA Member States to ensure that sufficient number of adequately qualified personnel are available in the Civil Aviation Administration of each Programme Member for safety oversight functions and in case for requests to supplement their technical work force, provide such assistance at cost to the Programme Member, depending on the availability of resources.

Activity 5.4

At the nomination of COSCAP-SA Members, establish study groups/working panels/ task force or similar arrangements to support the functioning of the Programme or to study specific subject(s) relating to aviation safety for the development of rules, regulations, procedures or guidance material for the purpose of harmonization of such matters within the sub-region.

Activity 5.5

Establish and maintain the Regional Expert (Home Base) register in collaboration with the Programme Members in accordance with the Terms of Reference already developed by the Programme and update the Terms of Reference to ensure that only the competent personnel are enlisted in the Roster in regard to all subject areas which are subject to ICAO comprehensive system audit programme.

D. INPUTS

1. Government Inputs

1.1 Funding

Programme Members will provide the funds needed for the implementation of the Programme and encourage Donors to contribute to the Programme Fund, as and when possible.

1.2 Personnel

- a) Programme Members and their administrations, having suitably qualified personnel, are encouraged to provide inspectors and other personnel in USOAP related fields by seconding them to the programme as short term regional experts
- b) Designate suitable counterparts
- c) Designate suitable Focal Points to liaise with the Programme Management to perform routine functions as defined in the Terms of Reference to be issued to such personnel.

1.3 Accommodation

- a) The host administration will provide adequate and equipped offices for programme personnel
- b) Member Administrations in other than the host State shall provide temporary office accommodation and administrative support for programme personnel on mission to their country.

1.4 Travel and transportation of experts

COSCAP-SA Members Administrations will endeavour to provide required air travel tickets to Programme International and Regional Experts at no cost to the Programme. Participating Administrations will also provide domestic air travel and local ground transportation needed by Programme Personnel during their missions at no cost to the programme.

2. ICAO Inputs

2.1 Personnel

- a) Professional Personnel
 - Regional Programme Coordinator
 - Regional Flight Operations Expert
 - Regional Airworthiness Expert
 - Regional Aerodrome Certification/Safety Expert
 - Regional ATS Safety Expert
 - Short-Term Consultants, subject to availability of resources

- b) Administrative Support
 - Secretary
 - Clerk/Driver
- 2.2 Duty and mission travel charged to the Programme.
- 2.2.1 Per diem cost of Programme personnel on mission (air travel tickets will be arranged by Participating Administrations as indicated in Section D, paragraph 1.4 above).
- 2.2 Cost of mission travel of ICAO HQ and Regional Office personnel, participating in COSCAP-SEA SCMs and SARAST meetings.
- 2.3 National Officer salaries for Focal Points, on part-time basis and as required.
- 2.4 Programme Equipment
 - Office equipment and supplies, including consumables.
- 2.5 Miscellaneous
 - Reporting costs, sundry expenses and ICAO Support Costs.

E. RISKS AND PRIOR OBLIGATIONS

1. Risks: The expected outcome of the Programme or End-Programme Situation may be dependent on one or more of the following factors
 - a) Delays in payment of annual contributions by Members;
 - b)- Uncertainty about some donors' continued support of the Programme;
 - c) Delays in signing the Memorandum of Understanding and in the adherence by all civil aviation administrations of COSCAP-SA Members to the terms and conditions of the Institutional Framework;
 - d) Delayed or lack of response from Member States in regard to matters for which Member States' prompt response is needed,
 - e) Inability to undertake special assistance missions at the request of Members due to lack of required funds or programme personnel,
 - f) Inability to apply the harmonized regulatory framework. and
 - g) Delayed or lack of response from Member States for the coordination and implementation of in-country technical missions and conduct of training activities
2. Prior Obligations
 1. Timely payment of annual contribution to the Programme Trust Fund at ICAO.

F. PROGRAMME MANAGEMENT, MONITORING AND REPORTING

1. The Steering Committee at its meetings reviews with its associate members and industry partners contributing to the Programme, the progress achieved in meeting the Programme objectives, designates priorities, provides necessary guidance to the Programme Coordinator and takes appropriate policy decisions and initiatives.
2. The Programme Coordinator prepares the Programme Review, presents draft work plan to the SCM, coordinates the work of Programme personnel attached to the programme, undertakes missions to COSCAP-SA Members, maintains liaison with ICAO HQ and Regional Office, as well as the donors contributing to the Programme and the Chairman of the Steering Committee.
3. ICAO TCB monitors the Programme through correspondence, mission and participation in SCMs. It maintains financial records and accounting, recruits experts and provides technical support and timely reporting as well as negotiates and concludes agreements with donors.
4. A draft Terminal Report will be prepared by the Programme Coordinator, sufficiently in advance to allow its review by the Steering Committee prior to the departure of the Programme Coordinator. Donor agencies will be provided with reports in accordance with the terms of their agreements, short and long-term experts will submit prior to their departure an End of Assignment Report.

G. WORKPLAN

Annual workplans will be prepared by the Project Coordinator for approval by the Steering Committee. Each annual workplan will take into account the relative priorities determined by the Steering Committee for each activity and input as well as the availability of funds for the purpose.

H. BUDGET

The budget for the programme, including that for Phase III, is in Attachments I and II.

ATTACHMENTS:

Attachment I: Total Programme Budget in ICAO Programme Budget Format

Attachment II: Phase III Programme Budget Allocation (2008-2012)

Reference Documents (provided separately):

Global Aviation Safety Plan (GASP)

Global Aviation Safety Roadmap

Global Air Navigation Plan

16th SCM Conclusions

COSCAP-SA Institutional Framework

COSCAP-SA Memorandum of Understanding