



**Cooperative Development of Operational Safety  
and Continuing Airworthiness Programme  
(Under ICAO Technical Co-operation Programme)**

**COSCAP – South Asia**



**19<sup>th</sup> Meeting of the Steering Committee  
26<sup>th</sup> – 28<sup>th</sup> January 2010  
Bangkok, Thailand**

**Employment of Regional Experts**

**EXECUTIVE SUMMARY**

This paper summarizes the experts positions identified in the Programme to deliver the Programme objectives and present status in respect to salaries paid to Regional Experts. It brings to the attention of the Steering Committee the need of setting policies in regard to the payment of salaries and other perks and benefits entitled by the Programme Experts.

1. **Background:** The Institutional Framework & Procedures Manual [ (IF&PM) – COSCAPSA Doc-1997] identifies four (4) broad categories of professional personnel as mentioned below, who are to be employed by the Programme to achieve the objectives of the Programme. (Chapter 10, Page 10-1 refers).

- i. Regional Experts (Programme Based)
- ii. Short-Term Consultants (Programme Based)
- iii. Regional Experts (Home Based)
- iv. International Consultants

The IF&PM stipulates that unless otherwise decided by the Steering Committee or Chairman on its behalf, all Experts mentioned above would be based at the Programme Headquarters and engaged in missions as per the duties and functions assigned to them.

IF&PM also identifies another category of experts viz. National Experts (Home Base) who can serve the Programme (vide 4.1. Organization Structure of COSCAP South Asia, Chapter 4, Page 4-1).

At the 'Closed door' session of the 18<sup>th</sup> SCM meeting the Steering Committee Members have observed that the salaries paid to the Regional Experts were on the high side and decided as follows.

*“ In their efforts of finding avenues of continuing the programme without reduction of the approved cadre of Regional experts (RE) as in the programme document (Phase 111) or any curtailment of work / activities, the SC members, expressed concerns of Regional Experts*

*salaries being on the high side. Accordingly the SC members requested TCB – ICAO to review the salaries being paid to the Regional experts and adjust them to suit the region. It was of the opinion of the SC members that all Regional experts should be paid the same salaries regardless of their speciality and if there is a difficulty in finding suitable personnel, then additional payment may be considered as an allowance.”*

In the meantime the Regional Experts who were based at the Programmer's office in Colombo had to be re-positioned at their respective home countries at the will of the Chairman who consulted the Member States for consensus, taking into account of the following necessities and circumstances.

- i. As per the Annual Work Programme-2009, the major part of the Regional Expert's time was to be spent on Technical Missions in Member States and consequently the actual time to be spent by each Expert at the Programme office was much less compared to previous years.
  - ii. The Programme had limited funds to continue with five Experts in fulltime employment with the Programme for the whole year- 2009 and consequently there was a necessity to cut down costs and bring economies of scale in the execution of the programme without resorting to curtailing planned activities of the programme.
  - iii. The Member States were not in a position to increase their financial contributions to sustain the planned work of the programme. Some of the Member States even did not pay their annual financial contributions to the Programme due to adverse impact of world economic recession on their national economies.
  - iv. When the Regional Experts are stationed at their home State, they are not entitled to foreign country allowance which is equivalent to approx. 20% of the Expert's salary, as per the UN rules and regulations. Consequently a significant saving was envisaged to the programme by positioning the Experts at their home States.
  - v. The overall impact of positioning of the Programme Experts at their respective home countries, on the programme was to be evaluated carefully after a period of one year, before consolidating the option.
  - vi. Although positioning of Experts at their home countries helped reduced expenditure of the Programme, it really did not fully address the concerns of the Steering Committee which is mentioned above. Hence there was a necessity to come up with a proposal for further reduction of Experts salaries to fully address the concerns of the SCM.
2. **Discussion:** The incumbent in the post of Regional Aerodrome Certification and Safety Expert (RACSE) has served the Programme for a period of more than three years. The incumbents of Regional Flight Operations Expert (RFOE) and Regional Programme Coordinator (RPC) will be completing a period of three years in March and May 2010. The new incumbent of the Regional Airworthiness Expert (RAWE) post has been contracted from 4 January 2010 and his salary follows the National Officer (NO) scale set by the UN for the country of his duty station (India).

As per the directions given to the Programme Management by the Steering Committee Members at a discussion held during the 46<sup>th</sup> DGCA Conference in Osaka, Japan, steps were taken to advertise the posts calling for fresh applications.

Since the posts of RACSE and RFOE are home based and on the assumption that the same practice would continue, the salaries for these posts have been adjusted to be on par with the applicable National Officer (NO) salary scales as established by the UN, taking into account the aforesaid desire of the Steering Committee to reduce the salaries of the

Regional Experts. The NO salary scales proposed for these posts are attached to this paper and they have been worked out as per the UN rules which are based upon the principle of purchasing power parity upheld throughout the UN system.. In other words, largely similar posts must earn incumbents largely similar purchasing power as established through cost of living surveys regularly conducted by the UN and upon which the NO scales as attached are based. Thus, these NO scales do not reflect upon the nationality of the incumbent but rather on the duty station. Furthermore, Daily Subsistence Allowances payable to Experts when on official mission did not change.

Nevertheless, when these posts were advertised with the proposed salary scales, strong objections have been raised by individuals of Member States based upon certain misunderstandings or on various conjured grounds, which were not really the intention of this exercise.

Moreover, it needs to be emphasized that the value and effectiveness of the Programme remains largely dependent on the Programme's ability to recruit qualified and skilled professionals who can provide dependable services to the States as and when necessary. Hence, while adjustment of Expert salaries to suit the Region as directed by the SC is important and a reduction of salaries payable will allow additional Experts to be employed, the Programme must not lose its effectiveness in the exercise of cutting costs and setting salaries.

3. **Recommendations:** The Steering Committee is requested to pay their attention to this matter and may give policy directions to the Programme in regard to determination of salaries and other allowances payable to the incumbents of the following positions, when employed under the Programme.
  - i. Regional Experts (Programme Based)
  - ii. Short-Term Consultants (Programme Based)
  - iii. Regional Experts (Home Based)
  - iv. International Consultants
  - v. National Experts (Home Base)

When giving further policy direction on this subject of salaries payable to Experts, the SC may consider the advantages vs. disadvantages of Programme-based vs. Home-based Experts (Pl see the Annexure) . In doing so, it may also consider the salaries suitable to the Region and their budgetary implications, including the desirability or otherwise of recruiting additional Experts if savings were realized.

**Annexure****COSCAP-SOUTH ASIA****COMPARATIVE ANALYSIS OF ADVANTAGES AND DISADVANTAGES OF  
BASING THE REGIONAL EXPERTS IN THEIR HOME STATES.**

	<b>Criteria</b>	<b>Output</b>	<b>Outcome</b>	
			<b>Advantage</b>	<b>Disadvantages</b>
1.	Cost of employment of Regional Experts in the Programme	Less cost to the Programme	<input checked="" type="checkbox"/>	
2.	Effective use of the Expert's service	Less effective, as the expert is not totally attached with the Programme and cohesive working environment does not prevail.		<input checked="" type="checkbox"/>
3.	Productivity of Expert	Less productive. Expert is self-managed in his home environment and hence there may be a tendency for the Expert to stick to his own working patterns and habits, distracting him from accomplishing Programme's activities.		<input checked="" type="checkbox"/>
4.	Recognition of the Expert	Less. When a Regional Expert works in his home State using the facilities and services provided by the State administration, he might be subject to some influences (administrative or political). As the Expert is alone in his home environment and is not backed by a group of officials from the Programme, the ability of the Expert to represent the ICAO or the position of the Programme might sometimes be difficult under certain circumstances.		<input checked="" type="checkbox"/>
5.	Creditability of the Programme	Less. Sometimes the State Administrations may wittingly or unwittingly deviate from ICAO standards and industry best practices. Observing such occasions, if the Expert let the situation continue without interventions, the third parties may develop a wrong opinion about the Programme and also on ICAO. Such situation may further lead to normalization of wrong doings.		<input checked="" type="checkbox"/>

	Criteria	Output	Outcome	
			Advantage	Disadvantages
6.	Cross fertilization of Experts	Less. Due to limitation of the Experts meeting each other in the Programme office, the chances of cross fertilization are affected.		<input checked="" type="checkbox"/>
7.	Programme Management	Less flexible. If all the Experts work at a common station, Programme activities can be better and expeditiously planned and coordinated.		<input checked="" type="checkbox"/>
8.	Fair distribution of Regional Experts positions amongst Member States.	Since salaries are to be established as per the place of work, the recruitment and retention of skilled personnel from some of the Member States will be difficult.		<input checked="" type="checkbox"/>
9.	Need for a dedicated Programme Office	If the Regional Experts are to be permanently home based, the need to have a bigger facility in one of the Member State to house the Programme Office may not arise.	<input checked="" type="checkbox"/> (from burden to State viewpoint)	<input checked="" type="checkbox"/> (from recognition and management viewpoint)
10.	Future expectations	Less. COSCAP-SA intends to evolve itself to a RSOO. Distribution of Experts to work in the respective States will diminish the intended objective.		<input checked="" type="checkbox"/>
11.	Feeling of the presence of ICAO	When Experts are dispersed and programme office is functioning without its full complement of experts at its Programme Office, the overall impression and effect that COSCAP-SA can create will be diminished.		<input checked="" type="checkbox"/>
12.	External Relations	If the Programme Office is not functioning with all Regional Experts around, the ability of the Programme to maintain external relationship will be affected.		<input checked="" type="checkbox"/>