COSCAP
South Asia

Cooperative Development of Operational Safety & Continuing Airworthiness Programme

26th COSCAP-SA STEERING COMMITTEE MEETING

**South Asia
Capacity Building Matrices (SACBM)
Discussion Paper 6 (DP-6)**

(Presented by the CTA)

SUMMARY

The objective of the Discussion Paper is to provide an update on the South Asia Capacity Building Matrix (SACBM) project and to obtain approval on the proposed SACBM Procedures Manual. The SACBM identifies inspectors/officers within South Asia Civil Aviation Authorities/DGCAs who could provide support in terms of expertise/training and technical assistance to other Member States within the sub region (South Asia).

1. BACKGROUND

1.1 With the approval of the 24th COSCAP SA SCM, the South Asia Capacity Building Matrix (SACBM) work was launched in January 2016. The core objective of the SACBM was to identify inspectors/officers within South Asia Civil Aviation Authorities/DGCAs who could provide support in terms of expertise/training and technical assistance to other Member States within the sub region (South Asia). In addition, the SACBM would also identify retired inspectors/officers who could continue to provide support to Member States (COSCAP SA would employ them). Note: At a later stage, it is also intended to include South Asian experts within **the aviation industry** on the SACBM.

1.2 The SACBM was specifically designed for **South Asia** where inspectors/ officers could participate at sharing their experiences (in their area of expertise) and also learn and develop from other States "best practices" based purely on **cooperation.** The main goal is for the SACBM to mature and evolve as States progress in the development of their aviation, both regulatory and industry. Eventually, SACBM Qualification Criteria for the South Asian " experts" will move a lot closer to the expertise we find (for example) in Europe, North America, and Australia. However the progression to this goal must be done gradually as the aviation industry and regulators matures in this sub region. Culture also plays an important role and must be taken into consideration too.

1.3 It is also important to note that the SACBM forms part of the foundation required for the eventual formation of a Regional Safety Oversight Office (RSOO). Once it reaches a certain

level of maturity, an RSOO could be gradually introduced to the sub region accordingly.

2. METHODOLOGY

2.1 Phases of development
The project was initiated in several phases as such:

2.1.1 Phase one:
Six SACBM Qualification Criteria (QC) were developed within the areas of Flight Operations, Cabin Safety, Personnel Licensing, Airworthiness, Aerodromes and Air Navigation Service. Note that more areas may be added at a later time once the project/Matrix stabilizes.
These six Qualification Criteria were initially developed by the COSCAP SA taking into consideration various factors such as:
- What currently exists in terms of QC internationally (i.e. ICAO, EASA, FAA, TC etc.)
- How do they measure vis-a-vis the **realities** of South Asia
- What would be considered "reasonable" in terms of the years of experience with the CAA/DGCA within their area of expertise **in a South Asian context**
- What "State current practices", administrative and *cultural aspects* must be considered

Once draft QCs were developed, the CTA distributed them to Member State National Coordinators (NCs) so that they could provide comments and revise as necessary. Note that the NCs would coordinate internally to ensure that proper feedback was received from their own specific/specialized areas of expertise.

During the National Coordinator meeting in June 2016, the SACBM QCs were finalized (in Draft format) and then presented to the 25th Steering Committee in July 2016 for approval. All of the Member State DGCAs/Chairpersons were present during the 25th Steering Committee Meeting, which was an essential element in getting a standardized approach across the **entire** sub region. In addition to approving the QCs, several critical decisions in the administration of the SACBM were unanimously agreed upon (and approved) as such:
- The home State (of the expert) would pay their expert's regular salary.
- The home State would not request any extra nominal fees from the hosting State.
- The hosting state (requesting assistance) would be responsible for all of the expert's related traveling expenses (i.e. Airfare, and applicable DSAs).
- The United Nations DSA rates would be used by all hosting states in order to ensure standardization and fairness across the sub region.
- At the end of the expert mission, the hosting state would submit a completed evaluation report to the home State and the CTA for analysis and record keeping.

2.1.2 Phase two:
Once approved, the CTA started the assessment process by visiting each State accordingly. In order to ensure efficiency, in most cases, the CTA combined multiple missions in various

States to conduct the assessments.

Those who met the core elements (K&E) of the qualification criteria and had 5 years or more experience with the CAA/DCGA were placed on the matrix. The matrix not only identified the inspectors/officers who meet the QC requirements but also collects data points on the number of years and specific type of qualification experience they each possessed (i.e. # of years with the CAA, Type Endorsements, specific qualification such as EDTO, CAT II/III, Reliability, etc).

2.1.3. Phase Three:

The SACBM was implemented in March 2017 on a trial basis with Bhutan being the first host State to request assistance through the SACBM. An expert from Sri Lanka was deployed by the home State accordingly. The mission was very successful. The host state submitted a performance report to the CTA for analysis and record keeping. In addition, the CTA forwarded a copy of the performance report to the DGCA of Sri Lanka.

2.2 Computerization of the SACBM:

The SACBM is currently constructed in the Excel format. The format allows for any changes to be easily incorporated. The SACBM will be computerized for easy access to Member States. It will be accessible through the new COSCAP SA Website but with restricted access. Each Member State will designate a SACBM administrator who will receive a User ID and password for access accordingly. Note that the information on the SACBM is protected and can only be accessed by authorized personnel.

2.3 SACBM Procedures Manual for Member States

A SACBM procedures manual has been develop in order to guide Member States on how to use the SACBM. It can be located in **Appendix I**. These procedures will require the approval of the Steering Committee.

In summary, it provides the following information and procedures:

I) General

- Purpose
- Background
- Methodology
    - Phases
    - Changes to the SACBM Qualification Criteria (QC)
    - Computerization of the SACBM

II) Procedures

1. Definitions
2. How to Request Assistance Through the SACBM
3. Financial and VISA Arrangements Between the Home and Hosting States
4. How to Prepare for an SACBM Mission
5. On-Site Mission Activities
6. End of Mission and Evaluation Reports
7. COSCAP SA SACBM Record Keeping and Tracking

8. Administrative Procedures on how to keep the SACBM current (sustainability)
9. SACBM QC Grading System
10. COSCAP SA Website – SACBM
11. Appendices

3. EVOLUTION - INTRODUCTION OF CHANGES

3.1 Changes to the SACBM Qualification Criteria:

During the last National Coordinator meeting on August 22-23, 2017, it was decided to introduce a few amendments to the SACBM Qualification Criteria. In addition, the CTA has also suggested some additional amendments to be more realistic as specified below:

1) AIRWORTHINESS EXPERT:
- Move the requirement for an ICAO Type II License or AME/AML CAT B1, B2, C   AME license from Experience CORE to Experience OPTION
- Under Specialized Qualifications remove the following:
  - Crew Resource Management
  - Threat and Error Assessment
  - Safety Management Systems Specialist
  - Enforcement Investigator
  - Accredited Quality System Auditor
  - Digital Data Analyst
- Under "Experience Assets" change a minimum of 10 years experience in maintenance and quality control/assurance to 5 years experience (period).
- Under "Experience Assets", add the following: Experience in developing legislation, regulations, requirements and/or guidance material

2) PEL EXPERT:
- Move from Experience CORE to Experience OPTION, the requirement for a PEL officer to have experience in the development of examinations and conducting written examinations for all types of Licenses.

3) ANS and AGA EXPERT:
- Replace a minimum of **10 years to 5 years** of experience in a civil aviation regulatory authority in ANS or AGA. This will standardize with the other areas.
- Under Experience CORE, remove "a minimum of 5 years"…experience in Certification and Surveillance to "experience in Certification and Surveillance". This is to standardize with other areas.

4) FOR ALL AREAS:
- Under Specialized Qualifications remove:
  - Safety Management Specialist
  - Enforcement Investigator
  - Accredited Quality System Auditor
  - Change the number of management/supervisor experience to 3 years in order to standardize among all areas.

SINCE THE SACBM IS A "LIVE" DOCUMENT, FURTHER CHANGES ARE ANTICIPATED AS IT EVOLVES.

3.2 Results of the SACBM

The results (and breakdown per State) of the SACBM can be found in **Appendix II**. In summary as of January 2018, a total of 103 inspectors/officers qualified to be placed on the SACBM. The SACBM is now fully operational and Member States may request assistance as required accordingly.

3.3 COSCAP SA Phase V

In the next Discussion Paper, the Introduction of a COSCAP SA Phase V, emphasis is placed on the nurturing and sustainability of the SACBM. Inspectors/Officers who have been placed on the SACBM will be subject to further SACBM training (advance courses) to enhance their technical knowledge and skills including further development into becoming trainers (Train the Trainer) themselves. More OJT would be provided to these inspectors so that they could enhance their trainer abilities.

A SACBM grading system has been established to grade each expert into, for example, 3 different levels (**Appendix III**). This will encourage experts to move up the different levels. The levels can also be used for the establishment of an RSOO eventually by ensuring that only certain level of inspectors/officers are assigned accordingly. The levels are also described within the SACBM Procedures Manual in **Appendix I.**

4.0 ACTIONS FOR THE MEETING

4.1 The Steering Committee is invited to review and comment on the status of the SACBM

4.2 The Steering Committee is invited to review and approve the procedures outlined within the SACBM Procedures Manual

4.3 The CTA will make any requested revisions as directed by the Steering Committee