

**26<sup>TH</sup> COSCAP SA STEERING COMMITTEE MEETING**

**INTRODUCTION OF PHASE V OF  
THE COSCAP SA PROGRAMME  
Discussion Paper 7 (DP-7)**

**(Presented by the CTA)**

**SUMMARY**

The purpose of this paper is to introduce the COSCAP SA - Phase V of the programme including revised and new objectives and activities.

The COSCAP SA PD Phase IV will expire on September 30, 2018. A change in direction in the programme is required to place more emphasis on the implementation of ICAO SARPs and capacity building of regional experts. As a result, Phase V key objectives and activities have been revised and new ones introduced to support the new direction of the programme.

**1. INTRODUCTION**

1.1 Extension of the Programme into Phase V provides an opportunity to revisit the needs of Member States, recognizing that the needs of some Member States have changed considerably over a period of time.

1.2 The COSCAP SA Programme has been in existence for 20 years with its' very first Steering Committee held in January 1997 in Bangkok, Thailand. During this period much training and technical assistance were provided to Member States. After 20 years of providing basically the same services, it was time to re-think the direction of the COSCAP SA programme overall.

**2. DISCUSSION**

2.1 Although training and technical assistance will always be a core function of the programme, more emphasis on the actual implementation (of ICAO SARPs) is required. Hence, the overall focus of Phase V will be in providing more support to the States on

implementation. This will be done in the form of providing more OJT (for inspectors/officers) and implementation specific missions. Among other activities, COSCAP SA implementation missions will introduce the conduct of Regulatory Compliance Implementation Audits (RCIA) on service providers to be done jointly with the Civil Aviation Authority (CAA)/DGCA. The RCIA will determine the service providers' level of regulatory compliance and the regulators' (CAA/DGCA) level of ICAO SARPs, including National Regulations (NR) (as deemed applicable) implementation. A full RCIA for each Member State in different areas (OPS, AIR, ANS, and AGA) should be conducted at least every five years. Monitoring of the progress of corrective action(s) will be conducted both internally (by the State) and also by experts assigned by COSCAP SA. Experts assigned by the COSCAP SA may come from within the region and/or outside.

2.2 In addition to the above, as recommended by the states during the National Coordinator meeting in August 2017, APRAST Safety Tool implementation audits would be conducted to ensure that the tools have been properly implemented within the industry.

2.3 To achieve the above, Member States need to increase the number of their own experts while enhancing their knowledge and skills (K&S) in their areas of expertise. Those areas include OPS, AIR, PEL, ANS and AGA. In addition, more "train the trainer" activities and OJT are required to enable Member States to train and develop themselves internally without having to out-source externally.

2.4 Some Member States have shortages of qualified inspectors hence making it difficult to carry out their regulatory mandate. These States could benefit in having access to a formalized and recognized regional pool of qualified experts who could assist them in achieving their oversight objectives. In addition, Member States could exchange their experts with other States in order to share best practices and learn from each other. This will contribute to the enhancement of harmonization among Member States.

2.5 To support the Member States in identifying a regional pool of qualified experts, the programme has recently established a mechanism to assess (through a Qualification Criteria) and identify potential regional experts. Identified experts are placed on a COSCAP SA - South Asia Capacity Building Matrix (SACBM). A SACBM procedures manual has been developed to guide Member States on how to request assistance through the SACBM. A solid and well established pool of regional experts will also provide the necessary foundation for an eventual establishment of an RSOO in the region

2.6 In previous phases of the COSCAP SA programme, a lot of emphasis was placed on providing support in the areas of OPS, AIR, and PEL. In Phase V, more emphasis must be placed on ANS and AGA as these areas have demonstrated weak EI scores overall

throughout the region. Although not an immediate priority for the programme, Accident Investigation (AIG) will also require some attention.

2.7 The objectives and activities of the COSCAP-SA Programme in Phase V have been revised (from those of Phase IV) and new ones have been included in order to support the new direction of the programme. In addition, new performance indicators and targets have been developed for each of the objectives. These indicators and targets are user friendly and can easily measure the performance of the programme on an annual basis.

2.8 Phase V objectives and activities can be found in appendix I. The objectives of the COSCAP SA Programme are as follows:

1. Through SARAST provide support/advise for the implementation of RASG-APAC/APRAST Safety Enhancement Initiatives (SEI) and tools, and facilitate dialogues and exchange of information and experience on aviation safety matters among COSCAP-SA Member States and promote solutions to common problems
2. Develop the South Asia State's regulatory human resources capacity for medium to long-term consolidation and succession through strengthening of South Asia Capacity Building Matrix (SACBM)
3. Ensuring a cost-effective approach for obtaining technical assistance/training in the field of aviation safety oversight, through coordination with the member States to avoid duplication of efforts and allowing the sharing of available resources to the maximum extent.
4. Enhancing the knowledge and skills of the aviation safety professional personnel of COSCAP-SA Members, through a variety of formal training courses and on-the-job training.
5. Assist within available resources, Member States in their preparations for USOAP – CMA audits, Self-Assessments, Protocol Questions and Corrective Action Plans for strengthening safety oversight capabilities in respective States, including the effective implementation of the critical elements of safety oversight as identified by ICAO.
6. Increase safety oversight capability of Member States in *Air Navigation Services (ANS)*
7. Increase safety oversight capability of Member States in *Aerodromes (AGA)*
8. Assist Member State with the implementation of provisions of Annex 19 – Safety Management
9. Feasibility of establishment of a Regional Safety Oversight Organization (RSOO) for South Asia States

2.9 Currently the COSCAP SA office is staffed by one person, the Chief Technical Advisor (Flight Operations) who runs the entire programme. The hosting State provides an administrative assistant to the programme who currently provides minimal

administrative support. In order to provide better support to the programme, it was suggested to increase the staffing levels of the programme to add at least one more full time international expert. Considering the fact that the EU SA Project and/or SARI AIR provides abundant support in the Airworthiness area, during the last National Coordinator (NC) meeting conducted in Bangkok, Thailand in August 2017, Member States NC representatives had suggested that an International Air Navigation Services (ANS) expert or, if not possible to recruit, an International Aerodrome (AGA) expert be added to the programme. This would allow the programme to provide better support to Member States in those areas (which have low EI scores) in addition to providing support in programme development. In addition, it was suggested that at least one or two interns be assigned to the programme who would be tasked as “project officers”. Tasks associated with these positions would be for the development of region databases that could support Member States accordingly.

2.10 The addition of one International ANS Expert to the programme will require an increase in member State contributions and/or donor support. An estimate of the revised contributions will be provided once the final draft of the COSCAP SA Programme Document Phase V is complete and formally submitted to the Steering Committee for review.

2.11 Considering the change in direction of the programme and the potential introduction of organizational changes (increase in staff), the COSCAP SA Institutional Framework and Procedures Manual (IFAPM) will require a complete re-write. This task will be initiated once the COSCAP SA Programme Document Phase V has been approved by the member States.

### **3.0 SUMMARY OF CHANGES IN PRINCIPLE FOR PHASE V OF THE PROGRAMME**

3.1 In summary, Phase V of the COSCAP SA Programme will involve the following changes in principle:

3.1.1 Continue to provide Training and Technical assistance to Member States

3.1.2 Place more emphasis for support for Air Navigation Services (ANS) and Aerodromes (AGA)

3.1.3 Provide support to Member State in the **implementation** of the ICAO SARPs by the provision of OJT to inspectors/officers and implementation specific missions

3.1.4 Introduce new implementation tools such as the Regulatory Compliance Implementation Audit (RCIA) in order to determine level of implementation both within the service provider and Member State including follow-up actions.

3.1.5 Support Member States with the implementation of the COSCAP SA - South Asia Capacity Building Matrix (SACBM)

3.1.6 Support SACBM experts in acquiring addition knowledge and skills so that they may achieve higher level of expertise

3.1.7 Acceptance of the Phase V revised and new objectives and activities

3.1.8 Increase staffing level within the COSCAP SA office by one international ANS or AGA expert, Note: Cost impact (on contributions) will be provided upon introduction of the final draft of the programme document to the SCM in September 2018. In addition introduce at least one intern to provide support to programme database development.

3.1.9 Revise the Institutional Framework and Procedures Manual (IFAPM) to incorporate the changes as reflected within Phase V of the programme.

3.1.10 Phase V of the programme would start on January 1, 2019 (assuming an extension to Phase IV has been approved until December 31, 2018) for a five-year period.

#### **4.0 NEXT STEPS**

4.1 The following next steps will take place after the SC agrees “in principle” to the introduction of the COSCAP SA Programme Document Phase V as outlined in this paper:

- Extend Phase IV for an additional 3 months (to end on December 31, 2018) in order to allow more time to develop and incorporate Phase V.
- Develop a draft COSCAP SA Programme Document (PD) Phase V by incorporating the principles outlined in this paper including the Phase V Objectives and activities
- Submit the draft PD Phase V to ICAO HQ/RO for review and processing. This would include a revised cost estimate for member State contributions
- Distribute the official draft PD Phase V to member States for review

- Present for approval an official revised draft of the PD Phase V at the 27<sup>th</sup> COSCAP SA SCM (September 2018)
- Revise the IFAPM to reflect the approved COSCAP SA PD Phase V.

## **5.0 ACTIONS FOR THE STEERING COMMITTEE**

5.1 The COSCAP-SA Steering Committee is invited to:

- Review and agree in principle to the introduction of the COSCAP SA Programme Document Phase V as outlined in this paper.
- Approve the extension of the COSCAP SA PD Phase IV for an additional 3 months to end on December 31, 2018

5.2 Based on the decision(s) of the Steering Committee, the CTA will develop a draft COSCAP SA Programme Document Phase V for consolidation and revisions (as outlined in paragraph 4.0 above) and adoption by Member States and/or take any other required action as instructed by the Steering Committee.