



INTERNATIONAL CIVIL AVIATION ORGANIZATION

PROGRAMME DOCUMENT REVISION D

Programme Title:	Cooperative Development of Operational Safety and Continuing Airworthiness Programme in North Asia (COSCAP-NA) - Phase IV	
Revised Duration/ Dates:	20 years Phase I: 2/ 2003 to 1/ 2008 (Revision A) Phase II: 2/ 2008 to 1/ 2013 (Revision B) Phase III: 2/ 2013 to 1/ 2018 (Revision C) Phase IV: 2/ 2018 to 1/ 2023 (Revision D)	
Executing Organisations':	Civil Aviation Administrations of the Participating Members	
Executing Agency:	International Civil Aviation Organization	
Programme Cost:	2002 to 2008	US\$ 1,716,506
	2008 to 2013	US\$ 2,118,553
	2013 to 2018	US\$ 2,235,500
	2018 to 2023	US\$ 2,578,900
	Total:	US\$ 8,652,659
Participating Members:	People's Republic of China; Democratic People's Republic of Korea (DPRK); Hong Kong Special Administrative Region (SAR), China; Macao Special Administrative Region (SAR), China; Mongolia; and Republic of Korea (ROK)	

Brief Description: The COSCAP-NA Programme was instituted in the year 2003, initially for a period of five years, as a cooperative agreement between, the People's Republic of China, the Democratic People's Republic of Korea, Mongolia and the Republic of Korea executed by the International Civil Aviation Organization by means of a trust fund, and aimed at enhancing the safety and efficiency of air transport operations in the North Asia region with, *inter alia*, the objective of: 1) providing a regional forum for addressing, in a unified manner, regulatory matters with a view toward the harmonization of associated regulatory policies and procedures; 2) facilitating a coordinated, shared approach to the utilization of safety-oversight related technical assistance which is available to Members in order to avoid duplication of effort and ensure that the maximum benefit is derived from resources which are made available; 3) enhancing the professional knowledge and qualifications of inspectors by providing formal and on-the-job training in technical functions and job-related tasks.

Starting in Phase II of the Programme, in addition to the above objectives, assistance has been provided to Members in preparation for ICAO USOAP CMA activities and in the rectification of deficiencies identified in audits covering safety related ICAO Annexes.

Members recognizing the benefits and effectiveness of the Programme agreed to a Phase IV for an additional five year period commencing from 1 February 2018. With the addition of the Administrations of Hong Kong SAR, China and Macao SAR, China to the COSCAP-NA programme, assistance activities will need to be expanded to cover any additional needs. The main aspects that will be addressed in Phase IV include: The continued technical assistance to Members to assist their implementation of ICAO Standards and Recommended Practices (SARPs) for all safety related Annexes; the implementation of corrective actions arising from the ICAO comprehensive USOAP activities; the continued development and harmonization of aviation safety regulations and procedures; continued training of civil aviation personnel; the support of the USOAP Continuous Monitoring Approach (CMA) activities; the implementation of respective State Safety Programmes (SSP) and assisting Members with the implementation of Safety Management Systems (SMS) in the areas of Aircraft Operations, Aircraft Maintenance, Aerodromes and Air Traffic Management.

Cooperative Development of Operational Safety and Continuing Airworthiness Programme (COSCAP) – North Asia - Phase IV			
Signed on Behalf of:	Name/Title	Signature	Date
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INTRODUCTORY NOTE

This Programme Revision document reflects the continuity of the COSCAP-NA Programme from its Phase I/II/III into Phase IV. The format of the original approved Programme document has been retained; the progress achieved in Phase I, II and III has been outlined and the elements relating to Phase IV have been described in detail. Beijing, China, will remain the headquarters of the COSCAP-NA Programme in Phase IV as in Phase I, II and III.

PART A CONTEXT

1. The Convention on International Civil Aviation as the basis for International Operation and Continuing Airworthiness of Aircraft, Airport Safety, Air Traffic Services Safety and Accident Prevention and Investigation

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.

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.

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).

With regard to the *State of Registry*, the Chicago Convention provides that every aircraft of a Member 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 Member 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.

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.

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. ICAO Universal Safety Oversight Audit Programme (USOAP)

At the Directors General of Civil Aviation Conference on Global Strategy for Safety Oversight held in Montreal from 10 to 12 November 1997, a recommendation was made that ICAO establish an Universal Safety Oversight Audit Programme (USOAP) to replace the voluntary safety oversight assessment programme established earlier. The ICAO Council's approval of the USOAP was endorsed by ICAO Assembly Resolution A-32-11 in October 1998. USOAP has become a regular, mandatory, systemic and harmonized programme of flight safety audits of Member States. Over a three-year period commencing 1 January 1999, all ICAO Member States were audited in the areas of Personnel Licensing (Annex 1), Air Operations (Annex 6), and Airworthiness (Annex 8). The ICAO Universal Safety Oversight Audits completed to date have enhanced States' awareness of safety oversight and further strengthened the need for cooperative approaches to assist with the development and implementation of corrective action plans.

The 35th Session of the ICAO Assembly considered the proposal of the Council for the continuation and expansion of the Universal Safety Oversight Audit Programme as of 2005, and resolved (Assembly Resolution A35-06 refers) that the Programme be expanded to cover all safety-related Annexes and also to transit to a comprehensive systems approach for the conduct of safety oversight audits.

In the first phase, the implementation of Annex provisions and the identification of differences will be determined through the review of duly completed State Aviation Activity Questionnaire (SAAQ) and Compliance Checklists (CCs) for all safety-related Annexes, and through the review of documents developed by the State to assist it in implementation of the Standards and Recommended Practices (SARPs), as well as in maintaining an effective safety oversight system.

In the second phase, the State being audited was visited by an ICAO audit team, who validated the information provided by the State and also conducted an on-site audit of the State's overall capability for safety oversight. This included an audit of the organization, processes, procedures and programmes established and maintained by the State to help fulfill its safety oversight obligations. The audit concluded with the release of the Final Safety Oversight Audit Report that included the audit findings, recommendations, State's action plan and comments, as well as the comments of the Safety Oversight Audit Section on the State's action plan.

Assembly Resolution A35-6 further directed the Secretary General to ensure that the Comprehensive Systems Approach maintained 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 Member 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 Member States.

In Phases I and II significant assistance was provided to Member States to prepare for the ICAO USOAP Comprehensive Systems Audit. Under Phase III, with the transition of the ICAO USOAP to the Continuous Monitoring Approach (CMA) in 2013, considerable effort was required by Member States to review their compliance with all ICAO SARPs. In some cases some SARPs were not implemented due to the lack of specific expertise. The COSCAP-NA Steering Committee requested COSCAP-NA to assist Member States in preparations for the transition to the USOAP CMA by providing Workshops, Seminars and Courses and engaging short term experts to provide additional support as required.

Under Phase IV COSCAP-NA will continue to support Members through the continued technical assistance to assist their implementation of ICAO Standards and Recommended Practices (SARPs) for all safety related Annexes; the implementation of corrective actions arising from the ICAO comprehensive USOAP Audits activities; the continued development and harmonization of aviation safety regulations and procedures; continued training of civil aviation personnel; the implementation support of the USOAP Continuous Monitoring Approach (CMA) activities; the implementation of respective State Safety Programmes (SSP) and assisting Members with the implementation of Safety Management Systems (SMS) in the area of Aircraft Operations, Aerodromes, Maintenance, Manufactures and Air Traffic Management, etc. as required by Annex 19.

3. ICAO – Implementation of Safety Management Systems (SMS) and State Safety Programme (SSP)

The 35th Session of the Assembly agreed 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 to 2010 which include Strategic Objective A8, *Support the implementation of safety management systems across all safety-related disciplines in Administrations.*

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 systemic 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).

With the promulgation of Annex 19, ICAO consolidated the majority of safety management requirements into one Annex. The term “safety management” is the title of Annex 19. 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, Annex 19 requires organizations to establish lines of safety accountability throughout the organization, as well as at the senior management level whether they be a regulator or serviced provider.

There are two key aspects to the harmonization of provisions relating to safety management in Annex 19. First, it defines two concepts: safety programmes aimed at States, and safety management systems aimed at aircraft operators, maintenance organizations, air traffic services providers and aerodrome operators. Second, the harmonized provisions are generic in the sense that they are the same for example Annexes 6, 11 and 14, except for Annex-specific language.

Annex 19 require States to establish a SSP and, as part of such a programme, require that air operators, maintenance organizations, organizations responsible for the type design or manufacture of aircraft, engines or propellers in accordance with Annex 8; and other service providers implement a SMS. Furthermore, it places a requirement for States to establish an acceptable level of safety for the activities/provision of services under consideration. During Phase IV, the support for the implementation will be continued as part of support for the implementation of the ICAO SARPs regarding a SSP.

4. Global Aviation Safety Plan (GASP) 2017 - 2019

By Resolution A32-15 – *ICAO Global Aviation Safety Plan*, the Assembly, *inter-alia*, endorsed the establishment of the ICAO 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.

By Resolution A33-16 – *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.

By Resolution A37-4 - *ICAO Global Planning for Safety*, the Assembly, *inter-alia*, resolved that ICAO shall implement and keep current the Global Aviation Safety Plan and the Global Air Navigation Plan to support the relevant Strategic Objectives of the Organization; that these global plans shall be implemented and kept current in close cooperation and coordination with all concerned stakeholders; that these global plans shall provide the framework in which regional, sub-regional and national implementation plans will be developed and implemented thus ensuring harmonization and coordination of efforts aimed at improving international civil aviation safety and efficiency.

The Resolution also urges Contracting States to demonstrate the political will necessary for taking remedial actions to address deficiencies including those identified by USOAP audits and through the application of GASP objectives and the ICAO regional planning process.

By Resolution A37-4 the Assembly, *inter-alia*, urges Contracting States to support the GASP objectives by:

- a) implementing the State Safety Programme;
- b) expeditiously implementing safety management systems across the aviation industry to complement the existing regulatory framework;
- c) sharing operational safety intelligence among States and relevant aviation stakeholders;
- d) ensuring that the travelling public has access to easily understandable safety-related information to enable informed decisions;
- e) creating an environment in which the reporting and sharing of information is encouraged and facilitated and in which remedial action is undertaken in a timely fashion when deficiencies are reported; and
- f) reporting accident and incident data as required to ICAO.

5. Regional Aviation Safety Group Asia and Pacific Regions (RASG-APAC) / Asia-Pacific Regional Aviation Safety Team (APRAST)

In October 2009, the ICAO Air Navigation Commission reviewed a proposal for the establishment of Regional Aviation Safety Groups (RASGs). At its 190th Session, in May 2010, the ICAO Council approved the establishment of RASGs. This decision established the mandate for the ICAO Secretariat to establish RASGs, nurture their development and guide their activities, recognizing that the planning must consider the related resources such as COSCAPs.

The RASG-APAC was established in October 2010. It will develop and implement a work programme that supports a regional performance framework for the management of safety on the basis of the GASP.

The 38th Assembly held from 24 September to 4 October 2013 approved the revised GASP, and the RASGs, through the ICAO 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.

In response to ICAO Assembly Resolutions A38-2 and A38-5, ICAO is improving the means to provide guidance and support to Cooperative Development of Operational Safety and Continuing Airworthiness Programmes (COSCAPs) and Regional Safety Oversight Organizations (RSOOs), as applicable in each region, in order 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 ICAO Regional Offices (ROs).

Using the GASP, the RASG-APAC will build on the work already done by States, existing sub-regional organizations such as the COSCAPs and/or RSOOs and support the establishment and operation of a performance-based safety system for the region by:

- a) analyzing safety information and hazards to civil aviation at the regional level and reviewing the action plans developed within the region to address identified hazards;
- b) facilitating the sharing of safety information and experiences among all stakeholders;
- c) ensuring that all safety activities at the regional and sub-regional level are properly coordinated to avoid duplication of efforts;
- d) reducing duplication of efforts by encouraging collaboration, cooperation and resource sharing;
- e) conducting follow-up to GASP activities as required;
- f) coordinating with APANPIRG on safety issues; and
- g) providing feedback to ICAO to continually improve and ensure an up-to-date global safety framework.

To assist it in its work, the RASG-APAC may create sub-groups, charged with preparatory work on specific problems requiring expert advice for their resolution. The RASG-APAC or its sub-groups may appoint Working Groups composed of experts either from within and/or outside the RASG-APAC or the sub-group to perform studies or prepare supporting documentation on defined subjects for consideration by the RASG-APAC or sub-groups as a whole. Presently, under the RASG-APAC a sub-group (APRAST and

three Working Groups (Accident Investigation, Safety Reporting and Programme, and Safety Enhancement Initiatives) have been established.

In consonance with the earlier Assembly Resolution A32-15, which encouraged States to foster regional and sub-regional safety groups, the COSCAP-NA established a safety team North Asia Regional Aviation Safety Team (NARAST) in April 2003.

6. Cooperative Development of Operational Safety and Continuing Airworthiness Programme in North Asia (COSCAP-NA)

6.1 Aim of the Programme

The COSCAP-NA Programme, the implementation of which commenced in 2003, is a cooperative agreement between the People's Republic of China, Democratic People's Republic of Korea, Hong Kong SAR, China, Macao SAR, China, Mongolia, and the Republic of Korea, and is executed by ICAO by means of a Trust Fund, and has for an objective the enhancement of the safety and efficiency of air transport operations in the North Asia region.

The creation of COSCAP-NA established a dedicated forum for promoting continuing dialogue, coordination and cooperation in matters related to aviation safety among the well-developed and developing participating States and Administrations and creating an environment for harmonization and advancement in safety oversight policies, procedures and regulations. It also provides an efficient and cost-effective method for the conduct of inspection and certification exercises of operators, aircraft and training establishments and for the training of a large number of safety oversight personnel. In addition, it enables States and Administrations to be effective in promoting accident prevention proposed by the GASP through the continued supervision of the NARAST and participation in the APRAST.

Within the first year the Programme was modified slightly and its objectives expanded, with the inclusion of aerodrome and ATS certification requirements of Annexes 14 and 11.

Hong Kong SAR, China and Macao SAR, China have joined the COCSAP-NA Programme for Phase IV upon the agreement of the COSCAP-NA 17th Steering Committee meeting.

6.2 The Programme Steering Committee

The Steering Committee (SC), comprised of the Directors General of Civil Aviation of the Members, the Director of the Technical Cooperation Bureau of ICAO or his representative and the ICAO Regional Director or his representative, monitor the programme, determine programme priorities and the work programme, including the annual mission programme to Members, and training requirements on the basis of needs and available resources. The Steering Committee also monitors NARAST activities and promotes the implementation of interventions emanating from the APAC Regional Aviation Safety Group (RASG) deemed appropriate for the North Asia sub-region. The Chief Technical Advisor/Programme Coordinator (CTA/PC) is the Secretary of the SC. The CTA/PC, in coordination with the Chairman of the Steering Committee and ICAO, review regularly the funding of the programme and undertake timely follow-up with programme Members and donors in this regard.

The Administrator of the Civil Aviation Administration of China was chosen as the Programme Chairman of the Steering Committee for the duration of the Programme. Following a re-organization of the Civil Aviation Administration of China, in 2010 the Deputy Administrator of the CAAC has fulfilled the role of Chairman.

6.3 Programme Headquarters

The Programme Headquarters was established in Beijing, China, being the Programme host State.

6.4 Programme Funding and Cost Effectiveness

Funding in Cash

During Phases I, II and III of the COSCAP-NA Programme, funding was provided through contributions from the Programme Member States and from the international donor community that included the European Commission, the International Financial Facility for Aviation Safety (IFFAS), Canada (Transport Canada), Airbus Industries, Boeing Commercial Aircraft Group, Bombardier and the Association for Asia/Pacific Airlines (AAPA).

In Phase IV, the Programme will continue to be funded by contributions from the Programme Members. Additionally, ICAO is seeking contributions from the international donor community.

Funding in Kind

During Phases I, II and III contributions in kind received from Members States totalled approximately \$766,381 USD including the maintenance of the COSCAP-NA Office and support staff by China and free of charge transportation provided by Members for COSCAP-NA staff and experts. In kind funding from donors is estimated at \$1,383,000 USD including training assistance.

Programme's Cost Effectiveness

The COSCAP Programmes were evaluated by the EC in May of 2004. The Evaluation Report was overall very positive of the Programmes – “As a conclusion, the COSCAP can be described as a useful and successful Programme. It provides visible results, related to practical realistic objectives, achievable but still ambitious.”

Programme Implementation Approach

The Programme activities are divided between those activities that are Programme Specific and those that are Member Specific. Programme Specific Activities which constitute approximately 60% of the activities include training courses, safety teamwork (NARAST, APRAST) development of manuals, safety enhancements, etc. provided to all Members. Member Specific Activities constitute the remaining 40% of the activities and include special courses, technical assistance, audits, inspections, on-the-job training, etc. provided to an individual Member or its personnel, to meet a specific need.

7. COSCAP- NA Achievements in Phase I, II and III

7.1 North Asia Regional Aviation Safety Team

At the first meeting of the COSCAP-NA Steering Committee, the NARAST was formally established and the Terms of Reference (TORs) approved. As stipulated in the TORs, the first task of NARAST is to review safety interventions, which have already been developed through the efforts of well-established, multinational safety groups. The NARAST also focuses on flight safety concerns particular to the North Asia Region. In this regard, NARAST subsequently establishes priorities and methodology for

implementing the safety interventions and makes appropriate recommendations to the Steering Committee. Twenty two meetings of the NARAST have been completed and over 350 recommendations have been made to the Steering Committee and approved by them. Over 90% of the recommendations have been completed by the COSCAP-NA Programme and implementation is ongoing for the remaining recommendations. A tracking mechanism has been established and at each meeting of the NARAST the status of implementation by COSCAP and subsequently by Member States is updated and reported to the Steering Committee. Recommendations remain open until implementation has been confirmed by Member States.

As presented at DGCA 47 in paper DP 4/3 Establishment of Regional Aviation Safety Group (RASG-APAC) in Asia and Pacific, at the 4th Meeting of its 190th Session, held on 25 May 2010, the ICAO Council approved the establishment of RASGs. This decision established the mandate for the ICAO Secretariat to create RASGs, nurture their development and guide their activities, recognizing that the planning must consider the related resources such as COSCAPs. Presently under the RASG-APAC, the APRAST and three Working Groups (Accident Investigation, Safety Reporting and Programme, and Safety Enhancement Initiatives have been established.

Under Phase IV, Members will continue to support the APRAST bodies through active participation by subject matter experts. The objective of the APRAST is to recommend accident prevention interventions to the RASG. These recommendations, once approved by the RASG, may be implemented through the coordinated efforts of the regulatory authorities, in consultation with service providers, airlines and aircraft manufacturers. The NARAST Members' role is to assist in implementation of the APRAST / RASG decisions within their respective organizations, coordinate their government's efforts with industry and to identify additional work that might be needed. The Terms of Reference of NARAST were revised in keeping with the establishment of APRAST. The NARAST will henceforth undertake its deliberations and actions in full consideration of the work of the APRAST working under the RASG-APAC.

7.2 **Aviation Safety Team (AST)**

With the aim of pursuing and assisting the implementation of recommendations established by NARAST, the Steering Committee decided to recommend that Aviation Safety Teams (AST) be established in each participating administration. The Member ASTs have been established and in addition to reviewing and assisting the implementation of NARAST recommendations, the ASTs also review safety issues that are particular to individual Members.

Under Phase IV, the programme will continue to support the work of the ASTs as an element of Member specific support.

7.3 **Development of Regulations and Standards**

The Steering Committee agreed that while harmonisation of regulations and standards is a difficult process, work should commence on this initiative. To assist the development of a harmonization mechanism within COSCAP-NA, harmonization of Foreign Air Operator Regulations (technical draft) was completed by COSCAP-NA. The Members' Programme and activities related to the monitoring of foreign air operators were also reviewed as part of the harmonization initiative.

In addition, harmonized Aerodrome Certification Regulations and Standards were developed by COSCAP-NA for use by Members. Harmonization of regulations will not be a major undertaking in North Asia, as all the Members of COSCAP-NA have extensively developed and/or updated their regulations. Members in North Asia adhere closely to ICAO SARPs so there is less need for

harmonization. In addition all the Members have the capability to develop regulations to implement ICAO SARPs.

7.4 Development of Inspector Manuals

COSCAP-NA has made available generic policy and procedures manuals to guide inspector certification and safety oversight functions. These manuals can be easily adapted by Members to reflect their requirements. The Programme has available the following manuals: Manual of Certification, Inspection and Administration; Airworthiness Inspection Manual; Audit Procedures Manual; Designated Check Pilot Manual; MMEL/MEL Policy and Procedures Manual; Flight Operations Inspector Manual; Airworthiness Inspector Manual; Enforcement Manual; Dangerous Goods Procedures Manual and Aerodrome Certification Manual. These Manuals are made available to Members where there is a need to develop specific guidance material.

7.5 Training Programmes

The Steering Committee has assigned a high priority to the training of Inspectors. Where numbers warrant, training programmes can be provided in all Members. More often however, training will be provided at one or two central locations in the region. While COSCAP-NA will provide a large majority of the training, in many cases donors will provide additional training programmes at no cost to the Programme. Where the number of Member inspectors is not large, service providers will also be invited to send participants to the training programmes. Attendance by service provider staff at these programmes ensures a better understanding of regulatory requirements; fosters good working relationships between the regulator and service providers; and expedites the implementation of safety improvements in the Region. Many Members have already provided classroom training to their inspectors but will utilize COSCAP-NA experts to provide on-the-job training during missions to Members.

As of the end of Phase III, over 7000 candidates participated in approximately 245 Courses, Workshops and Seminars under the COSCAP-NA Programme as follows: MMEL/MEL Workshops, Auditing Procedures Refresher Workshops, RVSM Workshop, Aerodrome Certification Course, Advanced Inspector Training, Designated Check Pilot Course, Flight Operations Safety Seminar, Aircraft Performance for Aerodrome Inspectors, ALAR Workshop, Crew Resource Management, Enforcement Course, Dangerous Good Safety Oversight Courses, Dangerous Goods Technical Instruction courses, Accident Investigation Course, Safety Management Systems Seminars and Course, Risk Management Course, Aircraft Importation, ATM Safety Management, Reliability Course, Maintenance Programme, Foreign Air Operator Approval, Maintenance Human Factors, Ground Icing/De-icing Seminar, Search and Rescue (SAR) Seminar and EDTO Course.

7.6 Audits, Inspections and Certification Activities

COSCAP-NA staff assisted Members on request, with Audits, Inspections and Certification activities. These activities conducted with Inspectors also served as a mechanism to provide on-the-job training. Some Members of COSCAP-NA have large well trained staff so while some inspections have taken place in all jurisdictions, it has not been a priority activity.

7.7 Technical Assistance

On a regular basis, COSCAP-NA staff are requested by Members to provide guidance on interpretation of regulations/standards, best practices, and/or technical matters. This assistance will be provided during missions to Members and/or from the Regional Headquarters. Some of this assistance will prepare Members for ICAO USOAP audits and in the development and implementation of corrective action

plans.

PART B COSCAP-NA PHASE IV

1. Justification for Phase IV

1.1 Situation at the end of Phase III

COSCAP-NA Programme has been very successful and cost effective in:

- a) Conducting training of over seven thousand (7000) civil aviation, airport and airline participants in safety related fields through courses, seminars and workshops, in addition to those trained on-the-job;
- b) Developing manuals and procedures related to airworthiness, flight operations and airport certification that have contributed to the harmonization of these procedures among the Participating States and ensuring their conformity with ICAO and other internationally recognized procedures;
- c) Commencing the process for harmonization of new ICAO SARPs in North Asia;
- d) Assisting Participating States in improving their safety oversight capabilities and in preparing them for USOAP CMA activities if required and in developing and implementing the corrective action plans, as well as in interpretation and application of ICAO Standards and Recommended Practices, Procedures and Guidelines;
- e) Creating a spirit of cooperation and consultation among the civil aviation authorities of the Participating States in the field of safety oversight and obtaining their support for funding the Programme;
- f) Participating in the APRAST supported by participating States in order to pursue and assist in the implementation of the RASG approved recommendations; and
- g) Supporting the NARAST with its focus on implementing safety recommendations emanating from APRAST.

1.2 Additional requirements for ensuring continued operation and effectiveness of COSCAP-NA as a regional institution.

To retain the momentum created by COSCAP-NA in Phase I, II and III for cooperation and harmonization among the participating Members, and to maintain the regional capability created by the Programme, as well as expand it to encompass Continuous Monitoring Approach (CMA) as part of the ICAO USOAP Audit Programme, it is necessary that COSCAP-NA Phase IV activities should continue to ensure the following:

- a) Continued development and harmonization of safety related regulations and procedures concerning Annex 1 — *Personnel Licensing*, Annex 6 — *Operation of Aircraft*, Annex 8 — *Airworthiness of Aircraft*, Annex 11 — *Air Traffic Services*, Annex 14 — *Aerodromes*, Annex 13 — *Aircraft Accident and Incident Investigation*, Annex 18 — *The Safe Transport of Dangerous Goods by Air*, Annex 19 - *Safety Management* and other safety related areas;

- b) Continued formal and on-the-job training of civil aviation, aerodromes, air traffic services etc. inspectors, as well as delegated industry personnel in safety oversight fields with a view to establishing a core of qualified personnel in the sub-region, in the most safety-critical disciplines;
- c) Assisting Members in preparing for ICAO USOAP CMA activities and in the development and implementation of Corrective Action Plans;
- d) Assisting Members in establishing their own AST;
- e) Obtaining a commitment from participating Members for their continued support and funding of the Programme; and
- f) Maintaining cooperation and coordination between civil aviation authorities of the participating Members in all matters related to safety through the Steering Committee, NARAST, ASTs, RASG/APRAST and Working Groups.

PART C DEVELOPMENT OBJECTIVE

1. COSCAP-NA Programme Objectives

To contribute to the social and economic development of the participating Members by improving their capability to maintain suitable, harmonious and efficient airworthiness, flight operations, aerodrome, air traffic control and other safety related regulatory systems that are subject to ICAO USOAP CMA activities; as per provisions contained in the Convention on International Civil Aviation and its related Annexes.

2. Programme Phase IV Implementation Strategy

This document outlines Phase IV of the Cooperative Development of Operational Safety and Continuing Airworthiness Programme in North Asia (COSCAP-NA), which has been in operation since 2003.

The implementation strategy will involve the following major aspects:

- a) Undertaking activities and producing outputs that have not been fully produced in Phase III (RAS02901) due to their postponement or the low priority assigned to them by the Steering Committee;
- b) The expansion of the Programme to include inputs, activities and outputs related to all safety related Annexes of ICAO that are subject to ICAO USOAP CMA activities;
- c) Continuing the work of NARAST and its interaction with other similar groups in the Asia Pacific Region and beyond;
- d) Continuing to support ASTs;
- e) Continuing provision of on-demand technical assistance to Participating Members in response to ICAO USOAP CMA activities and in the training of inspectors in safety

oversight fields;

- f) Continuing formal and on-the-job training of civil aviation, aerodromes, air traffic services etc. inspectors, as well as delegated industry personnel in safety oversight fields with a view to establishing a core of qualified personnel in the sub-region, in the most safety-critical disciplines; and
- g) Continuing upon request participation with inspectors in safety oversight of air operators and maintenance organizations in Participating Members.

PART D IMMEDIATE OBJECTIVES, OUTPUTS AND ACTIVITIES

Since Phase IV is, in some respects, a continuation of Phase III, the immediate objectives, outputs and activities of the earlier Phase III of the Programme are included herein albeit sometimes in a modified form to reflect Phase IV considerations. The Programme priority for objectives, outputs and activities will be established by the Steering Committee and reviewed annually.

IMMEDIATE OBJECTIVES AND OUTPUTS

1. Immediate Objective 1

Assisting Members in meeting ICAO requirements where applicable including any deficiencies identified by the ICAO USOAP CMA activities have been fully corrected.

Output 1.1

Action Plans, where needed, for correcting outstanding deficiencies, are prepared and implemented as appropriate.

Output 1.2

In response to ICAO's new USOAP CMA, assist Members in reviewing their implementation of SARPs and related safety oversight programmes; provide technical assistance to rectify deficiencies noted and engage suitable short-term experts as requested by Members.

2. Immediate Objective 2

Establishing a dedicated forum for coordination and cooperation among the Civil Aviation Authorities of Members, with the aim of the continued harmonization of regulations, policies and procedures related to safety oversight, improving safety standards, and applying accident prevention measures.

Output 2.1

The Steering Committee of the COSCAP-NA, formally established by the programme, will have become the forum for flight safety in the North Asia Sub-Region. Given the maturity of the regulatory framework of the COSCAP-NA, harmonization initiatives will focus on new ICAO requirements as they are promulgated.

Output 2.2

In Phase IV and beyond, participation in Regional safety teams (APRAST and NARAST) will play a significant role in both pursuing and assisting in the implementation of the Regional Aviation Safety Group (RASG) approved safety recommendations.

3. Immediate Objective 3

Assist Members to have the capability to conduct safety oversight of air operators, maintenance organizations, aerodromes and air navigation service providers.

Output 3.1

Where Members lack the capability to do safety oversight independently, provide assistance to Members for the conduct of surveillance, inspection and certification of air operators, maintenance organizations, aerodromes and air navigation service providers.

4. **Immediate Objective 4**

Assisting Members to have qualified safety oversight inspectors and technical personnel for the conduct of surveillance, inspection, testing, certification and regulation of flight operations, airworthiness, personnel licensing, aerodrome and air navigation service.

Output 4.1

Provide ongoing support (initial and recurrent training) to Members as required.

5. **Immediate Objective 5**

Assisting Members to establish effective Safety Management Systems (SMS) in the area of Aircraft Operations, Aerodromes, Maintenance, Manufactures and Air Traffic Management, etc. as required by Annex 19.

Output 5.1

Regulations, standards and guidance material have been developed by Members to implement ICAO SARPs requiring service providers to implement SMS.

Output 5.2

Training programmes, seminars and safety surveys are conducted to assist Members' service providers with the implementation of SMS.

6. **Immediate Objective 6**

Assisting Members in implementing a State Safety Programme (SSP) commensurate with the size and complexity of the respective Member's aviation system.

Output 6.1

Training programmes, seminars and evaluations are conducted to assist Members with the development of and implementation of their respective SSPs.

Output 6.2

Members have completed a gap analysis, in order to ascertain the existence and status of maturity of the components and elements of their respective SSP thereby promoting the development and implementation of a SSP that combines elements of both prescriptive and performance-based approaches to the management of safety.

Output 6.3

Members have developed an SSP Implementation Plan that describes how their organization will put into practice, in a sequential, principled manner, the processes, procedures and means that will allow the Member to discharge its responsibilities associated with the management of safety in civil aviation.

PART E PROGRAMME INPUTS

1. **Government/Donor Inputs**

1.1 Personnel

- a) Willing Members and donors are expected to provide Short-Term Experts to provide technical support to assist Members' preparations for USOAP CMA activities and implementation of SMS; and
- b) Members shall provide counterparts to International experts during their duty missions to Members.

1.2 Office Accommodation and Administrative Support

- a) The Programme host Member shall provide adequate office space for the Programme personnel and their counterparts as well as local administrative personnel other than the Programme Secretary free of cost to the Programme; and
- b) Participating Members other than the Programme host shall provide free temporary office accommodation and administrative support to the Programme personnel on mission.

1.3 Transportation

Members should arrange free air travel whenever possible for the Programme personnel when traveling on duty.

2. **ICAO Inputs funded by Programme Trust funds (Programme Extension Duration)**

2.1 International Experts

- CTA (Flight Operations) (see Job Description at Appendix II) for the Programme extension duration; and
- Short Term Experts as may be required in the Programme extension duration to supplement the short term expertise expected to be made available by willing donors and by some of the Programme Members. (For USOAP audits related specific assistance the concerned Member may also be required to provide funds that will be additional to their annual contribution to the Programme Trust Funds).

2.2 Administrative Support Personnel

- A Programme Secretary for the duration of the Programme extension.

2.3 Official Travel

Duty Travel of Programme Personnel

- Cost of travel when not arranged by the Member and daily subsistence allowance.

ICAO Officials' Mission Travel

- Cost of mission of ICAO Officials involved in Programme monitoring and backstopping.

2.4 Equipment

- The cost of expendable/supplies, non-expendable equipment and operation and maintenance of equipment, required for Programme implementation.

2.5 Miscellaneous Costs

- Reporting Costs;
- Sundry costs including inter-alia communication costs; and
- ICAO Programme Support Costs (Programme Management services, financial and budgetary control of the Programme, technical backstopping and support to Programme operations, review and finalization of Programme Reports and Steering Committee Meeting (SCM) documentation, donor mobilization etc.).

PART F PROGRAMME FUNDING

Total funding of the Programme will be through:

- a) Payment by each Member of its share of the cost of the Programme, as agreed to by the Steering Committee. As per Record of Decisions of the 12th Steering Committee Meeting (17- 19 April 2012, ASC1210.1, Item 2), and after the 17th Steering Committee Meeting where Hong Kong SAR China and Macao SAR China joined COSCAP-NA, the following is a break down by Member of annual contributions:

Member	Annual contribution	Per cent of Total Annual Contribution
China	\$110,000.00	24.4 per cent (in addition to contributions in kind);
DPRK	\$ 41,000.00	9.1 per cent (in addition to contributions in kind);
Hong Kong SAR, China	\$ 45,000.00	10.1 percent (in addition to contributions in kind);
Macao SAR, China	\$ 45,000.00	10.1 percent (in addition to contributions in kind);
Mongolia	\$ 70,000.00	15.5 per cent (in addition to contributions in kind);
ROK	\$139,000.00	30.8 per cent (in addition to contributions in kind);

- b) supplementary funding of the Programme in cash or in-kind by donor agencies.

PART G RISK ASSESSMENT

Initial Major Risk Factors

1. Delay in the signing of the Programme Document for Phase IV by Members, as well as the receipt of the required funds to commence Phase IV.

Risk Level: improbable

ICAO HQ and the CTA/PC will continue to work closely with Members to ensure timely signature and remittance of funds. Funding has never been an issue in the history of COSCAP-NA.

Long-Term Risk Factors

1. Lack of both financial and technical assistance from donors.

Risk Level: medium

ICAO HQ and the CTA/PC will continue to work closely with the donor community to ensure continued support of the Programme from donors.

2. Delay in the posting of technically qualified short-term experts to assist the Programme.

Risk Level: low

ICAO HQ will review its roster of technical experts, as well as working with donors to ensure qualified experts are hired to provide assistance.

PART H PREREQUISITES

- a) Members pay in advance their annual contribution to the COSCAP-NA Phase IV Programme;
- b) Members undertake to provide other inputs required of them.

PART I PROGRAMME MONITORING AND REPORTING

1. Programme Reviews

1.1 Steering Committee (SC)

The cooperative organization is guided by a Steering Committee (SC) consisting of the Chairmen of Civil Aviation Authorities/Directors General of Civil Aviation Administrations of Members or their delegated representatives, the Director of the ICAO Technical Cooperation Bureau or his representative, and the ICAO Regional Director or his representative. Representatives from donor organizations and other interested parties are invited to attend committee meetings. The CTA/PC is an integral part of the committee. Dialogue between committee members is coordinated by the CTA/PC and will, to the maximum extent possible, take place by electronic means (fax, e-mail, and telephone conferences).

1.2 Tripartite Programme Review (TPR)

As third party donor(s) provide funding for some or all of the Programme outputs and as per their requirements, the Programme may be subject to formal Tripartite Programme Reviews (a joint review by the Steering Committee, executing agency, and the donor Administrations or Organizations). The CTA/PC shall prepare and submit to each TPR meeting a Programme Performance Evaluation Report (PPER), which will describe the progress of the Programme in terms of its stated objectives, activities, and outputs. Additional PPERs may be requested by the Steering Committee, if necessary, during the course of the Programme.

2. Programme Reports

2.1 Technical Reports

Technical reports shall be prepared as required, including mission reports to Members. The reports will be treated as draft until such time as Members declare it final. All reports, both in part or whole, shall be treated as confidential between the Member and ICAO and shall not be made available to other parties without the explicit written consent of the respective Member.

2.2 Programme Terminal Report

Upon the completion of the contract term of the CTA/PC, a Programme Terminal Report will be prepared. The Terminal Report will be prepared in draft sufficiently in advance to permit review by the Regional Office at least two months prior to end of the expert's contract term.

3. Programme Monitoring

3.1 Programme Monitoring and review by the Steering Committee

3.1.1 The Steering Committee will set the programme priorities and objectives and monitor the programme through the discussion and information papers prepared for its regular Steering Committee Meeting. During the meeting the Steering Committee will review the progress of the Programme, confirm or adjust the Work Plan as required and review and revise or approve the budget estimates as presented by the CTA/PC.

3.2 Programme Monitoring and review by ICAO

3.2.1 ICAO APAC Regional Office (RO) in coordination with TCB and ANB support the programme management in the development and subsequent revision of the Programme Document.

3.2.2 ICAO APAC Regional Office supervises/monitors the programme and utilization of its results related to the programmes priorities, objectives and work plans through correspondence, missions and participation in SCMs. The APAC Regional Office will decide to support or not the missions of the Programme Personnel/Experts. Where the Regional Office does not support the requested mission a written explanation is to be provided to the requesting Member with a carbon copy of the correspondence sent to the CTA/PC.

3.2.3 ICAO TCB provides administrative services for the recruitments of experts/programme personnel, prepares a budget and maintains financial records and accounting of the Programme, negotiates and concludes agreements with donors/partners and participates in the SCM to present the budget at the request of the Steering Committee Chairman.

3.2.4 ICAO ANB provides implementation support to the Programme on technical matters through correspondence, missions and participation in SCMs at the request of the Steering Committee.

PART J PROGRAMME BUDGET

The budget for the total duration of the COSCAP-NA Programme Phase IV is attached at Appendix I (annual budget for Phase IV as well as an overview since inception).

PART K LEGAL FRAMEWORK

1. The funds and activities under this COSCAP-NA Programme Document shall be administered according to applicable ICAO regulations, rules, directives, procedures and practices.

2. The obligations assumed by the parties under this COSCAP-NA Programme Document shall continue to exist after completion of this Project to the extent necessary to permit the orderly finalization of activities, the withdrawal of personnel, the distribution of funds and assets, the liquidation of accounts existing between the parties, and the settlement of contractual obligations. Additional funds, if necessary, to cover the above-mentioned expenditures shall be provided by the Participating Members.

3. All cash receipts to, and payments made by, ICAO under this COSCAP-NA Programme Document shall be recorded in a separate account, opened, inter alia, in order to place on record the receipt and administration of payments. All payments made to ICAO shall be made in U.S. dollars and deposited in ICAO's bank account as follows:

Pay to: //CC000305101
Royal Bank of Canada
Ste. Catherine and Stanley Branch
1140 Ste. Catherine Street West
Montreal, Quebec
Canada H3B 1H7
For credit to: 05101 404 6 892
Project: RAS02901
ICAO Account
Swift code: ROYCCAT2

4. ICAO shall not be obliged to begin or continue the provision of the ICAO Inputs until the payments of this COSCAP-NA Programme Document have been received and ICAO shall not be obliged to pay or commit any sums exceeding the funds deposited in the aforementioned account.

5. ICAO shall furnish the Participant Members with unaudited financial statements concerning the ICAO Inputs covered in this COSCAP-NA Programme Document, showing the status of the funds in U.S. dollars as at the end of March, June, September and December. After ICAO has concluded the provision of the ICAO Inputs, it shall submit a final financial statement. In the event that the Participant Member(s) request(s) that a special audit/evaluation of its account or project under this Agreement be performed by the Internal or External Auditor of ICAO, the Participant Member(s) shall bear the cost of such audit.

6. If due to unforeseen circumstances the funds received under this COSCAP-NA Programme Document should prove insufficient to cover the total cost of provision of the ICAO Inputs and Administrative Charges, ICAO shall inform the Participant Members to that effect and additional funds, if required, shall be made available to ICAO before the continuation of the project.

7. Any dispute, controversy or claim arising out of or relating to this COSCAP-NA Programme Document, or the breach, termination or invalidity thereof, shall be settled, in the first instance, by direct negotiations between the parties. If unsuccessful, such dispute, controversy or claim shall be settled by arbitration in accordance with the United Nations Commission on International Trade Law (UNCITRAL) Arbitration Rules, as in force at the time of arbitration. The place of arbitration shall be Montreal, Province of Quebec, Canada, conducted in the English language. Arbitration shall be conducted by one arbitrator. The arbitral award shall contain a statement of reasons on which it is based and shall be accepted by the Parties as the final adjudication of the dispute.

8. Nothing in or relating to this COSCAP-NA Programme Document shall be deemed a waiver, express or implied, of any immunity from suit or legal process or any privilege, exemption or other immunity enjoyed or which may be enjoyed by ICAO, its officers, staff, assets and funds either pursuant to

the Convention on the Privileges and Immunities of the Specialized Agencies, 1947 or other applicable conventions, agreements, laws or decrees.

9. The Participant Members shall indemnify, hold harmless and, in consultation with ICAO, defend ICAO, including its personnel from any and all actions, claims or other demands arising out of any act performed by ICAO on behalf of the Participant Members pursuant to this COSCAP-NA Programme Document.

PROJECT BUDGET COVERING TRUST FUND CONTRIBUTION (IN UNITED STATES DOLLARS)															
		TOTAL		2018		2019		2020		2021		2022		2023	
		w/m	\$	w/m	\$	w/m	\$	w/m	\$	w/m	\$	w/m	\$	w/m	\$
PROJECT PERSONNEL															
INTERNATIONAL PROFESSIONAL POSTS															
B500A	FLIGHT OPERATIONS EXPERT PC	60.2	1 336 700	11.2	269 200	12.0	237 000	12.0	258 600	12.0	245 100	12.0	272 300	1.0	54 500
B554A	SHORT TERM CONSULTANTS		157 500		25 000		25 500		26 000		26 500		27 000		27 500
SUB-TOTAL (INTERNATIONAL PROFESSIONAL POSTS)		60.2	1 494 200	11.2	294 200	12.0	262 500	12.0	284 600	12.0	271 600	12.0	299 300	1.0	82 000
LOCAL STAFF															
B500B	PROGRAMME SECRETARY	60.0	184 100	11.0	33 800	12.0	36 800	12.0	36 800	12.0	36 800	12.0	36 800	1.0	3 100
SUB-TOTAL (LOCAL STAFF)		60.0	184 100	11.0	33 800	12.0	36 800	12.0	36 800	12.0	36 800	12.0	36 800	1.0	3 100
B814B	LOCAL TRAVEL		375 000		75 000		75 000		75 000		75 000		75 000		
B814A	INTERNATIONAL TRAVEL		85 000		17 000		17 000		17 000		17 000		17 000		
TOTAL (PROJECT PERSONNEL)		22.2	2 138 300	22.2	420 000		391 300		413 400		400 400		428 100		85 100
SUB-CONTRACTS															
B803A	SUB-CONTRACT - LOCAL		25 000		5 000		5 000		5 000		5 000		5 000		
B803B	SUB-CONTRACT - INTERNATIONAL		42 500		8 500		8 500		8 500		8 500		8 500		
TOTAL (SUB-CONTRACTS)			67 500		13 500		13 500		13 500		13 500		13 500		
EQUIPMENT															
B751A	EXPENDABLE EQUIPMENT - INTERNATIONAL		5 000		1 000		1 000		1 000		1 000		1 000		
B751C	OPERATION & MAINT. OF EQUIPMENT		2 500		500		500		500		500		500		
B751D	EXPENDABLE EQUIPMENT - LOCAL		7 500		1 500		1 500		1 500		1 500		1 500		
B751E	NON-EXPENDABLE EQUIPMENT - LOCAL		4 000		2 000						2 000				
49	SUB-TOTAL		19 000		5 000		3 000		3 000		5 000		3 000		
MISCELLANEOUS															
B807L	REPORTING COSTS		2 000												2 000
B807M	MISCELLANEOUS EXPENSES		55 500		10 900		10 200		10 700		10 400		11 100		2 200
B754A	OVERHEAD CHARGES		296 600		58 400		54 300		57 300		55 800		59 200		11 600
59.	COMPONENT TOTAL		354 100		69 300		64 500		68 000		66 200		70 300		15 800
99.	PROJECT TOTAL		2 578 900		507 800		472 300		497 900		485 100		514 900		100 900

PROJECT BUDGET COVERING MSA CONTRIBUTION (IN UNITED STATES DOLLARS)																					
		TOTAL		2002 - 2015		2016		2017		2018		2019		2020		2021		2022		2023	
		w/m	\$	w/m	\$	w/m	\$	w/m	\$	w/m	\$	w/m	\$	w/m	\$	w/m	\$	w/m	\$		
PROJECT PERSONNEL																					
INTERNATIONAL PROFESSIONAL POSTS																					
B500A	FLIGHT OPERATIONS EXPERT PC	157.2	4 246 066	72.0	2 492 833	12.0	204 433	12.0	195 400	12.2	285 900	12.0	237 000	12.0	258 600	12.0	245 100	12.0	272 300	1.0	54 500
B500A	AIRWORTHINESS INSPECTOR	3.8	134 280	3.8	134 280																
B554A	AERODROME CERTIFICATION & SMS CONSULTANT		47 812		47 812																
B554A	ATS CERTIFICATION CONSULTANT		27 620		27 620																
B554A	SMS TRAINING EXPERT		12 959		12 959																
B554A	SAFETY OVERSIGHT CONSULTANT	0.1	32 139	0.1	32 139																
B554A	VARIOUS		- 26 394		- 26 394																
B554A	SHORT TERM CONSULTANTS		526 708		300 286		22 922		26 000		45 000		25 500		26 000		26 500		27 000		27 500
SUB-TOTAL (INTERNATIONAL PROFESSIONAL POSTS)		161.1	5 001 190	75.9	3 021 535	12.0	227 355	12.0	221 400	12.2	330 900	12.0	262 500	12.0	284 600	12.0	271 600	12.0	299 300	1.0	82 000
LOCAL STAFF																					
B551A	SECRETARY	13.0	470 722		215 951		30 771		36 800		36 900		36 800		36 800		36 800	12.0	36 800	1.0	3 100
B551A	INSPECTOR		84 779		84 779																
B551A	COSCAP IMPLEMENTATION ASSISTANT		52 036		52 036																
SUB-TOTAL (LOCAL STAFF)		13.0	607 536		352 765		30 771		36 800		36 900		36 800		36 800		36 800	12.0	36 800	1.0	3 100
B814B	LOCAL TRAVEL		940 671		407 174		33 153		80 000		120 344		75 000		75 000		75 000		75 000		
B814A	INTERNATIONAL TRAVEL		394 493		250 667		18 826		30 000		27 000		17 000		17 000		17 000		17 000		
NATIONAL PROFESSIONAL																					
B552A	NATIONAL PROFESSIONAL		85 437		37				85 400												
SUB-TOTAL (NATIONAL PROFESSIONAL)			85 437		37				85 400												
TOTAL (PROJECT PERSONNEL)			7 029 327		4 032 178		310 105		453 600		515 144		391 300		413 400		400 400		428 100		85 100
SUB-CONTRACTS																					
B803A	SUB-CONTRACT - LOCAL		213 627		158 627				15 000		20 000		5 000		5 000		5 000		5 000		5 000
B803B	SUB-CONTRACT - INTERNATIONAL		42 500								8 500		8 500		8 500		8 500		8 500		8 500
TOTAL (SUB-CONTRACTS)			256 127		158 627				15 000		28 500		13 500		13 500		13 500		13 500		13 500
EQUIPMENT																					
B751A	EXPENDABLE EQUIPMENT - INTERNATIONAL		36 388		28 775		613		1 000		2 000		1 000		1 000		1 000		1 000		1 000
B751B	NON-EXPENDABLE EQUIPMENT - INTERNATIONAL		37 487		33 487				2 000		2 000										
B751C	OPERATION & MAINT. OF EQUIPMENT		14 789		3 884		405		4 000		4 500		500		500		500		500		500
B751D	EXPENDABLE EQUIPMENT - LOCAL		7 500								1 500		1 500		1 500		1 500		1 500		1 500
B751E	NON-EXPENDABLE EQUIPMENT - LOCAL		4 000								2 000						2 000				
TOTAL (EQUIPMENT)			100 165		66 147		1 018		7 000		12 000		3 000		3 000		5 000		3 000		
MISCELLANEOUS																					
B807L	REPORTING COSTS		10 611		3 611						5 000										2 000
B807M	MISCELLANEOUS EXPENSES		297 676		218 409		8 767		11 900		14 000		10 200		10 700		10 400		11 100		2 200
B807F	PROFESSIONAL LIABILITY INSURANCE		45		45																
B754A	OVERHEAD CHARGES		958 709		539 979		42 430		63 400		74 700		54 300		57 300		55 800		59 200		11 600
59. COMPONENT TOTAL			1 267 040		762 043		51 197		75 300		93 700		64 500		68 000		66 200		70 300		15 800
99. PROJECT TOTAL			8 652 659		5 018 995		362 320		550 900		649 344		472 300		497 900		485 100		514 900		100 900



International Civil Aviation Organization Technical Cooperation Bureau Job Description

POST INFORMATION

Generic Title:	Flight Operations Expert	Post Number (ID):	900245
Specific Title:	Chief Technical Advisor (Flight Operations) / Programme Coordinator (CTA/PC)	Job Card:	
Programme Number:	RAS02901	Post Number/ Job Code:	B500A
Duty Station:	Beijing, China (with missions to all Members)	CCOG code:	1N01B
Duration:	One (1) year initially	Starting Date:	

THE ORGANIZATIONAL SETTING

Under the direction of Technical Cooperation Director/ICAO, the Field Operation Section (FOS) is responsible for the strategic planning, development, execution, evaluation of programmes in the Technical Cooperation Bureau (TCB). FOS assists with the identification of priority development requirements across civil aviation and with technical cooperation to recipient Member. It carries out resource mobilization with multilateral and bilateral development partners and industry. FOS develops regional and country specific technical cooperation programme and programmes. The Section executes these programmes and programmes in accordance with the policies and contractual modalities of TCB.

The CTA/PC as a member of the ICAO field services staff appointed by the Secretary General on the recommendation of D/TCB, is to coordinate the ICAO activities and inputs in the regional programme, supervise and assist other field services staff who have been assigned to the programme, ensure that the work of the ICAO field staff is carried out in accordance with their respective terms of reference and work programmes, manage the Programme on a day to day basis including coordination of all approved Annual Work Plan and additional activities, establish and maintain close association with Member and donor organizations, work in close coordination with the Regional Director Asia Pacific Region and liaison with the Chairman of the Steering Committee and, act as Secretary for the Annual Steering Committee Meeting, give full support and assistance to visiting officers from ICAO Headquarters, see that instructions received from Headquarters are complied with by all Members of the programme.

The objective of the Cooperative Development of Operational Safety and Continuing Airworthiness Programme – North Asia (COSCAP-NA) Phase IV is to assist Members to strengthen their safety oversight system and improve their respective EI; promoting and assisting States and Administrations with the implementation of the Continuous Monitoring Approach (CMA) under the ICAO Universal Safety Oversight Audit Programme (USOAP); assisting States and Administrations with implementation of the requirements of the State Safety Programme (SSP) and furthering greater awareness /implementation of the Safety Management Systems; assisting Members with meeting the safety objectives under the Global Aviation

Safety Plan (GASP) as revised from time to time; and assisting in the enhanced implementation of Performance Based Navigation (PBN) at the sub-regional level.

MAJOR DUTIES AND RESPONSIBILITIES

Function 1 (incl. Expected results)

Acts as Chief Technical Advisor/Programme Coordinator of COSCAP-NA Programme, achieving results such as:

- Perform programme coordinator tasks as per ICAO Field Services Staff Rules, Field Operations Manual, Administrative Manual, ICAO Procurement Code and other related documents.
- Liaise with Member Administrations to obtain commitments for inspector resources for use in carrying out air operator surveillance when requested and providing supplemental and advisory services to Members.
- Reply promptly to all correspondence received from Headquarters or the APAC Regional Office.
- Submit monthly reports on programme activities and developments to the Director of Technical Cooperation Bureau and Regional Director of the ICAO APAC Regional Office.
- Provide to ICAO TCB and APAC Regional Office quarterly Programme Status Reports, training, seminar and workshop outcomes/results reports, and mission reports highlighting the outcomes, recommendations and other significant issues that require the attention of ICAO immediately after conclusion of each mission.
- Inform ICAO Headquarters and APAC Regional Office of the local security and working conditions, the progress achieved by the programme and its staff, any difficulties and shortcomings encountered and the actions taken or recommended to overcome them, and the actions taken at the programme level to follow the ICAO instructions and policies applicable to the work of the programme.
- Timely submit to ICAO APAC Regional Office requests for mission travel requests for missions to States and Administrations and for attendance at the conferences/meetings/workshops in coordination with States and Administrations
- Brief newly recruited staff, including short-term experts upon arrival at the duty station on their responsibilities, duties, working methods, relationship with counterparts in host country and Members. Debrief each staff member on completion of assignment and provide Headquarters/Regional Office with a report thereon. Brief and debrief staff of TCB programmes and programmes as required.
- Cooperate with other UN/International Development Agencies or other technical cooperation and aid programmes or programmes in the region and promote coordination of the work in the programme with that of other programmes or programmes assisting the region in the field of civil aviation.
- Establish and maintain close association with donor assistance organizations working in the region for the purpose of establishing cooperation with that organization for existing programmes, so as to ensure no duplication of effort and also to be aware of alternative sources of funding for proposed civil aviation programmes.

Function 2 (incl. Expected results)

Acts as Secretary to the meetings of Programme Steering Committee and Team Leader of North Asia Regional Aviation Safety Team (NARAST) and assists, as required, at other meetings, achieving results such as:

- Serve as a key member and Secretary of the Programme Steering Committee to achieve the immediate objectives and carry out the activities contained in the programme document and, over time, to adjust objectives and activities to changing conditions.
- Maintain liaison with Steering Committee members and potential donor entities.
- Conduct meetings of the NARAST and assist as required in its functions.

Function 3 (incl. Expected results)

Develops and implements the COSCAP-NA Work Plan, achieving results such as:

- Develop a detailed work plan covering the concepts, objectives and activities contained in the Programme Document.
- Plan and organize the resources required for the implementation of the approved work plan.
- Ensure successful completion of the programme's activities, in accordance with the instructions of Headquarters/Regional Office, and the policies, regulations and budget governing the programme.

Function 4 (incl. Expected results)

Serves as Chief Technical Advisor (Flight Operations) and assists Members in the implementation of the provisions related to the Flight Operations in Annex 6, achieving results such as:

- Undertake the overall coordination and administration of the Programme Steering Committee to serve as a regional forum for matters related to safety oversight and to harmonize to the extent practicable regulations, policies, and procedures related to air operator certification and supervision.
- Drawing from available resources, as required, develop a series of manuals related to the certification and surveillance of air operators to be used by Members to conduct such activities.
- Organize and conduct workshops and/or seminars and provide on-the-job training on job functions for regional and national Flight Operations Inspectors, in order to qualify them in the full range of tasks related to flight operations.
- Perform State Safety Oversight functions and duties for and on behalf of a Member under delegated authority and supervision of the respective civil aviation administrations.
- Together with the regional expert /national inspectors as determined, conduct training activity for initial / refresher courses on flight operations related subjects.
- During missions to participant Members and when requested to conduct a certification or safety audit, provide on-the-job training to flight operations inspectors from those Members.
- Assist the regional expert /national inspector in the development and execution of an annual, regional flight operations surveillance programme, including safety audits, ramp inspections etc. in consonance with the programmes of each of the Members. Also perform these functions independently when and as required.
- Provide requisite technical assistance to civil aviation administration of the Members in one or more of the eight critical areas involved in Safety Oversight as and when necessary.

- Provide training and briefings to inspectors from Members assigned to the programme on a short-term basis, in order to assist in certification and surveillance activities.
- Perform flight operations certification and surveillance functions directly on behalf of certain Members, including assistance in the issuance of operating specifications, certification of airmen, the approval of operations manuals, crew training and checking programmes, and the performance of regularly scheduled operator surveillance.

Function 5 (incl. Expected results)

Supports the ICAO Universal Safety Oversight Audit Programme (USOAP) Continuous monitoring Approach (CMA), achieving results such as:

- Assist Members to prepare for USOAP Continuous Monitoring Approach (CMA) and related CMA activities like CSA Audits, Safety Audits, and ICAO Coordinated Validation Missions (ICVM); and develop or implement subsequent Corrective Action Plans.
- Facilitate Members in a better understanding of USOAP CMA Components i.e. collection of safety information; determination of Members safety risk profile and safety risk indicators; prioritization and conduct of USOAP CMA activities; and update of EIs and Status of SSCs.
- Conduct, in association with the Regional Airworthiness Expert or other short-term experts specially recruited, periodic evaluation of safety oversight organizations as a follow-up of the Universal Safety Oversight Audit Reports and the Continuous Monitoring Approach.

Function 6 (incl. Expected results)

Perform any other duties assigned by the SC for the timely implementation of the approved annual work plan.

IMPACT OF THE OUTCOME OF THE POSITION

Assistance will be provided to Members in enhancing their regulatory and safety oversight capabilities in the areas of flight operations, the USOAP CMA process, resolving Low EIs/implementation of CAP, effective implementation of ICAO SARPs and critical elements of safety oversight, strengthening their safety oversight system and progressively improve their respective EI. Furthermore, Members will be supported to meet their requirements under the revised Global Aviation Safety Plan (GASP): implementation of SSP/SMS, regional SEIs/DIPs approved by the RASG – APAC, Performance Based Navigation (PBN), ASBU, GANP and other ICAO new initiatives.

WORK RELATIONS AND CONTACTS

Under the direction of the Director, Technical Cooperation Bureau, immediate supervision of and in close coordination with the Regional Director of the ICAO APAC, Regional Office who supervises the programme, and in close liaison with the Chairman of COSCAP-NA.

COMPETENCIES

Core Competencies:

Professionalism: Knowledge of ICAO's work and functions aimed at enhancing global civil aviation safety, ICAO Standards and Recommended Practices relating to Aircraft Operations, Aircraft Accident

Investigation, Safe Transport of Dangerous Goods and Universal Safety Oversight Audit Programme Continuous Monitoring Approach (USOAP-CMA). Ability to organize meetings, produce well-structured documents, reports and papers on technical issues. Shows pride in work and in achievements; demonstrates professional competence and mastery of subject matter; is conscientious and efficient in meeting commitments, observing deadlines and achieving results; is motivated by professional rather than personal concerns; shows persistence when faced with difficult problems or challenges; remains calm in stressful situations.

Communication: Speaks and writes clearly and effectively; listens to others, correctly interprets messages from others and responds appropriately; asks questions to clarify, and exhibits interest in having two-way communication; tailors language, tone, style, and format to match the audience; demonstrates openness in sharing information and keeping people informed.

Planning and Organizing: Develops clear goals that are consistent with agreed strategies; identifies priority activities and assignments; adjusts priorities as required; allocates appropriate amount of time and resources for completing work; foresees risks and allows for contingencies when planning; monitors and adjusts plans and actions as necessary; uses time efficiently.

Accountability: Takes ownership of all responsibilities and honours commitments; delivers outputs for which one has responsibility within prescribed time, cost and quality standards; operates in compliance with organizational regulations and rules; supports subordinates, provides oversight and takes responsibility for delegated assignments; takes personal responsibility for his/her own shortcomings and those of the work unit, where applicable.

Managerial Competencies:

Leadership: Serves as a role model that other people want to follow; empowers others to translate vision into results; is proactive in developing strategies to accomplish objectives; establishes and maintains relationships with a broad range of people to understand needs and gain support; anticipates and resolves conflicts by pursuing mutually agreeable solutions; drives for change and improvement; does not accept the status quo; shows the courage to take unpopular stands.

Judgement/Decision-making: Identifies the key issues in a complex situation, and comes to the heart of the problem quickly; gathers relevant information before making a decision; considers positive and negative impacts of decisions prior to making them; takes decisions with an eye to the impact on others and on the Organization; proposes a course of action or makes a recommendation based on all available information; checks assumptions against facts; determines that the actions proposed will satisfy the expressed and underlying needs for the decision; makes tough decisions when necessary.

QUALIFICATIONS AND EXPERIENCE

Education

Essential

- Airline Transport Pilot Licence (aeroplane) with flight crew experience is required.

Desirable

- University degree or equivalent academic and/or professional aviation qualifications are desirable.

Professional experience

Essential

- A minimum of ten years of management experience in a substantial airline or with a Government Civil Aviation Administration, directly associated with responsibility for preparation or implementation of rules, regulations, operating manuals, guidance material, on flight and ground procedures involving flight safety, certification, surveillance and enforcement.
- A minimum of five years' experience as a Civil Aviation Inspector in a civil aviation authority.
- Holds or has held an ATPL (Aeroplane).
- Experience in development and/or implementation of Safety Management Systems (SMS) and State Safety Programme (SSP).
- Completed an accredited quality system auditor training course or have practical experience in aviation system auditing.

Desirable

- Considerable flight crew experience as pilot-in-command on large aircraft is advantageous.
- Experience as a Government Flight Standards Inspector and qualification in EFIS equipped aircraft would be an added asset.
- Experience in personnel licensing, aircraft inspection and airworthiness certification, training, and maintenance of competency of flight and ground crews concerned with flight operations, would be desirable.
- Experience in the preparation, approval and use of Flight Operations Manuals and/or Ground Operations Manual and other flight documentation would be desirable.
- Experience in the preparation and approval of flight training and checking programmes or working experience as Designated Check Pilot would be desirable.
- Experience in aerodrome certification, ANS etc. would be an asset.
- Experience in approval of Performance Based Navigation (PBN) procedures and its application is desirable.
- ICAO Universal Safety Oversight Audit Programme (USOAP) auditing experience, assisting States to prepare for an USOAP audit, and the development and implementation of USOAP corrective actions are desirable.
- Possessing strong cultural awareness and working experience in Asia is desirable.

Languages

Essential

- Fluent reading, writing and speaking abilities in English.

Desirable

- Knowledge of any of the other languages of the Organization (Arabic, Chinese, French, Russian or Spanish).



APPENDIX II B

International Civil Aviation Organization
Technical Cooperation Bureau Job Description

POSITION INFORMATION

Generic Title:	Secretary	Position Number (ID):	900140
Specific Title:	Programme Secretary	Job Card:	
Programme Number:	RAS02901	Post Number/Job Code:	B551A
Duty Station:	Beijing, China	CCOG code:	1A
Duration:	One (1) year initially	Starting Date:	

THE ORGANIZATIONAL SETTING

Under the direction of the Director, Technical Cooperation Bureau (D/TCB), ICAO, the Field Operation Section is responsible for the strategic planning, development, execution, and evaluation of programmes in TCB. The Section assists with the identification of priority development requirements across civil aviation and with technical cooperation to recipient Members. It carries out resources mobilization with multilateral and bilateral development partners and industry and develops regional and country specific technical cooperation programme and programmes. The Section executes these programmes and programmes in accordance with the policies and contractual modalities of TCB.

The objective of the Cooperative Development of Operational Safety and Continuing Airworthiness Programme – North Asia (COSCAP-NA) Phase IV is to assist Members with high Lack of Effective Implementation (LEI) to strengthen their safety oversight system and progressively improve their respective LEI; promoting and assisting Members with the implementation of the Continuous Monitoring Approach (CMA) under the ICAO Universal Safety Oversight Audit Programme (USOAP); assisting Members with implementation of the requirements of the State Safety Programme (SSP) and furthering greater awareness /implementation of the Safety Management Systems; assisting Members with meeting the requirements under the revised Global Aviation Safety Plan (GASP); and assisting in the enhanced implementation of Performance Based Navigation (PBN) at the sub-regional level.

MAJOR DUTIES AND RESPONSIBILITIES

Function 1 (incl. Expected results)

Provides administrative support, achieving results such as:

- Maintain liaison with ICAO Headquarters, ICAO APAC Regional Office and COSCAP sister programme offices on various issues.
- Maintain liaison and assist Members on the matters of programme delivery and administrative support analyse and provide solution to issues related to administration and promote a collaborative and results-oriented approach.
- Place and screen telephone calls and respond to routine requests for information. Take and relay messages as necessary.

- Send and receive faxes and e-mails.
- Maintain office files, records and reference material. Sort and file correspondence, reports and documentation.
- Maintain and update programme website.
- During the absence of the CTA/PC provide assistance to stakeholders.

Function 2 (incl. Expected results)

Provides accounting support, achieving results such as:

- Receive and pay invoices for telephone, internet and other charges related to the day-to-day operation of the office.
- Maintain the office supplies inventory and purchase the reliable and quality items as required in a cost saving manner.
- Perform accounting functions including maintaining a journal for petty cash, imprest account, contribution in fund and kind from Members and Donor organizations.
- Prepare and submit routine administrative reports to ICAO Headquarters monthly concerning programme personnel strength return record and financial accounting record on petty cash and imprest account.

Function 3 (incl. Expected results)

Provides correspondence support, achieving results such as:

- Receive and screen written correspondence; distribute for action as required.
- Maintain a record of all incoming and outgoing correspondence.
- Prepare correspondence and other documentation from drafts or from dictation; check enclosures and addresses and ensure that format, grammar, spelling and punctuation are correct.
- Draft original correspondence on routine matters and where required sign on behalf of the CTA/PC. Prepare letters, documents or slide presentations under supervision of CTA/PC.
- Provide basic translation services during meetings with Chinese officials and translation of written text.

Function 4 (incl. Expected results)

Provides workshop/meeting arrangement support, achieving results such as:

- Assist with the preparation for meetings and training programmes. Format, finalize and distribute meeting materials, record of discussions and reports of COSCAP-NA missions, meetings, workshops and seminars.
- Work with domestic or international counterparts to organize various meetings, training courses, seminars and workshops.

Function 5 (incl. Expected results)

Provides travel arrangement support, achieving results such as:

- Arrange travel for programme technical officers, including airline and hotel reservations and the procurement of airline tickets as required. Prepare and review TAR and follow up with ASR for DSA payment to the traveller when applied.
- Track the mission information taken by programme staff and invited instructors regarding MTR submission, ASR issuance, Travel Claim submission and settlement.

Function 6 (incl. Expected results)

- Perform any other duties as required for the successful and timely implementation of the Programme.

IMPACT OF THE OUTCOME OF THE POSITION

The impact of the post is the secretarial support that will have been provided to the COSCAP-NA office in effective delivery of a wide range of administrative and office support functions under moderate supervision such as assistance in drafting correspondence and other communications; timely production of documents, reports and other outputs; correct application of relevant policies, guidelines, procedures and processes; and effective working relationships with COSCAP-NA Members and ICAO.

WORK RELATIONS AND CONTACTS

The Secretary will work under the supervision of the Chief Technical Advisor (Flight Operations) / Programme Coordinator (CTA/PC). Contacts include domestic or international counterparts on organizing various meetings, training courses, seminars and workshops. The Secretary will maintain liaison with ICAO Headquarters, ICAO APAC Regional Office and COSCAP sister programme offices on various issues. Moreover, the ability to liaison and assist Members on the matters of programme delivery and administrative support, analyse and provide solution to issues related to administration and promote a collaborative and results-oriented approach is also required.

COMPETENCIES

Core Competencies:

Professionalism: Shows pride in work and in achievements; demonstrates professional competence and mastery of subject matter; is conscientious and efficient in meeting commitments, observing deadlines and achieving results; is motivated by professional rather than personal concerns; shows persistence when faced with difficult problems or challenges; remains calm in stressful situations.

Communication: Speaks and writes clearly and effectively; listens to others, correctly interprets messages from others and responds appropriately; asks questions to clarify, and exhibits interest in having two-way communication; tailors language, tone, style, and format to match the audience; demonstrates openness in sharing information and keeping people informed.

Teamwork: Works collaboratively with colleagues to achieve organizational goals; solicits input by genuinely valuing others' ideas and expertise; is willing to learn from others; places team agenda before personal agenda; supports and acts in accordance with final group decision, even when such decisions may not entirely reflect own position; shares credit for team accomplishments and accepts joint responsibility for team shortcomings.

Planning and Organizing: Develops clear goals that are consistent with agreed strategies; identifies priority activities and assignments; adjusts priorities as required; allocates appropriate amount of time and resources for completing work; foresees risks and allows for contingencies when planning; monitors and adjusts plans and actions as necessary; uses time efficiently.

Accountability: Takes ownership of all responsibilities and honours commitments; delivers outputs for which one has responsibility within prescribed time, cost and quality standards; operates in compliance with organizational regulations and rules; supports subordinates, provides oversight and takes responsibility for delegated assignments; takes personal responsibility for his/her own shortcomings and those of the work unit, where applicable.

Client Orientation: Considers all those to whom services are provided to be “clients ” and seeks to see things from clients’ point of view; establishes and maintains productive partnerships with clients by gaining their trust and respect; Identifies clients’ needs and matches them to appropriate solutions; monitors ongoing developments inside and outside the clients’ environment to keep informed and anticipate problems; keeps clients informed of progress or setbacks in programmes; meets timeline for delivery of products or services to client.

QUALIFICATIONS AND EXPERIENCE

Education

Essential

- Completion of full secondary education.

Desirable

- Successful completion of formal training in accounting, office administration and/or standard office computer applications.

Professional experience

Essential

- At least four years relevant secretary experience.
- Ability to operate office automations and MS-Office applications.
- Good knowledge of the financial and administrative principles and practices.
- Good knowledge of accounting and financial procedures and ability to maintain financial records, prepare clerical reports and statements accurately.
- Good administrative, communication and organizational skills.

Desirable

- Previous work experience in the UN/International Organizations and civil aviation will be an advantage.
- Experience and knowledge of procedures for the preparation of documents, administrative forms, and use of filing systems.

Languages

Essential

- Fluent reading, writing and speaking abilities in English and Chinese.

Desirable

- Knowledge of any of the other languages of the Organization (Arabic, French, Russian or Spanish).

— END —