

# ICAO TECHNICAL COOPERATION REVIEW

NEWS AND FEATURES ON ICAO'S TECHNICAL COOPERATION PROJECTS AND PROGRAMMES - VOL.01 - NO.01

## GLOBAL COOPERATION

What it means for civil aviation

### ALSO IN THIS ISSUE:

TCB HISTORY, PROJECTS, FAQs  
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# ICAO

ICAO TECHNICAL COOPERATION REVIEW  
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Technical Cooperation Bureau  
Collaborator: P. Molinari

**Content**  
Content Coordinator & Project Manager: Alexandra Paré  
Tel: +1 (514) 954-8219 ext. 5510  
E-mail: [apare@icao.int](mailto:apare@icao.int)

**Editorial**  
Senior Editor: Laurie Seline  
Tel: +1 (514) 954-8219 ext. 6802  
E-mail: [lseline@icao.int](mailto:lseline@icao.int)

**Production and Design**  
Bang Marketing  
Stéphanie Kennan  
Tel: +1 (514) 849-2264  
E-mail: [info@bang-marketing.com](mailto:info@bang-marketing.com)  
Website: [www.bang-marketing.com](http://www.bang-marketing.com)

**Advertising**  
Harvey Wong, Advertising Representative  
Tel: +1 (514) 954-8219, ext. 6181  
Fax: +1 (514) 954 6769  
E-mail: [hwong@icao.int](mailto:hwong@icao.int)

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### ICAO TECHNICAL COOPERATION BUREAU GLOBAL OUTREACH

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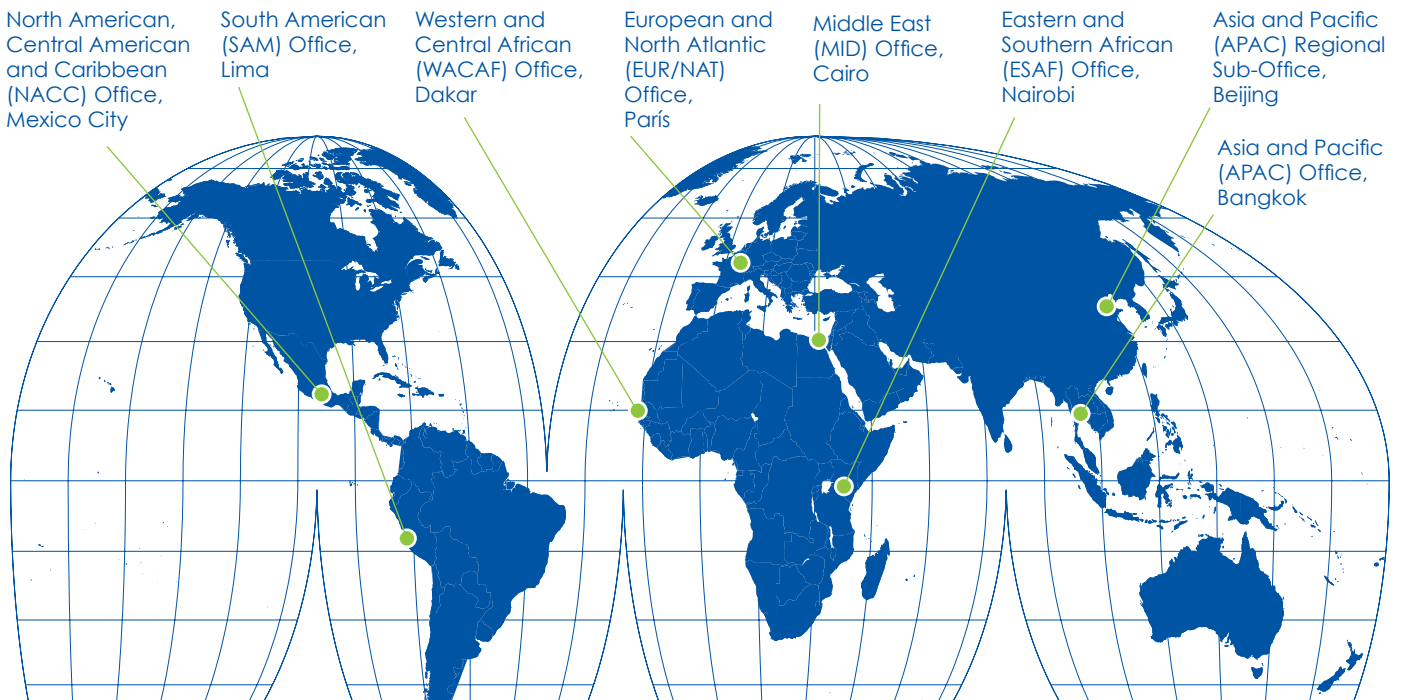
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## ICAO's Global Presence





Dr. Fang Liu

## A MESSAGE FROM DR. FANG LIU SECRETARY GENERAL, ICAO

 I am happy to see the first ever Review on technical cooperation activities of ICAO. This is an important step towards ICAO's wider and better outreach, to raise awareness and understanding of ICAO's role and its work which is closely related to States' sustainable economic and social development as well as to everyone's daily life.

ICAO is committed to ensure a safe, secure, efficient, economically viable and environmentally responsible, sound air transport system. The effective implementation of aviation global standards and policies by States is a prerequisite to realize ICAO's aspiration. ICAO has launched the *No Country Left Behind* (NCLB) campaign to assist States to effectively implement ICAO's International Standards and Recommended Practices (SARPs) and policies, so as to improve their air connectivity and access to the global aviation system.

An increase in connectivity spurs tourism and trade, creates jobs, and generates numerous economic benefits supporting poverty eradication. This growth subsequently feeds into

aviation reinvestment creating a sustainable and healthy cycle of national aviation and economic development.

Through its Technical Cooperation Programme (TCP), ICAO has been providing assistance for States in the effective implementation of ICAO's SARPs and policies, plans and programmes in a globally-harmonized manner; promoting the resolution of significant safety concerns (SSCs) and significant security concerns (SSeCs); and promoting and implementing all ICAO's assistance activities.

Since 1952, the TCP has made significant achievements in delivering solutions to States in the areas of capacity building and procurement of equipment and services by developing strong partnership with States and regional aviation entities.

In this regard, ICAO looks forward to working with States and partners in its technical cooperation endeavours so that these and other initiatives continue to drive the betterment of civil aviation to support a sustainable future. ■



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FOREWORD BY MR. IVAN GALAN, DIRECTOR,  
TECHNICAL COOPERATION BUREAU, ICAO

# WELCOME TO THE TECHNICAL COOPERATION REVIEW

 Seventy one years ago, on 7 December 1944, the Chicago Convention was signed. Its underlying principles were and remain: "...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".

Following the creation of ICAO, the Organization has evolved to accommodate the technological advancements, political developments and exponential growth of international air traffic. In this regard, ICAO has, at present, three very distinctive roles: first, to develop and maintain International Standards and Recommended Practices (SARPs); second, to audit States in order to ensure compliance with these SARPs; and third, to assist states in a wide range of civil aviation matters. This third role is the most challenging and complex. In response, ICAO has devoted a great deal of effort to position itself in order to provide efficient and effective assistance to States.

ICAO's *No Country Left Behind* (NCLB) initiative is reflective of the necessity to concentrate efforts on capacity-building as a key concept when assisting States and organizations. Capacity-building means targeting regulations, and investing in human resources, infrastructure development and technology transfer while addressing deficiencies in implementing policy and/or regulatory frameworks (ICAO SARPs).

Consequently, when assisting States and organizations, ICAO consistently strives for sustainability by fostering the necessary conditions and capacity to develop and maintain a healthy civil aviation system in every country for the long term. This simultaneously describes the challenge faced by the Technical Cooperation Bureau (TCB) and the objective of its work in implementing projects around the world.

A responsible and accountable TCB, with a clear vision, solid structure, qualified staff and clear ISO 9001-2008 certified processes, enables the Bureau to work with its partners to effectively and efficiently deliver on its commitments to implement quality projects to States and organizations while achieving the best possible results.

TCB's goals are: 1) assist States/organizations in the development of their civil aviation programmes, including infrastructures,



equipment and human resources, with a view to promoting their economic development and their achievement of self-sufficiency in the civil aviation field; 2) foster the global implementation of ICAO's Standards and Recommended Practices (SARPs) and Air Navigation Plans (ANPs) in view of ICAO's Strategic Objectives; and 3) provide rapid emergency assistance to Governments, the United Nations and other development partners in response to post-conflict situations, natural disasters and national calamities that States may be affected by.

The intent of this Review is to provide you, the reader, with a variety of distinct examples of how TCB projects are currently helping States/organizations and also to provide useful information on how a State or organization can work with TCB.

Enjoy the Review. ■



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# ICAO'S TECHNICAL COOPERATION BUREAU: 65 YEARS OF GLOBAL ASSISTANCE



**ALESSANDRA ARROJADO LISBÔA DE ANDRADE**

*She is a lawyer with a Master's Degree (LL.M) in Air and Space Law (McGill University).*

*As Chief of the Business Support Section in the ICAO Technical Cooperation Bureau, she provides advice on issues mainly pertaining to the policy, planning and budgeting aspects of the Bureau.*

✈ The Technical Cooperation Bureau (TCB) has been serving States, non-State entities, donors and the civil aviation industry for 65 years, providing practical assistance where required in the execution of national civil aviation plans developed with a view to implementing the Standards and Recommended Practices (SARPs) of the International Civil Aviation Organization (ICAO). Ultimately, this assistance has been provided to meet “the needs of the peoples of the world for safe, regular, efficient and economical air transport” as stipulated in Article 44 of the Convention on International Civil Aviation.

In its capacity as the United Nations (UN) specialized agency for international civil aviation, ICAO joined the UN Expanded Programme for Technical Assistance (EPTA) in 1951 and subsequently cooperated with the United Nations Development Programme (UNDP) as Executing Agency in the implementation of technical assistance projects. The main pillars of this assistance were training of national civil aviation personnel, recruitment of international experts to advise on the development of national civil aviation plans and procurement of equipment.

The funding for these projects came almost exclusively from the UNDP and some contributions from donors. For this reason, ICAO's Technical Assistance Programme initially evolved in step with UNDP's policies and procedures. Within ICAO, implementation of the Programme was entrusted entirely to what was then called the Technical Assistance Bureau.

## CLOSING THE GAP

It is important to keep in mind that, irrespective of the field of engagement and in the interest of all concerned, the basic idea of such assistance has always been to close the technological and operational gap between industrialized countries and the developing world to a point where such assistance is no longer required.

The majority of activities in the earlier days of technical assistance were concentrated on helping individual States. However, the early 1970s saw a change in this approach: effective multilateral assistance by UN Agencies, bilateral assistance through donors and the increased capabilities of recipient States made it possible to concentrate on achieving the harmonization of these individual activities on a regional and global level.

As TCB always considered training an indispensable basis for the optimal use of manpower and equipment, the main vehicle for this most important aspect was seen in the standardization of training for civil aviation staff. Therefore, TCB, still with exclusive financing by UNDP, embarked on a programme of systematic development of some 25 regional civil aviation training centres (CATCs). Virtually all CATCs that form today's well established network of aviation training facilities stem from this period. A concomitant of this programme was the harmonization of training curricula to achieve comparable levels of training competence in these regions.



### HARMONIZING GLOBAL AVIATION DEVELOPMENT

In parallel, the decade from 1970 to 1980 saw a sharp increase in UNDP funding to around USD 80 million annually. The increase in the Programme implementation volume allowed for the use of the Bureau's surplus funds from the projects' administrative overhead to create guidelines for States, such as the *Directory of Standardized Field Specifications* with a description and average cost of the most common aviation equipment; the *Technical Assistance Training Guidelines* with close to fifty Course Outlines for a wide variety of Civil Aviation Training Courses, including *ICAO Standardized Training Guidelines* for the harmonization of aviation training courses globally; the *ICAO Directory of Civil Aviation Training Institutes*, which assisted States to select the training courses best suited for their staff at convenient training facilities; and the terms of reference for the preparation of *Civil Aviation Master Plans*, providing the reader with an understanding of the structure and contents of this important planning document for the comprehensive development of national civil aviation infrastructures. These activities, in addition to the continuing assistance to individual States, complemented TCB's efforts towards the harmonization of more cost-effective global civil aviation development.

### FUNDING CHANGES

Towards the end of the 1980s, UNDP shifted its focus almost exclusively to the financing of "grass-roots" projects, which virtually excluded the civil aviation sector. In fact, UNDP core funding of ICAO technical cooperation activities steadily decreased to a point where it represented less than three percent of the total Technical Assistance Programme. Due to this unexpected change in funding policy, the Technical Assistance Bureau incurred recurrent annual deficits for over a decade from 1983 totalling USD 13.5 million. This necessitated the downsizing of staff and required ICAO to completely change its approach, offering its services on a cost recovery basis to its Member States, complemented to the extent possible, by voluntary contributions from donor States and the civil aviation industry.

This paradigm shift had no lasting negative effect on the Technical Assistance Programme. Over the many years working with the Technical Assistance Bureau, Governments had come to appreciate the numerous advantages of this cooperation. They saw ICAO as a neutral, objective, worldwide non-profit organization that was able to achieve the intended project results. Furthermore, it offered civil aviation authorities that purchased equipment through ICAO certain advantages accorded by the United Nations system and the assurance of support even after completion of the project.

As a result, since 1996 (with the exception of the years 2002 and 2007 to 2011), TCB has generated surpluses (with an average annual Programme implementation volume of USD 130 million) over the last ten years.

### A NEW APPROACH

It was also in the mid-90s that the Technical Assistance Bureau changed its name to Technical Cooperation Bureau. This reflected the fact that ICAO had embraced the new approach of the United Nations that shifted emphasis from assisting States through the use of expatriate technical cooperation personnel (which was called "technical assistance") to the nurturing of national professionals (labelled "technical cooperation").

As part of the Technical Cooperation Programme's activities and to further promote the overall aim of making States largely independent from outside assistance, TCB launched a new initiative that significantly contributed to the success of ICAO's cooperation with States: the creation of structures for cooperation and coordination aimed at strengthening the cooperation of States on a regional basis.

Under the guidance and active participation of the Technical Cooperation Bureau, regional groups were established such as the Cooperative Aviation Security Programme (CASP) and the Cooperative Development of Operational Safety and Continuing Airworthiness Programmes (COSCAPs). Each of these groups is governed by a Steering Committee in which every Member is



represented and ICAO actively participates. They each have their own work plan geared to the needs of the Members who fund their activities themselves with limited donor contributions.

The main objective of all of these groups is to ensure compliance with the international aviation conventions and related ICAO Standards and Recommended Practices (SARPs) and guidance material by enhancing selected civil aviation capabilities of the participating Member States and Member Administrations.

### COOPERATION AMONG STATES

Today, cooperation with States continues in the traditional assistance areas of training, capacity-building and procurement, which has contributed to the significant increase in their civil aviation development in the last decade. Assistance and cooperation in their civil aviation development virtually cover the whole spectrum of civil aviation disciplines and include, inter alia, the development of civil aviation master plans, airport studies, aeronautical studies, CNS/ATM implementation, aviation security, safety management systems and rectification of deficiencies identified through ICAO's Universal Safety Oversight Programme (USOAP) and Universal Security Audit Programme (USAP).

In the training field, in addition to its popular Technical Cooperation Fellowship Programme, the Technical Cooperation Bureau initiated a Developing Countries Training Programme within the framework of the United Nations South-South Cooperation. TCB manages the fellowships provided free of charge or at minimal costs by the participating training institutes of developing countries.

Complementing the traditional regional initiatives mentioned earlier, TCB assists numerous other regional initiatives by groups of States for a wide variety of objectives, including the implementation of Regional Safety Oversight (RSO) systems and Performance-based Air Navigation (PBN); technological support for CNS digital networks; the transition to Global Navigation Satellite Systems; the monitoring of the air traffic control centres refurbishment and the development of sustainable capability in the instrument flight procedure domain on a regional basis;

the establishment of Accident Investigation Agencies and International Safety Oversight Entities; assistance for Small Island Developing States regarding aerodrome certification and Safety Management Systems (SMS) and in the coordinated action in the aviation sector to control public health threats.

Furthermore, despite its focus on grass-roots projects, cooperation with UNDP also has continued in specific areas. One of the major achievements in this respect was the creation by TCB of the TRAINAIR Programme in the mid-1990s. It was modelled after TRAINMAR and CODEVTEL, two similar UN Agency programmes managed by the United Nations Conference on Trade and Development (UNCTAD) and by the International Telecommunications Union (ITU) respectively. TRAINAIR was kick-started with funding from the UNDP Global Programme. It consists of a very comprehensive methodology for course development, packages of detailed course material and, most important for a cost-effective implementation of the overall programme, a sharing system for participating CATCs.

### ICAO's NEW APPROACH TO TECHNICAL ASSISTANCE


In 2007, the ICAO Secretary General, in coordination with the ICAO Council, decided that ICAO as a whole would place more focus on implementation. Until that year, the Regular Programme was responsible for SARPs development. It was TCB's role to assist in their implementation if and when requested by States. In this capacity, the Bureau carried out ICAO's mandate as a United Nations Specialized Agency to provide assistance, for the benefit of the countries and in accordance with their own national policies and priorities for development, as well as advising States of their obligation as ICAO members to take into consideration the global ICAO Strategic Objectives when developing their civil aviation development plans.

This decision brought about a redistribution of responsibilities within ICAO as a whole. Technical assistance is funded by voluntary contributions or the Regular Budget while technical cooperation is funded by States and donors on a cost recovery basis.

This new arrangement called for even closer cooperation between all Bureaus and Regional Offices of ICAO to continue providing optimal technical support to States. Recent developments show that ICAO is now in a better position to serve its Member States.

The Technical Cooperation Bureau's regular surveys indicate consistently high customer satisfaction among TCB clients for its services. However, there is always room for improvement and the Bureau will continue to strive to perfect these services. 2015 ended with a strong Technical Cooperation Programme with an implementation volume of some USD 125 million as the result of 115 ongoing projects in 140 States. The Bureau remains well equipped to continue its successful cooperation with ICAO Member States, non-State entities, the private sector and donors. ■

# TCB FREQUENTLY ASKED QUESTIONS (FAQS)

 The Technical Cooperation Bureau (TCB) has been providing technical cooperation assistance to ICAO Member States for over 60 years. Throughout its existence, TCB has built a wealth of knowledge and experience in the implementation of projects across the full spectrum of civil aviation.

TCB has evolved and adapted its services to provide the range and flexibility required to be effective throughout the entire globe. It is therefore no surprise that, every week, the Technical Cooperation Bureau receives correspondence from Member States interested in availing themselves of ICAO's services to support them.

To provide readers with a better understanding of the Bureau, a list of the most frequently asked questions has been compiled.

## GENERAL FAQS

### IN WHAT AREAS CAN TCB PROVIDE SERVICE?

TCB can provide services across the full spectrum of civil aviation. Whether the project involves reviewing or drafting legislation, regulations, manuals; providing training through fellowships; launching capacity-building initiatives; implementing corrective actions to remedy deficiencies identified during ICAO Audits; or procuring equipment/services and implementing infrastructure.

TCB implements projects targeting:

- all eight main areas of the safety oversight system;
- aviation security and facilitation;
- implementation of air navigation plans;
- sustainable development and air transport efficiency; and
- airport and air navigation infrastructure development.

### CAN TCB PROVIDE SERVICES TO AIRPORT AUTHORITIES OR ANSPS?

TCB regularly supports airports, airport authorities and ANSPs with many of their needs.

Some recent examples of projects TCB has undertaken include:

- assistance for the privatization of airports through PPPs and concession agreements;
- economic studies to help optimize airport and/or overflight tariffs and charges, including both aeronautical and non-aeronautical;
- procurement of a vast array of equipment; and
- management and oversight of civil works.

### CAN TCB WORK WITH OTHER INTERNATIONAL ORGANIZATIONS OR DEVELOPMENT BANKS?

Yes. We have implemented projects in close collaboration with EASA, EC, NATO, UN, UNDP, WHO, ITO, ECAC, AFCAC, LACLAC, as well as with financing institutions such as the World Bank, the Inter-American Bank, the Asian Development Bank, the African Development Bank, the European Investment Bank and others.

### WHAT ARE THE DIFFERENT TRAINING MECHANISMS TCB OFFERS?

Through TCB, States can nominate nationals to undergo training through our Fellowships Programme. This way, selected candidates receive training in internationally recognized universities or training centres. Among others, States can nominate candidates through the Developing Countries Training Programme, which is provided in partnership with internationally respected training centres.

TCB can also facilitate training through capacity-building projects that may include the deployment of instructors to conduct seminars, workshops and/or provide on-the-job training. We collaborate closely with ICAO's Global Aviation Training Office to ensure that State training needs are effectively met.

## LEGAL RELATED FAQS

### WHAT DOCUMENTS DO I NEED TO SIGN IN ORDER TO BENEFIT FROM TCB SERVICES?

Prior to starting any technical cooperation project, framework agreements underlying the terms and conditions for which TCB may provide services must be signed. These are standard template agreements, and it is important to note that the signing of these framework agreements places no obligation (financial or other) on the signatory. As mentioned, they simply establish the legal framework for possible future technical cooperation projects.

The projects themselves will be defined in what is called a Project Document (ProDoc). The ProDoc is considered an Annex to the framework agreement and contains the specifics of the project, including scope, budget, schedule, activities, roles and responsibilities. Once signed by all parties, the project becomes active and TCB may initiate the project activities.



#### **WHAT IS THE DIFFERENCE BETWEEN AN MSA, A CAPS AND A LUMP SUM?**

The Management Service Agreement (MSA) and the Civil Aviation Purchasing Service Agreement (CAPS) are framework agreements, as explained in the previous question. These documents need to be signed prior to developing and implementing a technical cooperation project.

The main difference between the two is that the CAPS is only used for procurement activities, and does not require the development and signature of a subsequent ProDoc. The MSA, on the other hand, serves as a framework agreement covering the entirety of TCB's services, including procurement. Once an MSA is signed, TCB works in close coordination with the counterpart to develop a ProDoc (see previous question) which will also be signed by all parties.

Finally, the Lump Sum Agreement is used for short, punctual projects. It is a one-time agreement that includes both the legal framework and the project details. Lump Sums may only be used for projects that do not exceed USD 150,000 and that do not have any procurement component. Lump Sums are typically used for quick gap-analysis or preparatory assistance type projects.

#### **DOES TCB SIGN MEMORANDUM OF UNDERSTANDING (MOUs)?**

The most common MOUs we sign revolve around high-level collaboration/cooperation arrangements such as: common arrangements for the release of experts from a State to be part of a TCB project, Developing Countries Training Programme modalities, or other similar engagements.

## FINANCIAL RELATED FAQs

### WHEN DOES THE CLIENT NEED TO DEPOSIT THE FUNDS?

Normally, the client (State or other) deposits the funds immediately following the signature of a ProDoc, Lump Sum Agreement or CAPS Agreement. However, there is absolutely no restriction that prohibits the client from transferring the funds prior to the signature of any of these documents. The important thing to keep in mind is that, under ICAO Financial Regulations, project activities may only be initiated once the funds have been received by ICAO.

### HOW ARE THE FUNDS RETAINED/MANAGED BY TCB?

The funds are managed in trust by TCB. As such, the funds are retained in an ICAO account on behalf of the State. All expenditures related to the projects are approved in full compliance with ICAO's Financial Regulations and Rules, as well as TCB ISO-9001 certified procedures to ensure transparency and the most efficient use of the funds. The client, as both the beneficiary of the project and the body that is ultimately responsible for the execution of the project, may initiate information requests, and will receive quarterly financial reports in order to have a complete and transparent knowledge of how the funds are being managed.

### CAN MULTIPLE DONORS CONTRIBUTE TO THE SAME PROJECT?

Most definitely. This arrangement is often used in Regional Projects, in which many States come together by pooling their resources to implement a project for the benefit of all. Moreover, we have many cases in which many donors contribute to a project for a Beneficiary State. ICAO itself, through the SAFE Fund, AVSEC Fund or any other Voluntary Fund may also contribute to the budget of such a project. There is no limitation to the number or type of donors that may participate in any project. Donors may include States, banks, international organizations, and industry.

## PROCUREMENT RELATED FAQs

### WHAT KIND OF PROCUREMENT SERVICES DOES TCB PROVIDE?

TCB offers a full suite of procurement services. Our Procurement Section is ISO-9001 and UNCIPS certified. It can provide a turn-key service, including: development of technical specifications, issuance of international calls for tender, evaluation of bids, negotiation of contractual terms with awarded suppliers, and contract management from the implementation until the end of warranty. TCB can conduct procurement under the framework of a Management Service Agreement (MSA) or a Civil Aviation Purchasing Services Agreement (CAPS).

### WHAT ARE THE MAIN TYPES OF EQUIPMENT/SERVICES PROCURED THROUGH TCB?

ICAO supports its Standards and Recommended Compliance (SARC) as well as the ASBU Methodology. We regularly procure:

- air navigation equipment, such as: radars, ADS-B, VORs, ILS and other NAVAIDS, ADS, CPDLC;
- boarding bridges;
- baggage handling systems;
- airport security/screening equipment;
- simulators;
- complete MRTD systems; and
- a broad range of other equipment.

We also procure services, including:

- feasibility studies;
- civil aviation master plans;
- aerodrome master plans; and
- civil works implementation - terminal buildings (both land and air sides), control towers, runway/taxiway pavement works, etc.

### HOW DO I REGISTER AS A POTENTIAL SUPPLIER ON TCB'S PROCUREMENT WEBSITE?

Registration is done on-line, at no cost, through our Website: <http://cfapp.icao.int/procurement/>



## EXPERT RELATED FAQs

### IS IT POSSIBLE FOR ME TO REVIEW THE CANDIDATE CVs BEFORE RECRUITMENT?

Absolutely. In fact, with TCB, this is standard practice for our recruitments. TCB will prepare a list of suitable experts ranked in order of preference (between 3 and 6) and submit them in a nomination letter to the client for consideration and approval.

### WHAT IS THE DIFFERENCE BETWEEN AN ADVISOR EXPERT AND AN OPAS EXPERT?

Advisors are experts TCB will recruit internationally to be deployed to a State in a strictly advisory capacity. In general, advisors will be deployed for specific tasks, which culminate in the submission of a technical report with the conclusions/recommendations. Examples might include:

- conducting gap-analysis (in any aviation related field);
- reviewing existing documentation (e.g. regulations, guidance material, etc.) and providing recommendations;
- assisting in preparing Corrective Action Plans (CAPs);
- conducting seminars, workshops, mentoring or other capacity-building activities;
- assisting in developing plans of action;
- preparing manuals, proposing organizational structures and corresponding post descriptions; and
- undertaking studies and submitting a technical report with the findings.

On the other hand, an OPAS expert (which is short for Operational and Administrative Support Expert) is recruited internationally to provide service directly under the functional/operational authority of the State. OPAS experts are inspectors/surveyors or other officers that are granted authority by the State to conduct inspections and/or issue certifications (e.g. AOC, CoA, etc.). In the case of OPAS experts, TCB is only involved in identifying suitable candidates and managing the administrative and financial aspects of the

OPAS expert's contract. The State will be responsible for providing the expert with the necessary authorization to exercise his/her duties and to monitor/supervise the performance of the expert.

OPAS experts may also carry out advisor-type duties (e.g. review of documents, OJT), but the reverse is not possible (i.e. advisors may not, under any circumstance, participate in implementation duties such as certification).

### CAN TCB EXPERTS PERFORM CERTIFICATION/INSPECTION FUNCTIONS?

Under the OPAS modality, as explained in the previous question, ICAO experts may perform certification/inspection functions. The prerequisite for this is that the State's legislation allows for OPAS experts, engaged through ICAO, to be granted the authorizations to carry out these functions. Presently, TCB has OPAS experts deployed in a number of countries in Latin America, Africa, the Middle-East and Asia.

### CAN NATIONALS BE HIRED THROUGH TCB?

Once again, our flexibility allows States to hire national professionals and/or support staff through a technical cooperation project. Contracts are issued by TCB based on the terms of reference defined by the State while the entitlements associated with these contracts are governed by UN rules. Many States have adopted this strategy to ensure key technical positions are paid an appropriate wage for their level, and to avoid the flight risk to private enterprises.

### HOW CAN I JOIN THE TCB ROSTER OF EXPERTS?

Experts in any civil aviation related field can apply to join the TCB roster at no cost on-line, through our Website: <https://careers.icao.int/home.html>

## PROJECT RELATED FAQs

### WHAT IS TCB'S ROLE FOR REGIONAL PROJECTS?

With regard to regional projects, TCB provides administrative and financial services. These projects are managed directly by the corresponding Regional Office, in collaboration with TCB.

### IS THERE ANY LIMITATION ON THE DURATION OF A PROJECT?

TCB implements projects as short as one week to projects spanning multiple years.

### WHAT QUALITY ASSURANCE (QA) MECHANISMS ARE IN PLACE?

TCB takes quality assurance very seriously. We have been certified ISO-9001 to ensure that we provide the level of quality that is expected from our clients. Moreover, ICAO has in place a QA policy in close collaboration with the Regular Programme and Regional Offices to ensure our projects are monitored under strict guidelines. ■



# THE COOPERATIVE DEVELOPMENT OF OPERATIONAL SAFETY AND CONTINUING AIRWORTHINESS PROGRAMME – GULF STATES (COSCAP-GS) – An ICAO Technical Cooperation Project Expands through 2018



## NADIA KONZALY

*She is a Graduate Engineer from Ecole Nationale de l'Aviation Civile (ENAC) and is the Airworthiness Expert / Project Coordinator responsible for the overall coordination and administration of the COSCAP-GS Programme since September 2010. In this capacity, Nadia serves as the Secretary of the Project Steering Committee which is composed of the Directors General of Civil Aviation Administrations of participating countries or their delegated representatives, ICAO representatives, associate members and industry partners. Prior to joining ICAO/TCB, Nadia supervised worldwide projects financed by the World Bank and the European Commission for the enhancement of safety performance levels and capabilities of Civil Aviation Administrations. She is a private pilot, a qualified Lead Auditor, certified according to EN/ISO Norm 9001, and an Aeronautics Auditor, certified under EN/ISO 9102.*

✈ The COSCAP-GS Programme commenced in 2005 and has since been extended through 2018. It is a cooperative arrangement between the participating Governments of Bahrain, Kuwait and the United Arab Emirates aimed at enhancing the safety and efficiency of air transport operations in the Gulf States through the harmonization and effective application of international standards and national safety oversight provisions, regulations and procedures.

In addition, the project will enable the States to be effective in promoting accident prevention through the active measurement and monitoring of safety data, safety indicators, and the appropriate preventive and proactive actions necessary for the enhancement of safety performance levels. In due course, it is also aimed at creating a regional structure for cooperation and coordination in aviation security matters, as well as training aviation security personnel.

The programme objectives and related work plan are guided by a Steering Committee and implemented by ICAO's Technical Cooperation Bureau (TCB) as an ICAO Technical Cooperation Regional Project in full coordination with the ICAO Regional Office in Cairo.

Above and beyond the contributions from the Member States, other means of in-kind and funding support are provided by the European Aviation Safety Agency (EASA), Airbus, Boeing, and operators from the industry, such as Etihad Airways and Kuwait Airways. The project is extremely grateful to receive this wide range of valuable technical and financial support from partner organizations.

## ENHANCED OVERSIGHT CAPABILITIES

The primary objective of the programme is to enhance the individual oversight capabilities of each contracting State by providing technical support, on-site assistance, training of national officials and inspectors, and by conducting systematic assessment of States' flight safety organizations. It follows that the main activities consist of the development and implementation of harmonized air navigation regulations, associated guidance materials, and optimized training programmes that are disseminated and delivered to, not only the Gulf States, but also to the other States of the Middle East region.

COSCAP-GS project performance is measured on the provision of continuous assistance and support to States for the establishment of a harmonized





“The training plan, which is now established on a yearly basis, takes into account the needs of the States in terms of training of officials and inspectors and the latest priorities set in the Global Aviation Safety Plan.”

regulatory framework and common safety oversight processes for the Gulf region in particular, and the Middle East region in general. To this end, the project is positioned to perform its duties and functions within the framework of the Middle East Regional Aviation Safety Group (RASG-MID) activities in accordance with the Global Aviation Safety Plan (GASP) and the MID Region Safety Strategy.

#### BETTER TRAINING

The project deliverables and accomplishments continue to prove the efficiency of the optimized work programme and training plan, as well as the value of effective communication tools. The training programme is continuously coordinated with the ICAO Regional Office and the other safety partners acting in the region, thus optimizing programme activities, sharing of information and avoidance of duplication of efforts. The training plan, which is now established on a yearly basis, takes into account the needs of the States in terms of training of officials and inspectors and the latest priorities set in the Global Aviation Safety Plan. It is aimed at augmenting the professional and practical knowledge and qualifications of Member States' technical personnel through the organization of appropriate training events.

Under the COSCAP-GS Programme, an average of 13 training sessions, workshops and conferences have been conducted yearly since 2011. These events and courses cover a wide spectrum of the latest aviation technologies, introducing attendees and participants to international regulations revisions, safety best practices and return on experience from the field, and are conducted with the much appreciated assistance from our safety partners, such as EASA, Boeing, Airbus, and others who continue to provide valuable and precious support in terms of technical knowledge and return on experience from the aviation industry.

More recently, in 2015 alone, COSCAP-GS delivered training courses and safety management workshops to over 165 participants. Training included courses on State Safety Obligations and Safety Oversight; updates on the provisions of Annex 19 to the Convention and Safety Management Manual (Doc 9859), and a Safety Management Workshop, which was delivered in cooperation with the ICAO MID-Office of Cairo and several safety partners. In its role of facilitator, TCB provided logistic support to the staging of these events.



“Under the COSCAP-GS Programme, an average of 13 training sessions, workshops and conferences have been conducted yearly since 2011.”

#### IMPROVED COMMUNICATIONS

A very successful communication strategy has been developed and implemented since 2012 resulting, among other things, in the establishment of a dynamic website through which the Members are provided with up to date access to the various deliverables, training calendar, updates to ICAO Standards and Recommended Practices (SARPs) and other international regulations, as well as relevant information on common interests. A forum of discussion was also established through the website, enabling the Members to exchange safety information and to make technical enquiries relating to the Middle East States.

#### NEW MEMBER STATES

In April 2015, during the 12<sup>th</sup> Meeting of the COSCAP-GS Steering Committee, it was decided to continue the programme beyond the current Phase 2, which is scheduled to end in December 2015, with Bahrain and Kuwait agreeing to deeper cohesion under a 3<sup>rd</sup> Phase (2016 - 2018) while, at the same time, giving the opportunity to more States from the Region to join. Subsequently, the Government of Kuwait has generously offered to host the Project from January 2016 in Kuwait.

With this new phase, the members expect to enlarge the circle to include additional States from the region, thus preparing for a possible transition to a Regional Safety Oversight Organization (RSOO), which, it is envisaged, will expand and optimize the Region's efforts in terms of safety oversight.

#### CONTINUED COOPERATION

As in the past, the successful road forward will rely on the continuous cooperation between the States themselves and their commitment to elevating the Middle East region to the highest levels of safety performance through the harmonization and effective application of international and national safety oversight provisions, regulations and procedures. This will contribute to the social and economic development of the area and to the promotion of greater cooperation among the participating countries.

ICAO's Technical Cooperation Bureau remains fully committed to ensuring the successful realization of this ambition and will continue to provide operational support to the Programme. This support includes the provision of administrative control and financial management of the Programme in accordance with the ICAO Financial Regulations, recruitment and administration of international, regional and national experts, travel arrangements for experts in the field, procurement of programme and specific equipment required by a Member or group of Member States, arrangement and administration of fellowship training, study or similar activities for the participants of the Member States, and assistance in development of the project documents in coordination with the Regional Office. ■



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# OPPORTUNITIES FOR FIELD EXPERTS



## GRACE OKUNGU, C/FPS

She is a Human Resources management professional who is currently Chief, Field Personnel Section of the Technical Cooperation Bureau in ICAO. With close to 30 years of experience in Strategic HR management, programme design and capacity building, Ms. Okungu has been engaged in providing leadership, managerial and advisory services in HR management to organizations across Africa, Europe and the Americas at the strategic, operational and policy levels. Organizations served prior to joining ICAO in 2014 include: the Kenya Civil Aviation Authority, East African Community, Arusha-Tanzania and the Preparatory Commission for the Comprehensive Nuclear Test Ban Treaty Organization (CTBTO) in Vienna, Austria.



Attracting new talent and retaining world class aviation experts to offer human resource capacity to States has been and remains an integral and strategic responsibility of the Technical Cooperation Bureau (TCB).

Field Project Experts advise and assist in the development of systems and procedures to strengthen the oversight capabilities of the recipient States to meet their regulatory obligations as prescribed in ICAO's Standards and Recommended Practices (SARPs) and the provisions of ICAO Annexes to the Convention. Their work contributes to the fulfilment of national, regional and international obligations and sustains the growth of international civil aviation systems.

The Field Personnel Section of TCB oversees recruitment and deployment, and administers the contracts of more than 300 international experts and over 700 national staff and local personnel who directly support worldwide implementation of Technical Cooperation projects and programme field activities overseen by the Field Operations (FOS) and Procurement Sections (PRO) of the Technical Cooperation Bureau respectively.

## A ROSTER OF 2,500 INTERNATIONAL EXPERTS

Of strategic importance is the recognition of the necessity to maintain the currency of TCB's roster of candidates and make available, at short notice, a core team of experts to provide support to the States. The Field Personnel Section (FPS) maintains an active roster of over 2,500 international experts who have been screened, interviewed and confirmed to be qualified and ready for deployment.

Through regular updates, the profiles of the roster candidates are confirmed to meet the requirements in specific fields of specialization advertised in the prospective posts. TCB runs the prospective posts throughout the year to offer applicants continuous opportunities for consideration and ensure consistency in the supply of qualified experts. TCB experts have diverse, unique and specialized expertise in aviation, classified under the following broad administrative and technical categories in the roster:

- Civil Aviation Administration
- Field Project Administration and Coordination
- Aircraft Accident Investigation/Prevention
- Airworthiness, Aeronautical Meteorology
- Air Law
- Airport Planning Development and Operations
- Air Transport Finance and Economics
- Personnel Licensing
- Air Traffic Services
- Airline Management and Airline Ground Operations
- Aviation Electronics
- Flight Operations

## A COOPERATIVE NETWORK

Whenever called upon, most States and regional blocks with more developed systems and internal human resource expertise have positively responded to TCB calls for the release of experts to provide support towards developing the global aviation system. Others have demonstrated their goodwill through Memorandum of Understanding (MOUs) with ICAO to share knowledge and best practices, identify and release qualified experts and disseminate lessons learned to facilitate initiatives for progress



### ADEQUACY OF HUMAN RESOURCES IN SPECIALIZED FIELDS

There are specific areas of specialization in aviation that have continued to pose critical challenges. These include but are not limited to the following general areas of expertise:

- Flight Operations;
- Aerodrome/Airport Certification;
- Safety Management Systems (SMS);
- Machine Readable Travel Documents (MRTD), ePassport, eBorder;
- Environmental Policies in Aviation (climate change, aircraft noise, aviation air quality, bird hazard management, runway incursion management);
- Performance Based Navigation (PBN); and
- Air Law.

### KNOWLEDGE FOR PERFORMANCE:

Of fundamental importance is the performance output of the field project experts. It is imperative that the experts effectively achieve the expected results when offering support to States. Experts must have the knowledge and skills to address the challenges they are hired to deal with. At a minimum, for aviation experts to remain professionally relevant, they must strive to continuously update their knowledge, skills and in-depth understanding of the implementation of ICAO SARPs.

Appreciation of strategic priorities on operational systems and guidelines must also be boosted to equip them with the requisite tools to effectively address emerging challenges in regulation.

TCB offers Computer Based Training (CBT) courses to experts who have safety-related responsibilities. A decision has been made to formalize the online CBT course as a mandatory minimum requirement for qualification to conduct assignments in Aviation Safety. TCB has also joined with other ICAO Bureaus to put in place mechanisms to simplify existing strategic guidelines, documentation and tools into easily digestible information packs for distribution to field experts to enhance their knowledge and competencies for experts involved in technical assistance or technical cooperation assignments. For example, ICAO's Aviation System Block Upgrades (ASBUs) have been packaged as a resource pack (toolkit) for distribution to all Field Project personnel who support projects related to CNS/ATM.

and continuous improvement in areas with less developed systems. As well, aviation experts are encouraged to make individual contributions to facilitate a collective approach towards continuously improving the global aviation system.

To achieve the highest standards and efficiencies in attracting and retaining personnel, it is imperative that best practice management principles and effective systems and processes are adopted to facilitate timely and effective delivery of Human Resources management support services. The procedures of human resources management for Field Service personnel have been ISO certified and are compliant with ICAO's Service Code, Field Service Staff Rules, United Nations provisions and other related guidelines.

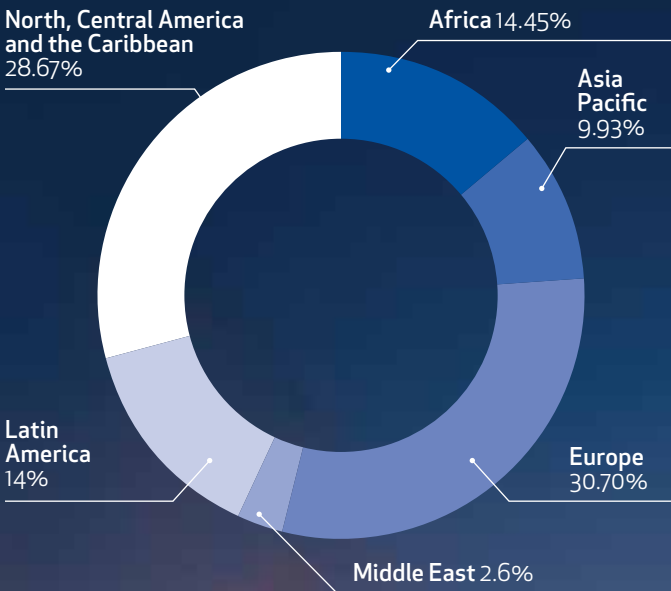
Success does not preclude the looming threats and challenges in human resources capacity gaps for the future. The existing trends and lessons learned must be used to promote meaningful growth. Issues related to performance management, competence and availability of both international and homegrown human resource capacity, gender inclusion, the aging demography, succession planning, technology and knowledge transfer, training and capacity-building, must all be addressed both at the operational and strategic policy levels.

# GLOBAL DEMOGRAPHICS

## REGION:

With regard to international experts nominated by TCB to the States for selection for field project posts, figures for 2014 and 2015 show a relatively even spread of nominees from across all the regions globally.

Distribution of experts by region of origin as a percentage of all experts nominated and recommended as qualified by the Technical Cooperation Bureau:



The Technical Cooperation Bureau assesses the suitability of experts and recommends nominees for appointment. However, the appointment decision, lies solely with the contracting State.

It is encouraging to note the positive increase in the number of experts assessed and affirmed from regions with developing aviation systems. This strengthens ICAO's resolve to rally stakeholders to continue *"Working together to ensure no country is left behind"* in order to promote the growth and sustainability of the global air transport system.

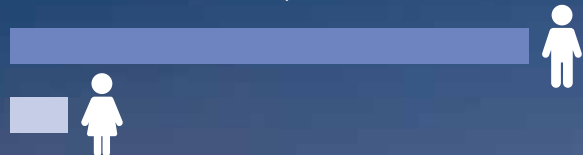
## AGE:

Effective continuation of the capacity-building programmes is highly dependent on the availability and sustainable supply of experts required to continue supporting States into the future. Of importance is the projected expansion of the global aviation system and the human resource capacity requirements to support this expansion through 2032.

The most recent statistics available on experts assessed by TCB and considered fully qualified and nominated for consideration by States to provide the required support show that 63% of the experts are above the age of 53, 29% are between 41 and 52 years of age, and only 8% are between 29 and 40 years of age. This reality points to the need for all stakeholders to aggressively engage in developing capacity for the future growth and continued sustainability of the global aviation system, which is projected to double in size by 2032.

## GENDER:

The gender imbalance (90.29% male and only 9.71% female qualified experts recommended for TCB Field project assignments and nominated to the States) must be addressed.



## CALL FOR EXPERTS

Within TCB, efforts are being made to identify and add fresh talent to its active roster. A continuous process of screening applications to prospective posts advertised is conducted throughout the year. This increases the threshold of talent in the active roster that is drawn from the global arena. Specifically, experts within the 30–45 age bracket and women from all regions are encouraged to apply for prospective positions. Highly skilled experts, who constitute 63% of the pool, remain invaluable to TCB. Their experience is an essential component of the ICAO Technical Cooperation programme's success and strengthens the resource base. However, we must call upon them to support the development of a critical mass of next generation talent who will actively transition the expansion of global aviation.

Strategies have been put in place to:

- broaden the scope of the search for aviation experts by engaging stakeholders in talent search campaigns to increase the availability of experts in the TCB roster;
- encourage recipient States to make provisions for engaging national project counterparts, in parallel with internationally recruited experts, with the intent of developing a crop of national experts to facilitate ease of succession and transfer of knowledge and technology for continued progress of State activities;

- enhance synergies and strengthening partnerships and cooperation between ICAO and stakeholders to reinforce sharing, complementarity of technological know-how, institutional capacity and talent management to realize common goals and aspirations;
- improve performance-based productivity levels of the existing experts and engage in transformative initiatives to attract and retain talent to support the growth and success in the global air transport sphere; and
- encourage mentoring programmes for technological and knowledge transfer and the facilitation of the development of homegrown talent for sustainability, particularly in member States who experience constraints in technical capacity, to effectively discharge their mandates.

## CAPACITY-BUILDING EXPERTISE

Over the years, the Technical Cooperation Bureau has developed expertise in enhancing the capacities of our stakeholders globally and has earned its competitive advantage due to the following:

- proven efficiency and responsiveness to national needs with regard to selection and deployment of experts in a competitive environment;
- unrivalled experience and ability to empathize with the States on their talent acquisition needs;
- dedication to ICAO's cause and proven capacity to provide world-wide support at competitive rates;
- ability to offer the highest quality of expertise at competitive rates for the experts and the States; and
- gained stakeholder trust as true partners as a result of our independence, objectivity, impartiality and professionalism with no interest in profit making other than operating sustainably.

Prospective experts seeking to join the Technical Cooperation Roster of Candidates are encouraged to submit their applications directly through the following links:

### 1. ICAO Employment Website:

**Career Portal:** TCB Field Projects

- Prospective Job Listings
- Active Job Listings (View Current Vacancies)

### 2. LinkedIn: ICAO TCB FRU UNIT

### FURTHER ENQUIRIES ON FIELD PERSONNEL SERVICES:

**Field Personnel Section Email:** [fps@icao.int](mailto:fps@icao.int)

**Field Recruitment Unit Email:** [fru@icao.int](mailto:fru@icao.int)

**Field Personnel Administration Email:** [fpa@icao.int](mailto:fpa@icao.int) ■



# ACQUISITION AND INSTALLATION OF RADAR AT LYNDEN PINDLING INTERNATIONAL AIRPORT



**JULIA BRATHWAITE-ROLLE**  
*She is the CAD/ICAO Technical Safety Coordinator responsible for all technical safety matters pertaining to the Bahamas civil aviation. One of the first Technical staff to be seconded to the International Civil Aviation Organization in 2010 as an Associate Technical Officer, Bahamas ICAO Audit Coordinator and a member of the Project Execution Unit serving in the capacity of Procurement Officer for the Inter-American Development Bank, Bahamas Air Transport Sector Reform Programme, Julia is committed to excellence and looks forward to the successful establishment of the Bahamas Civil Aviation Authority in accordance with ICAO Standards and Recommended Practices (SARPs).*

✈ The Bahamas is fundamentally dependent upon air transport. Located in the northeastern Caribbean, the Bahamas comprises 700 islands and cays with a total land area of 5,383 square miles spread over 100,000 square miles. Given the economic and social importance of air transport to the Bahamas, the sector needs improvement.

Recently the Government embarked on a series of institutional, legal and policy initiatives that reflect an overhaul of existing air sector policy. These changes address the need to enhance the entire sector.

The Government of the Bahamas engaged the Inter-American Development Bank (IADB) to develop a programme to modernize the institutional arrangements of the air transport sector. The two main goals sought by the project were to provide private sector participation in airport infrastructure financing and management, and to enable the country to meet its obligations as a Member State of the International Civil Aviation Organization (ICAO).

## INFRASTRUCTURE IMPROVEMENTS

The Civil Aviation Department (CAD) of the Bahamas entered into a Civil Aviation Purchasing Service (CAPS) agreement with ICAO's Technical Corporation Bureau (TCB) for the procurement of turnkey PSR and MSSR Radar Systems and ancillary equipment and services for the Lynden Pindling International Airport (LPIA).

Following a transparent and thorough procurement process, a tri-partite contract between ICAO, the Government of the Bahamas and the selected contractor, INDRA Sistemas of Spain, was signed during a ceremony in Nassau, Bahamas, on Friday, 5 May 2013.

## THE SCOPE OF THE PROJECT:

- Preparation of Main Radar Site;
- Construction of 70 ft. concrete tower with radome to protect the new primary and secondary radars;
- Co-mount Primary S-Band and Secondary MSSR-S Radar;
- Site Refurbishment – decommissioning of the existing ASR 9 radar equipment;
- Install Secondary MSSR-S Radar on existing metal tower;
- Construction of APP (Approach Control Centre) Building;
- New Approach Control Center constructed (7,800 square feet);
- Construction of fully operational Approach Control Centre;
- Install Approach Control Simulator;
- Install 3D Tower Simulator; and
- Control Tower Upgrade – change out of all existing furniture and equipment.

## FACTORY TRAINING

Following the assembly of the hardware and software, the Department of Civil Aviation dispatched 15 CAD staff members from Air Traffic Services to Spain in groups of five to complete Factory Training. Upon completion of the Factory Training,





five members of the CAD staff remained in Spain to undertake the Factory Acceptance Test. Successful completion certificates were signed by representatives of ICAO, INDRA and CAD in February 2014.

### CIVIL WORKS

The shipping of hardware and software commenced by INDRA in May 2014, and a sub-contract was awarded by INDRA to Woslee Construction of the Bahamas to complete the civil works portion of the project. This included the construction of the radar tower, ancillary buildings and the APP Building.

Construction of the civil works commenced in May 2014. Work was scheduled to be completed within 20 weeks. However, due to delays associated with permits, negotiations with subcontractors and the processing of exemption of duty payments construction, the APP Building was not completed until March 2015.

### PROJECT MILESTONES

The Radar project had many milestones to meet, which were accomplished due to the committed work of Project Head Ms. Melanie Roach – Bahamas Air Transport Sector Reform Programme Consultant, the Inter-American Development Bank Project Execution Unit (Capt. Patrick Rolle, Mrs. Juliea Brathwaite-Rolle, and Ms. Marie Darling), and the management and staff of the Air Traffic Services (ATS) and Airway Facilities sections of the Civil Aviation Department. Expert assistance was also provided by ICAO's TCB. INDRA successfully achieved the following tasks, in accordance with the prescribed timelines:

- Installation of the hardware and software at the APP Building commenced in March 2014.
- Installation of hardware and software at the radar facility commenced in October 2014.

- Installation of the hardware and software at the MSSR facility commenced in November 2014.
- Pre-Site Acceptance Testing commenced on Monday, 29 June 2015. Representatives from ICAO, INDRA and CAD participated in the tests which were concluded 29 July 2015.
- The flight check for the radar system took place in September 2015.
- The Final Site Acceptance Test Certificate was signed by ICAO on 27 October 2015.
- Installation of the equipment in the tower was phased in over the period July to October 2015 to facilitate continuous operation of the tower control.

### MILESTONES IN PROGRESS

- Training and operational manuals are being provided by INDRA.
- The contract provides for a warranty period during which time an engineer from INDRA will be posted onsite in Nassau at Air Traffic Services for a period of one year. INDRA will also provide remote monitoring and maintenance of systems as required for the next two years.
- Training for the remaining Air Traffic Staff commenced in August 2015 and is being conducted by the CAD Staff trained by INDRA in Spain. Training is expected to be completed by December 2015.
- The official switch over from the current radar system to the newly installed system is scheduled for January 2016.

### THE VISION BECOMES A REALITY

On 8 July 2015 during the Bahamas 42<sup>nd</sup> Independence Celebrations, the dream became a reality, as the new APP building and radar were officially commissioned in the presence of the Rt. Honorable Perry G. Christie, Prime Minister of the Commonwealth of the Bahamas, Minister of Transport and



Aviation the Honorable Glenys Hanna Martin, other Ministers of the Government, Diplomatic Officials from the United States Embassy and Spanish government, Mr. Ivan Galan, Director of the ICAO Technical Cooperation Bureau and Ms. Connie Morales ICAO representative, Inter-American Development Bank Representatives, Permanent Secretary for the Ministry of Transport and Aviation Mrs. Lorraine Symonette Armbrister, the Actg. Director of Civil Aviation Mr. Ivan L. Cleare, Civil Aviation Department representatives and the IDB Project Execution Team.

The Bahamas stands proud as the country accomplishes the first of many milestones. The acquisition of the new radar system and all its components will provide a technological edge for the country, allowing the Bahamas to compete more effectively at the international level.

The programme is designed to assist the Government in its efforts to support service levels in the sector according to ICAO compliant levels, attracting and retaining freely competitive international and domestic airlines, thus ensuring that the Bahamas remains competitive in both the Aviation and Tourism Industries and above all, providing all travellers with a safe, secure and efficient air transport system.

The Ministry of Transport and Aviation is intent on ensuring that the agreement made with the Inter-American Development Bank is fulfilled, and that every objective outlined under the Bahamas Air Transport Sector Reform Programme is completed with the highest degree of proficiency.

In reviewing the various on-going projects associated with the IDB Programme for the modernization of the Bahamas aviation sector, such as the acquisition of the new radar and airport security equipment, and the various consultancies for the combined and individual projects, it is clear that the Bahamas is on target to develop a modern, sustainable aviation industry that can compete internationally, which will meet all International Civil Aviation Organization Standards and Recommended Practices, and which will be an industry of which all Bahamians can be proud. ■

“The Ministry of Transport and Aviation is intent on ensuring that the agreement made with the Inter-American Development Bank is fulfilled, and that every objective outlined under the Bahamas Air Transport Sector Reform Programme is completed with the highest degree of proficiency.”

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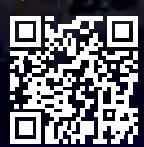
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# THE NEW ICAO PROGRAMME FOR AVIATION VOLUNTEERS (IPAV)

 As one of the important activities related to ICAO's *No Country Left Behind* initiative, on 10 June 2015, the Council of the International Civil Aviation Organization approved the establishment of the ICAO Programme for Aviation Volunteers (IPAV). The IPAV provides a framework for the deployment of aviation professionals, working as volunteers, to assist States in developing capabilities in the implementation of ICAO Standards and Recommended Practices (SARPs), and in fostering self-reliance and growth.

Volunteerism is universal and has been used as a powerful tool to make significant contributions to economic and social development. As with other volunteer programmes, volunteerism in the aviation sector seeks to accomplish the goal of bringing benefits to both the client States and the volunteers.

## FULFILLING A NEED

The programme provides a framework for the deployment of aviation professionals, working as volunteers, to respond to emergencies affecting the aviation system in a State, to develop capabilities in the implementation of ICAO SARPs, and to foster self-reliance and growth. The client States will benefit from the wealth of experience of the volunteer at a minimal cost or at no cost.

The volunteer, on the other hand, will have the opportunity to maintain and possibly update his/her skills and make valuable contributions to the development of civil aviation. Activities under this programme are intended to complement other initiatives that address the challenges faced by some States in meeting their obligations under the Chicago Convention.

The ICAO Programme for Aviation Volunteers, in the immediate term, will be part of a larger ICAO strategy for assisting States in addressing shortcomings identified during audits in order to achieve high levels of effective implementation of ICAO SARPs. Assistance could also be provided in non-audit areas in response to requests from States and subject to the availability of experts with the required skill sets.

Skilled and experienced volunteers will be engaged through ICAO to provide short term assistance to States in the performance of specified tasks related to their field of expertise for a specific period of time.

## MULTIPLE FORMS OF ASSISTANCE

Short term assistance will be provided to States in the resolution of deficiencies in discharging their civil aviation oversight responsibilities. Volunteer assistance may also be provided



during crisis and emergency situations which affect the civil aviation system of a State. Such assistance will be provided at the request of a State, the UN or another international agency on behalf of the State.

ICAO will endeavour to match the identified needs with expertise available under the IPAV. Requests may include institution/capacity-building activities, operational advice, assessing the needs of States in their civil aviation system, review or development of documentation, delivering workshops, seminars and non certification on-the-job training. Volunteers will not be deployed to execute licensing, certification, approval or surveillance duties.

Assignments will be of short duration (normally not exceeding one month) and may involve working from home, at ICAO Headquarters/Regional Offices or undertaking field missions.

If the assignment involves undertaking field missions, the client State will be responsible for providing the volunteer with:

- a) duty travel tickets, travel allowances and insurance coverage as may be required for the performance of duties;
- b) office space, working facilities, secretarial support, local transport and such other facilities required for the performance of duties while on mission; and
- c) appropriate orientation, documentation and technical support to ensure that the volunteer's input is productive and beneficial to the client State.

If, however, the assignment is sponsored by another entity or by a voluntary mechanism, such entity or mechanism will only be responsible for a) above while the State remains responsible for b) and c).

States and external funding entities will be required to deposit the necessary funds at ICAO to cover the travel and insurance costs. In both cases, travel and insurance will be arranged by ICAO in accordance with established policies. Insurance will include medical and occupational insurance under existing schemes at ICAO.

While performing duties related to the assignment, as per the Agreement between the International Civil Aviation Organization and the State for the provision of experts under the ICAO Aviation Volunteers Programme, the client State will ensure that the volunteer is accorded all privileges and immunities similar to those provided to ICAO experts.

## IMPLEMENTATION

When assistance under IPAV is deemed appropriate by ICAO or a request for assistance is received from a State, the UN or another organization, it is reviewed at ICAO to determine the scope of work and corresponding resources needed to respond to the request. If the necessary expertise is available, the State is presented with a list of candidates for its consideration.

Following the State's selection of the volunteer, administrative arrangements for the deployment of the volunteer will commence.

There will be an Agreement between ICAO and the State which clearly defines the functions and responsibilities of either party with regard to the deployment of volunteers. A detailed description of the tasks and deliverables for each assignment shall be set out in terms of reference that will be designated as Annexes to the Agreement.

## REPORTING AND EVALUATION

The volunteer provides a detailed report to ICAO for review and eventual submission to the State. ICAO will ensure that a quality assurance review of the work by the volunteers is done within the Secretariat.

At the completion of each assignment, the State will be required to provide feedback on the work done.

## REMUNERATION, CONDITIONS OF SERVICE AND FUNDING

A Letter of Assignment will be issued with remuneration set at a nominal fee of US\$1. This will be considered a formal agreement for legal, financial and procedural reasons. The Letter of Assignment will specify the obligations of the volunteer and ICAO.

Funding for the assignment of volunteers will come from client States, voluntary third party contributions or other UN/international agencies. Where such funding is available, the funds will be deposited in a Voluntary Fund managed by ICAO in accordance with the ICAO Policy on Establishment and Management of Voluntary Funds.

## ELIGIBILITY

Participation in the IPAV is open to all aviation professionals from ICAO, the aviation industry, States and the private sector, subject to review of their credentials by ICAO. A minimum of seven years of experience in their field of specialization will be required. In the case of retirees, only individuals who retired from active work within the preceding five years will be considered.

Eligible individuals are requested to indicate their interest or readiness to participate in the IPAV. A specific roster for the programme will be maintained. Final selection and approval of a proposed volunteer is the responsibility of the client State.

The principal criteria in the selection of volunteers for assignment are educational/professional qualifications, knowledge, expertise and competence in the desired field, proficiency in the required working language and an expressed interest to serve under the IPAV.

Access to Computer Based Training (CBT) in the eight critical elements of a safety oversight system will be provided to volunteers who are selected for assignment where such training is required.



## LEGAL STATUS AND OBLIGATIONS OF VOLUNTEER PERSONNEL UNDER THE PROGRAMME

Volunteer personnel under the Programme are considered as non-staff. They will have the responsibility to execute the Terms of Reference established in the Annexes to the Agreements between the State and ICAO. They will report functionally to the State in their day-to-day activities while performing duties related to their assignment. ICAO will administer the agreements signed with the State and with the volunteer.

During their assignment with ICAO, volunteer personnel will refrain from any conduct that would adversely reflect upon ICAO and will not engage in any activity that is incompatible with the discharge of their duties. Volunteer personnel are expected to conduct themselves in a manner consistent with the Standards of Conduct for the International Civil Service.

With regard to material and any related part of the work to be performed by the volunteer or made in consequence of the services provided to the State under the IPAV, the State shall be entitled to all property rights, including but not limited to patents, copyrights and trademarks.

Unless otherwise authorized by the appropriate official, volunteer personnel may not communicate at any time to the media or to any institution, person, government or any other external source, any

information which has become known to them by reason of their association with the State, which they know or ought to have known has not been made public. They may not use any such information without the written authorization of the appropriate official, and such information may never be used for personal gain. These obligations also apply after the end of the assignment.

All volunteers once engaged, will be required to sign a Conflict of Interest statement.

## SECURITY EVACUATION

Should there be a security risk in the context of a UN Security Advisory, ICAO will be responsible to coordinate with the local UN agency for the safety and security of the volunteer.

## CONCLUSION

The IPAV is a new ICAO initiative to support the States in their endeavours to foster their civil aviation systems by making use of experienced experts all over the world on a voluntary basis. Each IPAV initiative must be made up of four components: the State(s), ICAO, the voluntary expert(s) and voluntary contributions from donors.

Contact ICAO's Technical Cooperation Bureau for more information, to contribute, to join the roster of experts or to request assistance at: [OfficeTCB@icao.int](mailto:OfficeTCB@icao.int) ■



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# THE NEW CIVIL AVIATION ACCIDENT INVESTIGATION BOARD OF ARGENTINA (JIAAC<sup>1</sup>): A MODEL OF TECHNICAL COOPERATION



## PAMELA SUÁREZ

*She is a national public accountant and graduate of the Universidad Nacional de Rosario. She earned graduate degrees in public administration and a specialization in Business and Cost Management. She has been working in the public sector since 1999, holding various positions in administration, representation and financing. In March 2013, she became the Chair of the Civil Aviation Accident Investigation Board (JIAAC).*

 In late 2007, the Government of Argentina took the decision to transfer the entity in charge of civil aviation accident investigations to the civilian sector after nearly 40 years under the control of the Argentine Air Force.

In August 2010, it was decided that JIAAC would function as a decentralized institution under the Transport Secretariat which was then part of the Ministry of Federal Planning, Public Investment and Services. The goal was to have an accident investigation body that would be financially autonomous and have its own legal status as well as the ability to take action under public and private law.

The support of the International Civil Aviation Organization (ICAO) was needed to achieve this goal and a Service Management Agreement to this effect was signed that year. Under Project ARG/10/801, the new Civil Aviation Accident Investigation Board (JIAAC) was created.

## BACKGROUND

In May and June 2007, a preparatory ICAO mission was conducted to assist the Government in developing a strategy for the handover of civil aviation responsibilities from the Air Force to the National Civil Aviation Administration (ANAC).

As part of the agreement, Argentina underwent a safety oversight audit at the end of 2008 through the ICAO Universal Safety Oversight Audit Programme (USOAP). In addition, 11 Latin American States plus Airbus and Embraer provided funding for the Regional Safety Oversight Cooperation System project, RLA/99/901.

## SERVICE MANAGEMENT AGREEMENT

The aim of Project ARG/10/801 was to assist the country in creating a “new” Civil Aviation Accident Investigation Board following its decentralization, in accordance with prevailing legislation and ICAO Standards and Recommended Practices (SARPs).

The existing legal framework was adapted with the appropriate revisions, modifications, updates, substitutions and exemptions in order to establish duties and functions in accordance with the Standards and Recommended Practices of Annex 13 and related ICAO documents.

At the time the new JIAAC was created, there were 44 members of the existing staff consisting of 19 ranking and subordinate officers, 5 civilians and 20 ICAO project hirees. The project, which required State funding of slightly over \$5.3 million, aimed to recruit personnel and put in place the logistics, equipment, infrastructure and systems for carrying out the tasks.

<sup>1</sup> Junta de Investigación de Accidentes de Aviación Civil



## PROJECT OBJECTIVES

The stated objectives were to revise applicable regulations and legislation, and to adopt a restructuring plan with a new organigram and the necessary rules, human resources and other inputs for start-up, as well as to establish a plan of action to streamline the new JIAAC units.

One of the changes was to update the Aviation Code by revising the complementary legal provisions and regulations as well as the national Civil Aviation Procedures “in keeping with international commitments”.

Project ARG/10/801 had an initial timeframe of 31 months during which the administrative and organizational structure of the new JIAAC was created, with immediate objectives such as:

- approval of internal staff regulations;
- transfer or procurement of infrastructure, facilities, equipment, vehicles and systems;
- economic and financial studies to increase revenue and rationalize expenditure; and
- development and execution of an annual budget to meet the needs of the new organization.

The project was extended for an additional 24 months to 30 November 2015, “in order to maintain the support provided to JIAAC and ensure compliance with the objectives”. The project has now been renewed for another 24 months, from 1 December 2015 to 30 November 2017, which entailed updated goals and new plans for the future.

## STATE, REGIONAL AND GLOBAL IMPACT

As a result of this cooperation agreement, the Argentine State has created the first financially autonomous and independent

AIG body in the Latin American region. The investigative model has been modernized so that reports will lead to improvements in the aviation system.

Investigators have been trained with a view to optimizing the accident investigation process, and first steps have been taken toward the creation of a regional mechanism that will serve to standardize accident investigation procedures throughout the region.

Also, a “Community Outreach” plan has been developed, with conferences, events, seminars and workshops emphasizing the national focus and promoting safety values. A communication unit has been set up to generate a new public image, making the most of web-based tools, social media and outreach to specialized and mass media. This initiative has forged links to the world, fostering the active sharing of approaches and models and mutual assistance among partners in Europe and the Americas.

## GOALS FOR THE FUTURE

Internally, a new governing structure has been developed and consolidated including leadership roles within JIAAC. Goals for the future include: providing administrative support for the AIG Regional Cooperation Mechanism (ARCM); consolidating investigator training and facilitating further specialization with on-going courses and refreshers; developing certified TRAINAIR PLUS courses that will make JIAAC a centre of training in the South American region, and finally; transferring experience from the aviation system to other transport systems, thus promoting a multimodal vision for safety. ■

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