

Project number:

GUY/2015

Title:

Institutional Strengthening of the Civil Aviation Safety Oversight System

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PROJECT DOCUMENT

Project Title:	Institutional Strengthening of the Civil Aviation Safety Oversight System
Project number:	GUY/2015
Sector and subsector:	Ministry of Public Infrastructure
Government Executing Agency:	Guyana Civil Aviation Authority (GCAA)
Executing Agency:	International Civil Aviation Organisation (ICAO)
Estimated starting date:	(January 1, 2016)
Duration:	One (1) year
Total project budget:	USD 185,000

Brief description:

This project is designed to deliver institutional strengthening to the Guyana Civil Aviation Authority as a means of supporting the social, economic and cultural development of the Guyana. Specifically the project aims to strengthen the safety oversight system with a view to assisting Guyana in achieving full compliance with its obligations as a signatory to the Convention on International Civil Aviation, thereby stimulating the growth of the air transport sector and the fostering of aviation activities.

Approved on behalf of:

	Signature	Position	Date
The Government of the Cooperative Republic of Guyana	_____	_____	_____
ICAO	_____	_____	_____

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A. CONTEXT

1. Host Country Characteristics:

1.1 The Co-operative Republic of Guyana, the third-smallest country on mainland South America, is located at the northern tip of the American subcontinent.

1.2 Guyana has two (2) international airports (Cheddi Jagan International Airport and Ogle International Airport) with direct international flights to the English Speaking Caribbean (Trinidad and Tobago, Jamaica and Barbados), the Dutch Speaking Caribbean (Aruba and Curacao), South America (Suriname), Central America (Panama) and North America (Toronto in Canada and New York and Miami in the United States).

1.3 Annually approximately 478,000 international passengers and 6,148,000 kgs of cargo move through the Cheddi Jagan International Airport. Approximately 43,700 passengers move through the Ogle International Airport.

1.4 Connecting to non-traditional markets outside of the English Speaking Caribbean and North America remains a challenge. Guyana depends solely on foreign airlines to service new markets. There are eleven (11) Guyanese commercial carriers; only two (2) serve international routes and nine serve only domestic routes.

1.5 Guyana has adopted an open skies policy in the negotiation of Air Services Agreements granting up to sixth freedom traffic rights for passenger service and up to seventh freedom for all cargo service.

1.6 Guyana has bilateral air services agreements with Brazil, Canada, France, Cuba, United States, Kuwait, Turkey and a multilateral air services agreements with CARICOM Member States. Bilateral Air Services Agreements were finalized with Singapore, China, Kenya, Ghana, Nigeria, Curacao, Canada, United Kingdom, Norway, Netherlands, Qatar, United Arab Emirates and Chile and with the exception of Norway; all of these Agreements are provisionally effective and administratively applicable until the formal Agreements are signed by the respective Governments.

2. Prior Assistance and background:

2.1 The Guyana Civil Aviation Authority (GCAA) formerly the Civil Aviation Department in the Ministry of Public Infrastructure was established in March 2002 pursuant to the promulgation of the Civil Aviation Act of 2000.

2.2 In accordance with the interpretation of the Civil Aviation Act, The Minister of Public Infrastructure has responsibility for the development of civil aviation and for ensuring that it complies with international standards.

2.3 The main law governing the air transport sector is the Civil Aviation Act (2000) along with the following Regulations made under the Act:

- Civil Aviation (Air Navigation) Regulations 2001
- Air Transport (Licensing of Air Transport Services) Regulations 2001
- The Civil Aviation (Security) Regulation 2004
- Civil Aviation (Air Traffic Services and Rules of the Air) Regulations 2006

2.4 As a result of the last USOAP audit received by Guyana in 2007, it was found that the State's global effective implementation (E.I) was 44.21 % with regard to the 8 critical elements of safety oversight. Guyana currently has 429 open USOAP protocol findings.

2.5 The area with the lowest EI is ANS; and the CEs with the lowest EIs, as shown in the chart, are:

- a) CE-4, Technical personnel qualifications and training 16.46% and
- b) CE-3, State Civil Aviation System and Safety Oversight functions 27.17%.



2.6 In December 2013, SAM States endorsed the Bogota Declaration, which comprises a set of goals on Safety and Efficiency (See Appendix A).

2.7 In relation to safety oversight, the goal is to achieve an average effective implementation of 80% in the SAM Region by the end of year 2016.

2.8 Guyana plays a key role on the achievement of this goal, given that it is the State with the lowest EI in the region. By increasing its current EI (44.21%) by at least 20%, Guyana would significantly contribute to the Region's ability to achieving the average effective implementation goal set out in the Bogota Declaration.

2.9 ICAO has reserved budget for the execution of what is known as ICVM (ICAO Coordinated Validation Mission) which is part of the Continuous Monitoring Approach (CMA) activities of ICAO USOAP. ICVM is meant to validate the progress made by a specific State and to increase USOAP EI. However prior to mission, the State has to provide ICAO with enough evidence on the progress made, along with the CAPs most up-to-date by conducting the Self-assessment in the OLF of USOAP.

2.10 The Government of Guyana has indicated its commitment to ensuring the sustainability of the GCAA and its capacity to effectively execute its safety oversight mandate and as such, in the near term will take the necessary measures to address issues of sustainability of the Authority.

B. PROJECT JUSTIFICATION

1. Current situation: problems to be addressed

1.1 Of critical importance to Guyana's ability to increase its level of effective implementation is improvement in the following critical element areas:

- CE-3 – State civil aviation system and safety oversight functions
- CE-4 – Technical Personnel Qualifications and Training;
- CE-5 – Technical Guidance, Tools and the Provision of Safety Critical Information

1.2 In respect to CE-3, for a State to fulfill its obligations as provided for in the Convention, it is clear that an appropriately organized, funded and empowered civil aviation system must be established on the basis of national legislation and structured to effectively fulfill the tasks that it is expected to undertake. In practice is necessary that the State establish an appropriate and practical organization and employ the necessary personnel, including technical personnel and support staff, to carry out the various functions of a national civil aviation authority.

1.3 In deciding upon the required organization structure and the number of inspectors, Guyana should assess its requirements as outlined in several ICAO Annexes and associated guidance material, keeping in view the size and complexity of the aviation activity in the State.

1.4 If the size and complexity of the aviation industry of Guyana are relatively small, the State, while maintaining a minimum cadre of inspectors that would help to manage the safety oversight obligations, could be able to fulfill its responsibilities in a cost-effective manner through cooperative inspection arrangements with neighboring States or through regional arrangements.

1.5 Up to day, there is a need to count with inspectors in the OPS, PEL, ANS and AGA fields and to retain the inspector of AIR.

1.6 In relation to CE-4 specifically, there is need to focus on the areas of quantity, retention and competence of safety inspectors. In this regard interventions are required to generate local capacity and strengthen the State's oversight capabilities once Guyana has contracted the required inspectors. It has been determined that the provision of expert assistance in the areas of Human Resources, OPS, AGA, ANS and AIG will enable the GCAA to identify and develop adequate and sustainable competencies for the proper execution of its safety oversight function.

1.7 The GCAA, as regulator, should have detailed job descriptions for its safety inspectors and develop policies, procedures and programmes for the short-, medium-, and long-term staffing requirements of its technical staff. It is also necessary to develop training programmes for safety inspectors in all safety oversight areas (PEL, OPS, AIR, AIG, ANS and AGA).

1.8 The GCAA should have appropriate recruitment policies, terms of employment and practices in place to ensure the necessary human resources to properly perform its functions as regulator. Of critical importance is the GCAA having the necessary financial resources to ensure the retention of the necessary human resources.

1.9 In relation to CE-5, the development of technical guidance and tools to safety inspectorate personnel is critical to enabling them to perform safety oversight functions in accordance with established requirements. In this regard, it is necessary to review and where necessary, develop the technical

guidance material in the areas of PEL, OPS, AIG, ANS and AGA to ensure sufficiency for the level of aeronautical activity in Guyana.

1.10 Guyana is participating in the AIG Regional Cooperation Mechanism (ARCM) that was established in South America in 2014 as a form of a RAIIO; through this mechanism they are developing the documentation needed to implement the AIG area in the country.

2. Situation expected at the end of the project

2.1 At the end of this project, the following results are expected:

- The GCAA would have a system in place for managing their safety inspectors; so could have ensured the availability of human resources required to perform safety oversight related activities.
- Technical staff will be capable to perform their safety oversight functions; and
- Well trained technical staff capable of effectively managing the CAP and PQs, preparing for the upcoming ICVM and work towards to the GASP.

2.2 The goals are:

- Short term: Increase by 10% EI within the first year, after ICVM scheduled for 2016.
- Long term: reach at least 60% EI by 2019

2.3 Specific outcomes are detailed in section D.

3. Project strategy and implementation arrangements

3.1 Guyana will receive ICAO assistance to overcome the deficiencies identified in the institutional development of the civil aviation administration, including the provision of international advice and technical support required to execute the activities planned in this project.

3.2 In preparation for the ICAO ICVM in 2016, the assistance will include the following five areas with respective duration, primarily focusing on providing, in terms of supporting and training the existing national technical staff, additional knowledge/skills in order for them to properly and effectively carry out State's safety oversight functions:

- ✓ Human Resources:
One Human Resources (HR) specialist (experienced in human resource management from a Civil Aviation Authority) for a period of three months to develop the processes for human resource management with a focus on safety oversight inspectors; including the process of defining and controlling competencies; and the related training plans. This specialist will be provided by Guyana.
- ✓ Personnel licensing and training (PEL)
One mission of one Guyana licensing specialist to SAM Regional Office for a period of two months to review the legal framework, regulations, manuals and procedures of PEL area to ensure proper application of licensing, certification and surveillance functions regarding aeronautical personnel and national and international training organizations (TO) and to designate and oversee medical examiners.
Two on-site missions of two weeks to coach and perform on-job training activities to the Guyana's PEL specialists. The missions will be conducted by specialists of SRVSOP
- ✓ Flight Operations (OPS)

One mission of a Flight Operations Inspector – on ground to SAM Regional Office for a period of two months to review the legal framework, regulations, manuals and procedures of OPS area to ensure proper application of licensing, certification and surveillance functions.

Two on-site missions of two weeks to coach and perform on-job training activities to safety inspectors. The missions will be conducted by specialists of SRVSOP.

✓ Aerodrome (AGA) & Air Navigation (ANS)

Translation of Latinoamericana aeronautical regulations (LAR) documents (regulations and support documents) and courses for areas AGA and ANS

Two on-site missions of two weeks each; to support the implementation of new procedures. The missions will be conducted by specialists of SRVSOP

Participation in Courses of Governmental Inspector AGA and ANS of SRVSOP.

✓ Accident investigation (AIG)

Two on-site missions of two weeks each; to support the implementation of new procedures developed by AIG Regional Cooperation Mechanism (ARCM). The missions will be conducted by specialist provided by States that belong to ACRM.

3.3 The Government assumes the political commitment of ensuring the resolution of the deficiencies identified, in view of the responsibilities resulting from the Convention on International Civil Aviation; and provides the Human Resources specialist. These will be achieved by implementing measures that lead to the efficient administration of civil aviation activities, with the managerial and financial independence in place.

3.4 In summary, the assistance is focused on the improvement of the safety oversight capacity. The assistance is directly linked to ICAOs safety strategic objectives and aims to adequately equip the national technical staff to work on GASP targets.

3.5 Although Guyana does not belong to SRVSOP, which is the Latin American RSOO; is very interested in adapt the Latin American Aviation Regulation (LAR) – AGA set as their national regulations. About it, the SRVSOP has no objection sharing LAR's and its supporting documents and courses. Additional, the SRVSOP has experience in assist States in the preparations for USOAP activities. Assistance has been provided to Bolivia, Chile, Panama, Paraguay, Peru and Uruguay.

4. Counterpart support capacity

4.1 The Government will provide the necessary support and resources for the successful operation of the project and to assure the sustainability of its results.

C. DEVELOPMENT OBJECTIVE

The project will contribute to the social and economic development of Guyana, improving the safety conditions for the air transport and civil aviation operations in general, in accordance with the provisions of the Convention on International Civil Aviation and its relevant Annexes.

D. IMMEDIATE OBJECTIVES, ACTIVITIES AND RESULTS:

1. The General Objective of this project is to assist the GCAA in its efforts to comply with ICAO Standards and Recommended Practices and related guidance material. It also aims to enhance the GCAA's capacity for safety oversight through better organisation, availability of well trained and qualified inspectors, updated policies and procedures, more effective approval and certification processes, safety oversight inspection and surveillance programmes of certificate holders and improved implementation of ICAO Standards and Recommended Practices.

2. As set forth in the following pages. The abbreviations mean:

GCAA	Guyana Civil Aviation Authority
ICAO	International Civil Aviation Organization
HR	Human Resources specialist
OPS	Guyana - Flight operation Inspector / Aircraft operations
PEL	Guyana – Licensing specialist / Personnel licensing and training
ARCM	Regional Cooperation Mechanism (ARCM)
SRVSOP	Regional Safety Oversight Cooperation System

2.1.3 Implement processes to identify staff profiles required for each area of activity, determine their skills, establish procedures for performance evaluation and career planning in the GCAA	<p>a) Prepare a record of safety inspectors , specifying:</p> <ol style="list-style-type: none"> 1. Place of Work, 2. Area of activity 3. Title of the position, 4. Name, 5. Hierarchical level, 6. Date of entrance, 7. Level of education and training received 8. Salary level, 9. Other relevant information 	GCAA / HR Specialist
	<p>b) Analyze the safety inspector staff situation in current year.</p> <p>c) Establish a procedure for the inclusion of safety inspector staff deployed to services by other agencies of the sector, considering their suitability.</p> <p>d) Define the competencies of each area (Safety inspectors of PEL, OPS, AIR, ANS, AGA and AIG investigators) indicating:</p> <ol style="list-style-type: none"> 1. Education required for the post 2. Experience 3. Skills <p>4. Initial and continuous training required.</p> <p>e) Develop a job description manual with the requirements and functions of each position and competence required for the post (Safety inspectors of PEL, OPS, AIR, ANS, AGA and AIG investigators).</p> <p>f) Develop a competence control process and establish the career plans for staff.</p> <p>g) Review the allocation position records.</p> <p>h) Review and update the salary scale.</p> <p>i) Develop a records keeping system</p>	GCAA / HR Specialist
	j) Prepare a report on the studies conducted, its findings and recommendations.	HR Specialist
	k) Consider the report and approve, as appropriate, the adoption of the relevant recommendations.	GCAA
2.1.4 Training needs in the short term in each area.	<p>a) Determine the short term training needs, in each area of activity:</p> <ol style="list-style-type: none"> 1. Mission and objectives of the area ; 2. Professional profile and responsibilities of the post; 3. Requirements of the previous education and experience; 4. Adequate number of Staff in each post; 5. Technological changes affecting managements; 6. Performance problems detected. 	HR Specialist ICAO GCAA
	b) Recommended the required training programs for each area, to meet their needs in the short term.	GCAA HR Specialist
	c) Prepare a report with the results of the evaluation and recommendations.	

	d) Consider the results of the study and approve, as necessary, its recommendations and dispose their adoption.	GCAA
2.1.5 Training Plan in the short term approved and under execution.	a) Develop a plan for training and updating safety inspector personnel based on short-term needs and available courses, establishing priorities.	HR Specialist ICAO, SRVSOP, ARCM, GCAA
	b) Approve and implement the plan.	GCAA
	c) Prepare specifications for planned training programs; having as reference the documents developed by the SRVSOP for the instruction of safety inspectors. d) Make arrangements for the development of training programs planned.	HR Specialist GCAA
	e) Recommend staff to participate in each training program in accordance with their respective requirements. f) Evaluate the results of each training program	GCAA HR Specialist
2.1.6 Training Plan in the medium and long term approved.	a) Identify the level of training of human resources in each area and the minimum levels of competence that must be achieved to ensure the satisfactory performance of their duties. b) Determine the needs for training, qualification and updating of human resources (safety inspectors) in the medium and long term. c) Prepare a plan for staff training in the medium and long term, setting their priorities.	HR Specialist, GCAA
	d) Approve and implement the plan.	GCAA

2.2 Objective 2: Review and update regulations, manuals and procedures to ensure application of licensing, certification and surveillance functions in conformity with ICAO SARPS and guidance material for Flight Operations

Outcomes	Activities	Party responsible for each activity
2.2.1 Legal framework, regulations, manuals and procedures ensure the proper application of licensing, certification and surveillance functions of OPS area.	a) Review legal framework, regulations, manuals and procedures of OPS area to ensure proper application of licensing, certification and surveillance functions (in SAM ICAO Office).	OPS GCAA
	b) Prepare a report with the results of the evaluation and recommendations.	
	c) Consider the report and approve, as appropriate, the adoption of the relevant recommendations.	GCAA

2.3 Objective 3: Review and update regulations, manuals and procedures to ensure application of licensing, certification and surveillance functions in conformity with ICAO SARPS and guidance material set forth in Annex 1 and related ICAO documents

Outcomes	Activities	Party responsible for each activity
2.3.1 Legal framework, regulations, manuals and procedures ensure the proper application of licensing, certification and surveillance functions of PEL area.	d) Review legal framework, regulations, manuals and procedures of PEL area to ensure proper application of licensing, certification and surveillance functions (in SAM ICAO Office).	OPS GCAA
	e) Prepare a report with the results of the evaluation and recommendations.	
	f) Consider the report and approve, as appropriate, the adoption of the relevant recommendations.	GCAA

2.4 Objective 4: Develop and implement regulations, manuals and procedures to ensure application of certification and surveillance functions in conformity with ICAO SARPS and guidance material for Aerodrome and Air Navigation Service

2.4.1 National regulations and support documents updated of areas AGA and ANS	a) Translation of Latinoamericana aeronautical regulations (LAR) and inspector's technical guidance (inspector's manuals and checklists) for areas AGA and ANS	GCAA
	b) Prepare and develop national regulations for AGA and ANS, based on the LAR; as far as possible	GCAA
	c) Consider the previous development and approve, as appropriate, their implementation.	GCAA
2.4.2 Legal framework, regulations, manuals and procedures ensure the proper application of Annex 13 requirements.	a) Coordinate the translation of LAR regulations and complementary documents; and review for suitability for AIG area.	GCAA
	b) Consider the previous development and approve, as appropriate, their implementation.	GCAA

2.5 Objective 5: The development of technical skills of existing oversight inspectors, to effectively lead certifications, oversight processes and specific area-related processes and activities

Outcomes	Activities	Party responsible for each activity
1.1.1 Technical Staff capable of effectively conduct their safety functions.	a) Support the development of the required skills to carry out certification and oversight obligations on existing OPS inspectors; through on-job training activities.	ICAO OPS GCAA
	b) Support the development of the required skills to carry out certification and oversight obligations on existing Licensing inspectors; through on-job training activities.	ICAO PEL GCAA

	<p>c) Support the development of the required skills to carry out certification and oversight obligations on existing safety inspectors; through coaching and training (formal and on-job training activities) of ANS and AGA areas:</p> <ul style="list-style-type: none"> • Participation in the courses of GSI – AGA, and GSI ANS of SRVSOP; and • Four on-site missions to assess and coach AGA and ANS safety inspectors. 	<p>SRVSOP GCAA</p>
	<p>d) Support the development of the required skills to carry out accident investigation activities on existing investigators; through coaching and training (formal and on-job training activities):</p> <ul style="list-style-type: none"> • Two on-site mission of two weeks each; to support the implementation of new procedures developed by AIG Regional Cooperation Mechanism (ARCM) 	<p>ARCM GCAA</p>

E. PROJECT INPUTS:

1. Government Inputs:

- 1) Assignment of adequate and appropriate national personnel as counterparts.
- 2) Assignment of adequate support personnel as outlined in this project document.
- 3) Suitably equipped and furnished offices for all ICAO experts and administrative personnel that are part of the project.
- 4) Internal Transportation for ICAO experts between locations within Guyana.
- 5) Timely provide the appropriate national specialist required for technical missions.
- 6) Timely provide the human resources specialist as per post descriptions included in

Attachment 2:

Human Resources (HR) Specialist

3.0 month

2. Miscellaneous

2.1 Project funds are allocated to cover miscellaneous expenses to be incurred in project implementation, including the preparation of reports and documentation and the executing agency administrative costs.

F. RISKS

The factors that could cause delay or prevent the achievement of project results are:

Description	Probability	Impact	Mitigation Action
Delays in obtaining the necessary funds for the project	High	Severe	ICAO will make every reasonable effort to identify donors.
Delay in the transfer of funds to ICAO	Medium	Severe	ICAO will communicate to donors the amount to be deposited to cover each stage in the process.
Delays in the signature of the project document.	Medium	Severe	ICAO will follow up with the donors and authorities of Guyana regarding the signature of the relevant documents.
Delays in the recruitment of experts and identification of and identification of safety inspectors that perform the required tasks.	Medium	Severe	Guyana will ensure that experts are recruited in a timely fashion matching the needs. Guyana will ensure properly identify safety inspectors who will be supporting this project.
Delays in the implementation of SRVSOP courses	- Low	Medium	ICAO coordinates with the SRVSOP to provide the courses and required support.
Radical change in the political and / or economic situation of the country	- Current situation. - Indefinite delay of the decision to execute the project	Low	- The political and economic situation of the country is stable - It has the industry's interest to undertake the project
Changing the status of the project site by natural disasters	- Current situation. - Indefinite delay of the decision to execute the project	Low	- There are no precedents of natural disasters in the project area

G. PRIOR OBLIGATIONS AND PREREQUISITES

1. A major prerequisite to the successful implementation of the project is, on the part of the Government, the provision of the necessary qualified personnel to implement the work plan of the project. In addition, effective and efficient project implementation will require the prompt revision of the Government inputs as outlined in the present document, as well as the provision of all the relevant background information and reference documentation to each of the international consultants.

2. The Government will provide the international staff of the project all the reference material and background information available in connection with activities to be undertaken, as well as any authorizations, permits and logistical support that is required for the performance of their duties.

3. 3. The Government will provide the necessary support for the project to have an effective implementation, achieve its objectives and results. To this end, the recipients of technical assistance delivered as part of this project will participate in the allocation of counterparts as required and will provide offices, office equipment, vehicles, materials and services as needed.

H. PROJECT MANAGEMENT AND COORDINATION

1. Project Management

1.1 The project will be administered and monitored by ICAO in close coordination with the authorities of Guyana. ICAO will keep control of accounts, project budget and will provide financial reports according to the financial procedures in place.

1.2 Summary of Planned Schedule:

	YEAR 2016			
	JAN	FEB	MARCH	APRIL
H.R Specialist				
OPS Inspector-GUY				
PEL Inspector-GUY				
SRVSOP Inspector – AGA				
SRVSOP Inspector – ANS				
ARCM - AIG Specialist				

2. Coordination

2.1 The national counterparts will coordinate actions that need to be undertaken by Guyana throughout the project, including the issuance of any necessary credentials and/or authorizations, etc.

2.2 The Coordinator designated by Guyana will assist with the local coordination and management of the project, maintain liaison with government officials, as well as ensure full coordination and cooperation between the international experts and national officers.

I. REPORTING, REVIEWS AND EVALUATION

1. The briefing will be held at the Regional SAM Office. Monitoring the progress of work will be made through teleconferences and each specialist once a month will present a report on progress. At the end of mission a debriefing meeting will be held In SAM Regional Office.

2. Monthly follow-up video conferences with the FLS Regional Officer will be provided to help experts to determine if the State is responding to the specific assignments established in the activities and if CAP milestones are being completed in a timely manner.

3. Additional video conferences and phone calls will be performed as needed by Regional Office. One focal point for the TA will be assigned by the SAM Regional Office. This focal point will be responsible to allocate the experts for job and for the video conferences.

4. Final Report

4.1 A report on the results of the mission will be submitted to GCAA, SAM Regional Office with a copy to ANB; the report must be made according the format indicated in Attachment 2.

J. PROJECT BUDGET

The total estimated amount is USD 185,000.00; including the costs of assistance missions; see the budget in the Attachment 1.

P

PROJECT BUDGET

Item	Description	TOTAL		2016				
		m/m	USD	m/m	DSA	Air tickets	Other costs (Terminal Allowance, Insurance)	USD
1)	Missions Costs							
	PEL (Personnel licensing)	3.0	25,480	3.0	20,200	4,800	480	25,480
	OPS (Flight Operations)	3.0	25,480	3.0	20,200	4,800	480	25,480
	AGA (Aerodrome)	0.5	10,260	0.5	6,580	3,200	480	10,260
	ANS (Air Navigation)	0.5	10,260	0.5	6,580	3,200	480	10,260
	AIG (Accident Investigacion)	0.5	10,260	0.5	6,580	3,200	480	10,260
	SUB-TOTAL	7.5	81,740	7.5	60,140	19,200	2,400	81,740
2)	Subcontracts							
	Translation Documentos LAR		60,000	n/a	n/a	n/a	n/a	60,000
	SUB-TOTAL		60,000					60,000
3)	Training							
	Individual Fellowships	1.0	38,260	1.0	25,820	11,200	1,240	38,260
	SUB-TOTAL	1.0	38,260	1.0	25,820	11,200	1,240	38,260
3)	Miscellaneous							
	Sundry expenses, reports costs		5,000	n/a	n/a	n/a	n/a	5,000
	SUB-TOTAL		5,000					5,000
	TOTAL	8.5	185,000	8.5	85,960	30,400	3,640	185,000

POST DESCRIPTION

Project: GUY/15/8XX
 Post title: Human Resources Specialist
 Duty station: Georgetown, Guyana
 Date required: As soon as possible
 Duration: Three months

1. **Duties**

In coordination with experts from the areas of OPS; ANS; AGA and AIG, perform:

- Diagnosis of the current situation of human resource departments regarding safety inspectors.
 - a) Analyse the legal framework, organizational structure and functions of human resource departments for safety inspectors - PEL, OPS, ANS, AGA and for Accident investigators).
 - b) Analyze current training plan process and internal control to ensure staff knowledge is within required professional standards.
 - c) Analyse the financial situation of human resource departments in relation to their responsibilities.
 - d) Identify the gaps and weaknesses in management.
 - e) Propose appropriate measures to strengthen human resources policy for the technical areas associated with safety oversight, including recommendations of which processes should be certified under the ISO 9001
- Organizational structure and rules of human resource departments reviewed and updated.
 - a) Review the organizational structure and rules of human resource departments acquiring the necessary capacity for:
 - Define and establish a policy for recruitment, training and retention of human resources required;
 - Arrange the admission of new staff;
 - Assess the needs in education;
 - Determine the required instruction program and its frequency;
 - Planning staff training;
 - b) Efficiently manage human resources sub-sector and ensure its quality.
 - c) Propose changes needed in the organizational structure and regulations.
- Implement processes to identify staff profiles required for each area of activity, determine their skills, establish procedures for performance evaluation and career planning in the GCAA
 - a) Prepare a record of national staff, specifying:
 - Place of Work,
 - Area of activity
 - Title of the position,
 - Name,
 - Hierarchical level,
 - Date of entrance,
 - Level of education and training received
 - Salary level,
 - Other relevant information
 - b) Analyze the staff situation in current year.

- c) Establish a procedure for the inclusion of staff deployed to services by other agencies of the sector, considering their suitability.
 - d) Define the competencies of each area (Safety inspectors of PEL, OPS, AIR, ANS, AGA and AIG investigators) indicating:
 - Education required for the post
 - Experience
 - Skills
 - Initial and continuous training required.
 - e) Develop a job description manual with the requirements and functions of each position and competence required for the post (Safety inspectors of PEL, OPS, AIR, ANS, AGA and AIG investigators).
 - f) Develop a competence control process and establish the career plans for staff.
 - g) Review the allocation position records.
 - h) Review and update the salary scale.
 - i) Develop a records keeping system
 - j) Prepare a report on the studies conducted, its findings and recommendations.
- Training needs in the short term in each area.
 - a) Determine the short term training needs, in each area of activity:
 - Mission and objectives of the area ;
 - Professional profile and responsibilities of the post;
 - Requirements of the previous education and experience;
 - Adequate number of Staff in each post;
 - Technological changes affecting managements;
 - Performance problems detected.
 - b) Recommended the required training programs for each area, to meet their needs in the short term.
 - c) Prepare a report with the results of the evaluation and recommendations.
- Training Plan in the short term approved and under execution.
 - a) Develop a plan for training and updating personnel sub-sector based on short-term needs and available courses, establishing priorities.
 - b) Prepare specifications for planned training programs; having as reference the documents developed by the SRVSOP for the instruction of safety inspectors.
 - c) Make arrangements for the development of training programs planned.
 - d) Recommend staff to participate in each training program in accordance with their respective requirements.
 - e) Evaluate the results of each training program
- Training Plan in the medium and long term approved.
 - a) Identify the level of training of human resources in each area and the minimum levels of training must be achieved to ensure the satisfactory performance of their duties.
 - b) Determine the needs for training, qualification and updating of human resources (safety inspectors) in the medium and long term.
 - c) Prepare a plan for staff training in the medium and long term, setting their priorities.

2. **Qualifications and experience:**

- Degree and professional experience in one or more of the main fields of civil aviation.
- General knowledge of civil aviation activities acquired in an administrative position of responsibility with a government or with an air operator.
- Knowledge of private and commercial air operations and its requirements; appreciation of the necessary coordination with government departments of national planning, for example, or with their advisors or external consultants.
- Experience in developing human resources policies for civil aviation and in the preparation of plans regarding organization, normative documents and procedures for aviation services and relevant training programs.
- Knowledge of planning, organization, operation and administration of government civil aviation agencies, preparation of plans, training of personnel and equipment, including an evaluation thereof.
- Knowledge of ICAO standards and recommended practices, procedures, manuals and relevant regional planning.
- Possess initiative, tact, good judgment and ability to foster and maintain working relationships
- Fluency in English language (written and spoken)

3. **Competencies:**

- **Judgment/decision-making:** Proven ability to take ownership of all responsibilities and to honor commitments, to exercise mature judgment, to recognize key issues and analyze relevant information, to make feasible recommendations and to take sound decisions.
- **Communication:** Ability to write clearly and concisely and to present articulate verbal reports.
- **Teamwork:** Ability to work with colleagues to achieve the project goals and maintain harmonious working relationships in a multinational environment.
- **Leadership, vision and management of performance:** Demonstrated ability to plan and guide the work of a technical team in a multinational environment, to identify priorities and adjust them as required.
- **Client orientation:** Ability to establish and maintain partnerships with external collaborators, to work and advocate effectively in a consensus-based system and to successfully manage and resolve conflicts.
- **Commitment to continuous learning:** Willingness to keep abreast of new developments in his professional field.
- **Technological awareness:** Ability to use contemporary office automation equipment, software, databases. Adequate computer literacy and MS Office software skills.



INTERNATIONAL CIVIL AVIATION ORGANIZATION

Project GUY/11
NAME

MISSION REPORT

by Mr. (consultant's name and specialty)
Post N° _____

Title of Report (if any)

Place and date

Part 1. GENERAL

- 1.1 Itinerary
- 1.2 Authorities and officials contacted
- 1.3 Objective(s) or terms of reference of the mission.

Part 2. ACTIVITIES DEVELOPED

- 2.1 Brief introduction.
- 2.2
- etc.

Part 3. RESULTS

- 3.1 Brief description of the results of the mission or deliverables produced including metrics indications, if possible, and the relation of each outcome with the ICAO strategic objectives.
- 3.2 If training is provided, include the training programme details, a list of instructors and their origins, a list of attendants and their positions within the civil aviation administration, the assessment results, grades given, a summary of the training termination reports completed by the participants, and other relevant information.
- 3.3 etc.

Part 4. CONCLUSIONS AND RECOMMENDATIONS

- 4.1
- 4.2
- etc.

Part 5. LESSONS LEARNED (If applicable)

APPENDICES (if any)



**INTERNATIONAL CIVIL AVIATION ORGANIZATION
South American Regional Office**

BOGOTA DECLARATION

The thirteenth meeting of Civil Aviation Authorities of the SAM Region held in Bogota, Colombia, from 4 to 6 December 2013, convened by the ICAO South American Regional Office, and counting with the participation of high level officials representing 13 States and 8 international organizations and industry:

Considering that, in accordance with Article 37 of the International Civil Aviation Convention, each contracting State undertakes to collaborate in securing the highest practicable degree of uniformity in regulations, standards, procedures and organization in relation to aircraft, personnel, airways and auxiliary services in all matters in which such uniformity will facilitate and improve air navigation;

Noting the objectives to be achieved through the Global Air Navigation and Safety Plans, recently approved by the Thirty-eighth Session of the ICAO Assembly;

Taking into account the paramount role civil aviation performs in the socio-economical, exchange and commerce development for regional integration;

Aware that the constant air transport growth in the region and the great worldwide events to be developed in the next years require additional efforts to improve even more the aviation safety, efficiency and security indicators;

Aware that the air transport growth poses additional challenges for the infrastructure of both airports and air navigation;

Aware that the management of regional processes towards the implementation of air navigation, safety and security operational improvements require the establishment of clear indicators and goals;

Recognizing that the South American Region has successfully implemented regional technical cooperation mechanisms adopting a joint approach in the solution of problems of common interest;

Aware that the harmonization of regional standards and procedures will facilitate a collaborative environment among States, guaranteeing an increase in the levels of air operations safety in the region and the achievement of joint goals;

Aware that regional air navigation operational improvements are more productive, and that delays from one State can negatively affect the remainder States;

Recognizing that legislation on the protection of sources of information is necessary for a better regional State Safety Programme (SSP) and Safety Management Implementation (SMS) implementation;

Aware that the safety objectives achieved to date require specific actions for their sustainment;

Recognizing the importance of developing air safety intelligence using reactive, proactive and predictive information to accompany the taking of decisions, mitigation of safety risks and continuous improvement;

Recognizing the collaborative working potential of the runway safety teams (RST) as a risk management tool; and

Considering the action plan agreed upon during the Meeting of Air Navigation and Flight Safety Directors of the South American (SAM) Region.

The thirteenth meeting of Civil Aviation Authorities of the SAM Region (RAAC/13):

DECLARES its commitment in achieving the following goals by 2016:

1. **Safety oversight**
Have 80% of effective implementation (EI) in the SAM Region.
2. **Accidents**
Reduce the SAM regional accident rate gap in 50% with regard to the global accident rate.
3. **Runway excursions**
Reduce runway excursions in 20% with regard to the average rate of the Region (2007 – 2012).
4. **Aerodrome certification**
Have 20% of the international aerodromes certified.
5. **State Safety Programmes (SSP) and Safety Management System (SMS) Implementation**
 - *Reach 67% of SSP implementation.*
 - *Reach 100% of the service providers SMS oversight capacity.*
6. **PBN terminal**
Full compliance with goals established in ICAO Assembly Resolution A37-11 regarding approach procedure with vertical guidance (APV).
7. **PBN enroute**
 - *60% of the international aerodromes with standard instrument departure (SID) / standard instrument arrival (STAR) PBN.*
 - *60% of the routes/airspace with performance based navigation (PBN).*
8. **CDO**
40% of the international aerodromes / terminal control areas (TMA) with continuous descent operation (CDO).
9. **CCO**
40% of the international aerodromes / TMAs with continuous climb operations (CCO).
10. **Estimated fuel savings/ CO2 emissions reduction based on the ICAO fuel savings estimation tool (IFSET)**
Reach 40,000 tons of regional CO2 emissions reduction per year in en-route PBN implementation.
11. **ATFM**
100% of the area control centre (ACCs) providing air traffic flow management (ATFM).
12. **AIM**
100% of the required elements in PHASE I (aeronautical information services (AIS) to aeronautical information management (AIM) Roadmap).

13. **AMHS interconnection**
100% of the Air Traffic Services Message Handling Services (AMHS) regionally interconnected.
14. **Interconnection of automated systems (ATS interfacility data communications (AIDC) exchange)**
100% of the automated systems interconnected.
15. **Implementation of national Internet protocol (IP) networks**
80% of the States with national IP communications networks implemented.

Issued in Bogota, Colombia, 6 December 2013