



# **INTERNATIONAL CIVIL AVIATION ORGANIZATION**

## **PROGRAMME DOCUMENT: EXTENSION OF CASP-AP**

**Programme Title: Cooperative Aviation Security Programme,  
Asia/Pacific Region (CASP-AP) Phase III**

### ***VISION***

***Cooperative actions to assist Members to achieve  
effective aviation security outcomes and  
sustainable implementation***

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**INTERNATIONAL CIVIL AVIATION ORGANIZATION**  
**PROGRAMME DOCUMENT: EXTENSION OF CASP-AP**

<b>Programme Title:</b>	<b>Cooperative Aviation Security Programme, Asia/Pacific Region (CASP-AP) Phase III</b>
<b>Programme Number:</b>	RAS04901
<b>Programme Extension:</b>	5 Years (1 July 2014 to 30 June 2019)
<b>Estimated Programme Extension Cost:</b>	US\$2,537,600
<b>Participating Governments:</b>	Islamic Republic of Afghanistan, Bangladesh, Bhutan, Brunei Darussalam, Cambodia, Hong Kong (China), Fiji, India, Indonesia, Kiribati, Japan, Lao PDR, Macao (China), Maldives, Malaysia, Myanmar, Mongolia, Nepal, Philippines, Rep. of Korea, Singapore, Sri Lanka, Timor-Leste, Viet Nam
<b>Potential Participating Governments:</b>	<p>The CASP-AP Programme is open to all States/Administrations in the Asia/Pacific Region. ICAO encourages States listed below to become Members of this Programme, in order to enhance aviation security in their States as well as in the entire region.</p> <p>Australia, China, Cook Islands, Democratic People's Rep. of Korea, Marshall Islands, Micronesia (Federated States of), Nauru, New Zealand, Pakistan, Palau, Papua New Guinea, Samoa, Solomon Islands, Thailand, Tonga, Tuvalu, Vanuatu</p>
<b>Sector and Sub-Sector:</b>	Transport and Communications - Air Transport
<b>Governments' Cooperating Agencies:</b>	Civil Aviation Security Administrations in Member Administrations
<b>Executing Agency:</b>	International Civil Aviation Organization (ICAO)
<b>Starting Date of Phase III:</b>	July 2014

**States/Administrations Participating in CASP-AP Phase I**

<b>Signed on behalf of:</b>	<b>Name</b>	<b>Signature</b>	<b>Title</b>	<b>Date</b>
Afghanistan		signed		
Australia		signed		
Bangladesh				
Bhutan		signed		
Brunei Darussalam		signed		
Cambodia		signed		
China				
Cook Islands				
Democratic People's Republic of Korea				
Fiji		signed		
Hong Kong (China)		signed		
India		signed		
Indonesia		signed		
Japan		signed		
Kiribati		signed		
Lao PDR		signed		
Macao (China)		signed		
Maldives		signed		
Marshall Islands				
Malaysia		signed		
Micronesia (Federated States of)				
Mongolia		signed		
Myanmar				
Nauru				
Nepal		signed		
New Zealand				
Pakistan				
Palau				
Papua New Guinea				
Philippines		signed		
Republic of Korea		signed		
Samoa				
Solomon Islands				
Singapore		signed		
Sri Lanka		signed		
Thailand		signed		
Timor Leste		signed		
Tonga				
Tuvalu				
Vanuatu				
Viet Nam		signed		

### States/Administrations Participating in CASP-AP Phase II

<b>Signed on behalf of:</b>	<b>Name</b>	<b>Signature</b>	<b>Title</b>	<b>Date</b>
Afghanistan				
Australia				
Bangladesh		<b>signed</b>		
Bhutan		<b>signed</b>		
Brunei Darussalam				
Cambodia		<b>signed</b>		
China				
Cook Islands				
Democratic People's Republic of Korea				
Fiji				
Hong Kong (China)		<b>signed</b>		
India		<b>signed</b>		
Indonesia		<b>signed</b>		
Japan				
Kiribati				
Lao PDR				
Macao (China)		<b>signed</b>		
Maldives				
Marshall Islands				
Malaysia		<b>signed</b>		
Micronesia (Federated States of)				
Mongolia		<b>signed</b>		
Myanmar		<b>signed</b>		
Nauru				
Nepal		<b>signed</b>		
New Zealand				
Pakistan				
Palau				
Papua New Guinea				
Philippines				
Republic of Korea		<b>signed</b>		
Samoa				
Solomon Islands				
Singapore		<b>signed</b>		
Sri Lanka		<b>signed</b>		
Thailand				
Timor Leste		<b>signed</b>		
Tonga				
Tuvalu				
Vanuatu				
Viet Nam				

**States/Administrations Participating in CASP-AP Phase III**

<b>Signed on behalf of:</b>	<b>Name</b>	<b>Signature</b>	<b>Title</b>	<b>Date</b>
Afghanistan				
Australia				
Bangladesh				
Bhutan				
Brunei Darussalam				
Cambodia				
China				
Cook Islands				
Democratic People's Republic of Korea				
Fiji				
Hong Kong (China)				
India				
Indonesia				
Japan				
Kiribati				
Lao PDR				
Macao (China)				
Maldives				
Marshall Islands				
Malaysia				
Micronesia (Federated States of)				
Mongolia				
Myanmar				
Nauru				
Nepal				
New Zealand				
Pakistan				
Palau				
Papua New Guinea				
Philippines				
Republic of Korea				
Samoa				
Solomon Islands				
Singapore				
Sri Lanka				
Thailand				
Timor Leste				
Tonga				
Tuvalu				
Vanuatu				
Viet Nam				

## INTRODUCTORY NOTE

This Programme Revision document reflects the continuity of the CASP-AP Programme from Phase I/II into Phase III. The format of the original approved Programme document has been retained; the progress achieved in Phases I and II has been outlined and the elements relating to Phase III have been described in detail.

### PART A      CONTEXT

#### 1.              CASP-AP Programme, Phase I

1.1              The CASP-AP Programme was established in August 2004 with the participation of 12 States/Administrations in the Asia-Pacific (AP) region and commenced operations in early 2005. As of November 2008 its Membership has grown to 23 States/Administrations.

1.2              The CASP-AP Programme is set up as a cooperative regional programme under the auspices of ICAO. Its main objective is to ensure compliance with the international aviation security conventions, ICAO Standards and Recommended Practices (SARPs) and related guidance material by enhancing the aviation security capabilities of the Participating States and Administrations. It also aims to achieve a greater degree of harmonization in civil aviation security matters by creating a CASP-AP Civil Aviation Security Standing Structure (CASS) for AVSEC information exchange, technical assistance, cooperation and coordination, as well as for the training of aviation security personnel.

1.3.              CASP-AP has developed its own work plan geared to the needs of its Members, and its own budget. CASP-AP, which is managed by ICAO, functions on the basis of the CASP-AP Programme Document and the Administrative and Operational Policies and Procedures Manual. It is governed by a Steering Committee, in which each Participating State/Administration is represented, and its ICAO Programme Coordinator serves as Secretary to the Steering Committee and coordinates all programme activities.

1.4              The CASP-AP Phase II has been formulated on the basis of the following:

- a) ICAO Assembly Resolution A35-9, Appendix C, which called upon Contracting States to substantially enhance cooperation and coordination between them and to intensify their efforts for the implementation of existing SARPs and Procedures relating to aviation security.
- b) The High-level, Ministerial Conference of February 2002 which concluded *inter alia* that regional and sub-regional approaches can make a significant contribution to ICAO's aviation security activities.
- c) The continued need of AP States and Administrations for assistance in addressing shortcomings in aviation security identified through mandatory audits carried out under the ICAO USAP programme and other related audit programmes.
- d) The advantages to be gained by the sharing of 'best practices' amongst Programme Members and the utilization of the capacity available in some Member States/Administrations to assist others.

## **2. International Conventions Relating to Aviation Security**

2.1 The recurrence of unlawful acts against civil aviation and related facilities over the last forty years led ICAO to develop and foster the adoption of the following international aviation security conventions and protocols to safeguard aircraft, passengers, crews, airports and civil aviation facilities against acts of unlawful interference and to deter potential perpetrators:

- The Convention on Offences and Certain Other Acts Committed on Board Aircraft, signed at Tokyo on 14 September 1963 (Tokyo Convention);
- The Convention for the Suppression of Unlawful Seizure of Aircraft, signed at The Hague on 16 December 1970 (The Hague Convention)
- The Convention for the Suppression of Unlawful Acts Against the Safety of Civil Aviation signed at Montreal on 23 September 1971 (The Montreal Convention);
- The Protocol for the Suppression of Unlawful Acts of Violence at Airports Serving International Civil Aviation, Supplementary to the Montreal Convention, signed at Montreal on 24 February 1988;
- The Convention on the Marking of Plastic Explosives for the Purpose of Detection, signed at Montreal on 1 March 1991.
- The Beijing Convention, 2010 and the Beijing Protocol 2010, both signed on 10 September 2010.

## **3. Aviation Security Responsibilities of States**

3.1 Annex 17 — *Security — Safeguarding International Civil Aviation against Acts of Unlawful Interference* and certain relevant parts of other Annexes to the Chicago Convention, in particular Annex 9 — *Facilitation* specify the responsibilities and obligations of Contracting States in the field of Aviation Security. Each Contracting State should take a number of specific measures to safeguard against acts of unlawful interference with civil aviation and thus ensure the safety of passengers, crew, ground personnel and the general public. For this purpose, each Contracting State is required to develop, implement and maintain a National Civil Aviation Security Programme, establish and designate an authority responsible for aviation security, develop and implement relevant security regulations, practices and procedures as well as cooperate, to the extent possible, with other States in aviation security matters.

## **4. Implementation of Aviation Security Responsibilities by Contracting States**

4.1 The ability of a Contracting State to implement efficiently and effectively its aviation security responsibilities depends on the following:

- a) A Civil Aviation Act or other appropriate legislation with provisions on aviation security reflecting international security conventions and relevant ICAO Annexes, as well as designating a specific organization for carrying out aviation security responsibilities;
- b) A National Civil Aviation Security Programme for safeguarding civil aviation operations against acts of unlawful interferences, encompassing regulations, practices and procedures that take into account the safety, regularity and efficiency of flights;
- c) Availability of a required number of suitably qualified and trained personnel to implement the national airport aviation security Programmes.

- d) Establishment of a National Aviation Security Committee or similar body, for coordinating aviation security activities between the departments and agencies of the State, airport and aircraft operators and other entities involved;
- e) Availability and effective use of security equipment, facilities and resources at international airports and if possible, at other airports; and
- f) Implementation of periodic training programmes for aviation security personnel in the various aspects of their work.

4.2 The aforementioned conditions are, however, not met fully in all States in the Asia/Pacific Region, thus creating gaps and weaknesses in aviation security.

## **PART B ACHIEVEMENTS OF CASP-AP IN PHASE I**

### **1. Objectives of the Programme**

1.1 The Cooperative Aviation Security Programme (CASP) was developed on the basis of resolutions passed and conclusions reached at the 33rd Assembly and at the 2002 High-level, Ministerial Aviation Security Conference. This concept aims at achieving compliance with the international conventions on aviation security and the implementation of the Standards and Recommended Practices of Annex 17 and the security provisions of Annex 9 of the Chicago Convention, as well as implementation of the guidance material provided by ICAO and the recommendations of AVSEC Audit Reports. It also aims at creating a regional standing structure for cooperation and coordination of civil aviation security and for the training of aviation security personnel.

### **2. Establishment of the Programme**

2.1 CASP-AP was conceived at a Preparatory Meeting in Hanoi, Viet Nam on 11 June 2004, when it was agreed by participating Members that the three programmes initially proposed by ICAO for North, South and South-East Asia would be combined in a single programme in which all States/Administrations within the Asia/Pacific Region would be invited to participate. The CASP-AP Programme was formally established at the first Steering Committee meeting of CASP-AP that was held in Bangkok at the end of August 2004.

### **3. Programme Steering Committee**

3.1 The Steering Committee of the CASP-AP is the main policy and decision-making body of the Programme and each Participating State/Administration is represented on it. The Steering Committee approves the work plan and the budget of the Programme and constitutes an essential forum for discussion of aviation security issues amongst the Member Administrations and for the exchange of relevant information, as well as in promoting an environment of coordination and cooperation amongst the aviation security authorities of participating countries.

3.2 To ensure the early commencement and implementation of the Programme and enhancing its funding resources, ICAO approached the European Union (EU) and other potential donors for funding support. With financial contributions and assistance in-kind from Member States/Administrations and organizations, the programme commenced operations on 11 April 2005 when the Senior Aviation Security Adviser/Programme Coordinator took up post.



#### 4. **Financial Resources**

4.1 The cost of the Programme is covered principally by contributions from the Member Administrations. Additional contributions in cash or in-kind have been provided by donors and funding agencies as well as by the aviation industry. Financial and human resources under the Programme are administered by ICAO Headquarters.

#### 5. **Phase I Programme Activities and Outputs**

##### 5.1 Activities

- a) The Senior Aviation Security Adviser (SASA)/Project Coordinator assigned to the project by ICAO prepared the annual work plans, acted as Secretary of the Steering Committee, visited the Participating States/Administrations, reviewed their National Civil Aviation Security Programmes and some Airport Security Programmes and reported his findings and recommendations, in addition to providing on-the-job training.
- b) An Air Law Consultant was assigned to review the aviation security legislation and regulations of Participating States/Administrations and recommend their updating and modification to correspond with international requirements.
- c) The Steering Committee held five meetings during which it discussed, *inter alia*, the aviation security programme evaluations and revisions, the adequacy of existing aviation security legislations and regulations and the aviation security training needed and undertaken. The Steering Committee discussed the institutionalization of the Programme and approved the Administrative and Operational Policies and Procedures Manual and considered the drafting of a Memorandum of Understanding for its adoption.

##### 5.2 Outputs

- a) The National Civil Aviation Security Programmes (NCASP) of 16 out of 22 Member States and Administrations have so far been evaluated and revised versions have been prepared in coordination with national authorities.
- b) The Airport Security Programmes of nine international airports have been evaluated and revised drafts produced.
- c) Each NCASP evaluated and revised by CASP-AP has a new Part entitled "Quality Control" comprised of three sections on Staff Recruitment, Security Training and Performance Monitoring.
- d) The civil aviation legislation related to aviation security in 20 out of the 22 States/Administrations has been reviewed and related reports have been developed. Ten of these reports have been already discussed with the respective authorities of States/Administrations and seven of these reports have been finalized and submitted to the States concerned. Each of these reports analyses the legislation, issues a conclusion on its adequacy and provides recommendations where needed. Assistance was also provided to two States in amending their aviation security legislation and to

two other States in drafting of new aviation security legislation based on the model approved by the Fifth Steering Committee Meeting.

- e) Aviation Security Instructor Training Courses have been conducted in ten States and Administrations. National Inspector Courses have been conducted in Viet Nam and the Philippines. A Quality Control Workshop is to be conducted in Tonga jointly with PASO. Altogether 15 National Civil Aviation Training Programmes have been produced so far.

## **PART C        ACHIEVEMENTS OF CASP-AP IN PHASE II**

### **1.            Phase II Programme Activities and Outputs**

#### **1.1        Activities**

- a) The Programme Coordinator/Senior Aviation Security Adviser (PC) assigned to the project by ICAO prepared, implemented and maintained the Annual Work Plans, acted as Secretary of the Steering Committee, undertook assistance Missions to member Administrations, reviewed their National Civil Aviation Security Programmes and Universal Security Audit Programme Corrective Action Plans, reported his findings providing detailed recommendations and conducted or facilitated training courses and workshops, in addition to providing on-the-job training.
- b) Additionally, with approval of the Steering Committee, the PC commenced new initiatives, including the adoption of a second annual meeting to address technical and operational issues, a sub-Regional approach to some training activities, an increase in capacity building-related activities, the greater use of internal (CASP-AP/Members) and external (CASP-AP/non-member) partnerships, a phased approach to Quality Control training and capacity building and specific ‘implementation-related’ activities.
- c) An Air Law Consultant was assigned to review the aviation security legislation and regulations of Members and recommended their updating and modification to correspond with international requirements.
- d) The Steering Committee held five meetings and one Special meeting, during which it discussed, *inter alia*, the aviation security programme evaluations and revisions, the advantages of greater standardisation and cooperation between Members, the aviation security training needed and undertaken and the need for a greater emphasis on capacity building and working in partnerships. The Steering Committee discussed and adopted a second annual meeting (ATOM) to exchange views on technical and operational issues and considered the needs of Phase III of the Programme. The Steering Committee agreed that the aim of creating a regional standing structure; for cooperation and coordination of civil aviation security and for the training of aviation security personnel, was no longer required as this objective had been achieved via a variety of initiatives, both within and outside CASP-AP.

1.2

**Outputs**

- a) The National Civil Aviation Security Programmes (NCASP) of the majority of Members have now been completed and approved by the relevant national authorities, at varying levels of Annex 17 amendment applicability.
- b) The National Civil Aviation Security Quality Control Programmes (NCASQCP) of a large number of Members have now been completed and approved by the relevant national authorities, at varying levels of Annex 17 amendment applicability.

The National Civil Aviation Security Training Programmes (NCASP) of some Members have now been completed and approved by the relevant national authorities, at varying levels of Annex 17 amendment applicability.

- c) The Screener Certification Programme has been completed and approved by the relevant national authorities of a limited number of Members.
- d) The civil aviation legislation related to aviation security has been updated and expanded by the majority of Members.
- e) Aviation Security Training Courses and workshops using ICAO ASTPs covering Management, Inspector, Instructor, Crisis Management, NCASP, NCASQCP and Screener Certification Programme have been undertaken in many Members States and Administrations. Additionally, CASP-AP has developed and conducted Legal Awareness, Management and Senior Management training courses, specific to Members' needs. The use of 'partnerships' and 'hosting' by Members later in Phase II has allowed some leverage of available resources, and full attendance at each training activity.
- f) The programme of Annual Technical and Operational Meetings (ATOM) has commenced with two ATOMs so far completed. The ATOMs have made significant contributions to information flow within CASP-AP, including between Members. They have contributed, in a relatively short time, to the effectiveness of the Annual Work Plan by providing a greater overview of Members' needs.
- g) Additionally, the use of newly devised Development Workshops, well supported by Members, has provided three outcomes of specific directions or guidance materials for use by the Programme and Members.
- h) All Model National Programme Documents have been upgraded to reflect Annex 17, Amendment 13 levels and an initial Model Inspectors Manual has been completed.

1.3

**Phase II Lessons learnt**

- a) CASP-AP provided training courses (using ICAO ASTPs and Workshops) are still well supported, especially when using the hosting-50% training positions system. There is therefore a continuing need for CASP-AP to provide or facilitate this style of individual training to supplement ASTC provided training. The need for individual training may decrease or change coverage over the duration of Phase III. Continued coordination is required between CASP-AP training and ICAO Regular Programme ASTC-based training to prevent overlap or deficiencies.

- b) CASP-AP provided training courses, using CASP-AP developed materials, are well supported as they address specific, identified needs. They also benefit from using the hosting-50% training positions system. There is therefore a continuing need for CASP-AP to provide this targeted individual training to address subjects which are not covered by ICAO ASTP and Workshop training. The need for this individual training is likely to remain constant over the duration of Phase III, and is likely to include the development of new training subjects as they are identified. The 'Development Workshop' system is an effective mechanism to leverage capabilities from within Members, partners and ICAO, to provide new CASP-AP 'products'.
- c) The 'legal awareness' seminars and specific State or Administration legal assistance may still be required occasionally, but will likely decrease as a result of CASP-AP Member States and Administrations implementation of effective national legislation.
- d) The major identified issue facing many Members is an inability to implement the policies and meet the outcomes required by their national regulations and Programmes. This is due to a variety of factors leading to a lack of organizational and technical capacity within the appropriate authority. The identification of this issue provides good guidance on the directions required and priorities for CASP-AP Phase III.
- e) Within CASP-AP, there are also a number of Members with well-developed processes and systems, which have historically derived less benefit from CASP-AP activities than the lesser developed Members. To maintain interest and support for the Programme and an equitable return on their investment, there is a requirement for consideration of the needs of these more developed Members via specifically targeted activities.
- f) The second CASP-AP Phase II objective was to achieve a greater degree of harmonization in civil aviation security matters by creating a CASP-AP Civil Aviation Security Standing Structure (CASSS) for AVSEC information exchange, technical assistance, cooperation and coordination, as well as for the training of aviation security personnel. The objective of greater harmonization and information exchange has largely been achieved during Phase II by a combination of factors, including the use by Members of 'model' Programmes, the advent of the ATOM and greater use of partnerships and hosting. This outcome is also assisted by other factors external to CASP-AP, such as the ICAO Regional Aviation Security Coordination Forum. As such, the second objective of a CASSS need not transition to Phase III as a full objective. There is need for continuing coverage of harmonization, information exchange, technical assistance, cooperation, coordination and training; however this can be achieved other than by the use of a new 'standing structure'.
- g) While the amount and scaling of financial contribution by Members is established via the use of World Bank socio-economic data and an equitable grouping of Members, the actual financial contributions of some Members have at times during Phase II been variable. This has resulted in a decrease of available funds and a lack of predictability of actual income of the CASP-AP Programme. As a result, opportunities for assistance have been lost, and the Steering Committee has had to specify the levels of support that can be made available to non-financially

contributing Members. Recently there has been a little more stability in contributions from Members which allows more effective planning.

- h) The inability to regularly utilize the specialist training officer envisaged by the Phase II Programme Document, due particularly to the high costs of international experts and the limited income of the Programme, has been a severe constraint on the effectiveness and outcomes of CASP-AP. The use of the Programme's Administrative Assistant as a part-time Instructor has helped. However, the limited access to this position (50%) has meant that the use of the position for training/instructing has been balanced against the loss of the administrative function for this period. The situation for training, training development and administrative support will require rectification to allow Phase III to provide more effective outcomes, particularly in relation to training and mentoring for sustainable capacity building.
- i) The use of innovations such as sub-Regional activities, internal/external partnerships, development workshops and activity hosting has shown considerable benefits and should be continued or extended into Phase III. Further innovation to provide cost effective outcomes should also be considered.
- j) Changes within ICAO management towards the end of Phase II have increased the Regional Director's responsibilities for management and oversight of Regional cooperative Programmes. This will require CASP-AP, the Steering Committee and the Regional Director to work closely and cooperatively to provide effective results.

## **PART D: CASP-AP PROGRAMME EXTENSION (Phase III, 2014-2019)**

### **1. Justification and Objectives of the Programme Extension**

At the 10th SCM, chaired by Singapore, it was agreed that a 'Vision' be adopted for Phase III to reflect the directions of CASP-AP during Phase III. This vision is:

***“Cooperative actions to assist Members to achieve effective aviation security outcomes and sustainable implementation”***

1.1 CASP-AP Members continue to require assistance, to varying degrees, in addressing the shortcomings in aviation security oversight identified by the ICAO USAP Phase II audits, in aspects related to compliance with Annex 17 and the security provisions of Annex 9. The global objectives of the Programme can therefore be summarized as enhancing the security and efficiency of civil aviation in the Asia/Pacific Region through the adoption and harmonization of aviation security legislation and regulations and its oversight procedures in conformity with Annex 17, the security provisions of Annex 9 and the guidance material contained in the Security Manual, ICAO Doc 8973 and Oversight Manual ICAO Doc 9734 C.

1.2 Accordingly, the objectives of the CASP-AP Phase III Programme Extension are:

- to further assist Members in the sustainable capacity building required to effectively meet all international responsibilities in relation to the Convention on Civil Aviation, Annex 17 and the security-related provisions of Annex 9.

- to continue to assist Members with establishing appropriate organization, processes and procedures, to enhance the security of air transport operations, airports, air traffic service providers, aircraft operators, civil aviation installations, personnel and the travelling public, including the increased use of risk-management methodologies to maximize the effectiveness of available resources;
- to further assist Members in removing deficiencies identified following ICAO USAP audits and to assist Members to prepare for participation in the ICAO USAP-CMA Programme;
- to further assist Members with the implementation of Standards and Recommended Practices (SARPs) under Annex 17 and the security provisions of Annex 9, with the objective of reducing the potential for acts of unlawful interference against civil aviation being committed in the Asia/Pacific Region;
- to further increase the harmonization of processes, the coordination of activities and the mutual acceptance of Members' national standards and outcomes.
- to increase Member and Partner support, provided cooperatively to CASP-AP, to maximize the use of regional subject matter experts (SMEs) and support-in-kind and assistance from Members and Partners to better achieve the required Programme outcomes.
- to ensure appropriate staff support for the CASP-AP Programme for the implementation of timely, optimal and cost-effective assistance to Members.
- to work in close coordination with the Regional Director to allow effective results.
- to ensure that work started under CASP-AP Phase I and Phase II is continued in Phase III, and completed; and
- to provide Members with other related assistance, including activities tailored to meet specific needs of Members in overcoming any aviation security-related challenges and shortcomings in facilities, services and equipment, to the extent possible.

## **2. Strategy to be followed for the Programme Extension**

2.1 Based on the experience gained in the implementation of the CASP-AP Programme in Phase I, the transition between Phase I and Phase II, and the achievements of Phase II; the strategy to be followed for the Programme extension in Phase III will be as follows.

2.1.1 Review and revise as required the National Civil Aviation Security Programmes, National Civil Aviation Quality Control Programmes, National Civil Aviation Training Programmes, Air Traffic Services Provider (ATSP) Security Programmes and national contingency plans of each member. To include related regulations, practices and procedures taking in to account ICAO USAP audit reports, so as to ensure compliance with Annex 17 as amended from time to time, relevant provisions of other Annexes and the ICAO Aviation Security Manual, and to assist with the implementation of these requirements:

- a) Provide current 'Model' national level Programmes as guidance to Members and assist with amendment of Members' Programmes;
- b) Provide current 'Model' entity programmes (airport, aircraft operator, cargo etc) as guidance to Members and assist with mechanisms for Members to maintain effective oversight of these entities.

2.1.2 Review and revise, as required, the National Air Transport Facilitation Programmes of each Member. To include related regulations, practices and procedures, taking into account the ICAO USAP audit reports, so as to ensure compliance with the security-related SARPs of Annex 9 as amended from time to time, relevant provisions of other Annexes and the ICAO Facilitation Manual, and to assist with the implementation of these requirements:

- a) Provide a current 'Model' National Air Transport Facilitation Programme as guidance to Members and assist with amendment of Members' Programmes;
- b) Provide a current 'Model' Airport Facilitation Programme as guidance to Members and assist with mechanisms for Members to maintain effective oversight of these entities.

2.1.3 Determine the adequacy of the organization responsible for aviation security in each Member Administration, including staffing levels/competencies, and submit recommendations for its enhancement as necessary, in particular to address the oversight/Quality Control responsibilities of the appropriate authority.

2.1.4 Assist with the evaluation of aviation security personnel to determine the numbers required to effectively meet the needs of the NCASP, that they are adequately trained in their field and undertake their tasks efficiently, and that required plans for recruitment, training and staff continuity are prepared.

2.1.5 Assess the aviation security programmes and procedures of each Member to determine if aviation security deficiencies identified by USAP Audits have been corrected. For this purpose, Members have been requested to authorize CASP-AP to access USAP Audit reports and/or Corrective Action Plans.

2.1.6 Provide assistance, where required, for inclusion of aviation security provisions within the appropriate law to fulfill the requirements of Annex 17 and the Aviation Security Conventions/Protocols and provide assistance in the adoption of the CASP-AP model legislation by Members or in the amendment of existing aviation security legislation.

2.1.7 Provide, as needed, advice on the establishment of a national civil aviation security committee or similar body in each Member administration, and confirm that it is able to coordinate security activities between all those concerned with the implementation of the National Civil Aviation Security Programme.

2.1.8 Undertake follow-up, mentoring or assistance missions to Members to ensure full implementation of aviation security requirements and of ICAO USAP audit recommendations, including targeted/customized assistance in relation to the Continuous Monitoring Approach (CMA) of USAP.

2.1.9 Provide organizational level training and guidance to promote sustainable capacity building outcomes within Members by the use of appropriate methodologies and operating practices.

2.1.10 Promote greater cooperation and coordination among Members through the Annual Technical and Operational Meeting and the provision of sub-Regional activities; including fostering bi-lateral support mechanisms.

2.1.11 Provide ICAO ASTP training courses and workshops to aviation security personnel at locations suitable to Members, in coordination with, and to supplement, the outputs of Aviation Security

## Training Centres.

2.1.12 Provide CASP-AP developed training courses, seminars and workshops to assist Members with implementation and sustainable capacity building and undertake mentoring/guidance activities in addition to on-the-job training.

2.1.13 Provide a regular seminar specifically for the consideration and discussion of advanced systems and processes, including Members' anticipated needs and world best practices.

2.1.14 Provide advice on the establishment of an airport security committee at each airport and on the completion and implementations of a written Airport Security Programme that meets the requirements of the National Civil Aviation Security Programme.

2.1.15 Provide advice on aviation security facilities, services and equipment required at each airport and ATSP facilities, and assist, as appropriate, with procurement of aviation security-related equipment.

2.1.16 Review CASP-AP methodologies and operating practices to maximize the sustainable capacity building capabilities of the Programme.

2.1.17 Continue to use the agreed World Bank statistics on the socio-economic situation of Members to establish Members location in a set of four levels for Members' Annual Financial Contributions, and actual amounts for each level confirmed in relation to budgetary costings before the beginning of Phase III.

2.1.18 Provide appropriate staffing for CASP-AP, to better undertake the training, sustainable capacity building, and support tasks to achieve the required outcomes of the Programme.

2.1.19 Enter into working arrangements with organisations as required to progress the requirements of this Programme Document, after appropriate approvals.

2.1.20 Maintain liaison and coordination with the ICAO HQ and Regional Office on aviation security matters.

## **3. Role of Members in assisting with the Strategy to Achieve the Objectives of the Programme Extension**

3.1 The actions required from Members in assisting with the strategy to achieve the objectives of the Programme Extension, are as follows:

- a) Full implementation of the provisions of the international aviation security Conventions and Protocols to which Members have adhered, as well as the Standards and Recommended Practices of Annexes to the Chicago Convention, particularly Annex 17 and the security provisions of Annex 9.
- b) Implementation of the recommendations of the ICAO USAP Audit reports, the Corrective Action Plans based on these recommendations, and adoption of the USAP Continuous Monitoring Approach (CMA).
- c) Signing of the Programme Document by Members at the commencement of Phase III, and the extension of their full cooperation to Programme personnel, including the maintenance of their effective participation in Programme activities.
- d) Ensuring that annual financial contributions are paid fully at the commencement of



each year of the Programme by Members, noting that the Programme is designed to be conducted mainly using funding contributed by Members. By the regular payment of this contribution, Members will be able to access the full range of benefits and privileges of Membership.

- e) Attending the Annual Steering Committee Meeting to assist with the direction of the Programme, including taking decisions to resolve any issues.
- f) Taking necessary steps to secure funds, personnel and equipment for aviation security purposes for each Member.
- g) Considering their capability to support other Members in a cooperative manner by the provision of assistance with personal, documents and processes.
- h) While the Directors-General of Civil Aviation are normally representatives of Members for the CASP-AP Programme, they are encouraged to also involve other parties concerned with Aviation Security and Facilitation in their respective States/Administrations and to support their participation in the Steering Committee Meetings, as warranted. If a Member has a designated 'appropriate authority' which is not under the control of the Director General of Civil Aviation, the Member may nominate a representative and focus point for the CASP-AP Programme.
- i) Similarly, when CASP-AP activities extend to areas outside the responsibilities of Directors General of Civil Aviation, the Directors General or nominated representative remains the point of contact for these activities, such as the security-related provisions of Annex 9 (Facilitation).

3.2 In accordance with decisions made by various Steering Committee Meetings previously, the completion of Item 3 above at the commencement of Phase III, and the subsequent ongoing payment of the annual financial contribution as covered by item 4, are required for complete Membership of the Programme and the full benefits this provides.

3.3 The benefits of partnership with the Programme, either by States, Administrations or industry entities, are elaborated at Paragraph 4.4.

#### **4. Strategy for Mobilization of Donor Resources and external support**

4.1 The Programme concerns primarily the aviation security authorities, ATS providers, and airports of Members in the Asia/Pacific region, as well as ICAO. However, the global and interlinked nature of aviation security means it is also of importance to other States, inside and outside of the region, and to air operators, aircrew, the traveling public and all those involved in air transport. Since aviation security has increasingly become an important prerequisite for maintaining the efficiency, regularity and safety of air transport, it has also become a major factor for tourism, trade and economic development. Therefore, multinational and bilateral donors are aware of the economic importance and role of aviation security, and had therefore made significant financial contributions to the Programme in Phase I.

4.2 As agreed at the first CASP-AP Steering Committee Meeting in 2004, ICAO and Members will continue to actively pursue mobilization of resources and support to the Programme by potential funding agencies/donors/partners. The potential for any external or internal source of funding or support for CASP-AP shall be considered and agreed by the SCM (or Chairman between meetings) to confirm appropriate relationships.

4.3 The provision of donor resources may include funding and/or provision of personnel and assistance from both Members of CASP-AP and non-Members; including other States/Administrations, agencies and international associations via partnership or agreement with CASP-AP.

4.4 As agreed by previous SCMs, non-Members who are active donors/contributors shall be recognized as 'Partners' in the CASP-AP Programme, and will be invited to participate and share their views in its meetings and activities.

4.5 In an effort to increase visibility of the Programme, training positions may be offered to non-member Asia Pacific States after member States and Administrations have accepted the positions necessary for their use. Decision on priority of allocation will be made by the Programme Coordinator with priority going to Members initially and then non-Members for remaining available positions.

## **5. Strategy for the increased use of Support 'In-Kind' by Members and Partners**

5.1 CASP-AP Membership includes a diverse group of States and Administrations of varying geographical sizes and levels of development. As such, some Members are able to provide assistance in-kind to either CASP-AP in general, or to specific Member(s). Such assistance can be through the provision of a suitably qualified or experienced person to assist in a specific task or provision of documentation, processes and advice.

5.2 All such assistance in-kind provided by Members will be coordinated by the Programme Coordinator to ensure that there is no overlap or inconsistency with other activities. Although some assistance may be provided to Members on a bilateral basis and not as part of a CASP-AP activity, there are still coordination benefits in the sharing of information on these activities.

5.3 When in-kind support is provided by Members for activities under CASP-AP, there is a possibility of reducing the CASP-AP Annual Financial Contribution of the supporting Member, subject to guidelines specified in paragraph 5.4. CASP-AP, however, requires a minimum funding support to progress the Programme and the Annual Work Plan requirements and therefore the reduction of the Financial Contribution cannot be greater than 35% of the Annual contributions of the Member.

5.4 The amount of reduction of Financial Contribution for each activity will be agreed between the Programme Coordinator and the supporting Member and recorded via a transparent registration system, based on the following guidelines:

- a) 'In-kind' support that qualifies for reduction of Annual Financial Contribution will include provision of:
  - i. dedicated instructor(s) or SME(s) to CASP-AP for an approved activity or guidance/mentoring/advisory assistance to Members, through CASP-AP;
  - ii. support to external activities (i.e. remote hosting — sponsoring a CASP-AP training activity in another Member State/Administration);
  - iii. development of specific materials to meet a CASP-AP requirement, not using materials already available to the supporting Member; and
  - iv. an activity similar in intent or effect to those described above and previously agreed by Programme Coordinator as 'in-kind support'.
- b) In relation to the activities specified in 5.4(a):
  - i. air transportation costs may be calculated on the basis of actual expenses;
  - ii. per diem or daily subsistence allowance (DSA) costs may be calculated on the basis of the Members' rules in place in their country;
  - iii. staffing costs will be calculated at a rate of US \$350 or direct salary for period of assignment, per working day, whichever is the lesser.

c) The following do not qualify for the reduction of Annual Financial Contributions:

- i. The provision and sharing of documents , procedures or processes that are already in use by the supporting Member, shall not be considered as in-kind support;
- ii. The provision to CASP-AP of an Office Assistant or Intern shall not be considered as in-kind support. This is because the experience gained by the staff of a supporting Member shall offset the cost incurred by the Member in the provision of this support; and
- iii. Participation in or hosting of routine meetings of Steering Committee and training events, largely for the benefit of the host Member, shall not be considered as in-kind support due to the value to the host Member in having significant numbers of staff attending the event.

5.5 The value of ‘in-kind’ support provided by CASP-AP Partners or other bodies will also be recorded in a transparent registration system so that this support can be acknowledged.

## **6. Strategy for Appropriate Programme Staffing**

6.1 The Programme has historically been managed by a Programme Coordinator/Senior Aviation Security Advisor (PC/SASA) at United Nations/ICAO Professional 5 (P5) level with the assistance of 50% of an Administrative Assistance at United Nations/ICAO General Services 6 level. An updated Job Description for the Programme Coordinator/Senior Aviation Security Advisor (PC/SASA) is at Attachment 1. The Programme was historically intended to also include the regular use of an Aviation Security Training expert and an Air Law expert. The training Expert was to be at approximately United Nations/ICAO Professional 4 level and available for 50% of the time and the Air Law expert on an as required basis.

6.2 Historically the air law expert has been contracted on an occasional basis and the training expert on a very occasional basis, due to both the cost of the use of international experts and the limitations on actual income of the Programme. As a result the PC has historically undertaken much of the training and associated development of training products. Consequently actual training has been conducted at a rate well below that which is optimal for Member States and Administrations and there has been no additional capacity for effective mentoring or detailed guidance to Members.

6.3 Experience during Phases I and II have shown an increasing trend towards the provision of training using ICAO ASTPs and CASP-AP developed training materials. So far, virtually all of this training has been directed towards individuals and has not addressed the ‘corporate’ training needs of the appropriate authority via mentoring and guidance. Phase III of CASP-AP will see an increased emphasis on individual and organizational training as a path to sustainable capacity building. This change in emphasis requires the continuing availability of a ‘specialist’ trainer and capacity development officer. This position will be able to deliver training activities and also develop basic training material. The officer will also assist the PC in the development, of new training materials and guidance materials/assistance tools. The availability of a full-time training and capacity development officer will allow the PC to give considerably more time to the mentoring and guidance role to assist Members by releasing the PC from some of the ongoing ASTP and workshop training activities.

6.4 Based on historical and future needs and to provide greater output while maintaining costs at a sustainable level, the CASP-AP Training and Capacity Development officer will be recruited locally at United Nations/ICAO National Officer B level. A Job Description for this Position is attached as

Attachment 2. This Job Description includes specific aviation security training and technical requirements, including to be qualified as an ICAO Certified Instructor. These are the necessary skills and knowledge requirements for the position to support the Programme Coordinator. The cost to CASP-AP of the continuous staffing of this position is approximately 45% of a contracted international SME for a period of approximately six months per year of Phase III. It is therefore very cost-effective and in line with wishes to increase regional SME usage.

6.5 With the support of a Training and Capacity Development officer it will be possible for CASP-AP to increase the provision of all forms of training and assistance including the development of CASP-AP specific training packages and capacity assistance tools. Access to this officer will support a considerable increase in organizational based training and mentoring to assist Member States and Administrations with sustainable capacity building.

6.2 The assistance of 50% of an Administrative Assistant at United Nations/ICAO General 6 services level, in coordination with the ICAO Asia Pacific Regional Office, will be continued so that the Training and Capacity Officer position is dedicated only to that role. This allows the most cost-effective use of available funding to provide increased support to Members.

6.3 The Programme may continue to engage SMEs for the purpose of specialist training, where necessary, if the required expertise is unavailable in CASP-AP or amongst its Members. This would include circumstances where a specific expertise is identified via ATOM or another activity and it is most cost-effective to undertake a short term hiring to address this need. This may include support in-kind for the provision of an SME from Members and partners.

## **PART E PHASE III IMMEDIATE OBJECTIVES, OUTPUTS, INDICATORS AND ACTIVITIES**

*Note: — All Phase III activities will involve coordination of technical outputs with both the Regional Officer Aviation Security and Aviation Security Branch of the Air Transport Bureau, in particular with ISD-SEC.*

### **1. Immediate Objective 1**

**Adoption and implementation of the provisions of international aviation security Conventions and Annexes of the Chicago Convention and the improvement of security arrangements and implementation capability by Members and the Region.**

#### **1.1 Output 1.1**

*Aviation security provisions emanating from international aviation security conventions and protocols and from Annexes to the Chicago Convention, are included in the civil aviation law or other appropriate legislation.*

##### **Activity 1.1.1**

Assist in reviewing existing civil aviation laws and other relevant legislation, in light of the most recent ICAO USAP Audit Report made available, to determine whether required aviation security provisions are adequately covered and, as necessary, draft required aviation security laws and regulations.

##### **Activity 1.1.2**

Assist in drafting, as required, appropriate aviation security documentation needed to cover obligations under international aviation security conventions and protocols and under relevant ICAO SARPs (Annex 17 and Annex 9), including measures to deal with new and emerging threats to civil aviation.

Activity 1.1.3

Assist in following up, as required, on the adoption, promulgation and application of these provisions.

1.2

Output 1.2

***National Civil Aviation Security Programmes and Entity Security Programmes developed in each Member State/Administration in conformity with Annex 17, the security provisions of Annex 9 and the ICAO Aviation Security Manual.***

Activity 1.2.1

Assist in determining, in light of the most recent ICAO USAP Audit Report made available and of a review of aviation security and emergency procedures and Programmes, whether civil aviation security Programmes have been developed and implemented by the Members to comply with international and national requirements.

Activity 1.2.2

Assist with the preparation or revision, in coordination with local counterparts, of the National Civil Aviation Security Programme and other related National Programmes for each Member with the objective of promoting the security, safety, regularity and efficiency of international civil aviation through better regulations, practices, procedures and safeguards against threats to civil aviation.

Activity 1.2.3

In coordination with local counterparts, assist in ensuring the preparation or revision as appropriate, of Entity Security Programmes as required by each airport, Air Traffic Service Provider (ATS Provider), aircraft operator, cargo and catering organization; outlining duties, responsive measures and procedures to be undertaken and by whom, under normal circumstances and for each type of security situation.

Activity 1.2.4

Assist aviation security authorities in implementing and enforcing the aviation security provisions and programmes emanating from international aviation security conventions as well as ICAO SARPs and guidance material related to aviation security and to take or adjust appropriate security measures commensurate to the level of threat.

Activity 1.2.5

Provide, as appropriate to assist with preparation and standardization or harmonization of processes and procedures, Model Programmes and Guidance Material.

1.3

Output 1.3

***The appropriate authority for aviation security in each Member to be designated to ICAO, organized appropriately and its human resources defined.***

Activity 1.3.1

Assist in determining, in light of the most recent AVSEC Evaluation/Audit Report made available, whether an effective and efficient aviation security organization is established by each Member with the necessary authority, personnel and systems as required in its National Civil Aviation Security Programme and that the organization is supported, recognized and empowered under the National law.

Activity 1.3.2

Assist, as appropriate, in the development of a National Civil Aviation Security Committee with the purpose of coordinating activities at a national level to ensure implementation of SARPS and to ensure the NCASP and related National Programmes are regularly adjusted to meet the needs of State policy and changes in threat.

Activity 1.3.3

Assist, as appropriate, aviation security authorities in the development and upgrading of their aviation security organization at the State, airport, and ATS Provider levels to meet their obligations and implement the necessary security programmes and provisions.

Activity 1.3.4

Assist in determining the number and qualification of aviation security personnel needed by each Member to meet the requirements of the National Civil Aviation Security Programme and the number of those that need to be recruited or trained.

1.4

Output 1.4

***Specific National Civil Aviation Security Training Programme (NCASTP) developed for each Member to ensure effective implementation of preventive security measures as prescribed in their respective NCASP.***

Activity 1.4.1

Assist Members, as appropriate, in developing their respective National Civil Aviation Security Training Programmes, in conjunction with the provisions of their respective NCASPs.

Activity 1.4.2

Provide advice in the development of a training plan that includes the acquisition of ICAO Aviation Security Training Packages (ASTPs) for Members and/or the provision of training utilizing these packages on a regional, sub-Regional or National level.

Activity 1.4.3

Based upon Members' NCASP and identified needs; develop and provide a detailed Annual Training Plan (as a subset of the Annual Work Plan) to be undertaken under the CASP-AP Programme, including national, sub-regional and regional activities involving classroom training, on-the-job-training, mentoring, fellowship training and seminars/workshops.

1.5

Output 1.5

***National Civil Aviation Quality Control Programme developed to ensure that controls and oversight are being continuously applied in a manner that provides effective security.***

Activity 1.5.1

Assist, as appropriate in the development of a National Civil Aviation Quality Control Programme that establishes national standards for the recruitment, selection, training and certification of security staff and ensures that security controls are subject to periodic inspection, survey, audit and testing by designated authorities to determine compliance with those standards.

Activity 1.5.2

Assist Members with the implementation of the National Civil Aviation Security Quality Control Programme to include quality control activities undertaken by Member State/Administration inspectors or aviation industry personnel undertaking internal quality control activities under the National Civil Aviation Security Quality Control Programme.

Activity 1.5.3

Assist in ensuring that suitable legal provisions exist for the designated authority to perform quality control activities on security standards and operating procedures of airports, airlines, ATSPs and providers of security services and that suitable reports are submitted, highlighting any lapses and weakness in security measures, recommending procedures for their correction, and ensuring effective rectification is carried out.

1.6 Output 1.6

***Aviation security personnel of Members are adequately trained for the tasks to which they are assigned.***

Activity 1.6.1

Conduct in-country classroom and on-the-job training of aviation security personnel of Members, to ensure that personnel are qualified to undertake aviation security duties.

Activity 1.6.2

Conduct regional and sub-regional aviation security seminars and workshops in advanced and specialized fields for senior aviation security personnel.

Activity 1.6.3

Conduct regional aviation security workshops to help Members to develop contingency plans and conduct exercises to further train personnel and to test these plans.

Activity 1.6.5.

As available, facilitate provision of fellowships for classroom and attachment training to a limited number of senior personnel at Asia/Pacific regional aviation security training centres and elsewhere.

1.7 Output 1.7

***Aviation security facilities, services and detection equipment required at international and major domestic airports identified, quantified and recommended to authorities concerned, including recommendations TCB PRO services if appropriate, in order to facilitate their acquisition.***

Activity 1.7.1

Assist in reviewing, in light of the most recent USAP Audit Report/AVSEC Evaluation

made available and actions taken by aviation security authorities, the adequacy of aviation security facilities, services and equipment at airports and specify the service as well as type and number of additional equipment and facilities needed at each international airport and at major domestic airports, as appropriate.

Activity 1.7.2

Assist airport and aviation security authorities in obtaining or purchasing needed aviation security equipment and in organizing the training of personnel on their use and maintenance.

Activity 1.7.3

Assist in ascertaining that existing and new aviation security services, equipment and facilities at airports are provided and are functioning properly and meet the airport aviation security programme requirements.

1.8 Output 1.8

***Provide assistance to develop Contingency Plans for national level and airports as required by designated authorities responsible for aviation security and assist in implementation, supported by exercises to ensure preparedness is effective.***

Activity 1.8.1

Provide assistance in the development of contingency plans for Members that deal with the action to be taken at national and airport level in case of unlawful seizure or sabotage of aircraft or installations, threats, armed attack within or close to airport boundaries, on aircraft or airport installations, and investigation of suspected explosive devices or other potential hazards at airports.

Activity 1.8.2

Provide assistance as needed in coordination of contingency plans of international airports between the airport authority and the surrounding community and in outlining the responsibilities of each side in a security situation.

Activity 1.8.3

Assist in conducting exercises utilizing the contingency plan to define effectiveness, identify and eliminate any shortcomings and to ensure that agencies concerned have a clear understanding of their respective responsibilities.

1.9 Output 1.9

***Aviation security facilities, services and detection equipment required at ATS Provider facilities identified, quantified and recommended to authorities concerned in order to facilitate their acquisition.***

Activity 1.9.1

Assist in reviewing, in light of the most recent USAP Audit Report/AVSEC Evaluation made available and actions taken by aviation security authorities, the adequacy of aviation security facilities, services and equipment at ATSP facilities and specify the service as well as type and number of additional equipment and facilities needed at each ANSP facility, as appropriate.



Activity 1.9.2

Assist ANS Providers and aviation security authorities in obtaining or purchasing needed aviation security equipment and in organizing the training of personnel on their use and maintenance.

Activity 1.9.3

Assist in ascertaining that existing and new aviation security services, equipment and facilities at ATSP facilities are provided and are functioning properly and meet the ANSP aviation security programme requirements.

1.10 Output 1.10

***National Contingency Plans for ANS Providers developed by designated authorities responsible for aviation security adopted and put in place, supported by exercises to ensure preparedness.***

Activity 1.10.1

Provide assistance in the development of a contingency plans that deal with the action to be taken in case of unlawful seizure or sabotage of installations, threats, armed attack within ATSP facility boundaries on installations, and investigation of suspected explosive devices or other potential hazards at ATSP facilities and their disposal.

Activity 1.10.2

Provide assistance as needed in coordination of contingency plans of ATSP facilities between the ANSP and the surrounding community and in outlining the responsibilities in a security situation.

Activity 1.10.3

Assist in conducting exercises utilizing the contingency plan to identify and eliminate any shortcomings and to ensure that agencies concerned have a clear understanding of their respective responsibilities.

**2. IMMEDIATE OBJECTIVE 2**

**Effective implementation of all regulatory and national Programme requirements, including an effective aviation security appropriate authority, acting as the State or Administrations' aviation security regulator among the Member States/Administrations of the Asia/Pacific Region.**

2.1 Output 2.1

***Assist Members and the Region, within the bounds of available resources, to attain full, effective and sustainable implementation of an appropriate authority acting as the aviation security***

***regulator. Consider all assets and entities available to the Member, including other aviation entities, and assist with coordination and allocation of tasks and responsibilities to meet this objective.***

***Note: — This output replaces the requirement to set up “A standing structure for cooperation, coordination and information exchange in aviation security matters amongst the Members” as stipulated in CASP-AP Phase II Programme Document.***

Activity 2.1.1

In light of decisions reached by the Steering Committee during Phase II, institute specific and collective training of personnel and assistance generally to Members in accordance with Output 2.1 and specifically relating to sustainable implementation of security requirements and sustainable capacity building.

Activity 2.1.2

Provide avenues for coordinated and collective (group based) training at either State or Sub-Regional level to Members to assist Output 2.1.

Activity 2.1.3

Coordinate bilateral and multi-lateral assistance in-kind between Members, partners and external support providers to support the movement of Members into a sustainable and effective national body.

Activity 2.1.4

Identify and pursue opportunities for professional exchanges or secondments of personnel between Members, partners and external support providers to enhance the progress of Members towards a sustainable and effective national body.

2.2

Output 2.2

***Provide ongoing coordination and standardisation support using existing mechanisms, both external to CASP-AP (e.g. RASCF) and internally (e.g. SCM and ATOM), to maximize the effective exchange of best practices in process and procedures as well as data and information; between Members and partners. Assist Members to progress towards a sustainable capability for aviation security in accordance with international obligations.***

Activity 2.2.1

In close coordination with the ICAO Asia Pacific Aviation Security Regional Officer and the ISD-SEC of Aviation Security Branch of the ATB, coordinate activities to provide maximum benefit to CASP-AP Members and other States/Administrations in the region. Actively promote, through discussions and seminars, the ready exchange of best practices, processes and procedures for the greater standardization and harmonization of aviation security measures and enhancement of threat assessment evaluation methods in the region.

Activity 2.2.2

Act as a repository for the management of guidance materials, best practice documentation and processes and procedures for CASP-AP Members. Provide suitable guidance materials, best practice documentation and processes and procedures to non-Members to promote greater cooperation and coordination in aviation security matters and to highlight the value of the CASP-AP Membership.

Activity 2.2.3

Undertake substantial one on one mentoring and assistance to Members to provide guidance towards sustainable capacity building and increase of capabilities via intensive and directed activities. Assist with identified difficulties facing Members including experience in quality control activities, resolution of identified issues and working relationships between the State/Administration as the appropriate authority, other government agencies and the aviation industry as the regulated entity.

Activity 2.2.4

Coordinate bilateral and multilateral support and assistance to CASP-AP Members so as to progress towards the outcomes of Output 2.2.

Activity 2.2.5

Assist Members preparing Contingency Plans and promoting the regular assessment of the effectiveness of such plans by regularly testing, exercising and updating them.

Activity 2.2.6

Assist Members to develop capabilities to effectively exercise contingency plans for response to acts or threats of unlawful interference by training and mentoring in exercise development.

Activity 2.2.7

Use specialised fora to assist certain Members to specifically consider and discuss advanced systems and processes including Members' anticipated needs and world's best practice.

## **PART F        INPUTS**

### **1.                Members' Inputs**

*As in previous phases, effective outputs from the Programme during Phase III will require the contribution and coordination of the following resources by Members.*

#### **1.1                Programme Funding**

1.1.1                Payment, at the commencement of each Programme year (1 July to 30 June), of the Annual Financial Contribution by each Member to the Programme's ICAO Trust Fund account, as notified to each Member prior to the commencement of the Phase and in accordance with the established cost-sharing formula. To assist, invoices will be provided to Members six months prior to the due date for payment.

#### **1.2                Personnel**

##### **Focal Points**

##### **1.2.1                Counterparts**

- a) The Director/Chief of Civil Aviation Security Department in each Member State/Administration is the counterpart to the CASP-AP Senior Aviation Security Adviser/Programme Coordinator. When the appropriate authority for aviation security within the Member is not within the direct responsibilities of the Director General, the administration may notify the Programme of a different focal point.
- b) Aviation security training personnel and instructors in each Member State/Administration as counterparts to the CASP-AP Training and Capability Building officer and other Aviation Security Training expert(s) engaged by CASP-AP from time to time.

- c) Heads of Aviation Security at International Airports as counterparts to the CASP-AP Senior Aviation Security Adviser and the Aviation Security Training and Capacity officer *(or a short term expert employed by CASP-AP from time to time as an Instructor)*.

1.2.2 Support Personnel

- a) Temporary secretarial services at administrations visited in other countries

1.3 **Offices, office furniture and classrooms**

1.3.1 Temporary furnished offices for Programme personnel during their visits to Member States/Administrations including Internet access.

1.3.2 Classrooms and other facilities for training of aviation security personnel in the Members location as and when needed.

1.4 **Travel and Transportation**

1.4.1 Transportation to and from place of work in each country

1.4.2 Travel costs to and from airports to be visited in each country

1.4.3 Travel of fellows to and from their country of training

1.5 **Training**

1.5.1 Provision of fellowships for classroom, in-service and attachment training and for attendance of courses and seminars, as decided by the Steering Committee.

1.6 **Miscellaneous**

1.6.1 Salary of fellows while on fellowship training, as available.

1.6.2 Office supplies

1.6.3 Telephones, electricity, maintenance, etc.

2. **ICAO Trust Fund Contribution**

As in previous phases, Phase III activities will require the provision and coordination of the following resources by ICAO, through the Programme.

2.1 **Personnel**

2.1.1 International Professionals

- a) CASP-AP Senior Aviation Security Adviser/Programme Coordinator (PC)
- b) Air Law Expert (on an as required basis)
- c) Aviation Security Expert of specific disciplines (on an as required basis)

2.1.2 Locally or Regionally Enlisted Professional

CASP-AP Aviation Security Training and Capacity Development officer (Thai National Officer Level B)

Aviation Security Expert (on an as required basis)

2.1.3 Support Personnel

Administrative Assistant/Technical Assistant (50%)

2.2 **Duty Travel**

Cost of Programme personnel travel and subsistence on visits to Member States and Administrations and other approved activities.

2.3 Mission Costs of ICAO HQ and Regional personnel participating in Steering Committee meeting for Programme monitoring, when financial expenditure is agreed by Chair of SCM.

2.4 **Equipment and supplies**

A sum allocated for purchase of office and mobile computers (laptops) for use by Programme experts and related office equipment, including printer, scanner and photocopier for the base office, as well as documents and training materials for use in countries visited.

2.5 **Miscellaneous**

Reporting costs, sundry expenses and Agency support costs

**Note:** — Cost of personnel, travel, training, equipment and miscellaneous Programme inputs summarized above will be shared between donor contributions and contributions by Member States/Administrations. A 5% contingency may be built into the budget to cover any unforeseen changes or additional expenditures proposed by the Steering Committee.

2.6 The CASP-AP office will be co-located with the ICAO Regional Office Asia Pacific Region, which will provide premises, power, amenities, support etc. The SCM may decide to relocate the CASP-AP Office but if so appropriate notice will be provided to ICAO and costs of movement will be covered by the Programme.

## **PART G RISKS AND OBLIGATIONS**

### **1. Risks**

1.1 A major risk is that some CASP-AP Members may not meet their annual contributions in a timely manner. It is expected that this risk will largely be avoided by Members, as timely financial contributions to the Programme will be a prerequisite to its success and will possibly be further mitigated by contributions from donors and in-kind support.

1.2 Some Member States and Administrations struggle with the human resources requirements to fully implement an effective aviation security system. Similarly, the provision of persons with appropriate experience for training and other activities may not be possible, may be difficult or may be inappropriately decided.

Delay or inability of some Member States/Administrations to approve the Programme Extension	low
Inability of some Member States/Administrations to pay their contribution	medium to high
Inability to provide suitable counterparts	low
Inability to provide suitable candidates for training locally or abroad	low to medium
Inability to provide suitable offices	low
Inability to provide support personnel	low
Inability to provide travel and transportation services	low

## **2. Prior Obligations**

2.1 All the Member States/Administrations in the Asia/Pacific region that were previously evaluated by the ICAO AVSEC team and/or audited under the ICAO USAP Programme indicated their acceptance of the Findings and Recommendations made in the Evaluation and/or Audit Reports and their determination to implement them. Many Member States/Administrations subsequently requested ICAO assistance in training of their aviation security personnel and in upgrading their aviation security and threat assessment capabilities. Member States and Administrations have shown this continuing resolve during Phase II of the Programme. This is indicative of their commitment towards enhancement of their aviation security capability through an ICAO executed Programme and their support for Phase III of CASP-AP.

## **PART H MANAGEMENT OF THE PROGRAMME**

1. The Programme in Phase III will continue to be executed by ICAO in coordination with the Chairman of the CASP-AP Steering Committee, representing the Civil Aviation Administrations of the Member States/Administrations and their Aviation Security Departments. ICAO will continue to recruit experts, award fellowships, purchase equipment, maintain financial accounting, provide technical backstopping and Programme monitoring, as well as accurate and timely reporting. The Regional Director, Asia Pacific Region will, on behalf of ICAO, undertake an oversight and management role in close coordination with the Chair of Steering Committee and the Programme Coordinator.

2. The Steering Committee, comprised of the representative of the Director General or appropriate authority for aviation security of the Member States or Special Administrations, the Director of the Technical Cooperation Bureau of ICAO or his representative, the ICAO Regional Director or his representative and the CASP-AP Project Coordinator/Senior Aviation Security Advisor will; monitor the project, determine project priorities and the work programme, including the Annual Work Plan of missions to States and training requirements on the basis of needs and available resources. CASP-AP 'Partners' may attend Steering Committee meetings and participate in discussions.

3. Members will continue to provide the inputs, including counterparts and support personnel, fellowship candidates, national trainee instructors and aviation security personnel to be trained, as well as to ensure coordination with other government departments and follow up the implementation of the Programme.

4. The Senior Aviation Security Adviser/Programme Coordinator will continue to manage the Programme, maintain and update the Annual Work Plan, organize missions by Programme personnel to Participating Member States/Administrations, coordinate activities, maintain liaison with the concerned

authorities and ensure full cooperation with national staff. He/She will also prepare the annual progress reports to be presented at the Steering Committee meeting and the Programme Terminal Report (as required) and act as Secretary of the Steering Committee.

5. The Programme will continue to be co-located at the ICAO Regional Office unless the Steering Committee decides to change this arrangement.

## **PART I MONITORING AND EVALUATION**

1. The Programme Steering Committee composed of Representatives of Member States/Administrations, in which ICAO as well and CASP-AP partners and major donors also participate, will continue to meet as required and at least once a year in order to:

- review and discuss the Annual Progress Report of the Programme Coordinator;
- evaluate the progress achieved in the implementation of the Programme, including review of performance against the previous Annual Work Plan and decide on any issues relating to programme implementation, as may be required;
- consider and approve proposals promoting the objectives of the Programme and increasing its effectiveness;
- consider and approve the detailed Annual Work Plan for the subsequent year;
- make decisions, as necessary, relating to Programme outputs, activities, inputs and ‘in-kind’ contributions to be made by Members;
- review outputs from the Annual Technical and Operational Meeting and task this meeting as necessary;
- develop an environment of good cooperation and coordination among the Members in the field of aviation security.
- initiate and consider suggestions for bilateral assistance from Members (or partners), including embedding of guidance personnel as short term advisors.
- consider and approve proposals to increase the sustainable capacity of Members.

2. The Programme may also be monitored and evaluated by CASP-AP Partners and major donor agencies, in accordance with the terms of their grant or other agreements, through participation in the Steering Committee meetings, review of reports and / or special evaluations as coordinated through the Programme Coordinator.

A draft Programme Terminal Report will be prepared by the Programme Coordinator three months prior to termination of the Programme. This Report will be reviewed and finalized by ICAO before its distribution to Members and partners.

## **PART J ANNUAL WORK PLAN**

An Annual Work Plan (AWP) will be prepared in draft in advance of each annual (or

other) Steering Committee Meeting. This draft Work Plan will be updated and reviewed annually by the Programme Coordinator, in consultation with ICAO Headquarters, taking into account:

- The objectives of the Programme;
- Members' identified needs;
- Technical and Operational issues raised through the Annual Technical and Operational meeting; and
- The available Programme resources, including financial resources.

The AWP will be reviewed by the Chairman of the Steering Committee and placed before the Committee for discussion and approval at the Steering Committee Meeting. It will be developed to respond to Members' requirements and priorities and in particular will be aligned with the technical and operational requirements as identified by the Annual Technical and Operational Meeting. Available resources, including in kind support, will be considered during the preparation and subsequent approval of the AWP.

## **PART K        BUDGET**

The budget for the Phase III Programme has been prepared based on a commencement date of 1 July 2014.

A copy of the indicative budget is attached as Attachment 1.

## **ATTACHMENTS:**

1. CASP-AP Phase III Budget
2. Job Description for Senior Aviation Security Advisor/Programme Coordinator
3. Job Description for Training and Capacity Building Officer

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# ATTACHMENT 1

## PROJECT BUDGET COVERING TRUST FUND CONTRIBUTION (IN UNITED STATES DOLLARS)

COUNTRY: REGIONAL  
PROJECT NO: RAS04901  
PROJECT TITLE: COOPERATIVE AVIATION SECURITY PROGRAMME -A SIA/PACIFIC REGIONAS (CASP-AP) - PHASE III  
WORK ORDER: RAS04901-02

		TOTAL		2014		2015		2016		2017		2018		2019	
		w/m	\$	w/m	\$	w/m	\$	w/m	\$	w/m	\$	w/m	\$	w/m	\$
PROJECT PERSONNEL															
INTERNATIONAL PROFESSIONAL POSTS															
B501A	SENIOR AVSEC ADVISOR/PROJECT COORDINATOR	60.0	946 600	6.0	94 300	12.0	178 600	12.0	192 400	12.0	192 600	12.0	203 300	6.0	85 400
B554A	AIR LAW/INSTITUTIONAL EXPERT		50 000				10 000		10 000		10 000		10 000		10 000
B554A	CONSULTANTS		50 000		5 000		10 000		10 000		10 000		10 000		5 000
SUB-TOTAL (INTERNATIONAL PROFESSIONAL POSTS)		60.0	1 046 600	6.0	99 300	12.0	198 600	12.0	212 400	12.0	212 600	12.0	223 300	6.0	100 400
LOCAL STAFF															
B551A	ADMINISTRATIVE ASSISTANT	60.0	151 000	6.0	16 500	12.0	27 700	12.0	29 000	12.0	30 200	12.0	31 400	6.0	16 200
B551A	CASP-AP IMPLEMENTATION ASSISTANT		60 000		10 000		10 000		10 000		10 000		10 000		10 000
SUB-TOTAL (LOCAL STAFF)		60.0	211 000	6.0	26 500	12.0	37 700	12.0	39 000	12.0	40 200	12.0	41 400	6.0	26 200
B814B	LOCAL TRAVEL		466 000		53 000		106 000		106 000		90 000		74 000		37 000
B814A	INTERNATIONAL TRAVEL		75 100		11 000		11 600		12 200		12 800		13 400		14 100
NATIONAL PROFESSIONAL															
B552A	NATIONAL OFFICER	60.0	273 000	6.0	24 700	12.0	50 700	12.0	53 300	12.0	55 900	12.0	58 500	6.0	29 900
SUB-TOTAL (NATIONAL PROFESSIONAL)		60.0	273 000	6.0	24 700	12.0	50 700	12.0	53 300	12.0	55 900	12.0	58 500	6.0	29 900
TOTAL (PROJECT PERSONNEL)			2 071 700		214 500		404 600		422 900		411 500		410 600		207 600
SUB-CONTRACTS															
B803A	SUB-CONTRACT - LOCAL		18 000		3 000		3 000		3 000		3 000		3 000		3 000
TOTAL (SUB-CONTRACTS)			18 000		3 000		3 000		3 000		3 000		3 000		3 000
EQUIPMENT															
B751A	EXPENDABLE EQUIPMENT - INTERNATIONAL		15 000		1 500		3 000		3 000		3 000		3 000		1 500
B751B	NON-EXPENDABLE EQUIPMENT - INTERNATIONAL		3 000		500		500		500		500		500		500
B751C	OPERATION & MAINT. OF EQUIPMENT		6 000		1 000		1 000		1 000		1 000		1 000		1 000
B751D	EXPENDABLE EQUIPMENT - LOCAL		15 000		1 500		3 000		3 000		3 000		3 000		1 500
B751E	NON-EXPENDABLE EQUIPMENT - LOCAL		7 500		5 000		500		500		500		500		500
TOTAL (EQUIPMENT)			46 500		9 500		8 000		8 000		8 000		8 000		5 000
MISCELLANEOUS															
B807L	REPORTING COSTS		20 000		2 000		4 000		4 000		4 000		4 000		2 000
B807M	MISCELLANEOUS EXPENSES		108 100		11 500		21 000		21 900		21 400		21 300		11 000
B807F	PROFESSIONAL LIABILITY INSURANCE		500		100		100		100		100		100		
B754A	OVERHEAD CHARGES		272 800		27 700		50 100		52 600		54 600		58 100		29 700
TOTAL (MISCELLANEOUS)			401 400		41 300		75 200		78 600		80 100		83 500		42 700
PROJECT TOTAL			2 537 600		268 300		490 800		512 500		502 600		505 100		258 300

**PROJECT BUDGET COVERING TRUST FUND CONTRIBUTION  
(IN UNITED STATES DOLLARS)**

COUNTRY: REGIONAL  
PROJECT NO: RAS04901  
PROJECT TITLE: COOPERATIVE AVIATION SECURITY PROGRAMME -A SIA/PACIFIC REGIONAS (CASP-AP) - PHASE III  
WORK ORDER: RAS04901-01

		TOTAL		2004-2012		2013		2014		2015		2016		2017		2018		2019	
		w/m	\$	w/m	\$	w/m	\$	w/m	\$	w/m	\$	w/m	\$	w/m	\$	w/m	\$	w/m	\$
<b>PROJECT PERSONNEL</b>																			
<b>INTERNATIONAL PROFESSIONAL POSTS</b>																			
B501A	SENIOR AVSEC ADVISOR/PROJE/49778 / Gratton	165.2	2 587 954	87.2	1 373 554	12.0	176 600	12.0	185 500	12.0	178 600	12.0	192 400	12.0	192 600	12.0	203 300	6.0	85 400
B501A	AVSEC INSTRUCTOR	7.5	100 493	1.5	17 393			6.0	83 100										
B554A	AIR LAW/INSTITUTIONAL EXPERT	20.0	450 008	17.0	337 808			3.0	62 200		10 000		10 000		10 000		10 000		10 000
B554A	CONSULTANTS		62 441		7 441		5 000		5 000		10 000		10 000		10 000		10 000		5 000
SUB-TOTAL (INTERNATIONAL PROFESSIONAL POSTS)		192.7	3 200 896	105.7	1 736 196	12.0	181 600	21.0	335 800	12.0	198 600	12.0	212 400	12.0	212 600	12.0	223 300	6.0	100 400
<b>LOCAL STAFF</b>																			
B551A	ADMINISTRATIVE ASSISTANT 103329-56045 / Gt	84.0	255 454	12.0	57 154	12.0	30 700	6.0	33 100	12.0	27 700	12.0	29 000	12.0	30 200	12.0	31 400	6.0	16 200
B551A	CASP-AP IMPLEMENTATION ASSISTANT	12.0	101 585		28 185	12.0	13 400		10 000		10 000		10 000		10 000		10 000		10 000
SUB-TOTAL (LOCAL STAFF)		96.0	357 039	12.0	85 339	24.0	44 100	6.0	43 100	12.0	37 700	12.0	39 000	12.0	40 200	12.0	41 400	6.0	26 200
B814B	LOCAL TRAVEL		578 194		84 694		20 000		60 500		106 000		106 000		90 000		74 000		37 000
B814A	INTERNATIONAL TRAVEL		191 149		74 549		34 000		18 500		11 600		12 200		12 800		13 400		14 100
<b>NATIONAL PROFESSIONAL</b>																			
B552A	NATIONAL OFFICER	60.0	273 170		170			6.0	24 700	12.0	50 700	12.0	53 300	12.0	55 900	12.0	58 500	6.0	29 900
SUB-TOTAL (NATIONAL PROFESSIONAL)		60.0	273 170		170			6.0	24 700	12.0	50 700	12.0	53 300	12.0	55 900	12.0	58 500	6.0	29 900
TOTAL (PROJECT PERSONNEL)			4 600 448		1 980 948		279 700		482 600		404 600		422 900		411 500		410 600		207 600
<b>SUB-CONTRACTS</b>																			
B803B	SUB-CONTRACT - INTERNATIONAL		9 905		7 905		2 000												
B803A	SUB-CONTRACT - LOCAL		17 249		2 249						3 000		3 000		3 000		3 000		3 000
TOTAL (SUB-CONTRACTS)			27 154		10 154		2 000				3 000		3 000		3 000		3 000		3 000
<b>TRAINING</b>																			
B802C	FELLOWSHIPS INDIVIDUAL - LOCAL		1 020		1 020														
TOTAL (TRAINING)			1 020		1 020														
<b>EQUIPMENT</b>																			
B751A	EXPENDABLE EQUIPMENT - INTERNATIONAL		18 876		3 376				2 000		3 000		3 000		3 000		3 000		1 500
B751B	NON-EXPENDABLE EQUIPMENT - INTERNATIONAL		8 638		4 538		300		1 300		500		500		500		500		500
B751C	OPERATION & MAINT. OF EQUIPMENT		6 600				100		1 500		1 000		1 000		1 000		1 000		1 000
B751D	EXPENDABLE EQUIPMENT - LOCAL		15 000						1 500		3 000		3 000		3 000		3 000		1 500
B751E	NON-EXPENDABLE EQUIPMENT - LOCAL		7 500						5 000		500		500		500		500		500
TOTAL (EQUIPMENT)			56 614		7 914		400		11 300		8 000		8 000		8 000		8 000		5 000
<b>MISCELLANEOUS</b>																			
B807L	REPORTING COSTS		24 304		2 304				4 000		4 000		4 000		4 000		4 000		2 000
B807M	MISCELLANEOUS EXPENSES		187 419		52 419		14 100		24 300		21 000		21 900		21 400		21 300		11 000
B807F	PROFESSIONAL LIABILITY INSURANCE		523		23				100		100		100		100		100		
B754A	OVERHEAD CHARGES		609 037		257 537		38 500		67 900		50 100		52 600		54 600		58 100		29 700
TOTAL (MISCELLANEOUS)			821 283		312 283		52 600		96 300		75 200		78 600		80 100		83 500		42 700
PROJECT TOTAL			5 506 519		2 312 319		334 700		590 200		490 800		512 500		502 600		505 100		258 300



## International Civil Aviation Organization Technical Cooperation Bureau – Job Description

### POSITION INFORMATION

Generic Title:	Aviation Security Expert	Position Number (ID):	
Specific Title:	Senior Aviation Security Advisor / Programme Coordinator (SASA/PC)	Job Card:	
Project Number:	RAS04901	CCOG:	
Duty Station:	Bangkok, Thailand (with missions to all CASP-AP Member States)	Classification Level:	
Duration:	Five years (renewable annually)	Starting Date:	July 2014

### ORGANIZATIONAL SETTING

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

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

The objectives of the Cooperative Aviation Security Programme — Asia/Pacific (APAC) are to enhance the effective implementation by Member States and Administrations of the Standards and Recommended Practices of Annex 17 Security and the security related Standards and Recommended Practices of Annex 9 Facilitation. In achieving this objective emphasis will be placed on training and professional

development of national aviation security inspectors and instructors; the sustainable building of regulatory and oversight capacity within 'appropriate authorities'; harmonization of regulations, programmes and procedures; coordinate technical assistance programmes including guidance and mentoring; assist with coordination of multilateral and bilateral support mechanisms including support in kind and maintain effective communications and information exchange mechanisms implement globally developed and regionally based solutions for effective aviation security. While the D/TCB is responsible for direction and supervision, the Regional Director Asia Pacific Region, is responsible for the management of this Regional Programme.

## IMPACT OF OUTCOME OF THE POSITION

Assistance will be provided to States and Administrations in enhancing their aviation security regulatory and oversight capabilities, the ICAO USAP-CMA process; resolving SeSCs/High LEIs/implementation of CAP; effective implementation of ICAO SARPs and critical elements of security oversight; strengthening their security oversight system including integration of industry based quality control activities and progressively improving their respective LEI. Furthermore, States and Administrations will be supported to meet their requirements for response to threats or acts of unlawful interference with aviation.

## MAJOR DUTIES AND RESPONSIBILITIES

Under the direction of the Director, Technical Cooperation Bureau, in close coordination with the Regional Director of the ICAO Regional Office, who manages the project, and in close liaison with the Chairman of Steering Committee of CASP-AP, the SASA/PC shall undertake the following duties:

- Undertake the overall coordination and administration of the Programme, to assist Member States/Administrations in matters related to Aviation Security and relevant Facilitation implementation and oversight and to harmonize regulations, programmes, policies, and procedures.
- Serve as a key Member and Secretary of the Programme Steering Committee to achieve the immediate objectives and carry out the activities contained in the Programme Document and, over time, to adjust activities and outputs to changing conditions within the Member Administrations.
- Develop and regularly update a detailed annual work plan covering the concepts, objectives and activities contained in the Programme Document.
- Plan and organize the resources required for the implementation of the approved work plan.
- Ensure successful completion of the programme's activities, including appropriate financial management, in accordance with the instructions of Headquarters, and the policies, regulations and budget governing the programme.
- Review, in light of ICAO Universal Security Audit Programme Reports made available and through a programme of visits to the Member States/Administrations; the aviation security structures, laws, programmes and procedures and determine their adequacy.
- Organize and coordinate a Programme of visits to Member Administrations, by Programme personnel, in accordance with the needs identified and plans approved by the Steering Committee.

- Assist aviation security authorities of the Member Administrations of the region in the development and upgrading of their aviation security Programmes while attaining greater harmonization amongst them.
- Assist in the review and improvement of security Programmes, emergency procedures and preventive security measures at international airports and major domestic airports, in accordance with ICAO SARPs and guidance materials.
- Assess the adequacy of the threat and risk assessment processes established by each Member State/Administration and as necessary provide advice and training in order to improve the process.
- Assess the adequacy of aviation security personnel in each aviation security authority and airport and propose, as required, a recruitment and training Programme for updating and upgrading qualifications in cooperation with the Training and capacity Building Officer.
- Identify and describe the additional aviation security equipment and facilities that need to be provided at airports and ensure that personnel are trained to operate and maintain them for maximum effectiveness.
- Provide requisite technical assistance to Member States/administration in one or more of the eight critical areas involved in Security Oversight as and when necessary.
- Assist Member States/Administrations to prepare for USAP-Continuous Monitoring Approach (CMA) and related CMA activities and to develop and implement subsequent Corrective Action Plans.
- Conduct, in association with the Training and Capacity Building Officer, periodic evaluation of the appropriate authority in Member Administrations as a follow-up of the Universal Safety Oversight Audit Reports and the Continuous Monitoring Approach (CMA).
- Organize and conduct courses, workshops and seminars and provide on-the-job training on job functions for aviation security personnel, in order to qualify them in the full range of tasks related to their responsibilities.
- Drawing from available resources, as required, develop a series of Model national and entity security programmes and guidance materials related to the role and tasks of the appropriate authority and aviation entities with aviation security responsibilities.
- Promote a spirit of cooperation and coordination and information sharing in aviation security matters, among the Member Administrations.
- Conduct workshops on AVSEC contingency planning at airports and conducting testing of these plans. Assist States in the development of AVSEC Contingency Plans for international airports, in coordination with the surrounding communities.
- Prepare a plan for the correction of deficiencies in aviation security to be implemented by Member States/Administrations, with the assistance of the Programme personnel.
- Liaise with Member States/Administrations to obtain commitments for in-kind support of personnel and material resources for use in training and capacity building assistance to other

Members, including on the basis of an adjustment to the Members' annual financial contribution to the programme.

- Cooperate with other UN/International Development Agencies or other technical cooperation and aid projects or programmes in the region and promote coordination of the work in the programme with that of other projects or programmes assisting the region in the field of civil aviation security.
- Establish and maintain close association with donor assistance organizations working in the region for the purpose of establishing cooperation with that organization for existing or pipeline projects, so as to ensure no duplication of effort and also to be aware of alternative sources of funding for proposed civil aviation projects.
- Assist with resource mobilization by maintaining liaison with Steering Committee Members and other potential donor entities.
- Provide on-the-job training to counterparts.
- Perform programme coordinator tasks as per ICAO Field Services Staff Rules, Field Operations Manual, Administrative Manual, ICAO Procurement Code and other related documents.
- Perform any other duties as required for the successful and timely implementation of the Programme.

## QUALIFICATIONS AND EXPERIENCE

### Educational background

- University degree in a relevant aviation, security or management related or equivalent professional qualifications are desirable.

### Professional experience and knowledge

- A minimum of ten years of management experience with a Government Civil Aviation Administration, with responsibility for civil aviation security management and supervision. Alternatively at least ten years' experience in a senior capacity at a major airport or airline, with responsibility for implementation of national aviation security requirements.
- Proven experience in the preparation, organization and implementation of national and airport security Programmes and practices for safeguarding airports, aircraft and civil aviation facilities.
- Familiarity with international aviation security conventions and aviation security provisions of national legislation.
- Thorough knowledge of the Standards and Recommended Practices of the Annexes of the Chicago Convention related to aviation security, particularly Annex 17 (Security) and of ICAO Document 8973 Manual for Safeguarding Civil Aviation Against Acts of Unlawful Interference and the security related aspects of Annex 9 (Facilitation).
- Sound knowledge of States' obligations arising out of the implementation of SARPs; and in the impact and organization of the Critical Elements for creation of an effective security oversight system.
- Experience in the development and implementation of aviation security quality control activities.
- Good knowledge of assessment and response procedures, as well as of airport security measures and procedures.

- Familiarity with modern airport security detection equipment – their technological concepts and the skills required for their operation.
  - Experience in the development and testing of airport emergency procedures and contingency plans, as well as coordination of response among the agencies concerned.
  - Experience in development of Aviation Security training plans.
  - Fluency in English language together with a demonstrated ability to produce well-structured documents, briefing papers and comprehensive assignment reports.
- Initiative, tact, sound judgment and ability to maintain harmonious working relationships.

#### Language Skills

- The work requires functional reading, writing and speaking abilities in English, including the ability to effectively train individuals for whom English is not a first language.

#### Competencies

- **Judgement/Decision-Making:** Demonstrated ability to take ownership of all responsibilities and commitments, to exercise a mature opinion, to recognize key issues and analyse relevant information, to formulate viable recommendations and make decisions.
- **Vision:** Identifies strategic issues, opportunities and risks.
- **Leadership:** Drives for change and improvement, does not accept the status quo, establishes and maintains relationships with a broad range of people to understand needs and gain support.
- **Managing Performance:** Monitor progress against milestones and deadlines.
- **Building Trust:** Operates with transparency, treats sensitive or confidential information appropriately.
- **Teamwork:** Ability to work with colleagues to achieve the project objectives and maintain harmonious working relations in a multinational environment.
- **Client Orientation:** Ability to establish and maintain partnerships with outside partners, to work and argue effectively in a system based on consensus and to successfully manage and resolve conflicts.
- **Communication:** Ability to write clearly and concisely and present oral reports.

#### REMUNERATION

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## International Civil Aviation Organization Technical Cooperation Bureau – Job Description

### POSITION INFORMATION

Generic Title:	Civil Aviation Security Expert	Position Number (ID):	
Specific Title:	Civil Aviation Security Training and Capacity Building Officer (National Officer)	Job Card:	
Project Number:	RAS/04/901	Post Number/Job Code:	
Duty Station:	Bangkok, Thailand	CCOG code:	
Duration:	Five years (renewable annually)	Starting Date:	July 2014

### ORGANISATIONAL SETTING

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

The objectives of the Cooperative Aviation Security Programme - Asia/Pacific (APAC) are to enhance the effective implementation by Member States and Administrations of the Standards and Recommended Practices of Annex 17 Security and the security related Standards and Recommended Practices of Annex 9 Facilitation. In achieving this objective emphasis will be placed on training and professional development of national aviation security inspectors and instructors; the sustainable building of regulatory and oversight capacity within 'appropriate authorities'; harmonization of regulations, programmes and procedures; coordinate technical assistance programmes including guidance and mentoring; assist with coordination of multilateral and bilateral support mechanisms including support in kind and maintain effective communications and information exchange mechanisms implement globally developed and regionally based solutions for effective aviation security. While the D/TCB is responsible for direction and supervision, the Regional Director Asia Pacific Region is responsible for the management of this Regional Project.

The CASP-AP Regional Project has been extended by a further 5 years as Phase III from July 2014 to June 2019. Phase III will refine and expand outputs of the Programme increasing emphasis on training and sustainable capacity building of Members' aviation security oversight organisations. To achieve this there is a need for this position which will provide a specific skill set to add to organizational capabilities, coordinated with capabilities of the Programme Coordinator.



## IMPACT OF OUTCOME OF THE POSITION

Additional assistance will be provided to States through training, capacity building and support of the Programme Coordinator in the implementation of the Annual Work Plan.

## MAJOR DUTIES AND RESPONSIBILITIES

### **Under the direction of the Senior Aviation Security Advisor/Programme Coordinator:**

- Undertake aviation security training duties using ICAO ASTP and CASP-AP developed materials to meet the requirements of the approved Annual Work Plan;
- Undertake aviation security technical duties including the development of training and guidance material as required to support sustainable capacity building required by Members;
- Assist the Programme Coordinator to perform advisory and/or mentoring practical assistance tasks to Member States and Administrations to facilitate increased knowledge and capacity within the appropriate authority;
- Assist the Programme Coordinator with the management and implementation of Annual Work Plan activities including the increased use of sub-regional activities and support in kind from Members and external agencies;
- Perform any other related duties, as may be required.

## QUALIFICATIONS AND EXPERIENCE

### Educational background and qualifications

- University degree or equivalent qualification.
- Varied aviation security experience either with ICAO, a regulator or in the aviation industry.
- ICAO certified aviation security instructor or the ability to gain this qualification within a reasonable timeframe.

### Professional experience and knowledge

- At least 5 years' experience working in a civil aviation security environment with detailed knowledge of the requirements and needs of the 'appropriate authority' and the industry.
- Thorough knowledge of ICAO Annex 17 and Annex 9 (as relating to security) and relevant guidance material relating to the appropriate authority and aviation other entities.
- Experience in the development or use of aviation security Programmes and other national or industry level guidance material.
- Experience in the provision of aviation security training activities at national and regional level.
- Exposure to the assistance needs of States including various activities directed at Regional, Sub-regional and National level, including the appropriate authority, airports, airlines, cargo and other entities.
- Experience working with CAAs/appropriate authorities and aviation entities, preferably in the Asia/Pacific Region.

### Language Skills

- Ability to write clearly and concisely and to present articulate verbal reports in English.
- Ability to train and instruct in a technical field using English language.
- Ability to communicate effectively with persons for whom English is not their primary language.

### Competencies

- **Judgment/decision –making:** Proven ability to accept ownership of responsibilities as directed and to honor commitments including deadlines, to exercise appropriate judgment, to recognize key issues and relevant information and to make feasible recommendations.
- **Communication:** Ability to write clearly and concisely and to present articulate verbal reports in English. Ability to communicate effectively with person's for whom English is not their primary language.
- **Instructing:** Ability to instruct to middle and senior management staff of diverse cultures in a technical field (aviation security) using English language.
- **Teamwork:** Ability to work with colleagues to achieve the project goals and maintain harmonious working relationships in a multinational environment.
- **Vision and management of performance:** Demonstrated ability to assist with planning and the work of a technical team in a multinational environment, to identified priorities and coordinate or adjust them as required.
- **Client Orientation:** Ability to establish and maintain effective relationships with organizational Members, to work and advocate effectively in a consensus-based system and to successfully manage and resolve conflict.
- **Commitment to continuous learning:** Willingness to keep abreast of new developments in professional field.
- **Technological awareness:** Ability to use contemporary office automation equipment, software, databases.

### REMUNERATION

— END —