



# INTERNATIONAL CIVIL AVIATION ORGANIZATION

## PROGRAMME DOCUMENT: EXTENSION OF CASP-AP

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

### *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 IV</b>
<b>Programme Number:</b>	RAS04901
<b>Programme Extension:</b>	5 Years (1 July 2019 to 30 June 2024)
<b>Estimated Programme Extension Cost:</b>	US\$2,921,000
<b>Participating Governments:</b>	Bangladesh, Bhutan, Brunei Darussalam, Cambodia, China (Hong Kong SAR), China (Macau SAR), Fiji, India, Indonesia, Rep. of Korea, Lao PDR, Malaysia, Maldives, Marshall Islands, Mongolia, Myanmar, Nepal, Papua New Guinea, Philippines, Singapore, Solomon Islands, Sri Lanka, Thailand, Timor-Leste, Vanuatu, Viet Nam
<b>Potential Participating Governments:</b>	<p><i>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.</i></p> <p>Islamic Republic of Afghanistan, Australia, China, Cook Islands, Democratic People's Rep. of Korea, Kiribati Japan, Micronesia (Federated States of), Nauru, New Zealand, Pakistan, Palau, Samoa, Tonga, Tuvalu</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 IV:</b>	July 2019

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

<b>Signed on behalf of:</b>	<b>Phase I</b>	<b>Phase II</b>	<b>Phase III</b>	<b>Phase IV</b>
Afghanistan	signed			
Australia	signed			
Bangladesh		signed	signed	
Bhutan	signed	signed	signed	
Brunei Darussalam	signed			
Cambodia	signed	signed	signed	
China				
China, Hong Kong SAR	signed	signed	signed	
China, Macau SAR	signed	signed	signed	
Cook Islands				
Democratic People's Republic of Korea				
Fiji	signed			
India	signed	signed		
Indonesia	signed	signed		
Japan	signed			
Kiribati	signed			
Lao PDR	signed		signed	
Maldives	signed		signed	
Marshall Islands			signed	
Malaysia	signed	signed	signed	
Micronesia (Federated States of)				
Mongolia	signed	signed	signed	
Myanmar		signed	signed	
Nauru				
Nepal	signed	signed	signed	
New Zealand				
Pakistan				
Palau				
Papua New Guinea			signed	
Philippines	signed		signed	
Republic of Korea	signed	signed	signed	
Samoa				
Solomon Islands			signed	
Singapore	signed	signed	signed	
Sri Lanka	signed	signed	signed	
Thailand	signed		signed	
Timor Leste	signed	signed	signed	
Tonga				
Tuvalu				
Vanuatu				
Viet Nam	signed			
<b>Total</b>	<b>24</b>	<b>15</b>	<b>20</b>	

## INTRODUCTORY NOTE

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

## PART A      CONTEXT

### 1.              International Conventions Relating to Aviation Security

1.1              The recurrence of unlawful acts against civil aviation and related facilities over the last sixty 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.
- The Protocol to Amend the Convention on Offences and Certain Other Acts Committed on Board Aircraft (*Tokyo Convention*), signed at Montreal on 4 April 2014

### 2.              Aviation Security Responsibilities of States

2.1              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 are required to 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.

### 3.              Implementation of Aviation Security Responsibilities by Contracting States

3.1              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.

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

#### **4. CASP-AP Programme**

4.1 The CASP-AP Programme was 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, referred as Members. 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.

4.2 CASP-AP develops its own work plans 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 (this 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.

4.3 The CASP-AP Phase I was established 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 APAC 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.

## **PART B EVALUATION OF CASP-AP**

### **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, with the participation of 12 States/Administrations in the Asia-Pacific (AP) region and commenced operations in early 2005. By November 2008 its Membership had grown to 23 States/Administrations.

#### **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 were conducted in ten States and Administrations. National Inspector Courses were conducted in Viet Nam and the Philippines. A Quality Control Workshop was scheduled to be conducted in Tonga jointly with PASO. Approximately 15 National Civil Aviation Security Training Programmes were developed.



## **PHASE II**

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

#### **6.1 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 States/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 (referred to as the Annual Technical and Operational Meeting (ATOM)), 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 (CASS); 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.

#### **6.2 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 (NQCP) 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.
- c) 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.

- d) The Screener Certification Programme has been completed and approved by the relevant national authorities of a limited number of Members.
- e) The civil aviation legislation related to aviation security has been updated and expanded by the majority of Members.
- f) 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.
- g) 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.
- h) 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.
- i) All Model National Programme Documents have been upgraded to reflect Annex 17, Amendment 13 levels and an initial Model Inspectors Manual has been completed.

### 6.3

#### **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 CASS 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.

### **PHASE III**

#### **7. Phase III Programme Activities and Outputs**

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"***

##### **7.1 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 States/Administrations, provided technical guidance, and assistance with Universal Security Audit Programme Corrective Action Plans, reported findings providing detailed recommendations to the Member, and conducted or facilitated training courses and workshops, in addition to providing on-the-job training.
- b) The Training and Capacity Building Officer (TCBO) coordinated, conducted and evaluated capacity building activities consisting of courses, workshops and seminars and provided support to Members through technical guidance.
- c) The Steering Committee held five meetings during which it discussed, inter alia, the aviation security programme evaluations and revisions, increasing 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 approved the revised Administrative and Operational Policies and Procedures Manual. In addition, the Steering Committee approved changes to the staffing of the programme, with a dedicated Administrative Assistant, and continuation of the Training and Capacity Building Officer after the AVSEC funding ceased.
- d) The significant donor grant by the Government of Canada provided funding for a number of new initiative and activities agreed by the Steering Committee for a large part of Phase III, allowing an increase in capacity building to be successfully

delivered, including utilization of subject matter experts to deliver the outputs. A AVSEC instructor mentoring through a Development Award programme was initiated, and new products, training courses and workshops were developed.

- e) Phase III retained initiatives developed during Phase II, including the second annual meeting to address technical and operational issues (ATOM), sub-Regional approaches to some training activities, increased utilization of in-kind support (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.

## 7.2 Outputs

- a) The CASP-AP Model aviation security legislative instruments (Act and Regulations) have been developed by the Air Law expert and are available for Members in consideration of developing/revising/upgrading national aviation security laws.
- b) All Members have access to CASP-AP Model National Programmes (NCASP, NCASTP, NQCP) updated to Amendment 16 of Annex 17; however individually States have approved documents at various amendment levels.
- c) All Members can access CASP-AP Model guidance materials for adaption/adoption including inter alia Model operator programmes, operator security programme approval manual and tools, risk assessment and management templates, quality control inspector manual and tools, and screening SOPs.
- d) Aviation security training courses and workshops using ICAO ASTPs covering National Inspector, National Instructor, Crisis Management, Aviation Security Certification Systems, Air Cargo and Mail Security, Risk Management and Aviation Security Supervisor have been undertaken in many Members States and Administrations.
- e) Increased focus on capacity building to develop sustainable in-country training capability through: strengthening development of training materials in Member organizations by providing the ICAO GAT Training Developers Course, increasing instructional quality and depth by mentoring of instructors from Members at ASTCs in the region, and development of generic training materials for adaption/adoption by Members.
- f) CASP-AP has delivered Legal Awareness and Senior Management seminars, and National Facilitation Programme workshops. CASP-AP has also developed and delivered new training activities including Operator Security Programme Approvals workshop, National Risk Context Statement workshop, Model ASP development workshop, Risk-based Quality Control Scheduling workshop, and updated Exercise workshop to assist Members with implementation. The use of 'partnerships' and 'hosting' by Members throughout Phase III has provided additional leverage of available resources, and full attendance at each training activity.
- g) The concept of Phased Approach to capacity assistance, introduced for the Special Quality Control workshops (Phases I-III) that assisted Members commence with the development or review of the NQCP, followed by industry briefings and

development of inspectors' manual and tools, then followed by implementation. This strategy effectively allows the Member to develop in a structured manner, and is applicable to other capacity assistance activities such as approvals or risk context statement in a sub-regional training, followed by specialized individual missions.

- h) The programme of Annual Technical and Operational Meetings (ATOM) have been conducted for each year of Phase III. The ATOMs continue to provide significant contributions to information flow within CASP-AP, including between Members and Partners. They have contributed to the effectiveness of development of the Annual Work Plans by providing a understanding of the issues and challenges of the Member States/Administrations.
- i) A number of CASP-AP Members received assistance with the preparation for, or the development and implementation of Corrective Action Plans associated with the ICAO USAP-CMA programme.

### 7.3

#### **Phase III Lessons learnt**

- a) The delivery by CASP-AP utilizing ICAO ASTPs continue to be 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. Over the longer term, commencing in Phase IV, to achieve CASP-AP vision of sustainability, there is a requirement to assist Members develop 'internal' training programmes such as National Inspectors, which should see reduction in the need for ICAO ASTPs. Continued coordination is required between CASP-AP training and ICAO Regular Programme ASTC-based training to prevent overlap or deficiencies.
- b) Phase III has proven that CASP-AP provided training courses, using CASP-AP developed materials, are well supported as they address specific, identified needs in accessible locations. 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 IV, and is likely to include the development of new training subjects as they are identified. The 'Development Workshop' system continues as an effective mechanism to leverage capabilities from within Members, partners and ICAO, to provide new CASP-AP 'products'. The use of innovations such as sub-Regional activities, internal/external partnerships, development workshops and activity hosting has shown considerable benefits and should be retained for Phase IV.
- c) As noted in the Phase II Lessons Learnt, the need for 'legal awareness' seminars and specific State or Administration legal assistance has decreased as a result of CASP-AP Member States and Administrations implementation of effective national legislation. Any needs in this area may be addressed through specific targeted assistance for the Member.
- d) The major challenge continuing to facing many Members is an inability to implement the policies and meet the outcomes required by their national regulations and Programmes. Whilst CASP-AP is an effective mechanism to support the

enhancement of both organizational and individual technical capability, to complement this Members must address the structural factors leading to a lack of organizational capacity within the State and/or appropriate authority in regards to effective, sustainable implementation.

- 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. These Members have provided 'in-kind' support that provides a return to the Member through reduced contributions and creates a more equitable balance to the Programme Membership. Nonetheless, deeper involvement and support of 'advanced' Members should be considered.
- f) The 'digitizing' of CASP-AP through online systems provides continuous access to the latest CASP-AP materials, meetings outcomes etc. Due to the nature of the materials, these are provided through ICAO's Secure Portal. There will be ongoing shift to IT platforms for the interaction by Members with CASP-AP, however this also requires increased access by Members. The two factors that appear to limit the uptake of online services is familiarity with the Secure Portal and IT issues (connectivity) within the State.
- f) The amount and scaling of financial contribution by Members is established via the use of World Bank socio-economic data and grouping of Members provides an equitable framework for Programme funding. Within the first three years of Phase III a number of Members were provided assistance through subsidized contributions, however only approximately 33% was accessed. Towards the end of Phase III there was a significant increase in payment of contributions. There remained however several States where inactivity including non-attendance at SCMs, payment of contributions and disengagement. This means that the level of support available to those States must be evaluated to maintain equity with active Members. A strong financial position for the Programme at the commencement of Phase IV will allow for potential expansion and access to capacity building for Members, including utilization of external Subject Matter Experts, as required.
- h) The staffing of a fulltime Training and Capacity Building Officer, and dedicated administrative support post for the Programme has provided dividends with a significant increase in the delivery of capacity building activities, and governance/management of the Programme. This has allowed the PC to undertake more targeted assistance missions, develop and/or revise new Materials for Members, and focus on the strategic management of the Programme.

## **PART C: CASP-AP PROGRAMME EXTENSION (Phase IV, 2019-2024)**

*During deliberations of the Programme Document at the 15<sup>th</sup> SCM, the Steering Committee agreed that the CASP-AP Vision, developed for Phase III, should be an enduring vision for the lifespan of the Programme.*

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

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 Cycle II and CMA audits, in aspects related to compliance with Annex 17 and the security provisions of Annex 9. The strategic 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 where appropriate 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 the State Aviation Security Oversight Manual ICAO Doc 10047.

1.2 An analysis of the ICAO USAP results indicates that Members are progressing well in the Establishment Critical Elements 1-3 (Primary Legislation, Secondary Legislation and National Programmes, and Appropriate Authority) of an Aviation Security Oversight System. There is evidence of progress in Establishment Critical Elements 4 and 5 (Personnel Training and Provision of Technical Guidance), however additional capacity building is necessary in these areas to improve USAP results. In respect to the Implementation Critical Elements 6-8 (Certification, Quality Control and Resolution of Security Concerns), performance in these areas requires the focus of capacity building support to increase the effective implementation to the levels observed in CEs 1-3.

1.3 Additionally, the ICAO Council has adopted the Global Aviation Security Plan (GASeP) in November 2017, which sets out aspirational targets for all States to meet. The initial target is for 80% of States to demonstrate an average Effective Implementation of 65% by 2020, by 2023 90% of all States to demonstrate an average Effective Implementation of 80%, and by 2023 100% of States to achieve an average Effective Implementation of 90%. For CASP-AP Members to achieve the GASeP goals emphasizes the important role of CASP-AP as an effective mechanism to achieve this, which is reflected in the GASeP itself and the GASeP Implementation Plan. The GASeP outlines the following five key priorities which should also be reflected to the extent practicable in the outputs of the Programme extension in Phase IV.

- Priority ONE: Understanding the threat and risk - ENHANCE RISK AWARENESS AND RESPONSE: The threat must be accurately identified and continuously monitored. A mechanism must be in place to ensure those potentially affected by the threat are notified in a timely manner with the necessary level of detail to ensure it is not carried out
- Priority TWO: Countering the risk by ensuring a trained workforce - DEVELOPING SECURITY CULTURE AND HUMAN CAPABILITY: The personnel charged with countering the threat must be fully prepared through careful hiring practices, continuous training, and a sustained, robust security culture.
- Priority THREE: Countering the risk with processes and technology - IMPROVE TECHNOLOGICAL RESOURCES AND FOSTER INNOVATION: The technology and processes employed must be effective against the threat; properly employed, maintained and calibrated; and applied to a significant population of the potential threat vectors. The evolving nature of the threat and its global reach require increasing emphasis on innovative solutions that are rapidly developed, effective, affordable and widely



deployed.

- Priority FOUR: Evaluating the measures - IMPROVE OVERSIGHT AND QUALITY ASSURANCE: Robust Quality Control Programmes must be employed to evaluate the extent to which the countermeasures are being effectively implemented. The vulnerabilities identified through these programmes become a key factor in defining the overall risk.
- Priority FIVE: Supporting priorities 1-4 - INCREASE COOPERATION AND SUPPORT: When the Quality Control Programme identifies shortfalls that must be resolved, Capacity Building programmes provide the links between States and/or Industry resources. The efficacy of the capacity building efforts depends on a thorough understanding of the root cause of the shortfall, targeted assistance, and a commitment to sustained implementation of the improvements.

1.4 Accordingly, the objectives of the CASP-AP Phase IV Programme Extension are:

- to provide ongoing assistance to 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 in the development of mature State Aviation Security Oversight Systems, that strengthens 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 from ICAO USAP Cycle II and 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 (as amended), 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 achieve effective results.
- to ensure that work started under previous CASP-AP Phases is maintained in Phase IV, and revised or 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 upon the evaluation of outcomes from the first three Phases of CASP-AP; to achieve the strategic objectives highlighted above for the Programme extension in Phase IV will be to support Members effective implementation of an Aviation Security Oversight System. This requires both ongoing support for the development (as required) and review of the Establishment Critical Elements (1-5), and capacity building to increase the compliance and effective implementation of the Implementation Critical Elements (6-8). In addition, the Programme will provide assistance to Members in respect to the security-related aspects of Annex 9. These are broadly outlined in the following paragraphs.

2.1.1 Review and revision, as requested by the Member, of the National Civil Aviation Security Programmes, National Civil Aviation Security Training Programmes, National Civil Aviation Quality Control 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 revision, as requested by the Member, of 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 State Aviation Security Oversight System, 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, as requested by the Member, 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 are 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. This includes supporting Members to update and increase capacity to deliver effective training within the Member State/Administration under the National Aviation Security Training Programme.

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. Promote utilization of online digital resources to access CASP-AP assistance.

2.1.11 Conduct 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 Develop and conduct 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 advice, as requested by the Member, 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.

2.1.14 Provide advice, as requested by the Member, 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.

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

2.1.16 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 IV.

2.1.17 Maintain appropriate staffing for CASP-AP, supplemented by Subject Matter Experts as

appropriate, to deliver the training, sustainable capacity building, and support tasks to achieve the required outcomes of the Programme.

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

2.1.19 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 commitment to the USAP Continuous Monitoring Approach (CMA).
- c) Signing of the Programme Document by Members at the commencement of Phase IV, 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. Attending the Annual Steering Committee Meeting to assist with the direction of the Programme, including taking decisions to resolve any issues. Taking necessary steps to secure funds, personnel and equipment for aviation security purposes for each Member.
- e) Considering their capability to support other Members in a cooperative manner by the provision of assistance with personal, documents and processes.
- f) 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.
- g) 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 3.1(c) above at the commencement and throughout Phase IV, and the subsequent ongoing payments of the annual financial contribution as covered by PART E, are required for complete Membership of the Programme and the full benefits this provides.

3.3 The association by either States, Administrations or industry entities with the CASP-AP as a 'Partner', is 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 have therefore made significant financial contributions to the Programme since its inception.

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 or undertake capacity building independent of CASP-AP shall be recognized as 'Partners' in the CASP-AP Programme, and will be invited to attend and share relevant information 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's day to day management will continue to be managed by the Programme Coordinator/Senior Aviation Security Advisor (PC/SASA). The Programme will maintain the Training and Capacity Building Officer (TCBO) at UN/ICAO National Officer for the objective of managing core training activities (ICAO and CASP-AP course, seminars and workshops), 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. For the size and scope of a regional cooperative project

such as CASP-AP it is necessary to maintain administrative support to the Programme. For this purpose a UN/ICAO General Service staff member will be engaged 100% benefit of CASP-AP. This continuation for Phase IV reflects the Steering Committee's decision at the 13<sup>th</sup> SCM that approved the ongoing post for fulltime administrative support. Job Descriptions for the CASP-AP personnel are included as Attachements 2-4.

6.2 The Programme will continue to utilize as required the services of Aviation Security Training experts, up to and including at the level of United Nations/ICAO Professional P5 level. 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 D      PHASE IV IMMEDIATE OBJECTIVES, OUTPUTS, INDICATORS AND ACTIVITIES**

*Note: — All Phase IV 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 strengthening of State Aviation Security Oversight Systems and implementation capability by Members and the Region.**

#### **1.1            Output 1.1**

*Critical Element 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, and development of risk management capability.

##### **Activity 1.1.3**

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

#### **1.2            Output 1.2**

*Critical Element 2: National Civil Aviation 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. Provide assistance to develop Contingency Plans for national level, ANS Providers, and airports as required by designated authorities responsible for aviation security and assist in implementation, supported by exercises to ensure preparedness is effective.*

##### **Activity 1.2.1**

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

Assist Members, as appropriate, in developing or reviewing their respective National Civil Aviation Security Training Programmes (NCASTP), to ensure effective implementation of preventive security measures in conjunction with the provisions of their respective NCASPs.

Activity 1.2.4

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 1.2.5

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 acts of unlawful interference within or close to airport boundaries, within ATSP facility boundaries or installations, on aircraft or airport installations, and investigation of suspected explosive devices or other potential hazards and their disposal.

Activity 1.2.6

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 1.2.7

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.

1.3

Output 1.3

***Critical Element 3: The appropriate authority for aviation security in each Member to be designated to ICAO, organized appropriately and its human resources defined. Aviation security facilities, services and detection equipment required at international and major domestic airports and ATS Provider facilities are identified, quantified and recommended to authorities concerned, including recommendations of TCB procurement services if appropriate, in order to facilitate their acquisition.***

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.

Activity 1.3.5

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 1.3.6

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 ATSP facilities and specify the service as well as type and number of additional equipment and facilities needed at each international airport, domestic airports, and ANSP facilities, as appropriate.

Activity 1.3.7

Assist airports, 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 1.3.8

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

1.4

Output 1.4

***Critical Element 4: Aviation security personnel of Members are adequately trained for the tasks to which they are assigned.***

Activity 1.4.1

Based upon the Members NCASTP, assist in the identification and development of national training programmes and materials, and increase capability for Members to be

able to develop these, and where possible national instructor capability for delivery of such training.

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.

Activity 1.4.4

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 1.4.5

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

Activity 1.4.6

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 1.4.7.

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.

1.5

Output 1.5

***Critical Element 5: Technical guidance material is provided to both the appropriate authority and aviation entities with responsibilities under the National Civil Aviation Programmes that supports the implementation of aviation security requirements.***

Activity 1.5.1

Provide, as appropriate assistance with preparation and implementation of national and operator risk assessments, including support to develop and maintain national frameworks for the sharing of information relating to threat and risk.

Activity 1.5.2

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

1.6 Output 1.6

***Critical Element 6: Certification and approval obligations of Members are developed, established and maintained to ensure effective implementation with the requirements of the National Civil Aviation Security Programme and National Civil Aviation Security Training Programme.***

Activity 1.6.1

Assist Members with the establishment of Entity Security Programmes approval system for purpose of reviewing and approving Airport Security Programme (ASPs), Aircraft Operator Security Programmes, Air Traffic Service Provider (ATS Provider) provisions, and other aviation organizations required to have programmes approved.

Activity 1.6.2

Assist Members with the development or review of criteria standards for persons implementing security controls, national instructors, and other persons requiring certification in accordance with the National Civil Aviation Programmes.

Activity 1.6.3

Assist Members with the development or review; and implementation and maintenance of the certification systems for persons implementing security controls, national instructors, and other persons requiring certification in accordance with the National Civil Aviation Programmes.

Activity 1.6.4

In coordination with local counterparts, assist in ensuring the preparation or revision as appropriate, of Entity Security Programmes as required by each airport, aircraft operator, Air Traffic Service Provider (ATS Provider), and other aviation organizations required to have programmes; outlining duties, responsive measures and procedures to be undertaken and by whom, under normal circumstances and for each type of security situation, in conformity with legislative and National Civil Aviation Programmes' requirements.

1.7 Output 1.7

***Critical Element 7: Implementation of the National Civil Aviation Security Quality Control Programme to ensure that controls and oversight are being continuously applied in a manner that provides effective security.***

Activity 1.7.1

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 1.7.2

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.

Activity 1.7.3

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

Activity 1.7.4

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.

Activity 1.7.5

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.

1.8

Output 1.8

***Critical Element 8: Security concerns are effectively resolved by the appropriate authority ensuring full and ongoing compliance by all aviation entities in the State with the aviation security requirements contained in national aviation security legislation and National Civil Aviation Programmes.***

Activity 1.8.1

Assist Members with the establishment of a national reporting system to analyse and interpret quality control results, and identification of corrective actions to ensure effective compliance with legislative and National Civil Aviation Programmes' requirements.

Activity 1.8.2

Assist Members with the establishment or review, and maintenance of a confidential reporting system to ensure information is received by the appropriate authority pertaining to effectiveness or vulnerabilities of the aviation security system in the State.

Activity 1.8.3

Assist Members with the preparation and implementation of Corrective Action Plans to address security concerns identified as a result of an ICAO USAP assessment.

Activity 1.8.4

Provide assistance and support, as appropriate, to Members conducting an investigation and evaluation of national security requirements following a major act of unlawful interference.

1.9

Output 1.9

***Annex 9: Security-related provisions of facilitation are developed and effectively implemented at the national and airport level by Members***

Activity 1.9.1

Assist Members as appropriate, with the preparation or revision, in coordination with local counterparts, their respective National Air Transport Facilitation Programmes (NAFTP), to ensure effective implementation of facilitation measures in conjunction with

the provisions of their government and legislative requirements.

Activity 1.9.2

Assist, as appropriate, in the development of a National Air Transport Facilitation Committee (NATFC) with the purpose of coordinating activities at a national level to ensure implementation of Annex 9 SARPS.

Activity 1.9.3

Assist Members as requested, in coordination with local counterparts, assist in ensuring the preparation or revision as appropriate, of Airport Facilitation Programmes as required by each airport; outlining functions and procedures to be undertaken and by whom, in coordination with the Airport Facilitation Committee.

**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.*

Activity 2.1.1

Deliver, or develop and deliver 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.

Activity 2.1.5

Provide guidance to Members to automate and digitize State Aviation Security Oversight Systems to enhance risk awareness, management, quality control and reporting.

## 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

Use specialised fora to assist all Members to specifically consider and discuss innovative solutions and processes, including Members' evolving needs and recognized best practices, taking into account the new or updated requirements in the relevant ICAO Annexes

## **PART E      INPUTS**

### **1.            Members' Inputs**

*As in previous phases, effective outputs from the Programme during Phase IV 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 (AFC) 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, payment requests will be provided to Members approximately six months prior to the due date for payment.

#### **1.2            Personnel**

##### **1.2.1            Counterpart Focal Points**

- 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 Building Officer (*or a short term expert engaged by CASP-AP*)).

##### **1.2.2            Support Personnel**

- a) Administrative support services to CASP-AP Personnel and experts visiting Member States/Administrations.

#### **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, in accordance with requirements set out in the AOPPM (as approved by the Steering Committee).



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 (as required)

1.4.3           Travel of participants to and from their country of training

1.5           **Training**

1.5.1           Timely nomination of participants for classroom, in-service and attachment training and for attendance of courses and seminars, detailed in the Annual Work Plan approved by the Steering Committee.

1.6           **Miscellaneous**

1.6.1           Salary of participants while in receipt of capacity building, as available.

1.6.2           Office supplies

1.6.3           Telephones, electricity, maintenance, etc.

**2.           ICAO Trust Fund Contribution**

As in previous phases, Phase IV activities will require the provision and coordination of the following resources by ICAO, through the CASP-AP.

2.1           **Personnel**

2.1.1           International Professionals

- a) CASP-AP Senior Aviation Security Adviser/Programme Coordinator (PC)
- b) Aviation Security Experts of specific disciplines (on an as required basis and approved by the Steering Committee, or Chair)

2.1.2           Locally or Regionally Enlisted Professional

- a) CASP-AP Aviation Security Training and Capacity Building Officer (United Nations, Thailand, National Officer Category, Level B)
- b) Aviation Security Experts (on an as required basis and approved by the Steering Committee, or Chair)

2.1.3           Support Personnel

- a) Administrative Assistant

2.2           **Duty Travel**

2.2.1           Cost of CASP-AP personnel travel and subsistence on visits to Member States and Administrations and other approved activities will be met from the annual Programme budget.

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

2.3           **Equipment and supplies**

2.3.1           Necessary acquisition of office and mobile computers (laptops) for use by CASP-AP Project staff and related office equipment, including printer, scanner and photocopier for the base office, as well as printing of documents and training materials for training and capacity building activities.

2.4           **Miscellaneous**

Reporting costs, sundry expenses and Agency support costs

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

2.4.2           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 F RISKS AND OBLIGATIONS

### 1. Risks

1.1 The key Programme risk is that CASP-AP Members do not meet their annual financial contributions in a timely manner, which restricts, curtails or otherwise results in reduction in resources for delivery of the outputs, or worst case early termination of the Programme. It is expected that this risk will largely be avoided by Members, as timely financial contributions to the Programme is a prerequisite to its success. This may possibly be further mitigated by contributions from donors and in-kind support, however these cannot be relied upon.

1.2 Some Member States and Administrations experience challenges with the human resources requirements to fully implement an effective aviation security State oversight 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.

1.3 The following is a summary of Project risks and mitigations

RISK	LEVEL	MITIGATION
Inability to recruit suitable personnel to resource CASP-AP	MEDIUM-HIGH	TCB and APAC RO to manage recruitment strategy for PC.  TCBO recruitment strategy to be managed in accordance with Thai employment requirements. Lack of suitable candidates to be mitigated under the direction of the SCM, in reference to resourcing under Part C - sections 4.3 and 6.2.  Administration Assistant will be managed from employment market in Thailand, with support during temporary vacancy sought from APAC RO and other Programme staff
Delay or inability of some Member States/Administrations to approve the Programme Extension	LOW	Members encouraged to approve Programme Extension by end of Year 1, Phase IV.  ICAO APAC and/or PC to follow up with APAC States/Administrations to sign the ProDoc
Inability of some Member States/Administrations to pay their contribution	MEDIUM-HIGH	Invoices sent approximately 6 months prior to start of new CASP-AP financial year  PC to follow up to ensure focal contacts within Members receive AFC invoices for action
Security and stability of some Member States/Administrations to receive assistance missions	MEDIUM	Assessment on in-country missions reviewed IAW with UNDSS status  The Member is encouraged to attend capacity building outside the State
Inability to provide suitable counterparts	LOW	CASP-AP PC to work with counterpart organizations to identify suitable personnel

Inability to provide suitable candidates for training locally or abroad	LOW-MEDIUM	CASP-AP to establish relevant suitability criteria for training activities
Inability to provide suitable offices	LOW	Alternative arrangements to be considered
Inability to provide support personnel	LOW	Alternative arrangements to be considered
Inability to provide travel and transportation services	LOW	Alternative arrangements to be considered

## **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 III 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 IV of CASP-AP.

## **PART G      MANAGEMENT OF THE PROGRAMME**

1.            The Programme in Phase IV will continue to be executed by ICAO in coordination with the Chairman of the CASP-AP Steering Committee, representing the Appropriate Authorities 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 support 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 that do not involve the governance or management of the Programme, which shall be the Members prerogative.
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 H      MONITORING AND EVALUATION**

1.            The Programme Steering Committee composed of Representatives of Member States/Administrations, ICAO, and CASP-AP partners and donors who may also attend, 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; and
- consider and approve proposals to increase the sustainable capacity of Members.

2.            The Programme may also be monitored and evaluated by donor stakeholders, 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 I      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 and the APAC Regional Office, 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 Steering Committee for discussion and approval at the Steering Committee Meeting. It will be developed to respond to Members' requirements and priorities and in consideration of the technical and operational requirements as identified by the Annual Technical and Operational Meeting, the annual Assistance Needs survey conducted by the Programme Coordinator, and broader strategic priorities and objectives of the GAsEP. Available resources, including in kind support, will be considered during the preparation and subsequent approval of the AWP.

## **PART J      BUDGET**

The budget for the Phase IV Programme has been prepared based on a commencement date of 1 July 2019.

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

## **ATTACHMENTS:**

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



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

		TOTAL		2004-2016		2017		2018		2019		2020		2021		2022		2023		2024	
		w/m	\$	w/m	\$	w/m	\$	w/m	\$	w/m	\$	w/m	\$	w/m	\$	w/m	\$	w/m	\$	w/m	\$
PROJECT PERSONNEL																					
INTERNATIONAL PROFESSIONAL POSTS																					
B501A	237.3	3 492 605	132.0	2 021 331	6.0	151 474	12.0	169 100	12.0	177 500	12.0	183 000	12.0	184 000	12.5	260 500	12.0	212 100	6.0	133 600	
B501A	1.5	67 393	1.5	17 393						5 000		10 000		10 000		10 000		10 000		5 000	
B554A	17.0	357 808	17.0	337 808						10 000		10 000		10 000		10 000		10 000		5 000	
B554A		118 526		53 526						10 000		10 000		10 000		10 000		10 000		5 000	
SUB-TOTAL (INTERNATIONAL PROFESSIONAL POSTS)																					
	255.8	4 036 331	150.5	2 430 057	6.0	151 474	12.0	189 100	12.0	202 500	12.0	203 000	12.0	204 000	12.5	280 500	12.0	232 100	6.0	143 600	
LOCAL STAFF																					
B551A	28.0	102 452	28.0	102 452																	
B551A	18.0	46 891	18.0	46 891																	
B551A	66.0	180 650		1 743	6.0	1 407				6.0	16 000	12.0	33 000	12.0	34 700	12.0	36 300	12.0	38 000	6.0	19 500
SUB-TOTAL (LOCAL STAFF)																					
	112.0	329 993	46.0	151 086	6.0	1 407				6.0	16 000	12.0	33 000	12.0	34 700	12.0	36 300	12.0	38 000	6.0	19 500
B814B		882 298		162 450		8 848															
LOCAL TRAVEL																					
B814A		262 414		169 905		9															
INTERNATIONAL TRAVEL																					
NATIONAL PROFESSIONAL																					
B552A	115.0	394 319	25.0	3 299	6.0	20				6.0	35 400	12.0	73 600	12.0	76 700	12.0	79 700	12.0	82 800	6.0	42 800
SUB-TOTAL (NATIONAL PROFESSIONAL)																					
	115.0	394 319	25.0	3 299	6.0	20				6.0	35 400	12.0	73 600	12.0	76 700	12.0	79 700	12.0	82 800	6.0	42 800
TOTAL (PROJECT PERSONNEL)																					
	5 905 355			2 916 797		161 758		276 500		372 500		442 100		447 900		529 000		485 400		273 400	
SUB-CONTRACTS																					
B803B	12 905			7 905						500		1 000		1 000		1 000		1 000		500	
B803A	21 969			6 809		4 160		3 000		3 500		1 000		1 000		1 000		1 000		500	
TOTAL (SUB-CONTRACTS)																					
	34 874			14 714		4 160		3 000		4 000		2 000		2 000		2 000		2 000		1 000	
TRAINING																					
B802C	12 020			1 020						500		2 500		2 500		2 500		2 500		500	
TOTAL (TRAINING)																					
	12 020			1 020						500		2 500		2 500		2 500		2 500		500	
EQUIPMENT																					
B751A	27 876			3 376				3 000		3 500		4 000		4 000		4 000		4 000		2 000	
B751B	55 538			4 538				500		5 500		10 000		10 000		10 000		10 000		5 000	
B751C	8 935			935				1 000		2 000		1 000		1 000		1 000		1 000		1 000	
B751D	15 616			1 116				3 000		2 500		2 000		2 000		2 000		2 000		1 000	
B751E	13 340			2 340				500		5 500		1 000		1 000		1 000		1 000		1 000	
TOTAL (EQUIPMENT)																					
	121 305			12 305				8 000		19 000		18 000		18 000		18 000		18 000		10 000	
MISCELLANEOUS																					
B807L	18 304			2 304				4 000		3 000		2 000		2 000		2 000		2 000		1 000	
B807M	148 366			67 959		5 507		7 300		10 000		11 800		11 900		13 900		12 800		7 200	
B807F	23			23																	
B754A	802 510			382 726		22 684		38 800		53 200		62 200		63 000		73 800		68 000		38 100	
TOTAL (MISCELLANEOUS)																					
	969 203			453 012		28 191		50 100		66 200		76 000		76 900		89 700		82 800		46 300	
PROJECT TOTAL																					
	7 042 757			3 397 848		194 109		337 600		462 200		540 600		547 300		641 200		590 700		331 200	

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

	TOTAL		2019		2020		2021		2022		2023		2024	
	w/m	\$	w/m	\$	w/m	\$	w/m	\$	w/m	\$	w/m	\$	w/m	\$
PROJECT PERSONNEL														
INTERNATIONAL PROFESSIONAL POSTS														
B501A SENIOR AVSEC ADVISOR/PROJECT COORDIN	60.5	1 060 800	6.0	87 600	12.0	183 000	12.5	184 000	12.0	260 500	12.0	212 100	6.0	133 600
B501A AVSEC INSTRUCTOR		50 000		5 000		10 000		10 000		10 000		10 000		5 000
B554A CONSULTANTS		50 000		5 000		10 000		10 000		10 000		10 000		5 000
SUB-TOTAL (INTERNATIONAL PROFESSIONAL POSTS)	60.5	1 160 800	6.0	97 600	12.0	203 000	12.5	204 000	12.0	280 500	12.0	232 100	6.0	143 600
LOCAL STAFF														
B551A PROGRAMME SECRETARY	60.0	177 500	6.0	16 000	12.0	33 000	12.0	34 700	12.0	36 300	12.0	38 000	6.0	19 500
SUB-TOTAL (LOCAL STAFF)	60.0	177 500	6.0	16 000	12.0	33 000	12.0	34 700	12.0	36 300	12.0	38 000	6.0	19 500
B814B LOCAL TRAVEL		600 000		60 000		120 000		120 000		120 000		120 000		60 000
B814A INTERNATIONAL TRAVEL		65 000		7 500		12 500		12 500		12 500		12 500		7 500
NATIONAL PROFESSIONAL														
B552A NATIONAL OFFICER	60.0	391 000	6.0	35 400	12.0	73 600	12.0	76 700	12.0	79 700	12.0	82 800	6.0	42 800
SUB-TOTAL (NATIONAL PROFESSIONAL)	60.0	391 000	6.0	35 400	12.0	73 600	12.0	76 700	12.0	79 700	12.0	82 800	6.0	42 800
TOTAL (PROJECT PERSONNEL)		2 394 300		216 500		442 100		447 900		529 000		485 400		273 400
SUB-CONTRACTS														
B803B SUB-CONTRACT - INTERNATIONAL		5 000		500		1 000		1 000		1 000		1 000		500
B803A SUB-CONTRACT - LOCAL		5 000		500		1 000		1 000		1 000		1 000		500
TOTAL (SUB-CONTRACTS)		10 000		1 000		2 000		2 000		2 000		2 000		1 000
TRAINING														
B802C FELLOWSHIPS INDIVIDUAL - LOCAL		11 000		500		2 500		2 500		2 500		2 500		500
TOTAL (TRAINING)		11 000		500		2 500		2 500		2 500		2 500		500
EQUIPMENT														
B751A EXPENDABLE EQUIPMENT - INTERNATIONAL		20 000		2 000		4 000		4 000		4 000		4 000		2 000
B751B NON-EXPENDABLE EQUIPMENT - INTERNATI		50 000		5 000		10 000		10 000		10 000		10 000		5 000
B751C OPERATION & MAINT. OF EQUIPMENT		6 000		1 000		1 000		1 000		1 000		1 000		1 000
B751D EXPENDABLE EQUIPMENT - LOCAL		10 000		1 000		2 000		2 000		2 000		2 000		1 000
B751E NON-EXPENDABLE EQUIPMENT - LOCAL		10 000		5 000		1 000		1 000		1 000		1 000		1 000
TOTAL (EQUIPMENT)		96 000		14 000		18 000		18 000		18 000		18 000		10 000
MISCELLANEOUS														
B807L REPORTING COSTS		10 000		1 000		2 000		2 000		2 000		2 000		1 000
B807M MISCELLANEOUS EXPENSES		63 500		5 900		11 800		11 900		13 900		12 800		7 200
B807F PROFESSIONAL LIABILITY INSURANCE														
B754A OVERHEAD CHARGES		336 200		31 100		62 200		63 000		73 800		68 000		38 100
TOTAL (MISCELLANEOUS)		409 700		38 000		76 000		76 900		89 700		82 800		46 300
PROJECT TOTAL		2 921 000		270 000		540 600		547 300		641 200		590 700		331 200



## International Civil Aviation Organization Technical Cooperation Bureau Job Description

### POSITION INFORMATION

Generic Title:	<b>Aviation Security Expert</b>	Position Number (ID):	900080
Specific Title:	<b>Senior Aviation Security Advisor / Programme Coordinator (SASA/PC)</b>	Job Card:	
Project Number:	RAS04901	Post Number/Job Code:	B501A
Duty Station:	Bangkok, Thailand (with missions to all CASP-AP Member States)	CCOG code:	1N01C
Duration:	One year initially (renewal subject to requirements, availability of funds, and satisfactory performance)	Starting Date:	July 2019

### THE ORGANIZATIONAL SETTING

Under the direction of the Director, Technical Cooperation Bureau/ICAO (D/TCB), the Field Operation Section (FOS) is responsible for the development, implementation, monitoring, evaluation and closing of Technical Assistance (TA) and Technical Cooperation (TC) projects. It develops agreements, and assists in developing country-specific as well as regional projects and programmes by identifying priority areas, developing objectives, activities and deliverables, setting time frames and specifying budgetary requirements.

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 ICAO Regional Director Asia Pacific Region, is responsible for the management of this Regional Programme.

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 ICAO 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.

## 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.

### Function 1 (incl. Expected results)

- 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.
- 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.

### Function 2 (incl. Expected results)

- 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 corrective actions undertaken by the appropriate authority in Member Administrations as a follow-up of the Universal Security Audit Programme – Continuous Monitoring Approach (CMA) reports.
- 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.

### Function 3 (incl. Expected results)

- 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.
- Provide on-the-job training to counterparts.
- 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.

#### Function 4 (incl. Expected results)

- 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.

#### Function 5 (incl. Expected results)

- 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.

#### Function 6 (incl. Expected results)

**Performs other related duties, as assigned.**

### IMPACT OF THE 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 SSeCs/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.

### WORK RELATIONS AND CONTACTS

Under the direction of the Director, Technical Cooperation Bureau, immediate supervision of and in close coordination with the Regional Director of the ICAO APAC Regional Office who supervises the programme, and in close liaison with the Chairman of CASP-AP. Liaison and coordination with the ICAO APAC AVSEC/FAL Regional Officers. Communication with Member States/Administrations Director General and/or Director of Aviation Security (or equivalent). Supervision and management of CASP-AP project staff

### COMPETENCIES

#### Core Competencies:

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

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

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

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

#### Managerial Competencies:

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

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

## QUALIFICATIONS AND EXPERIENCE

### Education

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

### Professional experience

#### Essential

- 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.
- Experience in the development and implementation of aviation security quality control activities.
- 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.

**Desirable**

- Fluency in English language together with a demonstrated ability to produce well-structured documents, briefing papers and comprehensive assignment reports.

**Languages**

**Essential**

- 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.

**Desirable**

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



## International Civil Aviation Organization Technical Cooperation Bureau Job Description

### POSITION INFORMATION

Generic Title:	<b>Civil Aviation Security Expert</b>	Position Number (ID):	900080
Specific Title:	<b>Civil Aviation Security Training and Capacity Building Officer (National Officer)</b>	Job Card:	
Project Number:	RAS04901	Post Number/Job Code:	B552A
Duty Station:	Bangkok, Thailand	CCOG code:	1N01C
Duration:	One year initially (renewal subject to requirements, availability of funds, and satisfactory performance)	Starting Date:	July 2019

### THE ORGANIZATIONAL SETTING

Under the direction of the Director, Technical Cooperation Bureau/ICAO (D/TCB), the Field Operation Section (FOS) is responsible for the development, implementation, monitoring, evaluation and closing of Technical Assistance (TA) and Technical Cooperation (TC) projects. It develops agreements, and assists in developing country-specific as well as regional projects and programmes by identifying priority areas, developing objectives, activities and deliverables, setting time frames and specifying budgetary requirements.

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 ICAO Regional Director Asia Pacific Region, is responsible for the management of this Regional Programme. To assist in the achievement of the objectives, the Programme has an emphasis on training and sustainable capacity building of Members' aviation security oversight organisations, requiring a specific skill set of the Training and Capacity Building Officer to add to organizational capabilities, coordinated with capabilities of the Programme Coordinator.

### MAJOR DUTIES AND RESPONSIBILITIES

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



### Function 1 (incl. Expected results)

- Undertake aviation security training duties using ICAO ASTP and CASP-AP developed materials to meet the requirements of the approved Annual Work Plan.
- Coordinate with Member States/Administrations for arrangements to deliver capacity building activities; and identify supporting resources to assist with the delivery.
- 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 CASP-AP 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.
- Develop and submit reports on CASP-AP activities to the Programme Coordinator.

### Function 2 (incl. Expected results)

- Undertake and manage the administration and governance matters of the Programme when the Administrative Assistant is not present.

### Function 3 (incl. Expected results)

**Performs other related duties, as assigned.**

## IMPACT OF THE 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.

## WORK RELATIONS AND CONTACTS

Under the direction of the Senior Aviation Security Advisor | Programme Coordinator. Liaison and coordination with the ICAO APAC AVSEC/FAL Regional Officers. Communication with Member States/Administrations Director General and/or Director of Aviation Security (or equivalent). Cooperation on programme administration and governance with the Administrative Assistant.

## COMPETENCIES

### Core Competencies:

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

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

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

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

**Technological Awareness:** Keeps abreast of available technology; understands applicability and limitations of technology to the work of the office; actively seeks to apply technology to appropriate tasks; shows willingness to learn new technology.

**Commitment to Continuous Learning:** Keeps abreast of new developments in own occupation/profession; actively seeks to develop oneself professionally and personally; contributes to the learning of colleagues and subordinates; shows willingness to learn from others; seeks feedback to learn and improve.

## QUALIFICATIONS AND EXPERIENCE

### Education

- University degree or equivalent qualification.
- ICAO certified aviation security instructor or the ability to gain this qualification within a reasonable timeframe.

### Professional experience

#### Essential

- 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.
- Varied aviation security experience either with ICAO, a regulator or in the aviation industry.
- Experience in the provision of aviation security training activities at national and regional level.

#### Desirable

- 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 in the development or use of aviation security Programmes and other national or industry level guidance material.
- Experience working with CAAs/appropriate authorities and aviation entities, preferably in the Asia/Pacific Region.

### Languages

#### Essential

- 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

#### Desirable

- Knowledge of any of the other languages of the Organization (Arabic, Chinese, French, Russian or Spanish).
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## International Civil Aviation Organization Technical Cooperation Bureau Job Description

### POSITION INFORMATION

Generic Title:	<b>Administrative Assistant</b>	Position Number (ID):	900135
Specific Title:	<b>Administrative Assistant</b>	Job Card:	
Project Number:	RAS04901	Post Number/Job Code:	B551A
Duty Station:	Bangkok, Thailand	CCOG code:	1A
Duration:	One year initially (renewal subject to requirements, availability of funds, and satisfactory performance)	Starting Date:	July 2019

### THE ORGANIZATIONAL SETTING

Under the direction of the Director, Technical Cooperation Bureau/ICAO (D/TCB), the Field Operation Section (FOS) is responsible for the development, implementation, monitoring, evaluation and closing of Technical Assistance (TA) and Technical Cooperation (TC) projects. It develops agreements, and assists in developing country-specific as well as regional projects and programmes by identifying priority areas, developing objectives, activities and deliverables, setting time frames and specifying budgetary requirements.

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 ICAO Regional Director Asia Pacific Region, is responsible for the management of this Regional Programme. The Administrative Assistant provides the administration and governance support to the Programme Coordinator to ensure effective management of the programme.

### MAJOR DUTIES AND RESPONSIBILITIES

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

#### Function 1 (incl. Expected results)

**Provides administrative support to CASP-AP, achieving such results as:**

- Maintain liaison with ICAO Headquarters, ICAO APAC Regional Office on various issues.
- Maintain liaison and assist Member States on the matters of programme delivery and administrative support analyze and provide solution to issues related to administration and promote a collaborative and results-oriented approach.

- Place and screen telephone calls and respond to routine requests for information. Take and relay messages as necessary.
- Send and receive faxes and e-mails.
- Maintain office files, records and reference material. Sort and file correspondence, reports and documentation.
- Undertake day to day administration of CASP-AP Programme.
- Assist the PC in human resource management, procurement of goods and services as required ensuring compliance with the Staff Rules and Staff Regulations, Procurement Code, established policy, guidelines and manuals.
- Act as Point of Contact for CASP-AP on non-technical matters of the programme, including managing administrative communications with ICAO Headquarters
- Maintain and update information on CASP-AP webpages.

## **Function 2 (incl. Expected results)**

**Provides accounting support to CASP-AP activities, achieving results such as:**

- Receive and pay invoices for telephone, internet and other charges related to the day-to-day operation of the office.
- Maintain the office supplies inventory and purchase the reliable and quality items as required in a cost saving manner.
- Perform accounting functions including maintaining a journal for petty cash, imprest account, contributions in-kind from Member States and Donor organizations.
- Prepare for PC signature and submit routine administrative reports to ICAO Headquarters monthly concerning project personnel strength return record and financial accounting record on petty cash and imprest account.
- Under the supervision and guidance of CASP-AP Project Coordinator, undertake effective financial administration/management of the CASP-AP Programme including maintenance of Project Imprest account, disbursement of project funds as authorized keeping in line with the applicable rules and regulations, book keeping and preparation of financial reports ensuring accuracy and timeliness of the reports.

## **Function 3 (incl. Expected results)**

**Provides correspondence support on Technical Cooperation/Assistance activities of CASP-AP, achieving results such as:**

- Receive and screen written correspondence; distribute for action as required.
- Maintain a record of all incoming and outgoing correspondence.
- Prepare correspondence and other documentation from drafts or from dictation; check enclosures and addresses and ensure that format, grammar, spelling and punctuation are correct.
- Draft original correspondence on routine matters and where required sign on behalf of the PC. Prepare letters, documents or slide presentations under supervision of PC
- Prepare reports, briefing documents and information relating to personnel and administration.

## **Function 4 (incl. Expected results)**

**Provides support on workshop, briefing and meeting arrangement, achieving results such as:**

- Assist with the preparation of materials for meetings and training programmes. Format, finalize and distribute capacity building activity and meeting materials, record of discussions and reports of CASP-AP missions, meetings, workshops and seminars.
- Work with domestic or international counterparts to organize various meetings, training courses, seminars and workshops.
- Organize meetings and workshops for CASP-AP and coordinate with relevant entities ensuring that all logistical arrangements are in place.
- Prepare capacity building activity and meeting correspondence for review of PC before submission to Members in the Region.
- Coordinate with ICAO Headquarters in arranging briefing and debriefing for field experts and coordination with CASP-AP Members on project matters.
- Assist in preparing administrative reports and briefing documents for review of PC or TCBO on technical cooperation/assistance activities in the APAC Region.

## **Function 5 (incl. Expected results)**

**Provides travel arrangement support and ensures the efficient completion of tasks, achieving results such as:**

- Arrange travel for project technical officers, including airline and hotel reservations and the procurement of airline tickets as required. Prepare and review TAR and follow up with ASR for DSA payment to the traveller when applied.

- Track the mission information taken by project staff and invited instructors regarding MTR submission, ASR issuance, Travel Claim submission and settlement.
- Prepare mission travel authorization requests, travel and accommodation reservation, visa applications, process security clearances and prepare travel claims for PC and TCBO.

#### Function 6 (incl. Expected results)

**Performs other related duties, as assigned.**

#### IMPACT OF THE OUTCOME OF THE POSITION

The Administrative Assistant undertakes the provision of administrative coordination support (general administration, human resources management, procurement, travel, and financial) to the CASP-AP which is a Regional Project co-located within the Regional Office. This role removes the majority of the requirements for the Senior Aviation Security Advisor/Programme Coordinator (PC) and the Training and Capacity Building Officer (TCBO) to undertake basic administrative functions. By doing so the PC and TCBO are able to more effectively manage and deliver the technical outputs of the CASP-AP.

#### WORK RELATIONS AND CONTACTS

The Administrative Assistant reports directly to the Senior Aviation Security Advisor/Programme Coordinator (PC), CASP-AP for consultation and direction on technical/cooperation and project administration matters. The Administrative Assistant also liaises with the Training and Capacity Building Officer (TCBO) in providing administrative support to this function.

Internally the Administrative Assistant will communicate with FAP and FPA staff in TCB Montreal in respect to the programme administrative matters. From time to time liaison will occur with personnel from ICAO travel section and ISD in relation to administrative matters.

Externally the Administrative Assistant will communicate administrative matters to and receive enquiries in relation to the administrative aspects of the function from CASP-AP Member States and Administrations. This information includes but is not limited to issuing workshop bulletins, seeking information from focal point coordinators, and posting on CASP-AP websites information for the benefit of Members under the authorisation of the PC.

#### COMPETENCIES

##### Core Competencies:

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

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

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

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

**Accountability:** Takes ownership of all responsibilities and honours commitments; delivers outputs for which one has responsibility within prescribed time, cost and quality standards; operates in compliance with organizational regulations and

rules; supports subordinates, provides oversight and takes responsibility for delegated assignments; takes personal responsibility for his/her own shortcomings and those of the work unit, where applicable.

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

## QUALIFICATIONS AND EXPERIENCE

### Education

#### Essential

- Completion of full secondary education.

#### Desirable

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

### Professional experience

#### Essential

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

#### Desirable

- Previous work experience or knowledge of practices and procedures in the UN/International Organizations, civil aviation administration(s) or any aviation industries will be an advantage.
- Experience in the coordination of meetings in a multi-national environment.
- Familiarity with financial management and/or administration of technical cooperation and/or cooperative programmes.

### Languages

#### Essential

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

#### Desirable

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