



AFI COMPREHENSIVE IMPLEMENTATION PROGRAMME (ACIP)

STEERING COMMITTEE MEETING

Montreal, 14 to 15 February 2008

Agenda Item 4: Technical staff requirements, qualification, duties and responsibilities

(Presented by the Secretary)

1. INTRODUCTION

1.1 The Comprehensive Implementation Plan for Aviation Safety in Africa as approved by Council and agreed to by the 36th Session of the ICAO Assembly makes provision for the recruitment of five professional and two general service staff. The studies undertaken and activities developed for the AFI Comprehensive Implementation Programme (ACIP) discussed in the previous three Discussion Papers justify the need for a dedicated professional staff of at least the five positions as foreseen in the AFI Plan, that have been endorsed by the Council.

1.2 The Programme will also be actively supported by technical staff from the Regional Offices and Headquarters. However, given the complexity and enormity of the work entailed in directing, coordinating and facilitating the safety effort, the need for a core team of a minimum of five full-time professionals is imperative. It is expected that this number could be augmented in the future through secondments from States and other stakeholders especially in the area of safety management systems.

1.3 This paper, therefore, presents the qualification criteria and duties and responsibilities of the professional staff, including C/ACIP.

2. PROFESSIONAL STAFF REQUIREMENTS

2.1 The Appendix to this paper contains the experience and qualifications/requirements for all the professional positions including that of C/ACIP. It should be noted that, except for the Programme Manager (C/ACIP) the other professional positions have not been explicitly identified.

2.2 Given the need to implement the Programme in the shortest possible time, it is proposed that a fast track recruitment process be undertaken to ensure that the recruitment process of the professional staff will be completed in three months to enable appointed candidates to report for duty as of 1 July 2008. The date for reporting of 1 July 2008, has to be clearly stated in the vacancy announcement.

2.3 The duration of employment should be up to 31 December 2010, with no expectation for renewal or extension beyond December 2010. This does not preclude the possibility that some or all the

staff may be retained for an additional one year (2011) to ensure successful consolidation and integration of ACIP into the Regional Office Programme.

2.4 In addition to the professional staff, two GS staff: a technical and administrative assistant and a senior secretary shall be recruited for the same period as that of the professional staff, with similar conditions at their appropriate level. It should be noted that in the original documents only one GS position was considered. However, taking into consideration the complexity and volume of the work which is required to be accomplished, there will be a need for a minimum of two GS staff.

3. **ACTION BY THE STEERING COMMITTEE**

3.1 The Steering Committee is requested to:

- a) Review the information contained in paragraph 2 and the Appendix to this paper;
- b) Review and approve the actions proposed in paragraph 2 of this paper; and
- c) Instruct the Secretariat with additional actions it deems necessary.

APPENDIX

AVIATION COMPREHENSIVE IMPLEMENTATION PROGRAMME (ACIP)

PROFESSIONAL STAFF DUTIES AND RESPONSIBILITIES

Chief, AFI Comprehensive Implementation Programme (C/ACIP)

Educational background

Advanced university degree, preferably at a Masters level, in air transport, international relations, aviation management, business management (MBA), economics, international studies or equivalent professional qualification and experience in aviation related subjects preferably working at a higher management level in civil aviation, airline, airports, air traffic management and/or the aviation industry.

Essential experience

At least fifteen years of practical experience in aviation-related position of an increasingly more responsible nature, in the analysis, design, development and management of State, airport or airline system, including at least 5 years of experience in a management position at a high level. In-depth knowledge of the International Civil Aviation Convention, ICAO Standards and Recommended Practices (SARPs) relating to aviation safety, and related guidance material; other ICAO Annexes and Documents. A solid knowledge of ICAO and its functions, including the functions of the different bureaux and offices, Air Navigation Commission, Council and Assembly and experience in working closely with senior officials at the State and international levels. Sound decision making skills with a strong show of judgment and control in difficult situations. Strong working ability to use computer, latest multimedia softwares and contemporary network. Initiative, judgement, creativity, accuracy, discretion, thoroughness, ability to write clearly and concisely. Ability to maintain harmonious working relationships in a multinational environment. Command of either English or French languages and good knowledge in the second language (English or French).

Desirable experience

A good knowledge of one of the other languages of the Organization (Arabic, Chinese, Russian, Spanish) is desirable. Experience in negotiations, public relations, presentation and communication skills (written and oral), conflict management and resolution, planning and coordination, analytical skills are desirable.

The duties and responsibilities of Chief, AFI Comprehensive Regional Implementation Programme (C/ACIP) are to manage the overall activities of the Programme and oversee the implementation of the Programme's activities as well as the activities of staff members assigned to the Programme. C/ACIP, therefore, is responsible and fully accountable for the execution of the activities of the Programme. C/ACIP is responsible to the Steering Committee and the Secretary General. The responsibilities and duties of C/ACIP include, but are not limited to:

- a) Administer and oversee the overall activities of the Programme in order to:
 - 1. effectively execute the implementation of the plan and achieve its objectives;

2. In coordination with States, other ICAO bureaux and offices, and other stakeholders carry out a detailed gap analysis with the aim of determining the extent of the safety problems and prioritizing actions for their rectification;
 3. coordinate the support to Contracting States that have been prioritized for immediate assistance to enable them to implement their aviation safety and security obligations;
 4. ensure the development, planning, updating and implementing support provided to relevant Contracting States with the aim of assisting them in resolving safety oversight related deficiencies;
 5. facilitate and coordinate the provision of assistance to the African States provided by States, industry, international financial institutions and other stakeholders;
 6. liaise with ICAO Contracting States, International and Regional Organizations on issues related to the AFI Comprehensive Regional Implementation Plan in general and specifically in connection with implementation support planned to be provided to States requiring assistance;
 7. ensure and maintain the quality of the assistance to be provided in the field of aviation safety through the provision of training, guidance and briefing to AFI Region Technical Officers;
 8. Use the analysis of deficiencies reported by the safety oversight audit programme with the aim of clearly determining the support needed by the State concerned and identify specific actions required to assist the State in resolving identified deficiencies; and
 9. disseminate information aimed at resolving identified deficiencies, as applicable, to enable ICAO, Contracting States, international and regional organizations and international and regional financial institutions to prioritize action to resolve identified and analyzed safety-related deficiencies.
- b) act as the Secretary to the ACIP-SC; prepare timely reports and maintain schedule of meetings of the Steering Committee;
- c) guide the planning and execution, as necessary, of the implementation of the Programme and present additional activities as may be required from time-to-time:
1. training and recurrent training of national staff members involved in the conduct of safety oversight-related activities;
 2. oversee the conduct of safety management system courses with the aim of enhancing safety culture in airlines, airports and air traffic management systems in Africa;
 3. the development, publication and maintenance of safety oversight, safety management system and other related guidance material for the use of States, airlines, airports and air traffic management services within the context of the AFI Implementation Plan; and
 4. in coordination with ICAO Bureaux and Offices, the development, publication and maintenance of manuals and handbooks required for the management and administration of the Programme;
- d) coordinate the activities and the resources allocated to the Programme to ensure effective and efficient functioning of the Plan;
- e) liaise with State administrations and other organizations which have entered into an agreement with ICAO to assist the Programme by contributing experts on long-term secondment or funding for the implementation of deficiency resolving activity;

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- f) develop working relationships with other stakeholders such as IATA, the African Development Bank and the World Bank to integrate and implement programmes aimed at enhancing aviation safety activities in Africa;
- g) coordinate with the relevant ICAO Regional Offices the training of Regional Office Technical Officers and on the organization of meetings, conferences, seminars and workshops;
- h) liaise with ICAO Bureaux and other Offices, as applicable, on issues related to the execution of the Programme;
- i) develop reports and working papers for the Steering Committee, the Council and the Air Navigation Commission, as required, on the implementation of the Programme;
- j) study, develop and execute future activities of the Programme aimed at the enhancement of the African States' capability in undertaking their safety oversight-related obligations;
- k) establish implementation modalities applying the methodology of the Global Aviation Safety Roadmap;
- l) establish relationship and coordinate with international and regional aviation organizations that would effectively contribute to the effective execution of the Programme;
- m) represent ICAO in international and regional aviation safety-related meetings, conferences, symposia, etc.;
- n) perform other duties as assigned by the ACIP Steering Committee and/or the Secretary General; and
- o) keep abreast of developments and trends relating to aviation safety in general, and safety oversight implementation support and development in particular, by studying periodicals, reports and manuals.

TO/ACIP, Management and Organization (TO/AMO)

Educational background

Advanced university degree in aviation management, business management (MBA), economics, organizational behaviour, human resources management, air transport, international relations, international studies or equivalent professional qualification and experience, preferably working at a management level in civil aviation, airline, airports, air traffic management, international and regional civil aviation organizations, and/or the aviation industry.

Essential experience

At least ten years of practical experience in aviation-related management position of an increasingly more responsible nature, in the analysis, design, development and management of State, airport or airline system, including at least 3 years of experience in a management position at a high level with civil aviation or air transport-related organizations. Knowledge of the International Civil Aviation Convention,

ICAO Standards and Recommended Practices (SARPs) relating to aviation safety, and related guidance material; other ICAO Annexes and Documents. Knowledge of ICAO and its functions, including the functions of the different bureaux and offices, Air Navigation Commission, Council and Assembly and experience in working closely with senior officials at the State and international levels. Sound decision making skills with a show of judgment in difficult situations. Experience in the development and preparation and implementation of assistance projects. Strong working ability to use computer, latest multimedia softwares and contemporary network. Initiative, judgement, creativity, accuracy, discretion, thoroughness, ability to write clearly and concisely. Ability to maintain harmonious working relationships in a multinational environment. Command of either English or French languages and good knowledge in the second language (English or French).

Desirable experience

A good knowledge of one of the other languages of the Organization (Arabic, Chinese, Russian, Spanish) is desirable. Experience in the management of developmental projects at national, regional or international level. Experience in negotiations, public relations, presentation and communication skills (written and oral), conflict management and resolution, planning and coordination, analytical skills are desirable.

Duties and Responsibilities

Technical Officer ACIP, Management and Organization (TO/AMO) is responsible for undertaking duties and responsibilities assigned by ACIP in an effort to give effect to the overall objectives of the Programme. TO/AMO is assigned specific coordinating and facilitating duties with respect to enabling States to develop the capability for the establishment and management of a robust and sustainable safety oversight system. TO/AMO is responsible to C/ACIP. The duties and responsibilities of TO/AMO include, but are not limited to:

- a) assist C/ACIP in giving effect to his overall duties and responsibilities as detailed above and as assigned;
- b) use analysis of deficiencies identified by the safety oversight audit programme with the aim of determining the type and scope of implementation support that may be provided to a State;
- c) in cooperation with States to be assisted, develop a State specific gap analysis and determine the support that may be required to enable the State to establish and manage a robust and sustainable safety oversight system;
- d) analyse management and organization-related issues raised by the Audit Results Review Board (ARRB), States international and regional organizations and other appropriate stakeholders and provide technical advice and recommend solutions on such issues;
- e) analyse and draft proposals for the development and implementation of a State's safety oversight management system;
- f) prepare correspondence, technical studies, reports, etc. for transmittal to Contracting States, the ACIP Steering Committee, international and regional organizations, and other partners and stakeholders;

- g) keep abreast of significant technological trends and development as related to State and Regional Safety Oversight Systems with the aim of assisting States to establish an appropriate and effective safety oversight system individually or collectively;
- h) in coordination with the Regional Offices and ISD-Safety, facilitate the undertaking of missions to States to assess the need for and suitability of assistance to be provided for the rectification of shortcomings in the establishment and management of safety oversight systems;
- i) develop and maintain the Quality Assurance Criteria/Programme for assistance provided to States with respect to the establishment and management of an effective and sustainable safety oversight system and with the view of assessing the quality and success of the assistance provided;
- j) coordinate and facilitate the conduct of training, seminars and workshops relating to the establishment and management of an effective and sustainable safety oversight system;
- k) prepare Working Papers for the Steering Committee, ANC, Council, international meetings, etc., relating to the implementation of ACIP; participate in the discussion of such papers and initiate follow-up action as required;
- l) provide technical review of Project Documentation in order to evaluate appropriateness and to establish the proper quality assurance follow-up;
- m) coordinate and maintain databases relative to status of aviation safety and safety oversight assistance projects undertaken or facilitated by ACIP;
- n) liaise with Regional Office and Headquarters technical staff members, international and regional organizations, industry partners as well as other stakeholders in order to develop new partnerships to further provide implementation support to Contracting States;
- o) represent ICAO in international and regional aviation safety-related meetings, conferences, symposia, etc.;
- p) perform other duties as assigned by C/ACIP; and
- q) keep abreast of developments and trends relating to aviation safety in general, and safety oversight implementation support and development in particular, by studying periodicals, reports and manuals.

TO/ACIP, Aircraft Operations and Flight Safety (TO/AOS)

Educational background

University degree, preferably in aviation-related technical discipline, or equivalent qualifications and experience. Formal training in accident prevention methodology and techniques as well as in aircraft accident investigations.

Essential experience

At least ten years of practical experience in civil aviation environment with at least a minimum of five years experience as a government inspector or an ICAO auditor preferably in the areas of aircraft operations certification and supervision. Experience working at management level or advisory capacity in the areas of aircraft operations and aviation safety, including involvement in project management and planning concepts. Must have or have held an Airline Transport Pilot Licence with a minimum experience of five years as pilot-in-command in international operations. Must have experience in providing training and/or conducting seminars and workshops in an aviation-related discipline, preferably related to international obligations and government regulation of air transport and specifically relating to aircraft operations certification and supervision. Must have a good knowledge working with national civil aviation codes and civil aviation regulations, including a familiarization with regional and State initiatives including aircraft operations-related regulations developed for common use of a group of States. Knowledge of the International Civil Aviation Convention, ICAO Standards and Recommended Practices (SARPs) relating to aviation safety, and related guidance material specifically related to Annexes 1, 6, 7, 13, 16 and 18; and other ICAO Annexes and Documents. Knowledge of ICAO and its functions, including the functions of the different bureaux and offices, Air Navigation Commission, Council and Assembly and experience in working closely with senior officials at the State and international levels. Sound decision making skills with a show of judgment in difficult situations. Strong working ability to use computer, latest multimedia softwares and contemporary network. Initiative, judgement, creativity, accuracy, discretion, thoroughness, ability to write clearly and concisely. Ability to maintain harmonious working relationships in a multinational environment. Command of either English or French languages and a fairly good knowledge in the other language (English or French).

Desirable experience

A good knowledge of one of the other languages of the Organization (Arabic, Chinese, Russian, Spanish) is desirable. Experience in the management of developmental projects at national, regional or international level. Experience in the development and preparation and implementation of assistance projects. Experience in negotiations, public relations, presentation and communication skills (written and oral), conflict management and resolution, planning and coordination, analytical skills are desirable.

Duties and Responsibilities

Technical Officer ACIP, Aircraft Operations and Flight Safety (TO/AOS) is responsible for undertaking duties and responsibilities assigned by ACIP in an effort to give effect to the overall objectives of the Programme. TO/AOS is assigned specific coordinating and facilitating duties with respect to enabling States to develop the capability for personnel licensing, aircraft operations and flight safety within their safety oversight system. TO/AOS is responsible to C/ACIP. The duties and responsibilities of TO/AOS include, but are not limited to:

- a) assist C/ACIP in giving effect to his overall duties and responsibilities as detailed above and as assigned;
- b) use analysis of deficiencies identified by the safety oversight audit programme with the aim of determining the type and scope of implementation support that may be provided to a State in the areas of personnel licensing, aircraft operations and flight safety;

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- c) in cooperation with the States to be assisted, develop a State specific gap analysis and determine the level of support that may be required to enable the State to establish and manage a strong and effective aircraft airworthiness and maintenance office within its safety oversight system;
- d) analyse personnel licensing, aircraft operations and flight safety-related issues raised by the Audit Results Review Board (ARRB), States international and regional organizations and other appropriate stakeholders and provide technical advice and recommend solutions on such issues;
- e) analyse and draft proposals for the development and implementation of a State's personnel licensing, aircraft operations and flight safety- related activities;
- f) prepare correspondence, technical studies, reports, etc. for transmittal to Contracting States, the ACIP Steering Committee, international and regional organizations, and other partners and stakeholders;
- g) keep abreast of significant technological trends and development as related to State and Regional Safety Oversight Systems with the aim of assisting States to establish an appropriate and effective aircraft airworthiness and maintenance systems, individually or collectively;
- h) in coordination with the Regional Offices and ISD-Safety, facilitate the undertaking of missions to States to assess the need for and suitability of assistance to be provided for the rectification of shortcomings in the areas of personnel licensing, aircraft operations and flight safety;
- i) develop and maintain the Quality Assurance Criteria/Programme for assistance provided to States with respect to aircraft airworthiness and maintenance of an effective and sustainable safety oversight system and with the view of assessing the quality and success of the assistance provided;
- j) coordinate and facilitate the conduct of training, seminars and workshops relating to aircraft airworthiness and maintenance of an effective and sustainable safety oversight system;
- k) prepare Working Papers for the Steering Committee, ANC, Council, international meetings, etc., relating to the implementation of ACIP; participate in the discussion of such papers and initiate follow-up action as required;
- l) provide technical review of Project Documentation in order to evaluate appropriateness and to establish the proper quality assurance follow-up;
- m) coordinate and maintain databases relative to status of aviation safety and safety oversight assistance projects undertaken or facilitated by ACIP;
- n) liaise with Regional Office and Headquarters technical staff members, international and regional organizations, industry partners as well as other stakeholders in order to develop new partnerships to further provide implementation support to Contracting States;
- o) represent ICAO in international and regional aviation safety-related meetings, conferences, symposia, etc.;
- p) perform other duties as assigned by C/ACIP; and

- q) keep abreast of developments and trends relating to aviation safety in general, and safety oversight implementation support and development in particular, by studying periodicals, reports and manuals.

TO/ACIP, Aircraft Airworthiness and Maintenance (TO/AAM)

Educational background

University degree, preferably in aeronautical engineering or in aviation-related technical discipline, or equivalent qualifications and experience.

Essential experience

At least ten years of practical experience working in an airworthiness regulatory authority or as an aircraft maintenance engineer in civil aviation environment with at least a minimum of five years experience as a government inspector or an ICAO auditor preferably in the areas of aircraft certification and supervision. Experience working at management level or advisory capacity in the areas of aircraft maintenance, including involvement in project management and planning concepts. Must have or have held an Aircraft Maintenance Engineer Licence with a minimum experience of five years as a maintenance inspector/supervisor. Must have experience in providing training and/or conducting seminars and workshops in an aviation-related discipline, preferably related to international obligations and government regulation of air transport and specifically relating to aircraft certification and supervision. Must have a good knowledge working with national civil aviation codes and civil aviation regulations, including a familiarization with regional and State initiatives including aircraft operations-related regulations developed for common use of a group of States. Knowledge of the International Civil Aviation Convention, ICAO Standards and Recommended Practices (SARPs) relating to aviation safety, and related guidance material specifically related to Annexes 6, 7, 8 and 16; and other ICAO Annexes and Documents. Knowledge of ICAO and its functions, including the functions of the different Bureaux and offices, Air Navigation Commission, Council and Assembly and experience in working closely with senior officials at the State and international levels. Sound decision making skills with a show of judgment in difficult situations. Strong working ability to use computer, latest multimedia softwares and contemporary network. Initiative, judgement, creativity, accuracy, discretion, thoroughness, ability to write clearly and concisely. Ability to maintain harmonious working relationships in a multinational environment. Command of either English or French languages and a fairly good knowledge in the other language (English or French).

Desirable experience

A good knowledge of one of the other languages of the Organization (Arabic, Chinese, Russian, Spanish) is desirable. Experience in the management of developmental projects at national, regional or international level. Experience in the development and preparation and implementation of assistance projects. Experience in negotiations, public relations, presentation and communication skills (written and oral), conflict management and resolution, planning and coordination, analytical skills are desirable.

Duties and Responsibilities

Technical Officer ACIP, Aircraft Airworthiness and Maintenance (TO/AAM) is responsible for undertaking duties and responsibilities assigned by ACIP in an effort to give effect to the overall objectives of the Programme. TO/AAM is assigned specific coordinating and facilitating duties with respect to enabling States to develop the capability for aircraft airworthiness and maintenance operations

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within their safety oversight system. TO/AAM is responsible to C/ACIP. The duties and responsibilities of TO/AAM include, but are not limited to:

- a) assist C/ACIP in giving effect to his overall duties and responsibilities as detailed above and as assigned;
- b) use analysis of deficiencies identified by the safety oversight audit programme with the aim of determining the type and scope of implementation support that may be provided to a State in the areas of aircraft airworthiness and maintenance operations;
- c) in cooperation with the States to be assisted, develop a State specific gap analysis and determine the level of support that may be required to enable the State to establish and manage a strong and effective aircraft airworthiness and maintenance operations office within its safety oversight system;
- d) analyse aircraft airworthiness and maintenance operations-related issues raised by the Audit Results Review Board (ARRB), States international and regional organizations and other appropriate stakeholders and provide technical advice and recommend solutions on such issues;
- e) analyse and draft proposals for the development and implementation of a State's aircraft airworthiness and maintenance operations-related activities;
- f) prepare correspondence, technical studies, reports, etc. for transmittal to Contracting States, the ACIP Steering Committee, international and regional organizations, and other partners and stakeholders;
- g) keep abreast of significant technological trends and development as related to State and Regional Safety Oversight Systems with the aim of assisting States to establish an appropriate and effective aircraft airworthiness and maintenance operations systems, individually or collectively;
- h) in coordination with the Regional Offices and ISD-Safety, facilitate the undertaking of missions to States to assess the need for and suitability of assistance to be provided for the rectification of shortcomings in the areas of aircraft airworthiness and maintenance operations;
- i) develop and maintain the Quality Assurance Criteria/Programme for assistance provided to States with respect to aircraft airworthiness and maintenance operations of an effective and sustainable safety oversight system and with the view of assessing the quality and success of the assistance provided;
- j) coordinate and facilitate the conduct of training, seminars and workshops relating to aircraft airworthiness and maintenance operations of an effective and sustainable safety oversight system;
- k) prepare Working Papers for the Steering Committee, ANC, Council, international meetings, etc., relating to the implementation of ACIP; participate in the discussion of such papers and initiate follow-up action as required;
- l) provide technical review of Project Documentation in order to evaluate appropriateness and to establish the proper quality assurance follow-up;

- m) coordinate and maintain databases relative to status of aviation safety and safety oversight assistance projects undertaken or facilitated by ACIP;
- n) liaise with Regional Office and Headquarters technical staff members, international and regional organizations, industry partners as well as other stakeholders in order to develop new partnerships to further provide implementation support to Contracting States;
- o) represent ICAO in international and regional aviation safety-related meetings, conferences, symposia, etc.;
- p) perform other duties as assigned by C/ACIP; and
- q) keep abreast of developments and trends relating to aviation safety in general, and safety oversight implementation support and development in particular, by studying periodicals, reports and manuals.

TO/ACIP, Air Traffic and Airport Operations (TO/ATA)

Educational background

University degree, preferably in airport management, airport engineering or in aviation-related technical discipline, or equivalent qualifications and experience.

Essential experience

At least ten years of practical experience working in civil aviation administration or air traffic management or airport authority in progressively responsible positions, including a minimum of five years practical experience in an aviation safety role at a management level and involved in certification and/or supervision duties in air traffic management or aerodrome inspections, including experience as a government inspector or an ICAO auditor. Knowledge of the International Civil Aviation Convention, ICAO Standards and Recommended Practices (SARPs) relating to aviation safety, and related guidance material specifically related to Annexes 4, 10, 11, 14, and 15; and other ICAO Annexes and Documents. Knowledge of ICAO and its functions, including the functions of the different bureaux and offices, Air Navigation Commission, Council and Assembly and experience in working closely with senior officials at the State and international levels. Sound decision making skills with a show of judgment in difficult situations. Strong working ability to use computer, latest multimedia softwares and contemporary network. Initiative, judgement, creativity, accuracy, discretion, thoroughness, ability to write clearly and concisely. Ability to maintain harmonious working relationships in a multinational environment. Command of either English or French languages and a fairly good knowledge in the other language (English or French).

Desirable experience

A good knowledge of one of the other languages of the Organization (Arabic, Chinese, Russian, Spanish) is desirable. Experience in the management of developmental projects at national, regional or international level. Experience in the development and preparation and implementation of assistance projects. Experience in negotiations, public relations, presentation and communication skills (written and oral), conflict management and resolution, planning and coordination, analytical skills are desirable.

Duties and Responsibilities

Technical Officer ACIP, Air Traffic and Airport Operations (TO/ATA) is responsible for undertaking duties and responsibilities assigned by ACIP in an effort to give effect to the overall objectives of the Programme. TO/ATA is assigned specific coordinating and facilitating duties with respect to enabling States to develop the capability for air traffic management and airport operations within their safety oversight system. TO/ATA is responsible to C/ACIP. The duties and responsibilities of TO/ATA include, but are not limited to:

- a) assist C/ACIP in giving effect to his overall duties and responsibilities as detailed above and as assigned;
- b) use analysis of deficiencies identified by the safety oversight audit programme with the aim of determining the type and scope of implementation support that may be provided to a State in the areas of air traffic management and airport operations;
- c) in cooperation with the States to be assisted, develop a State specific gap analysis and determine the level of support that may be required to enable the State to establish and manage a strong and effective air traffic management and airport operations office within its safety oversight system;
- d) analyse air traffic management and airport operations-related issues raised by the Audit Results Review Board (ARRB), States international and regional organizations and other appropriate stakeholders and provide technical advice and recommend solutions on such issues;
- e) analyse and draft proposals for the development and implementation of a State's air traffic management and airport operations-related activities;
- f) prepare correspondence, technical studies, reports, etc. for transmittal to Contracting States, the ACIP Steering Committee, international and regional organizations, and other partners and stakeholders;
- g) keep abreast of significant technological trends and development as related to State and Regional Safety Oversight Systems with the aim of assisting States to establish an appropriate and effective air traffic management and airport operations systems, individually or collectively;
- h) in coordination with the Regional Offices and ISD-Safety, facilitate the undertaking of missions to States to assess the need for and suitability of assistance to be provided for the rectification of shortcomings in the areas of air traffic management and airport operations;
- i) develop and maintain the Quality Assurance Criteria/Programme for assistance provided to States with respect to air traffic management and airport operations of an effective and sustainable safety oversight system and with the view of assessing the quality and success of the assistance provided;
- j) coordinate and facilitate the conduct of training, seminars and workshops relating to aircraft airworthiness and maintenance of an effective and sustainable safety oversight system;

- k) prepare Working Papers for the Steering Committee, ANC, Council, international meetings, etc., relating to the implementation of ACIP; participate in the discussion of such papers and initiate follow-up action as required;
- l) provide technical review of Project Documentation in order to evaluate appropriateness and to establish the proper quality assurance follow-up;
- m) coordinate and maintain databases relative to status of aviation safety and safety oversight assistance projects undertaken or facilitated by ACIP;
- n) liaise with Regional Office and Headquarters technical staff members, international and regional organizations, industry partners as well as other stakeholders in order to develop new partnerships to further provide implementation support to Contracting States;
- o) represent ICAO in international and regional aviation safety-related meetings, conferences, symposia, etc.;
- p) perform other duties as assigned by C/ACIP; and
- q) keep abreast of developments and trends relating to aviation safety in general, and safety oversight implementation support and development in particular, by studying periodicals, reports and manuals.

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