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Defining and Integrating Regional Committees

Presented by IFATCA 2030+ TF

SUMMARY

The desire to address more regional specific matters throughout the Federation is expressed. A regional Professional Technical Committee has been formed in the AFM region to highlight regional issues and to enforce the region. The implementation of Regional Committees can be beneficial but also has its challenges. The methodologies these committees use need to be intentional and considered holistically.

1. **INTRODUCTION**

    1.1. The IFATCA Administrative Manual (IAM) lists 4 Standing Committees (SCs) within the federation; Technical and Operations Committee (TOC), Professional and Legal Committee (PLC), Constitution and Administration Committee (CAC) and Financial Committee (FIC). These are global SCs, elected at the annual conference. The agenda is determined during the conference, and consists of global and regional issues highlighted throughout the year by Member Associations (MA), representatives or SC members.

    1.2. The IFATCA regions may face unique challenges which are not all covered by the global SCs. These topics can be new, completely region dependent, or can be expanding yet existing IFATCA policy specified for a certain (part of a) region.

    1.3. An overwhelming majority of the IFATCA 2030+ Task Force survey respondents see the future of IFATCA as a combination of strengthened regions with a global focus. More regionally focussed work is considered to create the possibility to increase the direct impact of IFATCA on MAs. These desires need to be consigned while respecting the existing structures and procedures of the Federation.

    1.4. This paper seeks an answer to how to address concerns on a regional level while keeping a strong and united global opinion.

2. **DISCUSSION**

    2.1. Through the 2030+ Task Force survey, the desire to address more regional specific matters throughout the Federation is expressed.

Some of the issues that regions may wish to see addressed do not require global policy development or may require adaptations of existing global policy. The current TOC and PLC work cycles are not always sufficient for regions to address urgent matters promptly. In the past, Standing Committees have been dealing with regional matters, however limited resources could result in regional issues not being addressed in a timely and sufficient manner.

2.1.1.   IFATCA policies have proven to be very useful when taken to ICAO and other policy making bodies. However, the practical implementation of IFATCA policies in the regions can be difficult for several reasons. Policies are not always known to the MAs or regional obstacles make implementation very difficult.

Current Developments in the AFM region

2.2.   During the past two years, the Africa Middle East (AFM) region has worked on the creation of their Professional Technical Committee (PTC). This is a step towards addressing local issues and enforcing the region. Such a committee set-up is not yet existing in the current IFATCA structure.

2.2.1.   The PTC is a committee consisting of members from all over the Africa/Middle East region. Their main goal is to highlight regional issues and bring these issues to regional meetings such as the ICAO RASG[2] and APIRG[3] meeting. In the current setting PTC does not coordinate with other IFATCA regions. The intent of the PTC is to draft papers containing regional policies to enforce existing policy but also to create policies on topics which are not yet addressed in the TPM. At the current state, mainly EB action items have been drafted.

2.2.2.   The concept of the PTC allows for initiative in addressing issues that matter most, on a relatively short notice.

Opportunities and Obstacles of Regional Committees

2.3.   The formation of a Regional Committee, be it PTC or another body, has its advantages and disadvantages. Not only external influence towards other organizations such as ICAO is exerted, but also internal matters are affected. In order for a Regional Committee to get an officially recognised position within IFATCA, both the advantages and disadvantages need to be managed. A systematical overview of the opportunities and benefits can be found in Appendix 1.

2.3.1.   Increasing the strength and skills of our MAs within regions could facilitate more effective cooperation with external bodies such as regional ICAO offices, EASA, etc. The Regional Committee allows for representation and participation, thus strengthening regional representation in global aviation forums and conferences, to make the regional concerns heard and addressed.

2.3.2.   Cooperation in Regional Committees also allows for fostering collaboration within the region. They are also able to generate more research regarding regional difficulties. Additionally, the existence of such a Regional Committee creates a platform to share information, lessons learned from incidents and accidents, and identify common concerns and develop specific solutions.

2.3.2.1. Having regional focus and collaboration shall never replace the global overview in order to prevent fragmentation within the Federation. A regional focus should supplement the global perspective but never contradict. Transparency between the regions helps create understanding for local issues within the regions.

2.3.2.2. A group composition refers to the characteristics of the members of a group[4]. In a homogeneous group, members have many characteristics in common such as socioeconomic background, race and educational background, whereas a heterogeneous group is characterized by diversity. Members of homogeneous groups find it easier to share information and best practices as people naturally tend to be more attracted to people similar to themselves.[5] Regional Committees have a more homogenous character and therefore form a solid basis for the purpose of information sharing.

2.3.3. In addition to the information shared, the Regional Committee could work in conjunction with MAs on application of international and regional safety standards by sharing safety best practices. When Regional Committees incorporate their local perspectives it can allow for the best implementation of global policies on the regional level.

2.3.4. A Regional Committee could allow for awareness of where there is a need to invest in capacity building initiatives at the regional level, by including training programs, workshops, and knowledge-sharing platforms in order to enhance ATCO's skills and expertise. This allows the regional VP's to better serve the needs of the region. The recent introduction of Regional Vice Presidents assisting the Executive Vice President Regional (EVPR) in three of four IFATCA regions, also serves this purpose.

2.3.5. Contributing to a Regional Committee could be a potential stepping stone toward volunteerism on a global level. English proficiency, level of knowledge and a lack of experience are often mentioned as drawbacks to not step up for global volunteer tasks[6]. The ability of proficient people is a strong indicator for organizational performance. In order to excel as an effective Federation, the performance level of individual volunteers needs to be sufficient. Research indicates also that the IFATCA volunteers are comfortable with increasing these skills on a learning-by-doing basis[2]. A Regional Committee has the possibility to more easily overcome language barriers. The topics discussed are usually more familiar to the participants which makes it easier to actively participate in discussion. Participation in a Regional Committee therefore provides volunteers the opportunity to strengthen their skills and create self-confidence.

2.3.5.1. Having different opportunities on offer for how volunteers could be used while still working on the Technical or Professional side of the Federation may open the door to new volunteers that may have not been otherwise captured in the traditional committees. This also allows for roots within the regions to be developed and to allow area specific knowledge to be more easily gathered. However, careful coordination and adding relevant provisions in the IAM should be effected to ensure that global or Regional Committees do not duplicate their activities.

2.3.6.   Another often heard reason for not participating as an active volunteer is available resources -mainly funding. About 40% of the volunteers working for IFATCA do this at their own expense [7] and MAs often indicate traveling to multiple meetings is not an option. The option of virtual and hybrid meetings has flourished during the pandemic when travel was restricted. Virtual meetings eliminate the need for travel, thereby the need for funding is minimal. Face-to-face meetings are deemed to be more effective when having complex discussions, for relationship cultivation and team-building.[8]

2.3.6.1.   The difference in time zones is considered to be restricting when attending a global virtual meeting. Regional Committees often face fewer time zone issues which would make virtual meetings more accessible.

2.3.7.   The creation of Regional Committees will enhance inclusivity and diversity within the Federation by creating opportunities for members to participate in global settings. It should be noted that a positive impact on MA involvement in the region may not necessarily lead to a positive impact on MA involvement on a global level. As mentioned above, knowledge is an important aspect to refrain from volunteering, but MA resources are also limiting in this decision.

2.3.8.   Overall, the opportunities of creating Regional Committees are deemed to outweigh the obstacles faced. The Committees will create a platform to pass information both bottom-up and top-down between the region and the Executive Board as well as providing the opportunity for Regional MAs to cooperate and share information on a more comprehensive scale. The opportunities the Committees create for MAs to participate are in line with the adopted inclusive vision of IFATCA.

Practical Aspects of Implementation

2.4.   Although the implementation of Regional Committees has major benefits for the Federation, some aspects need to be taken into consideration. The implementation process of such Regional Committees needs to be robust, information distribution interfaces need to be established and control mechanisms should be developed.

Committee Status and Placement

2.4.1.   Within the current possibilities in the IFATCA IAM, Regional Committees can be qualified as either Task Forces or Standing Committees. The IFATCA Administrative manual defines Standing Committees as "permanent working groups charged to study any subject, which has a direct bearing on the profession of air traffic control"[9], whereas Task Forces are created "for tasks of a temporary or unofficial nature"[10]. they tackle specific matters and then may dissolve or evolve if no longer needed in their existing state.

2.4.1.1.   When the concept of Regional Committees is adopted, it would give the possibility for every region to create one. It is however conceivable that not all regions identify this requirement at this point. Should a region not wish to create such a Regional Committee immediately, the option to do so should stay so that in a later stage it can be formed whenever deemed necessary.

2.4.1.1.1.   As the proposed nature of the work of a Regional Committee requires coordination with many bodies both internal and external, it is not desirable that Regional Committees are activated and deactivated often. Once activated, the Regional Committee should operate for a certain period of time to be fully beneficial.

2.4.1.1.2.   Frequent ad hoc creation and dissolution of Regional Committees would result in freshly formed groups of individuals who are not truly cohesive. Scientific studies have shown that group efficacy[11] is developed over time. Efficacy does not necessarily exist when a group is established, but grows as members come to understand each other, become familiar with the group's capabilities and get a better understanding of the task which is to be accomplished.[12] In order for a group to perform at the highest level and to keep volunteers motivated, among others, a positive self-efficacy is essential.

2.4.1.1.3.   It must be noted that the formation of a Regional Committee is best made in nominal situations instead of crisis situations. The proposed nature of the Regional Committee is long-term and is to enhance collaboration and cooperation among MAs within the region and to strengthen the information flow and its dissemination between the regional and global counterparts. This way, for Regional Committees, a true representation can be sought among the MAs and a safe learning environment is created. For swift responses to crisis situations or specific projects, the IAM provides the possibility to create Task Forces or Member Associations' Assistance Teams[13].

2.4.1.2.   The perceived importance for the organization as a whole of what the group does, is called Group Status. Research shows that members of so-called high-status groups are keen to maintain the group status and are motivated to perform at high levels[14], meaning they are highly motivated. A large motivational aspect from the IFATCA volunteer is self-improvement, both in self-enhancement (self-esteem) and understanding (building knowledge) as well as career opportunities[15]. Volunteers also need to feel recognised, seen and heard to stay motivated. It is therefore important to qualify a group with an appropriate status in order to increase group effectiveness and reach the potential performance.

2.4.1.2.1.   When assessing the descriptions of Task Forces and Standing Committees the role of a Standing Committee seems to best suit the needs of the Regional Committee.

2.4.1.3.   The characteristics of a Regional Committee imply that it would be most suitable for them to fall under the responsibility of their respective Regional Executive Vice President. The Committee and its Chair will report to their respective Regional EVP. Tasks will be coordinated between the Chair and Regional EVP.

Members and Election
2.4.2.   The IAM provides that "The composition of Standing Committees is generally determined by the election of Member Associations to these Committees by Conference, supplemented where specified by the appointment of specialist representatives of the Federation[16]."

2.4.2.1. Using the same logic as for the case of holding elections for the Regional Executive Vice President at Regional Meetings[17], the election of Regional Committees would preferably take place at the Regional Meeting instead of Conference. The Regional Committee will serve as a regionally focussed objective and relative attendance is higher at Regional Meetings.

2.4.2.2. As the goal of a Regional Committee is to foster collaboration and cooperation among MAs within the region, naturally only Member Associations from that region can become a committee member. However, as stated in paragraph 2.4.2, the Regional Committee can be supplemented by specialist representatives of the Federation. In practice this could mean that for cross-regional issues or specific topics, representatives or subject matter experts from other regions can be added to the committee.

2.4.2.2.1. The appointment of IFATCA representatives is made by the IFATCA President and chosen from available candidates[18]. The representatives get reimbursement for meeting attendance according to the guidelines provided in the IFATCA Blue Book (2022). Should the requirement to appoint a representative from another region to assist a regional committee be identified, this is at the discretion of the PCX and relevant regional EVPs

2.4.2.2.2. Each Regional Committee may require a different number of elected MAs to accomplish their goals. With the creation of Regional Committees, a maximum number of elected members needs to be established. Election terms vary from Standing Committees, where MAs are elected annually, to indefinite terms for Task Force members.

2.4.2.2.2.1. The number of members in a group or committee partially determines its potential performance and effectiveness. The concept of "social loafing"[19] - the tendency for individuals to exert less effort when they work in a group than when they work alone - arises when individual performance in a group is not readily observable by for instance the size of that group. Study shows that in order to have an efficient discussion and active dialogue by the attendees, 8 to 20 attendees are preferable[20]. It should, however, also be noted that Regional Committees are foreseen to do the majority of their work in virtual meetings. The number of members for virtual teams to be efficient differs slightly; out of virtual teams studied, the worst performers had 13 members or more.[21] It should also be noted that inclusive communication becomes more difficult with larger group sizes; in a team of 5 it takes only 10 conversations to reach everyone, whereas in a team of 13 this number rises to 78.[22] With this exponential rise in communications needed the amount of time and energy needed likewise increases. Therefore the number of members included should be thoughtfully considered to not cause unnecessary extra work.

2.4.2.2.2.2. The influence on effectiveness combined with the budgetary constraints within the Federation, provide for a proposed maximum number of six committee members. Scientific research considers this to be the optimum team size.[23] As other specific expertise may be sought to address particular issues, the possibility to appoint 4 additional members is proposed. Should the Regional Executive Vice

President wish to exceed these numbers, this should be consulted with the Executive Board.

<u>Funding</u>

2.4.3. When forming a new committee, budget allocation needs to be taken into account. The IAM states that Standing Committees have a defined and allocated budget ("Each Standing Committee shall be allocated an annual budget from which they shall conduct their work"[24]).

2.4.3.1. It is foreseen that the majority of the internal meetings of Regional Committees can be conducted virtually. However, face-to-face meetings throughout the year are beneficial to have in-depth discussions and to make well-discussed decisions. Distractions and interruptions are minimized in a face-to-face meeting.[25] Also, a large share of a message is being transferred through body language, which is partially lost in virtual meetings. In the future members of Regional Committees may need to attend meetings from external bodies.

2.4.3.2. Relative attendance numbers at the Regional Meetings are significantly higher than the attendance rates at global conferences for which costs are usually higher. Regional Committees could use this opportunity to have face-to-face meetings without incurring additional travel costs.

2.4.3.3. The practicalities of funding sources would need to be explored when a Regional Committee is founded. This could differ per region. As the Regional Committees will tend to the needs of the region, the logical responsibility for funding, and the determination of the necessary funding, would lay with the respective regional Executive Vice Presidents.

2.4.3.4. Developing an extra level of representation naturally comes with costs to the Federation. The costs will be both financial and resource focussed. The research that the Task Force has completed and the feedback from the workshops that have been held has identified a strong intent by MAs to increase/ improve regional representation. This, in itself, warrants the investment by the Federation. A successful implementation of Regional Committees can strengthen ties not only within regional membership, but also with external regional agencies. This fulfills the vision and mission of the Federation:

> *"IFATCA is the global voice of Air Traffic Controllers. It furthers air traffic safety, influences the sustainable evolution of aviation and embraces all members in its community. The apolitical federation provides guidance, representation, training and other services to advance the status and professionalism of air traffic control. It collaborates with other international organizations to achieve mutual goals."*

<u>Regional Policy</u>

2.4.4. The original idea of the PTC and later the Regional Committees has its origin in the lack of applicable global policy for specific regional issues. TOC and PLC have limited capacity in the number of subjects that can be added to their work programmes. Multiple topics are highlighted each year, but since not everything can be addressed, usually the broader and generally global topics make it to the agenda. This means that specific regional topics might stay underexposed. The current

TOC and PLC work cycles are not always sufficient for regions to address urgent matters promptly.

2.4.4.1.   It is crucial that contradiction should never arise between existing policies and regional positions. The chair of the Regional Committee shall work in collaboration with the global committees and their associated specialists (ICAO reps) to ensure that, if deemed necessary, global policies are adapted appropriately to regional concerns.

2.4.4.2.   When global policy does not provide a solution for a regional issue, the IAM provides the opportunity for Regional Meetings to process working papers containing recommendations which the Member Associations have agreed to become "Policy". This paper is then to be "presented to the Annual Conference of the Federation for ratification as IFATCA Policy".[26] It must be noted that Article VII-Regional Organization of the IFATCA IAM states that:

> "...*no Regional Meeting may establish an IFATCA policy on any subject where there is existing policy. Notwithstanding the foregoing a Regional Meeting may adopt a Regional proposal to amend existing Federation policy, in which case such draft recommendation shall be presented to the Directors at the next annual or special Conference."*

Since the introduction in 1990, regional policies have not been frequently employed. The implementation of Regional Committees, seeking to find solutions for specific regional issues, may result in more frequent use of regional policies to meet the need for a swift response and a more agile way of working. Difficulties arising from making use of this existing option are to be addressed.

2.4.4.2.1.   The IAM specifies four types of classification of material: Policy Material, Provisional Policy Material, Guidance Material and Information Material. Policy and Provisional Policy are to be promulgated in full in the IAM or the TPM, Guidance and Information Material may be promulgated in the TPM at the discretion of the directors.[27] Classification of Regional Policy is not found in the IAM.

2.4.4.2.1.1.   With the implementation of Regional Committees, it is of utmost importance that Regional Policy is classified as well. It is recommended that in the coming year, CAC will look into the status of where to retain these policies and clarify this issue. Meanwhile, Regional Policy could be treated as Provisional Policy. Page 145, Paragraph 9.3 of the IAM states that:

> "*Provisional policy should be the subject of positive action by Member Associations, and can be presented by the Federation's representatives at international meetings as being "provisional policy".*

This means that while it should normally form the basis of their position, they have discretion as to the degree to which the policy should be pressed depending on the prevailing circumstances.

2.4.4.2.2.   All material classified is stored in either the TPM or the IAM. With the classification of Regional Policy, a suitable means of storage is also to be sought. It is important that the regional policies are accessible to all

MAs, as the global aspect of the Federation must still be honored. It should also be made clear that this is not a full policy and in which region the policy finds its origin. Provisional policy is printed in a different font[28] in the Manual which highlights this distinction. By treating Regional Policy as Provisional Policy, this distinction is made until an appropriate solution is found.

2.4.4.3.   With the exploration for proper classification and storage for Regional Policies, inspiration can also be sought from ICAO. The ICAO Regional Supplementary Procedures (SUPPS) are developed by Regional Air Navigation (RAN) meetings to meet the needs of specific areas which are not covered by global provisions.[29] These SUPPS do not have the same status as the ICAO Standards and Recommended Practices and are contained in a separate document (DOC 7030). In the development of SUPPS, 3 criteria have to be met:
a) SUPPS should indicate a mode of implementing provisions in Annexes and PANS or may indicate permissible additions to these provisions, subject the restrictions in b) and c).
b) SUPPS must not be in conflict with global provisions. They must either specify detailed procedural regional options or promulgate a regional procedure or operational significance supplementary to these.
c) Variations in the text of procedures with similar intent applicable to more than one area should be avoided.

2.4.4.4.   In order to make sure there is no contradiction between the Global Policy and the possible recommended Regional Policy, a control mechanism or process should be in place. Apart from essential coordination between the regional and global committees in the process of drafting papers (whether they be informational or contain draft recommendations), a tracking system should be created. To be able to keep an overview of these positions and/or policies, it is advisable there is only one policy writing body per region, being the Regional Committee.

The Role of TP SEC
2.4.5.   The IFATCA IAM provides a possible option for this control mechanism in the form of the Technical and Professional Secretary (TPSec). This role has the potential to fulfill this duty as the Terms of Reference already partially align with the required duties. The current Terms of Reference[30] state:
The Technical and Professional Secretary shall:
a) maintain a Technical and Professional Library which shall include:
• Technical & Professional Manual,
• Relevant Working Papers,
• Presentations given by IFATCA,
• All relevant available ICAO documents,
• Other documentation as directed by the EB.

The library shall be maintained on a secure area of the IFATCA web site with a process for ensuring that the latest copy is available.

b) draw proposed changes in technical and professional procedures or applications which are of interest to IFATCA to the attention of those interested parties (EVP Technical, EVP Professional, Chair Standing Committee PLC, Chair Standing Committee TOC, appropriate representatives, etc.); (Toronto 17.A.5)

c) provide, on request, copies of technical and professional documentation held by the Technical and Professional Secretary to IFATCA Officers, representatives, or Member Associations;

d) coordinate ICAO State Letters/Bulletins through the Office Manager and LOANC and subsequent promulgation to the members through IWEN;

e) produce the IFATCA Weekly Email News (IWEN); the production tasks may be delegated to others as required;

f) review annually the technical and professional policy and advise the relevant Executive Vice-President prior the Jan/Feb EB meeting of any policy that is not up-to-date or is no longer relevant;

g) maintain, amend and disseminate the Technical & Professional Manual in coordination with the Editor of the IFATCA Administrative Manual, EVPT, EVPP and Chair PLC and TOC. (Arusha 08.A.23; Gran Canaria 14.A.23)

2.4.5.1.   The role of TPSec has been of great value to the Federation. This value could be further increased in the future. The role of the TPSec could be critical as an interface between the Regional Committees and the existing Standing Committees. Both for the flow of information outward to the Regional Committees but also for ensuring their ideas are sent back to the global level. In order for the role to operate to its full potential, the person would need to be aware of developments that would impact the TPM at all levels.

2.4.5.2.   In order to ensure that the role of TPSec is suitable for the support of Regional Committees, a review of the current terms of reference is required. Apart from the benefit an expanded TPSec role would have for the Regional Committees, it could also greatly benefit the existing TOC and PLC.

2.4.5.3.   As this paper is focusses on the definition and integration of Regional Committees, it is deemed appropriate that CAC will review the role of TPSec to fit this purpose on their 2024/2025 agenda item.

2.4.5.4.   Although it is out of the scope of this paper to redefine the TPSec role, a consideration during that process may be that the role features a small group working together to accomplish the tasks in lieu of a single person. Utilizing a small group may allow more accessibility, collaboration, and flexibility to attend meetings. Another benefit includes a division of the work, which would help to not overload a single individual. Also, having multiple people in the loop allows for an easier handoff, much like how chairs and EVPs are elected in asynchronous years.

2.4.5.5.   If there is a need for the TP Sec to be present at regional levels, an increased budget may also be considered.

2.4.5.6.   Until clarification regarding the new role of the TP Sec has been sought, Regional Committees shall coordinate their published work (being informational or proposing policy) with the TOC and/ or PLC Chairs or EVP Professional or Technical.

Implementing Regional Committees

2.5. Although comprehensive, the implementation of Regional Committees can benefit the Federation.The African PTC has been active for only two years and their setup does not completely meet the format foreseen for Regional Committees. The current Standing Committees have been formed decades ago and form an identifiable base for IFATCA members. Creating full (permanent) Standing Committees now for a, though promising, new concept may not do justice to the existing structure.

2.5.1. As the Regional Committees do need an official definition, they should be considered as composite committees. In order for the Regional Committees to be able to act to their full potential, it is recommended that they receive the status and resources similar to a Standing Committee, though in a more limited form till effectiveness has been proven. They, additionally, have the ability to be activated or deactivated, if it is deemed necessary, by the President and Chief Executive Officer, the Executive Board or the respective Regional EVP in response to the needs of the particular region.

2.5.2. In order for the Regional Committees to get an official status and resources as soon as possible, Terms of Reference are derived from the considerations above and proposed to the IFATCA Conference.

2.5.3. It is recognised that the concept as proposed is still to be tested in practice. As with every new implementation, it is recommended to perform a review after a certain amount of time. This review should at least contain an inventorisation of the effectiveness of these Regional Committees, the success of their internal coordination, an assessment of the necessary funding level and a feasibility study as to whether they should be accredited with full Standing Committee status out of the Regional Committees. In order to obtain a comprehensive overview of the advantages and disadvantages of their implementation, a period of 3 years is proposed before performing the review.

3. CONCLUSION

3.1. When properly implemented, appropriately utilized Regional Committees can benefit IFATCA as a Federation and contribute to the expressed MA need to empower the region.

3.2. Having different perspectives and needs may be possible through different regions, but there is still a need to remain a united front and not appear fractured within and to outsiders or contradict global policy

3.3. It is recognized that not every region may feel the need to develop Regional committees at this moment.

3.4. Any working paper that suggests draft recommendations, must be coordinated with the appropriate global committee and only ratified after acceptance by conference.

3.5.   A means to store Regional Policies should be found so that they are accessible for everybody but are also clearly identifiable as Regional Policy instead of Global Policy.

3.6.   The role of TP Sec can greatly assist in ensuring the work of both regional and global committees are not creating contradictory or duplicate work. In order to ensure that the role of TPSec is suitable for the support of Regional Committees, a review of the current terms of reference is required.

3.7.   Proposed Terms of Reference for these Regional Committees are found in Appendix 2 of this paper.

4.   DRAFT RECOMMENDATIONS
It is recommended that:

4.1.   Directors shall endorse the concept of 'Regional Committees' by adopting the Terms of References as proposed in Appendix 2 of this Working Paper. These Terms of Reference will then be added as a new paragraph 2.5.5 in Part 2, Ch. 8 of the IAM.

4.2.   As an interim measure, Regional Policy is to be treated as Provisional Policy.

4.3.   CAC shall clarify the status of Regional Policy and provide a definition that will become part of Part 2, Ch.9 Classification of Material in the IAM.

4.4.   The Executive Board shall redefine the TPSec role, taking into specific account the new coordination tasks required of the position.

4.5.   After a period of 3 years, the Executive Board should perform a review of the effectiveness of Regional Committees.

5.   REFERENCES
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27. IFATCA IAM, 2023, page 145
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30. IFATCA IAM, 2023, page 122

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APPENDIX 1
Systematic overview of opportunities and obstacles

Opportunities	*Obstacles*
Fostering collaboration within the region, sharing best practices	Fragmentation within the Federation, losing the global focus
Generate more research regarding regional difficulties	Contradiction between the global and regional perspective, a control mechanism should be in place
More effective coordination with external bodies	Duplication of activities between global and regional committees
Identifying the needs of the region with respect to the investment in capacity building initiatives	Regional commitment can lead to less global participation
Possible stepping stone to build confidence to actively volunteer at a global level	The requirements for storage and drafting Regional Policy in the IAM should be reviewed when this becomes commonly used
Better accessible for MAs, less resources needed to participate	A right amount of funding for the committees is to be sought
Enhance inclusivity and diversity by creating opportunities for members to participate in a global setting	

Appendix 2
Terms of Reference for Regional Committees - RC (AFM/AMA/ASP/EUR)

Composition

In addition to the chair, a RC shall compromise a maximum of six Member Associations elected and not more than four MAs appointed by the Executive Vice-President Regional. The appointed members shall be named by the Executive Vice-President Regional during the Regional Meeting, before the election of the Member Associations, followed by the number of positions that are available to the Member Associations. The maximum number of participants funded by the RC budget (excluding the Chair) shall be eleven. Priority shall be given to Member Association's attendance at meetings. The chair shall subsequently select appointed members to attend based upon the issues to be considered during the meeting.

Terms of reference
a) To foster the collaboration and cooperation among MAs within the region, discuss common challenges, and to share best practices.

b) To share and distribute information in order to identify common concerns and to propose any appropriate action to the Executive Board and relevant Member Associations

c) To improve representation and participation, strengthen regional representation in global aviation forums and conferences, to make the regional concerns heard and addressed

d) To identify the needs for initiatives to increase capacity at the regional level, such as training programs, workshops, and knowledge-sharing platforms in order to enhance ATC's skills and expertise.

e) To maintain effective liaison with relevant committees or Task Forces within IFATCA and other organizations and the IFATCA Executive Board.

f) To draft Regional Policy in conformity with existing IFATCA policy to address regional issues or to indicate a mode of implementing global policies within the region.

g) To prepare reports and undertake other responsibilities which may be requested of them from time to time by the Directors of the Federation and/or the Executive Board.