



**COMPREHENSIVE REGIONAL IMPLEMENTATION PLAN FOR  
AVIATION SAFETY IN AFRICA (AFI PLAN)**

**Twelfth Meeting of the Steering Committee**

**Montréal, 14 November 2013**

**REPORT**

This report has been approved by the Chairperson of the Steering Committee, Mr. Moussa Halidou,  
Representative of Niger to ICAO and Air Navigation Commissioner.

Meshesha Belayneh  
ICAO ESAF Regional Director &  
Secretary of AFI Plan Steering  
Committee

## 1. INTRODUCTION

1.1 The 12<sup>th</sup> meeting of the *Comprehensive Regional Implementation Plan for Aviation Safety in Africa* (AFI Plan) Steering Committee was held on 14 November 2013 at ICAO Headquarters in Montréal, Canada. The meeting was attended by 35 participants including members and observers from the ICAO Council and the Air Navigation Commission (ANC) as well as members of the ICAO Secretariat. The list of participants is presented at Attachment A.

## 2. ELECTION OF THE CHAIR AND VICE-CHAIR

2.1 The Secretary General opened the meeting and called for nominations for the election of the Chair and Vice-Chair of the AFI Plan Steering Committee. Mr. Olivier Caron, Representative of France on the ICAO Council, nominated Mr. Moussa Halidou from Niger as Chairperson of the AFI Plan Steering Committee and Mr. Engelbert Zoa Etundi from Cameroon as Vice-Chairperson. The nominations were seconded by Mr. Douglas Litchfield from Swaziland.

## 3. OPENING REMARKS

3.1 The Chairperson thanked the Steering Committee for this honour and also recognized the vision and work performed by Dr. Aliu, former Chairperson of the Steering Committee. He thanked ICAO and in particular the Secretary General for his continued support in the implementation of the AFI Plan.

3.2 The Vice-Chairperson also thanked the Steering Committee for this appointment and expressed his full commitment to the programme. In addition, he congratulated Dr. Aliu for his efforts in the implementation of the Plan and called for the support of all Steering Committee members in the implementation the AFI Plan which is focused on the improvement of aviation safety in Africa.

3.3 In his remarks, the Secretary General mentioned key activities performed since the last meeting held in March 2013. He pointed out that an informal briefing on the progress of the AFI Plan was presented to the Council on 15<sup>th</sup> March 2013 and that an AFI Ministerial briefing on the same subject was held on 23 September 2013 prior to the 38<sup>th</sup> Session of the ICAO Assembly. He mentioned that both briefings resulted in positive feedback and culminated with the Assembly adopting a revised Resolution A38-7.

3.4 With regard to the implementation of the ICAO Plans of Action, the Secretary General informed the Steering Committee that for those States whose implementation timelines have elapsed, revised ICAO Plans of Action were prepared, submitted and accepted by the concerned States. The Abuja high-level safety targets were also incorporated in almost all ICAO Plans of Action. He noted that as of November 2013, twenty-six States in Africa have been presented with ICAO Plans of Action and all of them have confirmed in writing their acceptance to the proposed Plans. He said that the implementation of the activities identified in the ICAO Plans of Action has started to show tangible results, as some States have resolved their Significant Safety Concerns (SSCs) like Congo, Guinea, Guinea-Bissau, Mozambique, Madagascar, Mauritania, Rwanda and Zambia.

3.5 The Secretary General also underscored the cooperation between ICAO and the African Civil Aviation Commission (AFCAC) on the AFI Cooperative Inspectorate Scheme (AFI-CIS)

implementation, which continues to provide assistance to African States by enabling them to address Significant Safety Concerns (SSCs) and serious safety deficiencies identified through the Universal Safety Oversight Audit Programme (USOAP) activities.

3.6 With regards to harmonization of aviation training in Africa, he indicated that the Association of African Aviation Training Organization (AATO) had been established after holding its Constitutive Assembly from 10 to 12 April 2013 in Abuja, Nigeria where the Constitution of the Association was signed and its substantive Council was elected by the founding members.

3.7 The Secretary General also mentioned that the AFI Plan continues to work with States and regional organizations in the establishment and/or strengthening of Regional Safety Oversight Organizations (RSOOs) and Regional Accident Investigation Agencies (RAIAs). He pointed out that the progress in the establishment of an RSOO for the Seven Partner States has been very slow and some of the partner States have shown less interest in pursuing the existing arrangement. With regards to the progress in the States of the Economic and Monetary Community of Central Africa (CEMAC), Southern African Development Community (SADC) and the West African Economic and Monetary Union (UEMOA), he indicated that the ICAO Secretariat continues to monitor the internal legal arrangements formulated for the approval of necessary frameworks and the establishment of their respective RSOOs. In addition, the AFI Plan and the East African Civil Aviation Security and Safety Oversight Agency (CASSOA) are working together to assist the East African Community (EAC) Partner States in the implementation of their respective States safety programmes (SSPs). He also raised the issue of multiple memberships of States in RSOOs, which is still a challenge, as well as ICAO and AFCAC's joint efforts in convincing States to avoid unnecessary duplications.

3.8 With regard to the 2013 AFI Plan Work Programme, the Secretary General indicated that its implementation is ongoing and continues to assist States in Africa with a low level of Effective Implementation (EI) of international Standards and Recommended Practices (SARPs) and/or with SSCs. The Secretary General recalled that the 38<sup>th</sup> Session of the Assembly has approved the expansion of the AFI Plan to include the technical areas of Air Navigation Services (ANS), Aerodromes and Ground Aids (AGA) and Aircraft Accident and Incident Investigation (AIG) to the current areas of Airworthiness (AIR), Operation of Aircraft (OPS) and Personnel Licensing (PEL). He pointed out that this expansion will enable the alignment of the AFI Plan with the decisions and targets adopted during the Ministerial Conference on Aviation Safety held in Abuja in July 2012 and endorsed by the Assembly of Heads of States of the African Union (AU) in January 2013.

3.9 The Secretary General reiterated his personal determination to use all means available, in cooperation with the aviation safety partners, to further improve aviation safety in Africa. He specially thanked the Civil Aviation Administration of China for its financial contribution to the AFI Plan which will support the materialization of its objectives. In addition, he asked the Steering Committee to maintain the momentum in the implementation of the expanded AFI Plan and the high-level safety targets set by the Abuja Ministerial Conference. He also suggested to consider that the next AFI Plan Steering Committee meeting take place in Africa in May 2014 to underscore the importance of the programme which is for Africa by Africa. He further offered the Steering Committee the facilities of the ICAO Regional Office in Dakar to host this important meeting.

3.10 The Chairperson thanked the Secretary General for his opening remarks, for his advice and proposals, which will steer the resolution of safety deficiencies in the region.

4. **ADOPTION OF THE AGENDA**

4.1 The meeting reviewed and approved the agenda presented by the AFI Plan Secretary with certain amendments to the order of business to include the following discussion papers and interventions:

- a) Discussion Paper titled *Monitoring and follow-up mechanism on Aviation Safety Targets* to be discussed under Agenda Item 1 (presented by AFCAC); and
- b) Inclusion of Agenda Item 5 “Any other business” to discuss the date and venue of the next Steering Committee meeting, as suggested by the Secretary General.

4.2 Nigeria and Burkina Faso supported the proposal made by the Secretary General to hold the meeting in Dakar, Senegal in May 2014.

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**Agenda Item 1: Progress Report on the implementation of the AFI Plan since the 11<sup>th</sup> meeting of the Steering Committee and the status of implementation of the work programme for 2013.**

1.1 The Chairperson opened Agenda Item 1 by recalling the three focus areas of the AFI Plan<sup>1</sup> and the outcomes of the following meetings. He also invited the Steering Committee to take them into consideration for continuing the implementation of the AFI Plan.

- a) Aviation safety targets adopted during the Ministerial Conference on Aviation Safety held in Abuja, Nigeria, in July 2012 and endorsed by the Assembly of the AU in January 2013;
- b) Assembly Resolution A38-7: *Comprehensive Regional Implementation Plan for Aviation Safety in Africa*, adopted during the 38th Session of the ICAO Assembly;
- c) Outcomes of the Nineteenth Meeting of the AFI Planning and Implementation Regional Group (APIRG/19) held in Dakar, Senegal, from 28 to 31 October 2013;
- d) Workshop on the Aviation System Block Upgrades (ASBU) held in Nairobi, Kenya, from 21 to 25 October 2013;
- e) Second Meeting of the Africa-Indian Ocean Regional Aviation Safety Group (RASG-AFI/2) held in Dakar, Senegal, from 1 to 2 November 2013; and
- f) Fifth Meeting of Directors General of Civil Aviation (DGCA/5) held in Dakar, Senegal, on 4 November 2013.

1.2 The Steering Committee then reviewed the implementation of decisions taken during its 11<sup>th</sup> meeting held in March 2013 and the status of implementation of the AFI Plan work programme for 2013. The meeting was also invited to provide further instructions for the continued implementation of the recommendations and conclusions agreed during its 11<sup>th</sup> meeting as well as the continued implementation of its work programme. It was noted that the Secretary of the AFI Plan delivered an informal briefing to the 198<sup>th</sup> Session of the ICAO Council on the progress of AFI Plan in lieu of an Oral Report delivered by the Chairperson.

1.3 Taking into consideration that the meeting had been limited to one day only, the Secretary of the AFI Plan suggested to focus on those items in which the Secretariat required guidance from the Steering Committee and to note the progress achieved in the remaining items. The Steering Committee agreed with this recommendation and to review the progress on remaining items during the next Steering Committee meeting.

*Recommendations and conclusions of the 11<sup>th</sup> meeting of the AFI Plan Steering Committee*

1.4 In relation to the progress achieved on the establishment of the RSOOs for CEMAC, UEMOA and SADC as well as the AFI Plan Steering Committee's recommendation to redirect the resources until a way forward on their establishment is agreed by the States from each region, the Steering

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<sup>1</sup> Focus area 1: enable States to establish and maintain an effective and sustainable safety oversight system;  
Focus area 2: assist States to resolve identified deficiencies within a reasonable time frame; and  
Focus area 3: enhance aviation safety culture of African aviation service providers.

Committee noted progress in transitioning the Cooperative Development of Operational Safety and Continuing Airworthiness Program in the Southern African Development Community (COSCAP-SADC) into an RSOO. It was mentioned that the Ministers responsible for Transport and Meteorology held a meeting from 14 to 16 October 2013 in which a decision was reached requiring the SADC Secretariat and COSCAP-SADC to establish interim arrangements for the continuation of the SADC Aviation Safety Organization (SASO) that will evolve from the COSCAP-SADC. The interim arrangements include the signing of a Memorandum of Understanding (MoU) between the SADC Secretariat and the SASO host State which may be used as a legal instrument to establish the organization and recruit an interim Executive Director as well as supporting staff.

1.4.1 After noting the progress achieved towards the operationalization of SASO, the Steering Committee agreed to re-engage and continue support this organization through the activities of the AFI Plan.

1.4.2 The representative of Swaziland congratulated the newly elected Chairperson of the AFI Plan Steering Committee and expressed his satisfaction for the establishment of SASO. While he noted that some actions are still needed for this organization to be fully operational, he welcomed the decision of the Steering Committee to re-engage and support this regional organization.

1.4.3 RD/WACAF noted that in April 2013, the Steering Committee of COSCAP-UEMOA reviewed the recommendations of the ICAO evaluation report which were adopted and approved with a budgetary allocation for the transition of the COSCAP into an RSOO. It was mentioned that UEMOA Ministers met in July 2013 and adopted an instrument for the establishment of the RSOO which was approved by the Heads of States during a meeting held in Dakar, Senegal, in October 2013. He also informed the Steering Committee about certain meetings held during the 38th Session of the ICAO Assembly between African and Malagasy Civil Aviation Authorities (AAMAC), CEMAC, UEMOA and the ICAO Secretariat. These meetings resulted in a draft Memorandum of Understanding (MoU) agreed by these organizations. The objective of this MoU is that States of this sub-region join only one RSOO, unless the organization in question provides different functions. He indicated that the draft MoU had been circulated to the Presidents of respective institutions for signature and the Secretariat is awaiting feedback from the parties.

1.5 In relation to the continuation of the AFI-CIS and the recommendation made to AFCAC of continuing sensitizing States to contribute towards the funding of AFI-CIS missions, the meeting was informed about the preliminary discussions held between AFCAC and ICAO to explore the possibility of allocating some funds from the Safety Fund (SAFE) to AFI-CIS.

1.5.1 The Representative of Ghana congratulated the Chairperson for his appointment and thanked the Secretariat and Dr. Aliu for their support to the AFI Plan. He recalled the need for funding to support AFI-CIS and underscored the high-level of coordination and synergy needed to progress this scheme. He also made reference to Clause 6 of the AFI-CIS MoU which calls for contributions of States to recover for cost of the missions and asked that AFCAC to continue sensitizing States in this regard.

1.5.2 The Secretary General of AFCAC also congratulated the Chair and Vice-Chair for their elections and offered AFCAC's continued support in the implementation of the AFI Plan. She indicated that the AFI-CIS has been funded by AFCAC with exception of the missions conducted to the Democratic Republic of the Congo which have been covered by that State. She also indicated that before a mission is deployed, States are sensitized on the need to contribute towards the costs of missions. While all States are aware of this request, States have not been contributing to recover the expenses. She

reiterated AFCAC's engagement in this scheme and indicated that the Commission will continue to fund these missions as they have been effective in supporting States in resolving their safety deficiencies.

1.5.3 The meeting noted this progress and recommended that AFCAC send a proposal to the SAFE Project Review Committee for its consideration and that ICAO send a letter requesting potential donors to earmark contributions through SAFE to support AFI-CIS. In addition, the Steering Committee recommended that AFCAC continue sensitizing States to contribute towards the cost of these missions recalling Article 6 of the AFI-CIS MoU.

1.6 With regard to the alignment and expansion of the AFI Plan with the Abuja Declaration and safety targets by including the technical areas of Air Navigation Services (ANS), Aerodromes and Ground Aids (AGA) and Aircraft Accident and Incident Investigation (AIG) while maintaining the primary focus on the areas of Personnel Licensing and Training (PEL), Aircraft Operations (OPS) and Airworthiness of Aircraft (AIR), the Steering Committee noted that the AFI Plan work programme for 2013 had incorporated all technical audit areas as reflected in the scope of assistance missions undertaken by the Regional Office Safety Teams (ROST missions). While ANS was not included specifically in the Abuja safety targets, the Steering Committee noted that the ASBU workshop, RAGS-AFI/2, APIRG/19 and DGCA/5 had recommended to focus efforts in this technical area.

1.6.1 The Representative of Nigeria recalled that the AFI Regional Air Navigation (RAN) meeting held in Durban, South Africa, from 24 to 29 November 2008 had already established specific performance areas and recommended States of the region to work on the improvement of ANS. Consistent with this meeting and the Global Air Navigation Plan, he asked the Secretariat to begin the monitoring of this technical area. He further indicated that if targets for ANS had not been incorporated into the recommendations of the APIRG, this meeting should consider their incorporation.

1.6.2 The Representative of Uganda pointed out that all technical areas should be taken into consideration for planning and rolling out the activities of AFI Plan. He also indicated that the technical areas should be monitored and should have associated targets. In this regard, he suggested that the AFI Plan Steering Committee should monitor the status and progress of all technical areas and that this subject may be an agenda item for the next Steering Committee meeting. He also pointed out that the certification of aerodromes is included in the Abuja safety targets.

1.6.3 The Representative of Ethiopia also congratulated the Chair and Vice-Chair for their elections and expressed his support for the implementation of the AFI Plan. Recalling the previous discussion on the establishment of the Flight Procedures Programme for the AFI region (AFI-FPP), he asked whether it would be beneficial to have a progress report in this subject.

1.6.4 The Chairperson indicated that a programme manager had been nominated to progress the FPD in Africa. He mentioned that in 2012 a letter of intention was signed between DG France, ICAO and ASECNA to progress this programme and that States that may benefit from the initiative have been invited to contribute. Considering that the official launch of the AFI-FPP is anticipated to be 2014, he suggested including this item into the agenda of the next AFI Plan Steering Committee meeting in order to note the progress achieved and consider additional support that may be required. He also suggested encouraging all stakeholders to focus their efforts to ensure that this initiative is successful.

1.6.5 The Representative of Ghana indicated that during the APIRG/19 States were requested to indicate in writing their interest to participate in the programme.

1.6.6 The Steering Committee recommended to incorporate ANS into the work programme of the AFI Plan and to include this item into the agenda of the next Steering Committee meeting with the aim of reviewing the progress achieved in determining a means to monitor the status and improvement of the technical area of ANS as well as the progress on the establishment of the AFI-FPP in Dakar, Senegal.

1.7 AFCAC presented the discussion paper *Monitoring and follow-up mechanism on Aviation Safety Targets* which is related to the alignment and expansion of the AFI Plan with the Abuja Declaration and Abuja safety targets. This paper provided feedback on the monitoring and follow-up mechanism for the implementation of the Abuja safety targets with respect to the outcome of the Ministerial Conference on Aviation Safety in Africa held in Abuja, Nigeria in July 2012. It was recalled that the targets are aligned with the ICAO Strategic Objectives for Safety and have been formulated taking into account, both current and emerging issues relating to aviation safety in Africa. The Steering Committee noted that AFCAC has been mandated to establish effective monitoring and reporting mechanisms for this Declaration, other resolutions and regional initiatives, including the Abuja safety targets.

1.7.1 Consistent with this mandate AFCAC informed the meeting about the request made to African States, African Airlines Association (AFRAA), ACI Africa, ICAO and IATA on data and information to begin monitoring the attainment of the targets. It was noted that only South Africa, Ethiopia, AFRAA and IATA had responded to the request. AFCAC also mentioned that the only available data source for the monitoring of the safety targets is the Safety Regional Performance Dashboard developed by ICAO, which is still a work-in-progress. The meeting noted that the dashboard will be useful in determining the status of implementation of the safety targets on a regional basis. However, for individual African States, AFCAC would need State by State data to assist in monitoring local implementation.

1.7.2 The Chairperson noted that some Abuja safety targets are progressing. Specifically, he mentioned that by 2013, almost 28% of States have achieved an EI score of ICAO's USOAP results of no less than 60%. He highlighted the need to monitor all targets closely, so that relevant stakeholders can put in place the necessary strategies and actions for their attainment.

1.7.3 The Representative of Nigeria indicated that the certain targets are technical while others are political in nature. As examples of targets that require political will for their attainment, he mentioned the establishment and strengthening of autonomous Civil Aviation Authorities with independent regulatory oversight and the allocation of sustainable sources of funding and resources to carry out effective safety oversight and regulatory functions or the delegation of such functions to RSOOs or other African States. For those targets that have a political component, he suggested that AFCAC and the AU encourage States to work towards their attainment by raising awareness about the importance of achieving these targets for the improvement of aviation safety at the national and regional levels. He mentioned that the progressive increase of EI to no less than 60% and the resolution of SSCs require further work and assistance to. He also suggested that ICAO should inform African States with SSCs that by January 2014 this information will be made available to the public. While he recognized that AFCAC received the mandate to monitor the targets, he underscored that ICAO has most of the data; thus, recommended that ICAO assist AFCAC to obtain this information and support the monitoring mechanism.

1.7.4 The Representative of Burkina Faso mentioned that some States may have difficulties understanding their role in implementing the targets. Therefore, he recommended that ICAO send a State Letter to each African State to explain the individual efforts needed to meet the regional targets and to copy AFCAC and AFI Regional Directors in this communication.

1.7.5 The Representative of Uganda indicated that most information is available at ICAO emphasizing the need of sharing information between ICAO and AFCAC. He also pointed out that the USOAP score of certain States may not reflect the actual implementation level of the critical elements of the safety oversight system because the audit was conducted various years ago or due to the States unfamiliarity with updating the progress made through the USOAP online framework (OLF). In this regard, he recommended some OLF training sessions or assistance to States in updating their Corrective Action Plans (CAPs) and the progress achieved in their implementation.

1.7.6 The Representative of Swaziland shared a practical example in this regard which was observed during a visit from the President of the Council to Swaziland. He mentioned that at the time of the visit, the State had established its Civil Aviation Authority and enacted the primary aviation legislation, but ICAO did not have a record of this progress. He also recommended that States be informed and trained on how to update information about latest developments.

1.7.7 DD/SMM indicated that further coordination is needed between the States and the Regional Offices to which they are accredited as well as Headquarters. He detailed the process and expected outcomes of the ICAO Coordinated Validation Mission (ICVMs) and noted that States should be updating actions implemented to address safety-related deficiencies through the OLF. In relation to the training on the OLF, he informed the Steering Committee that several workshops had been conducted in all regions to train the appointed National Continuous Monitoring Coordinators (NCMCs) on how to use the system. He also indicated that additional workshops will be conducted in 2014.

1.7.8 The Representative of Cameroon recalled two Runway Safety Seminars that have been conducted with the support of IATA and ACI in Africa and indicated that a similar workshop may be conducted during or back-to-back the next meeting of the RASG-AFI. He indicated that these seminars would support the attainment of the Abuja safety targets.

1.7.9 RD/WACAF noted that twenty-six ICAO Plans of Action have been developed and accepted at the Ministerial level. However, he highlighted that certain States are not progressing their implementation, therefore suggested that a letter be sent to these States to encourage them to continue or intensify their implementation. RD/ESAF also indicated that certain States have requested the postponement of validation missions, delaying the validation of progress achieved in resolving safety deficiencies. He further suggested the Steering Committee to sensitize those State on accepting the missions and on the challenges posed by the delay of USOAP activities. The Steering Committee agreed on this proposal and recommended ICAO to send letters to those States that are not progressing the implementation of ICAO Plans of Action or have postponed ICAO USOAP missions in order to engage them in their implementation or acceptance of the missions.

1.7.10 The Representative of Uganda suggested to identify the gap between the current status of implementation of the Abuja targets and objective to be achieved. He indicated that this gap analysis may support African States with information to define a baseline to develop and implement actions to achieve the Abuja safety targets. In addition, he requested the Secretariat to provide relevant data and information to facilitate the monitoring and attainment of those targets.

1.7.11 The Steering Committee recommended a closer collaboration between ICAO and AFCAC and that ICAO share the necessary information to support the monitoring of the Abuja safety targets. Consistent with the status of the dashboard, the Steering Committee also recommended AFCAC to liaise with those stakeholders to gather the information that is not available to ICAO, as necessary.

1.8 In relation to the harmonization and standardization of training courses in Africa and the establishment of the Association of African Aviation Training Organizations (AATO), the Steering Committee recalled its previous recommendation to identify funding mechanisms and to consider supporting AATO once its Council is established. The Steering Committee noted that the constitutive Assembly was held from 10 to 12 April 2013 where the Constitution establishing AATO was signed by its members. As per the Constitution and the guidelines approved by the Assembly, a twelve-member Council was elected which appointed a President, Vice-President and a Secretariat. It was also noted that the Council had held two meetings which have focused on implementing the action identified in the Strategic and Business Plans developed by the Interim Council.

1.8.1 The representative of Uganda stressed the need of harmonizing and standardizing the programmes delivered by training centers in Africa and indicated that this harmonization and standardization may be achieved through the certification of training centers. Recalling the actions taken in the area of security, he asked whether a certification process could be established to support these processes.

1.8.2 DD/SMM mentioned that the efforts undertaken by ICAO in this area are numerous, including the implementation of the TRAINAIR *Plus* programme, the support being provided to AATO and the initiative of having excellence centers in all ICAO Regions.

1.8.3 The representative of Nigeria suggested that given the establishment of the AATO Council, this body should take the lead to determine a funding mechanism for AATO. Once a funding mechanism is developed, the AATO Council may ask the AFI Plan Steering Committee for guidance or support, if required.

1.8.4 The Secretary General also underscored ICAO's efforts in the area of safety and security to harmonize and standardize training institutions and its programmes. Supporting the intervention of Nigeria, he indicated that the AATO Council should determine a means to fund its activities and to identify its needs in order to ask for support from the AFI Plan. He indicated that the subject may be further discussed during the next AFI Plan Steering Committee meeting to be held in May 2014.

1.8.5 The Steering Committee recommended that the Secretariat continue guiding AATO and liaising with its Council to encourage this body to define funding mechanisms and identify its requirements. Once the funding mechanism and requirements are identified by AATO, its Council may request the AFI Plan for additional support, if necessary. It was further recommended that this subject should be discussed during the next AFI Plan Steering Committee meeting.

1.9 In relation to the European Coordination Centre for Accident and Incident Reporting Systems (ECCAIRS) training, the Steering Committee noted that a comprehensive training programme proposal had been developed by the Aviation Safety Training (AST) Section, in coordination with the Regional Offices and AFCAC. An invitation letter was sent out by AFCAC requesting States to nominate potential officers to receive the ECCAIRS training. It was noted that in July 2013, after coordination with AFCAC, the Secretary of AFI Plan presented budget estimates for consideration based on the proposal. The two following scenarios were presented. Due to budgetary constraints, in August 2013, AST was requested to review the ECCAIRS training plan to include the potential development of e-learning modules.

- a) Scenario 1: ICAO to undertake only the cost of the training instructors with an overall cost of CAD\$186,784; and

- b) Scenario 2: ICAO to undertake the cost of the training instructors and the trainees with an overall cost of CAD\$512,914.

1.9.1 The Representative of Nigeria mentioned that the effective delivery of the ECCAIRS training may be benefitted from the coordination between ICAO and EASA. He further suggested that ICAO may undertake the implementation of Scenario 1, while Scenario 2 may be implemented with the support of aviation safety partners.

1.9.2 Responding to a query regarding the roll-out of the courses, C/AST indicated that the instructor is available to train-the-trainers consistent with Scenario 1 and recalled the benefits and sustainability of implementing this approach to this particular training.

1.9.3 The Secretary General mentioned that ICAO is committed to support a train-the-trainers approach to ECCAIRS. However, he recalled that it is the responsibility of each Member State to train its personnel consistent with particularities of each State.

1.9.4 The Secretary General of AFCAC suggested to concentrate efforts on Scenario 1 and revise the AFI Plan work programme for 2014 to incorporate ECCAIRS train-the-trainer courses. Given ICAO's commitment to supporting Scenario 1, she indicated that AFCAC may complement this effort by hosting an training event in Dakar. The scope of this event should be coordinated with AFCAC, ICAO Headquarters and the Regional Offices.

1.9.5 The Representative of EASA pointed out that EASA is also a user of ECCAIRS and that the AFI Plan work programme for 2014 is already supported by EASA through the implementation of the Support to the Improvement of Aviation Safety in Africa (SIASA) programme, which includes training and delivery of workshops on Safety Oversight Facilitated Integrated Application (SOFIA) and Air Operator Certification.

1.9.6 The Steering Committee recommended that ICAO begin the ECCAIRS train-the-trainer course and that AFCAC support this effort.

*Approved work programme for 2013*

1.10 In relation to the Government Safety Inspectors (GSI) training courses, the Steering Committee noted the status of the courses below. It was also noted that the Aerodrome Inspectors training course was under development at the time of the meeting and that was expected to be rolled out in 2014.

- a) one GSI-OPS course in English was delivered by the East African School of Aviation (EASA) in Nairobi, Kenya, from 5 to 22 November 2013;
- b) one GSI-OPS course in French was rescheduled to 2014;
- c) one GSI-AIR course in English would be delivered by the Aviation Training Academy Air Traffic and Navigation Services (ATNS) in Johannesburg, South Africa from 18 November to 4 December 2013;
- d) one GSI-AIR course in French was conducted in Dakar, Senegal, from 10 to 26 April 2013;

e) one GSI-PEL courses in English would be delivered by EASA in Nairobi, Kenya, from 27 November to 19 December 2013; and

f) one bilingual State safety oversight organization course was held in Nairobi, Kenya, from 20 to 22 May 2013.

1.11 The Steering Committee was informed that all the listed seminars, workshops and safety-related training courses other than State safety programme (SSP) and safety management system (SMS) had been rescheduled to 2014 due to schedule constraints of trainers.

1.12 The Steering Committee noted the actions undertaken stemming from the recommendations and conclusions of the 11th meeting of the AFI Plan Steering Committee and the AFI Plan work programme for 2013. The Committee also agreed to revise the AFI Plan work programme of 2014 to accommodate those courses postponed in 2013 and those to be rolled out in 2014.

### ***Recommendations and conclusions***

1.13 After noting the progress achieved towards the operationalization of SASO, the Steering Committee agreed to re-engage and continue support this organization through the activities of the AFI Plan.

1.14 The Steering Committee recommended that AFCAC continue sensitizing States to contribute towards the cost of AFI-CIS missions recalling Article 6 of the AFI-CIS MoU.

1.15 In addition, the Steering Committee recommended that AFCAC send a proposal to the SAFE Project Review Committee for its consideration and that ICAO send a letter requesting potential donors to earmark contributions through SAFE to support AFI-CIS.

1.16 The Steering Committee recommended to incorporate ANS into the work programme of the AFI Plan.

1.17 The Steering Committee recommended to include an agenda item for the next meeting to review the progress achieved in determining a means to monitor the status and improvement of the technical area of ANS as well as the progress on the establishment of the AFI-FPP.

1.18 The Steering Committee recommended a closer collaboration between ICAO and AFCAC and that ICAO share the necessary information to support the monitoring of the Abuja safety targets. Consistent with the status of the dashboard, the Steering Committee also recommended AFCAC liaise with those stakeholders to gather the information that is not available to ICAO, as necessary.

1.19 The Steering Committee recommended that ICAO send a State letter to sensitize African States about the attainment of the Abuja safety targets, the importance of the implementation of the ICAO Plans of Action, the acceptance of ICAO USOAP missions and the release of SSCs to the public in January 2014. It was further recommended that those letters should specify if States are not progressing the implementation of ICAO Plans of Action or have postponed ICAO USOAP missions in order to engage them in their implementation or acceptance of the missions.

1.20 It was recommended that AFCAC and the AU liaise with African States to engage them in attaining the Abuja safety targets, in particular those that have a political component, by raising

awareness about the importance of achieving these targets for the improvement of aviation safety at the national and regional levels.

1.21 The Steering Committee recommended that the Secretariat continue guiding AATO and liaising with its Council to encourage this body to define funding mechanisms and identify its requirements. Once the funding mechanism and requirements are identified by AATO, its Council may request the AFI Plan for additional support, if necessary. It was further recommended that this subject should be discussed during the next meeting.

1.22 The Steering Committee recommended that ICAO begin the ECCAIRS train-the-trainer course (Scenario 1) and that AFCAC support this effort.

1.23 The Steering Committee noted the actions undertaken stemming from the recommendations and conclusions of the 11<sup>th</sup> meeting of the AFI Plan Steering Committee and the AFI Plan work programme for 2013. The Committee also agreed to revise the AFI Plan work programme of 2014 to accommodate those courses postponed in 2013 and those to be rolled out in 2014.

## **Agenda Item 2: Assistance to the Seven Partner States in the establishment of an RSOO and a RAIA**

2.1 Under this Agenda Item, the Steering Committee reviewed Discussion Paper 2 that presented information related to the implementation of the ICAO Council Decision 191/3 taken on 19 November 2010 to assist the Seven Partner States (Djibouti, Egypt, Eritrea, Ethiopia, Libya, Somalia and Sudan) on the establishment of an RSOO and an RAIA. The Steering Committee noted that the AFI Plan developed an assistance project to support the Seven Partner States. A Letter of Understanding (LoU) was signed on 19 December 2010 between the Civil Aviation Authorities of these States and the AFI Plan to establish a working relationship initiating implementation of activities with specific priority actions. It was recalled that in March 2012, the Seven Partner States formed a High-Level Review Task Force (HLRTF) and that general frameworks for the RSOO and proposal for name designation were developed during the first quarter of 2013. The necessary frameworks, protocol and name designations were sent out for review and comments and a meeting was scheduled for June 2013 to progress this initiative, but the majority of the Seven Partner States sent regret letters. New dates were proposed for 25 to 29 August 2013; however, the majority of States again indicated their inability to attend.

2.1.1 The Secretary of the AFI Plan informed the Steering Committee about the decision taken in 2012 by the Arab Civil Aviation Commission (ACAC) General Assembly to conduct a study on the establishment of an RSOO for ACAC and States in the Middle East Region. The Second Meeting of the Directors General of Civil Aviation Middle East Region (DGCA-MID/2) held in Saudi Arabia, from 20 to 22 May 2013, endorsed the strategy for the establishment of an RSOO and decided to conduct a study on its establishment. Consistent with these decisions, the study is expected to identify the needs and requirements of the States in the Middle East. Subsequently, detailed frameworks will be developed for the establishment of the RSOO.

2.1.2 Given the actions undertaken by Arab States and as three of the Seven Partner States (Egypt, Libya and Sudan) may join another RSOO in conjunction with the continued challenging political situation in and among most of the remaining States (Djibouti, Eritrea, Ethiopia and Somalia), RD/ESAF indicated that it may be practical to delay the formation of an RSOO for these four States.

2.1.3 Furthermore, the Steering Committee also acknowledge that the Ministers of Foreign Affairs of the Inter-Governmental Authority on Development (IGAD) and the East African Community

(EAC) met in Addis Ababa, Ethiopia, on 12 of October 2013 to discuss *inter alia* the importance of regional integration in the Eastern Africa Region in line with the Constitutive Act of the AU and the Abuja Treaty establishing the African Regional Economic Communities. It was noted an increasing trend of consultation and collaboration between member States of IGAD and the EAC on issues of common interest to the East Africa region and the African continent as a whole. This meeting mandated the Ministers of Foreign Affairs of IGAD and EAC to explore the possibility of merging these two Regional Economic Communities with a view to establishing a larger economic bloc to expedite the integration process and ensure greater economic development and prosperity for the peoples of the Eastern Africa region. The meeting also requested the referred Ministers to present their report to the Summit of Heads of State and Government of IGAD and EAC.

2.1.4 Responding to a query from the Representative of Uganda about the status of South Sudan, RD/ESAF indicated that a request was sent to this State to indicate its preference for participation in an RSOO and/or RAIA. However, no response has been received so far. It was mentioned that assisting these States is a challenge, but support is provided through Regional Office Safety Team (ROST) missions.

### ***Recommendations and conclusions***

2.2 The Steering Committee noted the information contained in Discussion Paper 2 and the development of IGAD and EAC, and agreed on the recommendation to delay the establishment of an RSOO and RAIA for the Seven Partner States.

### **Agenda Item 3: ICAO Plans of Action for States under review of the MARB including priority States**

3.1 Under Agenda Item 3, the Steering Committee reviewed the progress made in the implementation of the ICAO Plans of Action, aimed at assisting States referred to the Monitoring and Assistance Review Board (MARB) and priority States.

3.2 The meeting reviewed the situation of all States with an ICAO Plan of Action developed by the ROs as presented in Attachment A of Discussion Paper 3 and highlighted the following issues:

3.2.1 **Botswana:** after noting the progress made by ROST implementation activities and the ICVM conducted in April 2013 which identified two SSCs, the Committee recommended to urge the State to implement its CAP in order to address the SSCs as soon as possible and to communicate to ICAO the corrective actions implemented without delay.

3.2.2 **Central African Republic:** it was noted that the ICAO Plan of Action is being revised to incorporate the Abuja Safety targets. A ROST follow-up mission in the areas of ATM and AGA was scheduled from 6 to 10 May 2013 but was postponed indefinitely due to security situation of the State. The State was scheduled to receive an ICVM from 9 to 15 October 2013, but in August 2013, the State requested to reschedule the mission to June 2014. It was also mentioned that limited positive steps had been noted since the appointment of a new Director General in April 2013. The Steering Committee noted the lack of progress and inability to deliver assistance mainly due to the security situation of the State.

3.2.3 **Djibouti:** RD/ESAF informed that on 10 July 2013, the Regional Office sent a letter requesting for updates on the progress made on various areas and included a proposal for the State to

consider delegating its safety oversight functions to an RSOO or another State. During a bilateral meeting held on the side of the 38<sup>th</sup> Session of the ICAO Assembly, the Minister of Equipment and Transports informed ANB and RD/ESAF that the State had no intention to delegate its oversight functions. The Steering Committee noted that the State had not been responsive enough in updating the progress made in the implementation of its Corrective Action Plan (CAP) through the OLF and that a letter was sent to the State urging that appropriate measures be taken to update the information on the CAP.

3.2.4 **Eritrea:** it was noted that the Eritrean Civil Aviation Proclamation and some specific operating regulations have been enacted and promulgated. While an ICVM was planned for 2013, it was considered unlikely to be conducted due to minimal progress in the implementation of the CAP. It was recalled that one SSC remains unresolved and that the current EI is at 20.5%. The meeting noted the minimal progress made in the implementation of the ICAO Plan of Action, that the State had not been responsive enough in updating the progress made in the implementation of its CAP through the OLF and that a letter was sent to the State urging that appropriate measures be taken to update the information on the CAP.

3.2.5 **Lesotho:** the Steering Committee was informed that due to limited progress noted by ICAO a letter jointly signed by the President of the Council and the Secretary General requesting for renewed commitment by the State was sent on 13 March 2013. A previous letter was sent on 28 June 2011 pointing out ICAO's serious concern on the safety deficiencies identified after the USOAP CSA audit conducted in July 2007. In addition, a bilateral meeting was held during the 38<sup>th</sup> Session of the ICAO Assembly between ICAO and the State to engage the authorities in addressing the serious safety deficiencies identified by the USOAP CSA audit. The Steering Committee took note of the minimal progress made on the implementation of the ICAO Plan of Action and the CAP.

3.2.6 **Malawi:** the Steering Committee noted minimal progress in the implementation of the CAP, that one SSC remains outstanding and that the EI remains at 35.8%. It was mentioned that an ICVM was planned for 2013 but it was unlikely to be conducted due to minimal progress noted in the implementation of the CAP. The Steering Committee also noted the status of implementation of the ICAO Plan of Action and its revision, that the State had not been responsive enough in updating its progress made in implementing its CAP through the OLF and that a letter was sent to the State urging that appropriate measures be taken to update the information on the CAP implementation.

3.2.7 **Mali:** the Steering Committee noticed that an ICVM was conducted from 24 to 28 October 2011 which resulted in an improved EI from 25.13% to 46.3%. It was indicated that the security situation in State precluded any field assistance in the past. Coordination is on-going for the safe use of airspace and a fact-finding mission is been planned. The Steering Committee noted the progress made by State as well as the current security situation in Mali.

3.2.8 **Sierra Leone:** it was noted that a follow-up ROST mission in the area of AGA was conducted from 22 to 26 July 2013. The State had no SSCs and has indefinitely suspended all certification and licensing activities. Upon request of the State, a project proposal for technical cooperation in the areas of OPS/AIR/AGA/ANS was developed and was awaiting State decision. In addition, the State requested for assistance in supervising the new airport construction. The Steering Committee noted progress made through ROST implementation activities and recommended to issue a State letter urging the State to take action on the pending proposals.

3.3 The Secretary of the AFI Plan requested guidance from the Steering Committee on follow-up actions to be taken by the Secretariat on States that have accepted the ICAO Plans of Action but no progress had been noted.

3.4 The Chairperson indicated that the USOAP activity plan released in August 2013 had identified the following States as priority States in ESAF and WACAF and, thus, those States were eligible to receive a USOAP CSA audit or an ICVM during the second semester of 2013 or 2014: Burundi, Cameroon, Central African Republic, Côte d'Ivoire, Ethiopia, Guinea, Guinea-Bissau, Liberia, Mauritius, Mozambique, Namibia, Seychelles, Sierra Leone, Somalia, South Sudan, Swaziland and Uganda.

3.5 The Secretary of the AFI Plan pointed out the assistance being provided by EASA through the SIASA programme, which has identified five categories of activities to be implemented under this project, namely: assistance to States with SSCs, support on the development of regulation and guidance material, workshops on organization, training and organizational activities. He also mentioned that the implementation of SIASA programme is scheduled to begin in 2014. It was noted that the AFI ROs conduct ROST missions to assist States and provide guidance in preparation of the scheduled USOAP activities. In this regard, the Steering Committee recommended EASA and the ROs to closely coordinate their activities to effectively deliver assistance and maximize the results of their efforts.

3.6 The Representative of Kenya congratulated the Chair and Vice-Chair for their elections and mentioned that the AFI Plan should support and encourage those States that are willing to progress the improvement of their safety oversight capabilities.

3.7 The Representative of Cameroon recalled the importance of the SIASA programme and underscored the need to include some managerial courses to complement the objectives envisaged. In relation to the resolution of the SSCs and improvement of the effective implementation of the critical elements of a safety oversight system, he suggested encouraging relevant States to delegate certain functions if there are not ready to undertake them. He further suggested that the Secretariat present some options to these States including delegation of certain function to RSOOs or neighboring States.

3.8 In relation to the delegation of certain functions to RSOOs or neighboring States, the Representative of Nigeria indicated that the challenge is not necessarily technical but political. He called on the Members of the AFI Plan Steering Committee to support the efforts of the Secretariat at the political level in order to obtain support from relevant governments as well as to discourage political interference with safety oversight functions conducted by Civil Aviation Authorities. He recommended that a political mission should be planned to States where the political commitment is lacking in order to engage them in the improvement of aviation safety.

3.9 Supporting the planning of missions to engage States at the political level to improve safety and to delegate specific safety oversight functions to an RSOO or to another State, the Representative of Swaziland suggested that AFCAC and the AU may be included in the strategy suggested by Nigeria.

3.10 The Representative of Tanzania also noted the issue of States not willing to delegate certain functions and the fact that they remain responsible for these activities even if they decide to delegate them to an RSOO or another State. He also supported the special mission to encourage States to delegate certain functions to RSOOs and/or RAIAs if they are not able to perform them effectively.

3.11 The Representative of Burkina Faso also supported the conduct of a high-level visit and suggested that AU re-engage the Heads of State during the next summit.

3.12 RD/WACAF also informed the Steering Committee about the positive actions taken by Côte d'Ivoire to improve its safety oversight system and that this State had become one of the most active

States in the region. The Steering Committee noted that State had begun the continuous update of its CAP through the OLF. He further indicated that from 13 States with SSCs in the AFI region, 6 States had successfully addressed the deficiencies. In addition, he also recalled that partners had been involved in the delivery of assistance and due to the effective coordination and collaboration between the aviation safety partners their outcomes of their efforts had been maximized.

3.13 The Representative of Uganda raised the fact that the misunderstanding of safety deficiencies can also delay their resolution. Supporting the strategy to re-engage relevant Authorities at the political level, he also suggested that ICAO play a leading role in the visits to those States that are not committed at the political level in order to clarify any misunderstanding of the safety deficiencies, if necessary.

3.14 The Chairperson noted with satisfaction that 26 Plans of Action had been presented and accepted, but also noticed the slow progress in their implementation by certain States due to the lack of political will. Considering that the SSCs will be available to the public, he also recommended including the date of their identification on the website that had been developed by ICAO.

### ***Recommendations and conclusions***

3.15 In the case of Botswana, the Steering Committee recommended to urge the State to implement its CAP to address the SSCs as soon as possible and to communicate to ICAO the corrective actions implemented without delay. The Steering Committee also recommended issuing a State letter urging Sierra Leone to take action on the pending proposals.

3.16 The Steering Committee recommended that EASA and the ROs closely coordinate their activities to effectively deliver assistance and maximizing the results of their efforts.

3.17 The Steering Committee recommended requesting the support of AFCAC, in conjunction with the AU, to conduct high-level missions to those States that lack political will to address safety-deficiencies in order to re-engage them at the political level and that ICAO participate in these missions, as appropriate.

### **Agenda Item 4: Programme of activities under the AFI Plan 2014**

4.1 Under Agenda Item 4, the Steering Committee reviewed the programme of activities under the AFI Plan for the year 2014, on the basis of the expansion of the scope of activities to include the Abuja high-level safety targets and continuation of the AFI Plan into the next triennium 2014-2016. The work programme includes courses and activities deferred from the AFI Plan Work Programme 2013 as discussed under Agenda item 1.

4.2 Taking into consideration prior discussions and recommendations, the Steering Committee reviewed the work programme for 2014 by focus area.

4.3 With regard to SSP training, C/AST indicated that the subject was discussed during the 38<sup>th</sup> Session of the ICAO Assembly and noted that the ICAO Secretariat is working on the development of a Safety Management course integrating State safety programme (SSP) and safety management system (SMS) which will be available as an online course for the second quarter of 2014. Responding to a query from the Chair, he indicated that SSP and SMS instructors would need to be re-trained and that this activity will be conducted after completion of the Safety Management online course that is being developed.

4.4 President of the ANC recalled that guidance material on Annex 19 and safety management tools are available on the ICAO website at <http://www.icao.int/safety/SafetyManagement/>.

4.5 In relation to the Focus Area 2, the Representative of Morocco noted the contribution made by Morocco to the development of inspectors training courses in the French language. He indicated that Morocco will be able to deliver two OPS-Inspector courses in 2014 and one PEL-Inspector course at the end of 2014. In relation to the AIR-Inspector course, he indicated that further coordination was required with France as its delegation had announced, during the AFI Ministerial Briefing held in September 2013, that the course will be available in the near future.

4.6 Responding to a question from the Chair, C/AST indicated that the ICAO Secretariat is awaiting the completion of the course material in order to provide feedback to relevant sections and validate the latest version of the material for OPS and PEL training courses which are anticipated to be available in 2014. In the case of AGA and AIR, the Secretariat indicated that coordination is in progress to validate the content of the material and proceed with the roll-out. With regard to the training of ANS inspectors, it was mentioned that TRAINAIR *Plus* training packages are available, that materials are available to TRAINAIR *Plus* training centers and that promotion of training sessions will be supported by the ROs.

4.7 In relation to the training on safety management, the Representative of Cameroon suggested that ICAO courses should be further developed. He indicated the need for high-level courses to familiarize Directors General with their role in safety management implementation. C/AST suggested pursuing a “train-the-trainer” approach to build capacity in the training centers and implement a sustainable solution for the region. DD/SMM noted that derived from two workshops held during the 38<sup>th</sup> Session of the ICAO Assembly enough material has been gathered to develop a two-day course for Directors General. The development of this course is being supported by the Singapore Aviation Academy and is expected to be available in summer 2014. It was envisioned that the first course would be conducted in the Asia/Pacific region back-to-back to a Meeting of Directors General of Civil Aviation and that additional courses will be organized all regions. Lastly, he noted that the course material is available in English but may be delivered with interpretation.

### ***Recommendations and conclusions***

4.8 Considering prior discussions and recommendations, the Steering Committee reviewed the work programme for 2014 by focus area and agreed to revise the work programme to include the decisions taken on the ECCAIRS training, the coordination of assistance being provided through SIASA and to reflect the recommendations made on the establishment of the RSOO for the Seven Partner States. The revised work programme for 2014 is presented at Attachment B.

### **Agenda Item 5: Any other business**

5.1 Under Agenda Item 5, the Steering Committee opened the discussion on the date and venue of the next AFI Plan Steering Committee meeting.

5.2 The Steering Committee noted the need to revise the AFI Plan Steering Committee membership to reflect its new structure, including the new Chairmanship and the automatic incorporation of all African States represented on the ICAO Council, African Representatives to ICAO as well as Air Navigation Commissioners nominated by African States. The President of the ANC is also a member of the Steering Committee, representing the Commission.

5.3 The Steering Committee noticed the absence of the International Air Transport Association (IATA), which also represents the Industry Safety Strategy Group (ISSG), the African Development Bank (AfDB) and the World Bank.

5.4 In relation to the next Steering Committee meeting, the Representatives of Nigeria, Uganda and Burkina Faso expressed their support on the proposal made by the Secretary General to hold the next Steering Committee meeting in Dakar, Senegal in May 2014.

5.4.1 The Representative of Uganda suggested that a special meeting may be planned on the side of the 13<sup>th</sup> AFI Plan Steering Committee meeting in order to invite States with a lack of political commitment and engage them in resolving their safety oversight deficiencies. He stated that one of the benefits of this type of meeting would be to listen to their challenges. He further suggested that a synergy between the RASG-AFI and APIRG may be fostered by inviting the Chairs of these groups to the Steering Committee meeting. He also suggested that ICAO support States with the political will in addressing their safety deficiencies by coordinating assistance efforts with aviation safety partners.

5.4.2 Recalling that most of the members of the Steering Committee are located in Montreal, the Representative of the United States mentioned that the potential benefit of hosting the next AFI Plan Steering Committee meeting in Africa would be maximized by presentations on those States that are facing challenges in resolving their safety-related deficiencies with a view of supporting them.

5.4.3 The Representative of Nigeria indicated that holding the meeting in Africa will promote the AFI Plan and its desired outcomes. In addition, he indicated that this meeting would also facilitate bilateral meetings of high-level authorities with ICAO officers.

5.4.4 The Secretary General's Directeur de Cabinet, mentioned the benefits that can be obtained from bilateral meetings and that a positive impact is sought by the Secretary General who will use all available means to maximize the results of the Steering Committee meeting.

5.4.5 The Steering Committee recommended that a meeting with States with SSCs and/or a need for capacity-building be planned by ICAO HQs in coordination with RDs and AFCAC and invite those States to attend the AFI Plan Steering Committee, if appropriate.

5.5 The Steering Committee, having completed the agenda and after providing its recommendations and conclusions, delegated authority to the Chairperson to approve the report of the meeting on its behalf.

***Recommendations and conclusions***

5.6 The Steering Committee recommended to hold the next Steering Committee meeting in Dakar, Senegal in May 2014 and to invite the Chairs of the RASG-AFI and APIRG to foster the synergy of the AFI Plan with these regional groups.

5.7 The Steering Committee recommended to plan a session with States with SSCs and/or priority States in parallel with the next AFI Plan Steering Committee meeting in order to listen their challenges and better coordinate the assistance of ICAO and aviation safety partners.

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**ATTACHMENT A**  
**LIST OF PARTICIPANTS**

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**ICAO Secretariat**

Mr.	Raymond Benjamin	Secretary General
Mr.	Daniel Azéma	Directeur de Cabinet, Office of the Secretary General
Mr.	Ivan Galán	Director, Technical Co-operation Bureau (TCB)
Mr.	Mohamed Elamiri	Deputy Director, Safety Management and Monitoring, Air Navigation Bureau (ANB)
Mr.	Mam Sait Jallow	ICAO RD, Dakar (WACAF)
Mr.	Michiel Vreedenburgh	Chief, Implementation Support and Development – Safety Section
Mr.	Mostafa Hoummady	Chief, Aviation Safety Training Section
Mr.	Soo-Ho Jun	Technical Officer, Implementation Support and Development – Safety Section

**Also present**

Mr.	Christian Schleifer	President, Air Navigation Commission
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**Secretary of the Meeting**

Mr.	Meshesha Belayneh	ICAO RD, Nairobi (ESAF)
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Assisted by:

Ms.	Jimena Blumenkron	Aviation Safety Officer, Safety Management and Monitoring, ANB
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**ATTACHMENT B**

**PROGRAMME OF ACTIVITIES UNDER THE AFI PLAN IN 2014**

<b>Focus Area 1 – Enabling States to establish and maintain an effective and sustainable safety oversight system</b>		
<b>Activity</b>	<b>Objective</b>	<b>Programme 2014</b>
<b>Development of State (Regional) Safety Programmes and the conduct of SSP training</b>	<ul style="list-style-type: none"> <li>Assist States to develop and implement State Safety Programmes.</li> </ul>	<ul style="list-style-type: none"> <li>2 State Safety Programme courses (English).</li> <li>2 State Safety Programme courses (French).</li> </ul>
<b>BAG member States (Cape-Verde, Gambia, Ghana, Guinea, Liberia, Nigeria, Sierra-Leone)</b>	<ul style="list-style-type: none"> <li>Establish an effective and sustainable Regional Safety Oversight Organization and Regional Accident Investigation Agency for the BAG States.</li> </ul>	<ul style="list-style-type: none"> <li>Support to BAGASOO to continue in 2014 to ensure sustainability.</li> <li>Further support required on the establishment of BAGAIA.</li> </ul>
<b>CEMAC member States and Sao Tome and Principe (Cameroon, Chad, Central African Republic, Congo, Equatorial Guinea, Gabon, Sao Tome &amp; Principe)</b>	<ul style="list-style-type: none"> <li>Establish an effective and sustainable Regional Safety Oversight Organization and Regional Accident Investigation Agency for the CEMAC States and Sao Tome and Principe.</li> </ul>	<ul style="list-style-type: none"> <li>Follow-up on the establishment of the Regional Safety Oversight Organization and Accident Investigation Agency.</li> </ul>
<b>East Africa Community (EAC) Partner States (Burundi, Kenya, Rwanda, Uganda, Tanzania)</b>	<ul style="list-style-type: none"> <li>Strengthen the existing EAC Civil Aviation Safety and Security Oversight Agency (CASSOA).</li> <li>Establish an EAC Regional Accident Investigation Agency (EAC-RAIA).</li> </ul>	<ul style="list-style-type: none"> <li>Support to realize the effective establishment of EAC-RAIA.</li> <li>Support CASSOA in the implementation of the Partner States Safety Programme.</li> </ul>
<b>SEVEN Partners States (Djibouti, Egypt, Eritrea, Ethiopia, Libya, Somalia and Sudan)</b>	<ul style="list-style-type: none"> <li>Establish an effective and sustainable Regional Safety Oversight Organization and Regional Accident Investigation Agency for the Seven Partners States.</li> </ul>	<ul style="list-style-type: none"> <li>Delay the establishment of the RSOO and RAIA.</li> </ul>

<p><b>SADC member States (Angola, Botswana, DRC, Lesotho, Madagascar, Malawi, Mauritius, Mozambique, Namibia, Seychelles, South Africa, Swaziland, Zambia, Zimbabwe)</b></p>	<ul style="list-style-type: none"> <li>Establish an effective and sustainable Regional Safety Oversight Organization (RSOO) and Regional Accident Investigation Agency for SADC member States (SADC-RAIA).</li> </ul>	<ul style="list-style-type: none"> <li>Re-engage SASO by AFI Plan and support activities of its operationalization.</li> </ul>
<p><b>UEMOA member States and Mauritania (Benin, Burkina Faso, Cote d'Ivoire, Guinea Bissau, Mali, Mauritania, Niger, Senegal, Togo)</b></p>	<ul style="list-style-type: none"> <li>Establish an effective and sustainable Regional Safety Oversight Organization (RSOO) and an independent Regional Accident Investigation Agency for UEMOA member States and Mauritania (UEMOA-RAIA).</li> </ul>	<ul style="list-style-type: none"> <li>Follow-up on the establishment of the Regional Safety Oversight Organization and Accident Investigation Agency.</li> </ul>

**Focus Area 2 – Assist States to resolve identified deficiencies within a reasonable time**

Activity	Objective	Programme 2014
<p><b>Safety Inspectors training courses</b></p>	<p>Delivery of training for Safety Inspectors:-</p> <ul style="list-style-type: none"> <li>Airworthiness Inspector courses.</li> <li>Operations Inspector courses.</li> <li>Personnel Licensing Inspector courses.</li> <li>Aerodrome Design courses.</li> <li>Aerodrome Inspector courses.</li> <li>Aerodrome Certification courses.</li> <li>Air Navigation Services Inspector courses.</li> </ul>	<ul style="list-style-type: none"> <li>2 Operations Inspector Course (English).</li> <li>2 Operations Inspector Courses (French).</li> <li>2 Airworthiness Inspector Course (English).</li> <li>2 Airworthiness Inspector Courses (French).</li> <li>2 Aerodrome Design Courses (English).</li> <li>2 Aerodrome Inspector Courses (English).</li> <li>2 Aerodrome Certification Courses (English).</li> <li>2 Aerodrome Design Courses (French).</li> <li>2 Aerodrome Inspector Courses (French).</li> <li>2 Aerodrome Certification Courses (French).</li> <li>2 Personnel Licensing Inspector Courses (English).</li> <li>1 Personnel Licensing Inspector Course (French).</li> <li>2 Air Navigation Services Inspectors Courses (English).</li> <li>1 Air Navigation Services Inspectors Courses (French).</li> <li>1 Communications, Navigation and Surveillance Course (English).</li> </ul>

<p><b>Seminars, workshops and safety-related training courses other than Safety Inspector, SSP and SMS</b></p>	<p>Develop qualified inspectors in State Safety Oversight Systems:</p> <ul style="list-style-type: none"> <li>• Accident and Incident investigation.</li> <li>• Safe Transport of Dangerous Goods by Air.</li> <li>• Aviation Medicine.</li> <li>• State Safety Oversight Organization.</li> <li>• Performance-based Navigation Implementation.</li> <li>• Performance-based Navigation Operations Approval.</li> <li>• ECCAIRS Train-the-Trainer.</li> </ul>	<ul style="list-style-type: none"> <li>• 1 Accident and Incident investigation workshop (English).</li> <li>• 1 Safe Transport of Dangerous Goods by Air workshop (English).</li> <li>• 1 Safe Transport of Dangerous Goods by Air workshop (French).</li> <li>• 1 Aviation Medicine Workshop (English).</li> <li>• 1 State Safety Oversight Organization Workshop (Bilingual).</li> <li>• 1 Airspace Concept and Design Workshop (English).</li> <li>• 1 Performance Based Navigation Operations Approval capacity training course (English).</li> <li>• 1 ECCAIRS Train-the-Trainer Course.</li> </ul>
<p><b>Direct support to States on the MARB list to resolve identified deficiencies</b></p>		
<p><b>Provide direct support to African States in their effort to resolve identified deficiencies</b></p>	<ul style="list-style-type: none"> <li>• Assist States in implementation of their Corrective Action Plans.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue implementation through ROSTs activities.</li> <li>• Follow up on the implementation of the ICAO Plans of Action</li> <li>• Support the interventions under TCB, AFI-CIS and other partners.</li> <li>• Coordinate with the States the building of safety oversight capacities in line with the ICAO Plans of Action.</li> </ul>
<p><b>Focus Area 3 – Enhance aviation safety culture of African service providers</b></p>		
<p><b>Activity</b></p>	<p><b>Objective</b></p>	<p><b>Programme 2014</b></p>
<ul style="list-style-type: none"> <li>• <b>Conduct Safety Management Systems courses</b></li> <li>• <b>Support the development of service providers SMS</b></li> </ul>	<ul style="list-style-type: none"> <li>• Enable aviation service providers to develop and implement their respective Safety Management Systems (SMS).</li> </ul>	<ul style="list-style-type: none"> <li>• 2 Safety Management Systems courses (English).</li> <li>• 2 Safety Management Systems courses (French).</li> </ul>