



**INTERNATIONAL CIVIL AVIATION ORGANIZATION  
(ICAO) COMPREHENSIVE REGIONAL  
IMPLEMENTATION PLAN FOR AVIATION SAFETY IN  
AFRICA (AFI PLAN)  
REGIONAL OFFICE SAFETY TEAM (ROST)  
DRAFT REVISED TERMS OF REFERENCE**

**1. INTRODUCTION**

Pursuant to Assembly Resolution A36-1, and in cooperation and coordination with all stakeholders, the Comprehensive Regional Implementation Plan for Aviation Safety in Africa (AFI Plan) has developed a work plan to achieve the primary objectives of the Plan. However, to ensure the sustainability of the work and objectives of the AFI Plan, it is vital to include a programme of continuous monitoring of the development of implementation projects.

In this perspective, it would be recalled that the AFI Plan Steering Committee (AFI Plan SC) has, during its Second Session (20 and 21 October 2008), approved the establishment of Regional Office Safety Teams (ROSTs) within the Eastern and Southern African (ESAF) and Western and Central African (WACAF) Regional Offices. Furthermore, the Special African-Indian Ocean (AFI) Regional Air Navigation (RAN) meeting (24-29 November, 2008, Durban South Africa) recommended that Regional Office Safety Teams be established in the AFI Region to ensure the continuity of the AFI Plan Programme activities and to follow-up and continuously monitor the effectiveness and sustainability of implementation projects (SP AFI/08 Recommendation 5/13 refers).

Thus in order to implement AFI Plan SC directives endorsed by the Council as well as the Recommendation of the ICAO Special AFI-RAN Meeting, the Regional Office Safety Teams have been established in 2009 within the Eastern and Southern African (ESAF) and Western and Central African (WACAF) Regional Offices, with clearly defined terms of reference.

Since then, the ROSTs have facilitated the smooth transition and integration of the AFI Plan activities into the Regional Office Regular Programme, and have been instrumental in implementing the aforesaid activities and thereby achieving the objectives of the AFI Plan.

However, the Report on the Evaluation of the Programme which was conducted by the Evaluation and Internal Audit Office (EAO) in 2015 recommended the revision of the Terms of Reference of the ROST in view of the expanded technical scope of the AFI Plan, the Assembly Resolution 38-7, the evolving need of the region whilst taking into account the continued relevance, opportunities for partnership and sustainability.

Accordingly, the Terms of reference of the Regional Office Safety Teams (ROSTs) have been revised in response to the recommendations of the abovementioned Evaluation Report and aligned with the current practices, in order to facilitate an effective implementation of the work programmes of the AFI Plan.

## **2. COMPOSITION, RESPONSIBILITIES AND ACCOUNTABILITY**

- a) The Regional Office Safety Teams will be composed of the Deputy Regional Director, the Regional Programme Officer responsible for the coordination of the AFI Plan, Regional Officers responsible for safety-related areas including Personnel Licensing (PEL), Aircraft Operations (OPS), Airworthiness (AIR), Aerodromes and Ground Aids (AGA), Air Navigation Services (ANS) and Accident Investigation (AIG) officers based in the Regional Offices;
- b) The Deputy Regional Director, under the overall responsibility of the Regional Director, shall be the Team Leader in each Office and shall be accountable for the implementation of all safety-related activities coordinated and facilitated under the AFI Plan including ROST activities;
- c) The Secretary of the AFI Plan, supported by the Regional Programme Officer responsible for the coordination of the AFI Plan, is responsible for close coordination and collaboration with the concerned Regional Offices in order to collate project documents and submit them to the AFI Plan Steering Committee for consideration and approval;
- d) The Regional Directors have overall responsibility for the identification and selection of projects and activities, in member States within their areas of accreditation, the implementation of which would be facilitated by the respective ROST, as well as in providing the necessary directions and guidance to the Team;
- e) The accountability of the Team members is to the Team Leaders (and through him, to the respective Regional Director and the Secretary of the AFI Plan) with respect to AFI Plan -related projects;
- f) The AFI Plan Steering Committee is responsible for setting the strategic goals and providing direction for ROST implementation across the AFI Region. The AFI Plan SC is also responsible for review and approval of projects to be undertaken and funded under the AFI Plan;
- g) Other Regional Officers may be assigned by the Regional Director to support the work of the ROST, as and when required; and
- h) The Regular programme core responsibilities and accountabilities of the Deputy Regional Director and any other Regional Technical officer assigned AFI Plan tasks remain unchanged.

## **3. SCOPE OF THE WORK OF THE ROST**

- a) Under the direction of the Secretary of the AFI Plan, ROSTs will be responsible for the conduct of the specific gap• analyses in States, for the identification of existing gaps and for the development of appropriate recommendations to fill in the identified gaps;

- b) The Regional Office Safety Teams (ROSTs) shall provide appropriate support to States in their efforts to resolve deficiencies identified through the ICAO audit process related activities, and through the gap• analysis process undertaken under the AFI Plan or other appropriate mechanisms;
- c) Areas where support is to be provided will be identified through the support of the Monitoring and Assistance Review Board (MARB) at ICAO Headquarters; gap-analysis recommendations and through consultation between the Regional Office Director, the AFI Plan Secretary and the State concerned;
- d) ROSTs, with the support of the Regional Programme Officer responsible for the coordination of AFI Plan, will be responsible for developing and facilitating implementation of specific projects tailored to support selected States including the conduct of seminars, workshops and training courses planned in their respective areas of accreditation under the overall leadership of the Regional Director and in consultation with the Secretary of the AFI Plan. Training courses shall be conducted in accordance with the ICAO Training Policy;
- e) The AFI Plan Secretary supported by the Regional Programme Officer shall be responsible for the monitoring and evaluation of the effectiveness and sustainability of the assistance provided at a national or regional level with the following objectives:
  - I. Systematically monitor and periodically assess the effectiveness of the assistance provided to resolve identified deficiencies or enhance aviation safety in the State or region concerned;
  - II. Monitor and periodically assess the ability of the State to sustain actions Implemented and ensure continuing effectiveness;
  - III. Identify the need for additional assistance or support to further enhance aviation safety at State and/or regional level; and
  - IV. Coordinate partners activities for effective implementation and for the purpose of avoiding duplication of efforts related to safety activities in the region; and
  - V. Identify and provide the necessary technical backstopping to ICAO projects and initiatives in the area of safety.

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<sup>1</sup> The Planning and Monitoring Matrix for ROST is attached as Annex I

#### **4. SCHEDULE OF ACTIVITIES**

- a) Assistance to States through specific projects including workshops, seminars, training and ROST activities shall be based on the annual AFI Plan work programme approved by the Steering Committee that has been established in coordination with the Regional Offices;
- b) Support to State-related activities shall be determined following an assessment of priorities considering the goals set by the AFI Plan Steering Committee;
- c) Further directions may be provided by the Secretary General or the AFI Plan Steering Committee in line with the goals and objectives of the Plan;
- d) Schedule of activities shall be established with the aim of meeting timelines recommended by the AFI Plan Steering Committee as may be required for the successful implementation and follow up of safety improvement activities in the AFI Region.

#### **5. RESOURCES, LOGISTIC ARRANGEMENTS AND CONTROL**

- a) The activities of the ROSTs shall form part of ICAO activities under the AFI Plan. Accordingly, the AFI Plan shall be the primary source of resource for the implementation of the work of the ROSTs;
- b) The AFI Plan Steering Committee has the overall authority to approve the projects and activities to be implemented under the AFI Plan and supported by ROSTs. Also in coordination with the respective Regional Office Director, the Steering Committee should set the required strategic goals necessary for effective execution of the programme activities;
- c) The AFI Plan Secretary has the responsibility to ensure effectiveness and accountability of resource allocation and, in coordination with the relevant Regional Office to ensure effective and timely implementation of activities undertaken by the ROST;
- d) Effective control of ROST activities planned and undertaken is the joint responsibility of the AFI Plan Secretary and the relevant Regional Office Director;
- e) Travel and resource allocation shall be conducted in line with ICAO policies and any other directives that may be received from the Secretary General, in consultation with the AFI Plan Steering Committee as may be necessary.

**Approved:**

**Date:**

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**SECRETARY GENERAL**

*Planning and Monitoring Matrix for ROST Activities*

<i>Proposed Support to State</i>	<i>Proposed Target</i>	<i>Support Implementation</i>		<i>Implementation monitoring</i>
		<i>Preparation</i>	<i>Implementation</i>	