

INTERNATIONAL CIVIL AVIATION ORGANIZATION

Sixth Meeting of the Regional Aviation Safety Group for the AFI Region (RASG-AFI/6)

(Virtual, 27 and 30 November 2020)

Agenda Item 1: Follow-up on RASG-AFI/5 and RASC/5 Meetings Conclusions and Decisions.

(Presented by the Secretariat)

SUMMARY

This paper provides the status of the implementation of the Conclusions and Decisions of the Fifth Meeting of the Regional Aviation Safety Group for Africa-Indian Ocean (RASG-AFI/5) and the Fifth Meeting of the RASG-AFI Steering Committee (RASC/5).

REFERENCE(S):

- Report of RASG-AFI/5;
- Report of the RASC/5.

Related ICAO Strategic Objective(s): This working paper is related to the ICAO Strategic Objective on SAFETY.

1. INTRODUCTION

1.1. The review of status of implementation of RASG-AFI/5 and RASC/5 Conclusions and Decisions is presented in the form of a table. The table provides the title of each RASG-AFI/5 and RASC/5 Conclusion/Decision, Deliverable(s)/Expected Outcome(s), and status of implementation.

2. DISCUSSIONS

- 2.1 As at 31 October 2020, 5 of the 11 Conclusions; and 10 of the 11 Decisions of the earlier meetings of RASG-AFI prior to RASG-AFI/5 had been accomplished.
- 2.2 With the outbreak of the Coronavirus Disease (COVID-19), normal aviation operations and activities have been adversely disrupted, with focus directed to facilitating operations within the context of the pandemic. The RASG-AFI/5 meeting adopted 11 Conclusions and 7 Decisions. As at 31 October 2020, 2 of the 11 Conclusions; and 4 of the 7 Decisions have been accomplished; as shown at **Appendix-A** to this paper. The RASC will have to strategize the implementation of the outstanding Conclusions and Decisions during and post-COVID-19 era. The recently concluded RASC/5 meeting formulated 5 Conclusions and 5 Decisions, as provided at

Appendix-B to this paper. The implementation of these Conclusions and Decisions will be pursued appropriately and the status reported to the RASC and RASG-AFI on a regular basis.

- 2.3 The activities of the RASG-AFI are mainly categorized under the framework of the four Safety Support Teams (Fundamentals of Safety Oversight, Significant Safety Concerns, Investigation of Aircraft Accidents and Serious Incidents, Emerging Safety Issues) so as to promote AFI safety performance and attainment of the regional safety targets in a sustainable manner.
- 2.4 Although progress has been made in the implementation of the activities, it is important to note that some of the activities are continual in nature and therefore their status of implementation remains on-going. Notwithstanding, the levels of implementation will be provided accordingly.

3. ACTION BY THE MEETING

- 3.1 The meeting is invited to:
 - a) note the status of implementation of the RASG-AFI/5 Conclusions and Decisions;
 - b) RASC/5 Conclusions and Decisions; and
 - c) review the open items and provide further guidance on actions/initiatives aimed at enhancing the RASG-AFI Work Programme/Action Plan.

-END-

APPENDIX-A

RASG-AFI/5 – Status of Implementation of Conclusions and Decisions.

	BRIEF SUMMARY OF MAIN CONCLUSIONS AND DECISIONS OF RASG-AFI MEETINGS								
		Updated: O	ctober, 2020						
	Impleme	entation of Conclusions and Dec	cisions of RASG-Al	FI Meetings - Act	ion Plan				
Conc./Dec. No. Strategic Objective	Title of Conc./Dec.	Text of Conclusion/Decision	Responsibility	Deliverable	Action Agreed by ANC	Report/ Completio n date	Follow-up Action by	Status of Implementation	
1	2	3	4	5	6	7	8	9	
RASG-AFI/5 - Decision 5/01	Election of the RASG-AFI Bureau (Chairperson and Vice- Chairpersons)	That, The Officials elected to the bureau in line with the provisions of the RASG-AFI Procedural Handbook, shall have tenure of office that will elapse at the end of the annual meeting of the Group in 2021. The Group elected the following Officials in line with the provisions of the RASG-AFI Procedural Handbook:		Leadership of the RASG- AFI for the next two years.		2019	RASG-AFI Secretariat	Accomplished	
		 Chairperson: Capt. Gilbert Kibe, Director General, Kenya CAA 1st Vice-Chairperson: 	Kenya Togo						

BRIEF SUMMARY OF MAIN CONCLUSIONS AND DECISIONS OF RASG-AFI MEETINGS Updated: October, 2020 Implementation of Conclusions and Decisions of RASG-AFI Meetings - Action Plan Title of Conc./Dec. Text of Conclusion/Decision Responsibility Deliverable Conc./Dec. No. Action Report/ Follow-up Status of Completio **Strategic Implementation** Agreed **Action by Objective** by ANC n date 2 3 4 5 8 9 6 Col. Dokisime Gnama Latta, Director General, Togo CAA 2nd Vice-Chairperson: Mr. Moses Tiffa Baio, Sierra Leone Director General, Sierra Leone CAA 3rd Vice-Chairperson: Industry/IATA Mr. Kavai Blessing, IATA, Africa Assistant Director, Safety and **Operations** RASG-AFI/5 -That, Eritrea; SSC in Eritrea RASG-AFI a) Open Status of implementation of The Safety Support Team ICAO Regional resolved. Secretariat Decision 5/02 RASG-AFI/4 on SSC directs particular Offices attention to the resolution (ESAF/WACAF); **Conclusions and Decisions** of the only existing SSC ICAO HQ; in the Region (in Eritrea) AFCAC; (excluding common areas with APIRG) by 31 December 2019 as **Champion States** for SSC (Ghana; a matter of urgency. The meeting called for high South Africa); level intervention of RSOOs/ COSCAPs. ICAO and other stakeholders in engaging the authorities of the

BRIEF SUMMARY OF MAIN CONCLUSIONS AND DECISIONS OF RASG-AFI MEETINGS Updated: October, 2020 Implementation of Conclusions and Decisions of RASG-AFI Meetings - Action Plan Text of Conclusion/Decision Title of Conc./Dec. Responsibility Deliverable Conc./Dec. No. Action Report/ Follow-up Status of **Strategic Completio Implementation** Agreed **Action by Objective** by ANC n date 2 3 4 5 8 9 6 State, as part of the efforts to resolve the SSC; and b) Accomplished b) With regards activities indicated as on-going, the Secretariat indicate the actual level of implementation of the activity and not just "ongoing" and carry over to the Group's future Work Programme items that so require. RASG-AFI/5 -Safety Support That, Eritrea; SSC in Eritrea RASG-AFI **Team – Significant RASG-AFI Steering** ICAO Regional resolved. Secretariat. a) Open. Decision 5/03 Committee (RASC) through However, Eritrea **Safety Concerns** Offices (SST-SSC) SST-SSC, in collaboration (ESAF/WACAF); has implemented with ICAO. States and other ICAO HQ; significant safety AFCAC; improvement relevant partners, including AFCAC, COSCAPs/RSOOs **Champion States** initiatives, and Industry, for SSC (Ghana: including a) maintain and intensify creating a CAA South Africa); technical assistance to RSOOs/ and separate Eritrea in resolving the COSCAPs; Donor AIG. outstanding SSC by the promulgated Agencies. end of 2019: primary

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BRIEF SUMMARY OF MAIN CONCLUSIONS AND DECISIONS OF RASG-AFI MEETINGS Updated: October, 2020 Implementation of Conclusions and Decisions of RASG-AFI Meetings - Action Plan Title of Conc./Dec. Text of Conclusion/Decision Responsibility Deliverable Conc./Dec. No. Action Report/ Follow-up Status of **Strategic Completio Implementation** Agreed **Action by Objective** by ANC n date 2 3 4 5 8 9 6 as necessary, information reviewed and related to their amended their aerodromes published in information the eANP to reflect the current status of their classification (i.e. International or 31 Domestic) by December, 2019. RASG-AFI/5 -**Fundamentals of** States: AFI Plan: **Fundamentals** AFI Plan 28 (12 EASAF: That. 16 WACAF) of Conclusion **Safety Oversight** AFI Plan maintains ICAO Regional of an effective Secretariat: and 5/05 (FSO) Project intensifies provision of Offices safety **ICAO** the 46 RASGfinancial (ESAF/WACAF) Regional AFI States resources oversight to progress the work of the FSO Offices audited attained system Project in its efforts to assist established in (ESAF/WA at least 60% EI. specific States with low EIs each State. CAF) (under 40%) and those that have not yet been audited under the USOAP CMA to establish or enhance the fundamentals of an effective safety oversight system. RASG-AFI/5 -**Regional Office** ICAO: ICAO: In 2019, ten (10) That. Sustainable **Safety Teams** ICAO, through the AFI Plan **ROST** AFI Plan. **ROST** Assistance States: Conclusion 5/06 (ROST) Assistance and development partners, AFI Plan. Assistance Missions were maintains and provides the Missions. Missions. conducted in nine

BRIEF SUMMARY OF MAIN CONCLUSIONS AND DECISIONS OF RASG-AFI MEETINGS Updated: October, 2020 Implementation of Conclusions and Decisions of RASG-AFI Meetings - Action Plan Text of Conclusion/Decision Conc./Dec. No. Title of Conc./Dec. Responsibility Deliverable Report/ Follow-up Status of Action Strategic **Agreed Completio Action by Implementation Objective** by ANC n date 2 3 4 5 6 8 9 (9) States in the Coordination, necessary support to AFI Effectiveness and States in their efforts to **ESAF** Region improve their safety oversight and 13 missions **Impact** systems through the conduct in eight (8) States of ROST assistance missions. in the WACAF Region. 12 **RASG-AFI** States received **USOAP CMA** activities (Audits, **ICAO** Coordinated Validation Missions (ICVMs), and Integrated Validation Activities (IVAs)) in the same year. 8 out of the 12 States attained an overall EI score of at least 60%. RASG-AFI/5 -**Aviation Safety** That. States; States' **RASC** Conclusion a) The RASG-AFI Steering RASC; utilization of **Oversight Tools** a) Open

BRIEF SUMMARY OF MAIN CONCLUSIONS AND DECISIONS OF RASG-AFI MEETINGS Updated: October, 2020 Implementation of Conclusions and Decisions of RASG-AFI Meetings - Action Plan Title of Conc./Dec. Text of Conclusion/Decision Responsibility Deliverable Conc./Dec. No. Action Report/ Follow-up Status of **Strategic Completio Implementation** Agreed **Action by Objective** by ANC n date 5 8 9 6 Committee formulates RSOOs/COSCAP 5/07 and their relevance safety and implements oversight tools RASC to in the s. **Implementation of** programmes and in the formulate and **Regional Safety** initiatives that will implementatimplement promote strong interests Programmes. ion of their programmes and initiatives of States and direct safety efforts towards the use of oversight accordingly. safety oversight tools in processes and lieu of manually managed activities in b) Open lieu of systems; b) AFI RSOOs and manually COSCAPs consider managed partnering with c) On-going systems. BAGASOO to promote **RASG-AFI** the use of safety tools by States are States within their utilising safety regions; and oversight tools in c) States consider utilization the of safety oversight tools implementation in the implementation of of their safety their safety oversight oversight processes and activities. processes and activities. RASG-AFI/5 -States; **RASG-AFI** Status and That. Automatic **Open** States and RSOOs consider RSOOs. Conclusion **Progress on the** validation of Secretariat.

BRIEF SUMMARY OF MAIN CONCLUSIONS AND DECISIONS OF RASG-AFI MEETINGS Updated: October, 2020 Implementation of Conclusions and Decisions of RASG-AFI Meetings - Action Plan Title of Conc./Dec. Text of Conclusion/Decision | Responsibility Deliverable Conc./Dec. No. Action Report/ Follow-up Status of **Strategic Completio Implementation** Agreed **Action by Objective** by ANC n date 2 3 4 5 8 9 6 implementation of automatic 5/08 **Implementation of** personnel Common PEL validation of personnel licensing licensing systems for the **System** systems of purpose improving established in mobility of licensed aviation the region. personnel. RASG-AFI/5 -That, ICAO; Availability of **ICAO Open** Status and ICAO develops necessary Regional Progress on the expertise Conclusion States: **Implementation of** technical guidance material, RSOOs. within States 5/09 Offices **Common PEL** and provides training and (ESAF/WA and RSOOs to States CAF) **System** expertise to and ensure RSOOs to ensure effective effective implementaimplementation of automatic licensing validation of tion of system. automatic validation of licensing systems. Availability of AATO; RASG-AFI/5 -States; Harmonization of That, **Open Aviation Training RASG-AFI** Conclusion **Training in Africa:** a) States and Stakeholders. training such as Aviation Training related 5/10 The Aviation **Institutions:** Secretariat. Institutions, Industry Industry partners. **Training** information partners etc. continue to for the provide training related continuous

BRIEF SUMMARY OF MAIN CONCLUSIONS AND DECISIONS OF RASG-AFI MEETINGS Updated: October, 2020 Implementation of Conclusions and Decisions of RASG-AFI Meetings - Action Plan Text of Conclusion/Decision Conc./Dec. No. Title of Conc./Dec. Responsibility Deliverable Follow-up Action Report/ Status of **Strategic** Completio **Action by Implementation** Agreed **Objective** by ANC n date 2 4 5 6 8 9 information for the improvement continuous improvement of the African of the African Aviation Aviation Training Roadmap; and Training b) States and Roadmap. Development partners provide technical and financial support to the projects, programmes, and the Roadmap related activities of AATO. RASG-AFI/5 -ADS-B RASG-AFI **Operations into** That States ensure that their **Open** States; Conclusion destinations where air operators meet the Air Operators. requirements Secretariat. requirements for ADS-B prior ADS-B is 5/11 met. to operations into destinations mandatory where it is mandatory. a) a) Accomplished Recommendation to RASC/4 for Cyber Security and RPAS to be included in the

		BRIEF SUMMARY OF MAI	N CONCLUSIONS	S AND DECISIO	NS OF RAS	G-AFI MEET	TINGS		
	Updated: October, 2020								
	Implementation of Conclusions and Decisions of RASG-AFI Meetings - Action Plan								
Conc./Dec. No.	Title of Conc./Dec.	Text of Conclusion/Decision	Responsibility	Deliverable	Action	Report/	Follow-up	Status of	
Strategic					Agreed	Completio	Action by	Implementation	
Objective					by ANC	n date			
1	2	3	4	5	6	7	8	9	
								list of emerging	
								safety issues for	
								AFI is hereby	
								made by the Secretariat.	
								Accomplished. Sixteen States	
								with EI less than	
								40% in CE-4 (8	
								from ESAF and 8	
								from WACAF) to	
								nominate one	
								candidate each to	
								partake in the	
								GSI-OPS training	
								course scheduled	
								for 18 June – 4	
								July, 2018 in	
								Nairobi, Kenya,	
								to be funded by	
								the AFI Plan.	

WP/2 – APPENDIX-B

RASC/5 – Status of Implementation of Conclusions and Decisions.

BRIEF SUMMARY OF MAIN CONCLUSIONS AND DECISIONS OF RASC/5 Meeting Updated: November, 2020 Implementation of Conclusions and Decisions of RASC/5 Meeting - Action Plan Conc./Dec. No. Title of Responsibility Report/ Follow-up Status of Text of **Deliverable** Action Conc./Dec. Conclusion/Decision Strategic Agreed Completion **Action by Implementation** by ANC **Objective** date 2 3 4 5 7 8 9 6 RASC/5 -RASG-AFI That. Conclusion **Projects and** *5/1:* **Critical Activities** a) ICAO and stakeholders Eritrea; SSC in Eritrea 31/01/2021 RASG-AFI intensify high-level **ICAO** Regional resolved. Secretariat. intervention and Offices (ESAF/WACAF); commitment of more resources to the ICAO HQ; resolution of the SSC in AFCAC; Eritrea by 31 January **Champion States** 31/12/2021 2021: for SSC (Ghana; Aerodrome South Africa); b) States/Airports RSOOs/ certification demonstrate more COSCAPs; action plans commitment towards the Donor Agencies; implemented. 31/12/2021 implementation of their Airport Operators; aerodrome certification RASG-AFI States. action plans; and SSP GAP 31/12/2022 **RASG-AFI States** Analysis initiate and conduct their conducted;

SSP

SSP Gap Analysis and

Updated: November, 2020

Conc./Dec. No.	Title of	Text of	Responsibility	Deliverable	Action	Report/	Follow-up	Status of
Strategic	Conc./Dec.	Conclusion/Decision			Agreed	Completion	Action by	Implementation
Objective				_	by ANC	date	_	
1	2	3	4	5	6	7	8	9
		subsequently develop		implemented.				
		and implement SSP						
		implementation plans.						
RASC/5 –	Review of the	That,						
Conclusion	status of							
<i>5/2:</i>	implementation	AFCAC, in collaboration	AFCAC;	Abuja Safety		30/06/2021	AFCAC;	
	of the revised	with ICAO and other key	ICAO Regional	Targets			RASG-AFI	
	Abuja Safety and	stakeholders, revise the	Offices	revised and			Secretariat.	
	Air Navigation	targets to ensure that they	(ESAF/WACAF);	consistent				
	Targets.	are consistent with the goals,	AFI States;	with the goals,				
		targets and indicators	ICAO Aviation	targets and				
		specified in the current	Partners;	indicators				
		edition of the Global	RSOOs/	specified in				
		Aviation Safety Plan	COSCAPs.	the current				
		(GASP).		GASP.				
RASC/5 –	Review of the	That,						
Conclusion	status of			Dashboard on		31/03/2021	RASG-AFI	
5/3:	implementation	AFCAC accelerates the	AFCAC	reporting and			Secretariat.	
	of the revised	process of establishing a		monitoring the				
	Abuja Safety and	Dashboard by 31 March		Abuja Safety				
	Air Navigation	2021, for reporting and		and Air				
	Targets.	monitoring the status of		Navigation				
	_	implementation of the Abuja		Targets				
		Targets.		established.				

Updated: November, 2020

Conc./Dec. No. Strategic Objective	Title of Conc./Dec.	Text of Conclusion/Decision	Responsibility	Deliverable	Action Agreed by ANC	Report/ Completion date	Follow-up Action by	Status of Implementation
1	2	3	4	5	6	7	8	9
RASC/5 – Conclusion 5/4:	Review of the status of implementation of the revised Abuja Safety and Air Navigation Targets.	That, ICAO and other key stakeholders intensify coordination and interventions necessary to assist Member States to implement all targets, especially the ANS targets; and AFCAC to be convening periodic meetings with the States' Focal Points on the progress of implementation.	AFCAC; ICAO Regional Offices (ESAF/WACAF); AFI States; RSOOs/ COSCAPs.	Abuja Safety and Air Navigation Targets implemented.		31/12/2022	AFCAC; RASG-AFI Secretariat.	
RASC/5 – Conclusion 5/5:	Development and implementation of National Aviation Safety Plans (NASPs)	That, The RASG-AFI States should: a) Develop and implement their national aviation safety plans (NASPs), in line with Assembly Resolution A40-1: ICAO Global planning for safety and air	RASG-AFI States.	National aviation safety plans (NASPs) developed and implemented.		31/12/2021	ICAO Regional Offices (ESAF & WACAF); AFCAC; RSOOs/COSC APs.	

Updated: November, 2020

Conc./Dec. No.	Title of	Text of	Responsibility	Deliverable	Action	Report/	Follow-up	Status of
Strategic	Conc./Dec.	Conclusion/Decision			Agreed	Completion	Action by	Implementation
Objective					by ANC	date		
1	2	3	4	5	6	7	8	9
		navigation; using existing guidance material and tools developed by ICAO; b) Adopt the NASP template and consider working in collaboration with other States in the region, the AFI Regional Aviation Safety Group (RASG- AFI), and the ICAO Regional Offices (ESAF/WACAF) to ensure consistency of the NASP with the AFI-RASP and the current edition of the GASP;				31/12/2021		
		c) provide their NASP to their respective ICAO		NASPs posted onto the ICAO				

Updated: November, 2020

Conc./Dec. No.	Title of	Text of	Responsibility	Deliverable	Action	Report/	Follow-up	Status of
Strategic	Conc./Dec.	Conclusion/Decision			Agreed	Completion	Action by	Implementation
Objective					by ANC	date		
1	2	3	4	5	6	7	8	9
		Regional Office for		GASP public				
		posting on the ICAO		website.				
		GASP public website;						
		and		ICAO			ICAO	
				Guidance			Regional	
		d) submit proposals to		Material			Offices (ESAF	
		ICAO for the update		updated.			& WACAF);	
		of guidance material					RASG-AFI	
		related to national					Secretariat.	
		aviation safety plans.						
RASC/5 –	Review of the	That,						
Decision 5/1:	status of	The Secretariat expeditiou-	RASG-AFI	RASG-AFI/5			RASG-AFI	
	implementation	sly follow up and ensures	Secretariat	Conclusions			Secretariat.	
	of the	implementation of all the		and Decisions				
	Conclusions and	open items in the list of		implemented.				
	Decisions of	RASG-AFI/5 Conclusions		_				
	RASG-AFI and	and Decisions and carries						
	matters arising	over to the Group's future						
	therefrom.	Work Programme items						
		that so require.						

Updated: November, 2020

Conc./Dec. No.	Title of	Text of	Responsibility	Deliverable	Action	Report/	Follow-up	Status of
Strategic Objective	Conc./Dec.	Conclusion/Decision			Agreed by ANC	Completion date	Action by	Implementation
1	2	3	4	5	6	7	8	9
RASC/5 –	Review of	That,						
Decision 5/2:	proposed							
	amendments to the RASG-AFI Procedural Handbook	The Secretariat, in addition to the proposed amendments endorsed by RASC/5, incorporates comments made by RASC/5 meeting and submit the draft revised RASG-AFI Procedural Handbook to RASG-AFI/6 for approval.	RASG-AFI Secretariat; RASG-AFI/6 Plenary.	Third Edition of the RASG- AFI Procedural Handbook approved.		02/12/2020	RASG-AFI Secretariat.	
RASC/5 – Decision 5/3:	Review of proposed amendments to the RASG-AFI Procedural Handbook	That, The Secretariat convenes a virtual meeting with stakeholders intended to have more familiarisation with the APIRG and RASGAFI Procedural Handbooks.	APIRG and RASG-AFI Secretariats;	Stakeholders familiarised with the APIRG and RASG-AFI Procedural Handbooks.		31/12/2021	APIRG and RASG-AFI Secretariats.	

Updated: November, 2020

Conc./Dec. No. Strategic Objective	Title of Conc./Dec.	Text of Conclusion/Decision	Responsibility	Deliverable	Action Agreed by ANC	Report/ Completion date	Follow-up Action by	Status of Implementation
1	2	3	4	5	6	7	8	9
RASC/5 – Decision 5/4:	Review of the draft Work	That,						
	Programme 2021 of the RASG-AFI and its Contributory Bodies.	The proposed Work Programme of RASG-AFI and its Contributory Bodies for 2021, as contained in the Appendix to Working Paper RASC/5 – WP/2.4, is endorsed by RASC/5; and to be submitted for approval by RASG-AFI/6 Meeting.	RASG-AFI Secretariat.	Work Programme of RASG-AFI and its Contributory Bodies for 2021 approved.		02/12/2020	RASG-AFI Secretariat.	
RASC/5 – Decision 5/5:	Development and implementation of AFI Regional Aviation Safety Plan (AFI- RASP)	That, The RASG-AFI should: a) Develop and implement an AFI Regional Aviation Safety Plan (AFI-RASP);	RASG-AFI Secretariat.	AFI-RASP developed and implemented.		31/12/2021		
		b) Appoint two co- secretaries from each ICAO Regional Offices (ESAF and WACAF) to spearhead the process of		AFI-RASP Co-Secretaries nominated.		31/01/2021		

Updated: November, 2020

Conc./Dec. No. Strategic Objective	Title of Conc./Dec.	Text of Conclusion/Decision	Responsibility	Deliverable	Action Agreed by ANC	Report/ Completion date	Follow-up Action by	Status of Implementation
1	2	3	4	5	6	7	8	9
		developing and						
		implementing the AFI-						
		RASP and its						
		subsequent revisions as						
		well as monitoring the						
		development and				31/01/2021		
		implementation of the						
		NASPs of States;						
						30/06/2021		
		c) establish a working						
		group (RASP-WG) to be						
		responsible for						
		developing and		RASP-WG				
		implementing the AFI-		established.				
		RASP comprising						
		representatives from the						
		ICAO Regional Offices		AFI-RASP				
		(ESAF/WACAF),		developed.				
		representative States that		_				
		have registered						
		significant progress in						
		the development and						
		implementation of their						
		NASPs, organizations						
		and aviation industry						

BRIEF SUMMARY OF MAIN CONCLUSIONS AND DECISIONS OF RASC/5 Meeting Updated: November, 2020 Implementation of Conclusions and Decisions of RASC/5 Meeting - Action Plan Conc./Dec. No. Title of Text of Responsibility Deliverable Action Report/ Follow-up **Status of** Strategic Conc./Dec. **Conclusion/Decision** Completion **Implementation** Agreed **Action by Objective** by ANC date 2 3 5 8 4 6 partners.

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