



Appendix 4-WP04C

Project descriptions and Terms of Reference (ToR)

1. Strengthening of State safety oversight systems

1. Project description

AFI Region	PROJECT DESCRIPTION (PD)		
<i>Programme</i>	Title of the Project	Start	End
<i>States' Safety Oversight Systems</i> Programme Facilitator: ICAO Regional Officers, OPS, SI and FS, Nairobi and Dakar	Strengthening States' Safety Oversight Systems Project Team Coordinator: TBD	01/12/202	31/12/2028
Rationale	a) Some States have systemic long-term deficiencies in their safety oversight system b) States with low EI need to be assisted to enable them to improve their safety oversight system for the Region to achieve AFI-RASP and GASP goals c) Technical assistance is needed to resolve any SSC and to prevent any perceived potential SSC before an MIR is issued or a USOAP activity takes place.		

Objective	<ul style="list-style-type: none"> a) To assist States to improve their level of safety oversight system and resolve long standing deficiencies. b) To enable States to raise their EIs in order to achieve GASP goals and targets. c) To enable the resolution of SSCs and pre-empt any potential SSC
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<p>Scope</p>	<p>The scope of the project includes technical assistance in the 8 audit areas: LEG, ORG, PEL, OPS, AIR, AIG, ANS and AGA</p> <ol style="list-style-type: none"> 1. Gap Analysis: Evaluate the current status of the country's safety oversight system against ICAO SARPs and the Eight Critical Elements (CEs). 2. Identification of Deficiencies: Pinpoint weaknesses and areas for improvement to enhance compliance and effectiveness. 3. Technical Assistance (Documentation): Support review and development of: <ol style="list-style-type: none"> a) Primary aviation legislation (CE-1) b) Specific operating regulations (CE-2) c) Technical guidance materials and procedures (CE-5) 4. Institutional Reform Recommendations (CE-3) Propose structural and governance improvements for the CAA, including ensuring functional independence and adequate resourcing (financial and personnel). 5. Personnel Capability Assessment and Training (CE-4): Assist and guide states to conduct a training needs analysis and design competency-based training policy, programs and plans for inspectors and technical personnel. 6. Staff Development and Retention: Assist and guide states to develop strategies for retaining skilled staff and creating succession plans to maintain institutional knowledge. 7. Surveillance Systems Enhancement (CE-7): Assist and guide states to strengthen oversight mechanisms for air operators, maintenance organizations, air navigation service providers, etc. 8. Licensing and Certification Improvement (CE-6): Support enhancement of personnel and organization certification and approval processes. 9. Corrective Action Planning Support (CE-8): Assist in the development and monitoring of CAPs in response to ICAO USOAP audit findings or internal assessments.
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Metrics	a) Number of States with EI for each audit area b) CAP updates and implementation c) Completion of Self-Assessment d) Completion of CC/EFOD e) Progress made in implementing recommendations from the technical assistance and Regional Offices missions f) Number of SSCs resolved and mitigated
Strategy	a) Identify potential beneficiary States b) Conduct a gap analysis of selected States based on the OLF and Regional c) Offices' mission reports d) Collect additional information from the selected States to consolidate the gap analysis. e) Define the assistance needs and estimated duration including off-site and on-site activities f) Determine the assistance team members g) Conduct technical assistance h) Define the Project TORs i) Coordinate with all stakeholders (AFCAC, RSOOs, FAA, EASA etc.) in project implementation
Related projects	This project is related to the following projects: - Safety Management - Aircraft Accident and Incident Investigation (AIG) - Safety Data Collection and Processing Systems (SDCPS)
Relationship with the regional plans	This project supports the following regional plan: - AFI-RASP

2. Project Deliverables

Project deliverables					
Reference	Description	Responsible party	Delivery date	Status of Implementation	Comments
1	Composition of the project team				

1.1	Selection of project team experts	SMO/SG Secretary; SMO/SG Chairperson	Q1 2026		Coordinate with States and Organizations for the nomination of subject matter experts possessing the required qualifications and experience to compose the project team
1.2	Project launching virtual meeting	SMO/SG Secretary; SMO/SG Chairperson	Q1 2026		Organize an initial virtual meeting to nominate Project Team Coordinator and Assistant Coordinator; and identify Project Team Members nominated by States for vetting.
1.3	Identification of Beneficiary States	Project Team	Q2 2026		
2	Documents and tools				
2.1	Pre-assessment Mission	Project Team	Q2 2026		
2.2	Identification of necessary documents and tools	Project Team	Q3 2026		Chicago Convention Annexes ICAO documents OLF Secure Portal States' legislative and regulatory documents, procedures and tools RSOO's documents
2.3	Development of documents and tools	Project Team	Q4 2026		As needed by the selected States
2.4	Assistance in implementation	Project Team	Q1 2027		As needed by the States
2.5	Provision of OJT	Project Team	Q1 2027		As needed by the States
2.6	Evaluation of deliverables by the Regional Offices	ICAO	Within 1 Month of		As per ROM part 5

			submission of project documents by PT		
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3. Resources

- Project Team Experts from States and Organizations to conduct the project activities, based on following qualification criteria:

Resources required

Good knowledge of ICAO Standards and Recommend Practices (SARPs) and related procedures, with civil aviation oversight and industry experience;

1. Subject matter in the focus area
2. Funds for conducting the required technical assistance missions

4. Project Costing

1. Year 1 (2026)

Deliverables: Team composition, virtual launch, beneficiary States, pre-assessment mission, identification of tools.

Activities	Expenditure		
Item	Quantity	Unit Cost (USD)	Total (USD)
SME Coordination (selection/nomination)			
Pre-assessment Missions (travel)			
Workshop 1 (Beneficiary States, 15 participants, 5 days)			
Subtotal Year 1			

2. Year 2 (2027)

Deliverables: Development of documents/tools, assistance in implementation, OJT, evaluation of deliverables.

Activity	Expenditure		
Item	Quantity	Unit Cost (USD)	Total (USD)
SME Technical Work (document drafting & review)			
Implementation Missions			
OJT Missions			
Workshop 2 (Regional, 15 participants, 5 days)			
Subtotal Year 2			

3. Year 3 (2028)

Deliverables: Assistance, evaluation, consolidation, final workshop.

Activities	Expenditure		
	Quantity	Unit Cost (USD)	Total (USD)
SME Follow-up Work (finalization & reporting)			
Evaluation Missions (ICAO/PT)			
Final Workshop (Validation & closure, 15 participants, 5 days)			
Subtotal Year 3			

4. Consolidated Budget (2026–2028)

Activities	Expenditures			
	2026	2027	2028	Total (USD)
Technical assistance missions to selected States				
Total (USD)				

Terms of Reference

Project on Strengthening the State Safety Oversight System Project

1. Background

Effective safety oversight is a cornerstone of a robust civil aviation system. ICAO Member States are obligated to implement Standards and Recommended Practices (SARPs) to maintain global aviation safety and security. However, many States encounter challenges in aligning their systems with ICAO's Eight Critical Elements (CEs) of a State Safety Oversight System leading to Low Effective Implementation (EI) levels, Significant Safety Concerns (SSCs), weak responses to USOAP audit findings, and preventing States from meeting the Global Aviation Safety Plan (GASP) and AFI-Regional Aviation Safety Plan goals.

This project aims to address these challenges through conducting a detailed gap analysis and provide targeted support to strengthen the safety oversight system of the identified beneficiary States, focusing on alignment with ICAO SARPs and improving the functionality, capacity, and independence of the Civil Aviation Authority (CAA).

2. Scope of Work

The scope of the project includes technical assistance in the 8 audit areas: LEG, ORG, PEL, OPS, AIR, AIG, ANS and AGA.

Gap Analysis:

Evaluate the current status of the country's safety oversight system against ICAO SARPs and the Eight Critical Elements (CEs).

1. Identification of Deficiencies:
Pinpoint weaknesses and areas for improvement to enhance compliance and effectiveness.
2. Technical Assistance (Documentation):

Support review and development of:

- a) Primary aviation legislation (CE-1)
- b) Specific operating regulations (CE-2)
- c) Technical guidance materials and procedures (CE-5)

3. Institutional Reform Recommendations (CE-3):
Propose structural and governance improvements for the CAA, including ensuring functional independence and adequate resourcing (financial and personnel).

4. **Personnel Capability Assessment and Training (CE-4):**
Assist and guide states to conduct training needs analysis and design competency-based training policy, programs and plans for inspectors and technical personnel.
5. **Staff Development and Retention:**
Assist and guide states to develop strategies for retaining skilled staff and creating succession plans to maintain institutional knowledge.
6. **Surveillance Systems Enhancement (CE-7):**
Assist and guide states to strengthen oversight mechanisms for air operators, maintenance organizations, air navigation service providers, etc.
7. **Licensing and Certification Improvement (CE-6):**
Support enhancement of personnel and organization certification and approval processes.
8. **Corrective Action Planning Support (CE-8):**
Assist in the development and monitoring of CAPs in response to ICAO USOAP audit findings or internal assessments.

3. Roles and Responsibilities

ICAO Secretariat

- a) Provide technical resources, tools (e.g., iSTARS, CMA Online Framework), templates, and subject matter validation.
- b) Offer advisory support and international best practices.
- c) Advocate for reforms where political will is required.

State (Civil Aviation Authority)

- a) Provide data, access to systems, and staff.
- b) Collaborate on drafting and reform implementation.
- c) Approve and institutionalize recommendations.
- d) Implement CAPs and internal reforms.

Project Coordinator

Role: Lead and oversee the overall implementation of the project.

Responsibilities:

- a) Serve as the primary liaison with the CAA and ICAO.
- b) Manage project timelines, deliverables, and milestones.

- c) Coordinate activities among technical experts, assistants, and team members.
- d) Ensure alignment of all outputs with ICAO SARPs and project objectives.
- e) Prepare regular progress reports and final project documentation.

Project Assistant

Role: Provide administrative and logistical support to the project team.

Responsibilities:

- a) Organize meetings, workshops, and training sessions.
- b) Maintain documentation, including reports, minutes, and technical drafts.
- c) Assist with data collection and distribution of project materials.
- d) Support scheduling and communication among stakeholders.
- e) Assist in the monitoring of project activities and task follow-ups.

Team Members (Subject Matter Experts & Technical Advisors)

Responsibilities:

- a) Conduct a gap analysis for the beneficiary states
- b) Provide technical assistance to states in identified areas of need
- c) Support the review and update of Corrective Action Plans (CAPs).
- d) Monitor and document progress made by States in resolving deficiencies.
- e) Contribute to the development of periodic progress reports.
- f) Collaborate closely with ICAO Regional Officers and States

Roles and Responsibilities Allocation

Deliverable Ref.	Description	Responsible Person	Roles & Responsibilities
1.1	Selection of project team experts	ICAO Secretariat / States (CAA)	- ICAO Secretariat: Coordinate with States for nomination; validate expertise. - States (CAA): Nominate qualified subject matter experts.

Deliverable Ref.	Description	Responsible Person	Roles & Responsibilities
1.2	Project launching virtual meeting	ICAO Secretariat / Project Coordinator / Project Assistant	- ICAO Secretariat: Provide templates and guidance. - Project Coordinator: Lead the meeting, nominate coordinator/assistant - Project Assistant: Organize logistics and documentation.
1.3	Identification of Beneficiary States	ICAO Secretariat / States / Team Members	- ICAO Secretariat: Advisory support, apply global best practices. - States (CAA): Provide national data and readiness info. - Team Members (SMEs): Assess eligibility and gaps.
2.1	Pre-assessment Mission	Project Coordinator / Team Members / States	- Project Coordinator: Manage mission schedule and liaison. - Team Members (SMEs): Conduct gap analysis, collect data - States (CAA): Provide access to systems, staff, and facilities.
2.2	Identification of necessary documents and tools	ICAO Secretariat / Team Members	- ICAO Secretariat: Provide ICAO Annexes, CMA OLF, secure portal access. - Team Members (SMEs): Review national/regional regulatory documents, RSOO tools.
2.3	Development of documents and tools	Project Coordinator / Team Members / States	- Project Coordinator: Ensure timelines and quality standards. - Team Members (SMEs): Draft technical documents, templates. - States (CAA): Collaborate in drafting, validate applicability.
2.4	Assistance in implementation	Project Coordinator / Team Members / States	- Project Coordinator: Oversee technical support missions. - Team Members (SMEs): Provide technical assistance and advisory - States (CAA): Implement reforms and CAPs.
2.5	Provision of On-the-Job Training (OJT)	Project Coordinator / Team Members / Project Assistant / States	- Project Coordinator: Plan and monitor OJT sessions. - Team Members (SMEs): Deliver training and mentoring - Project Assistant: Support logistics and scheduling - States (CAA): Provide staff and facilities.
2.6	Evaluation of deliverables by Regional Offices	ICAO Secretariat / Project Coordinator / Team Members	- ICAO Secretariat: Evaluate against ROM Part 5 requirements. - Project Coordinator: Compile and submit project documentation. - Team Members (SMEs): Contribute evidence and progress reports.

2. Development and Implementation of Regional and National Aviation Safety Plans (AFI-RASP and NASPs) – Project

Project Description

1. Project Identification

AFI Region	PROJECT DESCRIPTION (PD)	PD Ref : AFI- RASP / NASP	
<i>Programme</i>	Title of the Project	Start	End
<i>Regional and National Aviation Safety Plans (AFI-RASP and NASPs)</i> Programme Facilitator: ICAO Regional Officer, FS, SI Nairobi and Dakar	Development and Implementation of Regional and National Aviation Safety Plans (AFI-RASP and NASPs) Project Team Coordinator: TBD	01/12/2025	31/12/2028

Rationale	<p>a) The <i>Global Aviation Safety Plan</i> (GASP, Doc 10004) presents the global strategy for the continuous improvement of aviation safety. The purpose of the GASP is to continually reduce fatalities, and the risk of fatalities, by guiding the development of a harmonized aviation safety strategy. It provides a framework in which regional and national aviation safety plans (RASPs and NASPs) are developed and implemented.</p> <p>b) Consistent with the GASP, each region and State should develop a RASP and NASP, respectively, containing its strategic direction for the management of aviation safety for a set period. Each plan should be developed in line with the GASP goals, targets and the global high-risk categories of occurrences (G-HRCs). The RASP and NASP emphasize the commitment of a region and States to aviation safety.</p>
Objective	<p>AFI-RASP:</p> <p>a) To achieve and maintain the aspirational safety goal of zero fatalities in commercial air transport operations by 2030 and beyond, which is consistent with the United Nations' 2030 Agenda for Sustainable Development;</p> <p>b) To continually enhance regional aviation safety performance (and in consequence, the global aviation safety performance) and resilience by providing a collaborative framework for States and industry.</p> <p>NASP:</p> <p>c) assist the AFI States in developing/revising their NASPs in order to align them with the current AFI-RASP and GASP; and support the monitoring and implementation of the plans.</p>
Scope	<p>The scope of the project includes:</p> <p>a) revision of the AFI-RASP 2023-2025 Edition in order to align it with the GASP 2026-2028 Edition, and its subsequent editions; and</p> <p>b) assist the AFI States in developing/revising their NASPs in order to align them with the current AFI-RASP and GASP; and support the monitoring and implementation of the plans.</p>
Metrics	<p>a) The AFI-RASP aligned with the current edition of the GASP;</p> <p>b) Number of States that have been assisted in developing/revising their NASPs;</p> <p>c) Number of States that have been assisted in the implementation of their NASPs;</p> <p>d) Number of States that have published and registered their NASPs/ revised NASPs with the ICAO Online Community.</p>

Strategy	<p>a) Project activities will be coordinated by the Project Team Coordinator and Assistant Project Team Coordinator with the Programme Facilitator and Project Team Members, mainly through teleconferences. Additional experts may be co-opted, if warranted by the tasks and work to be performed. Seminars/workshops/meetings are scheduled in accordance with related work programme.</p> <p>b) Once the AFI-RASP 2023-2025 Edition has been aligned with the GASP 2026-2028 Edition the project shall be closed. However, support to its implementation is an on-going process.</p> <p>c) Once the AFI States have been assisted in developing/revising their NASPs in alignment with the AFI-RASP 2026-2028 edition, the project shall be closed. However, support to its implementation is an on-going process.</p> <p>d) Monitor the implementation of the current editions of the AFI-RASP and the AFI States' NASPs, provide assistance; and readjust as appropriate.</p> <p>e) Since the exercises highlighted above will be part of the routine activities of the Project Team, as the GASP, AFI-RASP and NASPs are living documents that will be subject to regular review and amendments, in order to make them relevant to prevailing circumstances, it is envisaged that the Project Team will remain available to undertake such tasks.</p> <p>f) The project team experts will equally remain available to provide assistance to States in developing/revising and monitoring implementation of their NASPs, as appropriate, through specific assistance projects.</p>
Related projects	<p>This project is related to the following projects:</p> <ul style="list-style-type: none"> - Establishment of Safety Data Collection and Processing Systems (SDCPs); - Safety Management; - Improved monitoring of SMO/SG-related conclusions and decisions. - Aircraft accident and incident investigation (AIG)
Relationship with the regional plans	<p>This project supports the following regional plan:</p> <ul style="list-style-type: none"> - Regional Air Navigation Plan (eANP);

1. Project Deliverables

Project deliverables

Reference	Description	Responsible party	Delivery date	Status of Implementation	Comments
1	Composition of the project team				
1.1	Selection of project team experts	SMO/SG Secretariat; SMO/SG Chairperson and Vice-Chairperson	31/10/25	Not started yet	Coordinate with States and Organizations for the nomination of subject matter experts possessing the required qualifications and experience to compose the project team
1.2	Project launching virtual meeting	SMO/SG Secretariat; SMO/SG Chairperson and Vice-Chairperson	30/11/25	Not started yet	Organize an initial virtual meeting to nominate Project Team Coordinator and Assistant Coordinator; and identify Project Team Members nominated by States for vetting.
2	Documents and tools for AFI-RASP and NASP				
2.1	Identification of necessary documents and tools	SMO/SG Secretariat; SMO/SG Chairperson and Vice-Chairperson	31/10/25	The GASP 2026-2028 Edition; ICAO Doc 10131; ICAO Doc 10161; ICAO Doc 10162 await approval of the ICAO 42nd Assembly	GASP 2026-2028 Edition; AFI-RASP 2023-2025 Edition; ICAO Doc 10131; ICAO Doc 10161; ICAO Doc 10162.

2.2	Development of documents and tools	SMO/SG Secretariat; SMO/SG Chairperson and Vice-Chairperson; Project Team	31/7/26	Not started yet	Revise the AFI-RASP 2023-2025 Edition for alignment with the GASP 2026-2028 Edition; and use the latest version of ICAO Doc 10131 to assist States develop/revise their NASPs for alignment with the current AFI-RASP and GASP.
2.3	Workshop for the validation of documents and tools	SMO/SG Secretariat; SMO/SG Chairperson and Vice-Chairperson; Project Team; and other stakeholders	31/8/26	Not started yet	Organize a workshop with Experts from States, Organisations, project team members, and other aviation stakeholders, to validate the revised AFI-RASP.

2. Resources

Resources required	<ul style="list-style-type: none">- Project Team Experts from States and Organizations to conduct the project activities, based on following qualification criteria:<ul style="list-style-type: none">i. good knowledge of ICAO Standards and Recommend Practices (SARPs) and related procedures, with civil aviation oversight and industry experience;ii. good knowledge and experience in safety management.- Funds for conducting the AFI-RASP 2026-2028 Edition validation workshop.- Funds for providing assistance to States in developing/revising and monitoring the implementation of their NASPs
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3. Project Costing

Activities	Expenditures			
	2026	2027	2028	Total (USD)
Deliverable 1 Composition of the project team	-	-	-	-
Activity #1.1 Selection of Project Team experts	-	-	-	-
Activity #1.2 Project launching virtual meeting	-	-	-	-
Deliverable 2 Documents and tools	-	-	-	-
Activity #2.1 Identification of necessary documents and tools	-	-	-	-
Activity #2.2 Workshop for the validation of AFI-RASP 2026-2028 Edition				
Activity #2.3 Translation of the AFI-RASP 2026-2028 Edition into the French language				
Activity #2.3 Workshop on NASP Development				
Activity #2.4 Follow-up remote assistance activities to States				
Total (USD)				

Attachment**Terms of Reference****Safety Management and Oversight Sub-Group (SMO/SG) AFI-RASP/NASP Project Team****1. Background**

To be able to effectively and efficiently carry out its tasks, the SMO/SG will employ project approach to its activities. In so doing, it shall identify project areas, establish Project Teams (PTs) and nominate Project Team Coordinators (PTCs) and Assistant Project Team Coordinators (APTCs), to be responsible for the coordination and implementation of the projects. The SMO/SG will oversee the performance of the Project Teams under the Sub-Group and provide guidance as appropriate.

2. Composition of the Project Team (PT)

The Project Team shall be composed of subject matter experts possessing the qualifications and experience required in the specific projects to which they are selected, and they should be familiar with the areas under consideration. States and organizations identified by AFI Aviation System Planning and implementation Group (AASPG) will propose subject matter experts to the project teams, providing information on their qualifications and experience (i.e. CVs and proof of qualification - copies of certificates, licences, etc.). The Secretariat shall assess the proposals and select the suitable experts to enable the teams to optimally take advantage of the expertise. The number and the suitability of experts in a project team will be determined by the requirements of the project. A Project Team may agree on a particular role to be fulfilled by an Organization based on the exceptional expertise, tools and other capabilities it brings to the Team.

Cognizant that not all AFI States will be members or participants in the activities of Project Teams, members of the teams will be expected to participate in their capacity as subject matter experts as opposed to representatives of their individual States or organizations.

The Project Team shall elect from amongst the members, a Project Team Coordinator (PTC) and an Assistant Project Team Coordinator (APTC) who shall coordinate the team activities and report progress to the Sub-Group or the Group as necessary. In order to ensure geographical balance in representation, PTCs and APTCs shall be nominated from different ESAF and WACAF regions, so that a PTC and an APTC shall not come from the same area.

The respective States/organizations should ensure that officials nominated as PTCs and APTCs are adequately facilitated to serve in these capacities.

In order to facilitate a broader possible involvement of States of the AFI region as PTCs and APTCs, nominated officials may serve for a period not exceeding the lifespan of the respective projects, or three consecutive calendar years (for projects without any definitive lifespans).

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The Project Team shall automatically be dissolved at the end of the given period or delivery of a project's results, unless AASPG directly or through the PRCC expressly decides otherwise.

The Project Team will be supported by Facilitators designated by the Secretary of AASPG from among members of the ICAO Secretariat. In addition, the Secretary of AASPG may assign other members of the Secretariat to support the Project Team as necessary.

3. Scope of work of the Project Team

The Project Team shall be responsible for,

- a) Revising the Regional Aviation Safety Plan (AFI-RASP) for alignment with the current edition of the Global Aviation Safety Plan (GASP);
- b) Supporting the implementation of the AFI-RASP;
- c) Monitoring the implementation of the AFI-RASP and making proposals to the Programme Review and Coordination Committee (PRCC) for amendment of its implementation action plan, as may be considered necessary;
- d) Supporting AFI States in developing/revising their National Aviation Safety Plans (NASPs) for alignment with the current AFI-RASP; and the implementation of the plans;
- e) The PTC, APTC, and Project Facilitator, shall establish and maintain close coordination with their counterparts of the other Project Teams. This is to ensure that there are no overlaps or duplications in the activities of the Project Teams.

4. Involvement of others in the work of the Project Team

ICAO Contracting States, as well as aviation industry organizations other than AASPG members and observer members may, with the concurrence of the Chairperson and Secretary of the AASPG, be invited to contribute to the work undertaken on specific projects of the Sub-Group, with expertise and/or specialized tools.

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3. Establishment of Safety Data Collection and Processing System

1. Project Description

AFI Region	PROJECT DESCRIPTION (PD)	PD Ref : SDCPS	
<i>Programme</i>	Title of the Project	Start	End
<i>Establishment Safety Data Collection and Processing System</i> Programme Facilitator: ICAO Regional Officer, SI, Nairobi and Dakar	Establishment Safety Data Collection and Processing System Project Team Coordinator: TBD	01/12/2025	31/12/2028

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Rationale	<ul style="list-style-type: none"> a) Annex 19 requires States to establish a safety data collection and processing system (SDCPS) consisting of a series of integrated processes and schemes to capture, store, aggregate, process and enable the analysis of safety data and safety information. b) RASG-AFI/10 Conclusion 10/02: Safety Intelligence strategy in support of safety management and decision-making requires: <ul style="list-style-type: none"> 1. States to adopt a coordinated approach with stakeholders when establishing Safety Data Collection and Processing Systems (SDCPS), as well as the coordinated sharing of such information for predictive safety management; and promote the use of standardized aviation taxonomies; 2. ICAO, AFCAC, RSOOS, RAIOS, to continue to support States through workshops, training, guidelines and/or appropriate tools for the effective implementation of Safety intelligence. c) To support the achievement of Goal 3 and 5 of the Global Aviation Safety Plan (GASP- 2026 2028 version) and Goal 5 of AFI -RASP, the percentage/number of States that have established Safety Data Collection and Processing Systems (SDCPS) is identified as a key performance indicator. d) Accurate and timely collection, processing, and sharing of safety-related data is critical to enhance aviation safety performance. Many States in the ESAF and WACAF region lack a harmonized and efficient system for collecting, processing, and analyzing aviation safety data. This gap hinders proactive risk management and compromises the effectiveness of safety oversight. e) Consistent with Annex 19, RASG-AFI/10 Conclusion 10/02, and GASP and AFI-RASP States are required to establish a safety data collection and processing system and there is a need to support States effort.
Objective	<p>Assist ESAF and WACAF States in establishing and strengthening their Safety Data Collection and Processing System (SDCPS) to:</p> <ul style="list-style-type: none"> a) Support safety oversight, risk management, and continuous improvement of State and regional safety performance; and b) Support data driven decision-making, State Safety Programmes (SSPs), and regional safety oversight initiatives.
Scope	<p>The scope of the project includes:</p> <ul style="list-style-type: none"> a) Development of harmonized and common tools, templates, and guidelines for safety data collection, protection processing, analysis and sharing;

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	<ul style="list-style-type: none"> b) Development of means to facilitate the timely sharing and exchange of safety information and safety intelligence, including means to ensure that safety information is used solely for the purposes of maintaining and improving safety. c) Training and capacity building for relevant personnel in ESAF and WACAF States; d) Strengthening State capabilities for promotion and protection of safety data and information sharing and safety analysis; and e) Provide assistance and guidance to States with regards to the legislative requirements, associated Technical Guidance Materials and any SOPs related to SDCPS. f) Promotion of new capabilities developed, and positive outcomes achieved.
Metrics	<ul style="list-style-type: none"> a) Number of States with established and functional SDCPS; b) Number of personnel trained in safety data management concepts; c) Usage of data for safety analysis and decision-making; d) Reduction in safety-related incidents due to data-driven interventions; e) Number of States connected to regional or global data-sharing platforms (ICAO Reporting Portal); f) Number of States adopting a harmonized taxonomy and protocols; and g) Number of workshops/trainings conducted. h) Number of tools, templates and guidelines developed and used by States.
Strategy	<ul style="list-style-type: none"> a) Project activities will be coordinated among project team members, the Project Coordinator, and the Programme Facilitator, mainly through teleconferences; c) Seminars/workshops/meetings are scheduled in accordance with work programme activities; d) The Project Coordinator will Monitor progress and adjust based on feedback and lessons learned; and e) The Project Coordinator will coordinate with the Programme Facilitator for the inclusion of additional experts, if warranted by the tasks and work to be performed.
Related projects	<p>This project is related to the following projects:</p> <ul style="list-style-type: none"> - Development and Implementation of Regional and National Aviation Safety Plans (AFI-RASP and NASPs); - Project on SSP Implementation and documentation update; and

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	- Project on Aircraft Accident and Incident Investigation (AIG).
Relationship with the regional plans	This project supports the following regional plan: - Regional Aviation Safety Plan (AFI-RASP);

2. Project Deliverables

Project deliverables					
Reference	Description	Responsible party	Delivery date	Status of Implementation	Comments
1	Composition of the project team				
1.1	Selection of project team experts	SMO/SG Secretary; SMO/SG Chairperson	TBD	On going	Coordinate with States and Organizations for the nomination of subject matter experts possessing the required qualifications and experience to compose the project team
1.2	Project launching virtual meeting	SMO/SG Secretary; SMO/SG Chairperson	TBD	On going	Organize an initial virtual meeting to nominate Project Team Coordinator and Assistant Coordinator; and identify Project Team Members nominated by States for vetting.
2	Documents and tools for SDCPS				
2.1	Identification of necessary documents and tools	PTC, APTC, Project Team	TBD		Identify and plan the development of documents and tools needed to effectively assist States in

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					the establishment and implementation of safety data collection and processing system (SDCPS).
2.2	Development of documents (regulation, technical guidance, templates...) and tools	PTC, APTC, Project Team	TBD		Develop identified documents and tools for assisting States in the establishment and implementation of safety data collection and processing system (SDCPS).
2.3	Workshop for the validation of documents and tools	Secretariat, PTC, APTC, Project Team	TBD		Organize a workshop with Experts from States and Organisations and the project team members to validate the documents and tools developed.
3	Roll-out of SDCPS tools and Documents and capacity building				
3.1	Provide technical assistance and guidance to States on SDCPS tools and documentation	PTC, APTC, Project Team	TBD		Provide technical assistance and guidance to selected States on SDCPS tools and documentation virtually or on-site as necessary
3.2	Gather feedback from States that have implemented the tools and documentation to assess their effectiveness, and ensure continuous review and improvement as necessary.	Project Facilitators, Project Team	TBD		Use an online tool to gather feedback on the effectiveness of the tools and documentation that the team has rolled out
3.3	Training / Workshops on safety data collection, processing, and analysis	Project Facilitators, PTC, APTC, Project Team	TBD		Organize a Training / Workshop to enhance the capacity of States experts on SDCPS
3.4	Establishment of a forum for sharing best practices on SDCPS among States	Project Facilitators, PTC, APTC,	TBD		Engage all stakeholders for the establishment of a forum for sharing best practices on SDCPS among States using experts from other regions

Attachment

					and organizations such as EASA, SAA, FAA, etc.
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3.Resources

Resources required	<ul style="list-style-type: none"> - Project Team Experts from States and Organizations to conduct the project activities, based on following qualification criteria: <ul style="list-style-type: none"> i. Good knowledge of ICAO Standards and Recommended Practices (SARPs) and related procedures, with civil aviation oversight and industry experience; and ii. Good knowledge and experience in SDCPS, with demonstrated experience in the development, implementation, or management of SDCPS iii. Certifications in safety management systems (SMS) or State Safety Programmes (SSP), safety risk management processes and proven track record working in aviation safety. iv. Other technical expertise such as data analysis and capacity building skills.
	<ul style="list-style-type: none"> - Funds for conducting the validation workshop and Training / Workshops on safety data collection, processing, and analysis. - Funds for technical assistance. - Experts outside the AFI Region for sharing best practices on SDCPS. - Data analysis IT, tools and apps

4. Project Costing

Activities	Expenditures		
	2026	2027	Total (USD)
Deliverable 1 Composition of the project team			
Activity #1.1 Selection of Project Team experts			

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Activity #1.2 Project launching virtual meeting			
Deliverable 2 Documents and tools			
Activity #2.1 Identification of necessary documents and tools			
Activity #2.2 Development of necessary documents (regulation, technical guidance, templates, ...) and tools			
Activity #2.3 Workshop for the validation of documents and tools			
Deliverable 3 Roll-out of SDCPS tools and Documents and capacity building			
Activity # 3.1 Provide technical assistance and guidance to States on SDCPS tools and documentation			
Activity # 3.2 Gather feedback from States that have implemented the tools and documentation to assess their effectiveness and ensure continuous review and improvement as necessary.			
Activity # 3.3 Training / Workshops on safety data collection, processing, and analysis			
Activity # 3.4 Establishment of a forum for sharing best practices on SDCPS among States			
Total (USD)			

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Terms of Reference

Establishment of Safety Data Collection and Processing System

Background

This project has been created to assist ESAF and WACAF States in establishing and Strengthening Safety Data Collection and Processing Systems (SDCPS) to:

- Support safety oversight, risk management, and continuous improvement of State and regional safety performance; and
- Support data driven decision-making, State Safety Programmes (SSPs), and regional safety oversight initiatives.

Functions

1. Develop standardized tools, templates, and guidelines for safety data collection, protection, processing, analysis, and sharing, ensuring alignment with ICAO provisions.
2. Develop regulatory guidance for States to support effective implementation of the SDCPS.
3. Develop Technical Guidance Materials (TGM's) and Standard Operating Procedures (SOPs) to support States in meeting SDCPS requirements.
4. Facilitate capacity-building programmes and workshops for relevant personnel in ESAF and WACAF States on SDCPS including safety data analysis capabilities.
5. Facilitate and promote cooperation between ESAF and WACAF States to foster cross-border data sharing and joint safety analysis.
6. Establish a functional regional platform/forum for States to share experiences, challenges, lessons learned, and innovations in SDCPS implementation.
7. Develop monitoring indicators and evaluation mechanisms to assess progress and effectiveness of SDCPS implementation in the region.
8. Provide on-site technical assistance to Member States on SDCPS implementation.
9. Provide periodic progress and evaluation reports to SMO/SG and AASPG.

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Roles and Responsibilities

1. Project Facilitator

- Facilitate the availability of the necessary resources
- Coordinate with States for the nomination of subject matter experts (SME)
- Support the project management to organize meetings and workshops
- Ensure effective project documentation
- Monitor implementation of project activities
- Ensure the project remains aligned with its objectives
- Ensure alignment with ICAO SARPs, GASP, and regional priorities.
- Liaise with States, RSOOs, and other stakeholders for effective collaboration.
- In consultation with the PTCs shall coordinate and circulate the provisional agenda of Project Team meetings or teleconferences.

2. Project Team Coordinator (PTC) and Assistant Project Team Coordinator (APTC)

- Coordinate the activities of the PMT
- Chair PMT meetings
- Monitor the progress of the project and adjust as necessary;
- Arrange for the inclusion of additional experts, if warranted by the tasks and work to be performed, in liaison with the Programme Facilitator.
- Report progress to the SMO/SG or to the AASPG as necessary

3. Project Team Members

- Participate and support capacity building activities including training, workshops, and seminars.
- Contribute technical expertise to the development of tools, template and guidance.
- Support States in the establishment and implementation of SDCPS.

4. State Safety Programme Implementation and Documentation

Project Description

1. Project Identification

AFI Region	PROJECT DESCRIPTION (DP)		DP N° SMO/XX	
Programme	Title of the Project		Start Date	End Date
SSP	State Safety Programme Implementation and Documentation		30/01/2026	31/12/2027
Programme Facilitator	Sonia Freitas and Zewdu Aregawi	Project coordinator	[Name of the Project Coordinator]	
Rationale	Despite notable progress in SSP implementation across the AFI Region, many States continue to face persistent challenges. These include limited technical capacity, gaps in enabling legislation and regulations, and the absence of standardized documentation and tools necessary to operationalize SSP requirements. The recent Amendment 2 to Annex 19 introduces enhanced provisions that require States to revise or develop new SSP documentation, further increasing the complexity of implementation. This project is designed to accelerate SSP implementation through a coordinated regional approach, leveraging shared expertise and resources. It will support States in aligning with Annex 19 Amendment 2 by facilitating the development of generic legislation, procedures, guidance materials, and tools adaptable to national contexts. The initiative contributes directly to the achievement of safety objectives outlined in the Global Aviation Safety Plan (GASP) and the AFI Regional Aviation Safety Plan (AFI-RASP), promoting harmonization and improved safety performance across the region.			
Objective	To enhance States’ capacity to establish an manage an SSP in accordance with Annex 19 Amendment 2 and ICAO guidance, the project will: <ul style="list-style-type: none">• Develop and/or update generic SSP documentation, including regulatory provisions, procedures, guidance, checklists, and tools.• Strengthen States’ ability to comply with ICAO SARPs and demonstrate measurable progress toward GASP and AFI-RASP targets.• Foster regional collaboration, peer learning, and the sharing of best practices through virtual engagement and coordinated activities.			

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AFI Region	PROJECT DESCRIPTION (DP)		DP N° SMO/XX	
Programme	Title of the Project		Start Date	End Date
SSP	State Safety Programme Implementation and Documentation		30/01/2026	31/12/2027
Programme Facilitator	Sonia Freitas and Zewdu Aregawi	Project coordinator	[Name of the Project Coordinator]	
Scope	This two-year regional initiative will provide structured support to AFI States for SSP implementation and documentation enhancement. Key activities include: <ul style="list-style-type: none">Virtual collaborative sessions to identify, develop, and update SSP documentation aligned with Annex 19 Amendment 2 and ICAO safety management guidance.A regional validation workshop to finalize and endorse the developed documentation and tools.Establishment of a knowledge-sharing platform (e.g., SharePoint) for collaborative drafting and dissemination. <i>Note: The project scope excludes direct support for SMS implementation at service provider level.</i>			
Metrics	<ul style="list-style-type: none">Completion of a validated set of generic SSP documentation and tools.Improvement in SSP implementation levels, assessed via the iSTARS SSP Gap Analysis Tool.Increase in the number of States completing the SSP Self-Assessment in the Online Framework (OLF).			
Strategy	Phase 1: Planning and Coordination <ul style="list-style-type: none">Establish a project team comprising nominated experts.Conduct a project launch webinar to align stakeholders and introduce the project Phase 2: Documentation Development and/or Update <p>Conduct virtual working sessions to:</p> <ul style="list-style-type: none">Assess the impact of Annex 19 Amendment 2 on existing documentation.Define the structure and minimum deliverables for SSP documentation and tools.Develop a Work plan with timelines for virtual sessions, deliverables and assign responsibilities.Draft and update generic legal provisions, procedures, guidance, and tools, and share them through a SharePoint for peer review.Monitor progress and submit periodic reports to the ICAO Secretariat.Identify and agree on minimum safety data requirements for regional collection and sharing. Phase 3: Documents Validation Workshop <ul style="list-style-type: none">Organise a regional workshop to validate the developed documentation.			

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AFI Region	PROJECT DESCRIPTION (DP)		DP N° SMO/XX	
Programme	Title of the Project		Start Date	End Date
SSP	State Safety Programme Implementation and Documentation		30/01/2026	31/12/2027
Programme Facilitator	Sonia Freitas and Zewdu Aregawi	Project coordinator	[Name of the Project Coordinator]	
	<ul style="list-style-type: none">Finalise deliverables and prepare a Project Closure Report. <p><i>Once the SSP documents and tools are developed and validated, the project shall be closed. The project team experts will remain available for conducting assistance missions to States on a need basis, through specific assistance projects.</i></p>			
Related projects	This initiative complements and supports the following regional safety projects: <ul style="list-style-type: none">Establishment of Safety Data Collection and Processing Systems (SDCPSs);States Safety Oversight System (SSOS) ProjectAircraft Accident and Incident Investigation (AIG) ProjectDevelopment and Implementation of Regional and National Aviation Safety Plans (AFI-RASP and NASPs)			
Relationship with the regional plans	The project is strategically aligned with: <ul style="list-style-type: none">GASP and AFI-RASP objectives for SSP implementationAligns with the AFI Aviation System Planning and Implementation Group (AASPG) work programmes.Safety priorities outlined in the Regional Air Navigation Plan (ANP).			

2. Project Deliverables

Reference	Description	Responsible Party	Delivery date	*Status of Implementation	Comments
1.	Planning and Coordination activities				
1.1.	Selection of the project team experts	Programme Facilitators		<i>Task not started</i>	Coordinate with States and organisations to nominate qualified subject matter experts with relevant SSP/SMS experience.
1.2.	Project launching webinar	Programme Facilitators		<i>Task not started</i>	Organise an virtual kick-off meeting to present the project scope, objectives, and project activities
2.	Development and update of SSP documentation				

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Reference	Description	Responsible Party	Delivery date	*Status of Implementation	Comments
2.1.	Identification of necessary documents and tools, including SSP legislation provisions, procedures, guidance, checklists and tools,	Project Coordinator and Team		<i>Task not started</i>	Identify required SSP documentation and tools, based on the Annex 19, SSP GAP-Analysis, and SSP Protocol questions
2.2.	Establishment of a workplan, with timelines and assigned responsibilities.	Project Coordinator and Team		<i>Task not started</i>	Develop a detailed Work Plan to monitor the team activities, with clear timelines, assigned responsibilities and reporting schedule.
2.3.	Development of documentation and tools identified	Project Coordinator and Team		<i>Task not started</i>	Develop/update of generic SSP documentation and tools identified for assisting States in establishing and managing SSP; monitor progress and submit quarterly reports to ICAO Secretariat
2.4.	Workshop on Finalisation and Validation of SSP Documentation	Project Coordinators/Facilitators and Team		<i>Task not started</i>	Organise a workshop with Experts from States , Organisations and team members to review, validate, and endorse the documents and tools developed.

**Grey Task not started*

Green Activity underway as scheduled

Yellow Activity started with some delay, but is expected to be completed on time.

Red It has not been possible to implement this activity as scheduled; mitigating measures are required.

3. Resources

Required Resources	<p>Human Resources</p> <ul style="list-style-type: none"> Experts to selected from States and organisations based on the following criteria:
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	<ul style="list-style-type: none"> a) Experience in one or more of the following areas: aircraft operations, personnel licensing, air navigation, airworthiness, and aerodromes b) Strong knowledge of ICAO Standards and Recommended Practices (SARPs) and related guidance, in particular Annex 19 and Safety Management Manual (Doc 9859) c) Practical experience in the development and implementation of regulations, procedures, and guidance material related to safety management systems (SMS) and State Safety Programmes (SSP). d) Preferable knowledge of aviation safety reporting systems and Safety Data Collection and Processing Systems (SDCPS) implementation e) Preferable experience in delivering technical assistance and training activities <p>Financial resources</p> <ul style="list-style-type: none"> • Funding required to support the organization and delivery of the SSP documentation validation workshop and related project activities. • Funds to organise and conduct the SSP document validation workshop
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**Grey Task not started*

Green Activity underway as scheduled

Yellow Activity started with some delay, but is expected to be completed on time.

Red It has not been possible to implement this activity as scheduled; mitigating measures are required.

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4. Project Costing

Activities	Expenditures		
	Total (USD)	2026	2027
Deliverable 1: Composition of the project team			
Activity #1.1 Selection of Project Team experts			
Activity #1.2 Project launching virtual meeting			
Deliverable 2: Development of Documents and tools			
Activity #2.1 Identification of necessary documents and tools			
Activity #2.2 Establishment of a workplan			
Activity #2.3 Development of documentation and tools identified			
Activity #2.4 Workshop on Validation of SSP Documentation			
Total			

Terms of Reference

SSP Implementation Project Team

1. Project Team Mandate

The Safety Management project Team is established and mandated by the SMO-SG under the AASPG to provide support for the SSP implementation in the AFI Region.

2. The Project Team composition

The Project Team members will be subject matter experts nominated by States and organizations and selected by the Secretariat/Project Facilitator based on their qualifications, experience, and availability to support the project objectives. A Project Coordinator will be appointed from among the team members to lead and oversee implementation activities.

3. Key Functions

- Identify, develop, and update SSP documentation and implementation tools
- Coordinate activities, monitor progress and report to the SMO-SG on implementation challenges and achievements.
- Facilitate regional collaboration and knowledge sharing.
- Support validation of SSP documentation through workshops.
- Provide technical expertise and guidance to States on SSP implementation, as needed.

4. Roles and Responsibilities

General

- Participate in the project launching webinar and planning activities.
- Conduct online coordination sessions to:
 - Identify necessary SSP generic documentation, define development timelines and assign responsibility
 - Discuss and coordinate the progress of SSP documentation development
- Develop and update SSP documentation and tools within the timelines established and ensure all deliverables
- Assist in organizing and facilitating the validation workshop aimed at reviewing and finalizing the SSP project documentation.

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- Support States through targeted assistance post-project closure, as necessary.

Project Coordinator

- Lead and coordinate project implementation.
- Monitor progress and report to SMO/SG.
- Organize and facilitate meetings and workshops.

Team Members

- Participate in planning and coordination sessions.
- Contribute to the development and review of SSP documentation.
- Support validation activities and provide technical input.

ICAO Regional Officers / Facilitators

- Provide guidance and administrative support.
- Assist in resource mobilization and stakeholder engagement.

5. Operating guidelines

- **Communication:** Use designated virtual platforms (e.g., Teams, SharePoint) for all project interactions and document sharing.
- **Coordination:** Hold regular meetings to monitor progress, address issues, and align on next steps.
- **Engagement:** Team members must actively contribute to assigned tasks and meet deadlines.
- **Leadership:** The Project Coordinator oversees implementation, facilitates collaboration, and reports to SMO/SG.
- **Collaboration:** Respect defined roles and foster a cooperative team environment.
- **Quality Assurance:** All documents must be peer-reviewed before finalization.
- **Workshop Support:** Team members are expected to assist in preparing and conducting the validation workshop.
- **Decision-Making:** Aim for consensus; unresolved issues will be escalated to the Secretariat/Project Facilitator.

5. Establishment of Regional Pool of Investigators

Project Description

1. Project Identification

AFI Region	PROJECT DESCRIPTION (PD)	PD Ref: TBD	
<i>Programme</i>	Title of the Project	Start	End
<i>RASG-AFI/10 Decision 10/01</i> <i>Establishment of a Regional Pool of Investigators</i> Programme Facilitator: ICAO Regional Officer, FS, Dakar	Establishment of Regional Pool of Investigators Project Team Coordinator: TBD	01/12/2025	31/12/2027

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Rationale	<ul style="list-style-type: none"> a) Article 26 and Annex 13 to the Convention on International Civil Aviation requires States to open an investigation for aircraft accidents and serious incidents occurring in their territory. However, many States in the AFI Region face challenges in maintaining adequate capacity and expertise to conduct effective and timely investigations. b) AFI States must investigate accidents and serious incidents under Article 26 and Annex 13. Many States lack sustained capacity to conduct independent, timely, high-quality investigations, resulting in delays and uneven outcomes. A regional rapid investigation capability is therefore required to ensure on-time mobilization, specialist coverage, and consistent methods across the Region. c) A Regional Pool Investigators will enable AFI States to leverage shared expertise, harmonize investigation practices, and ensure timely, effective responses to aircraft accidents and serious incidents. d) This project aligns with ICAO's No Country Left Behind (NCLB) initiative and promotes regional solidarity in aviation safety and the AFI-RASP Goal 1 (achieving a continuous reduction of operational safety risks), Goal 2 (ensuring that States individually and seeks to strengthen their safety oversight capabilities) and Goal 4 (Strengthening regional collaboration to enhance safety). e) Implement <i>RASG-AFI/10</i> Decision 10/01 on Development and enhancement of the aircraft accidents investigation expertise in the Africa and Indian Ocean Region
Objective	<ul style="list-style-type: none"> a) Promote cooperation and mutual assistance among States to enhance the conduct of aviation accident and incident investigation; b) Develop States' capabilities for investigating accidents and serious incidents. c) Establish a regional investigator pool of qualified investigators to support States during accidents and serious incidents investigations.
Scope	<p>The scope of the project includes:</p> <ul style="list-style-type: none"> a) Development of selection criteria for pool of investigators, including minimum qualifications, experience, and areas of expertise; b) Establishment of governance framework (management modalities for investigation pool, roles and responsibilities of stakeholders (states, ICAO,...) and set rules for utilization of investigators) and operations manual of the regional investigator pool; c) Coordination with States for the designation of qualified investigators and their formal selection; d) Delivery of standardized training for investigators.

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Metrics	<ul style="list-style-type: none"> a) Establishment of governance and management framework for regional pool of investigators b) Publication of a Regional Pool of Investigator Operations Manual; c) List of investigators of the regional pool with their areas of expertise
Strategy	<ul style="list-style-type: none"> a) The Project Team Coordinator, supported by the Programme Facilitator and Project Team Members, will oversee all project activities. Coordination with AFI States will ensure nomination and selection of qualified investigators. A governance framework will define roles and responsibilities of all stakeholders (States, ICAO, and other partners) in pool management, utilization, and reporting. b) Commitment and alignment of States with the proposed Regional Pool of Investigators governance framework c) Selection of investigators will be based on defined criteria (minimum qualifications, professional experience, and areas of expertise). Investigators will undergo continuous training aligned to ensure consistency in investigation practices across the AFI Region. d) The pool will be deployed to assist States during accidents and serious incidents based on a pre-established activation mechanism. Deployment decisions will consider investigator availability, expertise required, and urgency of the occurrence. e) Feedback from States on investigator pool performance will be collected and used to update operational guidelines, and pool management processes. Continuous improvement will ensure the regional investigation pool remains responsive, capable, and aligned with regional aviation safety objectives. f) The Project Team will facilitate regular workshops, webinars, and exchange sessions among investigators and States to share lessons learned, best practices, and new methodologies.
Related projects	<p>This project is related to the following projects:</p> <ul style="list-style-type: none"> - Strengthening States' Safety Oversight Systems; - Development and Implementation of Regional and National Aviation Safety Plans (AFI-RASP and NASPs); - Establishment of Safety Data Collection and Processing Systems (SDCPs); - Regional Safety Oversight Cooperation Mechanisms
Relationship with the regional plans	<p>This project supports the following regional plan:</p> <ul style="list-style-type: none"> - AFI Regional Aviation Safety Plan (AFI-RASP) Goals 1, 2 and 4: by contributing to the continuous reduction of operational safety risks, strengthening State safety oversight capabilities, and enhancing regional collaboration in accident and incident investigations. - Regional Air Navigation Plan (eANP): by contributing to improvement of navigation safety through operational safety through the integration of investigation outcomes into operational procedures.

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2. Project Deliverables

Project deliverables					
Reference	Description	Responsible party	Delivery date	Status of Implementation	Comments
1	Composition of the project team				
1.1	Selection of project team experts	SMO/SG Secretary; SMO/SG Chairperson	31 Dec 2025		Coordinate with States and Organizations for the nomination of subject matter experts possessing the required qualifications and experience to compose the project team Output: List of nominated and confirmed project team experts.
1.2	Project launching virtual meeting	SMO/SG Secretary; SMO/SG Chairperson	21 Jan 2026		Organize an initial virtual meeting to nominate Project Team Coordinator and Assistant Coordinator; and identify Project Team Members nominated by States for vetting. Output: Minutes of meeting; record of appointed Project Team Coordinator, Assistant project coordinator, and Members.
2	Establishment of a Regional Investigator Pool				
2.1	Definition of selection criteria for investigators (minimum qualifications,	Project Team; States, ICAO	2026		Criteria to ensure expertise and competence of investigators. Output: Documented containing agreed investigator selection criteria.

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	professional experience, areas of expertise)				
2.2	Definition of stakeholders' roles and responsibilities, management rules, and development of pool operations manual	Project Team, State, ICAO and other organizations	Q3 2026		Establishment of pool structure, operational modalities and adherence criteria by State. Output: Draft Regional Pool Operations Manual (roles, responsibilities, rules).
2.2.1	Workshop for the validation of management framework	Project Team, State, ICAO and other organizations	Q3 2026		Conduct workshop to validate the management framework. Organize and conduct interactive sessions to present the proposed management framework of the pool Output: Workshop report including list of participants and validated management framework.
2.2.2	Approval/Signature by State of the management framework of the regional pool of investigators	Project Team, State, ICAO and other organizations	Q3 2026		Coordination with States for approval and the implementation of the management framework Output: Signed copy of framework Document
2.3	Coordination with States for designation of investigators	Project Team; States, ICAO	Q4 2026		Coordination with States for investigators nominations based on established criteria. Output: List of designated investigators from States.

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2.4	Selection of investigators for the pool	Project Team; States, ICAO	Q4 2026		Review and finalize selection of nominated investigators. Output: Roster of the regional pool investigators
2.5	Induction of selected investigators with operations manual	Project Team; States, ICAO	Q4 2026		Deliver targeted training sessions for pool investigators to ensure harmonized skills. Output: Training report and list of investigators familiarized with operation manual.
2.6	Workshop to familiarize States with the functioning of the regional investigator pool and their responsibilities	Project Team; investigators of the pool ICAO, State	Q1 2027		Organize and conduct interactive sessions to explain pool operations, roles of stakeholders, procedures for requesting investigator support, and present the mapping of investigators of the regional pool of investigator Output: workshop report List of participants

Attachment

1. Resources

Resources required	<ul style="list-style-type: none"> - Project Team Experts from States and Organizations to conduct the project activities, based on following qualification criteria: <ul style="list-style-type: none"> a. good knowledge of ICAO Standards and Recommend Practices (SARPs) related to Annex 13 and other related provisions, with experience in investigation management; b. Practical field investigation experience in major accidents and serious incidents, including evidence collection, wreckage examination, and coordination with multidisciplinary teams; c. Demonstrated specialized expertise in at least one key area of investigation (e.g., flight operations, airworthiness, human performance, flight data recorder analysis, air traffic control operations or meteorology); d. good knowledge in safety management principles to ensure alignment between investigation findings and safety improvements. e. ability to work in a regional, collaborative environment, including coordination with multiple States, ICAO, and other stakeholders - Funds for conducting workshop.
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2. Project Costing

Activities	Expenditures			
	Total (USD)	2025	2026	2027
Deliverable 1 Composition of the project team				
Activity #1.1 Selection of Project Team experts				
Activity #1.2 Project launching virtual meeting				
Deliverable 2 Establishment of a Regional Investigator Pool				
Activity #2.1 Definition of selection criteria for investigators (minimum qualifications, professional experience, areas of expertise)				
Activity #2.2 Definition of stakeholders' roles and responsibilities, management rules, and development of pool operations manual				
Activity #2.2.1 Workshop for the validation of management framework				

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Activity #2.2.2 Approval/Signature by State of the management framework of the regional pool of investigators				
Activity #2.3 Coordination with States for designation of experts				
Activity #2.4 Selection of investigators for the pool				
Activity #2.5 harmonization of selected investigators with operations manual				
Activity #2.6 Workshop to familiarize States with the functioning of the Regional Investigator Pool and their responsibilities				

Attachment

Terms of Reference Establishment of Regional Pool of Investigators

Background

Article 26 and Annex 13 to the Convention on International Civil Aviation require States to conduct investigations into aircraft accidents and serious incidents occurring within their territories. However, many States in the AFI Region face challenges in maintaining adequate capacity, independence, and expertise to conduct timely, high-quality investigations.

To address these gaps, the RASG-AFI/10 Decision 10/01 approved the establishment of a Regional Pool of Investigators (RPI). This initiative aligns with ICAO's "No Country Left Behind" (NCLB) campaign and contributes to the AFI-RASP goals, notably:

- **Goal 1:** Reduction of operational safety risks.
- **Goal 2:** Strengthening of States' safety oversight capabilities.
- **Goal 4:** Regional collaboration to enhance safety.

The Regional Pool of Investigators will provide AFI States with rapid access to specialized investigation expertise, harmonize practices, and ensure timely, consistent responses to aviation accidents and serious incidents.

2. Purpose

The purpose of the Project Team is to develop, implement, and operationalize the Regional Pool of Investigators, thereby strengthening States' capabilities in aircraft accident and incident investigations and enhancing regional collaboration in aviation safety.

3. Scope of Work

The Project Team will:

- a) Develop selection criteria for investigators (minimum qualifications, experience, areas of expertise).
- b) Establish a governance and management framework, including roles, responsibilities, and utilization rules.
- c) Coordinate with States for nomination, vetting, and formal selection of investigators.
- d) Develop and publish a Regional Pool of Investigators Operations Manual.
- e) Organize induction training and standardization workshops for selected investigators.
- f) Conduct workshops with States to validate the management framework and clarify their responsibilities regarding pool activation and investigator support.

4. Functions and Responsibilities

The Project Team shall:

- Oversee planning, coordination, and delivery of all project activities.
- Ensure alignment with ICAO SARPs and regional safety objectives.
- Provide regular updates to the SMO Sub-Group and RASG-AFI.
- Develop operational mechanisms for investigator deployment.
- Collect and analyze States' feedback to continuously improve pool operations.
- Facilitate knowledge-sharing activities (workshops, webinars, and exchange sessions).

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The ICAO Secretariat shall:

- Facilitate project coordination and provide technical guidance.
- Support capacity-building and training initiatives.
- Ensure administrative support and reporting to governing bodies.

States shall:

- Nominate qualified investigators meeting selection criteria.
- Approve and commit to the governance framework.
- Support pool deployment by facilitating site access, resources, and coordination.

5. Deliverables

- List of nominated and confirmed project team experts.
- Selection criteria for investigators.
- Validated governance framework and signed State commitments.
- Regional Pool of Investigators Operations Manual.
- Roster of selected investigators with areas of expertise.
- Induction training reports for investigators.
- Workshops reports (management validation and familiarization with pool operations).

6. Resources

- Subject Matter Experts (SMEs) from States and Organizations, meeting defined qualification criteria (Annex 13 expertise, investigation management, practical field experience, specialized technical expertise).

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- Financial resources for workshops, training, and coordination activities.

7. Reporting and Monitoring

- The Project Team Coordinator, supported by ICAO Secretariat, will report progress and outcomes to the SMO/SG and AASPG.
- Metrics include:
 - Establishment of governance and management framework.
 - Publication of the Operations Manual.
 - Number of investigators nominated, selected.

8. Duration

- **Start date:** 01 December 2025
- **End date:** 31 December 2027

Attachment

6. Development and Implementation of a mechanism for the Monitoring of SMO/SG-related conclusions and decisions

Project Description

1. Project Identification

AFI Region	PROJECT DESCRIPTION (PD)	PD Ref: TBD	
<i>Programme</i>	Title of the Project	Start	End
<i>Monitoring of SMO/SG-related conclusions and decisions</i> Programme Facilitator: ICAO Regional Officer, AIR, Dakar	Development and Implementation of a mechanism for the Monitoring of SMO/SG-related conclusions and decisions Project Team Coordinator: TBD	01/01/2026	31/12/2027
Rationale	a) The Safety Management and Oversight Sub-Group (SMO/SG) has been established as part of the Africa–Indian Ocean Aviation System Planning and Implementation Group (AASPG) to replace the former Safety Support Teams of RASG-AFI, aligning with the overarching objective of continuous improvement and accountability. b) The SMO/SG is intended to build on prior achievements, consolidating ongoing efforts and lessons learned and provide for the reassessment and update as necessary of the current and future conclusions and decisions of the group, ensuring ongoing alignment with evolving safety, regulatory, and operational requirements in the AFI Region. c) Improved monitoring mechanism of the Conclusions and Decisions will ensure traceability, operationalize accountability and translate the SMO/SG’s decisions and conclusions into tangible actions.		

Attachment

Objective	<p>To monitor the implementation of any required action and ensure traceability, operationalize accountability and translate the SMO/SG's decisions and conclusions into tangible actions, the SMO/SG needs to implement a formal mechanism to monitor and track meeting conclusions and decisions from initiation to closure that will:</p> <ul style="list-style-type: none"> a) Establish a Monitoring Model that closes the loop between AASPG and SMO/SG Conclusions and Decisions to ensure that the SMO/SG delivers on its safety objectives, while remaining adaptable to changes in the regulatory and operational environment. b) Ensure tangible actions are planned to address Conclusions and Decisions. c) Include clear performance indicators and milestones aligned with SARPs implementation and safety management and oversight objectives. d) Provide access to live status, overdue actions, and completion rate. e) Facilitate periodic reviews of action status, with escalation procedures for overdue or at-risk actions. f) Support risk-based prioritization to ensure critical safety and oversight actions receive timely attention. g) Enable regular reporting on progress, challenges, and corrective measures. h) Facilitate the reassessment of conclusions and decisions in light of outcomes and new information and make recommendations thereof.
Scope	<p>The scope of the project includes:</p> <ul style="list-style-type: none"> a) Data collection of AASPG related meetings Conclusions and Decisions b) Future SMO/SG actions.

Attachment

Metrics	<ul style="list-style-type: none"> a) Number of AASPG and SMO/SG Conclusions and Decisions implemented. b) Number of Conclusions and Decisions with documented action plans and completed c) Percentage of Conclusions and Decisions with clear performance indicators and milestones d) Percentage of Conclusions and Decisions updated in the live tracking system e) Number of Conclusions and Decisions reviewed on schedule and action updated. f) Number of progress reports on the status of implementation of the Conclusions and Decisions. g) Number of Conclusions and Decisions reassessed or reviewed.
Strategy	<ul style="list-style-type: none"> a) Develop a database of Conclusions and Decisions. b) Collect all Conclusions and Decisions and analyze their relevance and effectiveness c) Develop a Monitoring Model Framework that clearly defines roles and responsibilities, establishes performance indicators, and integrates risk-based prioritization and structured feedback. d) Develop and deploy a tracking tool with a dashboard. e) Schedule regular meetings for the review of the Conclusions and Decisions. f) Develop and deploy a reporting template
Related projects	- Not applicable
Relationship with the regional plans	- Not applicable

2. Project Deliverables

Project deliverables					
Reference	Description	Responsible party	Delivery date	Status of Implementation	Comments
1	Composition of the project team				

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1.1	Selection of project team experts	SMO/SG Secretary; SMO/SG Chairperson	31 Oct 2025	Ongoing	Coordinate with States and Organizations for the nomination of subject matter experts possessing the required qualifications and experience to compose the project team.
1.2	Project launching virtual meeting	SMO/SG Secretary; SMO/SG Chairperson	By 31 January 2026	To be started	Organize an initial virtual meeting to nominate Project Team Coordinator and Assistant Coordinator; and identify Project Team Members nominated by States for vetting.
2	Documents and tools				
2.1	Identification of necessary documents and tools	PMT	By 31 January 2026	Not started	1. Monitoring Model framework 2. Tracking Tool and dashboard 3. Reporting Template 4. Review schedule 5. Database 6. SOP/user Manual 7. ToRs 8. Record of Conclusions and Decisions related to the SMO SG 9. Necessary ICAO Documents 10. RASP
2.2	Development of documents and tools	PMT and ICAO	By 30 June 2026	Not started	The Road Map to be developed by the PMT
2.3	Workshop for the validation of documents and tools	PMT and ICAO	By 31 August 2026	Not started	To be identified by the PMT
2.4	Deployment of the Monitoring Tool	PMT, ICAO and States	By 30 September 2026	Not started	States to be involved in the deployment of the tool
2.5	Assessment of the monitoring Tool and Reporting	PMT and ICAO	June 2027	Not started	Project team to extract report from the deployed tool and report in the SG meeting and AASPG

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2.6	Monitoring	PMT, ICAO and States	TBD	Not started	Monitoring period to be determined by the PMT in the Roadmap
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3. Resources

Resources required	TBD
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4. Project Costing

TBD based on the tool to be used

Activities	Expenditures		
	Total (USD)	2026	2027
Deliverable 1 Composition of the project team			
Activity #1.1 Selection of Project Team experts			
Activity #1.2 Project launching virtual meeting			
Deliverable 2 Documents and tools			
Activity #2.1 Identification of necessary documents and tools			
Activity #2.2 Document Validation Workshop (on-site)			
Total			

Attachment

Terms of Reference

Development and Implementation of a mechanism for the Monitoring of SMO/SG-related conclusions and decisions

PROJECT TEAM MANDATE

The Project Team for the development and implementation of a mechanism for the monitoring of SMO/SG-related conclusions and decisions is established and mandated by the Safety Management and Oversight Sub-Group (SMO/SG) under the African - Indian Ocean Aviation System Planning and Implementation Group (AASPG) to design and implement a formal mechanism for monitoring and tracking SMO/SG and AASPG conclusions and decisions.

This mandate builds on the replacement of the former RASG-AFI Safety Support Teams with the SMO/SG, aligning with the overarching objective of promoting continuous improvement, transparency, and accountability in aviation safety oversight.

The mechanism will ensure:

- a) Traceability of all conclusions and decisions;
- b) Operational accountability by translating decisions into tangible and measurable actions;
- c) Alignment with evolving regulatory, operational, and safety requirements in the AFI Region.

SCOPE

The Project will cover:

- a) Collection and consolidation of all conclusions and decisions arising from AASPG and SMO/SG meetings;
- b) Monitoring and tracking of future actions resulting from SMO/SG decisions;
- c) Reassessment and update of existing decisions based on outcomes, feedback, and new information.

THE PROJECT TEAM COMPOSITION

The Project Team members will be:

- a) Subject Matter Experts: nominated by States and organizations, selected by the Secretariat/Project Facilitator based on qualifications, experience, and availability.

Attachment

- b) Project Coordinator: appointed from among team members to lead and oversee implementation;
- c) ICAO Regional Officers/Facilitators: providing technical guidance, administrative support, and assistance in stakeholder engagement and resource mobilization.

KEY FUNCTIONS

- a) Develop a Monitoring Model Framework that clearly defines roles, responsibilities, performance indicators, and risk-based prioritization criteria;
- b) Consolidate and document all relevant AASPG/SMO/SG conclusions and decisions for effective tracking and follow-up;
- c) Establish and maintain a tracking tool and live dashboard to enable real-time monitoring of implementation status and progress;
- d) Define and apply performance indicators and milestones aligned with ICAO SARPs, safety management, and safety oversight objectives;
- e) Conduct periodic reviews of conclusions and decisions, with structured escalation procedures for overdue or at-risk actions;
- f) Produce regular progress reports highlighting achievements, challenges, risks, and recommended corrective measures;
- g) Facilitate reassessment and updates of conclusions and decisions, taking into account outcomes, lessons learned, and new or emerging information.

METRICS (PERFORMANCE INDICATORS)

- a) Completion Rate: percentage of conclusions and decisions implemented.
- b) Action Planning: Number of conclusions and decisions supported by documented action plans.
- c) Performance Indicators & Milestones: percentage of items with defined KPIs and timelines.
- d) Live Tracking Updates: percentage of conclusions and decisions updated in the system in real-time.
- e) Review and Escalation: Number of items reviewed on schedule and escalated when overdue.
- f) Reporting: Number of progress reports generated and submitted.
- g) Reassessment: Number of conclusions and decisions reassessed or reviewed.

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ROLES AND RESPONSIBILITIES

General (all members):

- a) Participate actively in the project launching webinar and initial planning activities;
- b) Support data collection and consolidation of conclusions and decisions;
- c) Contribute to the design and development of the monitoring model and associated tracking tools;
- d) Engage in regular review meetings and provide technical expertise and input as required;
- e) Ensure timely delivery of assigned tasks and outputs in accordance with agreed timelines.

Project Coordinator:

- a) Lead and coordinate project implementation activities.
- b) Oversee the development of the monitoring model and dashboard.
- c) Monitor progress, ensure deadlines are respected, and report to SMO/SG.
- d) Facilitate coordination meetings and reporting cycles.

Team Members:

- a) Collect, analyze, and validate data related to conclusions and decisions to ensure accuracy and reliability;
- b) Prepare and update monitoring reports summarizing progress, challenges, and recommended actions;
- c) Support the development and testing of the tracking tool and live dashboard to enhance monitoring efficiency;
- d) Contribute to reassessment processes by providing technical input, lessons learned, and constructive feedback.

ICAO Regional Officers / Facilitators:

- a) Provide oversight, guidance, and quality assurance;
- b) Assist in mobilizing resources and engaging States and stakeholders;
- c) Support integration with ICAO regional processes and reporting.

Attachment**OPERATING GUIDELINES**

- a) **Communication:** Use ICAO-designated platforms (Teams, SharePoint, online dashboards) for interactions and data sharing;
- b) **Coordination:** Hold regular coordination meetings to review status, address challenges, and align on priorities;
- c) **Engagement:** Members must actively contribute to assigned tasks and meet established deadlines;
- d) **Leadership:** The Project Coordinator oversees implementation, facilitates collaboration, and ensures reporting to SMO/SG;
- e) **Collaboration:** Encourage teamwork, avoid duplication of effort, and align with regional safety oversight priorities;
- f) **Quality Assurance:** All monitoring tools, dashboards, and reports to be peer-reviewed prior to dissemination;
- g) **Reporting:** Develop a standardized reporting template and provide periodic updates to SMO/SG;
- h) **Decision-Making:** Aim for consensus; unresolved matters escalated to the Secretariat/Project Facilitator.

Attachment

Annex A: Project Description Document

Document	Description
1. Project Description Document	Initial document defining mandate, objectives, scope, roles, and responsibilities.
2. Database of Conclusions and Decisions	Centralized inventory (past and ongoing).
3. Monitoring Model Framework	Methodology including roles, responsibilities, performance indicators, and escalation procedures.
4. Tracking Tool & Dashboard	Digital platform (e.g., Power BI / SharePoint / advanced Excel) showing: <ul style="list-style-type: none"> a) Real-time status (open / in progress / closed); b) Completion rate; c) Overdue or at-risk actions.
5. Reporting Template	Standardized format for periodic reports (monthly, quarterly).
6. Progress Reports	Regular reports on implementation status.
7. Final Project Report	Overall assessment including achievements, lessons learned, and recommendations.
8. User Guide / SOP	Manual for using tracking tools and monitoring processes.
9. Workshop Report(s)	Documentation of validation and adoption workshops.

Attachment

Annex B: Deliverables and Action Plan

Action Plan (Roadmap)

Phase 1: Initiation			
Actions	Period	Responsible	Deliverable
1.1 Draft and validate the Project Description Document.	30 October 2025	SMO/SG/ ICAO Secretariat/AASPG	Project Charter, Kick-off meeting minutes.
1.2 Appoint the Project Coordinator and team members.	January 2026	ICAO Secretariat	
1.3 Conduct a kick-off webinar.	-	-	

Phase 2: Data Collection and Diagnosis			
Actions	Period	Responsible	Deliverable
2.1 Compile all AASPG/SMO/SG conclusions and decisions.	-	-	Baseline Report, Draft Database (initial version).
2.2. Assess their current implementation status.	-	-	
2.3. Identify gaps, duplications, and critical issues.	-	-	

Phase 3: Framework and Tool Development			
Actions	Period	Responsible	Deliverable

Attachment

3.1. Develop the Monitoring Model Framework (roles, KPIs, escalation mechanism).	-	-	Monitoring Model, Tracking Tool (beta), Reporting Template.
3.2. Build the tracking tool and dashboard (Excel/Power BI or equivalent).	-	-	
3.3. Design reporting templates and review schedules.	-	-	

Phase 4: Validation			
Actions	Period	Responsible	Deliverable
4.1. Organize a validation workshop with States and stakeholders.	-	-	Workshop Report, Validated Monitoring Framework, Dashboard.
4.2. Pilot test the model and tool with a sample set of decisions.	-	-	
4.3. Adjust framework and tools based on feedback.	-	-	

Phase 5: Deployment			
Actions	Period	Responsible	Deliverable
5.1. Roll out the system for all SMO/SG decisions.	-	-	Final Dashboard, SOP/User Guide, First Reports.
5.2. Implement periodic reporting (monthly/quarterly).	-	-	
5.3. Provide training and awareness sessions for users.	-	-	

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Phase 6: Evaluation and closure			
Actions	Period	Responsible	Deliverable
6.1. Evaluate performance results (KPI-based).	-	-	Final Project Report, Lessons Learned Report
6.2. Document lessons learned and best practices.	-	-	
6.3. Transfer the monitoring mechanism to the permanent SMO/SG process.	-	-	

Project Cost