REVISED ABUJA SAFETY TARGETS AND PERFORMANCE FRAMEWORK

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PREAMBLE

During the years leading up to year 2012, aviation safety in Africa was at an all-time low as accident rates were very high compared to the global average and the level of implementation of the ICAO Standards and Recommended Practices (SARPS) was also the lowest in the world. In relation to the compelling need to continuously improve aviation safety in Africa, and the need to urgently find immediate and sustainable resolution of safety oversight deficiencies, service provider infrastructure and systems, the Abuja Safety Targets were established through the Ministerial Declaration on Aviation in Africa with the focus being its implementation at State Level. Immediate steps had to be taken to develop a home-grown solution for the problems facing the continent while at the same time integrating the entire continent, securing the highest level of political will amongst the African Member States hence, the involvement of the Ministers. Whereas no single approach may yield the desired outcomes, The Abuja Declaration on Aviation Safety in Africa established a high-level commitment for all African Member States to implement a set of defined Targets that when fully implemented will definitely improve the Safety and Air Navigation Efficiency on the continent. These are important tenets that support the implementation of the Single African Air Transport Market (SAATM) in Africa. In order to avoid duplication and conflict with existing Regional Safety and Air Navigation Plans, alignment and review of the Abuja Safety Targets is regularly conducted on a continuous basis with Stakeholders whenever there is need. Collaboration is important to address the urgent need to implement national, regional and continent-wide strategies on aviation safety in the African continent with a view to promoting air transport as a mode of transport which enhances Africa's development and integration. Over the years the experience gained in the implementation of the Abuja Safety Targets has drawn useful lessons including the challenges faced, the need for resource identification and allocation and a wider stakeholder engagement through a collaborative approach.

1.0 BACKGROUND

1.1. The Abuja Safety Targets (ASTs) are high level aviation safety targets which were adopted by the African Ministers responsible for aviation in Abuja, Nigeria, in July 2012. The high-level targets were established to assist African States to proactively ensure aviation safety in the continent.

1.2. It was then understood that ASTs needed to be revised on a continuous basis to ensure that global trends in aviation are incorporated as appropriate. Consequently, the African Union Commission (AUC) Specialized Technical Committee (STC) on Infrastructure, Transport, Tourism and Energy, held in Lomé, Togo from 13 to 17 March 2017 approved the request to revise the Abuja Safety Targets.

1.3. With the adoption of the 2017–2019 Edition of the Global Aviation Safety Plan by the ICAO Council, and the emerging trends, especially in Air Navigation, the Africa-Indian Ocean Region (AFI) recognized the need to revise the Abuja Safety Targets in December 2017, in order to align them with the ICAO GASP and to incorporate Air Navigation Targets.

1.4. At the combined stakeholders meeting held virtually from 23rd November to 2nd December 2020, the ICAO APIRG/23 and RASG-AFI/6 Conclusion 2/07 identified the need to further review and align the Abuja Safety Targets with the ICAO Global Aviation Safety Plan (GASP) and the Global Air Navigation Plan (GANP) and further tasked AFCAC and ICAO to lead the review process. The aim was to ensure harmonization and to expedite implementation of the Abuja Safety Targets in Africa.

1.5. The process commenced in 2022 and the outcomes presented by AFCAC in various continental meetings such as the AFI Aviation week, AFI Planning and Implementation Regional Group (APIRG) and Regional Aviation Safety Group- Africa Indian Ocean (RASG-AFI) meetings and at the 4th Ordinary Session of the African Union Specialized Technical Committee on Transport, Transcontinental and Interregional Infrastructure, and Energy (STC-TTIIE) meeting held in Zanzibar, Tanzania from 12th to 15th September 2023. AFCAC was further mandate by the STC-TTIIE to collaborate with AUC, ICAO and all stakeholders to finalize the amendment process of the Abuja Safety Targets including development of the associated performance framework and to align the Targets with the ICAO Global Aviation Safety Plan (GASP), Global Air Navigation Plan (GANP), the Regional Safety and Air Navigation Plans for the MID, EUR and AFI Regions covering all the African Member States by 31st March 2024.

1.6. In light of the above, and with the view to provide Member States with updated aviation safety and air navigation targets, the review and alignment process of the Abuja Safety Targets was carried out. The revised Targets are simple, clear, measurable and consistent with the ICAO GASP, GANP, AFI-RASP 2023-2025, MID-RASP 2023-2025, EUR- RASP 2023-2025, AFI eANP Vol. I, II and III, MID eANP Vol. I, II and III, EUR eANP Vol. I, II and III and industry best practices.

1.7. The Targets have been aligned with the 6th GASP goals as indicated below:

Goal 1 is to achieve a continuous reduction of operational safety risks.

Goal 2 calls for all States to strengthen their safety oversight capabilities.

Goal 3 calls for the implementation of effective State safety programs.

Goal 4 calls for States to increase collaboration at the regional level to enhance safety.

Goal 5 aims to expand the use of industry programs and safety information sharing networks.

Goal 6 focuses on the appropriate infrastructure needed to support safe operations.

1.8. Various Experts Working Groups commenced working on the AST alignment process including establishment of its Performance Framework. In order to complete this work, a workshop was convened from 23rd to 25th January 2024 at AFCAC Headquarters in Dakar Senegal, in which various stakeholders completed the review and alignment of the ASTs as required.

1.9. The proposed amendments of the ASTs took into consideration the following:

a) Development and review of Global and Regional Plans, i.e. ICAO GASP and GANP, AFI-RASP 2023-2025, MID-RASP 2023-2025, EUR- RASP 2023-2025, AFI eANP Vol. I, II and III, MID eANP Vol. I, II and III, EUR eANP Vol. I, II and III;
b) review of the global progress made in improving aviation safety performance and in the implementation of State Safety Programme/Safety Management Systems (SSP/SMS);
c) recommendations by AFI Plan Steering Committee, RASG-AFI and APIRG, such as the need to establish performance framework to monitor AST implementation progress made in in Member States;
d) lessons learnt by States, regions and industry; and
e) Industry best practices.

2.0 STAKEHOLDERS

2.1 Broadly, there are many entities involved in the process of enhancing aviation safety through the operational environment which significantly contribute to the implementation of Abuja Safety Targets within Member States. These include the following:

a) ***Air Navigation Service Providers:*** Air Navigation Service Providers (ANSPs) are the organizations responsible for providing air traffic control (ATC) and other air navigation services within a specific airspace or region. ANSPs manage and regulate the safe and efficient movement of aircraft, both in the air and on the ground, to ensure the safety of air travel. They typically oversee tasks such as air traffic management, communication with pilots, navigation assistance, surveillance of aircraft movements, and coordination with other aviation stakeholders. ANSPs can be government agencies, private companies, or a combination of both, depending on the State and its regulatory framework.

b) ***Air Traffic Controllers:*** ATCs are responsible for directing aircraft in the airspace and on the ground, air traffic controllers are integral to aviation safety. They must maintain constant communication with pilots and provide timely information to ensure safe operations.

c) ***Airline Pilots and Crew:*** Pilots and crew members play a crucial role in ensuring the safety of flights. They should be adequately trained, adhere to safety procedures, and report any safety concerns promptly.

d) ***Airlines:*** Airlines have a vested interest in aviation safety as it directly impacts their operations, reputation, and passenger confidence. They should actively participate in safety initiatives and adhere to safety protocols.

e) ***Airport Operators:*** These are responsible for the operation and management of the airport infrastructure, including ensuring compliance with safety regulations and maintaining airport facilities.

f) ***Aviation Maintenance Companies:*** Maintenance providers are responsible for ensuring that aircraft and aviation equipment are properly maintained and in airworthy or safe condition. They must comply with maintenance regulations and promptly address any safety concerns.

g) ***Emergency Response and Rescue Services:*** These include fire departments, medical services, and other emergency responders stationed at the airport. They play a critical role in mitigating the impact of aviation accidents and incidents.

h) ***Local Community and Residents:*** Communities surrounding airports are affected by aviation activities and have a stake in safety. They may be impacted by noise pollution, air quality, and the risk of accidents. Engaging with local residents and addressing their concerns is essential for maintaining safety and community relations.

i) ***Original Equipment Manufacturers:*** Companies that manufacture aircraft, aircraft parts and aviation equipment have a responsibility to produce reliable and safe products. They should adhere to strict quality control measures and collaborate with regulatory authorities to address any safety issues.

j) ***Passengers:*** Passengers are also stakeholders in aviation safety. They rely on airlines and regulatory authorities to ensure their safety during air travel. They can contribute to safety by following crew instructions and reporting any safety concerns.

k) ***Regulators:*** the Civil Aviation Authorities are the Regulators responsible for overseeing aviation regulations, implementing safety policies, ensuring compliance with international standards, aviation safety oversight, including setting safety standards, conducting inspections and issuing licenses/certificates/approvals and authorizations to the service providers and operators.

2.2 In addition to the above, key stakeholders involved in the implementation and monitoring of the Abuja Safety Targets include the following:

1. Member States (Include State entities such as CAAs, Accident Investigation Agencies, etc.)
2. AUC
3. AFCAC
4. ICAO
5. IATA
6. ACI Africa
7. CANSO
8. AFRAA
9. RSOOs

10. RAIO
11. Regional Economic Communities
12. Development Partners such as EASA, FAA
13. Financial Institutions such as AfDB.

3.0 REVIEW AND ALIGNMENT PROCESS

3.1 *Policy Review and Alignment Process Initiation:* Any amendment to AFCAC Policy (including Abuja Safety Targets) is triggered by the AFCAC Plenary. The 33rd AFCAC Plenary triggered a requirement for the alignment of the Abuja Safety Targets with the ICAO Global Aviation Safety Plan (GASP) and Global Air Navigation Plan (GANP).

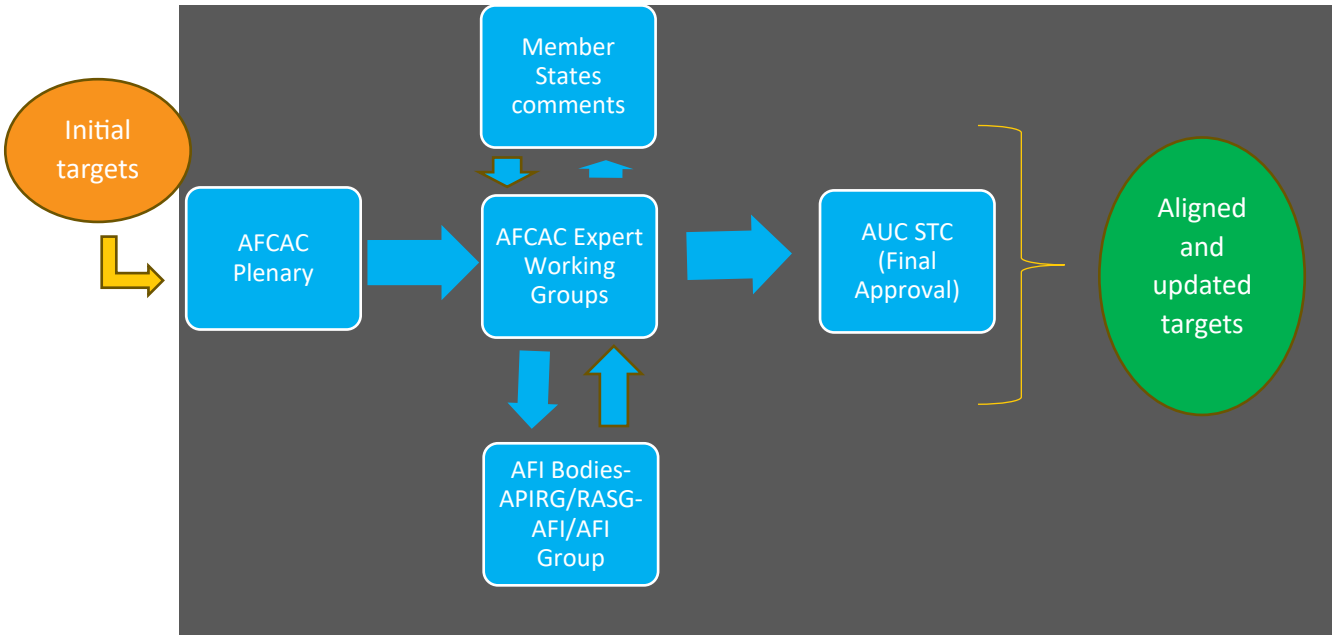
3.2 *Policy Drafting:* AFCAC secretariat works with ICAO and States technical experts in drafting the initial policy text for consideration by the stakeholders.

3.3 *Stakeholder Consultation Process*: The proposed amendments to the Abuja Safety Targets and alignment with the Global and Regional Safety and Air Navigation Plans are presented to the stakeholders for consideration and inputs leading to the development of the Revised Abuja Safety Targets.

3.4 Validation workshop: A validation workshop for all stakeholders is convened to provide updates and content of the Revised Abuja Safety Targets. It also provides an opportunity for sensitization and awareness of the outcome of the Stakeholder Consultation Process.

3.5 Final approval and adoption: AUC coordinates the final approval and adoption of the ASTs by the Ministers through the African Union Specialized Technical Committee on Transport, Transcontinental and Interregional Infrastructure, and Energy (STC-TTIIE).

4.0 AMENDMENT CYCLE



Typical amendment cycle for the Abuja Safety Targets

5.0 REVISED ABUJA SAFETY TARGETS 2024

The Revised Abuja Safety Targets incorporate 15 broad Targets as shown in the table below:

AST #	Abuja Safety Target	Key Performance Indicator	Challenges	Mitigation Measures	Required Resources	Stakeholders
Goal 1: Achieve a continuous reduction of operational safety risks						
# 1.	**1.1** States to maintain a decreasing trend of accident and serious incident rate.	KPI 01 Rate/Number of accidents or serious incidents involving commercial operations with airplanes of maximum mass over 5700 kg in Africa. KPI 02 Rate/Number of accidents or serious incidents involving commercial operations with airplanes of maximum mass over 5700 kg and occurring in Africa per million departures (accident rate). KPI 03 Rate/Number of accidents or serious incidents involving commercial operations with rotorcraft of maximum mass over 3175 kg in Africa. KPI 04	1. Inadequate physical characteristics including deficiencies such as surface runway conditions. – States. 2. Inadequate aerodrome visual aids. 3. Poor maintenance regimes and practices including insufficient calibration of navigational aids. 4. Inadequate operational and ground movement control procedures. 5. Lack of runway safety programmes and teams at airports. 6. Limited technical capacity within States to address High Risk Categories of Occurrences i.e., Runway Excursions & Incursions.	1. Support compliance with requirements for physical characteristics contained in ICAO Annex 14. 2. Redesign or upgrade aerodrome facilities and infrastructure where necessary. 3. Implementation of ICAO Global Reporting Format (GRF). 4. Establish and implement robust aerodrome and air navigation facilities maintenance programme. 5. Support the establishment and maintenance of Runway Safety Teams in the States at all international airports. (RST Go teams).	1. Financial resources for infrastructure. 2. Financial resources to conduct training for capacity building. 3. Qualified instructors in all identified R-HRC	1. ICAO 2. AFCAC 3. AATO 4. Regulators 5. Service Providers 6. Operators 7. States 8. RSOOs 9. RAIOs 10. IATA 11. CANSO 12. ACI Africa 13. AFRAA 14. AfDB 15. Others

AST #	Abuja Safety Target	Key Performance Indicator	Challenges	Mitigation Measures	Required Resources	Stakeholders
		Rate/Number of accidents or serious incidents involving commercial operations with rotorcraft of maximum mass over 3175 kg and occurring in Africa per thousand departures (accident rate). KPI 05 Rate/Number of accidents or serious incidents involving commercial operations with Unmanned Aircraft Systems in Africa. KPI 06 Number of accidents or serious incidents to aircraft occurring in Africa related to high-risk categories (HRCs.) KPI 07 Percentage of accidents or serious incidents to aircraft occurring in Africa related to high-risk categories (HRCs). (Rate/Number of accidents & serious incidents attributed to each HRC to be collected). KPI 08	7. Insufficient resources to train aviation professionals in all identified High-Risk Categories. 8. Inadequate establishment or implementation of an aircraft accident and incident reporting system within the State. 9. Inadequate legislation, regulations and related procedures for RPAS/UAS. 10. Lack of Safety Culture and Reporting Culture. 11. Lack of qualified and experienced technical personnel. 12. Lack of safety data collection and analysis tools. 13. Insufficient information about occurrences and lack effective mechanisms for periodic reporting.	6. Provide training to address High Risk Categories of Occurrences e.g. Upset prevention and recovery training (UPRT) Runway Excursions & Incursions. 7. Secure funding to support training i.e. UPRT, RST implementation. 8. Establishment and implementation of an aircraft accident and incident reporting system. 9. Establishment of adequate regulatory framework. 10. Development and implementation of appropriate technical guidance materials and procedures i.e. operational and ground movement control procedures. 11. Implementation of industry best practices on aircraft accident and incident reporting system.		

AST #	Abuja Safety Target	Key Performance Indicator	Challenges	Mitigation Measures	Required Resources	Stakeholders
		Rate/Number of losses of Separation occurrences (to include MAC, GCOL, RI-VAP, etc.).		12. Establishment of a comprehensive safety occurrence reporting system. 13. Establishment and implementation of State Safety Programmes and Safety Management Systems in accordance with ICAO Annex 19. 14. Establishment and maintenance of independent and functional aircraft accident and incident investigation agency with adequate human and financial resources. 15. Establish and implement an effective communication strategy associated with an occurrence reporting system, just culture. 16. Avail infrastructure and conform to all practices, and procedures relating to runway operations. 17. Ensure the content of training materials for pilots, air traffic		

AST #	Abuja Safety Target	Key Performance Indicator	Challenges	Mitigation Measures	Required Resources	Stakeholders
				controllers, UAS operators and ground operations personnel include runway incursion prevention measures and awareness. 18. Conduct annual safety issue review meetings (SIRM) under the Collaborative Aviation Safety Improvement Program (CASIP) Framework. 19. Establish an active Runway Safety Team Program for the region, with a defined annual priority mission activity and establish a RWY Safety Team Oversight under the State safety program. 20. Implement a set of Runway Excursion/Incursion Detailed Implementation Plan (RE/RI DIP) for the continent. 21. Promote incident reporting by Airlines through globally recognized reporting		

AST #	Abuja Safety Target	Key Performance Indicator	Challenges	Mitigation Measures	Required Resources	Stakeholders
				system such as the Global Aviation Data Management (GADM). 22. States establishing and maintaining effective accidents/incidents reporting system with adequate associated Safety Data Collection and Processing System (SDCPS).		
	1.2 All States to attain and maintain a level of continuous reduction of loss of separation occurrences by at least 50%.	KPI 01 Number of Large Height Deviation reports. KPI 02 Number of Coordination Failure reports. KPI 03 Number of occurrences of operation below safety nets in ATM systems. KPI 04 Number of Communication failure reports, (% of VHF courage and % of demonstratable improvement to mobile communication).	1. Lack of recurrent training and proficiency check of ATC personnel. 2. Inadequate coordination procedures amongst ATS units at state level and between neighbouring states. 3. Non-compliance with established procedure. 4. Lack of compliance with the RVSM airspace requirements by approved/non-approved aircraft 5. Inadequate use of procedural control in some states. (interoperability and harmonised procedure).	1. Capacity building through training. 2. Establish mandatory requirements for loss of separation reporting. 3. Establish LoA with neighbouring States and implement the agreed procedures. 4. Operationalize loss of separation reporting system at both regional and national levels. 5. Upgrade of the CNS/ATM infrastructure (SSR/ADS-B). 6. Establish effective liaison between the ANSPs and the flight	1. Avail financial resources to facilitate personnel and infrastructure development /upgrading. 2. Training sessions to assist States in reducing the AIRPROX rates with a goal of having a zero rate. 3. Financial resources for CAAs and ANSPs to allow upgrading of CNS/ATM systems.	1. AFCAC 2. ICAO ROs 3. RSOOs 4. RAIO 5. States 6. RSOOs 7. RAIOs 8. CANSO 9. IATA 10. AFRAA 11. ACI Africa 12. Industry 13. Others

AST #	Abuja Safety Target	Key Performance Indicator	Challenges	Mitigation Measures	Required Resources	Stakeholders
		KPI 05 Number of implemented airspace reorganizations to mitigate identified hotspots (TCAS) where required. KPI 06 Number of States where In-Flight Broadcast Procedure (IFBP) is required. KPI 07 % improvement of IFBP coverage area.	6. Inadequate Communication systems (ground to Ground and ground to air. 7. Member States are at different levels of ICAO SARPs implementation and infrastructure development. 8. Some State ATS units are not well equipped consistent with the SARPs. 9. Some States do not have sufficiently skilled human resources in domains like PANS OPS, Airspace Design. 10. Lack of National Air Navigation Plans (NANPs), National PBN Implementation Plans. 11. Lack of inclusion of NANPs in the National Development Plans for resource mobilisation, prioritization and planning. 12. Lack of implementation of SSP/SMS in some States.	operations department on RVSM and PBN approval. 7. Ensure effective coordination to address non-compliance by Aircraft Operators through engagement with IATA, ICAO Regional Offices and AFRAA. 8. Develop and implement Safety Promotions to prevent airspace infringement and reducing the risk of Mid-Air Collision including awareness of airspace complexity and the use of technology. 9. To develop an adequate means to undertake a comprehensive Mobile Communications coverage and undertake review to identify baseline for In-Flight Broadcast Procedure (IFBP) and implement improvement measures based on results.		

AST #	Abuja Safety Target	Key Performance Indicator	Challenges	Mitigation Measures	Required Resources	Stakeholders
			13. Ineffective liaison between the ANSPs and the flight operations department on RVSM and PBN approval.			
Goal 2: Strengthen State Safety Oversight Capability						
# 2	**2.1** All States establish and strengthen autonomous Civil Aviation Authorities with independent regulatory oversight, sustainable sources of funding and resources to carry out effective safety oversight and regulation of the aviation industry by 2027.	KPI 01 CAA is established as an independent regulatory body by law, separate from government departments or ministries. KPI 02 CAA has its own budget, funded through fees, charges, or taxes levied on aviation activities, rather than relying on government appropriations. KPI 03 Existing Regulatory framework providing for financial and functional autonomy. KPI 04	1. Inadequate Regulatory framework to establish independent CAA. 2. Lack of financial and human resources to support an independent CAA. 3. Reluctance to delegate safety oversight functions. 4. Reluctance to join Regional Mechanisms such as RSOOs and RAIOs. 5. Lack of government support for aviation safety and State Safety Oversight functions and responsibilities.	1. Support through RSOOs and RAIOs. 2. Prioritization of Civil Aviation through National Master Plans, development and implementation of NASPs. 3. High-level sensitization and awareness campaigns. 4. Robust Regulatory framework to support the establishment of independent CAA. 5. Clear functional separation between Regulator and regulated entities.	1. Sustainable Funding. 2. Regional Collaboration mechanisms. 3. Political Support. 4. Sufficient technical personnel.	1. States 2. ICAO 3. RSOOs 4. RAIOs 5. AFCAC 6. Others

AST #	Abuja Safety Target	Key Performance Indicator	Challenges	Mitigation Measures	Required Resources	Stakeholders
		CAA has the authority to enforce regulations, set safety standards, enforce compliance, and impose administrative penalties independently. KPI05 Number of States with clear separation between Regulator and Service provider. KPI 06 Percentage of budget available out of required budget to effectively carry out all safety oversight functions. KPI 07 Percentage of staff available against the required to fulfil all safety oversight functions. KPI 08 CAA operates with a board or commission composed of independent experts from the aviation industry, government, and other relevant stakeholders.				

AST #	Abuja Safety Target	Key Performance Indicator	Challenges	Mitigation Measures	Required Resources	Stakeholders
		KPI 09 CAA operates transparently, with clear processes for decision-making, regular reporting, audits, performance evaluations public consultation, and stakeholder engagement.				
	2.2: All States to improve their score for the effective implementation (EI) of the critical elements (CEs) of the State's safety oversight system (with focus on priority PQs) as follows: a) by 2024 – 75 per cent EI score; b) by 2026 – 85 per cent EI score; and c) by 2030 – 95 per cent EI score.	KPI 01 Improvement in EI score as per the timelines: a) Number of States that have achieved 75% EI by 2024 b) Number of States that have achieved 85% EI by 2026 c) Number of States that have achieved 95% EI by 2030 KPI 02 Percentage of completed CAPS in the State (using the ICAO USOAP CMA OLF). KPI 03	1. Inadequate Regulatory framework. 2. Inadequate Funding. 3. Lack of qualified and trained personnel. 4. Lack of Technical Guidance Materials and procedures. 5. Inadequate training of NCMCs.	1. Adoption of harmonized/common regulatory framework. 2. Sustainable funding models. 3. Capacity building initiatives including OJT. 4. Harmonization of regional policies and procedures. 5. Sharing of Experts e.g. AFI CIS programme	1. Adequate Funding. 2. Regional Collaboration mechanisms. 3. Model Regulations and Technical Guidance Materials.	1. ICAO 2. RSOOs 3. RAIOs 4. AFCAC 5. Industry 6. States 7. Others

AST #	Abuja Safety Target	Key Performance Indicator	Challenges	Mitigation Measures	Required Resources	Stakeholders
		Percentage of implementation of the priority PQs KPI 04 Number of potential SSCs avoided before their publication following a USOAP CMA activity. KPI 05 Number of SSCs resolved by State.				
	2.3 All States establish and strengthen independent Aircraft Accident and Incident Investigation organization/units with sustainable sources of funding and resources to carry out investigations on aircraft accidents and serious	KPI 01 Established Independent Aircraft Accident and Incident Investigation Organization KPI 02 Numbers of States with Independent Aircraft Accident and Incident Investigation Organizations KPI 03 Existing Regulatory framework providing for financial and functional autonomy.	1. Inadequate AAID institutional regulatory framework. 2. Lack of financial resources to support establishment and administration of independent AAIDs. 3. Lack of human resources - qualified and trained personnel to support AAIDs. 4. Reluctance to join Regional Mechanisms such as RSOOs and RAIOs.	1. Support through RSOOs and RAIOs. 2. Prioritization of Civil Aviation through National Master Plans and the development and implementation of NASPs.	1. Adequate Funding. 2. Regional. Collaboration mechanisms. 3. Model Regulations and Technical Guidance Materials.	1. States 2. ICAO 3. RAIO 4. AFCAC 5. IATA 6. AFRAA 7. Others

AST #	Abuja Safety Target	Key Performance Indicator	Challenges	Mitigation Measures	Required Resources	Stakeholders
	Incidents by 2028.	KPI 04 Clear separation between Regulator and accident investigation functions. KPI 05 Percentage of budget available out of required budget to effectively carry out investigation functions. KPI 06 Level of staffing available against the demand to fulfil investigation functions. KPI 07 Number of States providing accident, serious incident investigation reports to ICAO by target date as per ICAO Annex 13.				
	2.4 All States establish and strengthen relevant departments/ units e.g. Meteorological, Radioactive Materials	KPI 01 Level of delegation or existing MoUs to support the relevant Safety Oversight Functions. KPI 02	1. Inadequate institutional regulatory framework. 2. Lack of financial resources to support establishment of relevant departments/ units.	1. Support through RSOOs and RAIOs. 2. Prioritization of Civil Aviation through National Master Plans and the development and implementation of NASPs.	1. Adequate Funding. 2. Regional Collaboration mechanisms. 3. Model Regulations and Technical Guidance Materials.	1. States 2. ICAO 3. RSOOs 4. RAIOs 5. AFCAC 6. Others

AST #	Abuja Safety Target	Key Performance Indicator	Challenges	Mitigation Measures	Required Resources	Stakeholders
	regulating entities, Communications authorities in the States that support State Safety functions with sustainable sources of funding and resources to carry out their respective functions.	Level of staffing available against the demand to fulfil the required functions. KPI 03 Established regulatory framework for institutional support.	3. Lack of human resources - qualified and trained personnel to support appropriate safety oversight functions. 4. Reluctance to delegate to Regional Mechanisms such as RSOOs and RAIOs.			
Goal 3: All States to implement effective State Safety Programme (SSP)						
# 3	**3.1** All States to implement the foundation of an SSP by 31st December 2024.	KPI 01 Percentage of implementation of the foundation of an SSP by a State. KPI 02 Percentage of required CAPs related to the SSP foundation PQs submitted by the State (using OLF)	1. Lack of easy-to-use legislative framework to establish SSP and SMS implementation. 2. Lack of training for both service providers and regulators. 3. Inadequate financial resources and qualified personnel.	1. Assist member States to develop legislative framework. 2. Capacity building for service provider and regulatory personnel. 3. Invest in training initiatives to elevate the skills of auditors and safety professionals through workshops, seminars, and specialized courses targeting SSP	1. Financial resources to support targeted technical assistance and training. 2. Partnerships/ funding to implement the SSP Peer Review Mechanism.	1. AFCAC 2. ICAO 3. RSOOs 4. RAIO 5. States 6. Others

AST #	Abuja Safety Target	Key Performance Indicator	Challenges	Mitigation Measures	Required Resources	Stakeholders
				implementation methodologies. 4. Foster collaboration and resource sharing among States by promoting regional or international partnerships.		
	3.2 All States to publish a national aviation safety plan (NASP) by 31st December 2024.	KPI 01 Number of States that have published NASP.	1. Lack of awareness and appreciation of the importance of NASP	1. Training on establishment and development of NASP. 2. Support from RSOOs and collaboration among States in development of NASPs.	1. Financial resources required for training. 2. NASP development and implementation. 3. Safety experts for technical assistance missions.	1. AFCAC 2. ICAO 3. RSOOs 4. RAIO 5. States 6. Others
	3.3 All States to work towards an effective SSP as follows: A) by 2025 – Present[1] B) by 2028 – Present and effective.	KPI 01 Number of States having an SSP that is present (using iSTARS) KPI 02	1. Lack of implementation of agreed SSP/SMS roadmaps for States. 2. States have not appointed dedicated SSP coordinators.	1. Enlist member State's commitment to implement SSP/SMS through Change Management strategies.	1. Secure financial resources to address safety risks. 2. Partnerships/ funding to conduct SSP trainings.	1. AFCAC 2. ICAO 3. RSOOs 4. RAIO 5. States 6. Others

[1] The terms "present" and "present and effective" are based on the maturity levels established in the ICAO SSP Implementation Assessment (SSPIA).

AST #	Abuja Safety Target	Key Performance Indicator	Challenges	Mitigation Measures	Required Resources	Stakeholders
		Number of States having an SSP that is present and effective using OLF SSP-PQs. KPI 03 Number of States that require applicable service providers under their authority to implement an SMS. KPI 04 iSTARS SSP Implementation Levels.	3. Inadequate training on SSP implementation.	2. Awareness/sensitization of SSP requirements for top management. 3. Implementation of SSP Peer review Mechanism initiative. 4. Technical assistance to States.		
Goal 4. All States to increase collaboration at the regional level						
# 4	**4.1** States that do not expect to meet Goals 2 and 3 by December 2025, to seek assistance to strengthen their safety oversight capabilities.	KPI 01 Number of States that received assistance activities by Other States/RSOOs/ RAIO.	1. Lack of resources (financial/human) to support structured assistance programs to Member States. 2. Organizational limitations to recognize and utilize regional assistance programs.	1. Establish pool of resources in the regions to provide technical assistance to Member States. 2. Establish structured programs to support Member States according to their needs. 3. Encourage States to share resources, including personnel,	1. Pooling of financial and human resources to provide support to Member States; 2. Established regional programs and projects to support targeted States.	1. AFCAC 2. RSOOs 3. RAIO 4. ICAO 5. States 6. Others

AST #	Abuja Safety Target	Key Performance Indicator	Challenges	Mitigation Measures	Required Resources	Stakeholders
				technology, and expertise, to collectively address emerging risks. 4. Encourage States to join RSOOs and RAIOs.		
	4.2 By end of 2025 publish an updated regional aviation safety plan for the RASG-AFI (AFI-RASP), RASG-MID (MID-RASP), EUR-RASG (EUR-RASP) and in line with the latest edition of GASP.	KPI 01 An updated AFI-RASP/ EUR RASP/ MID RASP published. KPI 02 Number of States that are sharing their SSP SPIs with the RASG-AFI/ EUR- RASG/ MID RASG. KPI 03 Percentage of safety enhancement initiatives completed by the RASG-AFI/ EUR- RASG/ MID RASG Region on safety risk management. KPI 04 A mechanism to collect and process data on operational	1. Lack of commitment to implement structured regional programs. 2. Lack of a regional safety data collection and processing system.	1. Enlist commitment from Member States to embrace available regional support programs offered by regional entities such as RSOOs. 2. Development & establishment of a Regional Safety Data portal. 3. Increase the Global Aviation Data Management (GADM) footprint across the continent by Airlines.	1. MoUs signed between recipient States and providers of technical assistance to guarantee implementation by all parties. 2.Partnerships/funding for development of a Regional Safety Data portal.	1. AFCAC 2. RSOOs 3. RAIO 4. ICAO 5. States 6. IATA 7. AFRAA 8. Industry 9. Others

AST #	Abuja Safety Target	Key Performance Indicator	Challenges	Mitigation Measures	Required Resources	Stakeholders
		safety risks and emerging issues established by the RASG-AFI / EUR-RASG/ MID RASG Region. KPI 05 Number of Airlines joining Global Aviation Data Management (GADM) program and contributing Data.				
Goal 5: Expand the use of industry programmes and safety information sharing networks by service providers						
# 5	**5.1** Maintain an increasing trend in industry's contribution in safety information sharing networks to States and regions to assist in the development of NASPs and RASPs.	KPI 01 Number of States in the region (AFI/MID/EUR) reporting increased and improved provision of safety information by industry to assist in the development of NASPs and applicable RASP. KPI 02 Applicable RASP (AFI/MID/EUR) developed in consultation with industry. KPI 03	1. Slow pace of safety data collection and implementation of RASG conclusion/ RASP SEIs/safety actions and tools to mitigate identified safety risks and safety deficiencies; 2. Slow pace of development and implementation of NASPs	1. Establish and promote safety data collection systems at national and regional levels; 2. Encourage IATA's IOSA and ISAGO registrations through safety promotion 3. Support the implementation of ACI Airport Excellence (APEX) and CANSO ANSP Peer Review Programme	1. Financial resources for procurement of standardized safety data collection systems. 2. Financial resources and human resources to support industry programs. 3. Increase the GADM footprint across the continent by Airlines	1. AFCAC 2. IATA 3. AFRAA 4. CANSO 5. RASG-AFI 6. RASG-MID 7. RASG-EUR 8. States 9. Others

AST #	Abuja Safety Target	Key Performance Indicator	Challenges	Mitigation Measures	Required Resources	Stakeholders
		Number of Airlines joining Global Aviation Data Management (GADM) program and contributing Data.				
	5.2 Increase the number of service providers participating in the corresponding ICAO recognized industry assessment programmes (e.g. IOSA, ISSA, ISAGO, etc.)	KPI 01 States having established safety data collection and processing systems (SDCPS) to facilitate participation in a safety information-sharing network. KPI 02 Number of service providers participating in the corresponding ICAO recognized industry assessment programs. KPI 03 Number of service providers contributing to a Safety Data Collection and Processing System (SDCPS) or a safety information sharing network.	1. Lack of commitment to enforce requirements for service providers to participate in industry assessment programs. 2. Prohibitively expensive industry assessment programs.	1. Establish and Implement enforcement instruments to commit States and service providers to participate in industry programs. 2. Promote concept of cost recovery for all industry assessment programs.	1. Enforcement instruments to commit States and service providers to participate in industry programs.	1. AFCAC 2. IATA 3. AFRAA 4. CANSO 5. RASG-AFI 6. RASG-MID 7. RASG-EUR 8. States 9. Others
	5.3 Eligible African airlines to attain acceptable standards for operational safety	KPI 01 States having established safety data collection and processing systems	1. Lack of commitment to enforce requirements for Airlines to participate in industry assessment programs.	1. Establish and Implement enforcement instruments to commit States and Airlines to participate in industry programs.	1. Enforcement instruments to commit States and Airlines to participate in industry programs.	1. AFCAC 2. IATA 3. AFRAA 4. CANSO 5. RASG-AFI

AST #	Abuja Safety Target	Key Performance Indicator	Challenges	Mitigation Measures	Required Resources	Stakeholders
	through the industry globally recognized IATA IOSA/ISSA program, and to sustain recurrent registration. .	(SDCPS) to facilitate participation in a safety information-sharing network. KPI 02 Number of African Airlines participating in the corresponding ICAO recognized industry assessment programs. KPI 03 Number of African Airlines contributing to a Safety Data Collection and Processing System (SDCPS) or a safety information sharing network.	2. Prohibitively expensive industry assessment programs	2. Promote concept of cost recovery for all industry assessment programs		6. RASG-MID 7. RASG-EUR 8. States 9. Others
	5.4 Eligible Ground Handling Service Providers (GSP) to attain and maintain acceptable standards for operational safety through industry globally recognized IATA ISAGO program.	KPI 01 Number of GSPs joining ISAGO program. KPI 02 Number of Airlines accessing ISAGO reports.	1. Lack of commitment to enforce requirements for GSPs to participate in industry assessment programs. 2. Prohibitively expensive industry assessment programs.	1. Establish and Implement enforcement instruments to commit States and GSPs to participate in industry programs. 2. Promote concept of cost recovery for all industry assessment programs.	1. Enforcement instruments to commit States and GSPs to participate in industry programs.	1. AFCAC 2. IATA 3. AFRAA 4. CANSO 5. RASG-AFI 6. RASG-MID 7. RASG-EUR 8. States 9. Others

Goal 6: All States to ensure the appropriate aviation infrastructure is available to support safe operations

AST #	Abuja Safety Target	Key Performance Indicator	Challenges	Mitigation Measures	Required Resources	Stakeholders
# 6	**6.1** Establish and maintain an increasing trend of air navigation infrastructure, interoperable systems and aerodrome infrastructure that meets relevant ICAO Standards.	KPI 01 Number or percentage of infrastructure-related air navigation deficiencies reported by State, against the regional air navigation plans. KPI 02 Number or percentage of States having implemented infrastructure-related PQs linked to the basic building blocks. KPI 03 Number of infrastructure improvements implemented to address identified deficiencies and airspace user requirements. KPI 04 Number of airline/ State Technical Panel Programs established and maintained.	1. Need to establish a gap analysis on aviation infrastructure to determine State needs. 2. Need for a continental aviation masterplan to promote aerodromes and air navigation infrastructure. 3. Lack of access to capital for infrastructure development.	1. Continental infrastructure gap analysis. 2. Continental masterplan on infrastructure gap analysis. 3. Support States on the implementation of the ICAO Annex 14 requirements to achieve compliance with regards to Aerodrome Design and Operations, through Workshops/Trainings. 4. Continental approach to funding of strategic infrastructure and general access to capital by States. 5. Promote the seamless operations through improved infrastructure. 6. Cooperative and collaborative technical Panel programs between States/ANSPs and Airspace Users.	1. Continental masterplan for infrastructure development. 2. Financial resources for infrastructure development. 3. Financial resources for capacity building.	1. AUC 2. AFCAC 3. ICAO 4. Infrastructure Development Banks 5. States 6. CANSO 7. ASECNA 8. IATA 9. AFRAA 10. Others

AST #	Abuja Safety Target	Key Performance Indicator	Challenges	Mitigation Measures	Required Resources	Stakeholders
# 7	**All States to identify gaps in existing aviation infrastructure.** **7.1** All States to identify gaps in existing international aerodromes infrastructure by 2025.	KPI 01 Number of deficiencies identified in international aerodromes infrastructure. KPI 02 Number of gap analysis studies conducted at international airports to ensure all of them have received such assessment. KPI 03 Number of projects developed to close the identified gaps. KPI 04 Number of corrective action plans developed to address the gaps. KPI 05 Percentage of corrective action plan implemented to close the gaps. KPI 06 Percentage of projects implemented to close the gaps.	1. Lack of commitment by States to implement corrective action plans/ projects. 2. Lack of funds to implement corrective action plans/ projects.	1. Resource mobilization. 2. Sensitization and awareness for all stakeholders to secure commitment.	1.Grants/ Loans and other sources of funding. 2. High level commitment from all stakeholders.	1. ICAO 2. AUC 3. AFCAC 4. RSOOs 5. RAIO 6. States 7. ACI Africa 8. IATA 9. AFRAA 10. Others

AST #	Abuja Safety Target	Key Performance Indicator	Challenges	Mitigation Measures	Required Resources	Stakeholders
		KPI 07 Percentage of deficiencies closed.				
	7.2 All States to identify gaps in existing air navigation services infrastructure by 2025.	KPI 01 Number of deficiencies identified in air navigation services infrastructure. KPI 02 Number of projects developed to close the identified gaps. KPI 03 Number of corrective action plans developed to address the gaps. KPI 04 Percentage of corrective action plan implemented to close the gaps. KPI 05	1. Lack of commitment by States to implement corrective action plans/ projects. 2. Lack of funds to implement corrective action plans/ projects.	1. Establish a Peer Assistance Program providing technical support to Member States to establish and implement ICAO/ State Plans of Action	1. Financial and human resources to assist States implement Plans of Action.	1. ICAO 2. AUC 3. AFCAC 4. RSOOs 5. RAIO 6. States 7. IATA 8. AFRAA 9. Others

AST #	Abuja Safety Target	Key Performance Indicator	Challenges	Mitigation Measures	Required Resources	Stakeholders
		Percentage of projects implemented to close the gaps. KPI 06 Percentage of deficiencies closed.				
# 8	**All International Aerodromes to be certified by end of 2030.**	KPI 01 Percentage of international aerodromes certified per State. KPI 02 Number of ongoing aerodrome certifications within the States. KPI 03 Number of established Runway Safety Teams (RST) per State. KPI 04 Number of initial and recurrent RST missions conducted. KPI 05	1. Lack of proper State promulgated regulations, detailing the requirements for the certification of aerodromes. 2. Low number of certified international aerodromes and many that are certified are facing challenges in applying the Standards and Recommended Practices (SARPs) as laid out in ICAO Annex 14-Aerodromes and the ICAO Manual on Certification of Aerodromes (Doc 9774). 3. Lack of well-defined and established Entity or Organizational structure responsible for	1. Comprehensive understanding and effective implementation of ICAO Annex 14 and its associated ICAO Docs 9981 and 9774. 2. ICAO Annex 14 SARPs, ICAO Documents 9981 and 9777, comprehensive training programmes with a focus on on-the-job training (OJT) for Aerodrome Safety. 3. Customized and cost-effective training for aerodrome safety inspectors on airport certification standards. 4. Strengthen State and industry collaboration and efforts to improve	1. Qualified instructors in Aerodrome certification. 2. Qualified Aerodrome inspectors. 3. Financial resources to conduct training for aerodrome personnel and CAA inspectors on Aerodrome certification and other areas of competence. 4. Financial resources to establish state's aviation infrastructure.	1. States 2. AFCAC 3. ICAO 4. ACI- Africa 5. AUC 6. Development Partners such as AfDB, EASA, FAA 7. Industry 8. RSOOs 9. IATA 10. AFRAA 11. Others

AST #	Abuja Safety Target	Key Performance Indicator	Challenges	Mitigation Measures	Required Resources	Stakeholders
		Number of International aerodromes reported in the AFI Electronic Air Navigation Plan (AFI eANP). KPI 06 Number of identified deficiencies resolved during RST Missions. KPI 07 % of improvement from Baseline.	Aerodrome airport certification. 4. Lack of credentials for Aerodrome Inspectors to facilitate access to aerodrome facilities during certification. 5. Lack of proper coordination among the different departments of the CAA and with other entities in the State during the aerodrome certification process. 6. Lack of a properly defined and documented State airport certification process. 7. Lack of access to financial resources and poorly allocated resources during the airport certification process. 8. Lack of airport infrastructure to meet aerodrome certification requirements.	the technical capabilities of aerodrome certification programmes. 5. Regular updates of State regulatory frameworks and industry guidance to align with ICAO SARP amendments. 6. Intensify effective leadership, managerial, and technical capacity among aerodrome safety standards inspectors. 7. Intensifying regional collaboration and Aerodrome certification project resource sharing. 8. Fostering effective State aerodrome certification coordination among stakeholders. 9. Mandatory and effective implementation of the Runway Safety Programme Initiative at all international airports.	5. Regular update of State's regulatory framework and guidance material to the industry.	

AST #	Abuja Safety Target	Key Performance Indicator	Challenges	Mitigation Measures	Required Resources	Stakeholders
			9. Slow aerodrome certification process by the CAA. 10. Financial burden (certification fees) on airport authorities undergoing the certification process. 11. Lack of Aerodrome Inspectors to effectively implement procedures for accepting non-compliance with the established requirements, including a risk assessment mechanism and notification procedure. 12. Lack of organizational competence to ensure that the aerodrome operator's staff has the necessary competence and experience to operate and maintain the aerodrome safely. 13. Inadequate and mismanaged human resources in the implementation of State RSTs.	10. Intensify training skills and experience support for airport staff and other service providers on operational RSTs.		

AST #	Abuja Safety Target	Key Performance Indicator	Challenges	Mitigation Measures	Required Resources	Stakeholders
# 9	**9.1** All States to establish an effective and operational Search and Rescue (SAR) organization as follows: a) Establish National SAR Coordination Committee by end of December 2025. b) Development of a National SAR Plan by December 2025; c) Conclusion of SAR Agreements/ MoUs with all neighbouring States by December 2026; d) Organisation of multi-agency, multi-State and combined Regional SAR exercises to	KPI 01 % of approved National SAR Plans. KPI 02 % of SAR LOA signed with neighbouring States. KPI 03 Number of Search and Rescue Exercises (SAREX) conducted. KPI 04 % of States that have implemented cooperative links to GADSS. KPI 05 Established database of Emergency Locator Transmitters (ELTs) for all aircraft registered at State level. KPI 06 Search and Rescue Point of contact (SPOC) communicated to COSPAS-SARSAT.	1. Slow pace of signing the LoA with neighbouring States. 2. Lack of regular SAREX in the region and at National level. 3. Inability of States to sign MoUs with the SAR responders. 4. Inadequate SAR Regulation. 5. Inadequate equipage of the RCCs. 6. Lack adequate training for the ANSP staff and supporting agencies. 7. Lack of a complete database of ELT registered aircraft. 8. Lack of obstacle data-based and procedures testing.	1. Provision of adequate training to SAR staff. 2. Develop and avail SAR plan, LOA and MoU templates for States. 3. Capacity building on SAR operations. 4. Governments sensitization programs. 5. Adoption of regulations on SAR developed by other States or RSOOs. 6. Establishment of database of Emergency Locator Transmitters (ELTs) for all aircraft registered at State level. 7. Ensure that the Rescue Coordination Centres (RCC) are adequately equipped to respond/coordinate the SAR activities and be able to provide the service on a 24-hour basis. 8. Conduct of regular Search and Rescue	1. Trained technical SAR personnel. 2. Financial resources to support capacity building. 3. Financial resources required to operationalize SAR agreements. 4. Financial resources for conduct SAR exercises.	1. AUC 2. AFCAC 3. Development Partners such as AfDB, EASA, FAA, 4. ICAO 5. RSOOs 6. RAIO 7. ANSPs 8. States 9. Military authorities 10. Airlines 11. IATA 12. AFRAA 13. Others

AST #	Abuja Safety Target	Key Performance Indicator	Challenges	Mitigation Measures	Required Resources	Stakeholders
	test SAR systems in place involving as many SAR units as practicable by December 2028; e) Establish cooperative link to the Global Aeronautical Distress and Safety Systems (GADSS) by December 2028. f) Establishment of database of Emergency Locator Transmitters (ELTs) for all aircraft registered at State level and ensure the database that includes aircraft registrations sent to	KPI 07 Number of States that have communicated SPOC (SAR points of contact) to COSPAS-SARSAT. KPI 08 Number of States providing data to the COSPAS/SARSAT Database.		Exercises (SAREX) at national and regional level. 9. Ensure that the established ELT database also includes aircraft registrations sent to COSPAS-SARSAT.		

AST #	Abuja Safety Target	Key Performance Indicator	Challenges	Mitigation Measures	Required Resources	Stakeholders
	COSPAS-SARSAT					
# 10	**All States to develop and implement national action plans for transition from AIS to AIM** **10.1** All States to carry out effective implementation of BBBs and the ASBU DAIM-B1 Elements applicable in the region, as per the eANP Volume III to support AIS to AIM transition by December 2025.	KPI 01 Number of States that have implemented BBBs. KPI 02 Number of States that have implemented the ASBU DAIM-B1 Elements applicable in the region, as per the eANP Volume III. KPI 03 Existence of an AIM National Action Plan for transition from AIS to AIM. KPI 04 % States that have implemented certification of QMS for AIM. KPI 05 % States that have implemented AIXM database. KPI 06	1. Inability of States to develop and implement the Transition roadmap from AIS to AIM. 2. Inability for States to develop action plans that are consistent with the relevant ASBU modules. 3. Inadequate training of staff. 4. Inadequate adoption of suitable technologies to aid the transition of AIS to AIM (automation). 5. Lack of adequate guidance to States on the transition steps and specific steps that are linked to the ASBU Blocks.	1. States to be assisted to develop implementable transition roadmap and action plans that are consistent with the ASBU modules. 2. Need to create and operationalize GO Teams to support the transition from AIS to AIM.	1. Capacity building for AIM experts and safety oversight personnel in developing transition roadmaps from AIS to AIM.	1. AFCAC 2. ICAO 3. States 4. Development Partners such as AfDB, EASA, FAA 5. IATA 6. AFRAA 7. International Telecommunication Union (ITU) 8. Others

AST #	Abuja Safety Target	Key Performance Indicator	Challenges	Mitigation Measures	Required Resources	Stakeholders
		% States that have implemented eAIP. KPI 07 Number of resolved AIS deficiencies.				
	10.2 Implementation of the National Action Plan in accordance with the ASBU Block 0 D-AIM by end of 2025.	KPI 01 Percentage of National Action Plan implemented consistent with relevant ASBU modules.	1. Inadequate collaboration between States towards development of regional central databases to aid the data collection and sharing. 2. Inadequate data regarding implementation of ASBU block 0 D-AIM. 3. Poor availability of Public/private reliable communication infrastructure.	1. Collaboration between States to set up regional central databases to aid data collection and sharing. 2. Need for more sufficient data collection tools. 3. Need for reliable communication infrastructure.	1. Funding of the activities for transition from AIS to AIM especially in the acquisition of relevant technologies. 2. Data collection tools to track implementation of ASBU block 0 D-AIM.	1. AFCAC 2. ICAO 3. States 4. Development Partners such as AfDB, EASA, FAA 5. International Telecommunication Union (ITU) 6. IATA 7. AFRAA 8. Others
	10.3 Develop a central Aeronautical Database program for implementation across the continent of Africa by end of 2028.	KPI 01 Centralized Aeronautical database implemented across Africa.	1. Inadequate collaboration between States towards development of regional central databases to aid the data collection and sharing.	1. States to be assisted to develop implementable transition roadmap and action plans that are consistent with the ASBU modules.	2. Capacity building for AIM experts and safety oversight personnel in developing transition roadmaps from AIS to AIM.	1. AFCAC 2. ICAO 3. States 4. Development Partners such as AfDB, EASA, FAA 5. International Telecommunication Union (ITU) 6. RSOOs. 7. IATA

AST #	Abuja Safety Target	Key Performance Indicator	Challenges	Mitigation Measures	Required Resources	Stakeholders
						8. AFRAA 9. CANSO 10. Others
# 11	**11.1** All States to ensure 75% of Instrument Runways have implemented PBN procedures by 31st December 2025.	KPI 01 Number of States that have developed a National Air Navigation Plan. KPI 02 Number of States that have deployed resources to implement the National Air Navigation Plan. KPI 03 Number of instrument runways in the State, for which PBN procedures have been developed and implemented. KPI 04 Percentage of Instrument Runways for which SID/STARs have been implemented in the States. KPI 05 Number of automated SID/STARs implemented.	1. Inadequate training (initial, advanced and OJT) for staff on flight procedure design. 2. Lack of adequate tools to support the flight procedure design function. 3. Limited organizations that can offer training, OJT and the design including maintenance of flight procedures. 4. Inadequate skills in airspace design and planning. 5. High cost of training. 6. Inadequate automation in ANSP (ATC surveillance systems-PSR/SSR/ ADS-B). 7. Inadequate installation of landing systems at airports that aid operations in situations of poor visibility or reduced minima.	1. Collaboration with stakeholders to conduct capacity building for State flight procedure design experts (service providers and safety oversight personnel). 2. Conduct capacity building for flight procedure design training institutions. 3. Identify funding for flight procedure design activities for States. 4. Ensure availability of fight procedure design tools.	1. Flight procedure design experts (service providers and Safety oversight personnel). 2. Flight procedure design training institutions. 3. Financial support to conduct capacity building for States in flight procedure design.	1. AFCAC 2. ICAO 3. RSOOs 4. Development Partners such as AfDB, EASA, FAA 5. AATO 6. ATOs 7. States 8. IATA 9. AFRAA 10. CANSO 11. Others

AST #	Abuja Safety Target	Key Performance Indicator	Challenges	Mitigation Measures	Required Resources	Stakeholders
			8. Inadequate MET observation systems at States.			
	11.2 All States to ensure 100% of Instrument Runways have implemented PBN Procedures by 31st December 2026.	KPI 01 Number of States that have developed a National Air Navigation Plan. KPI 02 Number of States that have deployed resources to implement the National Air Navigation Plan. KPI 03 Number of instrument runways in the State for which PBN procedures have been developed and implemented. KPI 04 Number of automated SID/STARs implemented.	1. Inadequate training (initial, advanced and OJT) of staff on flight procedure design. 2. Lack of adequate tools to support the flight procedure design function. 3. Limited organizations that can offer training, OJT and the design including maintenance of flight procedures. 4. Inadequate skills in airspace design and planning. 5. High cost of training. 6. Inadequate automation in ANSP (ATC surveillance systems-PSR/SSR/ ADS-B). 7. Inadequate installation of landing systems at airports that aid operations in situations	1. Collaboration with stakeholders to conduct capacity building for flight procedure design experts (service providers and safety oversight personnel). 2. Conduct capacity building for flight procedure design training institutions. 3. Identify funding for flight procedure design activities for States. 4. Ensure availability of fight procedure design tools.	1. Flight procedure design experts (service providers and Safety oversight personnel). 2. Flight procedure design training institutions. 3. Financial support to conduct capacity building for States in flight procedure design.	1. AFCAC 2. ICAO 3. RSOOs 4. Development Partners such as AfDB, EASA, FAA 5. AATO 6. ATOs 7. States 8. IATA 9. AFRAA 10. CANSO 11. Others

AST #	Abuja Safety Target	Key Performance Indicator	Challenges	Mitigation Measures	Required Resources	Stakeholders
			of poor visibility or reduced minima. 8. Inadequate MET observation systems at States.			
# 12	**Establishment of seamless Air Navigation Services in the AFI Region by year 2030.** **12.1** All States to conduct an ANS infrastructure gap analysis by Dec 2024.	KPI 01 Infrastructure Gap Analysis Report per State	1. Challenges associated with the multi-stakeholder approach required to accomplish an infrastructure analysis project	1. Consult and collaborate with all stakeholders to conduct the Gap Analysis Project	1. Data collection and data analysis tools. 2. Data analysis experts. 3. Financial resources required to conduct the Infrastructure Gap analysis project.	1. AFCAC 2. ICAO 3. IATA 4. AFRAA 5. CANSO 6. ANSPs 7. Development Partners such as AfDB, EASA, FAA 8. RSOOs 9. States 10. Industry 11. RAIOs 12. Others
	12.2 All States to support the development and implementation of a Seamless Airspace Masterplan by Dec 2025.	KPI 01 Approved seamless Airspace Masterplan produced	1. Lack of a common regional master plan to facilitate seamless ANS services. 2. Lack of harmonization of CNS/ATM systems.	1. Facilitate Civil/ Military Coordination workshops in the Region to foster Flexible Use of Airspace (FUA)/Free Route Airspace (FRA) implementation.	1. Financial resources for capacity building - Civil/Military workshops, trainings and implementation sessions.	1. AFCAC 2. AUC 3. ICAO 4. Development Partners such as AfDB, EASA, FAA 5. RSOOs, 6. States 7. IATA 8. Others

AST #	Abuja Safety Target	Key Performance Indicator	Challenges	Mitigation Measures	Required Resources	Stakeholders
	12.3 All States to ensure provision of harmonized Air Navigation Services by Dec 2028.	KPI 01 Number of harmonized Air Navigation Services (1 for each of the 5 AFCAC geographical Regions). KPI 02 Number of initiatives by RECs and ANSPs for harmonization. KPI 03 Implementation of FRA at regional level.	1. Lack of effective Civil/ Military Coordination among states and in the Region to foster FUA/FRA implementation.	1. Harmonization of the Seamless Airspace initiatives.	1. Financial resources for harmonization of Seamless Airspace initiatives.	1. AFCAC 2. ICAO 3. Development Partners such as AfDB, EASA, FAA 4. RSOOs 5. States 6. IATA 7. AFRAA 8. CANSO 9. Others
	12.4 All initiatives formulated by the Regional Economic Communities (RECs) and ANSPs within the AFI Region to be harmonized by 31st December 2028.	KPI 01 % of Implementation of Flexible use of airspace (FUA) at National and cross border level.	1. Lack of harmonization among RECs/CAAs/ANSPs in the AFI region regarding Seamless Airspace initiatives.	1. Promotion of flexible use of airspace.	1. Financial resources for the promotion of flexible use of airspace.	1. AFCAC 2. ICAO 3. Development Partners such as AfDB, EASA, FAA 4. RSOOs 5. RAIO 6. States
# 13	**All States to develop National ASBU Plan and complete its**	KPI 01 Number of states that have developed the national ASBU Plan.	1. Lack of expertise to develop National ASBU Plans.	1. Development and regular review of the National ASBU plans including training in	1. Financial resources to assist States to develop	1. AUC 2. AFCAC 3. ICAO 4. RSOOs

AST #	Abuja Safety Target	Key Performance Indicator	Challenges	Mitigation Measures	Required Resources	Stakeholders
	implementation by 2036; **13.1** All States to Develop National ASBU Plan by 31st December 2024. *Baseline: Status of States with national ASBU plan in Dec 2023.*	KPI 02 % of States with National PBN implementation plan.		line with the AFI eANP Vol III.	National ASBU Plans.	5. Development Partners such as AfDB, EASA, FAA 6. States 7. CANSO 8. Others
	13.2 All States to implement National ASBU B0 elements in line with the Regional ANP by 31st December 2025.	KPI 01 Number of B0 elements implemented by the state as per the National ASBU Plan and as prioritized in the Regional ANP Plan. KPI 02 Percentage of B0 elements implemented by the state as per the National ASBU Plan and as prioritized in the Regional ANP Plan.	1. Inability of States to timely identify and prioritize applicable ASBU elements for implementation. 2. Inadequate training and understanding of the various elements.	1. Secure financial resources and implement ASBU B0 elements.	1. Financial resources required to implement ASBU B0 elements.	1. AUC 2. AFCAC 3. ICAO 4. RSOOs 5. Development Partners such as AfDB, EASA, FAA 6. CANSO 7. States 8. Others
	13.3 All States to implement ASBU B1 elements in line with the Regional ANP by 31st December 2028.	KPI 01 Number of B1 elements implemented by the state as per the National ASBU Plan and as prioritized in the Regional ANP Plan. KPI 02	1. High cost of implementation of some of the modules and elements.	1. Secure financial resources and implement ASBU B1 elements.	1. Financial resources required to implement ASBU B1 elements.	1. AUC 2. AFCAC 3. ICAO 4. RSOOs 5. Development Partners such as AfDB, EASA, FAA 6. CANSO 7. States

AST #	Abuja Safety Target	Key Performance Indicator	Challenges	Mitigation Measures	Required Resources	Stakeholders
		Percentage of B1 elements implemented by the state as per the National ASBU Plan and as prioritized in the Regional ANP Plan.				8. Others
	13.4 All States to implement ASBU B2 elements in line with the Regional ANP by 31st December 2030.	KPI 01 Number of B2 elements implemented by the state as per the National ASBU Plan and as prioritized in the Regional ANP Plan. KPI 02 Percentage of B2 elements implemented by the state as per the National ASBU Plan and as prioritized in the Regional ANP Plan.	1. High cost of implementation of some of the modules and elements.	1. Secure financial resources and implement ASBU B2 elements.	1. Financial resources required to implement ASBU B2 elements.	2. AUC 3. AFCAC 4. ICAO 5. RSOOs 6. Development Partners such as AfDB, EASA, FAA 7. CANSO 8. States 9. Others
	13.5 All States to implement ASBU B3 Modules in line with the Regional ANP by 31st December 2036.	KPI 01 Number of B3 elements implemented by the state as per the National ASBU Plan and as prioritized in the Regional ANP Plan. KPI 02 Percentage of B3 elements implemented by the state as per the National ASBU Plan	High cost of implementation of some of the modules and elements.	1. Secure financial resources and implement ASBU B3 elements.	1. Financial resources required to implement ASBU B3 elements.	1. AUC 2. AFCAC 3. ICAO ROs 4. RSOOs 5. Development Partners such as AfDB, EASA, FAA 6. CANSO 7. States 8. Others

AST #	Abuja Safety Target	Key Performance Indicator	Challenges	Mitigation Measures	Required Resources	Stakeholders
		and as prioritized in the Regional ANP Plan.				
# 14	**African States to reduce CO_2 Emissions.** 14.1 African States to develop, update or review their State Action Plans for CO_2 Emissions Reduction Activities once every 3 years by 31st December 2026.	KPI 01 Number of State Action Plans for CO_2 Emissions Reduction Activities developed by 2026. KPI 02 Number of CO_2 reduction measures/actions implemented by States. KPI 03 Number of ATM environmental efficiencies implemented. KPI 04 Amount of CO_2 emission avoided as results of specific measures implemented. KPI 05 The amount of external Funding mobilized to support implementation of CO_2 reduction measures/actions.	1. Limited technical capacity in States to develop State Action Plans. 2. Insufficient Technical Assistance provided to States. 3. Inadequate human, financial resources and equipment in States to implement CO_2 reduction measures in State Action Plans. 4. Lack of harmonized airspace operations	1. Development of Technical Guidance Materials for use by States to set up Environment Units based on the ICAO guidance https://www.icao.int/environmentalprotection/Documents/ICAO%20UNDP%20GEF%20RegulatoryGuidance.pdf 2. Technical analysis on existing gaps and provision of assistance to States to set up Environmental Protection units. 3. States to allocate the necessary resources to set up independent Environmental Protection units 4. Recruitments of environmental experts in States civil aviation authority 5. Collaborations and partnerships with donors to help States	1. Budgetary Allocation to support comprehensive technical assistance to States. 2. Targeted continuous capacity building and Technical Assistance.	1. States 2. AFCAC 3. ICAO 4. AUC 5. RSOOs 6. RECs 7. Development Partners such as AfDB, EASA, FAA 8. IATA 9. AFRAA 10. ACI Africa 11. Others

AST #	Abuja Safety Target	Key Performance Indicator	Challenges	Mitigation Measures	Required Resources	Stakeholders
				implement CO_2 mitigation/adaption measures.		
	14.2 African States to quantify CO_2 reduction potential in their State Action Plans and implement CO2 reduction measures from 2026 by: • Quantifying CO2 reduction potential every 3 year. • Developing roadmap and reviewing implementation actions every 3 years.	KPI 01 Number of State Action Plans for CO_2 Emissions Reduction Activities developed by 2026. KPI 02 Number of CO_2 reduction measures/actions implemented by State. KPI 03 Amount of CO_2 emission avoided as results of specific measures implemented. KPI 04 The amount of external Funding mobilized to support implementation of CO_2 reduction measures/actions. KPI 05 Number of State Action Plans for CO_2 Emissions Reduction Activities reviewed.	1. Limited technical capacity in States to develop State Action Plans. 2. Insufficient Technical Assistance provided to States. 3. Inadequate human, financial resources and equipment in States to implement CO_2 reduction measures in State Action Plans. 4. Lack of harmonized airspace operations.	1. Guidance materials for States to set up Environment Units. 2. Technical analysis on any existing gaps and provide assistance to States to set up of Environmental Protection units. 3. Allocation of necessary resources to set up independent Environmental Protection units. 4. Recruitments of environmental experts in States civil aviation authorities. 5. Collaboration and partnerships and donors to support States implement CO_2 mitigation/adaption measures.	1. Budgetary Allocation to support comprehensive technical assistance to States. 2. Targeted continuous capacity building and Technical Assistance.	1. States 2. AFCAC 3. ICAO 4. AUC 5. RECs 6. RSOOs 7. Development Partners such as AfDB, EASA, FAA 8. ACI Africa 9. IATA 10. AFRAA 11. Others

AST #	Abuja Safety Target	Key Performance Indicator	Challenges	Mitigation Measures	Required Resources	Stakeholders
# 15	**All States ensure that their ANSPs attain certification by effective participation in the African ANSP Peer Review Programme.** **15.1:** All ANSPs to join the Peer Review Program by 31st December 2024.	KPI 01 Number of ANSPs party to the Peer Review Program. KPI 02 Number of ANSPs that successfully go through the Peer Review Program.	1. Inability for the ANSPs to Resolve the identified findings. 2. Lack of regulatory guidance on the certification of the ANSPs. 3. Lack of a harmonized and standardized Peer Review Program.	1. Define a standardized framework on the SMS implementation by ANSPs. 2. Development of harmonized procedures and processes to facilitate the certification of ANSPs. 3. Develop and implement Peer Review Program guidance material taking into consideration other jurisdictions like EASA or FAA on the certification of ANSPs.	1. Technical experts. 2. Financial resources required for capacity building and implementation of Peer Review Programs.	1. CANSO 2. ANSPs 3. AFCAC 4. ICAO 5. RSOOs 6. States 7. CANSO 8. Others
	15.2 Participating ANSPs to reach SMS maturity level of at least: a) 50% by 31st December 2025. b) 100% by 31st December 2028.	KPI 01 Number of ANSPs that that have attained 50 % SMS maturity level. KPI 02 Number of ANSPs that that have attained 100% SMS Maturity level.	1. Failure by ANSPs to fully implement the SMS.	1. States to ensure that ANSPs Implement SMS. 2. ANSP to conduct SMS training.	1. Technical experts. 2. Financial. resources required for capacity building so as to improve the Safety Culture and awareness within the ANSPs.	1. ANSPs 2. AFCAC 3. CANSO 4. RSOOs 5. ICAO 6. States 7. Others
	15.3: All ANSPs to attain certification by 31st December	KPI 01 Number of ANSPs certified in the State.	1. Lack of regulatory framework and Technical Guidance Material for the certification of ANSPs.	1. Development of regulatory framework and Technical	2. Technical experts. 3. Financial. resources required	1. ANSPs 2. AFCAC 3. CANSO 4. RSOOs

AST #	Abuja Safety Target	Key Performance Indicator	Challenges	Mitigation Measures	Required Resources	Stakeholders
	2036, where applicable.			Guidance Material for the Certification of the ANSPs.	for capacity building.	5. ICAO 6. States 7. Others

6.0 PERFORMANCE FRAMEWORK

6.1 In order to achieve continual safety performance improvement in aviation in Africa Target Setting and performance framework begins with setting specific, measurable targets to be achieved within a defined timeframe. This includes identification of risks/ challenges, the associated mitigation measures and a monitoring and evaluation system. The Abuja Safety Targets performance framework consists of the following elements:

a) 15 aligned targets together with the appropriate timelines;
b) key performance indicators;
c) associated challenges and mitigation measures;
d) resources;
e) key stakeholders; and
f) monitoring & evaluation.

6.2 Targets: Includes safety and air navigation targets with timelines based on the Abuja Declaration on Aviation Safety in Africa, the ICAO GASP and GANP, AFI-RASP 2023-2025, MID-RASP 2023-2025, EUR- RASP 2023-2025, AFI eANP Vol. I, II and III, MID eANP Vol. I, II and III, EUR eANP Vol. I, II and III and industry best practices.

6.3 *Key Performance Indicators (KPIs):* these are quantifiable measures of performance over time for each target. KPIs were selected as milestones to gauge progress, and gain insights that help States and relevant organization to measure the level of implementation and to make informed decisions.

6.4 *Challenges and Mitigation Measures:* Challenges and risks that may hinder the successful implementation of the Abuja Safety Targets have been identified and the relevant mitigation measures proposed. Implementing evidence-based interventions and policies is crucial for achieving the Abuja Safety Targets. These interventions have been included and may vary for the same challenge or target.

6.5 *Key Stakeholders:* Stakeholders have been identified who are critical in the implementation of the Abuja Safety Targets. Partnerships and Collaboration among various stakeholders, including government agencies, non-governmental organizations, International Organizations and the private sector is vital for achieving the Abuja Safety Targets. Partnerships can help leverage resources, expertise, and networks to support implementation.

6.6 *Resources*: Financial, material and human resources required by States to effectively implement the targets have been identified for each Abuja Safety Target.

6.7 *Monitoring & Evaluation*: Accurate data collection and analysis are essential for monitoring progress towards the Abuja Safety Targets. A robust monitoring and evaluation system is necessary to track progress towards the Abuja Safety Targets. This includes regular assessments of key performance indicators highlighted in the table in paragraph 5.0 above

6.8 With the support of relevant stakeholders each Member States is expected to establish all elements of this performance framework for all applicable targets. By implementing this performance framework, countries and regions can work towards achieving the Abuja Safety Targets and improving aviation safety and air navigation efficiency. Regular monitoring and evaluation help to identify progress, challenges, and areas for improvement, enabling

stakeholders to adjust strategies and interventions as needed to achieve the desired goals and outcomes.

7.0 COMPARATIVE ANALYSIS WITH GLOBAL AND REGIONAL PLANS

7.1 During the review and alignment process a comparative analysis between the ASTs and the Global and Regional Aviation and Air Navigation Plans was carried out comprehensively under the following broad areas:

a) Compliance with the ICAO GASP and GANP, AFI-RASP 2023-2025, MID-RASP 2023-2025, EUR- RASP 2023-2025, AFI eANP Vol. I, II and III, MID eANP Vol. I, II and III, EUR eANP Vol. I, II and III and African continental aviation Initiatives;
b) Applicability to and relevance within the context of the African aviation industry;
c) Implementation at Member State level;
d) Existence of data to measure and assess the selected key performance indicators or metrices;
e) Africa's integration agenda in line with the AU 2063 Flag ship Project SAATM; and
f) Contribution to sustainable development by Acceleration of Air Transport Liberalization in Africa to Improve Continental Connectivity and Integration.

7.2 While there are several initiatives aimed at enhancing aviation safety, they differ in their scope and geographical coverage. The GASP and GANP provide overarching global frameworks for aviation safety and air navigation, Regional Safety Plans and Abuja Safety Targets offer more localized approaches, addressing regional challenges and priorities within specific contexts. However, they are all essential components of the global aviation safety framework, working together to achieve the common goal of ensuring safe and secure air travel for passengers and cargo worldwide.

7.3 The Abuja Safety Targets were established during the Abuja Declaration on Aviation Safety in Africa to improve aviation safety specifically within the African continent. The targets address issues such as infrastructure development, regulatory oversight, capacity building, and safety management systems. Abuja Safety Targets are aligned with global aviation safety objectives but are tailored to address the unique challenges faced by the African continent the resolution of which supports Africa's continental integration agenda in line with the AU 2063 Flag ship Project SAATM. The revised Abuja Safety Targets play a key role of integrating the continent and as a constant reminder about Africa's continental goals, aspirations in the short, medium and long term.

7.4 The Abuja Safety Targets were established through the Ministerial Declaration on Aviation in Africa with the focus being its implementation at State Level. Immediate steps had to be taken to develop a home-grown solution for the problems facing the continent while at the same time integrating the entire continent, securing the highest level of political will amongst the African Member States hence, the involvement of the Ministers. Whereas no single approach may yield the desired outcomes, The Abuja Declaration on Aviation Safety in Africa established a high-level commitment for all African Member States to implement a set of defined Targets that when fully implemented will definitely improve the Safety and Air Navigation Efficiency on the continent.

8.0 SUMMARY OF DESIRED OUTCOMES

The following is a list of desired outcomes for the Abuja Safety Targets:

a) Continual reduction of fatalities, and the risk of fatalities, associated with accidents;
b) Sustainable development of aviation in Africa and ensuring seamless airspace in the continent; and
c) Resolution of deficiencies in safety oversight as directed by the Ministerial Declaration referred to as the “ABUJA DECLARATION ON AVIATION SAFETY IN AFRICA”

All States are expected to implement the Abuja Safety Targets and its performance framework to achieve the 6 high level goals at national level.

9.0 REFERENCES

1. ICAO Doc 10004 – Global Aviation Safety Plan.
2. ICAO Doc 9750 - Global Air Navigation Plan.
3. Africa-Indian Ocean Regional Aviation Safety Plan (AFI – RASP) 2023-2025.
4. Africa-Indian Ocean (AFI) Air Navigation Plan.
14. ICAO EUR- RASP -2023-2025.
6. ICAO MID-RASP -2023-2025.
7. European Plan for Aviation Safety (EPAS) 2022-2026:
    a) epas_vol_i_14012022_v2;
    b) epas_vol_ii_14012022_v2; and
    c) epas_vol_iii_14012022_v2.
8. AFI eANP Vol. I, II and III.
9. MID eANP Vol. I, II and III.
10. EUR eANP Vol. I, II and III.
11. Industry best practices.
12. Abuja Declaration on Aviation Safety in Africa - 2012 .

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