



ICAO

INTERNATIONAL CIVIL AVIATION ORGANIZATION

## First Meeting of the Safety Management and Oversight Sub-Group (SMO/SG1) of the Africa–Indian Ocean Aviation System Planning and implementation Group (AASPG)

*Virtual, from 2 to 5 September 2025*

### Agenda Item 3: Identification of Projects and Development of Terms of Reference (ToR)

*(Presented by Secretariat)*

#### SUMMARY

This working paper presents a description of proposed projects for discussion and consideration by this meeting. Action by the meeting is at **paragraph 3** of this paper.

#### REFERENCES:

- ICAO Doc 10004 - Global Aviation Safety Plan (GASP);
- ICAO Doc 10131 – Manual on the Development of Regional and National Aviation Safety Plans;
- ICAO Doc 9859
- AFI Regional Aviation Safety Plan (AFI-RASP 2023-2025 Edition);
- Report of the meeting on the Establishment of the AASPG Safety Management and Oversight Sub-Group (SMO/SG, April 2025);
- AASPG Procedural Handbook.

This document relates to the ICAO Strategic Objective on **Safety**

## 1. INTRODUCTION

- 1.1 The AASPG Procedural Handbook outlines that a project management approach will be followed to carry out the work of the SMO/SG. ‘Projects’ will be identified and executed by teams of subject matter experts, who will report to SMO/SG. In certain circumstances, AASPG may, as it deems necessary, agree to a Project Team that does not report to a Sub-Group, but to the Group itself through the Programme Review and Coordination Committee (PRCC).
- 1.2 AASPG, its contributory bodies, the Secretariat, States or the civil aviation industry through its representative bodies, may propose a project or activity to be carried out as a project within the framework of AASPG. All project proposals shall be subject to approval by AASPG. However, under certain circumstances, and to avoid unnecessary

delays in activities with critical time implications, the PRCC may, with the guidance of the ICAO Secretariat, endorse a project on behalf of AASPG.

- 1.3 Project proposals submitted to AASPG for approval shall be formulated on a Project Definition Template as defined in the AASPG Procedural Handbook.

## **2. DISCUSSIONS**

- 2.1 During the meeting on the establishment of the Safety Management and Oversight Sub-Group (SMO/SG), the group discussed and agreed on the following areas—proposed by the Secretariat—for potential development into projects:

- a) Strengthening of State safety oversight systems;
- b) Development and implementation of Regional and National Aviation Safety Plans (AFI-RASP and NASPs)
- c) Establishment of Safety Data Collection and Processing Systems (SDCPS)
- d) Safety management
- e) Aircraft accident and incident investigation (AIG)
- f) Improved monitoring of SMO/SG-related conclusions and decisions

- 2.2 You may recall that the Sub-Group requested that the Secretariat, in coordination with SMO/SG members, conduct a comprehensive review of these proposed areas with a goal of developing corresponding project proposals, considering regional needs, priorities, and the availability of resources. Accordingly, the following proposed project descriptions are submitted for consideration.

### **2.3 Strengthening of State safety oversight systems**

- 2.3.1 Some States continue to experience systemic, long-term deficiencies in their safety oversight systems, which hinder overall regional progress toward achieving the Global Aviation Safety Plan (GASP) and AFI-Regional Aviation Safety plan goals. In particular, States with low Effective Implementation (EI) levels require targeted support and assistance to strengthen their oversight capabilities.
- 2.3.2 Providing timely technical assistance is essential, not only to resolve existing Significant Safety Concerns (SSCs) but also to proactively address any potential SSCs before they escalate, especially prior to the issuance of a Mandatory Information Request (MIR) or the conduct of a USOAP activity. A draft Project Description: “Strengthening States’ Safety Oversight Systems” is provided as Appendix-A to this working paper.
- 2.3.3 The proposed project description in Appendix A, aimed at addressing the deficiencies in States' safety oversight systems, is provided for review and further discussion by this meeting, with project document development to follow upon approval by the PRCC and AASPG.

### **2.4 Development and implementation of Regional and National Aviation Safety Plans (AFI-RASP and NASPs)**

- 2.4.1 The Global Aviation Safety Plan (GASP, Doc 10004) presents the global strategy for the continuous improvement of aviation safety. The purpose of 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.

- 2.4.2 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 State to aviation safety.
- 2.4.3 The First Edition of the Regional Aviation Safety Plan for Africa-Indian Ocean (AFI-RASP 2023-2025 Edition) was produced by the Operational Safety Issues Safety Support Team (OSI-SST) of the Regional Aviation Safety Group for Africa-Indian Ocean (RASG-AFI), issued and registered with the ICAO Online Community in November 2023. This edition was aligned with the GASP 2023-2025 Edition.
- 2.4.4 With the new cycle of the Global Aviation Safety Plan (GASP) 2026–2028 Edition coming into effect following its approval by the 42nd ICAO Assembly in September/October 2025, it is essential to align the AFI Regional Aviation Safety Plan (AFI-RASP) with the updated GASP and support States in the development of their respective National Aviation Safety Plans (NASPs). A draft Project Description: “Development and Implementation of Regional and National Aviation Safety Plans (AFI-RASP and NASPs)” is provided as Appendix-B to this working paper.

## **2.5 Establishment of Safety Data Collection and Processing Systems (SDCPS)**

- 2.5.1 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.
- 2.5.2 RASG-AFI/10 Conclusion 10/02: Safety Intelligence strategy in support of safety management and decision-making requires:
- a) 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;
  - b) ICAO, AFCAC, RSOOS, RAIOS, to continue to support States through workshops, training, guidelines and/or appropriate tools for the effective implementation of Safety intelligence.
- 2.5.3 To support the achievement of Goal 5 of the Global Aviation Safety Plan (GASP)—“Expand the use of industry programmes and safety information-sharing networks by service providers”—the number of States that have established Safety Data Collection and Processing Systems (SDCPS) is identified as a key performance indicator.
- 2.5.4 Accurate and timely collection, processing, and sharing of safety-related data is critical to enhance aviation safety performance. Many States in the ESAF and WACF 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.
- 2.5.5 Consistent with Annex 19, RASG-AFI/10 Conclusion 10/02 and GASP States are required to establish safety data collection and processing system and a need to support States effort a project description outlined in Appendix C has been prepared for review and further discussion by this meeting, with the development of the full project document to follow upon approval by the PRCC and AASPG.
- 2.5.6 In line with ICAO Annex 19, RASG-AFI/10 Conclusion 10/02, and the Global Aviation Safety Plan (GASP), States are required to establish effective data collection and processing systems. A draft Project Description: “Establishment of Safety Data

Collection and Processing Systems (SDCPS)” is provided as Appendix-C to this working paper.

## **2.6 Safety Management**

- 2.6.1 Amendment 2 to Annex 19 introduces significant changes to SSP provisions to strengthen State-level safety management responsibilities. These include, revised SSP definition with a requirement for State-level management of change, replaces ALoSP with foundational safety performance management provisions, expands SMS applicability to RPAS operators, approved maintenance organizations providing services for RPAS, certified heliports, and optionally ground handling services, and strengthens safety intelligence provisions, including improved SDCPS requirements, clearer data definitions, and enhanced information sharing supported by Doc 10159.
- 2.6.2 To ensure timely compliance, States must update national legislation, regulations, procedures, and tools before the applicability date of 26 November 2026 (effective 4 November 2025). A draft Project Description: “State Safety Programme Implementation and documentation” is provided as Appendix-D to this working paper.

## **2.7 Aircraft accident and incident investigation (AIG)**

- 2.7.1 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.
- 2.7.2 A Regional pool of Investigator will enable AFI States to leverage shared expertise, harmonize investigation practices, and ensure timely, effective responses to aircraft accidents and serious incidents.
- 2.7.3 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). A draft Project Description: “Establishment of Regional Pool of Investigator” is provided as Appendix-E to this working paper.

## **2.8 Improved monitoring of SMO/SG-related conclusions and decisions**

- 2.8.1 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.
- 2.8.2 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.
- 2.8.3 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:
  - a) provide access to live status, overdue actions, and completion rate;

- b) include clear performance indicators and milestones aligned with SARPs implementation and safety management and oversight objectives;
- c) facilitate periodic reviews of action status, with escalation procedures for overdue or at-risk actions;
- d) support risk-based prioritization to ensure critical safety and oversight actions receive timely attention;
- e) enable regular reporting on progress, challenges, and corrective measures;
- f) facilitate the reassessment of decisions and conclusions in light of outcomes and new information.

2.8.4 Ensuring the establishment of an effective monitoring mechanism with a governance model that closes the loop between decisions and conclusions will also support the SMO/SG in achieving its safety objectives and remaining adaptable to changes in the regulatory and operational environment A draft Project Description: “Improved monitoring of SMO/SG-related conclusions and decisions)” is provided as Appendix-F to this working paper.

## **2.9 ACTIONS BY THE MEETING**

2.91 The meeting is invited to:

- a) Note the information provided in this paper; and
- b) Discuss and consider the project proposals for submission to the PRCC; and subsequently to the AASPG for approval.

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## Appendix A

### 1. Project Identification

| AFI Region   | PROJECT DESCRIPTION (PD)   |                         |                          |
|--|--|-------------------------|--------------------------|
| <i>Programme</i>   | Title of the Project   | Start                   | End                      |
| <p><i>States' Safety Oversight Systems</i></p> <p><b>Programme</b><br/> <b>Facilitator:</b> ICAO Regional Officers, SI and FS, Nairobi and Dakar</p> | <p><b>Strengthening States' Safety Oversight Systems</b><br/>                     Project Team Coordinator: TBD</p>  | <p><b>01/12/202</b></p> | <p><b>31/12/2028</b></p> |
| <b>Rationale</b>   | <ul style="list-style-type: none"> <li>a) Some States have systemic long-term deficiencies in their safety oversight system</li> <li>b) States with low EI need to be assisted to enable them to improve their safety oversight system for the Region to achieve GASP goals</li> <li>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</li> </ul>  |                         |                          |
| <b>Objective</b>   | <ul style="list-style-type: none"> <li>a) To assist States to improve their level of safety oversight system and resolve long standing deficiencies</li> <li>b) To enable States to raise their EIs in order to achieve GASP goals and targets.</li> <li>c) To enable the resolution of SSCs and pre-empt any potential SSC</li> </ul>   |                         |                          |
| <b>Scope</b>   | The scope of the project includes technical assistance in the 8 audit areas: LEG, ORG, PEL, OPS, AIR, AIG, ANS and AGA   |                         |                          |
| <b>Metrics</b>   | <ul style="list-style-type: none"> <li>a) State EI and for each audit area</li> <li>b) CAP updates and implementation</li> <li>c) Completion of Self-Assessment</li> <li>d) Completion of CC/EFOD</li> <li>e) Progress made in implementing recommendations from the technical assistance and Regional Offices missions</li> </ul>   |                         |                          |
| <b>Strategy</b>  | <ul style="list-style-type: none"> <li>a) Identify potential beneficiary States</li> <li>b) Conduct a gap analysis of selected States based on the OLF and Regional Offices' mission reports</li> <li>c) Collect additional information from the selected States to consolidate the gap analysis.</li> <li>d) Define the assistance needs and estimated duration including off-site and on-site activities</li> <li>e) Determine the assistance team members</li> <li>f) Conduct the technical assistance</li> </ul> |                         |                          |
| <b>Related projects</b>  | This project is related to the following projects: <ul style="list-style-type: none"> <li>- Safety Management</li> <li>- Aircraft Accident and Incident Investigation (AIG)</li> </ul>   |                         |                          |

|   |  |
|---|--|
| <b>Relationship with the regional plans</b> | This project supports the following regional plan:<br>- AFI-RASP |
|---|--|

## 2. Project Deliverables

| <b>Project deliverables</b> |   |   |                      |                                 |   |
|-----------------------------|---|---|----------------------|---------------------------------|---|
| <b>Reference</b>            | <b>Description</b>                              | <b>Responsible party</b>                | <b>Delivery date</b> | <b>Status of Implementation</b> | <b>Comments</b>   |
| 1                           | <b>Composition of the project team</b>          |   |                      |                                 |   |
| 1.1                         | Selection of project team experts               | SMO/SG Secretary;<br>SMO/SG Chairperson |                      |                                 | 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;<br>SMO/SG Chairperson |                      |                                 | Organize an initial virtual meeting to nominate Project Team Coordinator and Assistant Coordinator; and identify Project Team Members nominated by States for vetting.  |
| 2                           | <b>Documents and tools</b>                      |   |                      |                                 |   |
| 2.1                         | Identification of necessary documents and tools |   |                      |                                 | Chicago Convention Annexes<br>ICAO documents<br>OLF<br>Secure Portal<br>States' legislative and regulatory documents, procedures and tools<br>RSOO's documents          |
| 2.2                         | Development of documents and tools              |   |                      |                                 | As needed by the selected States  |
| 2.3                         | Assistance in implementation                    |   |                      |                                 | As needed by the States   |

|     |  |  |  |  |                         |
|-----|--|--|--|--|-------------------------|
| 2.4 | Provision of OJT                                   |  |  |  | As needed by the States |
| 2.5 | Evaluation of deliverables by the Regional Offices |  |  |  | As per ROM part 5       |

### 3. Resources

|                           |  |
|---------------------------|--|
| <b>Resources required</b> | <ul style="list-style-type: none"> <li>- Project Team Experts from States and Organizations to conduct the project activities, based on following qualification criteria: <ul style="list-style-type: none"> <li>Good knowledge of ICAO Standards and Recommend Practices (SARPs) and related procedures, with civil aviation oversight and industry experience;</li> <li>Subject matter in the focus area</li> </ul> </li> <li>- Funds for conducting the required technical assistance missions</li> </ul> |
|---------------------------|--|

### 4. Project Costing

| Activities                                       | Expenditures |      |      |             |
|--|--------------|------|------|-------------|
|  | 2026         | 2027 | 2028 | Total (USD) |
| Technical assistance missions to selected States |              |      |      |             |
| <b>Total (USD)</b>                               |              |      |      |             |



## Appendix B

### 1. Project Identification

| AFI Region   | PROJECT DESCRIPTION (PD)   | PD Ref: AFI-RASP/N ASP |            |
|--|--|------------------------|------------|
| <i>Programme</i>   | Title of the Project   | Start                  | End        |
| <p><i>Regional and National Aviation Safety Plans (AFI-RASP and NASPs)</i></p> <p><b>Programme Facilitator:</b> ICAO Regional Officer, FS, Dakar</p> | <p><b>Development and Implementation of Regional and National Aviation Safety Plans (AFI-RASP and NASPs)</b></p> <p>Project Team Coordinator: TBD</p>  | 01/12/2022             | 31/12/2028 |
| <b>Rationale</b>   | <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 State to aviation safety.</p> |                        |            |
| <b>Objective</b>   | <p>AFI-RASP:</p> <p>a) To achieve and maintain the aspirational safety goal of zero fatalities in commercial 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 AFI States in the development/revision and implementation of their NASPs, in alignment with the current GASP and AFI-RASP.</p>   |                        |            |
| <b>Scope</b>   | The scope of the project includes:   |                        |            |

|   |   |
|---|---|
|   | <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.</p>   |
| <b>Metrics</b>                              | <p>c) The edition of the AFI-RASP aligned with the current edition of the GASP;</p> <p>d) Number of States that have been assisted in developing/revising their NASPs;</p> <p>e) Number of States that have published and registered their NASPs with the ICAO Online Community.</p>  |
| <b>Strategy</b>                             | <p>a) Project activities will be coordinated by the 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; and AFI States assisted in developing/revising their NASPs in alignment with the current editions of the AFI-RASP and GASP, the project shall be closed.</p> <p>c) However, since this exercise 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>d) The project team experts will equally remain available to provide assistance to States in developing/revising their NASPs on need basis, through specific assistance projects.</p> |
| <b>Related projects</b>                     | <p>This project is related to the following projects:</p> <ul style="list-style-type: none"> <li>- Establishment of Safety Data Collection and Processing Systems (SDCPs);</li> <li>- Safety Management;</li> <li>- Improved monitoring of SMO/SG-related conclusions and decisions.</li> </ul>   |
| <b>Relationship with the regional plans</b> | <p>This project supports the following regional plan:</p> <ul style="list-style-type: none"> <li>- Regional Air Navigation Plan (eANP);</li> </ul>  |

## 5. Project Deliverables

| Project deliverables |  |   |               |                          |   |
|----------------------|--|---|---------------|--------------------------|---|
| Reference            | Description                            | Responsible party                       | Delivery date | Status of Implementation | Comments  |
| 1                    | <b>Composition of the project team</b> |   |               |                          |   |
| 1.1                  | Selection of project team experts      | SMO/SG Secretary;<br>SMO/SG Chairperson |               |                          | 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;<br>SMO/SG Chairperson |  |  | Organize an initial virtual meeting to nominate Project Team Coordinator and Assistant Coordinator; and identify Project Team Members nominated by States for vetting.  |
| 2   | <b>Documents and tools for AFI-RASP and NASP</b>   |   |  |  |   |
| 2.1 | Identification of necessary documents and tools    |   |  |  | GASP 2026-2028 Edition;<br>AFI-RASP 2023-2025 Edition;<br>ICAO Doc 10131;<br>ICAO Doc 10161;<br>ICAO Doc 10162.   |
| 2.2 | Development of documents and tools                 |   |  |  | 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 |   |  |  | Organize a workshop with Experts from States, Organisations, and the project team members to validate the revised AFI-RASP.   |

## 6. Resources

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

## 7. Project Costing

| Activities  | Expenditures |      |      |             |
|---|--------------|------|------|-------------|
|   | 2026         | 2027 | 2028 | Total (USD) |
| <b>Deliverable 1 Composition of the project team</b>                    | -            | -    | -    |             |
| Activity #1.1 Selection of Project Team experts                         | -            | -    | -    |             |
| Activity #1.2 Project launching virtual meeting                         | -            | -    | -    |             |
| <b>Deliverable 2 Documents and tools</b>                                | -            | -    | -    |             |
| 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 Workshop on NASP Development                              |              |      |      |             |
| <b>Total (USD)</b>  |              |      |      |             |

## Appendix C

### 1. Project Identification

| 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><br><b>Programme Facilitator:</b> ICAO Regional Officer, SI, Nairobi and Dakar | <b>Establishment Safety Data Collection and Processing System</b><br>Project Team Coordinator: TBD   | 01/12/2022    | 31/12/2027 |
| <b>Rationale</b>  | <p>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.</p> <p>b) RASG-AFI/10 Conclusion 10/02: Safety Intelligence strategy in support of safety management and decision-making requires:</p> <ol style="list-style-type: none"> <li>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;</li> <li>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.</li> </ol> <p>c) To support the achievement of Goal 5 of the Global Aviation Safety Plan (GASP)—“Expand the use of industry programmes and safety information-sharing networks by service providers”—the number of States that have established Safety Data Collection and Processing Systems (SDCPS) is identified as a key performance indicator.</p> <p>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 WACF 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.</p> <p>e) Consistent with Annex 19, RASG-AFI/10 Conclusion 10/02 and GASP States are required to establish safety data collection and processing system and there is a need to support States effort.</p> |               |            |

|   |   |
|---|---|
| <b>Objective</b>                            | <p>Assist ESAF and WACAF States in Establish and Strengthen Safety Data Collection and Processing Systems (SDCPS) to:</p> <ol style="list-style-type: none"> <li>Support safety oversight, risk management, and continuous improvement of State and regional safety performance; and</li> <li>Support data driven decision-making. State Safety Programmes (SSPs) and regional safety oversight initiatives</li> </ol>  |
| <b>Scope</b>                                | <p>The scope of the project includes,</p> <ol style="list-style-type: none"> <li>Development of common tools, templates, and guidelines for safety data collection and processing;</li> <li>Training and capacity building for relevant personnel in ESAF and WACAF States; and</li> <li>Promotion of data sharing and safety analysis capabilities.</li> </ol>   |
| <b>Metrics</b>                              | <ol style="list-style-type: none"> <li>Number of States with established and functional SDCPS;</li> <li>Number of personnel trained;</li> <li>Usage of data for safety analysis and decision-making;</li> <li>Reduction in safety-related incidents due to data-driven interventions;</li> <li>Number of States connected to regional or global data-sharing platforms(ICAO Reporting Portal.....);</li> <li>Number of States adopting a harmonized taxonomy and protocols; and</li> <li>Number of workshops/trainings conducted.</li> </ol>  |
| <b>Strategy</b>                             | <ol style="list-style-type: none"> <li>Project activities will be coordinated among project team members, the Project Coordinator, and the Programme Facilitator, mainly through teleconferences;</li> <li>Seminars/workshops/meetings are scheduled in accordance with work programme activities;</li> <li>The Project Coordinator will Monitor progress and adjust based on feedback and lessons learned; and</li> <li>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.</li> </ol> |
| <b>Related projects</b>                     | <p>This project is related to the following projects:</p> <ul style="list-style-type: none"> <li>- Development and Implementation of Regional and National Aviation Safety Plans (AFI-RASP and NASPs);</li> <li>- Project on SSP Implementation and documentation update; and</li> <li>- Project on Aircraft Accident and Incident Investigation (AIG).</li> </ul>  |
| <b>Relationship with the regional plans</b> | <p>This project supports the following regional plan:</p> <ul style="list-style-type: none"> <li>- Regional Aviation Safety Plan (RASP);</li> </ul>   |

## 8. Project Deliverables

|                             |
|-----------------------------|
| <b>Project deliverables</b> |
|-----------------------------|

| Reference | Description  | Responsible party                       | Delivery date | Status of Implementation | Comments  |
|-----------|--|---|---------------|--------------------------|---|
| 1         | <b>Composition of the project team</b>                                   |   |               |                          |   |
| 1.1       | Selection of project team experts  | SMO/SG Secretary;<br>SMO/SG Chairperson |               |                          | 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;<br>SMO/SG Chairperson |               |                          | Organize an initial virtual meeting to nominate Project Team Coordinator and Assistant Coordinator; and identify Project Team Members nominated by States for vetting.  |
| 2         | <b>Documents and tools for SDCPS</b>                                     |   |               |                          |   |
| 2.1       | Identification of necessary documents and tools                          |   |               |                          | Identify and plan development of documents and tools needed to effectively assist States in the implementation of competency-based training standards of AIS personnel. |
| 2.2       | Development of documents and tools                                       |   |               |                          | Develop identified documents and tools for assisting States in the implementation of competency-based training standards.   |
| 2.3       | Workshop for the validation of documents and tools                       |   |               |                          | Organize a workshop with Experts from States and Organisations and the project team members to validate the documents and tools developed.                              |
| 2.4       | Training / Workshops on safety data collection, processing, and analysis |   |               |                          | Organize a workshop to enhance the capacity of States experts on SDCPS  |

## 9. Resources

|                           |   |
|---------------------------|---|
| <b>Resources required</b> | <ul style="list-style-type: none"> <li>- Project Team Experts from States and Organizations to conduct the project activities, based on following qualification criteria:             <ul style="list-style-type: none"> <li>iii. Good knowledge of ICAO Standards and Recommend Practices (SARPs) and related procedures, with civil aviation oversight and industry experience; and</li> <li>iv. Good knowledge and experience in SDCPS.</li> </ul> </li> <li>- Funds for conducting the validation workshop and Training / Workshops on safety data collection, processing, and analysis.</li> </ul> |
|---------------------------|---|

## 10. Project Costing

| Activities   | Expenditures |      |             |
|--|--------------|------|-------------|
|  | 2026         | 2027 | Total (USD) |
| <b>Deliverable 1 Composition of the project team</b>                                   | -            | -    |             |
| Activity #1.1 Selection of Project Team experts  | -            | -    |             |
| Activity #1.2 Project launching virtual meeting  | -            | -    |             |
| <b>Deliverable 2 Documents and tools</b>   | -            | -    |             |
| Activity #2.1 Identification of necessary documents and tools                          | -            | -    |             |
| Activity #2.2 Development of necessary documents and tools                             |              |      |             |
| Activity #2.3 Workshop for the validation of documents and tools                       |              |      |             |
| Activity #2.4 Training / Workshops on safety data collection, processing, and analysis |              |      |             |
| <b>Total (USD)</b>   |              |      |             |



## Appendix D

### 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             | <p>Amendment 2 to Annex 19 introduces significant changes to SSP provisions to strengthen State-level safety management responsibilities. These include, revised SSP definition with a requirement for State-level management of change, replaces ALoSP with foundational safety performance management provisions, expands SMS applicability to RPAS operators, approved maintenance organizations providing services for RPAS, certified heliports, and optionally ground handling services, and strengthens safety intelligence provisions, including improved SDCPS requirements, clearer data definitions, and enhanced information sharing supported by Doc 10159.</p> <p>To ensure timely compliance, States must update national legislation, regulations, procedures, and tools before the applicability date of 26 November 2026 (effective 4 November 2025).</p> <p>This project provides a structured, collaborative mechanism to assist States in aligning with Amendment 2 and implementing SSP effectively.</p> |                     |                                   |            |
| Objective             | <p>To support States in updating and developing SSP documentation (legislation, regulations, procedures, and tools) in line with Amendment 2 to Annex 19 and ICAO guidance by leveraging regional expertise and virtual collaboration, the project aims to:</p> <ul style="list-style-type: none"> <li>• Update and/or develop generic SSP regulatory provisions, procedures, guidance, checklists and tools</li> <li>• Strengthen States' ability to comply with the SARPs and make progress towards achieving GASP and AFI-RASP objectives</li> <li>• Promote regional collaboration and knowledge sharing.</li> </ul>   |                     |                                   |            |
| Scope                 | <p>This two-year project will support AFI States in enhancing SSP implementation and documentation. It will include:</p> <ul style="list-style-type: none"> <li>• Conducting virtual collaborative sessions to draft and/or update SSP documentation for each component and element, ensuring alignment with Amendment 2 to Annex 19 and related ICAO safety management guidance. These sessions will, as a minimum:</li> <li>• Organising a validation workshop to review and finalise the developed documentation.</li> </ul> <p>Note: This project does not include direct support for SMS implementation within service providers</p>  |                     |                                   |            |

| 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 |
| <b>Programme Facilitator</b>                | Sonia Freitas and Zewdu Aregawi  | <b>Project coordinator</b> | [Name of the Project Coordinator] |            |
| <b>Metrics</b>                              | <ul style="list-style-type: none"> <li>• Updated set of SSP documentation and tools</li> <li>• Level of SSP implementation progress (measured against iSTARS GAP analysis tool and minimum deliverables)</li> <li>• The number of States having conducted SSP Self-Assessment with updated legislation and regulations aligned with Annex 19</li> </ul>  |                            |                                   |            |
| <b>Strategy</b>                             | <p><b>Phase 1: Planning and Coordination</b></p> <ul style="list-style-type: none"> <li>• Establish project team (selected nominated experts and Regional Officers).</li> <li>• Project launching webinar</li> </ul> <p><b>Phase 2: Documentation Development and/or Update</b><br/>Conduct virtual sessions to coordinate and:</p> <ul style="list-style-type: none"> <li>• Review of the impact of Amendment 2 provisions and ICAO guidance on existing generic documentation</li> <li>• Define the structure and minimum requirements for SSP documentation, (develop/update)</li> <li>• Define work plan, timelines (virtual sessions schedule, deliverables, responsibilities).</li> <li>• Review, update, and develop generic legal and regulatory provisions as well as supporting materials (procedures, guidance, forms, checklists, and tools) and share through a SharePoint.</li> <li>• Establish a monitoring mechanism/tool to track SSP implementation progress based on agreed deliverables.</li> <li>• Identify the minimum safety data requirements (occurrences and risks) for collection and sharing at the regional level.</li> </ul> <p><b>Phase 3: Documents Validation Workshop</b></p> <ul style="list-style-type: none"> <li>• Coordinate preparation activities</li> <li>• Conduct a Documents validation workshop</li> </ul> <p><b>Once the 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.</b></p> |                            |                                   |            |
| <b>Related projects</b>                     | <p>This project is related to the following projects:</p> <ul style="list-style-type: none"> <li>• Establishment of Safety Data Collection and Processing Systems (SDCPSs);</li> <li>• Development and Implementation of Regional and National Aviation Safety Plans (AFI-RASP and NASPs)</li> </ul>   |                            |                                   |            |
| <b>Relationship with the regional plans</b> | <p>This project supports the following regional plans and programmes:</p> <ul style="list-style-type: none"> <li>• Directly contributes to the GASP and AFI-RASP target of SSP implementation in States</li> <li>• Aligns with the AFI Aviation System Planning and Implementation Group (AASPG) work programmes.</li> <li>• Supports the Regional Air Navigation Plan (ANP) safety priorities.</li> </ul>   |                            |                                   |            |

## 2. Project Deliverables

| Reference | Description  | Responsible Party            | Delivery date | *Status of Implementation | Comments  |
|-----------|--|------------------------------|---------------|---------------------------|---|
| 1.        | <b>Planning and Coordination activities</b>  |                              |               |                           |   |
| 1.1.      | Selection of the project team experts  | Programme Facilitator        |               | <i>Task not started</i>   | Coordinate with States and Organisations for the nomination of subject matter experts possessing the required qualifications and experience to compose the project team |
| 1.2.      | Project launching webinar  | Programme Facilitator        |               | <i>Task not started</i>   | Organise an initial webinar with the project team members to launch the activities of the project.  |
| 2.        | <b>Development and update of SSP documentation</b>   |                              |               |                           |   |
| 2.1.      | Identification of necessary documents and tools, work plan, including SSP legislation provisions, procedures, guidance, checklists and tools, methodology for monitoring SSP implementation progress and dashboards; and assignment of responsibilities. | Project Coordinator and Team |               | <i>Task not started</i>   | Identify and plan the development/update of SSP documentation and tools required for SSP implementation.  |
| 2.2.      | Development of documentation and tools identified  | Project Coordinator and Team |               | <i>Task not started</i>   | Develop/update of SSP documentation and tools identified for effectively assisting States in the implementation of SSP components and elements.                         |
| 2.3.      | Workshop on Validation of SSP Documentation  | Project Coordinator and Team |               | <i>Task not started</i>   | Organise a workshop with Experts from States and Organisations and the project team members to validate 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"> <li>• Experts to conduct the project activities, selected from States and organisations based on the following qualification criteria:             <ol style="list-style-type: none"> <li>a) Experience in one or more of the following areas: aircraft operations, personnel licensing, air navigation, airworthiness, and aerodromes</li> <li>b) Strong knowledge of ICAO Standards and Recommended Practices (SARPs) and related guidance, in particular Annex 19 and Safety Management Manual (Doc 9859)</li> <li>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).</li> <li>d) Knowledge of aviation safety reporting systems and Safety Data Collection and Processing Systems (SDCPS) implementation</li> <li>e) Experience in delivering technical assistance and training activities</li> </ol> </li> </ul> <p>Financial resources</p> <ul style="list-style-type: none"> <li>• Funds to organise and conduct the SSP document validation workshop</li> </ul> |
|--------------------|--|

### 4. Project Costing

| Activities  | Expenditures |      |      |
|---|--------------|------|------|
|   | Total (USD)  | 2026 | 2027 |
| <b>Deliverable 1: Composition of the project team</b>         | <b>0</b>     | -    | -    |
| Activity #1.1 Selection of Project Team experts               | 0            | -    | -    |
| Activity #1.2 Project launching virtual meeting               | 0            | -    | -    |
| <b>Deliverable 2: Development of Documents and tools</b>      |              |      |      |
| Activity #2.1 Identification of necessary documents and tools |              |      |      |
| Activity #2.2 Workshop on Validation of SSP Documentation     |              |      |      |
| Activity #2.3 Training on SSP/SMS                             |              |      |      |
| <b>Total</b>  |              |      |      |

## Appendix E

### 1. Project Identification

| AFI Region   | PROJECT DESCRIPTION (PD)   | PD Ref: <b>TBD</b>       |                          |
|--|--|--------------------------|--------------------------|
| <i>Programme</i>   | Title of the Project   | Start                    | End                      |
| <p><i>RASG-AFI/10<br/>Decision 10/01<br/>Establishment of a<br/>Regional Pool of<br/>Investigators</i></p> <p><b>Programme<br/>Facilitator:</b> ICAO<br/>Regional Officer, FS,<br/>Dakar</p> | <p><b>Establishment of Regional Pool of Investigators</b></p> <p>Project Team Coordinator: TBD</p>   | <p><b>01/12/2025</b></p> | <p><b>31/12/2027</b></p> |
| <b>Rationale</b>   | <p>d) 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.</p> <p>e) 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.</p> <p>f) 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).</p> |                          |                          |
| <b>Objective</b>   | <p>d) Promote cooperation and mutual assistance among States to enhance the conduct of aviation accident and incident investigation;</p> <p>e) To establish a regional investigator pool of qualified investigators to support States during accidents and serious incidents investigations.</p>   |                          |                          |
| <b>Scope</b>   | <p>The scope of the project includes:</p> <p>f) Development of selection criteria for pool of investigators, including minimum qualifications, experience, and areas of expertise;</p> <p>g) 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;</p> <p>h) Coordination with States for the designation of qualified investigators and their formal selection;</p> <p>i) Delivery of standardized training for investigators.</p>  |                          |                          |
| <b>Metrics</b>   | <p>f) Establishment of governance and management framework for regional pool of investigators</p> <p>g) Publication of a Regional Pool of Investigator Operations Manual;</p> <p>h) List of investigators of the regional pool with their areas of expertise</p>   |                          |                          |

|   |   |
|---|---|
| <b>Strategy</b>                             | <p>g) 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.</p> <p>h) Selection of investigators will be based on defined criteria (minimum qualifications, professional experience, and areas of expertise). Investigators will undergo standardized training aligned to ensure consistency in investigation practices across the AFI Region.</p> <p>i) 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.</p> <p>j) 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.</p> <p>k) The Project Team will facilitate regular workshops, webinars, and exchange sessions among investigators and States to share lessons learned, best practices, and new methodologies.</p> |
| <b>Related projects</b>                     | <p>This project is related to the following projects:</p> <ul style="list-style-type: none"> <li>- Establishment of Safety Data Collection and Processing Systems (SDCPs);</li> <li>- Regional Safety Oversight Cooperation Mechanisms</li> </ul>   |
| <b>Relationship with the regional plans</b> | <p>This project supports the following regional plan:</p> <ul style="list-style-type: none"> <li>- 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.</li> <li>- Regional Air Navigation Plan (eANP): by contributing to navigation safety improvement through operational safety through the integration of investigation outcomes into operational procedures.</li> </ul>   |

## 11. Project Deliverables

| <b>Project deliverables</b> |  |   |                      |                                 |   |
|-----------------------------|--|---|----------------------|---------------------------------|---|
| <b>Reference</b>            | <b>Description</b>                     | <b>Responsible party</b>                | <b>Delivery date</b> | <b>Status of Implementation</b> | <b>Comments</b>   |
| 1                           | <b>Composition of the project team</b> |   |                      |                                 |   |
| 1.1                         | Selection of project team experts      | SMO/SG Secretary;<br>SMO/SG Chairperson |                      |                                 | Coordinate with States and Organizations for the nomination of subject matter experts possessing the required qualifications and experience to compose the project team |
| 1.1                         | Project launching virtual meeting      | SMO/SG Secretary;<br>SMO/SG Chairperson |                      |                                 | Organize an initial virtual meeting to nominate Project Team Coordinator and Assistant Coordinator; and identify Project Team Members                                   |

|     |  |   |  |  |   |
|-----|--|---|--|--|---|
|     |  |   |  |  | nominated by States for vetting.  |
| 2   | <b>Establishment of a Regional Investigator Pool</b>   |   |  |  |   |
| 2.1 | Definition of selection criteria for investigators (minimum qualifications, professional experience, areas of expertise) | Project Team; States                          |  |  | Criteria to ensure expertise and competence of investigators.   |
| 2.2 | Definition of stakeholders' roles and responsibilities, management rules, and development of pool operations manual      | Project Team                                  |  |  | Establishment of pool structure, operational modalities   |
| 2.3 | Coordination with States for designation of experts  | Project Team; States                          |  |  | Coordination with States for expert nominations based on established criteria.  |
| 2.4 | Selection of investigators for the pool  | Project Team; ICAO                            |  |  | Review and finalize selection of nominated investigators.   |
| 2.5 | harmonization of selected investigators with operations manual   | Project Team; ICAO;                           |  |  | Deliver targeted training sessions for pool investigators to ensure harmonized skills.  |
| 2.6 | Workshop to familiarize States with the functioning of the regional investigator pool and their responsibilities         | Project Team; investigators of the pool ICAO; |  |  | Organize and conduct interactive sessions to explain pool operations, roles of stakeholders, and procedures for requesting investigator support |

## 12. Resources

|                           |  |
|---------------------------|--|
| <b>Resources required</b> | <ul style="list-style-type: none"> <li>- Project Team Experts from States and Organizations to conduct the project activities, based on following qualification criteria:             <ul style="list-style-type: none"> <li>a. good knowledge of ICAO Standards and Recommend Practices (SARPs) related to Annex 13 and other related provisions, with experience in investigation management;</li> <li>b. Practical field investigation experience in major accidents and serious incidents, including evidence collection, wreckage examination, and coordination with multidisciplinary teams;</li> <li>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);</li> <li>d. good knowledge in safety management principles to ensure alignment between investigation findings and safety improvements.</li> <li>e. ability to work in a regional, collaborative environment, including coordination with multiple States, ICAO, and other stakeholders</li> </ul> </li> <li>- Funds for conducting workshop.</li> </ul> |
|---------------------------|--|

## 13. Project Costing

| Activities   | Expenditures |      |      |      |
|--|--------------|------|------|------|
|  | Total (USD)  | 2025 | 2026 | 2027 |
| <b>Deliverable 1 Composition of the project team</b>   | <b>0</b>     | -    |      | -    |
| Activity #1.1 Selection of Project Team experts  | 0            | -    |      | -    |
| Activity #1.2 Project launching virtual meeting  | 0            | -    |      | -    |
| <b>Deliverable 2 Establishment of a Regional Investigator Pool</b>   |              | -    | -    |      |
| 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 #2.3 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         |              | -    | -    |      |



## Appendix F

### 1. Project Identification

| AFI Region  | PROJECT DESCRIPTION (PD)   | PD Ref: TBD              |                          |
|---|--|--------------------------|--------------------------|
| <i>Programme</i>  | Title of the Project   | Start                    | End                      |
| <p><i>Monitoring of SMO/SG-related conclusions and decisions</i></p> <p><b>Programme Facilitator:</b> ICAO Regional Officer, AIR, Dakar</p> | <p><b>Development and Implementation of a mechanism for the Monitoring of SMO/SG-related conclusions and decisions</b></p> <p>Project Team Coordinator: TBD</p>  | <p><b>05/01/2022</b></p> | <p><b>03/07/2026</b></p> |
| <b>Rationale</b>  | <p>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.</p> <p>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.</p> <p>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.</p>                 |                          |                          |
| <b>Objective</b>  | <p>a) Establish a governance model that closes the loop between decisions and conclusions to ensure that the SMO/SG delivers on its safety objectives, while remaining adaptable to changes in the regulatory and operational environment.</p> <p>b) Provide access to live status, overdue actions, and completion rate.</p> <p>c) Include clear performance indicators and milestones aligned with SARPs implementation and safety management and oversight objectives.</p> <p>d) Facilitate periodic reviews of action status, with escalation procedures for overdue or at-risk actions.</p> <p>e) Support risk-based prioritization to ensure critical safety and oversight actions receive timely attention.</p> <p>f) Enable regular reporting on progress, challenges, and corrective measures.</p> <p>g) Facilitate the reassessment of decisions and conclusions in light of outcomes and new information.</p> |                          |                          |
| <b>Scope</b>  | <p>The scope of the project includes:</p> <p>a) Data collection of RASG-AFI related meetings conclusions and decisions</p> <p>b) Future SMO/SG actions.</p>  |                          |                          |
| <b>Metrics</b>  | <p>a) Rate of completion of conclusions and decisions.</p>   |                          |                          |

|   |  |
|---|--|
|   | b) Reports on the status of implementation of the conclusions and decisions.<br>c) Number of conclusions and decisions reassessed.   |
| <b>Strategy</b>                             | a) Develop a database of conclusions and decisions.<br>b) Collect all conclusions and decisions and analyse their relevance and effectiveness<br>c) Establish a dashboard of conclusions and decisions |
| <b>Related projects</b>                     | - Not applicable   |
| <b>Relationship with the regional plans</b> | - Not applicable   |

#### 14. Project Deliverables

| <b>Project deliverables</b> |   |   |                      |                                 |  |
|-----------------------------|---|---|----------------------|---------------------------------|--|
| <b>Reference</b>            | <b>Description</b>                              | <b>Responsible party</b>                | <b>Delivery date</b> | <b>Status of Implementation</b> | <b>Comments</b>  |
| 1                           | <b>Composition of the project team</b>          |   |                      |                                 |  |
| 1.1                         | Selection of project team experts               | SMO/SG Secretary;<br>SMO/SG Chairperson |                      |                                 | 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;<br>SMO/SG Chairperson |                      |                                 | Organize an initial virtual meeting to nominate Project Team Coordinator and Assistant Coordinator; and identify Project Team Members nominated by States for vetting.   |
| 2                           | <b>Documents and tools</b>                      |   |                      |                                 |  |
| 2.1                         | Identification of necessary documents and tools |   |                      |                                 | TBD  |

|     |  |  |  |  |     |
|-----|--|--|--|--|-----|
| 2.2 | Development of documents and tools                 |  |  |  | TBD |
| 2.3 | Workshop for the validation of documents and tools |  |  |  | TBD |

### 15. Resources

|                           |       |
|---------------------------|-------|
| <b>Resources required</b> | - TBD |
|---------------------------|-------|

### 16. Project Costing

| Activities  | Expenditures |            |          |
|---|--------------|------------|----------|
|   | Total (USD)  | 2026       |          |
| <b>Deliverable 1 Composition of the project team</b>          | <b>0</b>     | -          | -        |
| Activity #1.1 Selection of Project Team experts               | 0            | -          | -        |
| Activity #1.2 Project launching virtual meeting               | 0            | -          | -        |
| <b>Deliverable 2 Documents and tools</b>                      | <b>TBD</b>   | <b>TBD</b> | <b>0</b> |
| Activity #2.1 Identification of necessary documents and tools | 0            | -          | -        |
| Activity #2.2 Workshop  | <b>TBD</b>   | <b>TBD</b> | <b>0</b> |
| <b>Total</b>  | <b>TBD</b>   | <b>TBD</b> | <b>0</b> |