



DP/02: ATTACHMENT F1

SEARCH AND RESCUE ORGANIZATION – WACAF REGION

PROJECT PROPOSAL

1. **Beneficiary State/Group of States:** 18WACAF States
2. **Project No.:** WACAF/2016/005
3. **Project Title:** Assistance to selected WACAF States in the establishment of an effective and operational Search And Rescue organization
4. **Project Duration:** 8 months (starting in April 2016)
5. **Implementation Agency:** ICAO
6. **Source of Funding:** AFI Plan
7. **Estimated budget:** \$US 54,600

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Project justification

1. The need for the provision of effective Search and Rescue (SAR) services and regional collaboration to achieve same, have become important global agenda items following recent aircraft accidents and the challenges encountered in the provision of SAR.
2. The AFI region, particularly some WACAF States has activated SAR services following aircraft accidents. Some accident investigation reports have pointed out the need for more awareness on SAR. A purposeful action would be to encourage and assist States to sign or update SAR agreements and manuals.
3. The provision of effective SAR services entails the mobilization of essential State assets including those of the Air Force, Navy and other State institutions. Additionally, assets of neighbouring States and other organizations are most likely to be involved in SAR missions and would require the approval of high-level authorities.
4. The sixteenth meeting of the AFI Plan Steering Committee (Montreal November 2015) identified the need for urgent action to increase the capacity of AFI States to provide effective SAR services and recommended that SAR be included in the AFI ANS Performance Indicators and Targets. The Steering Committee further requested the AFI Plan Secretariat to develop and implement projects to assist States in key priority areas including SAR organisation.
5. In addition, the 20th meeting of APIRG (Yamoussoukro Nov 2015) recognizing the importance and need for improvement of SAR service delivery, called for a regional framework to facilitate operational cooperation and efficiency in SAR, establishment of SAR Team of Experts and SAR Support Project.
6. Furthermore, APIRG/20 adopted a set of AFI ANS key Performance Indicators and Targets including the requirement to establish effective and operational Search and Rescue (SAR) organization by 31 December 2016.
7. The AFI Plan Steering committee has endorsed the need for the establishment of a robust and a collaborative SAR regime in the AFI region.

A. End of Project Status/ Target / Overall Objective

1. By the end of the project, effectiveness of SAR organization in WACAF States will increase as more coordination would have been conducted and Agreements signed both internally within States and between neighbouring States. Furthermore, the awareness on SAR will have increased, generating more resources that could be made available for SAR.
2. **Implementation strategy**
 - 2.1 The project will be implemented by ICAO WACAF Office and a team of experts from among WACAF States that will provide technical support on a needs basis via missions or remote documentation review and drafting.
 - 2.2 The initial stage of the project will consist of a gap analysis to have up to date information on the current level of implementation in, the result of which will constitute the basis for designing the details of the assistance to be provided to States.

2.3 This assistance will comprise an initial workshop followed by assistance/facilitation activities to States either individually or in groups (depending on the outcomes of the gap analysis) to reinforce coordination and in the signing of SAR Manuals and Agreements.

2.4 Sensitization actions will also be required at a senior level in States' civil and military authorities responsible for SAR services to facilitate the successful completion of this project.

B. Major Elements

Objective 1	Assist WACAF States in the establishment of an effective and Operational SAR organization	
Key Performance indicator (s)	<i>75% States (16/24) with SAR Legal framework and Manuals developed/updated and 50% States(12/24) with signed SAR Agreements</i>	
Result 1.1	Increased high-level awareness and sensitization on SAR	
<i>Activity 1</i>	<i>Send State letters to brief DGs and high-level officials (States and Regional Bodies) on the current SAR initiative.</i>	
Result 1.2	A Technical Experts Team (TET) established for the project	
<i>Activity2</i>	<i>Description</i>	<i>Actors</i>
	Send State letters to brief DGs and high-level officials	
1.2.1	Identify potential and pertinent members (5 experts including RO ATM WACAF)for the Technical Experts Team (TET) from States and RECs	ICAO WACAF
1.2.2	Solicit the release of the experts and commitment from Member States and RECs for their participation to project activities	ICAO WACAF
Result 1.3	An assistance roadmap developed	
1.3.1	Collect information (via a questionnaire and follow up calls, emails) to conduct a gap analysis on the SAR Organization in the WACAF Region	TET
1.3.2	Based on the gap analysis results, identify specific WACAF States to be assisted in the SAR domain	ICAO/TET WACAF
Result 1.4	Generic SAR legal framework, Manuals and Agreements developed	
1.4.1	Draft SAR Manuals and Agreements	TET
1.4.2	Distribute the draft Manuals and Agreements to States and Regional bodies for review	ICAO WACAF
Result 1.5	Result-oriented workshop held	
1.5.1	Develop an agenda for the workshop that will clearly address shortcomings identified in States and encourage collaboration among States or groups of States including joint SAR exercises. By the end of the workshop, each State and/or group of States will have clarity on remaining actions to be taken in order to enhance its SAR Organization.	TET/10d
1.5.2	Plan a 5-day workshop to be attended by all States and RECs	ICAO WACAF/20d
1.5.3	TET preparatory and gap analysis review meeting before workshop	TET/1d
1.5.4	<ul style="list-style-type: none"> • Conduct the workshop with the following objectives: <ul style="list-style-type: none"> ○ review progress and address shortcomings identified in each State by the gap analysis 	TET + external intervention/4d

	<ul style="list-style-type: none"> ○ Develop a roadmap for implementation of outstanding issues with clear timelines. ○ Give clarity to each State on the remaining actions to be taken in order to enhance their SAR organization and EI under the areas of ANS. ○ Encourage continued collaboration among States in conducting regular joint SAR exercises. ○ increase awareness on USOAP CMA related Protocol Questions for SAR and ○ provide guidance on how to address the corrective actions plans 	
Result 1.6	Improve SAR Implementation Effectiveness	
1.6.1	Identify States that require further assistance /follow up (Technical and Political commitment)	TET/10d
Result 1.7	Finalization of SAR manuals, actual facilitation of SAR Agreements signatures and implementation	
1.7.1	Conduct assistance missions to these States to finalize the legal frameworks, manuals and also facilitate the signature of Agreements	TET/20d (<i>four 3d missions to States</i>)
1.7.2	Assist as required in the organization of SAR exercises	TET (on demand – cost recovery)
Result 1.8	Project Terminal Report	
1.8.1	Prepare a project terminal report that will reflect inter alia the status of the SAR organization in each WACAF State at the end of the project	ICAO WACAF (TET)/20d
1.8.2	Submit the Report to the AFI Plan Steering Committee	ICAO WACAF/1d

C. Inputs:

1. *Input from States*

- 1.1. **Counterparts:** Focal points designated by each CAA will provide assistance in coordination, following up for their respective States. The coordination will englobe all States' entities involved in Search and Rescue.
- 1.2. **Support staff:** CAAs will provide ICAO staff with support staff if necessary.
- 1.3. **Office(s):** CAAs will provide their Focal Point with the necessary tools (telephone, internet, printer, meeting room etc.) for an effective coordination.
- 1.4. **Workshop:** Each State will ensure the participation of its focal point as well as other key stakeholders to the workshop by providing travel and per diems.
- 1.5. **Transport:** CAAs will provide local transportation to ICAO staff while on site. The CAAs will also facilitate obtaining entry visas for the ICAO RO, and will provide any other assistance that may be necessary for the fulfilment of their missions.

2. **ICAO Input**

- 2.1. **Funding for the project:** The project will be funded by AFI PLAN.
- 2.2. **Experts:** ICAO will mainly rely on the Dakar RO ATM.
- 2.3. **International missions:** an allowance is provided to cover the ICAO Staff missions as well as the participation of the TET in the workshop and assistance missions expenses where needed.
- 2.4. **Monitoring and reporting:** ICAO Regional Office in Dakar will be responsible for the supervision of the project, the production of the Project Terminal report. It will also establish and maintain coordination with all the stakeholders during the course of the project.
- 2.5. **Workshop:** ICAO will cover the costs of the workshop using project funds
- 2.6. **Miscellaneous expenses,** administrative overhead that may be incurred will be paid by the project funds.

D. Project Work plan

A preliminary work plan is attached as appendix A to this document.

E. Estimated Cost (USD):54,600

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Appendix A – tentative work plan

ID	Task Name	Duration	Start	Finish	May	June	July	August	September	October	November	December				
					25/04	09/05	23/05	06/06	20/06	04/07	18/07	01/08	15/08	29/08	12/09	26/09
1	SAR Project	165 days	Mon 02/05/16	Fri 16/12/16												
2	High-level awareness and sensitization on SAR	15 days	Mon 02/05/16	Fri 20/05/16												
3	Send out State letters on SAR	10 days	Mon 02/05/16	Fri 13/05/16												
4	Follow up and obtain feedback	5 days	Mon 16/05/16	Fri 20/05/16												
5	Establishment of Technical Experts Team (TET)	25 days	Mon 02/05/16	Fri 03/06/16												
6	Develop Terms of Reference	2 days	Mon 02/05/16	Tue 03/05/16												
7	Identify Individuals with SAR expertise	3 days	Wed 04/05/16	Fri 06/05/16												
8	Send release request letters	1 day	Fri 13/05/16	Fri 13/05/16												
9	Obtain TET accreditation	10 days	Mon 16/05/16	Fri 27/05/16												
10	Hold teleconference of TET	1 day	Fri 03/06/16	Fri 03/06/16												
11	Develop an assistance roadmap	25 days	Mon 06/06/16	Fri 08/07/16												
12	Develop circulate a questionnaire for a gap analysis	5 days	Mon 06/06/16	Fri 10/06/16												
13	Obtain and compile Responses	10 days	Mon 13/06/16	Fri 24/06/16												
14	Meeting of TET (Analyze responses, develop draft Generic SAR docs, Identify States needs for assistance)	5 days	Mon 04/07/16	Fri 08/07/16												
15	SAR Manuals and Agreements developed	10 days	Mon 11/07/16	Fri 22/07/16												

ID	Task Name	Duration	Start	Finish	May	June	July	August	September	October	November	December
					25/04/16	09/05/16	23/06/16	07/07/16	11/08/16	15/09/16	20/10/16	24/11/16
16	Distribute the draft SAR Manuals and Agreements	3 days	Mon 11/07/16	Wed 13/07/16								
17	Follow up responses	5 days	Mon 18/07/16	Fri 22/07/16								
18	Results oriented SAR workshop	15 days	Mon 11/07/16	Fri 29/07/16								
19	Develop an agenda	3 days	Mon 11/07/16	Wed 13/07/16								
20	Conduct the workshop	5 days	Mon 25/07/16	Fri 29/07/16								
21	Improve SAR Implementation Effectiveness	81 days	Mon 01/08/16	Mon 21/11/16								
22	Monitor signing of SAR Manuals and Agreements	66 days	Mon 01/08/16	Mon 31/10/16								
23	Identify States that require further assistance /follow up	45 days	Tue 20/09/16	Mon 21/11/16								
24	Finalization of SAR manuals, actual facilitation of SAR Agreements signatures and implementation	75 days	Mon 05/09/16	Fri 16/12/16								
25	Plan and conduct assistance missions	63 days	Mon 05/09/16	Wed 30/11/16								
30	Encourage collaboration among States or groups of States including joint SAR exercises	75 days	Mon 05/09/16	Fri 16/12/16								

Appendix B – detailed budget

No	Venue	Section	Fund	Travel					Meeting					Total cost	Notes		
				DSA Rates	Days	DSA	TTA	Travel	Language	Estimated Nber of Participants	Interpreters Fees	Confirmed Nber working of days	Catering Costs estimated/ PAX			Catering Costs estimated	
First Quarter																	
	Dakar		Mtg							E/F	25	7 560	4	7 500	1 500	9 060	
	Kinshasa- Dakar (TET)		Travel	233	6	1 398	174	2 000			4					14 288	
	Dakar - Niamey		Travel	166	6	996	152	1 100			2					4 496	
	Dakar - Kinshasa		Travel	283	6	1 698	174	3 000			2					9 744	
	Dakar - Douala		Travel	172	6		174	1 200			2					2 748	
	Dakar - Monrovia		Travel	265	7		174	3 000			2					6 348	
	Dakar - Lagos		Travel	208	6	1 248	174	1 200			2					5 244	
TOTAL															51 928		
	Miscellaneous (5%)															2 596	
	GRAND TOTAL															54 600	