



AFI COMPREHENSIVE IMPLEMENTATION PROGRAMME (ACIP)

Steering Committee Meeting

Montréal, 14 to 15 February 2008

REPORT

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This report has been approved by the Chair Person of the Steering Committee.

Haile Belai
Chief
AFI Comprehensive Implementation
Programme ACIP

1. REVIEW OF STEERING COMMITTEE TERMS OF REFERENCE AND GENERAL DISCUSSIONS

1.1 The Steering Committee reviewed its terms of reference. The Committee highlighted the importance of the African Union and recommended that the programme activities approved by the Steering Committee and endorsed by the Council should be reported to the African Union for support.

1.2 The Steering Committee requested the ACIP to include information relating to the scheduled RAN Meeting as a discussion paper for consideration by the Second Steering Committee Meeting.

1.3 With respect to the role of programme management, the Steering Committee emphasized the importance of the coordinating function of the ACIP Secretariat and that this should be implemented both internally within the various Bureaux and Offices, including the Regional Offices and externally with all stakeholders, partner States and Organizations. It was highlighted that the coordination activities should build on existing aviation safety-related projects and strengthen the sharing of information amongst all Stakeholders.

1.4 ACIP has been tasked to ensure the conduct of a comprehensive gap analysis as a first step towards implementing the short, medium and long-term activities presented in the discussion paper. The Abuja GASP seminar/workshop should serve as an exercise for the implementation of GASP processes in performing the gap analysis. ACIP management should play a major role as full partners in the activities of the Abuja seminar/workshop and in the preparation of similar seminar/workshops in Africa.

1.5 ACIP activities with respect to actions mentioned in 1.4 above shall include the identification of current assistance activities in States and a clear indication of the coordination and integration of ACIP activities with those that are being currently implemented.

1.6 The Steering Committee expressed the need for the ANC to play an advisory role to the Committee during the review of technical aspects of the Programme.

2. ELECTION OF CHAIR PERSON

2.1 The Steering Committee, unanimously elected Dr. O.B. Aliu, Representative of Nigeria on the ICAO Council as the Chair Person of the Steering Committee.

3. SECOND MEETING OF THE STEERING COMMITTEE

The Steering Committee agreed to hold its second meeting from 20 to 21 October 2008 in Montreal Canada. Agenda for the meeting will be developed and forwarded to the Steering Committee members latest by 30 September 2008.

Agenda Item 1: Enabling States to establish and maintain a sustainable safety oversight system

1.1 Reviewing Agenda Item 1, the Steering Committee, as a priority, directed that, the Programme, in enabling States to establish a sustainable and effective safety oversight system, should focus on the establishment of Regional Safety Oversight Organizations. However, the Committee also recognized the importance of strengthening national safety oversight systems that could also serve as the backbone of Regional Organizations and thus the need to support their efforts. In this respect, the Steering Committee instructed the ACIP to utilize existing platforms of regional groupings such as SADC, IGAD, UEMOA, COSCAPs, Banjul Accord Group (BAG), etc. as the foundation for establishing Regional Safety Oversight Organizations.

1.2 The Steering Committee recommended that the ICAO leadership, in particular the Secretary General, should actively address the highest levels of government in respect to raising awareness of all the stakeholders involved, in cases where States failed to establish an effective and sustainable safety oversight system. Regional Organizations were identified as having a better opportunity for sustainability in a region where most States could not develop a safety oversight capability on their own due to the limitations of aviation activities and resources in the State.

1.3 The Committee re-affirmed the need expressed in Assembly Resolutions A36-7, to use the Global Aviation Safety Plan as the framework in which regional, sub-regional and national implementation plans were developed and implemented, thus ensuring harmonization and coordination efforts aimed at improving international civil aviation safety.

1.4 The Committee approved the activities of the ACIP, as modified by the discussions, and detailed in the Appendix of the discussion paper. The Committee also instructed the following items to be included in the activities for 2008 and beyond:

- a) States and organizations shall be actively encouraged by ICAO to provide ACIP with information on current and planned assistance activities which can contribute to realising the objectives of the Programme. This inventory, in the form of database, will constitute the basis for the coordination of projects in the AFI region under the umbrella of the Programme;
- b) identify groupings of States to engage in a GASP implementation exercise;
- c) utilize the resulting gap analysis of the GASP exercise in Abuja and similar future exercises as the basis for prioritization of ACIP activities.
- d) provide the support necessary to the organization and delivery of GASP workshops; and
- e) provide guidance and support as necessary for the implementation of the action plans resulting from GASP Workshop.

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Agenda Item 2: Assisting States to resolve identified deficiencies within a reasonable time

2.1 In discussing this Agenda Item, the Committee reminded the ACIP to be careful not to supplant the State responsibility for safety oversight and resolving deficiencies. In this respect, the Steering Committee stated its support for rectifying deficiencies through the provision of establishing Regional Safety Oversight Organizations, while at the same time elevating assistance to States to resolve immediate deficiencies. The ACIP was further instructed to exercise care to ensure that resources were not invested in projects where reasonable return could not be realized, given the limited resources available to the Programme.

2.2 A need for enhancing training capabilities using existing facilities was addressed as one of the main contributors for capacity building. It was also emphasised that development of the capability for retaining trained and qualified manpower should be addressed with States and stakeholders. The establishment of Regional Safety Oversight Organizations would enable States to develop the capability to attract, recruit and retain qualified and experienced personnel as expenses required to maintain such capability would be shared, thus reducing the burden on individual States.

2.3 The Steering Committee agreed to the following:

- a) promote and encourage a regional cooperation based on existing regional platforms such as the COSCAPs to assist States within their respective regions to resolve identified deficiencies; and
- b) the ACIP to promote and facilitate cooperation among existing regional aviation training centres and take advantage of the training centres in capacity building activities directed at resolving identified deficiencies.

Agenda Item 3: Enhancing aviation safety culture of African aviation service providers

3.1 In reviewing the discussion paper related to this Agenda Item, the Steering Committee, while fully supporting the proposed activities, also indicated that some basic issues would need to be addressed. The Committee directed that the first action should be to enhance national safety programmes. It was pointed out that the ultimate responsibility to ensure that service providers develop and implement a viable safety management system rests with States. As such, assisting States to develop and establish a national safety programme would have to be considered as a fundamental necessity to be undertaken, as a prelude to the establishment of safety management systems within the service providers.

3.2 In this respect, it was noted that the Federal Aviation Administration (FAA) had developed a safety management systems training course and was willing to make it available to the programme. In this connection, it was agreed that establishing the training course in Africa would be more effective and efficient rather than bringing a more limited number of students to the FAA Academy. The ACIP was instructed to work closely with the FAA on this matter.

3.3 The Committee agreed that:

- a) the ACIP provide assistance with respect to enhancing safety cultures and to take a holistic approach in implementing activities detailed in the Appendix to the discussion paper;
- b) higher management of service providers be included in the safety management systems training courses, seminars and workshops to be provided;
- c) the ACIP emphasizes that the State responsibility for developing and establishing a safety programme includes a requirement for service providers to establish a safety management system; and
- d) to stress and emphasize that the requirement for the establishment of safety management systems include all air operators, airports and air navigation service providers regardless of their membership in international or regional organizations.

Agenda Item 4: Professional staff requirements, qualifications, duties and responsibilities

4.1 The Secretary of the Steering Committee highlighted the need for specific resources to form a core staff to execute the Programme. It was highlighted that this staff would work closely with staff from the Regional Offices and Headquarters. It was agreed that the position of Programme Manager was key to the success of the programme. It was recalled that the objective would be to integrate the Programme into the regular programme to ensure sustainability and to strengthen the Regional Offices and ensure that they took leadership in the Region. It was noted that a Flight Safety Officer had been recruited for the Dakar Office and would soon assume duty. However, additional resources would still be required in the Regional Offices.

4.2 To this end, it was agreed that the additional staff must be incorporated in the existing regional structure as per the concept of the Programme. C/ACIP would then be able to draw on expertise from all the Offices and Bureaux of the Organization. This action would avoid the creation of silos within the Organization and minimize confusion amongst States regarding the execution of the Programme.

4.3 With respect to the qualifications required for the posts, the Steering Committee agreed that the qualifications required should include a solid knowledge and experience in the AFI Region. It was agreed that the language requirement for the posts should focus on English and French only.

4.4 With respect to coordination between the four Regional Offices accredited to States in Africa and other ICAO entities working in the AFI region, the Steering Committee highlighted the need for better coordination between all key players in the region including the Technical Cooperation Bureaux, Air Navigation Bureau and other ICAO offices active in the region.

4.5 In light of the above the Steering Committee agreed to the following:

- a) the staff to be recruited under the Programme be part of the Regional Office structure, administratively responsible to the Regional Director, in the interest of strengthening the Regional Offices in the long term;
- b) the newly recruited staff to be based in Nairobi and functionally be responsible to C/ACIP and technically function under his direction and supervision;
- c) that a fast track recruitment process should be implemented and the required staff recruited in the shortest possible period;
- d) the Secretary General ensures that technical officers from relevant ICAO bureaux, and offices, including the Regional Offices to be available for work associated with the implementation of the Programme;
- e) qualifications required should include a solid knowledge and experience in the AFI Region and focus on the English and French languages only; and
- f) the ACIP to develop a mechanism for coordinating the implementation of the Programme at both the level of Headquarters and the Regional Offices and report to the next meeting of the Steering Committee.

Agenda Item 5: Programme budget and funding requirements

5.1 The Committee reviewed Agenda Item 5 presented by the Secretary. It was made clear that the tentative budget proposed was strictly for the management of the Programme and did not reflect the funding requirements that may be required to implement the various activities discussed under Agenda items 1, 2 and 3. A concern was expressed that the mission budget may be inadequate given the instructions on prioritizing gap analysis and an inventory of current activities to be conducted requiring additional missions to be undertaken. In this respect it was proposed that the Secretariat sought support from national airlines and regional and international organizations such as AFRAA and IATA in acquiring reduced travel costs by entering into an agreement with national carriers in the continent.

5.2 In reviewing the budget, some members pointed out that the proposed budget, although constraining, appeared to meet the requirements of the Programme as presented by the Secretary. In this respect, it was agreed that the budget be reviewed during the next Session of the Steering Committee to assess its adequacy and also to address any unexpected expenses which may surface as actual implementation of the Programme was effected.

5.3 The Committee made it clear that there should be a clear separation between funds allocated for the management of the Programme and those pledged to support the implementation of the Programme. To this end, there was a proposal to establish a specific AFI Fund for the contributions made in support of the Programme. It was stated that contributions to the fund were not limited to cash support and that contributions-in-kind should also be accounted for under this fund.

5.4 The Committee emphasized that the ultimate goal was to strengthen the Regional Offices to be able to continue the work initiated by the Programme and integrated to their regular repertoire of activities. To this end, the Committee agreed that when the next regular Programme Budget of the Organization was being drawn, it should include the required funding to enable the Regional Offices to consolidate and integrate the activities of ACIP into their respective activities. The ultimate goal should be the strengthening of the Regional Offices to be able to continue the implementation of the activities of the Programme as part of their regular activities during the next triennium and beyond.

5.5 The Steering Committee tentatively approved the proposed budget and agreed that:

- a) there should be a clear separation between funds allocated for the management of the Programme and those pledged to support the implementation of the Programme;
- b) the Programme be implemented on the basis of the tentatively approved budget (Appendix B to this paper); and
- c) final budget to be reviewed and approved during the next Session of the Steering Committee based on experience gained and also to address any unexpected expenses which may surface as actual implementation of the Programme is effected.

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APPENDIX B
AFI COMPREHENSIVE IMPLEMENTATION PROGRAMME (ACIP)
BUDGET TENTATIVELY APPROVED (in United States dollars)

PROGRAMME: AFI Comprehensive Implementation Programme

Line Object	Description	Estimates				Notes
		2008	2009	2010	Total	
	Staff costs	\$502,500	\$872,900	\$894,723	\$2,270,123	Based on 5 Ps and 2 GS
	Contractual Services	\$28,000	\$28,700	\$29,418	\$86,118	Includes interpretation and translation services
	Overtime	\$3,600	\$3,690	\$4,613	\$11,903	
	Staff Training	\$22,500	\$11,250	\$14,063	\$47,813	
	Total, Staff Costs	\$556,600	\$916,540	\$942,815	\$2,415,955	
	Hospitality	\$5,000	\$5,125	\$5,253	\$15,378	
	Travel on Official Business	\$77,000	\$101,475	\$104,012	\$282,487	Based on an average of 18 missions a year (14 in 2008) at an average cost of US\$ 5,500
	Software Acquisitions and Manuals	\$5,500	\$2,400	\$2,460	\$10,360	
	Miscellaneous	\$9,000	\$9,225	\$9,456	\$27,681	Includes incidentals and unplanned for missions or activities
	Steering Committee Meetings	\$38,850	\$39,821	\$40,817	\$119,488	Includes two Director's General Meetings
	Seminars and Workshops	\$48,000	\$72,000	\$73,800	\$193,800	
	Total, General Operating Expenses	\$183,350	\$230,046	\$235,797	\$649,194	
	Word Processing and Computing Equip. Acquisition	\$16,500	\$4,125	\$4,228	\$24,853	Initial acquisition and maintenance (computers, printers,cartridges, etc.)
	Office Furniture	\$21,700	\$3,255	\$3,336	\$28,291	Initial purchase & maintenance
	Total, Equipment	\$38,200	\$7,380	\$7,565	\$53,145	
	TOTAL for the TRIENNIUM				\$3,118,293	