



**COMPREHENSIVE REGIONAL IMPLEMENTATION PLAN FOR AVIATION
SAFETY IN AFRICA (AFI PLAN)**

**TWENTIETH AFI PLAN STEERING COMMITTEE MEETING
(Montreal, Canada, 07 December 2017)**

**Agenda Item 2: Proposed update of Comprehensive Implementation Plan
for aviation Safety in Africa (AFI Plan) Programme
Document and Revised Regional Office Safety Team
(ROST) Terms of Reference (TOR)**

(Presented by the AFI Plan Secretariat)

EXECUTIVE SUMMARY

This paper presents information related to the proposed updated work programme of the Comprehensive Implementation Plan for Aviation Safety in Africa (AFI Plan) for the period 2017-2020 and the Revised Regional Office Safety Team (ROST) Terms of Reference (TOR).

Action: The Steering Committee is invited to:

- a) Note the information contained in the paper; and
- b) Consider and approve the attached proposed updated AFI Plan programme document and revised ROST TOR at Attachments A and B to this Paper;

1. INTRODUCTION

1.1. In 2015 the ICAO Evaluation and Internal Audit Office (EAO) evaluated the Comprehensive Implementation Plan for Aviation Safety in Africa (AFI Plan) with a view to provide an independent review of the programme performance in accordance with the original Programme Document. The evaluation looked at the relevance, design management and governance of the programme since its inception and made a number of recommendations to ensure effective and continued implementation of the programme.

1.2. One of the key recommendations called for the review and amendment of the AFI Plan Document to ensure that it remains relevant and in line with the changing dynamics of the programme subject to its continuation beyond 2016. The other recommendation relates to the revision of the Terms of Reference (TOR) of the ICAO Regional Office Safety Teams (ROSTs) in view of the expanded technical scope of the Programme, the assistance activities conducted as well as other changes, such as the new ICAO Training Policy, which came in to effect after the establishment of the ROSTs in January 2009 in accordance with a recommendation from the ICAO Special Regional Air Navigation Meeting of November 2008, and during the course of their activities.

1.3. The Steering Committee at its 18th meeting looked at the first draft presented by the AFI Plan Secretariat and requested that they be reviewed in collaboration with the ICAO Secretariat, AFI Group, RASG-AFI, APIRG and key Partners. Accordingly, the AFI Plan Secretariat circulated the document among the mentioned entities and also presented it at the RASG AFI/4 meeting for feedback from the wider aviation community. Relevant comments obtained from stakeholders as well as during and after the RASG AFI meeting were incorporated in the draft documents.

1.4. This paper, therefore, presents the drafts of the proposed updated AFI Plan Programme document and the revised ROST TOR as Attachment A and B respectively, with the amendments indicated as cross-outs and highlighted text.

2. Updated AFI Plan Programme Document and Revised ROST TOR

2.1 The evaluation conducted in 2015 concluded that AFI Plan is a relevant mechanism for the improvement of aviation safety capability in the region and recommended that the Programme should be continued beyond 2016 for at least the next triennium in order to build on the results achieved so far and to ensure sustainability. The report of the evaluation including the recommendation on the extension of the AFI Plan for the next triennium was subsequently endorsed by the ICAO Council.

2.2 The ICAO Assembly during its 39th Session examined the working paper presented by the Council relating to the extension of AFI Plan and agreed that, to further improve aviation safety in Africa, the Comprehensive Regional Implementation Plan for Aviation Safety in Africa (AFI Plan) should be continued beyond 2016, including its expanded work programme covering the areas of aircraft accident and incident investigation (AIG), aerodromes and ground aids (AGA) and air navigation services (ANS).

2.3 To this end, the AFI Plan programme document is to be updated in response to the recommendation of the evaluation report and following the decision of the Council and the Assembly on the continuation of the programme. The progress made in aviation safety in the AFI region since the inception of the Programme as well as policy and operational changes such as the introduction of the ICAO Training Policy and the integration of the AFI Plan activities into the work programme of the ICAO Regional Offices, adoption of regional targets, level of maturity of State's etc. need to be considered, amongst other things, in the process of updating the programme document.

2.4 The originally identified focus areas of the AFI Plan including the provision of assistance to States whilst focusing on the establishment and implementation of effective and sustainable safety oversight systems; resolution of identified safety oversight deficiencies; and fostering of aviation safety culture in Africa are still considered relevant and it is, therefore, suggested that they be maintained in the updated document with minor adjustments.

2.5 Policy and operational changes such as the introduction of the ICAO Training Policy and integration of the AFI Plan activities into the work programme of the ICAO Regional Offices, etc. were considered updating the Programme. Also specific measurable targets with milestones consistent with the regional safety and ANS targets as well as a monitoring and reporting schedule and responsibilities under the AFI Plan are introduced in the updated document.

2.6 In light of the developments since the inception of the AFI Plan notably, the expanded scope of the programme and the subsequent establishment of the ROSTs in 2009 the latter's Terms of Reference also need to be revised and updated. Such revision should ensure that planning and execution of ROST assistance missions are driven by the annual Goals and targets endorsed by the AFI Plan Steering Committee accompanied by the appropriate implementation strategy.

2.7 In order to ensure coverage and inclusion of all Africa-Indian Ocean (AFI) States, it will be necessary for the ROST concept to be extended and replicated in the other two ICAO Regional Offices of EUR/NAT and MID accredited to African States not covered by the Western and Central African (WACAF) and Eastern and Southern African (ESAF) Regional Offices.

2.8 Lastly, In accordance with the recommendation of the AFI Plan Evaluation Report on the need to conduct a quality check on technical assistance provided to Member States under the AFI Plan, a template matrix should be developed to monitor and ensure that the ROST activities are in line with the annual targets set by the Steering Committee and that the expected results are achieved.

3. CONCLUSION

3.1 The Steering Committee is invited to:

- a) Note the information contained in the paper; and
- b) Consider and approve the attached proposed updated AFI Plan Programme Document and revised ROST TOR at Attachments A and B to this Paper.

-END-



PROPOSED UPDATE OF

**COMPREHENSIVE REGIONAL IMPLEMENTATION PLAN FOR AVIATION
SAFETY IN AFRICA**

DECEMBER 2017

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1. EXECUTIVE SUMMARY

1.1 The Comprehensive Regional Implementation Plan for Aviation Safety in Africa (AFI Plan) was adopted in September 2007 by the 36th Session of the ICAO Assembly (under Resolution A36-1), in response to the elevated rate of accidents and incidents and the overall weakness in the aviation safety oversight capabilities of States in the AFI region. The programme was formally launched in 2008 for an initial period of four years (2008-2011). The AFI Comprehensive Implementation Programme (ACIP) was set up at the beginning of 2008 to implement the Plan.

1.2 The AFI Plan was designed with three key focus areas of delivery namely; provision of infrastructure and capacity building for a sustainable safety oversight system, assistance to States to resolve identified safety oversight deficiencies, and enhancement of aviation safety culture of aviation service providers. The main activities undertaken by the AFI Plan included; provision of aviation safety training, delivery of assistance through the Regional Office Safety Teams (ROSTs), co-ordination with other implementing partners through the AFI Plan Steering Committee, and facilitation of the establishment of Regional Safety Oversight Organizations (RSOOs).

1.3 Over the years, significant progress has been achieved in enhancing aviation safety in Africa as a result of considerable work and activities undertaken by ICAO through the AFI Plan. Nonetheless, many States continue to face challenges in the implementation of ICAO Standards and Recommended Practices (SARPs).

1.4 Activities of the programme have largely centred on the development and implementation of State-specific ICAO Plans of Action aimed at addressing safety oversight deficiencies with emphasis on the timely resolution of significant safety concerns (SSCs). The programme continues to register significant success in the provision of support to States towards the attainment of regional safety targets (Abuja Safety Targets); establishment and strengthening of regional safety oversight organizations (RSOOs); and building of safety oversight capacity at both State and regional levels.

1.5 In March 2013, the AFI Plan was expanded to include the additional areas of air navigation services (ANS), aerodromes and ground aids (AGA) and aircraft accident and incident investigation (AIG), while maintaining primary focus on the traditional areas of personnel licensing (PEL), operation of aircraft (OPS) and airworthiness of aircraft (AIR), with an effort to ensure the alignment of the Plan with the Abuja Declaration and Safety Targets established in July 2012. Assembly Resolution A38-7 supported the expansion and continuation of the AFI Plan through 2016 and beyond.

1.6 An evaluation of the AFI Plan conducted in 2015 concluded that the programme is a relevant mechanism for the improvement of aviation safety capability in the region and recommended that the programme be continued beyond 2016 at least for the next triennium in order to build on the results achieved so far and to ensure sustainability. The report of the evaluation and recommendation on the extension of the AFI Plan for the next triennium were subsequently approved and endorsed by the ICAO Council respectively.

1.7 The ICAO Assembly during its 39th Session examined the working paper presented by the Council relating to the extension of AFI Plan and agreed that to further improve aviation safety in Africa, the Comprehensive Regional Implementation Plan for Aviation Safety in Africa (AFI Plan) should be continued beyond 2016, including its expanded work programme.

1.8 The revision of the AFI Plan programme document is in response to the recommendation of the evaluation report on the need to update the AFI Plan document, subject to the continuation of the programme.

1.9 Therefore, the main objective of this document is to bring the AFI Plan document up-to-date thereby maintaining its relevance in line with the continuation of the programme through the year 2020. Accordingly, the revised document contains the activities to be carried out by the programme to support aviation safety in Africa with priorities and targets set at regional level. The revised Programme document is based on the results of a careful review of progress made in the region, the expansion of the programme.

2. BACKGROUND AND CONTEXT

2.1 Comprehensive Regional Implementation Plan for Aviation Safety in Africa

2.1.1 The Comprehensive Regional Implementation Plan for Aviation Safety in Africa (AFI Plan) was endorsed by the 36th Session of the ICAO Assembly and established by the Secretary General on 1 January 2008 to address civil aviation safety deficiencies in the Africa- Indian Ocean (AFI) region. The programme has since been providing assistance to States with a focus on the establishment and implementation of effective and sustainable safety oversight systems; resolution of identified safety deficiencies; and fostering of aviation safety culture in Africa.

2.1.2 On the basis of the focus areas of the AFI Plan and in accordance with its annual work programme, many assistance activities were conducted by the Regional Office Safety Teams (ROSTs), thus laying the groundwork for the development of ICAO Plans of Action for priority States identified with significant safety concerns (SSCs) associated with the ICAO Monitoring and Assistance Review Board (MARB) list, and low levels of effective implementation (EIs) of the Critical Elements of a State safety oversight system .

2.1.3 Over the years, significant progress has been achieved in enhancing aviation safety in Africa as a result of the considerable work and activities undertaken by ICAO through the AFI Plan. The programme continues to register significant gains towards the attainment of the Abuja safety targets including the improvement of Effective Implementation (EI) of the Critical Elements of a State safety oversight system, resolution of significant safety concerns (SSCs), establishment and strengthening of regional safety oversight and accident and incident investigation organizations (RSOOs/RAIOs); and building of capacity through various training activities.

2.1.4 Specific assistance activities envisaged under the ICAO Plans of Action have been carried out jointly by the ROSTs, the Africa and Indian-Ocean Cooperative Inspectorate Scheme (AFI-CIS) of the African Civil Aviation Commission (AFCAC), Cooperative development of Operational Safety and Continuing Airworthiness Programmes (COSCAPs), and RSOOs and similar entities. ICAO, through AFI Plan, has

played a lead role in coordinating these activities in order to avoid duplication of efforts and waste of resources, including the regional prioritization and coordination of all regional safety-related initiatives by the Regional Aviation Safety Group of the AFI region (RASG-AFI).

2.1.5 To date, thirty-six AFI States have accepted the ICAO Plans of Action and the implementation of these Plans has contributed to significant improvements in aviation safety in the region. In addition to the ICAO Plans of Action, the AFI Plan Secretariat under direction of the Steering Committee has developed and is implementing specific projects funded by AFI Plan Fund with the aim of accelerating the achievement of the objectives and targets of the Plan..

2.1.6 The AFI Plan has been providing necessary support to States through the establishment and strengthening of RSOOs and RAIOS throughout Africa. Furthermore, the programme supported the establishment of the Association of African Aviation Training Organizations (AATO) aimed at ensuring harmonization and standardization of aviation training in Africa.

2.1.7 To further enhance the technical capabilities of States through increased number of qualified technical staff, the AFI Plan has conducted numerous training activities including seminars and workshops in various safety-related fields. Over 2,200 aviation personnel from many African States have benefited from these activities conducted from 2008 to date. The 37th Session of the Assembly in 2010 highlighted that there was a need for Member States to take ownership with regards to aviation training, thus requiring a change in the role played by ICAO from being a training service provider to a facilitator of training. Accordingly, the AFI Plan has since facilitated and coordinated with States and training centres on planning and organization of aviation safety training provided at selected ICAO-endorsed training centers in Africa.

2.1.8 For external stakeholder representatives who are members of and represented in the AFI Plan SC meetings, the AFI Plan provides a co-ordination platform for their programmes, projects and initiatives alongside those of ICAO. In addition, the safety initiatives and annual operational targets of RASG-AFI and APIRG are also aligned with the targets of the AFI Plan.

2.1.9 In general, the design and subsequent revision of the AFI Plan was based on sound and credible results as evidenced by the increasing progress in the improvement of aviation safety in Africa whilst taking into the account policy and environmental changes since its inception.

2.2 Elements considered in updating the AFI Plan Document

2.2.1 Although significant progress in enhancing aviation safety in Africa has been achieved as a result of the considerable work and actions undertaken through the AFI Plan and aviation partners, it is broadly recognized and agreed that additional efforts, resources and time are required, not only to achieve the high-level safety targets (Abuja Safety Targets) including resolution of the remaining SSCs and other safety deficiencies in the region, but also to retain this momentum and thus ensure sustainability. The target set for all African States to attain 60 per cent EI of the CEs of a safety oversight system was adopted as a global measure and forms the basis for the near-term objective of the GASP. Achievement of the Abuja Safety Targets is critical to attain the GASP objectives at the AFI regional level. Therefore, there is a need for continued assistance to States through the AFI Plan in collaboration with aviation safety partners, particularly to ensure that all aviation safety-related activities including, are included in the programme and carried out in an effective and timely fashion.

2.2.2 To this end, the originally identified focus areas of the AFI Plan including the provision of assistance to States whilst focusing on the establishment and implementation of effective and sustainable safety oversight systems; resolution of identified safety oversight deficiencies; and fostering of aviation safety culture in Africa are still relevant.

2.2.3 The revision of the programme document also considers the progress made in the implementation of the Plan as well as policy and operational changes such as the introduction of the ICAO Training Policy and integration of the AFI Plan activities into the work programme of the ICAO Regional Offices, etc. It is also intended to introduce specific measurable targets with milestones consistent with the revised Abuja safety and ANS targets as well as a monitoring and reporting schedule and responsibilities under the AFI Plan.

2.3 Objectives of the Plan

2.3.1 The three main /key objectives of the Plan are:

- Enabling States to establish and maintain effective and sustainable safety oversight systems;
- Assisting States to resolve identified safety oversight deficiencies within a reasonable time; and
- Enhancing aviation safety culture and information exchange among African regulators and service providers through gradual and effective implementation of State Safety Programme (SSP) and Safety Management Systems (SMS)

2.3.2 Specific objectives

- To strengthen civil aviation authorities with respect to their safety oversight capabilities;
- To increase compliance with ICAO SARPs and industry's best practice;
- To increase the number of qualified personnel at the industry and oversight levels;
- To improve the quality of inspectors and other civil aviation staff through training;
- To ensure impartial and unimpeachable investigation and reporting of serious accidents and incidents;
- To enhance regional cooperation;
- To enhance capacity of regional and sub-regional safety oversight systems;
- To promote and assist States in the implementation of State Safety Programmes (SSP)
- To ensure effective implementation of aviation safety management systems for airports, air navigation services providers, airlines, relevant stakeholders;
- To improve assistance in oversight to least developed States;
- To disseminate and share knowledge within the reach of the targeted States and in the region.

2.3.3 Long-term Goals

- To increase credibility of States and regional organizations, attracting

investors and customers for the industry;

- To increase relevance of the global SARPs development and implementation process to the region, as well as the participation of States in the SARPs development process;
- To heighten transparency into the region's aviation oversight activity, enabling more rapid problem resolution and regionally prioritized action;
- To provide a structured and coordinated approach for participation of all stakeholders active in the effort to increase aviation safety in the Africa- Indian Ocean Region, allowing efforts to be driven not only by States but also by all stakeholders involved in the air transport system;
- To establish coordination and cooperation in training activities to be undertaken in the AFI Region.

2.4 Link between the AFI Plan and ICAO's Strategic Objectives

2.4.1 The objectives of the Plan are closely linked to two Strategic Objectives of ICAO A: Safety – Enhance global civil aviation safety and Strategic Objective and B: – Increase the capacity and improve the efficiency of the global civil aviation system.

2.5 Expected results of the Plan

2.5.1 The results of the Plan will, to the extent possible, be measured against the performance indicators/metrics contained in the Global Aviation Safety Plan (GASP) and the Abuja Safety Targets (ASTs) as well as other metrics derived from ICAO Standards. They include:

- improved aviation safety record for the whole AFI region;
- coordinated implementation actions linked to high-level decisions and action plans e.g. Libreville Plan of Action and Abuja Safety Targets, the ICAO World Bank for Sustainable Air Transport in Africa;
- coordinated actions of all stakeholders providing assistance to States in the AFI region; and
- efficient and safer air transport system for the general public in the AFI Region.

The Plan will also lead to:

- empowerment of the ICAO Regional Offices to take on the challenge to implement the Plan — and hold them accountable for their efforts;
- improved coordination and collaboration with industry; and
- a structured programme management approach to activities undertaken by ICAO and other role players in the AFI Region.

3. PROGRAMME MANAGEMENT AND IMPLEMENTATION

3.1. Under the Plan, every action taken within the AFI Region will benefit from a disciplined, metrics-based programme management approach. Although ICAO will not be directly responsible for implementing all activities in the region, it has been proven that through AFI Plan played a crucial role in serving as the coordinating platform for all similar activities performed by different partners. Regional Office personnel responsible to coordinate the programme will therefore need to be extensively trained in programme management disciplines, and the activities must be aligned with and guided by the global planning activities of ICAO Headquarters.

3.2 The Plan will be managed under the supervision of the Senior Regional Director, who will report to a Steering Committee (SC). The SC will monitor the progress of activities undertaken under the Plan; membership of the Committee expanded to ensure representation of all stakeholders and interested parties.

4. PROGRAMME DEVELOPMENT AND IMPLEMENTATION

4.1 The Comprehensive Regional Implementation Plan for Aviation Safety in Africa has been developed following the steps outlined in the Global Aviation Safety Plan, to include identification of key stakeholders, determination of the safety strength enablers, identification of risks, performance of a gap analysis and development of prioritized recommended actions.

4.2 The programme document has been updated within the framework of the original AFI Plan document with clearly defined objectives, outputs, activities and metrics. This process will also include continuous monitoring and evaluation.

4.3 The following table outlines the management and implementation of the Plan in terms of its immediate objectives outputs and activities. In this step, performance measurements (metrics) and the expected levels of performance (targets) have been developed to track both Programme and operational progress and presented in following table.

PERFORMANCE MEASURE AND TARGETS FOR AFI PLAN PROGRAMME ACTIVITIES 2017-2020

			TARGET			
KEY OBJECTIVES	INITIATIVE	MEASUREMENT	2017	2018	2019	2020
Enabling States to establish and maintain effective and sustainable safety oversight systems;	<ul style="list-style-type: none"> • Support all States establish the Fundamentals of Safety Oversight (FSO) system (CE1-CE5) 	% supported AFI States with lack of FSO	20%	50 %	70 %	100 %
	<ul style="list-style-type: none"> • Encourage at least half of African States lacking safety oversight capacity to delegate certain oversight functions to RSOO 	No. of States delegated at least a functions to RSOO/RAIOs	5	10	20	27
	<ul style="list-style-type: none"> • Support the integration and enlargement of RSOOs/RAIOs for effective and sustainable functioning. 	Coordinate a global and regional RSOO meeting and implement its outcome	Meeting Conducted	25 % of the meeting outcome Implemented	60 % of the meeting outcome Implemented	90 % of the meeting outcome Implemented

Assist States to Resolve Identified Deficiencies within a reasonable time	• Assist States to improve EI	% of States above 60%EI	70%	75%	85%	95%
	• Assist States to resolve SSC(s)	No. of States with SSC(s)	Zero	Zero	Zero	Zero
	• Assist States to certify all international Aerodromes	% international Aerodrome Certified	50% (Each state at least certified one International Aerodrome)	70%	80%	95%

	<ul style="list-style-type: none"> • Assist States to establish a mechanism to ensure independent Aircraft Accident and Serious Incident Investigation 	% States with independent Aircraft accident and incident investigation entity	70%	80%	90%	100%
	<ul style="list-style-type: none"> • Assist all States above 60% to start Implementing SSP 	% of state implementing SSP	70%	75%	85%	95%
	<ul style="list-style-type: none"> • Assist States to establish effective SAR organization 	No. of States Assisted	30		48	
	<ul style="list-style-type: none"> • Assist States to Implement ICAO Plans of action 	% States meeting Timelines	50%	70%	80%	100%
	<ul style="list-style-type: none"> • Facilitate Safety Inspector Training Courses 					
	1. Airworthiness Inspector Course	No. of Courses	1	1	2	2
	2. Operations Inspector Course	No. of Courses	1	1	2	2
	3. Personnel licensing Inspector Course	No. of Courses	1	1	2	2
	4. Air Navigation Services Inspector Course	No. of Courses	1	1	2	2
	5. Aerodrome certification Course	No. of Courses	1	1	2	2

Enhance aviation safety culture and information exchange among African regulators and service providers	<ul style="list-style-type: none"> Aviation Service Providers to Develop and Implement their Respective Safety Management System (SMS) 					
	1. International Airlines	% IOSA certified international Airlines	70%	80%	90%	100%
	2. International Airports	% Airports with SMS	Approved assistance Project	80%	90%	100%
	3. Air navigation	% Air navigation service providers	Approved assistance Project	80%	90%	100%
	<ul style="list-style-type: none"> Assist to establish and conduct ANS peer review mechanism 	No. of publish peer review outcomes reports	Peer review mechanism established	1	1	1
	<ul style="list-style-type: none"> Conduct at least annual aviation safety conference in the region 	No of Safety Conference	1	1	1	1
	<ul style="list-style-type: none"> Publish and disseminate safety Report 	No. of safety Reports	1	1	1	1

5. FINANCIAL REQUIREMENTS AND MANAGEMENT

5.1. The financial requirements and voluntary contributions associated with the Plan will be managed by the Secretary of the Plan. The Secretary is also responsible for the overall management of the Plan and coordination with various stakeholders under the direction of the Steering Committee.

6. TIMELINE AND SCHEDULE OF ACTIVITIES

6.1. The extension of the AFI Plan will run for four years, through the year 2020. On the basis of the assessment of the three-year progress, Council will make a decision on subsequent phases and activities of the Plan.

7. STAKEHOLDER INVOLVEMENT

7.1 The Stakeholders in the civil aviation sector are States, ICAO, airlines/operators, airports, air navigation service providers, aircraft and equipment manufacturers, maintenance and repair organizations, regional organizations, international organizations and industry representatives.

7.2 The ICAO partners will work to achieve the objectives of the Plan and will be consulted at each stage of its implementation as most of them are represented at the Steering Committee. The AFI Plan Secretary should work closely to coordinate the various parallel initiatives of partners and stakeholders in order to avoid duplication of effort and enhance efficiency in implementing the programme.

8. SAFETY STRENGTHS AND ENABLERS

8.1 ICAO has the broad mandate, experience and capability to achieve long-term growth and stability within the region. Other strengths underpinning the effective implementation of the Plan may include those already suggested in the Global Aviation Safety Roadmap. In this respect, the ICAO Regional Offices in Africa are expected to continue to play a leading role as enablers of the Plan. The Regional Offices have direct contact with the States in their respective areas of accreditation and can therefore contribute to assistance delivery to the States. To address the activities at the user level, IATA through IOSA process airport and air navigation service providers will play a significant role. Other enablers may include: World Bank, African Airlines Association (AFRAA), IATA Partnership for Safety Initiative, US FAA, US Safe skies for Africa, ACI, various EU initiatives implemented through EASA and Regional Economic Communities, etc.

9. COORDINATION WITH OTHER RELEVANT PROGRAMMES AND PLANS

9.1 As already indicated above, there are a number of other programmes and plans being implemented in the AFI region. To avoid duplication of effort, all aviation initiatives in the region will be coordinated within the framework of the AFI Plan. Coordination will be effected at various levels to include, Regional Offices, ICAO Headquarters and the AFI Plan Steering Committee.

10. RESOURCE REQUIREMENTS

10.1 The execution of the Comprehensive Regional Implementation Plan for Aviation Safety in Africa falls within the general mandate of the Dakar and Nairobi Regional Offices. As it is clear that these offices do not have the resources required to effectively support the Plan, there is a need to complement the resources already provided under the Regular Programme. It is, therefore, envisaged that the necessary resources required to effectively carry out the programme activities will be made available through support from Voluntary contributions.

11. MONITORING AND EVALUATION

11.1 The Steering Committee will continue to monitor and evaluate the implementation of the Plan and report to Council on the results achieved.

Output	Individual responsible	Individual or group reported to	Reporting Date
AFI Plan Programme activities and reports	RD/Secretary of AFI Plan	Steering Committee ANC and Council	Every six months
Programme Reports Council Reports	RD/ Secretary of AFI Plan	Chairman of the Steering Committee	Every six months
Report to 40th Session of the ICAO Assembly	RD /Secretary of AFI Plan	Assembly	3 Years (2019)
Report to DGCA-AFI	RD /Secretary of AFI Plan	DGCA-AFI	2 Years
Report for APIRG and RASG-AFI	RD/ Secretary of AFI Plan	RASG-AFI and APIRG	18 Months

12. BUDGET AND FUNDING ARRANGEMENTS

12.1. The Plan will be funded through the triennium budget for 2017-2019 and voluntary contributions.

APPENDIX A

KEY PLAYERS/PARTNERS

The following key players will remain vital in the implementation of the programme.

International State Authorities / Organizations

- Aviation authorities / safety agencies (US FAA, French DGAC, Eurocontrol, etc.)
- World Bank
- African Development Bank
- European Union (including EASA)

Regional State Authorities / Organizations / Groups

- African Union (AU)
- ECOWAS – Economic Community of West African States
- SADC – Southern Africa Development Community
- UEMOA – Union Économique et Monétaire Ouest Africaine
- UNECA – United Nations Economic Commission for Africa

Regional Safety Organizations

- AAMAC—African and Malagasy Civil Aviation Authorities
- AFCAC – African Civil Aviation Commission (AFCAC is the civil aviation commission of the African Union)
- ASECNA – Agence pour la Sécurité de la Navigation Aérienne en Afrique et Madagascar
- BAGASOO – Banjul Accord Group Aviation Safety Oversight Organization

- FSF – Flight Safety Foundation

Industry Organizations

- IATA – International Air Transport Association
 - IFALPA – International Federation of Airline Pilots Associations
 - ICCAIA - Aircraft manufacturers: Airbus, Boeing, ATR, etc.
 - AFRAA – African Airlines Association
 - ACI-Africa – Airports Council International – Africa
 - CANSO – Civil Air Navigation Services Organization
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**INTERNATIONAL CIVIL AVIATION ORGANIZATION (ICAO)
COMPREHENSIVE REGIONAL IMPLEMENTATION PLAN FOR AVIATION
SAFETY IN AFRICA (AFI PLAN)
REGIONAL OFFICE SAFETY TEAM (ROSTs)
DRAFT REVISED TERMS OF REFERENCE**

1. INTRODUCTION

1.1 Pursuant to Assembly Resolution A36-1, and in cooperation and coordination with all stakeholders, the AFI Comprehensive Implementation Plan (ACIP), predecessor to the Comprehensive Regional Implementation Plan for Aviation Safety in Africa (AFI Plan), developed a work plan to achieve the primary objectives of the AFI Implementation Plan. However, to ensure the sustainability of the work and objectives of ACIP beyond the four years initially envisaged, it was considered vital to include, at an early stage, a programme for the development and continuous monitoring of implementation projects.

1.2 In this perspective, it was recalled that the ACIP Steering Committee (ACIP-SC) had, during its Second Session (20 and 21 October 2008) approved the establishment of Regional Office Safety Teams (ROSTs) within the Eastern and Southern African (ESAF) and Western and Central African (WACAF) Regional Offices. Further, the Special African-Indian Ocean (AFI) Regional Air Navigation (RAN) meeting (24-29 November, 2008, Durban South Africa) also recommended that ROSTs be established in the AFI Region to ensure the continuity of the ACIP Programme and to follow-up and continuously monitor the effectiveness and sustainability of implementation projects (SP AFI/08 Recommendation 5/13 refers).

1.3 Thus, the ROSTs were accordingly established in 2009 within the Eastern and Southern African (ESAF) and Western and Central African (WACAF) Regional Offices, with clearly defined Terms of Reference (ToR) and the broad objective of assisting States in building capacity and resolving outstanding USOAP related safety deficiencies.

1.4 Since then, ROSTs, as part of the AFI Plan activities, have evolved. Having been integrated in the Regional Office Regular Programme, the ROSTs are instrumental in implementing the aforesaid activities and thereby achieving the objectives of the AFI Plan.

1.5 Subsequently however, the Report on the evaluation of the AFI Plan Programme conducted by the ICAO Evaluation and Internal Audit Office (EAO) in 2015 whilst affirming the continued relevance of the Plan, recommended the revision of the ROST ToR, in view of the expanded scope of technical areas of the AFI Plan, Assembly Resolution 38-7, and the evolving needs of the region. In so doing, opportunities for partnership and sustainability of the Plan are to be taken into account.

1.6 The ROST ToR have been revised accordingly, and aligned with current best practices, in order to facilitate an effective implementation of the work programmes of the AFI Plan.

2. COMPOSITION, RESPONSIBILITIES AND ACCOUNTABILITY

2.1 The ROST will be composed of the Deputy Regional Director, the Associate Regional Programme Officer responsible for the coordination of the AFI Plan, qualified Regional Officers responsible for safety and air navigation capacity and efficiency related areas including Personnel Licensing (PEL), Aircraft Operations (OPS), Airworthiness (AIR), Aerodromes and Ground Aids (AGA), Air Traffic Management (ATM), Communications Navigation and Surveillance (CNS), Aeronautical Information Management (AIM), Aeronautical Meteorology (MET), Search and Rescue (SAR), and Accident Investigation (AIG) officers based in the Regional Offices. Technical Assistance officers are also to be co-opted in the ROSTs to facilitate project preparation, monitoring and evaluation.

2.2 The Deputy Regional Director shall be the ROST Team Leader, and, under the overall responsibility of the Regional Director, will be accountable for the implementation of all technical activities to be coordinated and facilitated under the AFI Plan.

2.3 The Secretary of the AFI Plan, supported by the Associate Regional Programme Officer, is responsible for close coordination and collaboration with the concerned Regional Offices in order to collate project documents funded under AFI Plan and submit them to the AFI Plan Steering Committee for consideration and approval.

2.4 The Regional Directors, in addition to providing the necessary directions and guidance to the Teams, have overall responsibility for the identification and selection of projects funded by AFI Plan and activities in member States within their areas of accreditation, the implementation of which would be facilitated by the respective ROSTs.

2.5 The accountability of the Team members is to the Team Leader (and through him, to the respective Regional Director and the Secretary of the AFI Plan with respect to the AFI Plan work programme.

2.6 The AFI Plan Steering Committee is responsible for setting the strategic goals and providing direction their implementation across the AFI Region. The AFI Plan SC is also responsible for review and approval of projects to be undertaken and funded under the AFI Plan.

2.7 Other Regional officers may be assigned by the Regional Director to support the work of the ROST, as and when required.

2.8 The Regular programme core responsibilities and accountabilities of the Deputy Regional Director and any Regional Technical officers' assigned AFI Plan tasks remain unchanged.

3. SCOPE OF THE WORK OF THE ROST

3.1 Under the direction of the Secretary of the AFI Plan, ROSTs will be responsible for the conduct of the specific safety gap• analyses in States, for the identification of existing gaps and for the development of appropriate recommendations to fill in the identified gaps;

- 3.2 The ROST shall provide appropriate support to States in their efforts to resolve deficiencies identified through the ICAO process Universal Safety Oversight Audit Programme (USOAP) activities, and through the gap analysis process undertaken under the AFI Plan or other appropriate mechanisms;
- 3.3 Areas where support is to be provided to States with Significant Safety Concerns (SSCs) will be identified through the Monitoring and Assistance Review Board (MARB) at ICAO Headquarters; gap- analysis recommendations and through consultation between the Regional Office Director, the AFI Plan Secretary and the State(s) concerned;
- 3.4 ROSTs will be responsible for developing and facilitating implementation of specific projects funded under AFI Plan tailored to support selected States, including the conducting of seminars, workshops and training courses planned in their respective of accreditation under the overall leadership of the Regional Director and in consultation with the Secretary of the AFI Plan. Training courses shall be conducted in accordance with the ICAO Training Policy;
- 3.5 The AFI Plan Secretary, supported by the Regional Programme Officer, shall be responsible for the monitoring and evaluation of the effectiveness and sustainability of the assistance provided at a national or regional level with the following objectives:
- a) Systematically monitor and periodically assess the effectiveness of the assistance provided to resolve identified deficiencies or enhance aviation safety in the State(s) or region concerned;
 - b) Monitor and periodically assess the ability of the State to sustain actions implemented and ensure continuing effectiveness;
 - c) Identify the need for additional assistance or support to further enhance aviation safety at State and/or regional level; and
 - d) Coordinate partners activities for effective implementation and for the purpose of avoiding duplication of efforts related to safety activities in the region; and
 - e) Identify and provide the necessary technical backstopping to ICAO projects and other initiatives in the area of safety.

4. SCHEDULE OF ACTIVITIES

- 4.1 Assistance to States through specific projects funded by AFI Plan including workshops, seminars, training and ROST activities shall be based on the annual AFI Plan work programme approved by the Steering Committee that has been established in coordination with the Regional Offices. Support to State-related activities shall be determined following an assessment of priorities

considering the goals set by the AFI Plan Steering Committee and Regional targets;

- 4.2 Further direction may be provided by the Secretary General in line with the goals and objectives of the Plan;
- 4.3 Schedule of activities shall be established with the aim of meeting timelines recommended by the Plan Steering Committee as may be required for the successful implementation and follow up of safety improvement activities in the AFI Region, based upon a comprehensive assessment of States regarding the progress made in resolving USOAP related safety deficiencies.

5. RESOURCES, LOGISTIC ARRANGEMENTS, REPORTING AND CONTROL

- 5.1 The activities of the ROSTs shall form part of ICAO activities under the AFI Plan. Accordingly, the AFI Plan shall be the primary source of resources for the implementation of the work of the ROSTs;
- 5.2 The AFI Plan Steering Committee has the overall authority to approve the projects and activities to be implemented under the AFI Plan and supported by ROSTs, as well as the related budget. Also in coordination with the respective Regional Director, the Steering Committee should set the required strategic goals necessary for effective execution of the programme activities;
- 5.3. The AFI Plan Secretary has the responsibility to ensure effectiveness and accountability of resource allocation and, in coordination with the relevant Regional Director to ensure the effective and timely implementation of activities undertaken by the ROST;
- 5.4 Effective control of ROST activities planned and undertaken is the joint responsibility of AFI Plan Secretary and the relevant Regional Office Director;
- 5.5 Travel and resource allocation shall be conducted in line with ICAO policies and any other directives that may be received from the Secretary General, in consultation with the AFI Plan Steering Committee as may be necessary; and
- 5.6 The deliverables/outputs achieved through ROST missions should be compiled in a timely manner in the form of reports and be shared with all relevant stakeholders within ICAO, in order to acknowledge the progress and/or any shortcomings identified, for necessary action.

Approved:

Date:

SECRETARY GENERAL

Planning and Monitoring Matrix for ROST Activities

<i>Proposed Support to State</i>	<i>Proposed Target</i>	<i>Implementation Support</i>		<i>Implementation monitoring</i>
		<i>Preparation</i>	<i>Implementation</i>	