



ICAO

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

TWENTY- THIRD MEETING OF THE STEERING COMMITTEE

Virtual Meeting, 29 July 2020

REPORT

**THIS REPORT HAS BEEN APPROVED BY CAPT. MUSA NUHU,
CHAIRPERSON OF THE AFI PLAN STEERING COMMITTEE**

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NB: In addition to this report, the following meeting related documents are available on the AFI Plan website : <https://www.icao.int/safety/afiplan/Pages/23rd-Steering-Committee.aspx>

- *All Discussion Papers (DP01, DP02, DP03 with relevant attachments); and*
- *Presentations made by Partners.*

PART I – INTRODUCTION

1. VENUE, DATE AND ATTENDANCE

1.1 The 23rd meeting of the Comprehensive Regional Implementation Plan for Aviation Safety in Africa Steering Committee (AFI Plan SC/23) was held virtually on 29 July 2020. The meeting was attended by 122 participants from ICAO member States, the ICAO Council and the Air Navigation Commission (ANC), officials of invited regional organizations, industry and other partners and stakeholders.

2. OPENING OF THE MEETING

2.1 During the opening session, statements were delivered by Dr. Fang Liu, Secretary General of ICAO and Capt. Musa Nuhu, Chairperson of the AFI Plan Steering Committee. In their remarks, both Speakers expressed their gratitude to participants who are attending the meeting as well as the ICAO ESAF and WACAF Regional Directors and their team for successfully coordinating this important meeting virtually.

2.2 Dr. Fang Liu, in her opening statement, highlighted that the commitments to aviation safety, security, and sustainable air transport development in Africa are more important than ever today as we confront and working so tirelessly to pave a path to recovery from the current COVID-19 impact. The implemented AFI Plan work programme targeting to enhance the levels of effective implementation (EI) of the Critical Elements of a State safety oversight system; the resolution of significant safety concerns (SSCs), the certification of international Airports; the establishment and strengthening of Regional Safety Oversight and Accident and Incident Investigation Organizations (RSOOs/RAIOs) as well as some safety-related training programmes.

2.3 Dr. Liu further highlighted that despite the current difficult situation of the COVID-19 global pandemic, some encouraging positive results were achieved since the last SC meeting. These include – but are not limited to - the commitment and efforts that were exerted to collaboratively resolve the SSC of Cote d’Ivoire in a very challenging five-month period, and the increase in the number of African States that have achieved safety oversight effective implementation rates above the target of 60% to 31 States. She also pointed out the

progress made in the implementation of AFI Plan Projects, including the Aerodrome Certification project out of which 12 international airports in 11 AFI States have been certified, while many more States such as Benin, Botswana, Burkina Faso, Cameroon, Congo, Gambia, and Seychelles are making progress in implementing their action plan towards certifying their respective airports.

2.4 In addition, the Secretary General emphasized the need for continuous commitment and collaboration of all stakeholders and in particular States, regional and global organizations, and industry partners, in order to improve aviation safety in Africa. In this regard, she commended the renewed pledges and offers of support towards meeting the AFI Plan objectives, made by States and relevant partners.

2.5 The Chairperson of the AFI Plan SC, Capt. Musa Nuhu, in his opening statement thanked the ICAO Secretary General and her staff for the continued strong support and guidance provided over the years in the effective implementation of the AFI Plan Work Programmes, which resulted in and yielding a positive impact on aviation safety in Africa.

2.6 Capt. Musa Nuhu also expressed his appreciation to African States, Partners, the ICAO Council Members and State Representatives to ICAO for their continued commitment to the improvement of Aviation Safety in Africa. The Chairperson finally highlighted the need for a structured and focused meeting to achieve its objectives within the limited proposed time, and presented the agenda for adoption.

PART II – REPORT ON AGENDA ITEMS

3. ADOPTION OF THE AGENDA

3.1 The meeting reviewed and adopted the provisional agenda and work programme presented by the AFI Plan Secretariat, as shown below.

AGENDA AND WORK PROGRAMME

Opening Remarks	<ul style="list-style-type: none">• Secretary General and AFI Plan Chairperson• Adoption of the Agenda Session
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Agenda Item 1	Follow up actions on the Decisions and Recommendations and the Status of Implementation of the Work Programme of the AFI Plan since the 22 nd Steering Committee Meeting
Agenda Item 2	Review of the Implementation Status of AFI Plan Projects
Agenda Item 3	3.1 Review and Update of the AFI Plan Programme document 3.2 Release of the 6th Edition of the RASG-AFI Annual Safety Report
Agenda Item 4	Presentations by Partners on contributions towards AFI Plan goals
Agenda Item 5	Election of the Chairperson of the AFI Plan Steering Committee
Agenda Item 6	Any Other Business Date and venue of next meeting

4. DELIBERATIONS ON THE AGENDA

4.1 AGENDA ITEM 1: Follow up actions on the Decisions and Recommendations and the Status of Implementation of the Work Programme of the AFI Plan since the 22nd Steering Committee Meeting

4.1.1 The AFI Plan Secretary presented Discussion Paper 01 providing detailed information on the implementation status of the Recommendations and Decisions of the 22nd SC meeting held on 15 May 2019 in Kampala, Uganda, including the 2020 work programme.

4.1.2 The attention of the meeting was drawn to the following specific issues:

- *The commitment and efforts that were exerted to collaboratively resolve the SSC of Cote d'Ivoire in five-months during this challenging period;*
- *The continued support to States through ROST missions and virtual assistance including CAP and PQ self-assessment reviews as well as collaborative engagements with State's NCMCs;*
- *The progress made on the preparation of the Strategic plan for African RSOOs;*
- *Supporting and strengthening Regional Safety Oversight Organizations (RSOOs) in Africa, as per the Ezulwini Declaration (March 2017);*
- *The support provided by partners and stakeholders towards the attainment of some of the AFI Plan objectives and goals; and*

- *The support provided to the Association of African Aviation Training Organizations (AATO) to finalize and begun implementing the African Aviation training roadmap.*

DECISIONS (DEC) AND RECOMMENDATIONS (REC) ON AGENDA ITEM 1

SC23/Dec 01: Establishment and Strengthening of Regional Safety Oversight Organizations

The SC requested the AFI Plan Secretariat to finalize the recruitment of the consultant, coordinate the implementation of the Study to develop a Strategic Plan for supporting and strengthening RSOOs in Africa and report the progress made to the next SC meeting.

SC23/Dec 02: Direct ROST Support to States

The SC requested that the Regional Office Safety Team (ROST) and AFI-CIS missions be continued so as to further assist States in the implementation of their Corrective Action Plans (CAPs), address the remaining SSC in the region and improve performance in States with low EI.

SC23/Rec 03: Developing GSI Courses in AGA and ANS

The Steering Committee:

- a) Commended the positive progress made by African Training Organizations by developing standardized courses in AGA and ANS; and
- b) Recommended to States and partners to use the available standard courses in AGA and ANS to enhance the personnel qualifications in these areas.

SC23/Rec 04: High-level support in addressing States' aviation safety deficiencies

The ICAO Council President and the Secretary General are encouraged, especially during visits and regional meetings, to continue engaging high level Authorities of those States that are not cooperating with ICAO and/or sufficiently advancing in addressing their aviation safety deficiencies. The introduction of virtual high-level meetings may also be considered in future.

SC23/Rec 05: *Outcomes of the Aviation Infrastructure workshop*

The SC requested the AFI Plan Secretariat to continue coordinating with partners, the implementation of the outcomes/recommendations of the 2019 Aviation Infrastructure for Africa Gap Analysis workshop, held in Abuja, Nigeria, from 19 to 21 March 2019.

4.2 AGENDA ITEM 2: *Review of the Implementation Status of ongoing AFI Plan Projects*

4.2.1 The Steering Committee at its 17th, 20th and 22nd meetings had reviewed a number of Project Proposals presented by the AFI Plan Secretariat and approved funding for projects related to Aerodrome Certification, ANSP Peer Review Programme, SSP Implementation, Search and Rescue (SAR) organization, Accident and Incident Investigation (AIG), Fundamentals of Safety Oversight (FSO) and Aeronautical Information Management (AIM).

4.2.2 The Secretariat presented Discussion Paper 02 and provided updates on the progress made in the implementation of the above projects. The projects are at various stages of implementation. The implementation of these specific projects have been yielding a positive impact to enhance the safety oversight capacity of States in various areas.

DECISIONS (DEC) AND RECOMMENDATIONS (REC) ON AGENDA ITEM 2

SC23/Dec 06: *Implementation of the AFI Plan Projects*

- a) The AFI Plan Secretariat, in coordination with States and partners, is requested to continue implementing AFI Plan Projects on Aerodrome Certification, SSP, and ANS Peer review, SAR, FSO, AIG and AIM.
- b) The AFI Plan Secretariat is requested to evaluate and review the Status of all projects of AFI Plan and present a comprehensive revised project proposal in line with the revised proposed targets of the AFI Plan programme for 2021-2024.

4.3 AGENDA ITEM 3.1: Review and update of the AFI Plan Programme Document

4.3.1 In 2015, the ICAO Evaluation and Internal Audit Office (EAO) assessed the AFI Plan with a view to providing 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. Based on the recommendations of the EAO, the AFI Plan Programme Document was updated and approved by the AFI Plan SC at its 20th meeting, to serve as a guiding planning framework from 2017-2020.

4.3.2 The continued implementation of the AFI Plan in an effective and systematic manner in all safety-related areas, and in full alignment with the Global Aviation Safety Plan (GASP) has significantly contributed to the progress made by African States towards achieving the GASP objectives and the revised Abuja Safety and Air Navigation targets.

4.3.3 The Secretariat presented Discussion Paper 03 and its attachments providing a brief background on the progress achieved to improve aviation safety in Africa so far and an updated planning framework for the coming four-year period (2021-2024).

DECISIONS (DEC) AND RECOMMENDATIONS (REC) ON AGENDA ITEM 3

SC23/Dec 07: *Proposed update of AFI Plan Programme Document*

The Steering Committee:

- a) Requested the Secretariat to present to the Council the achievements of the programme so far and its continued relevance to improve a sustainable aviation safety oversight system in Africa;
- b) Requested States, international and regional organizations, financing institutions, and industry to continue supporting the programme; and
- c) Requested the AFI Plan secretariat to incorporate the key feedbacks provided during the meeting as well as partners and stakeholders to improve the programme document and present it for approval at the next SC meeting.

4.3 AGENDA ITEM 3.2: 6th Edition of the RASG-AFI Annual Safety Report

4.3.1 The secretariat presented an Information Paper on the 6th RASG-AFI Annual Safety Report. The annual report provides aviation safety information in Africa to stakeholders and partners. The report is organized in three main sections with reactive, proactive and predictive information.

4.3.2 The electronic version of the report is available on the ICAO WACAF and ESAF Websites.

4.4 AGENDA ITEM 4: Presentations by Partners

African Civil Aviation Commission (AFCAC)

4.4.1 AFCAC presented Discussion Paper and provided information on the status of implementation of the revised Abuja Safety targets and ANS Performances Indicators by States.

4.4.2 AFCAC has developed a monitoring mechanism to gather and analyze information from member States. The report presented to the Steering Committee the Status of the Safety and ANS target implementations based on information gathered from States and supplemented by relevant information from ICAO databases and industry partners. However, it was observed that there is a persistence lack of adequate response from States with regard to providing safety data/ information. Hence, AFCAC was encouraged to continue working to establish and promote sufficient data collection tools, consistent with the Mechanism set for Monitoring Implementation of Safety Initiatives as decided in the 22nd AFI Plan SC meeting.

4.4.3 AFCAC also presented and provided information on the implementation of the AFI CIS Programme, which has been supporting AFI States to enhance their effective implementation of ICAO Standards and Recommended Practices (SARPs).

4.4.4 The challenges faced in the implementation of the programme and proposed recommendations were highlighted. The meeting informed that the African Development

Bank (AfDB) is assisting with funding, for AFI-CIS missions to States that are part to the Single African Air Transport Market (SAATM) and have currently low level of Effective Implementation (EI).

European Aviation Safety Agency (EASA)

4.4.5 As a follow up on the 22nd AFI Plan SC meeting, EASA made a presentation on its activities related to the support provided, enabling States to establish and maintain an effective and sustainable safety oversight system, strengthening the Regional Safety Oversight Organizations (RSOOs) and assisting AFCAC to pursue the implementation of AFI CIS in support of its member States.

4.4.6 The Steering Committee noted the information and expressed its appreciation for the continued support provided by EASA to improve aviation safety in Africa.

U.S. Federal Aviation Administration (FAA)

4.4.7 The US FAA has been assisting the region to enhance aviation safety performance over the years. Information was provided to the Steering Committee on its assistance and activities performed since the last SC meeting held in Kampala, Uganda.

4.4.8 Accordingly, since the 22nd AFI Steering Committee meeting, FAA has delivered a Runway Safety and UAS Integration Workshops. FAA also continues to assist in the capacity building in the BAGASOO member States through the Ghana Aviation Training Academy (GATA). Furthermore, FAA indicated its commitment to continuously engage with partners despite impacts created by COVID-19.

4.4.9 The Steering Committee noted the information and expressed its appreciation for the continued support provided by the FAA to improve aviation safety in Africa.

Association of African Aviation Training Organizations (AATO)

4.4.10 The Association of African Aviation Training Organizations (AATO) presented information on the implementation of the African Aviation Training Roadmap. AATO

highlighted that, despite the effort made to implement the Roadmap, it has been challenging for aviation training organizations to put in place the necessary e-learning procedures and facilities required due to the current COVID-19 situation. However, ATOs are closely working with ICAO to overcome some of the prevailing challenges caused by the global pandemic (COVID-19)

4.4.11 The meeting further informed that AATO is facing critical organizational challenges to run its operation sustainably. Hence, the meeting was requested to encourage partners to support the activities of AATO.

Civil Aviation Authority of Singapore

4.4.12 The Civil Aviation Authority of Singapore shared their experience to the meeting on the current critical implication of the COVID-19 on aviation activities and the need to step up human capital development with new skills to deal with the crisis. In this regard, the meeting was informed that the Singapore Aviation Academy developed 23 courses to be virtually delivered, of which five are related to aviation safety and are directly related to the goals of AFI Plan.

4.4.13 Aviation leaders currently facing similar global challenges, hence there is a need to share experience among leaders dealing with the current Global crisis. In this regard, the Authority provided information to the meeting on other initiatives that they are currently working on with AFCAC, to develop aviation leadership.

4.4.14 The Steering Committee noted the information and expressed its appreciation for the continued support and collaboration by Singapore.

DECISIONS (DEC) AND RECOMMENDATIONS (REC) ON AGENDA ITEM 4

SC23/Rec 08: Monitoring implementation of the Abuja Safety Targets and Air Navigation Services Performance Indicators

The meeting noted the information provided and requested AFCAC to:

- a) Continue encouraging and following up with its member States the provision of

the requested data for monitoring and reporting on the status of implementation of the Abuja Safety Targets and ANS indicators;

- b) Develop Strategy and coordinate effort to enhance the current low level of achievements;
- c) Ensure that the report covers all African States (Not only States to which the ICAO ESAF and WACAF Regional Offices are accredited); and
- d) Finalize the development of the IT tools for the collection, analysis and sharing of safety information/data;

SC23 /Rec 09: Implementation of AFI CIS

The Steering Committee meeting noted the information provided and requested AFCAC to present full and consistence information related to available and required resources, prioritizing support to African States. AFCAC was also requested to ensure that up to date information, including details of inspectors, is available on their website.

SC23 /Rec 10: The African Aviation Training Roadmap

The Steering Committee:

- a) Requested the AATO in collaboration with the ICAO Global Aviation Training Office (GAT) and other key stakeholders, to continue implementing the Aviation Training roadmap and continuously update the roadmap in the context of the prevailing challenge; and
- b) Requested the AFI Plan Secretariat to closely work with AATO and propose an alternative solution for AATO current institutional challenges.

SC23/Rec 11: Programmes / Activities of aviation safety partners in Africa

The meeting recognized and commended the various support activities of partners and encouraged all partners to continue their valuable contributions in key priority areas through the existing collaborative framework with the AFI Plan in order to continuously improve aviation safety in Africa.

4.5 AGENDA ITEM 5: Election of the Chairperson of the AFI Plan Steering Committee

4.5.1 The current Chairperson of the Steering Committee was elected during the AFI Plan extraordinary meeting held in Montreal, Canada, in October 2019. Following his election, in February 2020, he was at the same time appointed as the Director-General of Civil Aviation in his home country, Nigeria. Hence, it became necessary to the Steering Committee to elect a new Chairperson. Accordingly, the floor was opened for members of the Steering Committee to propose a nominee. The Representative of Uganda proposed Mr. Levers Mabaso, Representative of the Republic of South Africa to the ICAO Council to serve as Chairperson of the committee. The proposal was seconded by Nigeria, Senegal and Cote d'Ivoire.

4.5.2 The meeting unanimously elected Mr. Levers Mabaso, Representative of South Africa to the ICAO Council to serve as the Chairperson of the AFI Plan Steering Committee.

DECISIONS (DEC) AND RECOMMENDATIONS (REC) ON AGENDA ITEM 5

SC23/Dec 12: Election of the AFI Plan SC Chairperson

The Steering Committee members unanimously elected Mr. Levers Mabaso, Representative of South Africa to the ICAO Council to serve as the Chairperson of the AFI Plan Steering Committee.

4.6 AGENDA ITEM 06: Any Other Business and Closing Ceremony

4.6.1 **Date and Venue of the next AFI Plan SC meeting:** The next AFI Plan Steering Committee meeting would take place by the end of 2020. The AFI Plan Secretary following consultations with the Chairperson and ICAO Secretary General will coordinate the details of the meeting.

4.6.2 **Closing:** In the closing, the ICAO Secretary General Dr. Fang Liu thanked all participants and emphasized the meeting outcomes, including activities implemented since the last Steering Committee meeting and put forward critical milestones expected to be performed until the next one. This includes the review and finalizing of the important Strategic document of the AFI Plan Programme for the next period.

4.6.3 Dr. Liu congratulated the new elected AFI Plan Chairperson Mr. Levers Mabaso, Representative of South Africa to the ICAO Council and look forward to work with him, the AFI Group and members of the AFI Plan SC to further improve Safety in Africa at this very critical challenging time of Global Pandemic.

4.6.4 Finally, the Secretary General thanked Capt. Musa Nuhu, the outgoing Chairperson of the AFI Plan, the ICAO ESAF and WACAF Regional Directors and their teams for coordinating this important meeting. She also thanked the Secretary General of AFCAC and his team for their continuous collaboration with the ICAO Regional offices.

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ATTACHMENT A

AFI Plan SC/23 Decisions and Recommendations Action Plan

Decision/ Recommendation Reference	Title	Text	Deadline	Deliverable(s)	Responsibility
SC23 /Dec 01	Establishment and Strengthening of Regional Safety Oversight Organizations	The AFI Plan Secretariat requested to finalize the recruitment of the consultant, coordinate the implementation of the Study to develop a Strategic Plan for supporting and strengthening RSOOs in Africa and report the progress made to the next SC meeting.	Dec 2020	Strategic Plan for supporting and strengthening RSOOs in Africa	AFI Plan Secretariat and ESAF/WACAF Regional Offices
SC23 /Dec02	ROST Support to States	The SC requested that the Regional Office Safety Team (ROST) and AFI-CIS missions to be continued to further assist States in the implementation of their Corrective Action Plans (CAPs) and to specifically address the remaining SSC in the region and improve performance in low EI States.	Continuous	Effective Implementation of 2019 Work Programme	AFI Plan Secretariat, ICAO ESAF and WACAF Regional Offices
SC23 /Rec 03	Develop GSI Courses in AGA and ANS	States and partners to use the available standard courses in AGA and ANS to enhance the personnel qualifications in these areas.	Continuous	Provide the Information to States	AATO, AFI Plan Secretariat, ICAO ESAF and WACAF Regional Offices

Decision/ Recommendation Reference	Title	Text	Deadline	Deliverable(s)	Responsibility
SC23 /Rec04	High-level support in addressing States' aviation safety deficiencies	The ICAO Council President and the Secretary General are encouraged, especially during visits and regional meetings, to continue engaging high level Authorities of those States that are not cooperating with ICAO and/or sufficiently advancing in addressing their aviation safety deficiencies.	Continuous	Increased high level meetings and engagements; Attend important meetings in the AFI Region. Also, consider virtual meetings in future.	ICAO SG, Council President and African Group Members ICAO ESAF and WACAF Regional Offices
SC23/Dec 05	Outcomes of the Aviation Infrastructure workshop	The AFI Plan Secretariat to continue coordinating with partners the implementation of the outcomes/recommendations of aviation infrastructure workshop held in Abuja, Nigeria, from 19 to 21 March 2019	Dec 2021	Coordinate with Partners to obtain implementation support	AFI Plan Secretariat, ICAO ESAF and WACAF Regional Offices
SC22/Dec 06	Implementation of the AFI Plan Projects	<p>a) The AFI Plan Secretariat, in coordination with States and partners requested to continue implementing AFI Plan Projects on Aerodrome Certification, SSP, and ANS Peer review, SAR, FSO, AIG and AIM.</p> <p>b) Evaluate and review the Status of all projects of AFI Plan and present a comprehensive revised project proposal in line with the revised proposed targets of the AFI Plan programme (2021-24).</p>	Dec 2020	<p>Monitoring and Implementation Progress Report</p> <p>Revised Project Documents</p>	AFI Plan Secretariat, ICAO ESAF and WACAF Regional Offices

Decision/ Recommendation Reference	Title	Text	Deadline	Deliverable(s)	Responsibility
SC23 /Dec 07	Proposed update of AFI Plan programme document	<p>a) Request the Secretariat to present to the Council the achievements of the programme so far and its continued relevance to improve a sustainable aviation Safety oversight system in Africa;</p> <p>b) Request States, international and regional organizations, financing institutions, and industry to continue supporting the programme; and</p> <p>c) Request the AFI Plan secretariat to incorporate the key feedback provided during the meeting as well as engage partners and stakeholders to improve the programme document and present it for approval at the next SC meeting.</p>	<p>Sept 2020</p> <p>Continuous</p> <p>Dec 2020</p>	<p>Working Paper to the council</p> <p>Mobilized Support</p> <p>Updated AFI Plan Programme Document</p>	AFI Plan Secretariat, ICAO ESAF and WACAF Regional Offices
SC22 /Rec 08	Monitoring implementation of the Abuja Safety Targets and Air Navigation Services Performance Indicators	<p>a) Continue encouraging and following up with its member States to provide the requested data for monitoring and reporting on the status of implementation of the Abuja Safety Targets and ANS indicators;</p> <p>b) Develop Strategy and coordinate efforts to enhance the current low level of achievements;</p> <p>c) Present a report that cover all African States (Not only States accredited to the ESAF and WACAF Regional Offices); and</p>	Dec 2020	Updated report on the implementation of the revised Abuja Safety Target	AFCAC.

Decision/ Recommendation Reference	Title	Text	Deadline	Deliverable(s)	Responsibility
		d) Finalize the development of the IT tools for the collection and analysis of Aviation safety	Dec 2020	IT tool developed and utilized	
SC22/Rec 09	Implementation of AFI CIS the Aviation Infrastructure Gap Analysis	The Steering Committee meeting noted the information provided and requested AFCAC to present full and consistence information related to available and required resources prioritizing support to African States	Dec 2021	Comprehensive Implementation report	AFCAC
SC 23/Rec10	The African Aviation Training Roadmap	<p>a) AATO in collaboration with the ICAO Global Aviation Training Office (GAT) and other key stakeholders, to continue implementing the Aviation Training roadmap and continuously update the roadmap in the context of the prevailing challenge; and</p> <p>b) The AFI Plan Secretariat to closely work with AATO and propose alternative solutions for AATO current institutional challenges.</p>	<p>Dec 2020</p> <p>Dec 2020</p>	<p>Report Implementation progress</p> <p>Alternative sustainable strategy</p>	<p>AATO</p> <p>AFI Plan Secretariat AATO</p>

Decision/ Recommendation Reference	Title	Text	Deadline	Deliverable(s)	Responsibility
SC 23/Rec 11	Programmes / Activities of aviation safety partners in Africa	The meeting recognized and commended the various support activities of partners and encouraged all partners to continue their valuable contributions in key priority areas through the existing collaborative framework with the AFI Plan in order to continuously improve aviation safety in Africa.	Continuous	Coordinated programme activities	AFI Plan Secretariat and Partners