

**IMPLEMENTATION PROGRAMME (ACIP)
FIFTH ACIP STEERING COMMITTEE MEETING
ATTACHMENT A**

ACTIONS TAKEN BY ACIP TO IMPLEMENT AFI PLAN OBJECTIVES AND STEERING COMMITTEE RECOMMENDATIONS

No.	Recommendation	Action taken/planned	Target Date
A. Comprehensive Regional Implementation Plan for Aviation Safety in Africa: Short- and Medium-term objectives			
	<p>the strengthening of civil aviation authorities with respect to their safety oversight capabilities.</p> <p><i>(Grouped with other objectives as Focus area 1 - Enabling States to establish and maintain a sustainable safety oversight system)</i></p>	<ul style="list-style-type: none"> • Establishment of Regional Safety Oversight Organizations (RSOOs); • Development of manuals and guidance material for the management of RSOOs; • Established RSOOs (BAG, CASSOA further strengthened to enhance their effectiveness) • Development of Regional Safety Programmes and State Safety Programmes, as applicable. 	<ul style="list-style-type: none"> • RSOOs, operational in BAG, UEMOA, CEMAC, and SADC sub-regions (December 2011); • CASSOA strengthened and its effectiveness enhanced (December 2010); • All required documents and guidance material completed (July 2011).
	<p>increase compliance with ICAO SARPs and industry's best practices;</p> <p><i>(Grouped with other objectives as Focus area 1 - Enabling States to establish and maintain a sustainable safety oversight system)</i></p>	<ul style="list-style-type: none"> • Provision of seminars, workshops and training courses that would enable States to comply with ICAO SARPs and Service Providers to adopt Industry Best Practices [ISM (SSP/SMS), Establishment and Management of Safety Oversight Organization, PEL, OPS, AIR, AGA, AIG, AVMED, Transport of Dangerous Goods, GASP, etc.]. 	<p style="text-align: center;">Implemented and on-going</p>

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	<p>increase the number of qualified personnel at the industry and oversight levels;</p> <p><i>(Grouped with other objectives as Focus area 1 - Enabling States to establish and maintain a sustainable safety oversight system)</i></p> <p>improve the quality of inspectors and other civil aviation staff through training;</p> <p><i>(Grouped with other objectives as Focus area 3 - Enhancing aviation safety culture of African aviation service providers)</i></p>	<ul style="list-style-type: none"> • Provision of awareness and specific seminars and workshops; • Provision of safety-related training courses in all relevant subjects; • A total of 1526 persons from regulators and the industry participated in 19 seminars and workshops (2008 and 2009) • A total of 526 civil aviation and service providers personnel trained in 7 training courses (2008 – March 2010) • A total of 37 SSP/SMS Instructors trained from Regional Offices and 18 States (2009) • Additional 18 courses scheduled to be conducted in the next 9 months with a projected number of additional 768 African Aviation and Industry staff to be trained • 25 Instructors in GSI courses to be trained in 2010 	<p>Implemented and on-going</p>
	<p>improve the quality of inspectors and other civil aviation staff through training;</p> <p><i>(Grouped with other objectives as Focus area 1 - Enabling States to establish and maintain a sustainable safety oversight system)</i></p>	<ul style="list-style-type: none"> • Nine GSI Courses (Operations, Airworthiness, Personnel Licensing and Aerodromes in English and French) scheduled for 2010 • 25 Instructors to be trained from States and Regional Offices (Starting April 2010) • Six African aviation training institutes to be endorsed by ICAO (April/May) to deliver GSI courses 	<p>Implemented and on-going</p>
	<p>ensure impartial and unimpeachable investigation and reporting of serious accidents and incidents;</p> <p><i>(Grouped with other objectives as Focus area 1</i></p>	<ul style="list-style-type: none"> • Establishment of independent Regional Accident Investigation Agencies (RAIAs) parallel to the establishment of RSOOs; • Development of manuals and guidance material 	<ul style="list-style-type: none"> • Development of the legal, financial and organizational framework for the establishment of RAIAs is undertaken at the

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	<p><i>- Enabling States to establish and maintain a sustainable safety oversight system)</i></p>	<p>for the management RAIAs;</p> <ul style="list-style-type: none"> • Conduct of Accident Investigation training courses in English and French scheduled for 2010. 	<p>same time as that for RSOOs;</p> <ul style="list-style-type: none"> • RAIAs to be operational at the same time the RSOO for a given region becomes operational; • Refer to Target Dates for RSOOs that are also applicable to RAIAs
	<p>enhance regional cooperation;</p> <p><i>(Grouped with other objectives as Focus area 1 - Enabling States to establish and maintain a sustainable safety oversight system)</i></p>	<ul style="list-style-type: none"> • States encouraged to establish RSOOs or similar cooperative organizations and also to cooperate in other areas of aviation activities; • Global Aviation Roadmap (GASR) Workshops conducted at regional level to promote and enhance regional cooperation; • Regional review meetings following State-specific gap analyses (BAG, UEMAO, CEMAC and EAC) conducted encouraging the determination of regional priority projects; • Participation of COSCAPs in all regional programmes and activities of ACIP including GASR workshops and the conduct of State-specific gap analysis; • ACIP engagement with the Regional Economic Communities (BAG, CEMAC, EAC, UEMOA, SADC, AU, NEPAD and ECA) 	<p>Implemented and on-going</p>
	<p>enhance capacity of regional and sub-regional safety oversight systems;</p> <p><i>(Grouped with other objectives as Focus area 1</i></p>	<ul style="list-style-type: none"> • BAG member States enabled to establish a Regional Safety Oversight Organization (BAGASOO), operational as of 3 May 2010; • Regional Organization establishment 	<ul style="list-style-type: none"> • BAGASOO Operational as of May 2010 • UEMOA and Mauritania framework agreement

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	<p><i>- Enabling States to establish and maintain a sustainable safety oversight system)</i></p>	<p>framework developed for UEMOA member States & Mauritania (February 2010) with the Regional Organization expected to be operational by January 2011;</p> <ul style="list-style-type: none"> • Consultation with CEMAC States and Sao Tome and Principe completed (February 2010); • Agreement reached with East African Community (EAC) Partner States on the provision of support to enhance the effectiveness of the Civil Aviation Safety and Security Oversight Agency (CASSOA), and establish an independent Regional Accident Investigation Agency, among other things; • State-specific gap analyses for SADC States to be completed in April 2010 and a meeting with the Directors General to determine priority projects to be held in May 2010. 	<p>expected to be signed in July 2010</p> <ul style="list-style-type: none"> • Consultation with CEMAC States and Sao Tome and Principe expected to start July 2010 • Support to CASSOA, including the development of the framework for the establishment of the EAC RAIA to be completed by December 2010.
	<p>improve assistance in oversight to least developed States;</p> <p><i>(Grouped with other objectives as Focus area 2 - Assisting States to resolve identified deficiencies within a reasonable time)</i></p>	<ul style="list-style-type: none"> • Regional Office Safety Teams (ROSTs) established in the two African Regional Offices (Dakar and Nairobi) as of January 2009; • The Deputy Regional Directors in the two Offices entrusted to lead ROST-related activities (ACIP Focus area 2 elements); • Assistance to be provided based on USOAP and ACIP gap analysis results; • States requiring specific assistance by ROST identified and support action has been scheduled to start as of April 2010. 	<p>April 2010 and forward</p>

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	<p>provide expert aviation knowledge within the reach of the targeted States via the web;</p> <p><i>(Grouped with other objectives as Focus area 2 - Assisting States to resolve identified deficiencies within a reasonable time)</i></p>	<ul style="list-style-type: none"> • ACIP training courses and safety-related information posted on ACIP Website; • Documentation on Aviation safety resources provided in all ACIP Training Programmes; • Results of Seminar and training workshops posted on ACIP website to enhance knowledge through sharing workshop outputs from all over Africa. 	<p>Implemented and on-going</p>
	<p>ensure expeditious implementation of aviation safety management systems for airports, air navigation service providers and airlines</p> <p><i>(Grouped with other objectives as Focus area 3 - Enhancing aviation safety culture of African aviation service providers)</i></p>	<ul style="list-style-type: none"> • Aviation service providers included in seminars, workshops and training courses relating to the Global Aviation Safety Roadmap (GASR) and the Integrated Safety Management (ISM) that covers SSP, SMS, Safety Oversight and GASP; • Safety management instructors of service providers developed and trained during train-the-trainer courses. 	<p>Implemented and on-going</p>
<p><i>B. First Steering Committee Meeting Decisions and Recommendations (Montréal, 14 to 15 February 2008) by final report paragraph</i></p>			
	<p>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;</p>	<ul style="list-style-type: none"> • As an initial action, ACIP Questionnaires sent out as part of the gap analysis questions; • Information followed up during the conduct of specific State gap analysis; • Information available on ACIP records and web site as part of the overall information made available, where States have not indicated opposition to publishing the information. 	<p>Implemented</p>
	<p>b) identify groupings of States to engage in a</p>	<ul style="list-style-type: none"> • Grouping identified (BAG, CEMAC, EAC, 	<p>Implemented</p>

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1.4	GASP implementation exercise;	UEMOA, SADC, North Africa, The Horn and neighboring States, etc.); <ul style="list-style-type: none"> • GASR workshops conducted on the basis of the groupings established; • ISM courses being conducted on the same principle. 	
	c) utilize the resulting gap analysis of the GASP exercise in Abuja and similar future exercises as the basis for prioritization of ACIP activities;	<ul style="list-style-type: none"> • Six additional GASR Workshops held in the AFI region; • Workshops followed by State-specific gap analysis that led to the determination of priority projects at State and Regional level; • States that have not participated in GASR workshops (Algeria, Morocco, Tunisia) to be covered as part of the ISM Course 	Implemented
	d) provide the support necessary to the organization and delivery of GASP workshops; and	<ul style="list-style-type: none"> • ACIP provided leadership in conducting the six additional GASR workshops in coordination and cooperation with the Industry Safety Strategy Group and States offering to host the workshops; • Regional Office professional and management staff trained to conduct and lead GASR workshops. 	Implemented
	e) provide guidance and support as necessary for the implementation of the action plans resulting from GASP Workshop.	<ul style="list-style-type: none"> • Following GASR workshops, specific State-specific gap analysis conducted on States that have participated the workshop; • Priority projects determined at State and regional level; • ACIP assistance provided following the 	Implemented and on-going

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		determination of priority projects.	
2.3	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;	<ul style="list-style-type: none"> • ACIP actively supporting the establishment of Regional Organizations based on existing platforms (BAG, UEMOA, CEMAC, EAC, SADC, etc.); • COSCAPs involved in region-related ACIP activities and provided with appropriate training to enhance their effectiveness; • COSCAPs directly involved in the conduct of GASR workshops, State-specific gap analysis in their region, and in the determination of region-based priority projects; • COSCAPs actively involved in the development of guidance material for RSOOs. 	Implemented and on-going
	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.	<ul style="list-style-type: none"> • Recommendation further strengthened by SP AFI RAN Recommendation 5/8; • Establishment of the Training Experts Working Group (TEWG) as an outcome of two meetings held on the subject; • Conducted survey on training need analysis and available capability; • Collected information from 100 sources (States, training institutes, regional organizations); • Information analyzed by the TEWG and preparing to present findings and recommendations to the 2nd Pan African Aviation Training Conference (Cairo, 22-24 June 2010). 	June 2010

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3.3	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;	<ul style="list-style-type: none"> • ACIP implemented SSP/SMS awareness seminars targeting high-level management of Civil Aviation Authorities and Service providers; • Provided SMS/SSP training to technical/safety staff of CAAs and Service Providers; • Further integrated and delivered the safety management-related courses under an Integrated Safety Management training course that covers all safety related programmes thus providing a better understanding how all the various programmes interface. 	Implemented and on-going
	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;	<ul style="list-style-type: none"> • ICAO SSP and SMS regulatory requirements emphasized and taught as part of the training courses delivered on the subject; • Service providers that require establishing an SMS defined and explained during the awareness seminar workshops and the SSP/SMS training provided to States and service providers. 	Implemented and on-going
	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.		
4.5	a) the staff to be recruited under the Programme be part of the Regional Office	<ul style="list-style-type: none"> • Staff members recruited under ACIP were equally involved in the activities of the Regional Office; 	Implemented and on-going

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	structure, administratively responsible to the Regional Director, in the interest of strengthening the Regional Offices in the long term;	<ul style="list-style-type: none"> The ACIP activities integration plan to the Regional Office regular work programme (January 2011), includes proposals to retain the ACIP Professional Officers (except C/ACIP) and the Programme Assistant as members of the Regional Office staff in the next and forthcoming trienniums; 	
	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;	<ul style="list-style-type: none"> For practical reasons, it was later decided to base the Professional ACIP staff members in the two Regional Offices, mainly to strengthen the Regional Offices and also to ease the process of integration once ACIP ceases to exist a specific AFI-wide project; 	Implemented and on-going
4.5	c) that a fast track recruitment process should be implemented and the required staff recruited in the shortest possible period;	<ul style="list-style-type: none"> Recruitment was supported by Headquarters Human Resources Branch satisfactorily; 	Implemented and on-going
	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;	<ul style="list-style-type: none"> ACIP activities were conducted and supported with full participation of professional and other staff members from ICAO Headquarters and the Regional Offices, including the MID Regional Office. ICAO staff members, regardless of their location undertook ACIP activities whenever it was required, especially in the conduct of seminars, workshops, training courses and gap analysis exercises. 	Implemented and on-going
	e) qualifications required should include a solid knowledge and experience in the AFI	<ul style="list-style-type: none"> Staff members recruited under ACIP have been partially selected for their experience and knowledge of the African continent and in 	Implemented and on-going

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	Region and focus on the English and French languages only;	particular the African air transport industry both at the regulatory and service providers perspective and environment.	
	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.	<ul style="list-style-type: none"> • ACIP established a bi-annual coordination meeting between the ESAF and WACAF Offices to better coordinate all their safety-related activities. This is a first since the creation of both Regional Offices; • ACIP coordinates with relevant bureaux, offices and sections at HQ through exchange of e-mail and tele-conference as required. 	Implemented and on-going
5.5	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;	<ul style="list-style-type: none"> • This was attempted in the first year of the implementation of the Programme; however, with demands for assistance coming especially for the establishment of Regional Organizations and very little of the pledges received, ACIP used its available resources to manage the Programme as well as provide the required support without distinction. 	Implemented and on-going
	b) the Programme be implemented on the basis of the tentatively approved budget (Appendix B to this paper);	<ul style="list-style-type: none"> • With priority projects being determined and request for assistance coming from the States at the Regional level and the Steering Committee approving the provision of assistance (with no delay) and its decisions endorsed by the Council, ACIP had to re-evaluate its budget and adjust it to fit its activities. 	Implemented and on-going
	c) final budget to be reviewed and approved during the next Session of the Steering	<ul style="list-style-type: none"> • A revised budget was presented during the Second Session. However, it also needed to be adjusted to the activities generated as an 	Implemented and on-going

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	Committee based on experience gained and also to address any unexpected expenses which may surface as actual implementation of the Programme is effected.	outcome of the gap analysis, the determination of priority projects at the regional level, the need to complete the gap-analyses by the first quarter of 2010, etc.	
<i>C. Second Steering Committee Meeting Decisions and Recommendations (Montréal, 20 to 21 October 2008) by final report paragraph</i>			
AI 1.1	a) take note of the recommendation of the First Joint Annual Meeting of the African Union Conference of Ministers of Economy and Finance and the Economic Commission of Africa Conference of African Ministers of Finance, Planning and Economic Development;	<ul style="list-style-type: none"> • ACIP's presentation in the Joint meeting resulted in recommendations stating that air transport safety and service is one of the major challenges facing Africa in the 21st century (theme of the meeting); • The recommendation, requested that Ministers of Finance, Planning and Economic Development to coordinate with Ministers responsible for civil aviation to address air transport safety and service issues; • The recommendation was presented to the Meeting of Heads of States and Governments in July 2008 and adopted as one of the major developmental challenges facing the continent; • However, the meeting of the various Ministers has not yet been convened, although ICAO, quoting the recommendation of the Joint Meeting raised the point during a meeting of Ministers of Transport meeting (April 2008) in Algiers, Algeria. 	No further action has been taken on the part of ACIP except to try to coordinate with NEPAD, based on information received from the ECA to try to bring the issue up-front for action.
	b) critical States in need of immediate action to rectify safety oversight concerns should be engaged at the highest level by either the	<ul style="list-style-type: none"> • Regional Office Safety Teams (ROSTs) established in the Dakar and Nairobi Regional Offices (January 2009) to support the effort of 	Implemented and on-going

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	ICAO Secretary General or the President of the Council;	<p>States to resolve deficiencies identified by USOAP audits and gap-analysis reports;</p> <ul style="list-style-type: none"> • States requiring support identified and active support expected to start as of April 2010; • The President of the Council visited a number of African States urging them to address identified deficiencies; • C/ACIP met with the President of Djibouti during a joint mission to with C/FAF/TCB, TO/ISD and Representatives of the Department of Transport (DOT) of the United States; • C/ACIP and the Regional Directors met with high-level Government officials, including Ministers responsible for Aviation during visits to States on safety-related activities. 	
	c) ICAO should support both regional and sub-regional collaborative efforts in order to facilitate the enhancement of safety oversight throughout the African continent;	<ul style="list-style-type: none"> • ACIP actively involved in activities leading to the establishment of regional safety oversight organizations and in the development of manuals and guidance material required to manage RSOOs. 	Implemented and on-going
	d) ICAO, through the Secretary General, will address at the next AFI RAN meeting the important link between air transport and economic development and the need to support air transport on the continent.	<ul style="list-style-type: none"> • The Secretary General addressed the Special AFI RAN meeting, participated in its activities and highlighted the contribution of air transport to the economic development of States and regions. 	Implemented
	e) that AFCAC would call on the African Union Commission to encourage their Ministers of Transport and Ministers of Finance, Planning and Economic Development to convene a joint meeting to	<ul style="list-style-type: none"> • No coordination has been made in this regard or ACIP was not advised of any action taken in this respect 	?

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	address the challenges of air transport safety and services in the 21 st Century.		
	f) continue to actively support the participation of ICAO/ACIP in Africa-wide conferences and meetings promoting the overall objectives of the AFI Implementation Plan and the work programme of ACIP, as may be necessary.	<ul style="list-style-type: none"> ACIP actively participated in all aviation safety-related conferences and meetings at all levels (African Heads of States and Governments Summit; Ministerial Conferences on challenges, air transport, energy and infra-structure, African Union and European Union Organized Aviation Conference, EASA Symposiums, AFCAC Brain-drain and High level Safety Conference, Aviation Leadership Conference, African DGCA meeting, etc.) and presented papers advocating and promoting cooperation and the importance of regional cooperation to enhance aviation safety and African self-sufficiency and dependence. 	Implemented and on-going
AI 1.2	a) note that the priority projects/actions developed on the basis of the gap-analysis conducted and contained in Attachment B will be finalized following the meeting of the Executive Board of COSCAP-BAG States;	<ul style="list-style-type: none"> ACIP successfully assisted the BAG States to implement the priority projects and as a result, the BAG Regional safety Oversight Organization (BAGASOO) and the BAG Regional Accident Investigation Agency (BAGAIA) have been established and became operational as of 3 May 2010; ACIP developed required guidance material and continues to support BAGASOO to develop additional manuals and documents. 	Implemented and on-going

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AI 1.2	b) recommend to the Council to notify States, industry and donors of the priority projects/actions contained in the final version of Attachment B, and strongly encourage notification to ICAO of current or proposed projects/actions underway for listing on the ICAO International Database of Aviation Projects (IDAP);	<ul style="list-style-type: none"> • Council appraised of the progress made in implementing the AFI Plan and specifically with information on the determination of priority projects; • On the instruction of Council (C/DC 187/X refers), the Secretary General forwarded letters to States, donors and other stakeholders informing them of priority projects identified and requesting for support to implement the priority projects; • Information on the outcome of gap-analysis and determined priority projects posted on ACIP web site; • Analysis of the survey conducted on training needs and available capacity will be posted on the ICAO IDAP. 	On-going
	c) recommend to the Council to request Contracting States, industry and donors to assist the COSCAP-BAG States to implement priority projects/actions as identified in the final version of Attachment B;	<ul style="list-style-type: none"> • Recommendation was made to Council as part of the periodic progress report; • (See b) above). Specific letter was forwarded to States, donors and other stakeholders in August 2009; • Response from States, donors and other stakeholders was highly disappointing. 	Completed
	d) continue to support the conduct of GASP workshops in the continent, and where appropriate, share lessons learned with other regions;	<ul style="list-style-type: none"> • A total of 7 GASR workshops including the first organized by Nigeria conducted; • Additional workshops being conducted as part of the ISM training course. 	Implemented and on-going

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AI 1.2	e) ensure that the conduct of Gap-analysis includes all stakeholders;	<ul style="list-style-type: none"> All State-specific gap analyses conducted involved service providers and the industry and was conducted in cooperation with COSCAPs or similar regional organizations. 	Completed and on-going
	f) collect information on assistance projects and gap-analysis from all sources in order to assist ACIP activities in support of States.	<ul style="list-style-type: none"> Information on assistance projects gathered as part of the pre-gap analysis questionnaires forwarded to States and verified during the gap analysis exercise. 	Implemented
AI 2	a) The Steering Committee agreed to the work programme presented;	<ul style="list-style-type: none"> ACIP presented its work programme in each of the Steering Committee Meetings and implemented them as approved. 	Implemented
	b) request the Council to strongly recommend States in the AFI Region to implement prioritized projects resulting from the gap-analysis conducted and encourage States, the industry and donors to assist States in the AFI Region to implement prioritized projects;	<ul style="list-style-type: none"> The Council's recommendation was made known to all concerned; African States are making tremendous effort to implement prioritized projects especially at the regional level; States, donors and other stakeholders were encouraged to assist States to implement priority projects and a letter was forwarded as presented in several items above. 	Implemented
	c) ACIP budget implementation to date (Attachment B);	<ul style="list-style-type: none"> ACIP budget was reviewed as required mainly because of the support that ACIP was required to provide to assist regions to implement prioritized projects. 	Implemented
	d) approved the projected budget, presented in Attachment C for the years 2009 and 2010	<ul style="list-style-type: none"> The budget was approved, but as explained several times had to be adjusted to provide the required support to implement regional priority projects as instructed by Council. 	Implemented and on-going

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AI 3	The Steering Committee agreed to the long-term implementation strategy and the establishment of Regional Office Safety Teams proposed.	<ul style="list-style-type: none"> • Terms of Reference of ROSTs drafted and approved by the Secretary General (January 2009) and ROSTs established in the ESAF and WACAF Offices; • ROST members constituted ACIP and Regional Office professional staff led by the Deputy Directors; • ACIP support to ROST activities made available pending identification of support to be provided to specific States. 	Implemented and on-going
<i>D. Third Steering Committee Meeting Decisions and Recommendations (Montréal, 28 to 29 May 2009) by final report paragraph</i>			
AI1	a) that, to the extent possible, a gap analysis of all AFI States be completed before the end of 2009;	<ul style="list-style-type: none"> • Gap analysis of forty-two (42) African States completed by the end of 2009; • Remaining gap analyses scheduled to be completed by the first quarter of 2010; • States that have yet to participate in GASR Workshops (pre-requirement for conducting gap analysis) scheduled to attend a GASR workshop as part of the ISM training course; • All States gap analyses expected to be completed by July 2010. 	Implemented and on-going
	b) that States that do not belong to regional groups should be encouraged to join an existing group or to form new groups that would facilitate the creation of Regional Safety Oversight Organizations (RSOOs);	<ul style="list-style-type: none"> • States encouraged to either join existing regional groupings or start their own; • Sudan agreed to call a meeting of neighbouring States in an attempt to establish a Regional Safety Oversight Organization; • ACIP and the Regional Offices will actively support the initiative. 	July 2011

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	c) to strengthen the capabilities of African training centres to ensure training on a sustainable basis;	<ul style="list-style-type: none"> • African Aviation Training Experts Working Group (TEWG) established and active; • ACIP providing secretariat support; • TEWG recommendations to be presented to the Second Pan-African Aviation Training Conference (Cairo, June 2010). 	<p>Implemented and on-going.</p> <p>Second Pan African Training Conference (June 2010) on Training expected to make concrete recommendations to implement the AFI RAN Recommendation (5/8)</p>
	d) to continue ensuring cooperation among the training centres on the basis of the AFI-RAN recommendations for all trainings;		
	e) that ACIP gather information on studies made with respect to the upper airspace interface, consolidate the result of the studies and make recommendations for an effective implementation;	<ul style="list-style-type: none"> • Due to work load and other constraints, ACIP was unable to implement or initiate the implementation of this recommendation. 	<p>Pending, to be initiated during the third quarter of 2010</p>
	f) that ICAO continue to support regional and sub-regional collaborative efforts in order to facilitate the enhancement of safety oversight throughout the African continent;	<ul style="list-style-type: none"> • See development and establishment of RSOOs and related activities covered in several parts above. 	<p>Implemented and on-going</p>
	g) that a gap analysis of COSCAP-CEMAC member States should be finalized as early as possible and the information made available to all stakeholders to enable the development of priority projects. With respect to possible parallel projects that may exist in the ASECNA States, ACIP should	<ul style="list-style-type: none"> • CEMAC member States and Sao Tome and Principe gap analyses completed in January 2010,; 	<p>Implemented and on-going</p>
		<ul style="list-style-type: none"> • Directors General of Civil Aviation review meeting held in March 2010 with the involvement of the CEMAC Commission; • Consultation meetings held with UEMOA 	

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	closely coordinate with the UEMOA States and the various organizations in the region to avoid unnecessary duplication of effort;	member States and Mauritania as well as the UEMOA Commission from November 2009 to January 2010 as part of the development of UEMOA RSOO and RAIA; <ul style="list-style-type: none"> • Review made of related initiatives and an agreement reached for close coordination with the UEMOA Commission to avoid duplication of efforts. 	
	h) that the recommendations and outcome of the gap analysis should also be made available to the relevant ICAO bureaux and offices;	<ul style="list-style-type: none"> • Gap analyses results are posted on the ACIP web site and are available to relevant ICAO bureaux and offices; • Results also made available on a request from an ICAO bureaux or office. 	Implemented and on-going
	i) that ACIP coordinate its draft work programme for 2010 with all partners before it is presented to the Steering Committee for approval;	<ul style="list-style-type: none"> • ACIP draft work programme for 2010 focussed on the provision of training and was coordinated with the Regional Offices and relevant ICAO HQ bureaux and offices; • Work programme submitted to the 3rd Steering Committee meeting before posting on ACIP web site. 	Completed
	j) that all project-related information be consolidated and posted in the ACIP website;	<ul style="list-style-type: none"> • All relevant information is posted on the ACIP website 	Implemented and on-going
	k) that in order to derive practical benefits from participation at various meetings, ACIP should carefully consider the	<ul style="list-style-type: none"> • ACIP evaluates benefits to be gained from meetings and conferences before it embarks on participating at any level. 	Implemented

No.	Recommendation	Action taken/planned	Target Date
	objectives and potential outcomes of each meeting;		
	l) to adopt the recommendations resulting from the Steering Committee meeting with the Secretariat contained in attachment A to this report.	<ul style="list-style-type: none"> • ACIP adopted and, in general, implemented the recommendations resulting from the meeting held between some Steering Committee members, led by the Steering Committee Chairperson, and the ICAO Secretariat represented by the Secretary General and high-level members of the Secretariat (specifics contained towards the end of this paper). 	Implemented and on-going
	a) that ACIP should develop a timeline for the implementation of the AFI RAN recommendations relating to the enhancement of aviation safety;	<ul style="list-style-type: none"> • ACIP has developed, where applicable, time line for the implementation of the Special AFI RAN Meeting Recommendations (See Attachment D to Discussion Paper 1 of the Fifth AFI Steering Committee Meeting) 	Implemented
AI 2	b) that there is need to identify more resources that will be required in the implementation of all recommendations since ACIP resources are limited.	<ul style="list-style-type: none"> • ACIP, on the recommendation of the Forth Meeting of the Steering Committee, is proposing that ACIP activities be funded through the Regular Programme Budget; • Details are contained in Discussion paper 2.3 of the Fifth Meeting of the Steering Committee. 	Implemented and on-going
AI 3	<p>a) to approve the paper as amended;</p> <p>b) that ICAO should support BAGASOO and BAGAIA to ensure their stability and effectiveness after they are established at the end of 2009;</p>	<ul style="list-style-type: none"> • ACIP directed by the Council (C-187/13) to provide continuing support to BAGASOO and BAGAIA; • Due to circumstances outside the control of the BAG Secretariat and ACIP, BAGASOO and BAGAIA could not be operational as expected at the end of 2009; • BAGASOO became operational as of 3 May 	Implemented and on-going

No.	Recommendation	Action taken/planned	Target Date
	<p>c) that BAGASOO and BAGAI A establish a working relationship while maintaining their independent entity in the area of safety oversight and accident investigation;</p> <p>d) that BAGASOO and BAGAI A establish relationships with similar organizations in the AFI Region and outside of the AFI Region; and</p> <p>e) that consideration be given to include a provision in the objectives of BAGASOO that would enable progressive delegation of additional responsibilities to the Agency, such as supporting member States in responding to ICAO State letters.</p>	<p>2010 and BAGAI A is going to be operational following Ministerial meeting (July 2010) to appoint the Commissioner;</p> <ul style="list-style-type: none"> • All required elements are in-place to make both Organizations operational; • BAGASOO and BAGAI A are encouraged to establish relationships with similar organizations within and outside the AFI Region; • Agreement signed by the Ministers responsible for Civil Aviation of BAG member States to establish both Organizations encourages the empowerment of both Organizations and increase of their responsibilities as experience is gained and confidence built; 	<p>Implemented and on-going</p>
<p>AI 4</p>	<p>a) to request the Council to urge Contracting States, donors and industry to meaningfully contribute towards the implementation of the priority based on the gap analysis;</p> <p>b) to recommend to the Council that ACIP resources be used to support the priority projects arising from the gap analysis for the development of RSOO and RAI A frameworks and for the development and implementation of SSP and SMS as may be required;</p> <p>c) to request the Council to establish a mechanism for receiving voluntary contributions from the parties willing to contribute to the coordination and management of the AFI Plan or towards the</p>	<ul style="list-style-type: none"> • Recommendation included in the Action by Council column of C-WP/ xxxxx (C-187/13); • Council adopted the action recommended and instructed the Secretary General to send letters to States, donors and other stakeholders; • Council approved that ACIP resources be used to support the priority projects arising from the gap analysis for the development of the framework for the establishment of RSOOs and RAIAs and for the development and implementation of SSP and SMS requirements; • Council requested to establish mechanism for receiving voluntary contributions; 	<p>Implemented and on-going</p>

No.	Recommendation	Action taken/planned	Target Date
	implementation of activities carried out under the Plan;		
	<p>d) that the SSP/SMS framework support to States and Industry include effective establishment of essential activities such as the confidential and voluntary incident reporting systems (CVIRS), accident investigation reporting systems, etc.;</p> <p>e) that focus should be given on the development of generic SSP implementation framework that can be adapted for regional groupings and individual States;</p>	<p>ISM Courses developed to include modules dedicated to SSP, SMS, Safety oversight, GASR, and the development of a Generic Regional Safety Programme (RSP) and contain requirements for the establishment of voluntary incident reporting systems and accident investigation reporting systems;</p> <ul style="list-style-type: none"> • In addition, States are provided with ECCAIRS/ADREP training to enable them report accidents and incidents; • ISM courses, specifically developed for Africa, included a two day workshop on the development of Regional Safety Programme(RSP) that is designed to be adopted by regions and States to develop their specific RSP or SSP as applicable. 	Implemented and on-going
g)	<p>f) that, while endorsing the priority accorded to the development and implementation of SSP/SMS to enhance safety culture in the region, ACIP should present the comprehensive programme of activities for 2010 reflecting all areas of priorities consideration of the Steering Committee at its next meeting scheduled for October 2009.</p>	<ul style="list-style-type: none"> • ACIP presented a comprehensive work programme to the Steering Committee during its Fourth Meeting (Montreal, October 2009); • The Steering Committee approved the comprehensive work programme that was also endorsed by the Council (C-188/13). 	Implemented

No.	Recommendation	Action taken/planned	Target Date
<i>E. Fourth Steering Committee Meeting Decisions and Recommendations (Montréal, 13 – 14 October 2009) by final report paragraph</i>			
1.13	a) ACIP make all the effort to complete the gap-analysis of all African States by the first quarter of 2010.	<ul style="list-style-type: none"> • Forty-six (46) gap analysis completed by March 2010; • Remaining gap analyses, concerning States that have not participated in GASR workshops to be completed by September 2010 following participation in GASR Workshop. 	Implemented and on-going
2.10	a) a mechanism be established to update the database on training needs analysis and capacity;	<ul style="list-style-type: none"> • Information collected and analysed to be posted on the ICAO IDAP; • Further recommendations to be included in the report of the Technical Expert Working Group (TEWG) to be presented to the Second Pan African Training Conference. 	June 2010
	b) a Second Conference on training should be organized to consider implementation of the working group outcomes;	<ul style="list-style-type: none"> • Second Pan African Conference on Aviation Training scheduled to be held in Cairo, from 22 to 24 June 2010 	June 2010
	c) ACIP consider that the Training Centre that organized the 1 st Conference on training be visited as part of the validation process; and	<ul style="list-style-type: none"> • The Director of EAMAC is a member of TEWG and EAMAC was physically visited for the conduct of the survey. 	Implemented
	d) ACIP to circulate the questionnaire to all training centres including those of Civil Aviation Administrations, airlines, airports and other service providers	<ul style="list-style-type: none"> • Five hundred (500) questionnaires mailed in paper format and CD, distributed at ICAO and other aviation meetings, conferences, workshops, seminars and training courses; 	Implemented

No.	Recommendation	Action taken/planned	Target Date
		<ul style="list-style-type: none"> • Questionnaire also forwarded by e-mail and made available online; • One hundred (100) responses received by 31 December 2009; • Survey results analysed by SITA on the basis of agreement signed with ACIP and reviewed by the TEWG during its Third Meeting (Johannesburg, January 2010). 	
3.11	a) ACIP present the request for support from the EAC member States to the ICAO Council for its consideration and to provide guidance;	<ul style="list-style-type: none"> • Request presented to the Council (C-188/11); • ACIP instructed to provide the requested support on the basis of the recommendations of the Steering Committee; • Meeting held with EAC Partner States and their CASSOA to agree on the modality of implementation of support; • Work programme for implementation of the support developed and consultation with States will be completed during the month of May 2010. 	Implemented and on-going
	b) the ESAF and WACAF Regional Offices consider the submission of a Special Implementation Project (SIP) to assist EAC and other regional bodies on an initial training course for GNSS flight procedures;	<ul style="list-style-type: none"> • WACAF and ESAF Regional Offices have coordinated the submission of SIP to assist EAC and other regional bodies on GNSS initial training. 	On-going
	c) ACIP conclude the CEMAC gap analysis as soon as possible and continue to support	<ul style="list-style-type: none"> • CEMAC member States and Sao Tome and Principe gap analyses completed in January 	

No.	Recommendation	Action taken/planned	Target Date
	<p>UEMOA and CEMAC with respect to the priority projects determined with the aim of providing the required support for their implementation;</p>	<p>2010;</p> <ul style="list-style-type: none"> • Directors general of Civil Aviation review meeting held in March 2010; • Priority projects at national and regional level determined; • Request for assistance from ICAO to implement regional level priority projects received by the Secretary General and will be presented to the Fifth Meeting of the Steering Committee for approval and further recommendation to Council (C-190). 	<p>Implemented and on-going</p>
	<p>d) ACIP should coordinate with the Regional Economic Commissions and other partners to identify assistance provided to establish similar projects to avoid the duplication of efforts; and</p>	<ul style="list-style-type: none"> • ACIP held meeting with the UEMOA Commission involved in the implementation of UEMOA/Mauritania assistance projects to ascertain that there will be no duplication of projects; • ACIP also held a meeting with EAC Secretariat involved in the EAC assistance project for the same reason; • Similar discussion will be held with CEMAC Commission that was represented during the Review Meeting prior to implementing any support approved by the Council. 	<p>Implemented and on-going</p>
	<p>e) ACIP continue to support the BAGASOO and the BAGAIA to ensure the effective establishment and management of the two organizations.</p>	<ul style="list-style-type: none"> • ACIP continues to support BAGASOO and BAGAIA in formulating the Host State Agreement (approved by the Board of Directors), review of applications for the post of BAGASOO CEO and BAGAIA Commissioner (BAGASOO CEO selected 	<p>Implemented and on-going</p>

No.	Recommendation	Action taken/planned	Target Date
		and appointed; BAGAIA Commissioner to be appointed by the Ministerial Council per the framework agreement); and continuing development of Policy and Procedure Manuals	
4.2	a) the work plan presented for 2010 should be fully supported by all stakeholders;	<ul style="list-style-type: none"> • ACIP work programme for 2010 shared with all stakeholders and posted on ACIP web site; • ICAO HQ bureaux and Offices, African Regional Offices, Civil aviation authorities, regional organizations, aviation training institutes and aviation service providers involved in the implementation of the work programme as applicable. 	Implemented and on-going
	b) ACIP coordinate with partners and stakeholders to take advantage of existing training programmes and courses and also to avoid duplication of efforts;	<ul style="list-style-type: none"> • Draft work programme forwarded to all partners and stakeholders to ensure that there would be no duplication and to coordinate activities where required. 	Implemented and on-going
	c) ACIP ensures that COSCAPs, RSOOs and Training Organizations/Institutes in Africa be included in the Training Programme;	<ul style="list-style-type: none"> • ACIP training programme designed to involve all partners; • Partners and stakeholders actively participating in the training courses being conducted by ACIP. 	Implemented and on-going
	d) training be conducted in the aviation training institutes and centres in the Region,	<ul style="list-style-type: none"> • African aviation training institutes encouraged to host ACIP scheduled training courses; • Six African training institutes will be 	Implemented and on-going

No.	Recommendation	Action taken/planned	Target Date
	whenever possible;	endorsed by ICAO to provide GSI courses; <ul style="list-style-type: none"> • Effort made to conduct all training courses in African aviation training institutes. 	
	e) ACIP coordinates with AFCAC, EASA, FAA and other stakeholders, for effective delivery of safety-related training programmes.	<ul style="list-style-type: none"> • AFCAC and EASA informed on ACIP training programme; • GSI train the trainer courses to be conducted with the support of the FAA; • Ongoing consultation with FAA on GSI training courses. 	Implemented and on-going
5.7	a) ACIP develop a clear transition plan for the integration of the ACIP activities into the Regional Office Regular Programme; and b) Report to be presented to the Assembly should include proposals for the continued funding of the Programme activities within the Regional Office Regular Programme budget.	<ul style="list-style-type: none"> • ACIP has developed clear and transparent transition plan for the integration of ACIP activities into the Regional Office Regular Work programme as of January 2011; • Transition Plan including information on required funds to be presented to the Fifth ACIP Steering Committee Meeting for its consideration; 	Implemented and on-going October 2
6.6	a) that ACIP inform the Council on pledges made and received; b) ACIP make an assessment of the support provided by African States in furthering the work of ACIP and achieving the objectives of the AFI Plan.	<ul style="list-style-type: none"> • Council Working Paper on ACIP Progress Report (190th Session, June 2010) will contain the required information; • Support provided by African States assessed in monetary terms and will be presented to the Fifth Meeting of the ACIP Steering Committee. 	Implemented

<i>F. Recommended action of the meeting between ACIP Steering Committee members and members of the Secretariat and adopted by the Steering Committee</i>			
1	Gap analysis conducted in States by ACIP should be referenced to the USOAP audit results to enable a more realistic assessment of the overall safety situation in the particular State and to also enable the development of a project that also addresses deficiencies identified through the USOAP audit.	<ul style="list-style-type: none"> • Questionnaires sent to States before a gap analysis is conducted included significant points that would also enable assess deficiencies related with the States capability for safety oversight; • ROSTs are required to assess deficiencies identified by USOAP audits and gaps identified during the gap analysis exercise to develop the programme for State-specific support. 	Implemented and on-going
2	In addition to the determination of priority projects undertaken by ACIP and the concerned States at the regional level, the gap analysis outcome and recommendations should also be made available to other relevant ICAO bureau and offices (TCB, ISD, ANB, etc.) to enable them develop appropriate priority projects at the State level.	<ul style="list-style-type: none"> • Gap-analyses reports are available to all ICAO bureaux and offices as they are posted in the ACIP web site; • ICAO bureaux, offices and sections that request for a specific gap analysis information are also provided with the required information. 	Implemented and on-going
3	In the case that recommendations to fill identified gaps and deficiencies are beyond the capability of a State to implement, assistance could be provided through the Regional Oversight Safety Teams (ROSTs) who will be responsible for developing priority projects to this effect. ROSTs and ACIP should also coordinate with HQ Offices to ensure the development of appropriate priority projects for	<ul style="list-style-type: none"> • Currently, priority projects identified through the gap analysis are posted in the ACIP web site and no specific information has, so far, been provided to ISD or TCB; • Assessment of support to States by ROSTs is undergoing and actual support will start in April; • ACIP will specifically inform relevant HQ bureaux and offices on priority projects that cannot be implemented by their concerned 	On-going

	<p>items that could not realistically be provided assistance within the resources available to the Regional Offices and ACIP. ISD should take the lead at HQ for coordinating and facilitating the development of priority projects at Headquarters in coordination with ACIP and the relevant ROST.</p>	<p>State or with resources available to the ROSTs</p>	
4	<p>Gap analysis of COSCAP-CEMAC member States should be finalized as early as possible and the information made available to all stakeholders to enable the development of priority projects. In this respect and also with respect to possible competing projects that may exist in the ASECNA States, C/ACIP and RD/WACAF should closely coordinate on-going and planned activities to avoid unnecessary duplication of efforts.</p>	<ul style="list-style-type: none"> • Gap analysis of CEMAC States and Sao Tome and Principe has been completed; • Gap analysis reports are posted on the ACIP web site; • Meeting of Directors General of Civil Aviation; the CEMAC Commission and the COSCAP was held (February 2010) to determine priority projects at the Regional level; • ACIP is closely coordinating with the Commission to ensure that there will be no duplication of efforts; • Request for assistance at the regional level has been sent to the Secretary General and will be presented to the 5th Steering Committee for its consideration and recommendation to Council. 	<p>Implemented and on-going</p>
5	<p>Mechanism should be put in place to encourage the commitment of SADC Member States in the implementation of the AFI Plan in their region and also to encourage their participation in the gap analysis exercise leading to the determination of priority projects for implementation.</p>	<ul style="list-style-type: none"> • SADC member States have fully cooperated with the Programme and gap analysis of all SADC member States will be completed by April 2010; • Determination of priority projects will be conducted as soon as the gap analysis exercise is completed (tentatively planned for June 2010). 	<p>Implemented and on-going</p>

6	States that do not belong to any regional group should be encouraged to join an existing group or to form new groups that would facilitate the creation of Regional safety Oversight Organizations (RSOOs).	<ul style="list-style-type: none"> • Several States in this category (Djibouti, Egypt, Eritrea, Ethiopia, Libya and Sudan) have been advised and encouraged to look into the establishment of a regional organization; • Sudan has offered to initiate the discussions among the States by inviting them for a meeting in Khartoum; • Sudan has requested that a letter be forwarded to it reflecting the recommendations so that it can use it as a starting point for issuing the invitation; • Such a letter will be forwarded to Sudan as soon as possible (April 2010). 	Implemented and on-going
7	ACIP to develop a timeline for the implementation of the AFI RAN recommendations relating to the enhancement of aviation safety.	<ul style="list-style-type: none"> • ACIP has developed a time-line for the implementation of AFI RAN Recommendations related to its activities and the enhancement of aviation safety in Africa. 	Completed Paper to be presented to the 5 th Steering Committee Meeting refers (April 2010)
8	Information should flow easily within the various ICAO offices that share responsibility for the implementation of the AFI Plan.	<ul style="list-style-type: none"> • Information flows easily between all ICAO bodies that share responsibility for the implementation of the AFI Plan. 	Implemented and on-going
9	Coordination with regional organizations such as AFCAC, AFRAA and AU in the implementation of projects in the AFI Region should be given a priority.	<ul style="list-style-type: none"> • An effort is made to coordinate with all aviation related organizations in the AFI region, however, sometimes, we have but to accept that coordination is a two way road. 	On-going
10	Priority projects developed should be disseminated to States (IDAP, ACIP Website,	<ul style="list-style-type: none"> • Priority projects are normally developed by the States both at national and regional level; • Recommendations made following an ACIP 	Implemented and on-going

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ATTACHMENT A

	State letters, etc...). ACIP website be linked to other essential websites.	led gap analysis are directed at the State itself, ACIP and at ICAO (regional level); <ul style="list-style-type: none">• States are advised and encouraged to provide information related to gap analysis findings to potential donors;• Recommendations are posted on ACIP web site which in turn is linked to the main ICAO web site.	
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