

**INTERNATIONAL CIVIL AVIATION ORGANIZATION**



**TERMS OF REFERENCE FOR THE CIVIL-MILITARY COOPERATION PROJECT  
MANAGEMENT TEAM**

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**By**

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## 1. ACRONYMS

<b>AFI</b>	Africa-Indian Ocean
<b>APIRG</b>	Africa-Indian Ocean (AFI) Planning and Implementation Regional Group
<b>ASBU</b>	Aviation System Block Upgrade
<b>CMCPMT</b>	Civil-Military Cooperation Project Management Team
<b>DCT</b>	Direct Routing
<b>FRA</b>	Free Route Airspace
<b>FRTO</b>	Free Route Operations
<b>FUA</b>	Flexible Use of Airspace
<b>GANP</b>	Global Air Navigation Plan
<b>PBN</b>	Performance Based Navigation
<b>PMT</b>	Project management Team

# **TERMS OF REFERENCE TERMS OF THE CIVIL-MILITARY COOPERATION PROJECT MANAGEMENT TEAM**

## **1. Mandate**

The Civil-Military cooperation project management team CMCPMT is established by ICAO to implement and drive all initiatives to support coordination, cooperation, and coordination between Civil-Military entities which will have a direct/indirect impact on Performance Based Navigation (PBN) initiatives in support of the ICAO Global Air Navigation Plan (GANP). Specifically, the CMCPMT will in completing its mission positively impact the following ASBU (Aviation System Block Upgrade) Threads:

FRT0 (Free Route Operations) with its specific elements:

- FRT0-B0/1 - Direct routing (DCT)
- FRT0-B0/2 - Airspace planning and Flexible Use of Airspace (FUA)
- FRT0-B1/1 - Free Route Airspace (FRA)

Initially, the above-mentioned GANP elements will primarily be impacted, however, should the PMT have an extended tenure, further GANP threads and specific elements could be impacted/leveraged on while ensuring cooperation, collaboration, and coordination between Civil-Military entities.

The PMT has been established and mandated by APIRG to provide support in ensuring harmonization between civil-military entities in the AFI region. This will lead to efficient coordination, cooperation, and collaboration. The CMCPMT will operate within the framework of the ICAO GANP (As described above) and ICAO SARPS and report into the AAO/SG6 concerning progress, challenges, and any other order of business.

## **2. Key functions**

To carry out its function, the CMCPMT shall as mandated:

- Promote in countries if required, the establishment of Primary Legislation that will involve both Civil and Military Authorities
- Pursue Political Will Buy-In at the highest practical levels.
- Promote Change Management initiatives if/when required.
- Promote Information Sharing as deemed appropriate.
- Facilitate the signing of MOU/MOAs as required.

- Collection and distribution of appropriate Guidance Material to promote the CMCPMT mandate.
- Promoting the improvement of Cooperation/Building trust between Civil-Military entities.

### 3. Tasks

The CMCPMT shall carry out the following tasks to fulfil its mandate:

- To facilitate countries that have not done so to develop a Civil-Military Act which both entities can comply with.
- Assist States develop applicable regulations as they deem fit.
- Conduct an appropriate gap Analysis against existing baselines in terms of structures, cooperation, and coordination mechanisms to ascertain the status of Civil-Military cooperation, coordination within AFI. Use the format provided by ICAO.
- Develop a structure in line with Doc 10088 to involve a high-level military and political forum to drive the buy in of our political leaders.
- Develop Working papers and following ICAO due process outlining the need for the ICAO Assembly to provide a platform for political leaders to agree on Assembly resolutions.
- Promote Regional bodies (AU,SADC, EAC) to share experiences and encourage States to implement ICAO Assembly Resolutions.
- Actively encourage greater participation of High-level Military Personnel at ICAO meetings
- Assist States in Organizing workshops to sensitize the key Civil-Military stakeholders.
- Assist States in the preparation of all Documentation – TORs, Letters of nominations, Letters of Appointments for members, invitation for inauguration, presentations for meetings etc.
- Promote the development of effective change management strategies such as change communication (Awareness workshops, Town Hall Meetings, inter-ministerial initiatives)
- Facilitate building Trust amongst key stakeholders (Internal and external) through honest discussions/meetings/workshops.
- Be included as an agenda item and report to the existing Security Committee established under annex 17.
- Undertake a feasibility study to ascertain the incorporation of Civil/Military personnel in joint recruitment and training programs.
- Assist States in conducting awareness training & symposiums to all aviation stakeholders such as military, A/C General/Commercial aviation Operators and

ANSPs, Regulators, legal entities etc., to facilitate a change of mindset regarding Civil-Military Cooperation.

- Promote stakeholders access to real time information to be provided on a need-to-know basis.
- Implement communication channels and appoint focal points to address/redress issues that are escalated/de-escalated.
- Share with/between States relevant current/future documentation that is in place to enhance Civil-Military cooperation.
- Encourage and support States in conducting workshops facilitated by regional bodies as platforms of sharing experiences among States that have successfully implemented Civil-Military cooperation.
- Promote the sharing of cost-benefit analysis concerning FUA with Civil-Military entities.
- Monitor and encourage the increase of Civil-Military personnel in committees to ensure continuity to mitigate transfers and re-deployments.
- Promote sharing of infrastructure i.e., Surveillance, ATM systems and AIS facilities.
- Encourage discussion with Military regarding the balance between the key ICAO Strategic objectives such as security, safety, capacity & efficiency, environmental protection, and cost effectiveness.

## **4. Working methods**

The CMDPMT shall convene physically at least once a year. It shall make use of available means of digital communication, including teleconferencing, to prepare and progress its work in between meetings as well as to discuss specific issues.

## **5. Composition**

The CMCPMT is constituted of subject matter experts from the following African states: Zambia, Cote D'Ivoire, Uganda, Togo, Senegal, Kenya, Zimbabwe. ICAO Regional officers will also participate as/when required. Additional subject matter experts may be summoned by the CMCPMT when required to give specific input as the need arises.

## **6. Duration**

The duration of the CMCPMT should be one year from date of inception, however, it should be linked to being endorsed and possibly extended annually by APIRG as required.

## **7. Quality assurance**

The CMCPMT will be reviewed by its core membership at its annual physical meeting to ensure that it is complying with its mandate and required changes/modifications to said PMT will be channeled through the AAO/SG6 for ratification at APIRG.