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INTERNATIONAL CIVIL AVIATION ORGANIZATION

AAO/SG/8-WP3.2F APPENDIX C

THE ICAO AFI CMC PMT TASKS TO FULFILL ITS MANDATE:

No.	Tasks/Activities for PMT	Action by PMT
1.	To facilitate countries that have not done so to develop a Civil-Military Act/Law/Regulations which both entities can comply with.	PMT members to share experiences and to adopt the most appropriate to guide other States. States experience required
2.	Assist States develop applicable regulations as they deem fit	PMT member to share their States experiences to help other States. States experience required
3.	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.	PMT to: a) update the Gap Analysis (Ongoing) b) present to ICAO the reviewed Gap Analysis (August 2024) c) request ICAO distribute the Gap Analysis to States (effective September 2024). PMT to conclude
4.	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.	PMT members (that have established the high-level Civil Military Aviation Board and the 3 Committees) to provide guidance materials and physical support to States to establish the Board and the 3 Committees. Members are ready with required guidance materials. PMT members that have established to provide.
5.	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.	To be developed by PMT.
6.	Promote Regional bodies (AU, ECOWAS, ECCAS, EAC, COMESA, SADC) to share experiences and encourage States to implement ICAO Assembly Resolutions.	PMT to request ICAO to engage the RECs to share experiences and contribute to assisting the States.
7.	Actively encourage greater participation of High-level Military Personnel at ICAO meetings.	PMT proposed the following: a) sensitization workshops. b) through the Civil Military Aviation Policy Board-CMAB (Much easier when the CMAB is established). c) Present to the Military ICAO invitations early enough so that they participate in ICAO Meetings. as best approach how to engage the leadership of the Military to participate in



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		High - Level ICAO Civil-Military meetings.
8.	Assist States in Organizing workshops to sensitize the key Civil-Military stakeholders.	PMT to provide key documents templates for sensitization workshops.
9.	Assist States in the preparation of all Documentation – CMAB and Committees TORs, Letters of nominations, Letters of Appointments for members, invitation for inauguration, presentations for inauguration of the CMAB and the 3 Committees etc.	Similar to No.4 above. PMT to provide the documentations.
10.	Promote the development of effective change management strategies such as change communication (Awareness workshops, Town Hall Meetings, inter- ministerial initiatives)	PMT to propose the sensitizations workshops at various level- Board (CMAB) and the Committees levels. Same as no.8 above.
11.	Facilitate building Trust amongst key stakeholders (Internal and external) through honest discussions/meetings/workshops.	PMT proposes: a) Continuous sensitization workshops and b) proposal to plan and fund benchmarking/study visits to States that have fully implemented workable Civil Military Board and Committees. Members will learn new ideas and this will help build trust.
12.	Be included as an agenda item and report to the existing Security Committee established under annex 17.	PMT proposes that: a) The Reports of the Board-CMAB (when established) and three Committees or b) any Civil Military coordination body established by a State to be included for discussions in the National Civil Aviation Security Committee meetings.
13.	Undertake a feasibility study to ascertain the incorporation of Civil/Military personnel in joint recruitment and training programs.	PMT proposes that States undertake sensitization workshops that indicate the advantages of working together including: a) Cost sharing /resources, b) Fostering of coordination, c) Learning from each other among others. (PMT to develop content of presentation)
14.	Assist States in conducting awareness training & symposiums to all aviation stakeholders such as military, General/Commercial aviation Operators as well as ANSPs, Regulators, legal entities etc., to facilitate a change of mindset regarding Civil-Military Cooperation.	PMT to develop Sensitization Workshop presentations for all key stakeholders stating roles of each in improving the aviation industry.
15.	Promote stakeholders access to real time information to be provided on a need-to- know basis.	PMT proposes assist States to prepare presentations regarding the importance of real time access to information in Civil Military coordination. PMT to assist States prepare



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16.	Implement communication channels and appoint focal points to address/redress issues that are escalated/de-escalated.	PMT proposes that in sensitization workshops, proper channels of communication using focal persons respected by both the Military and Civil Authorities to identify issues are established as required. States to Identify Focal Persons to coordinate
17.	Share with/between States relevant current/future documentation that is in place to enhance Civil-Military cooperation.	PMT and ICAO to share the relevant documentations to enhance Civil Military Cooperation
18.	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.	PMT to participate in workshops facilitated by regional bodies to share experiences from States that have successfully implemented Civil Military cooperation.
19.	Promote the sharing of cost-benefit analysis concerning FUA with Civil-Military entities.	PMT to develop presentations regarding the cost-benefits analysis of FUA so that security is not compromised while allowing for the economic benefits of FUA to thrive too.
20.	Monitor and encourage the increase of Civil-Military personnel in committees to ensure continuity to mitigate transfers and re-deployments.	PMT has noted that where the Board and Committees have been established, PMT proposes the Chairpersons of the Committees to request the CMAB to make new appointments when the military transfers or re-deploys military officers from the Committees.
21.	Promote sharing of infrastructure i.e., Surveillance, ATM systems and AIS facilities.	The PMT proposes that sensitization workshops should indicate the benefits of sharing infrastructure if not specific to the military. The PMT to support States with such a presentation. (Where Civil Military Committees are established, the CNS/ATM interoperability Committee is best to handle this matter.)
22.	Encourage discussion with Military regarding the balance between the key ICAO Strategic objectives such as security, safety, capacity & efficiency, environmental protection, and cost effectiveness.	PMT proposes that sensitizations workshops regarding ICAO Strategic Objectives and the relationships between them be conducted. Presentation to indicate how Security, Safety, Capacity, efficiency, environmental protection, and cost effectiveness affects each other. PMT to develop the presentation.