



INTERNATIONAL CIVIL AVIATION ORGANIZATIONs

Eighth Meeting of the AASPG Airspace and Aerodrome Operations Sub-Group (AAO/SG8)

Dakar, Senegal 14-18 July 2025

Agenda Item 3: Achievements in AOP and ATM/SAR

REPORT OF THE ACTIVITIES OF THE CIVIL MILITARY PROJECT MANAGEMENT TEAM (CMC PMT)

(Presented by the CMC PMT)

SUMMARY
This Working Paper aims to highlight the objectives, achievements, activities, and challenges faced by the CMC PMT in implementing the directives by APIRG to provide support in the implementation of ICAO Standards and Recommended Practices (SARPs) related to Civil-Military Cooperation in ATM in the AFI Region.
Action by the meeting is provided in paragraph 3.
REFERENCE(S): <ol style="list-style-type: none"> 1. AASPG Handbook 2. AAO SG/7 Report 3. APIRG/26 Report
Related ICAO Strategic Objective(s): A-Aviation Safety B- Air Navigation Capacity and Efficiency

1. INTRODUCTION

- 1.1. ICAO having determined that to ensure a safe, secure and efficient operations of civil and military aircraft in the shared airspaces require close coordination collaboration and cooperation. This has been through trainings/workshops and developed guidance materials such as Circular 330, Doc 10088 and other documents.
- 1.2. Despite the workshops/trainings and the guidance materials, the establishment of the civil military structure and implementation of the civil military coordination has been a challenge to States. Noting the challenges of implementing the ICAO Civil Military Coordination requirements, APIRG/26 came up with the following conclusion and Decision:

APIRG/26 Conclusion 26/05: Project 9 - Civil Military Cooperation/ Flexible Use of Airspace

That, to effectively support and guide the implementation of Civil Military Cooperation/ Flexible Use of Airspace in the AFI region, the Terms of Reference in Appendix 3B to this report is endorsed.

APIRG/26 Conclusion 26/06: Establishment of the Civil Military Cooperation/ Flexible Use of Airspace project management Team

That, to effectively support and guide the implementation of Civil Military Cooperation/ Flexible Use of Airspace in the AFI region, States are urged to nominate experts to the Civil Military Cooperation/Flexible Use of Airspace Project Management Team by 31 January 2024.

1.3. The Civil-Military cooperation project management team CMC PMT was established to implement and drive all initiatives to support collaboration, cooperation, and coordination between civil and the military entities which will have a direct/indirect impact on airspace efficiency and operations. This decision was informed by statistics from 2022 Surveys which indicated that the level of CMC implementation was still low in the AFI Region, thus the need to enhance its activities. The CMC PMT has been established and mandated by the APIRG to support States in the related activities and ensure harmonization in the coordination between civil and the military entities within the States. The project will run from July 2024 to June 2026.

1.4. The PMT would work towards achieving the assigned objectives (as in the attached ToRs) through the conduct of activities such as workshops, meetings, remote and onsite assistance to States for the establishment and implementation of the basic CMC elements as guided by Doc 10088

1.5. The CMC PMT will operate within the framework of the ICAO GANP and ICAO SARPS and report to the AAO/SG progress, challenges, and any other related issues. The Terms of Reference to CMC PMT are attached to this Paper.

2. DISCUSSION

ACTIVITIES OF THE AFI CMC PMT BETWEEN AAO/SG/7 AND AAO SG/8.

2.1. The activities undertaken between AAO/SG/7 and AAO SG/8 are summarised in the table below:

No.	Date	Activities	Action by	Remarks
1	9 th July, 2024	Online Meeting of PMT	PMT	Done
2	July-Sept 2024	Review the Gap Analysis Document	PMT	Done
3	July-Sept ,2024	Develop Activities for PMT based on the TORs	PMT	Done
4	14 th Aug,2024	AAO SG 7 Meeting	AAO/PMT Members	Some members attended.
5	14 th Aug,2024	2 nd Meeting of the PMT	PMT	No quorum, due AAO Meeting
6	29 th Aug,2024	2 nd meeting of PMT	PMT	No quorum, meeting rescheduled-ANC
7	9 th Sept 2024	Meeting of Chair+2 Vice with ICAO ATM/SAR Officers from ESAF+WACAF to: -Update on PMT activities	C/person + 2 Vice & ICAO ATM SAR	Done

		-Challenges -Roadmap 2024-2025	Officers	
8	September, 2024	Discussion of the Gap Analysis tool to use in States	PMT	Done
9	November, 2024	Distribution of Gap Analysis to States	ICAO	Done
10	Jan-June, 2025	Development of Template documents by States	PMT/States	Partially done
11	19 th June, 2025	Presentation of Template documents	PMT Members	Not done
12	Jan-June, 2025	Complete and submit the gap analysis	States	Few States responded by July 2025: ESAF: 38% WACAF: 58%

2.2. The AFI CMC PMT discussed the ToRs and summarized it inform of tasks/activities as in the attached as Appendix B. The following were concluded after holding several online meetings and exchanging ideas using emails:

- a) Developed a workplan
- b) PMT members were assigned roles in specific areas of expertise including the developing of template documents.
- c) The gap analysis survey tool and presented to Regional Offices for approval
- d) PMT members carried out gap analysis within their States and sent back to ICAO.

Main Challenges encountered by the PMT

- 2.3. Online meetings are difficult as some PMT members do not attend and reported busy with other activities.
- 2.4. Poor attendance by some PMT members for any discussions either on online meetings, on email nor through the WhatsApp forum.
- 2.5. Poor level of contributions or responses to requested actions have made the progress of PMT work slow.
- 2.6. Proposed PMT Activities were initially not harmonized with ICAO work plans and activities but this was later harmonized in an online meeting.
- 2.7. Online meeting times tend to inconvenience some members, that is, it is either too early or very late based on the time zones.
- 2.8. Poor responses to ICAO Civil Military Cooperation surveys distributed by ICAO Regional Offices.

ACTIVITIES BETWEEN AAO SG/8 AND AAO SG/9 ARE SUMMARISED IN THE TABLE BELOW:

No	Dates	Activities	Action By	Comments
1	June-Sept 2025	<ul style="list-style-type: none"> More States to respond to gap analysis surveys and Analysis of the Gaps from States 	States/ICAO ICAO/PMT	TBD
2	August 2025	<ul style="list-style-type: none"> Validation of the template documents Physical sensitization workshop of PMT (after the AAO SG 8) 	PMT/ICAO	TBD

4	September, 2025	Review Action plan/Roadmap and activities for Assistance to States for consideration/approval by ICAO based on outcome of Gap Analysis Reports from States.	ICAO/PMT	Awaits analysis of gap analysis.
5	October 2025-May, 2026	Implement the reviewed Action plan/Roadmap and activities to assist States.	PMT/ICAO	TBD
6	June 2026	Present Report of the PMT to ICAO	PMT	TBD

3. ACTION BY THE MEETING

3.1 The meeting is invited to:

- a) Note the content of the WP
- b) Take note of the challenges and guide
- c) Urge States to provide appropriate conditions for the effective participation of CMC project team members in its activities
- d) Urge States that have not responded to the distributed gap analysis surveys, to do so in an expeditious manner.

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APPENDIX-

- A. ToR
- B. Roadmap of the PMT
- C. Tasks for the PMT