STATES SAFETY OVERSIGHT SYSTEM ENHANCEMENT PROJECT

ELIGIBLE STATES

The beneficiary States shall be selected from the ESAF and WACAF Regions based on the following criteria:

1. States with Significant Safety Concerns (SSC)
2. States not previously audited under USOAP CMA
3. States with low Effective Implementation (EI) scores, particularly below 60%

Indicative beneficiary States may include:

Tier 1 **States Not Yet Audited**	**Tier 2** **States with Significant Safety Concerns (SSCs)**	**Tier 3** **States with Low Effective Implementation Scores Below 60 %**	
1. Somalia	1. Democratic Republic of Congo	1. Eritrea	8. Djibouti
2. South Sudan	2. Liberia	2. Eswatini	9. Guinea-Bissau
		3. Guinea	10. Lesotho
		4. Burundi	11. Liberia
		5. Cameroon	12. Mauritius
		6. Chad	13. Seychelles
		7. Comoros	

Project Number	Project AFI XXXXXX
Project Title	States Safety Oversight System Enhancement Project
Project Duration	36 Months (1 January 2027 – 31 December 2029)
Executing Agencies	ICAO, Civil Aviation Authorities, AFCAC, Regional Safety Oversight Organizations (RSOOs) and Regional Accident Investigation Organizations (RAIOs) and Stakeholders and Partners
Source of Funding	ICAO AFI Plan
Projected Budget	**363,925.80**

Table of Contents

A. PROJECT JUSTIFICATION

Aviation safety oversight performance across several States in the ESAF and WACAF Regions remains below the global average and below the targets established under the ICAO Global Aviation Safety Plan (GASP) and the Abuja Safety Targets.

Several States continue to face challenges in implementing the eight Critical Elements (CEs) of a State Safety Oversight System (SSO), resulting in:

1. Low Effective Implementation (EI) scores;
2. Significant Safety Concerns (SSCs);
3. Weak regulatory and institutional frameworks;
4. Inadequate technical personnel capacity;
5. Limited surveillance and certification capabilities; and
6. Delayed corrective action plan implementation.

In addition, some States in the ESAF and WACAF Regions have either:

1. Never undergone a USOAP CMA audit; or
2. Demonstrated persistent deficiencies during previous audits and validation activities.

The implementation of this project is therefore necessary to:

1. Enhance aviation safety oversight capability;
2. Assist States in resolving SSCs;
3. Improve EI scores;
4. Strengthen institutional and technical capacities;
5. Improve compliance with ICAO SARPs; and
6. Support the achievement of regional and global aviation safety targets.

The project aligns with:

1. ICAO Global Aviation Safety Plan (GASP);
2. AFI Regional Safety Plan (AFI- RASP)

3. Abuja Safety Targets;
4. AFI Plan Strategic Objectives;
5. ICAO No Country Left Behind (NCLB) Initiative;
6. Sustainable Development Goals (SDGs);
7. Africa-Indian Ocean System Planning and Implementation Group (AASPG) objectives.

The project will particularly support States with:

1. SSCs;
2. EI below 60%;
3. Deficiencies in CE-1 to CE-8;
4. Slow implementation of Corrective Action Plans (CAPs).

The project will further support States in achieving:

1. Minimum EI target of 75% or improvement of 20 percentage points from baseline by 2029;
2. Effective implementation of CAPs;
3. Improved OLF utilization;
4. Sustainable State safety oversight systems;
5. Increased regulatory effectiveness.

A.1 PROBLEM STATEMENT

Despite significant progress achieved across the African aviation sector, many States within the ESAF and WACAF Regions continue to experience challenges in establishing and maintaining effective aviation safety oversight systems. Deficiencies in legislative and regulatory frameworks, inadequate technical staffing levels, limited surveillance activities, insufficient inspector competencies, lack of sufficient funding and weak institutional arrangements continue to adversely affect States' ability to effectively discharge their safety oversight responsibilities.

The results of ICAO USOAP CMA activities indicate that several States continue to maintain Effective Implementation (EI) scores below global and regional targets. Some States continue to face Significant Safety Concerns (SSCs), while others remain vulnerable due to unresolved audit

findings and ineffective implementation of corrective action plans. In addition, resource constraints and limited access to specialized technical expertise have hindered efforts to strengthen national aviation systems and achieve sustainable improvements.

Without targeted intervention, these deficiencies may negatively impact aviation safety performance, regulatory credibility, international recognition, and the achievement of global and regional aviation safety goals and objectives. This project therefore seeks to address these challenges through a structured, risk-based, and sustainable assistance framework.

B. PROJECT OVERALL OBJECTIVES AND TARGETS

The overall objective of this project is to support States within the ESAF and WACAF regions in strengthening their aviation safety oversight capabilities through targeted technical assistance and capacity-building initiatives. The project aims to improve States' Effective Implementation (EI) of safety oversight systems, prevent and resolve Significant Safety Concerns (SSCs), and enhance compliance with ICAO Standards and Recommended Practices (SARPs).

Through these interventions, the project seeks to Support participating States to achieve measurable and sustainable improvements in Effective Implementation (EI), with a target of attaining at least 75% EI or achieving a minimum improvement of 20 percentage points from baseline by 2029 thereby contributing to the sustainable growth of air transport in the AFI Region.

B.1 THEORY OF CHANGE

The project is founded on the principle that targeted technical assistance, institutional strengthening, and capacity development will enable beneficiary States to establish sustainable and effective aviation safety oversight systems.

By providing specialized expertise, training programmes, mentoring, regulatory support, and implementation assistance, States will be better equipped to address deficiencies identified through USOAP CMA activities and strengthen the implementation of the eight Critical Elements of a State Safety Oversight System.

These interventions will result in strengthened legislative frameworks, improved inspector competencies, enhanced surveillance systems, effective implementation of corrective action plans, and increased compliance with ICAO SARPs. Consequently, participating States will achieve higher Effective Implementation scores, resolve Significant Safety Concerns, and establish sustainable safety oversight capabilities.

Ultimately, the project will contribute to improved aviation safety performance, enhanced regional cooperation, and safer air transport systems across the ESAF and WACAF Regions.

B.2 RESULTS FRAMEWORK

Strategic Objective	Expected Output	Performance Indicator	Baseline	Target by 2029
Improve State Safety Oversight Capability	Technical assistance delivered	Increased Average EI score	State-specific	≥75% Or improvement of 20% from baseline
Resolve Significant Safety Concerns	Corrective actions implemented	Reduced Number of SSCs	Targeted Existing SSCs	≥90% Resolved SSCs
Strengthen Inspector Competence	Inspectors trained and mentored	Improved Number of suitably qualified inspectors.	Baseline assessment	80% increase
Improve Surveillance Capability	Surveillance programmes implemented	Percentage of planned surveillance completed	State-specific	≥90%
Improve Regulatory Compliance	Updated legislation and regulations	Percentage of States with reviewed and updated regulations.	State-specific	100% of participating States
Strengthen OLF Management	Updated CAPs and audit records	Percentage of Corrective Action Plans (CAPs) and audit records reviewed and updated.	State-specific	100% compliance

C. PROJECT IMPLEMENTATION STRATEGY

C.1 STRATEGIC IMPLEMENTATION FRAMEWORK

Strategic Implementation Philosophy

The States Safety Oversight System Enhancement Project will be implemented through an integrated strategic framework designed to strengthen the effective implementation of the eight Critical Elements (CEs) of a State Safety Oversight System in accordance with the Convention on International Civil Aviation, ICAO Standards and Recommended Practices (SARPs), the Global Aviation Safety Plan (GASP), the AFI Regional Aviation Safety Plan (AFI-RASP), the Abuja Safety Targets, and the ICAO No Country Left Behind (NCLB) Initiative.

The project adopts a State-centered, risk-based, competency-driven and results-oriented implementation approach that recognizes the differing levels of safety oversight maturity among participating States. Rather than applying standardized interventions, the project will deliver tailored technical assistance, institutional strengthening, competency development, and regional knowledge-sharing based on the specific needs and priorities of each beneficiary State.

C.2 STRATEGIC ENABLERS

C 2-1 State Prioritization

Beneficiary States shall be prioritized through a structured, risk-based and evidence-driven methodology to ensure that project resources and interventions are directed towards States with the greatest safety oversight capability gaps and the highest potential safety impact.

The prioritization methodology shall draw on relevant ICAO USOAP Continuous Monitoring Approach (CMA**)** information, including Effective Implementation (EI), Protocol Question (PQ) status, Significant Safety Concerns (SSCs), Corrective Action Plan (CAP) implementation status, ICAO Online Framework (OLF) information, State safety oversight performance, emerging safety risks, and identified regional priorities.

The prioritization process shall be dynamic and periodically reviewed, allowing the project to adjust the level and nature of support in response to changes in State performance, emerging safety

risks, progress in CAP implementation, and demonstrated improvement in safety oversight capability.

Based on the outcome of the prioritization assessment, beneficiary States shall be grouped into three implementation tiers:

Tier 1 – States Not Audited

Strategic objective: Establish visibility of State safety oversight capability and proactively identify and address potential weaknesses before they develop into significant safety concerns.

Interventions shall include:

- Baseline safety oversight capability assessment to establish the State's institutional, technical and operational capacity;
- Intensive technical assistance focused on identified capability and Critical Element gaps;
- High-frequency monitoring of priority actions, risks and performance indicators;
- Executive engagement to strengthen political and institutional commitment, accountability and safety leadership;
- Inspector competency assessment and development where capability gaps are identified;
- Mentoring and coaching for inspectors and key safety oversight personnel;
- Peer support and knowledge exchange with States demonstrating effective safety oversight practices;
- Regional collaboration through coordinated technical assistance, Communities of Practice and knowledge-sharing mechanisms; and
- Readiness support to strengthen State preparedness for future ICAO USOAP/CMA activities.

Tier 2 – States with Significant Safety Concerns (SSCs)

Strategic objective: Support immediate risk reduction and sustainable resolution of the systemic deficiencies contributing to the SSC, while strengthening the State's capacity to effectively exercise its safety oversight responsibilities.

Interventions shall include:

- Intensive and risk-focused technical assistance addressing the underlying causes and contributing factors associated with the SSC;
- High-frequency monitoring of safety risks, corrective measures and implementation progress;
- Executive engagement to strengthen accountability, leadership and timely decision-making;
- CAP implementation support, including prioritization, sequencing, evidence development and monitoring of corrective actions;
- Targeted Critical Element improvement addressing systemic weaknesses identified through ICAO CMA information and other available evidence;
- Inspector competency enhancement, including technical coaching and targeted competency-based training;
- Mentoring and coaching of key technical personnel;
- Periodic performance reviews to assess risk reduction and determine whether interventions require escalation, continuation or transition.

Tier 3 – States with Low Effective Implementation (EI)

Strategic objective: Improve the State's ability to effectively implement its safety oversight responsibilities through targeted capability enhancement, strengthened oversight processes and progressive institutional ownership.

Interventions shall include:

- Targeted Critical Element improvement based on EI, PQ status, risk and identified implementation gaps;
- Inspector competency enhancement through competency assessment, mentoring and technical coaching;
- Support in strengthening of regulatory and oversight processes to improve consistency between regulatory requirements and actual implementation;
- Mentoring and peer support to facilitate practical transfer of knowledge and good practices;

- Safety performance monitoring to track improvements in EI and identify areas requiring further intervention; and
- Support in knowledge management and institutionalization to ensure that improvements are retained and progressively led by the State.

C.2-2 Technical Assistance, Capacity Development and Knowledge Transfer Framework

Technical assistance shall constitute the primary mechanism for project implementation. The project will strengthen State Safety Oversight Systems through integrated technical assistance missions that combine advisory support, practical implementation, institutional strengthening, workplace learning, and knowledge transfer. Subject Matter Experts (SMEs) will work alongside national personnel to strengthen institutional capability while supporting the implementation of ICAO Standards and Recommended Practices (SARPs) and sustainable improvements in safety oversight.

This integrated approach ensures that every intervention contributes simultaneously to the implementation of safety oversight requirements, enhancement of technical competencies, strengthening of institutional systems, and long-term national ownership.

Project implementation will be delivered through a combination of complementary interventions, including:

- On-site technical assistance missions;
- Virtual technical advisory services;
- Remote mentoring and coaching;
- Support for Corrective Action Plan (CAP) implementation;
- Follow-up implementation reviews;
- Continuous monitoring through the ICAO Online Framework (OLF);
- Peer-to-peer technical cooperation;
- Regional technical workshops and knowledge-sharing activities.

Technical Areas and Critical Elements of Assistance

Technical assistance shall be tailored to the specific needs and priorities of each beneficiary State and delivered across the principal aviation safety oversight disciplines.

Technical Area	ICAO Critical Element	Scope of Assistance
LEG	**CE-1 Primary Aviation Legislation**	Assist States in developing, reviewing and implementing comprehensive aviation legislation that establishes the legal authority necessary for effective safety oversight in accordance with the Convention on International Civil Aviation.
	CE-2 Specific Operating Regulations	Support the development and implementation of regulations, policies and procedures that give effect to national aviation legislation and ICAO SARPs.
ORG	**CE-3 State Civil Aviation System and Functions**	Strengthen organizational structures, governance arrangements, responsibilities, coordination mechanisms and resources required for effective safety oversight.
PEL / OPS / AIR / ANS / AGA / AIG	**CE-4 Qualified Technical Personnel**	Strengthen the competency of technical personnel through workplace coaching, mentoring, practical guidance and embedded knowledge transfer during technical assistance missions.
All Technical Areas	**CE-5 Technical Guidance, Tools and Safety-Critical Information**	Support the development and review of technical procedures, inspector guidance, manuals, checklists, documentation, safety information and oversight tools required for standardized implementation.
PEL / OPS / AIR / AGA / ANS	**CE-6 Licensing, Certification, Authorization and Approval Obligations**	Provide technical assistance for licensing, certification, approvals and authorization processes to ensure compliance with regulatory requirements before aviation activities are conducted.
PEL/OPS / AIR / AGA / ANS	**CE-7 Surveillance Obligations**	Strengthen surveillance planning, inspections, audits, monitoring programmes and oversight methodologies to ensure continuous compliance by certificate holders.
All Technical Areas	**CE-8 Resolution of Safety Issues**	Support States in identifying, monitoring and resolving safety issues through effective corrective action planning, implementation monitoring and continuous improvement mechanisms.

Integrated Technical Assistance Interventions

Technical assistance interventions will be delivered across the above technical areas and Critical Elements through:

- Baseline assessments and implementation gap analysis.
- Technical advisory services.
- Legislative and regulatory review.
- Development and review of procedures, manuals and guidance material.
- Support for Corrective Action Plan implementation.
- Certification, licensing and surveillance support.
- Review of organizational systems and oversight processes.
- Follow-up implementation missions and progress reviews.

Capacity Development and Knowledge Transfer

Capacity development shall be integrated into every technical assistance mission to ensure that implementation support also strengthens national capability.

Subject Matter Experts will facilitate workplace learning through:

- On-the-job coaching during inspections, certification and surveillance activities.
- Technical mentoring and collaborative problem-solving.
- Joint implementation of oversight activities.
- Practical demonstrations of ICAO-compliant methodologies.
- Mission debriefings and technical feedback.

Knowledge sharing will be strengthened through:

- Peer-to-peer technical exchanges.
- Communities of Practice.
- Regional implementation workshops.
- Lessons Learned documentation.
- Regional Good Practice Repository.
- Technical knowledge-sharing sessions.

This integrated approach promotes institutional learning while reducing duplication of effort and supporting harmonized implementation across participating States.

Expected Deliverables

- Baseline Assessment Reports.
- Technical Assistance Mission Reports.
- Corrective Action Plans and implementation updates.
- Technical Advisory Notes.
- Updated regulations, procedures, manuals and guidance material.
- Organizational improvement recommendations.
- Coaching and mentoring records.
- Workplace learning reports.
- Regional workshop reports.
- Lessons Learned publications.
- Communities of Practice.
- Regional Knowledge Repository.

Expected Results

Implementation of this Strategic Enabler will contribute to:

- Enhanced implementation of the eight Critical Elements of an effective State Safety Oversight System.
- Improved compliance with ICAO Standards and Recommended Practices.
- Strengthened institutional capability of Civil Aviation Authorities.
- Improved technical competence through workplace-based learning.
- More effective certification, licensing and surveillance systems.
- Stronger organizational governance and oversight processes.
- Improved implementation of Corrective Action Plans.
- Increased regional collaboration and exchange of good practices.
- Sustainable national capability to maintain effective safety oversight systems.

C.2-3 Digital Transformation and Knowledge Enablement

Digital transformation shall enhance the efficiency, accessibility, and sustainability of project implementation by promoting the effective use of digital tools, virtual collaboration platforms, and information management systems to support technical assistance, knowledge sharing, and continuous engagement with beneficiary States.

The project will leverage appropriate digital technologies to complement on-site technical assistance and strengthen collaboration among participating States.

Digital interventions will include:

- Utilization of the ICAO Online Framework (OLF) to monitor implementation progress and support Corrective Action Plan (CAP) implementation.
- Delivery of virtual technical advisory sessions and remote mentoring where appropriate.
- Use of digital collaboration platforms to facilitate technical meetings, peer exchanges, and Communities of Practice.
- Development and maintenance of a regional digital repository for technical guidance, lessons learned, and good practices.
- Promotion of electronic documentation and knowledge-sharing to improve access to technical resources.
- Use of digital monitoring and reporting tools to strengthen project performance management.

Expected Deliverables

- Digital collaboration and communication platform.
- Regional technical knowledge repository.
- Virtual technical advisory sessions.
- Digital resource library and technical guidance materials.
- Electronic monitoring and reporting tools.

Expected Outcomes

- Improved accessibility to technical expertise and knowledge resources.
- Enhanced collaboration among participating States.

- More efficient monitoring of project implementation.
- Strengthened institutional knowledge management and retention.
- Increased sustainability through continuous virtual engagement and digital collaboration.

C.2-4 Gender Equality, Youth and Inclusive Participation

Gender equality, youth engagement, and inclusive participation shall be integrated across all project activities to ensure equitable access to technical assistance, strengthen institutional diversity, and promote the development of the next generation of aviation safety professionals. The project recognizes that diverse, inclusive, and intergenerational institutions are better positioned to sustain effective safety oversight, foster innovation, and strengthen organizational resilience.

Gender equality, youth participation, and inclusion will be mainstreamed throughout project planning, implementation, monitoring, and reporting to ensure that technical assistance benefits a broad and diverse range of technical personnel within beneficiary States.

Project interventions will seek to:

- Promote equitable participation of women, youth, and underrepresented groups in technical assistance missions, regional workshops, and knowledge-sharing activities.
- Encourage the participation of early-career inspectors, newly appointed technical personnel, and emerging aviation professionals by providing opportunities to work alongside experienced Subject Matter Experts during project missions.
- Facilitate knowledge transfer between experienced inspectors and the next generation of aviation professionals through mentoring, coaching, and collaborative technical activities.
- Support beneficiary States in strengthening inclusive workforce planning, succession planning, and talent development within Civil Aviation Authorities.
- Promote equal access to learning, professional development, and regional networking opportunities regardless of gender, age, or level of professional experience.
- Encourage Member States to include personnel with limited international or regional exposure in project activities to broaden technical experience and strengthen future leadership capacity.

- Integrate gender, youth, and inclusion considerations into project monitoring, reporting, and performance reviews.

Expected Deliverables

- Increased participation of women, youth, early-career professionals, and underrepresented technical personnel in project activities.
- Mentoring and knowledge transfer records.
- Participation statistics disaggregated by gender and, where appropriate, career stage.
- Good practice guidance on inclusive participation and talent development.

Expected Outcomes

- Increased participation of women and young aviation professionals in regional safety oversight initiatives.
- Enhanced technical exposure and professional development opportunities for early-career inspectors and personnel with limited regional or international experience.
- Improved succession planning and institutional knowledge transfer within Civil Aviation Authorities.
- More diverse and inclusive technical collaboration across participating States.
- Strengthened institutional resilience through the development of a broader and more diverse pool of aviation safety professionals.
- Sustainable national capacity supported by inclusive workforce development and intergenerational knowledge transfer.

C.3 GOVERNANCE

C.3-1 Government Inputs

Beneficiary States shall demonstrate ownership and commitment to the project by providing the necessary institutional, technical, and logistical support required for effective implementation. Government inputs shall include:

- Designation of a national project focal point and alternate focal point to coordinate project activities and facilitate communication with ICAO and project partners;

- Provision of unrestricted access to relevant legislation, regulations, manuals, procedures, records, and other documentation required for assessments and technical assistance activities;
- Availability of office space, meeting facilities, communication services, and administrative support during project missions and activities;
- Assignment of counterpart technical personnel to participate in assessments, mentoring programmes, training activities, and implementation of project recommendations;
- Facilitation of transportation, local logistics, security clearances, and other operational requirements necessary for mission execution;
- Active participation of technical personnel and management staff in workshops, seminars, training programmes, and project review meetings;
- Timely development, implementation, and monitoring of Corrective Action Plans (CAPs) arising from project activities, USOAP CMA findings, and other oversight assessments;
- Commitment to implementing recommended improvements and sustaining project outcomes beyond the project duration;
- Provision of relevant national data and performance information necessary for project monitoring, evaluation, and reporting.

C.3 -2 ICAO Inputs

ICAO shall serve as the executing agency and provide overall project leadership, technical coordination, and implementation oversight. ICAO inputs shall include:

- Overall project management, administration, and strategic oversight;
- Development and implementation of project work plans and technical assistance programmes;
- Deployment of qualified international and regional technical experts and consultants;
- Provision of technical guidance, advisory services, and subject matter expertise across all relevant safety oversight disciplines;
- Organization and delivery of national and regional training programmes, workshops, seminars, and capacity-building initiatives;

- Support for the development and implementation of State-specific improvement plans and Corrective Action Plans (CAPs);
- Monitoring and evaluation of project implementation and performance indicators;
- Facilitation of coordination among beneficiary States, AFCAC, RSOOs, RAIOs, and development partners;
- Preparation of progress reports, performance assessments, and project completion reports

C.3 -3 Technical Expertise Required

To address identified safety oversight deficiencies and support implementation of the project objectives, ICAO may deploy multidisciplinary teams of international and regional experts possessing specialized competencies in the following areas:

- Flight Operations (OPS);
- Personnel Licensing and Training (PEL);
- Airworthiness and Aircraft Maintenance (AIR);
- Aerodrome and Ground Aids (AGA);
- Air Navigation Services (ANS);
- Accident and Incident Investigation (AIG);
- Aviation Legislation and Regulatory Framework Development;
- Organizational Development and Safety Oversight Systems (ORG);
- USOAP CMA Methodology and ICAO Online Framework (OLF) Management;
- Aviation Training Systems and Competency-Based Training Programmes.

Technical experts may be deployed through short-term missions, long-term advisory assignments, virtual engagements, mentoring programmes, and specialized training activities, depending on the specific needs of each beneficiary State.

C.3-4 Partner Inputs

Development partners, regional organizations, industry stakeholders, and collaborating institutions may provide complementary support to enhance project effectiveness and expand its impact. Partner contributions may include:

- Provision of specialized subject matter experts and technical advisors;
- Financial contributions to support project implementation and capacity-building activities;
- Sponsorship of training programmes, workshops, seminars, and technical exchanges;
- Access to technical tools, software applications, databases, and information management systems;
- Sharing of best practices, lessons learned, and regional experiences;
- Peer-review and mentoring support from mature Civil Aviation Authorities and aviation organizations;
- Support for research, innovation, and knowledge-sharing initiatives;
- Provision of training scholarships, fellowships, and professional development opportunities;
- In-kind contributions, including facilities, equipment, and technical resources where appropriate.

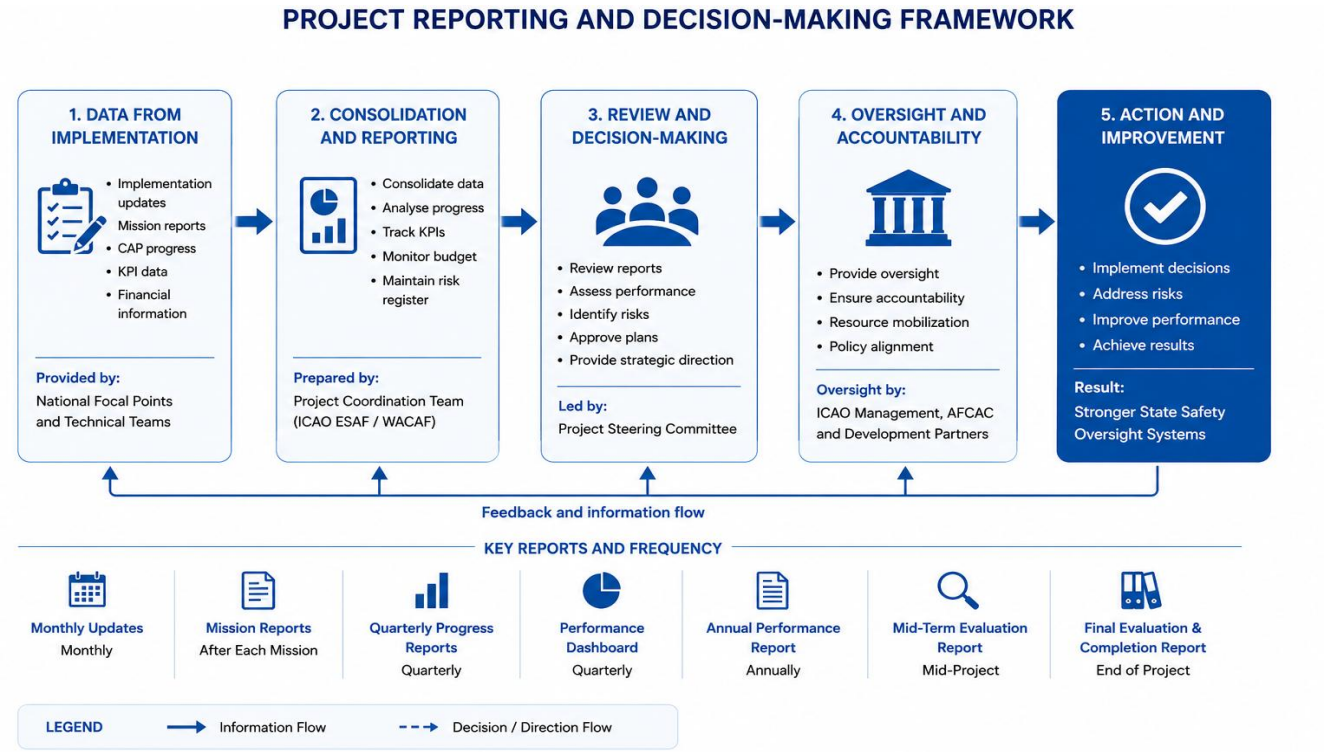
Effective project implementation will be supported through a collaborative partnership framework involving all key stakeholders.

STAKEHOLDER	PRIMARY RESPONSIBILITY
ICAO	Project execution, technical coordination, monitoring and oversight
Beneficiary States	Implementation of project activities, CAPs, and sustainability measures
AFCAC	Regional coordination, advocacy, and stakeholder engagement
RSOOs	Technical assistance, mentoring, and regional expertise
RAIOs	Accident investigation support and capacity development
Development Partners	Financial and technical support
Civil Aviation Training Organizations	Delivery of specialized training programmes
Industry Stakeholders	Technical expertise, best practices, and operational support

This collaborative approach will ensure effective implementation of project activities, promote ownership by beneficiary States, and enhance the long-term sustainability of project outcomes.

C.4 RESULTS BASED MONITORING, EVALUATION AND REPORTING

Project performance will be managed using the Results-Based Management framework illustrated in below. The framework establishes a clear results chain linking project resources and implementation activities to measurable outputs, institutional outcomes, and long-term improvements in aviation safety oversight performance. Monitoring and evaluation activities will assess progress at each level of the results chain to ensure accountability, facilitate adaptive management, and demonstrate the contribution of the project to strengthening State Safety Oversight Systems.



Deliverable	Frequency	Responsibility
Baseline Assessment Reports	Once per State	Technical Team
Mission Reports	After each mission	Mission Team

Quarterly Progress Reports	Quarterly	Project Coordination Team
Performance Dashboard	Quarterly	Project Coordination Team
Annual Performance Report	Annually	ICAO
Mid-Term Evaluation Report	Year 2	Independent Evaluator
Final Evaluation Report	Project Completion	Independent Evaluator

C.5 RESOURCE MOBILIZATION AND PARTNERSHIP STRATEGY

ICAO provides overall leadership and coordination, while AFCAC, RSOOs, RAIOs, Member States, development partners, training organizations, and industry stakeholders contribute complementary technical, financial, and institutional resources. The framework promotes coordinated implementation, maximizes regional expertise, and minimizes duplication of effort.

Deliverable	Description
Partnership Framework	Formal collaboration arrangements
Annual Partnership Plan	Coordinated annual activities
Donor Coordination Meetings	Resource alignment
Technical Expert Roster	Regional pool of experts
Resource Mobilization Strategy	Funding roadmap
Annual Partnership Review Report	Partnership performance assessment

D. PROJECT OPERATING SCHEDULE

The project will be implemented over a **36-months period (2027–2029)** through a phased, results-based implementation approach designed to progressively strengthen the safety oversight capabilities of participating States. The implementation strategy combines technical assistance, institutional strengthening, workplace knowledge transfer, and regional collaboration to support the effective implementation of ICAO Standards and Recommended Practices (SARPs) and the eight Critical Elements (CEs) of an effective State Safety Oversight System.

Project implementation will be guided by State-specific priorities identified through baseline assessments and aligned with the findings of the ICAO Universal Safety Oversight Audit

Programme Continuous Monitoring Approach (USOAP CMA), Corrective Action Plans (CAPs), and information available through the ICAO Online Framework (OLF). Technical interventions will be tailored to the unique needs of each beneficiary State while promoting harmonized implementation and regional cooperation across the ESAF and WACAF Regions.

Implementation will be undertaken through multidisciplinary Subject Matter Expert (SME) missions complemented by virtual technical advisory services, remote mentoring, peer-to-peer collaboration, and continuous performance monitoring. Throughout the project, technical assistance will be integrated with workplace coaching, organizational strengthening, and knowledge transfer to ensure that improvements are institutionalized and sustained beyond the project period.

The implementation schedule is organized into four sequential phases, each with clearly defined objectives, activities, deliverables, and performance milestones. While presented sequentially, the phases are complementary and may overlap where necessary to respond to State priorities, implementation progress, and emerging safety oversight needs. This flexible approach will enable the project to adapt to changing circumstances while maintaining focus on achieving the intended outcomes and ensuring the efficient use of project resources (see Appendix 2).

The four implementation phases comprise:

- **Phase 1 (Q1–Q2 2027):** Baseline Assessment, Project Inception and Implementation Planning.
- **Phase 2 (Q3 2027–Q2 2028):** Technical Assistance, Institutional Strengthening and Capacity Development.
- **Phase 3 (Q3 2028–Q2 2029):** Follow-up Implementation, Performance Evaluation and Validation Support.
- **Phase 4 (Q3–Q4 2029):** Sustainability, Knowledge Transfer and Project Closure.

Each phase builds upon the achievements of the previous phase, ensuring a logical progression from assessment and planning through implementation and performance improvement to long-term sustainability. Regular monitoring, quarterly progress reviews, annual performance assessments, and independent evaluations will provide the evidence required to measure progress,

inform decision-making, and support adaptive project management throughout the implementation period.

E. PROJECT OPERATING BUDGET

The project budget has been developed to support the effective implementation of the planned technical assistance, institutional capacity building, knowledge management, monitoring and evaluation, and project coordination activities over the thirty-six (36) months implementation period. The budget has been structured around the project's expected outputs and major implementation components to ensure efficient allocation of resources and effective monitoring of project expenditures (see appendix 2).

The budget estimates are indicative and may be adjusted based on the number of participating States, implementation priorities, prevailing ICAO rates, security considerations, and funding availability. Beneficiary States are expected to provide in-kind contributions, including office facilities, meeting venues, counterpart personnel, and local coordination support where applicable.

E.1 Budget Summary

The budget has been developed based on the following assumptions:

- The budget covers one beneficiary State over a period of 36 months.
- Four (4) technical assistance missions will be conducted each year, resulting in twelve (12) missions over the project duration.
- Each mission comprises seven (7) technical experts deployed for ten (10) days.
- Mission costs include international airfare, Daily Subsistence Allowance (DSA), and terminal/local transportation.
- An annual subscription for Data Analysis and Reporting Software is included to support project monitoring, performance analysis, dashboard development, reporting, and knowledge management.
- The beneficiary State will provide office facilities, meeting rooms, counterpart personnel, and local coordination support at no additional cost to the project.
- Technical assistance activities—including baseline assessments, advisory services, implementation support, mentoring, capacity development, and follow-up—are delivered during the scheduled missions and therefore do not require separate budget allocations.

- A 5% contingency has been included to accommodate unforeseen operational costs, inflationary adjustments, and exchange rate fluctuations.

Table E-1 Budget Component

Budget Component	Basis of Estimate	Amount (USD)
Technical Assistance Mission 1 (Baseline Assessment)	7 experts × 10 days	28,258.00
Technical Assistance Mission 2	7 experts × 10 days	28,258.00
Technical Assistance Mission 3	7 experts × 10 days	28,258.00
Technical Assistance Mission 4	7 experts × 10 days	28,258.00
Annual Subscription – Data Analysis and Reporting Software	One annual subscription	**2,500.00**
Subtotal (Annually)	4 missions + annual software subscription	**115,532.00**
Contingency (5%)	Unforeseen operational costs	**5,776.60**
Total Budget per State (One Year)		**121,308.60**

E.2 Budget Justification

Table E-2 Budget Justification

Budget Component	Justification
Technical Assistance Missions	Covers international airfare, Daily Subsistence Allowance (DSA), and terminal/local transportation for seven technical experts undertaking four missions to provide assessments, advisory services, implementation support, mentoring, capacity development, and follow-up.
Annual Subscription Data Analysis and Reporting Software	Supports collection, analysis, visualization, and reporting of project performance data, including dashboards, trend analysis, monitoring of corrective actions, and evidence-based decision-making. The software also facilitates standardized reporting across beneficiary States and strengthens knowledge management.
Contingency (5%)	Provides for unforeseen operational costs, exchange rate fluctuations, and minor variations in travel or implementation expenses.

F. RISK MANAGEMENT FRAMEWORK

Effective risk management is fundamental to the successful implementation and sustainability of the project. Given the multi-country nature of the programme and the varying levels of safety oversight maturity among participating States, a structured and proactive risk management approach will be applied throughout the project lifecycle to identify, assess, mitigate, monitor, and respond to potential risks that could affect the achievement of project objectives.

The project will adopt a risk-based management approach that is fully integrated into project planning, implementation, monitoring, and evaluation. Risks will be systematically identified during project inception and continuously reviewed throughout implementation to ensure that emerging issues are addressed in a timely and coordinated manner. The Project Coordination Team, in collaboration with beneficiary States, Subject Matter Experts (SMEs), the Project Steering Committee, and development partners, will maintain an up-to-date risk register and implement appropriate mitigation measures to minimize the likelihood and impact of identified risks (see figure F-1).

Risk management will consider both internal and external factors that may influence project performance, including institutional capacity, stakeholder engagement, resource availability, changes in national priorities, operational constraints, and other implementation challenges. Particular attention will be given to risks that may affect the delivery of technical assistance, implementation of Corrective Action Plans (CAPs), achievement of project milestones, and the sustainability of project outcomes.

Regular risk reviews will be undertaken as part of the project's monitoring and reporting framework, with mitigation measures adjusted as necessary to respond to changing circumstances. Significant risks and their mitigation actions will be reported through quarterly progress reports and reviewed by the Project Steering Committee to support informed decision-making and adaptive project management (see table C6-1).

By embedding risk management into all phases of implementation, the project will strengthen resilience, enhance accountability, support effective resource utilization, and increase the

likelihood of achieving sustainable improvements in the safety oversight capabilities of participating States.

Table F-1

Deliverable	Frequency
Project Risk Register	Continuous
Mission Risk Assessments	Every mission
Quarterly Risk Reports	Quarterly
Annual Risk Review	Annually
Updated Mitigation Plans	As required
Lessons Learned Report	Annual

G. PROJECT SUSTAINABILITY STRATEGY

- The project is designed to achieve sustainable improvements in State safety oversight systems beyond the project implementation period.
- Sustainability will be promoted through institutional strengthening, development of national expertise, implementation of train-the-trainer programmes, establishment of mentoring networks, enhancement of organizational procedures, and integration of safety oversight activities into national planning frameworks.
- The project will further support the establishment of regional expert pools, strengthened collaboration among African States, and continued engagement with RSOOs and RAIOs to facilitate long-term technical cooperation.
- By project completion, beneficiary States should possess the institutional capacity, technical competencies, and governance mechanisms necessary to maintain and continuously improve their safety oversight systems independently.

H. CONCLUSION

The ESAF/WACAF Regional Safety Oversight Enhancement Project provides a structured and targeted framework to support African States with SSCs, low EI scores, scheduled ICAO audits, and weak safety oversight capabilities. Through coordinated regional assistance, technical missions, capacity building, and continuous monitoring, the project will contribute significantly to the strengthening of aviation safety oversight systems in Africa and achievement of ICAO and AFI Plan safety objectives.

I. APPENDICES

APPENDIX 1 : USOAP AUDIT RESULTS

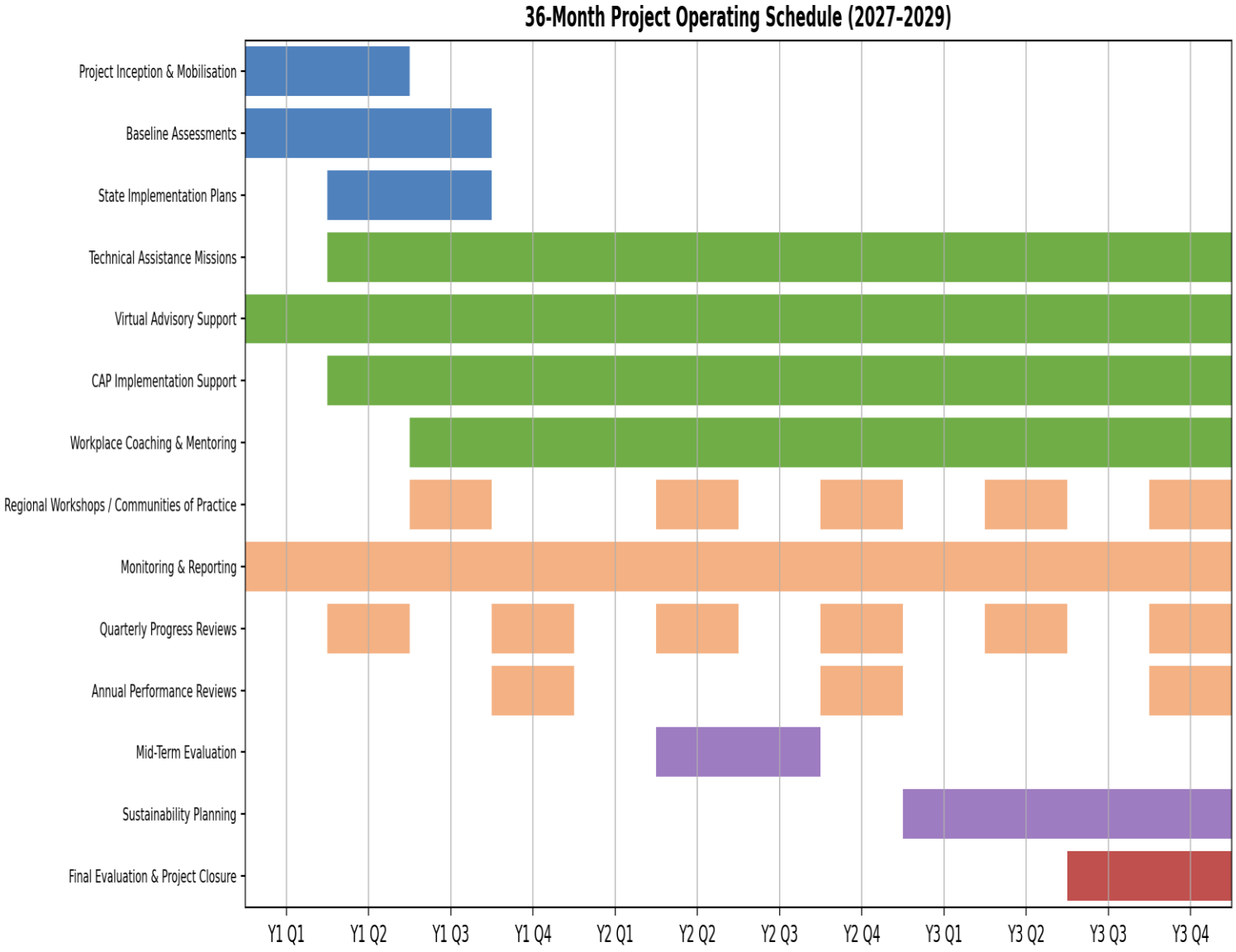
STATE	USOAP RESULTS
1. Burundi	44.18
2. Cameroon	57.50%
3. Chad	44.17%
4. Comoros	33.39%
5. Djibouti	51.13%
6. Democratic Republic of Congo	64.12% (SSC)
7. Eritrea	19.93%
8. Eswatini	34.89%
9. Guinea	41.72%
10. Guinea-Bissau	9.47%
11. Lesotho	21.01%
12. Liberia	28.04% (SSC)
13. Mauritius	57.89%
14. Seychelles	42.17%
15. Somalia	Not Audited
16. South Sudan	Not Audited

APPENDIX 2: PROPOSED ACTIVITY-BASED BUDGET (36 MONTHS)

Annual Budget Break down

Activity	Year 1 (USD)	Year 2 (USD)	Year 3 (USD)	Total (USD)
Mission 1 – Baseline Assessment and Gap Analysis	28,258.00	28,258.00	28,258.00	84,774.00
Initial assessment against ICAO Critical Elements	Included	Included	Included	Included
Development of State Improvement Roadmap	Included	Included	Included	Included
Mission 2 – Capacity Development and Implementation Support	28,258.00	28,258.00	28,258.00	84,774.00
Competency assessment and inspector mentoring	Included	Included	Included	Included
Review of regulations, procedures and technical guidance	Included	Included	Included	Included
Mission 3 – Implementation Review and Advisory Support	28,258.00	28,258.00	28,258.00	84,774.00
Verification of implementation progress	Included	Included	Included	Included
Coaching and technical advisory support	Included	Included	Included	Included
Mission 4 – Performance Evaluation and Sustainability Planning	28,258.00	28,258.00	28,258.00	84,774.00
Performance review and follow-up assessment	Included	Included	Included	Included
Recommendations for sustainability and continuous improvement	Included	Included	Included	Included
Annual Subscription – Data Analysis and Reporting Software	2,500.00	2,500.00	2,500.00	7,500.00
Subtotal	**115,532.00**	**115,532.00**	**115,532.00**	**346,596.00**
Contingency (5%)	**5,776.60**	**5,776.60**	**5,776.60**	**17,329.80**
Grand Total	**121,308.60**	**121,308.60**	**121,308.60**	**363,925.80**

APPENDIX 3 INDICATIVE OPERATING SCHEDULE



J. LIST OF FIGURES

Figure 1: USOAP States profile (Burundi)

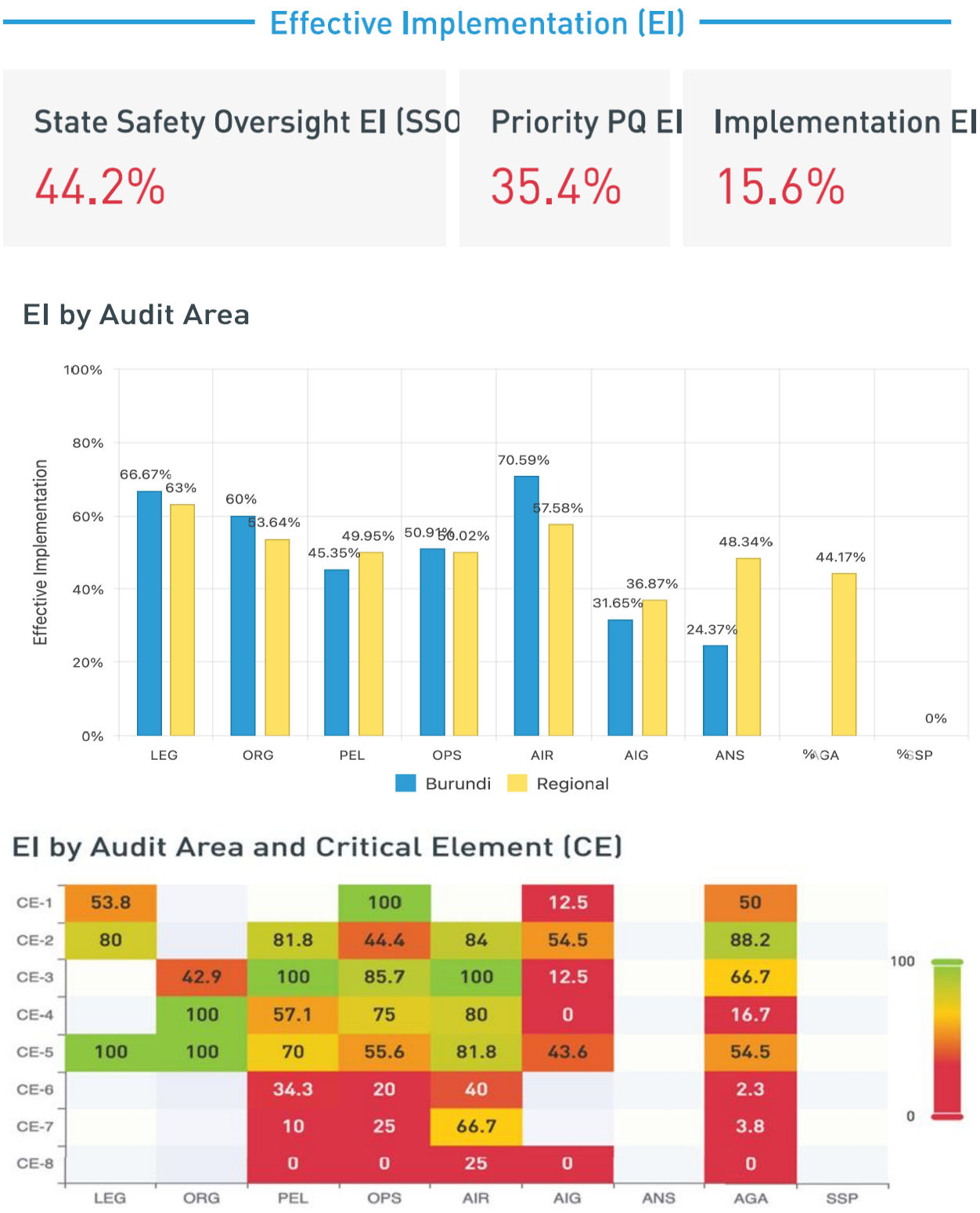


Figure 2: USOAP States profile (Cameroon)

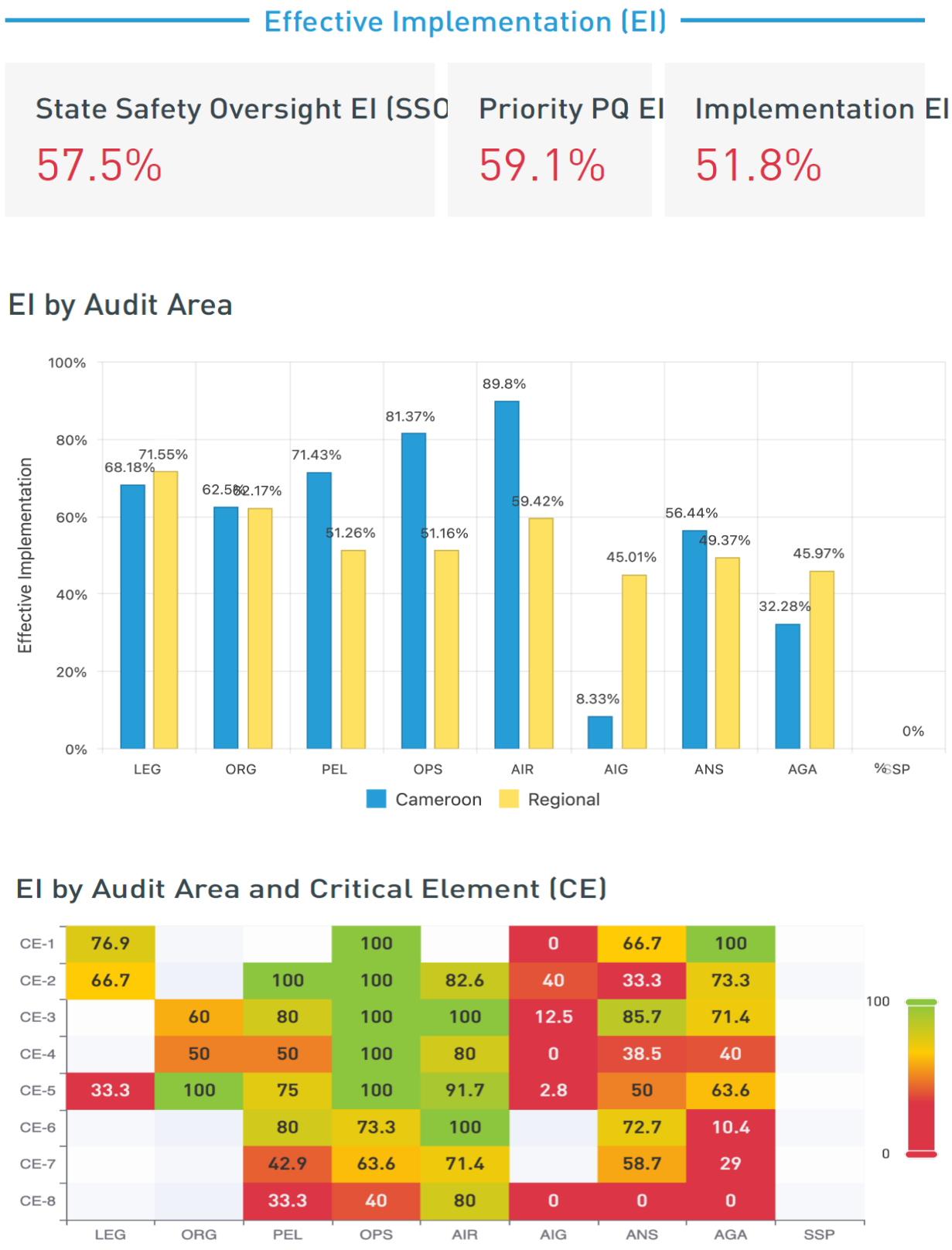


Figure 3: USOAP States profile (Chad)

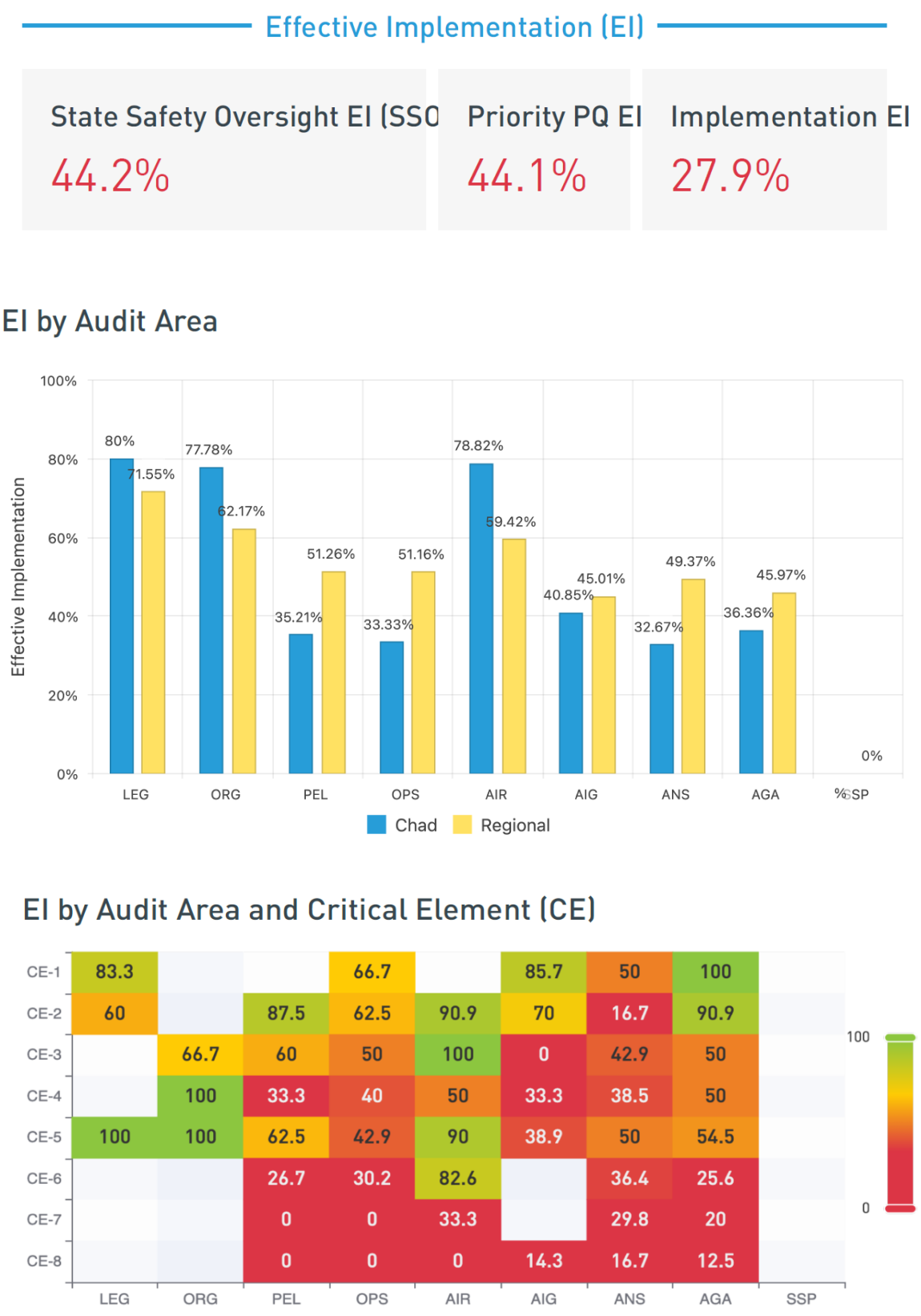


Figure 4: USOAP States profile (Comoros)

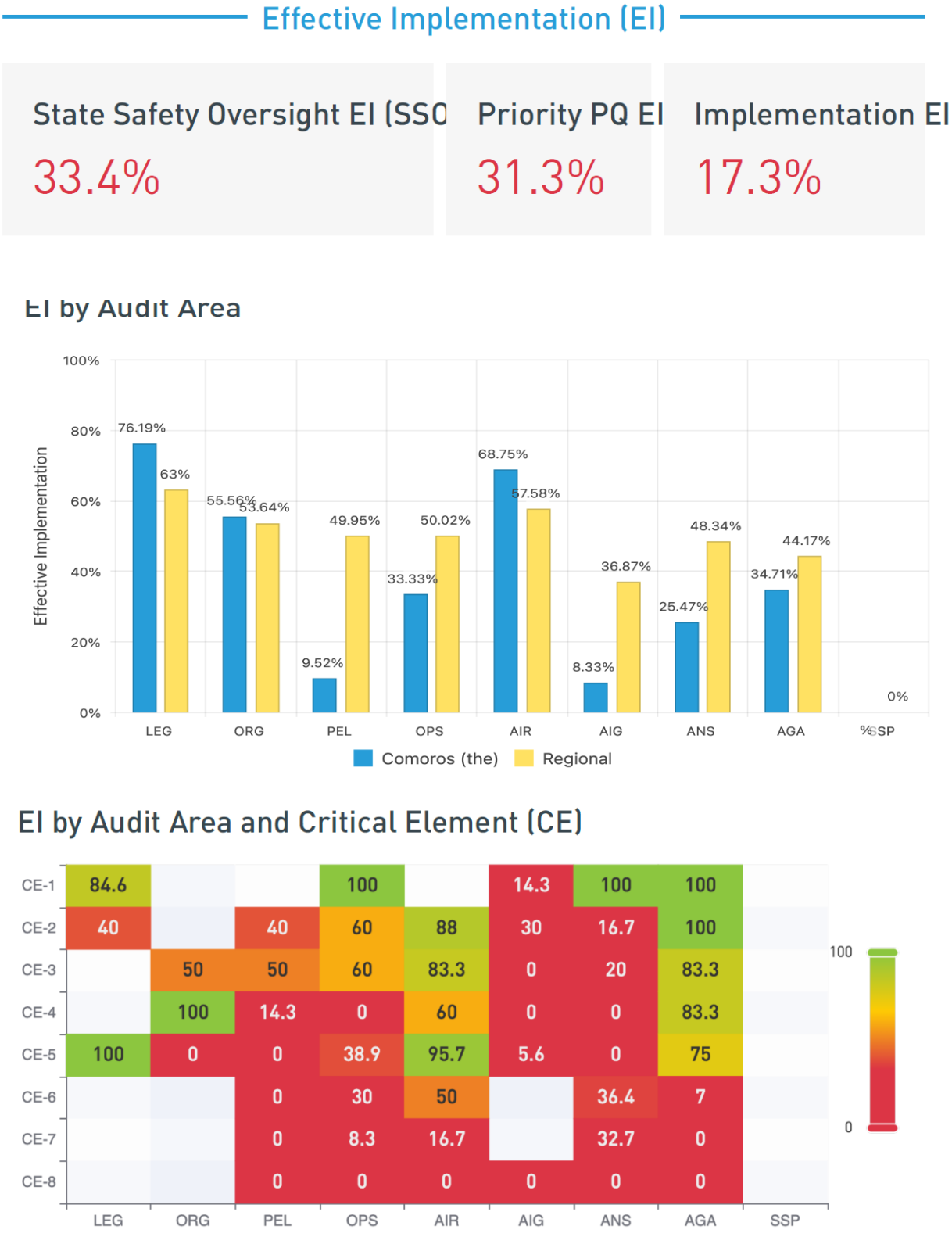


Figure 5: USOAP States profile (Djibouti)

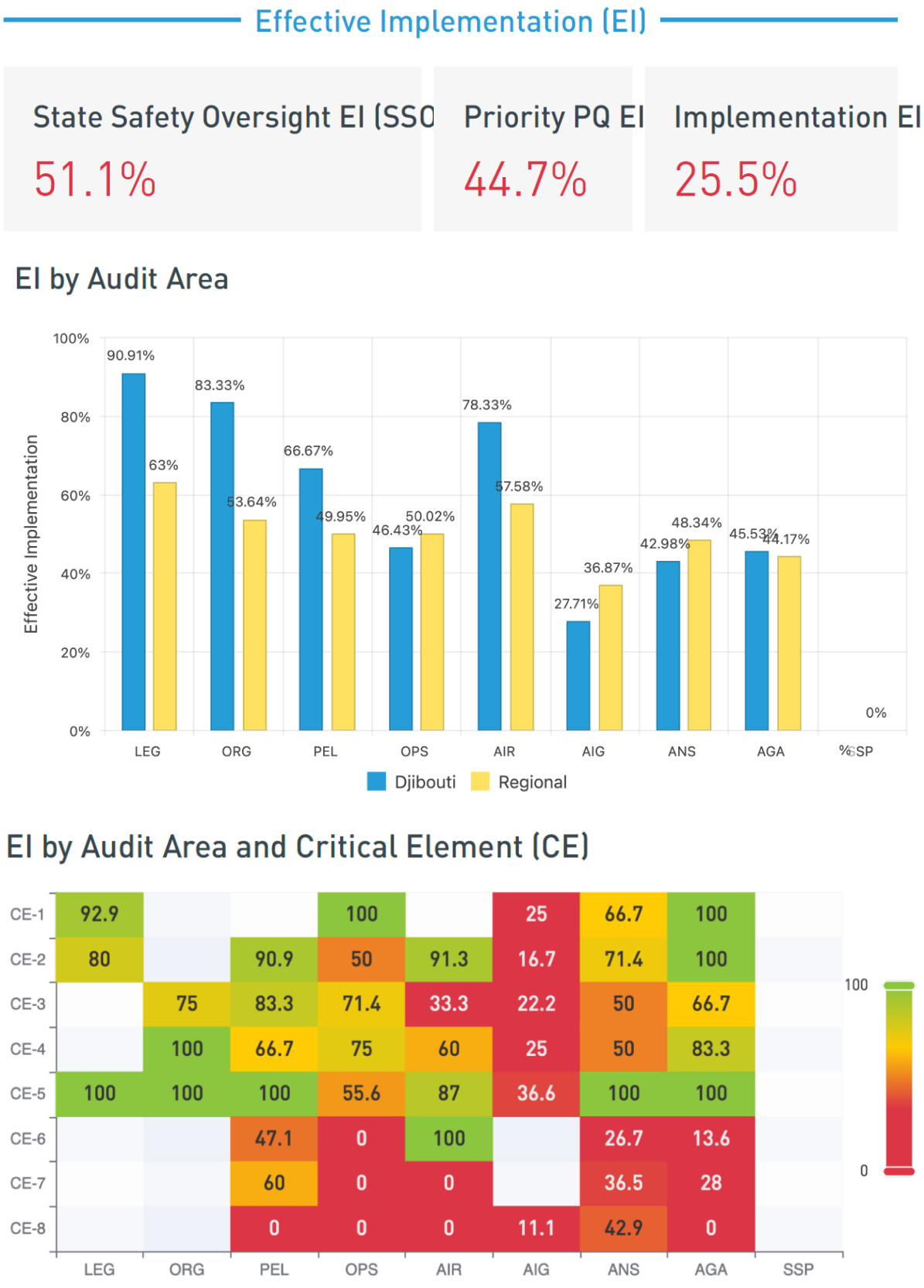
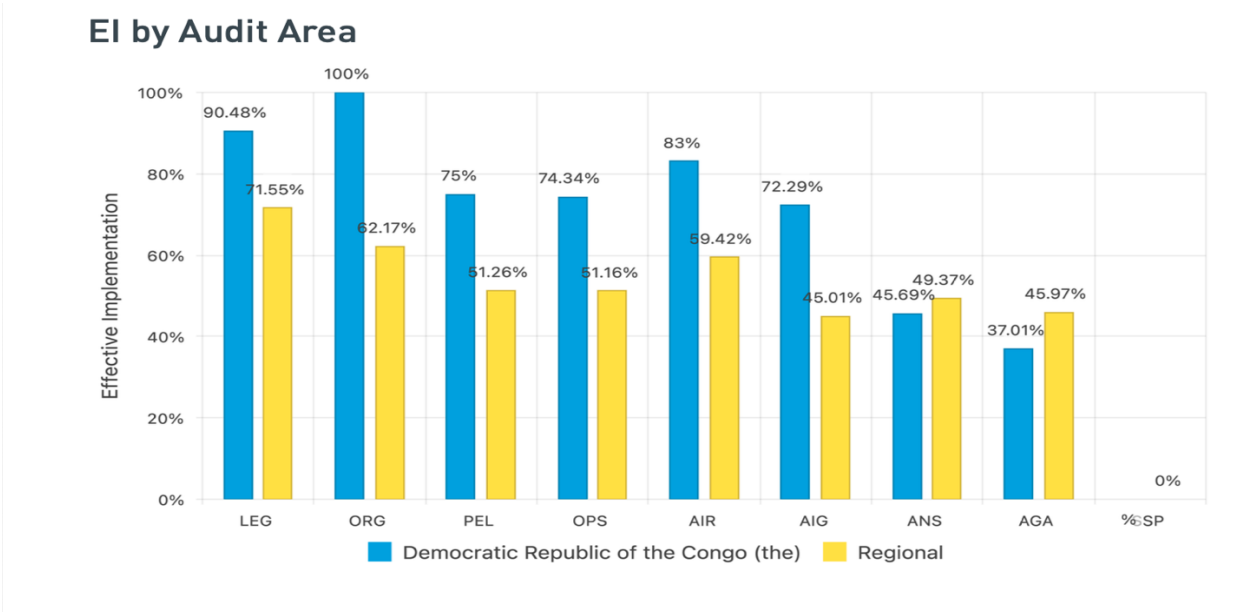


Figure 6: USOAP States profile (Democratic Republic of Congo)



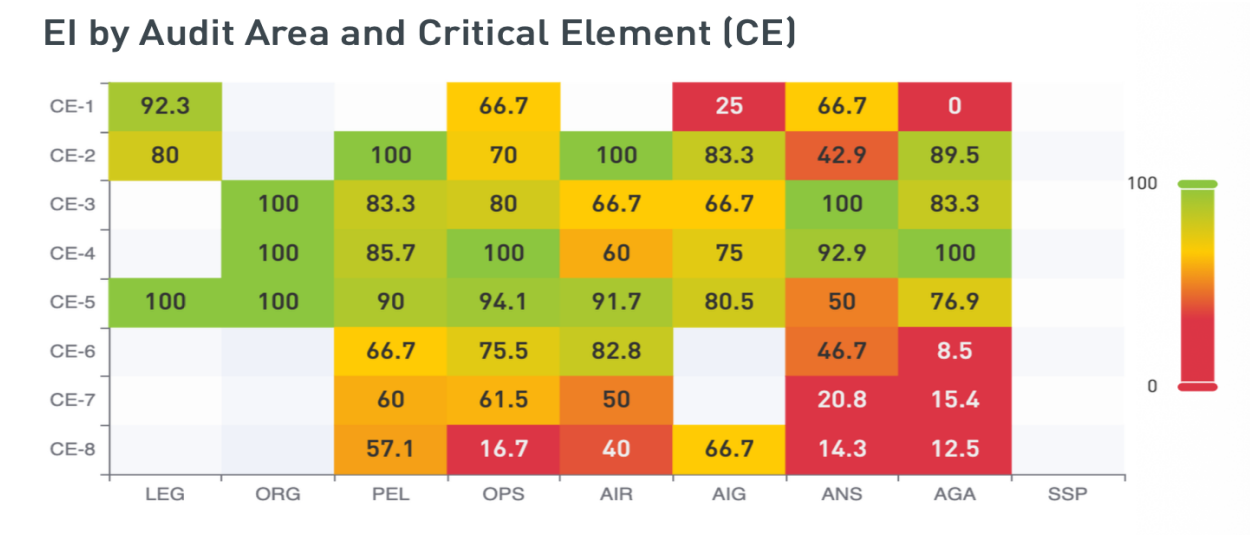


Figure 7: USOAP States profile (Eritrea)

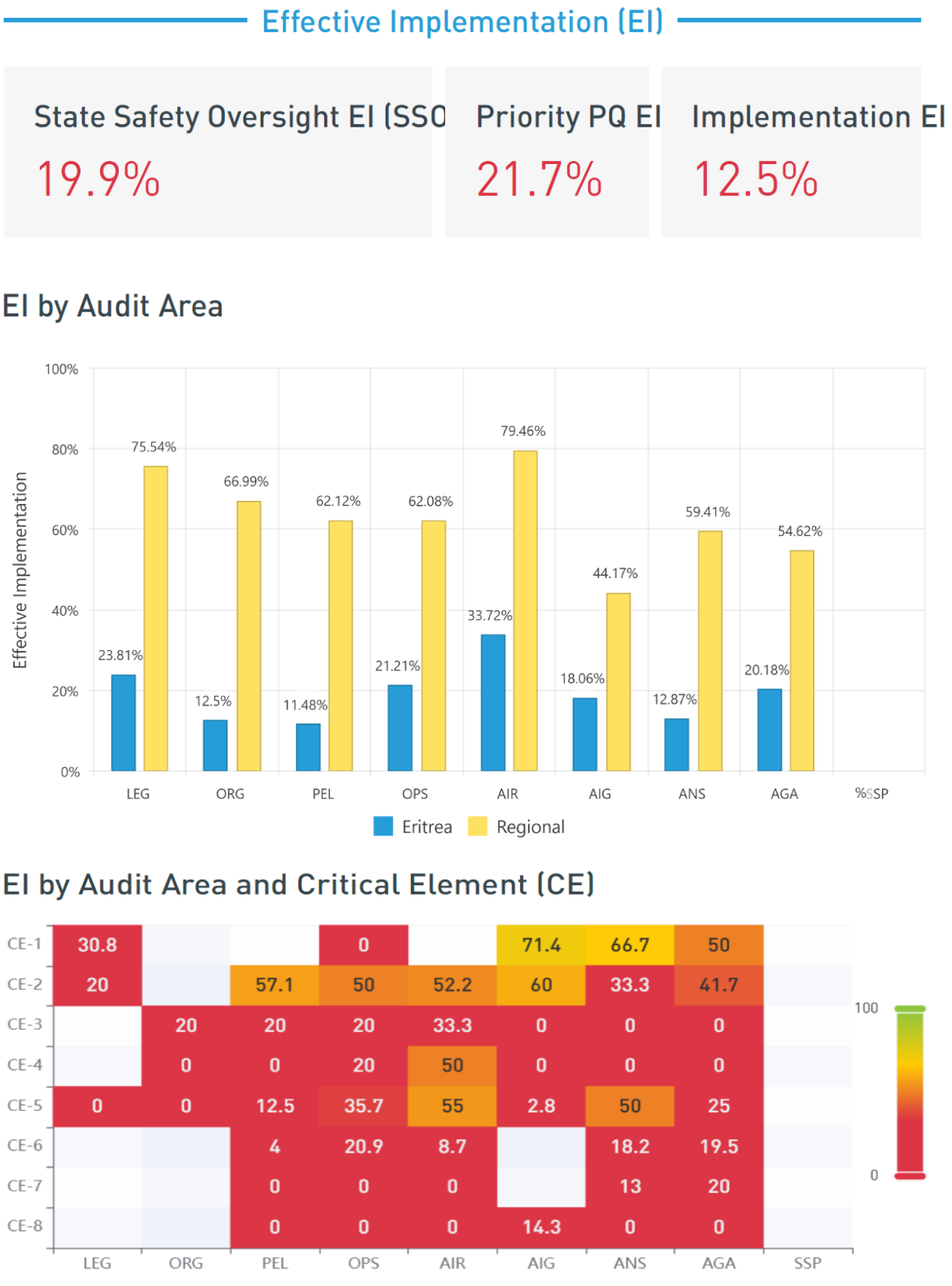


Figure 8: USOAP States profile (Eswatini)

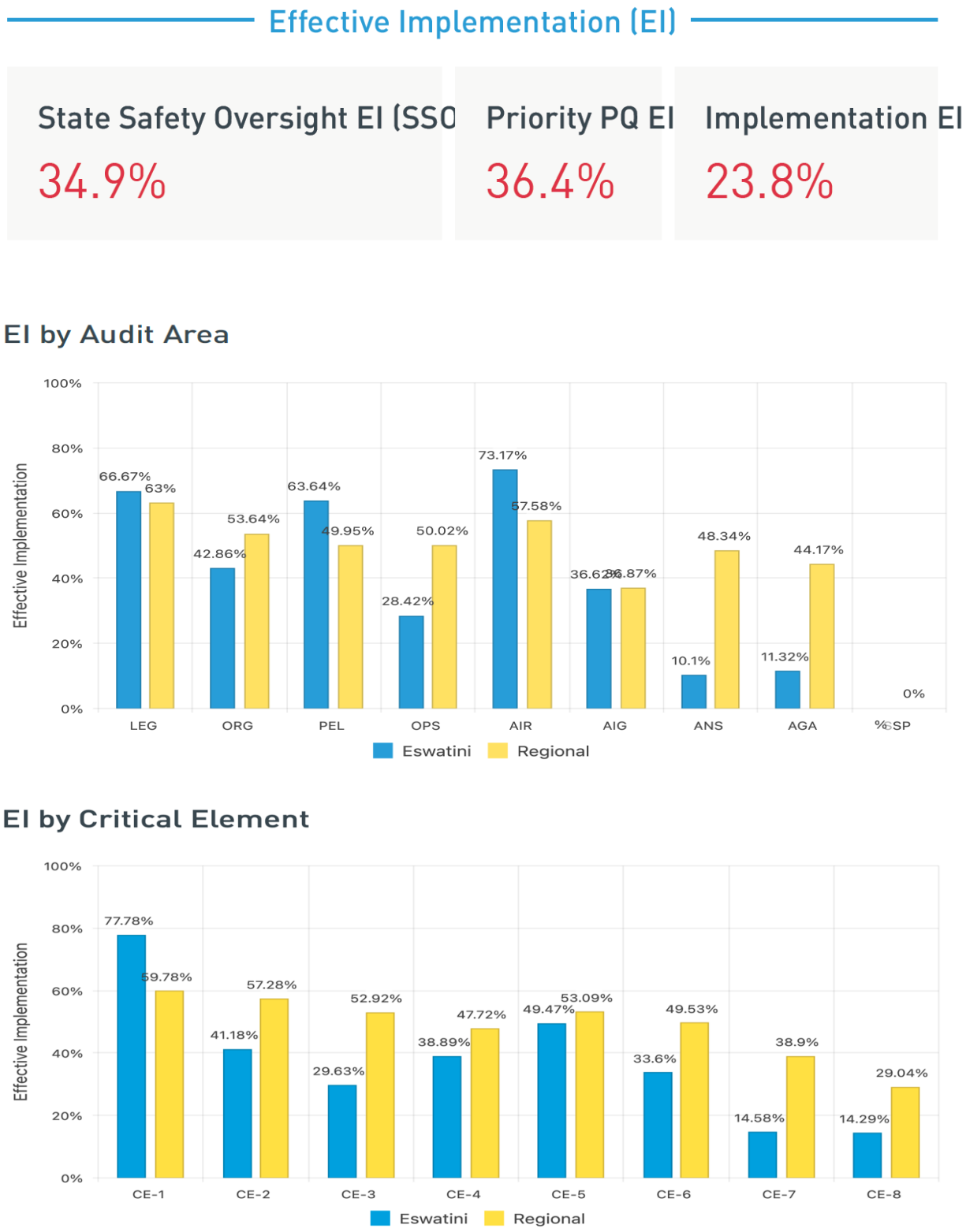


Figure 9: USOAP States profile (Guinea)

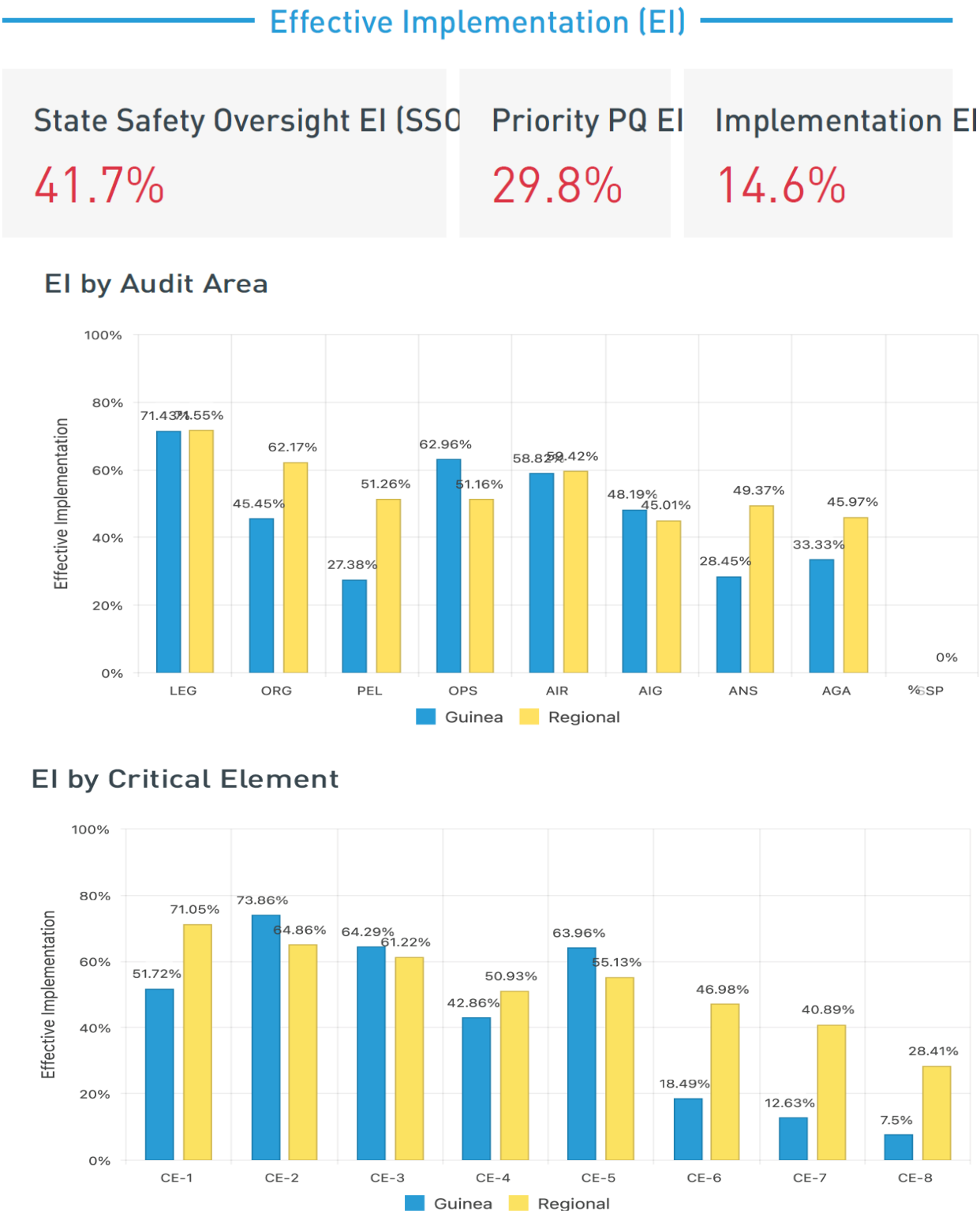


Figure 10: USOAP States profile (Guinea-Bissau)

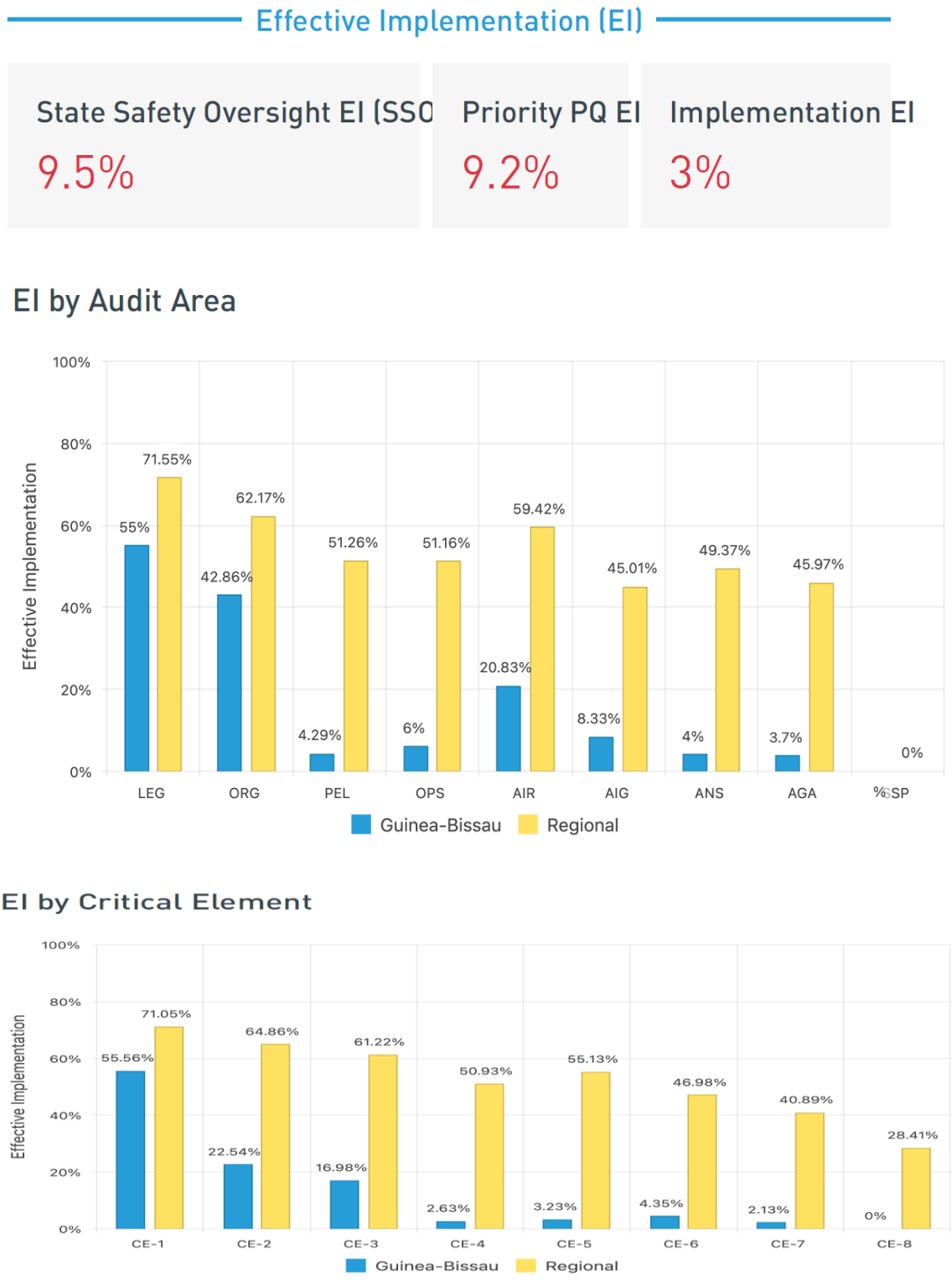


Figure 11: USOAP States profile (Lesotho)

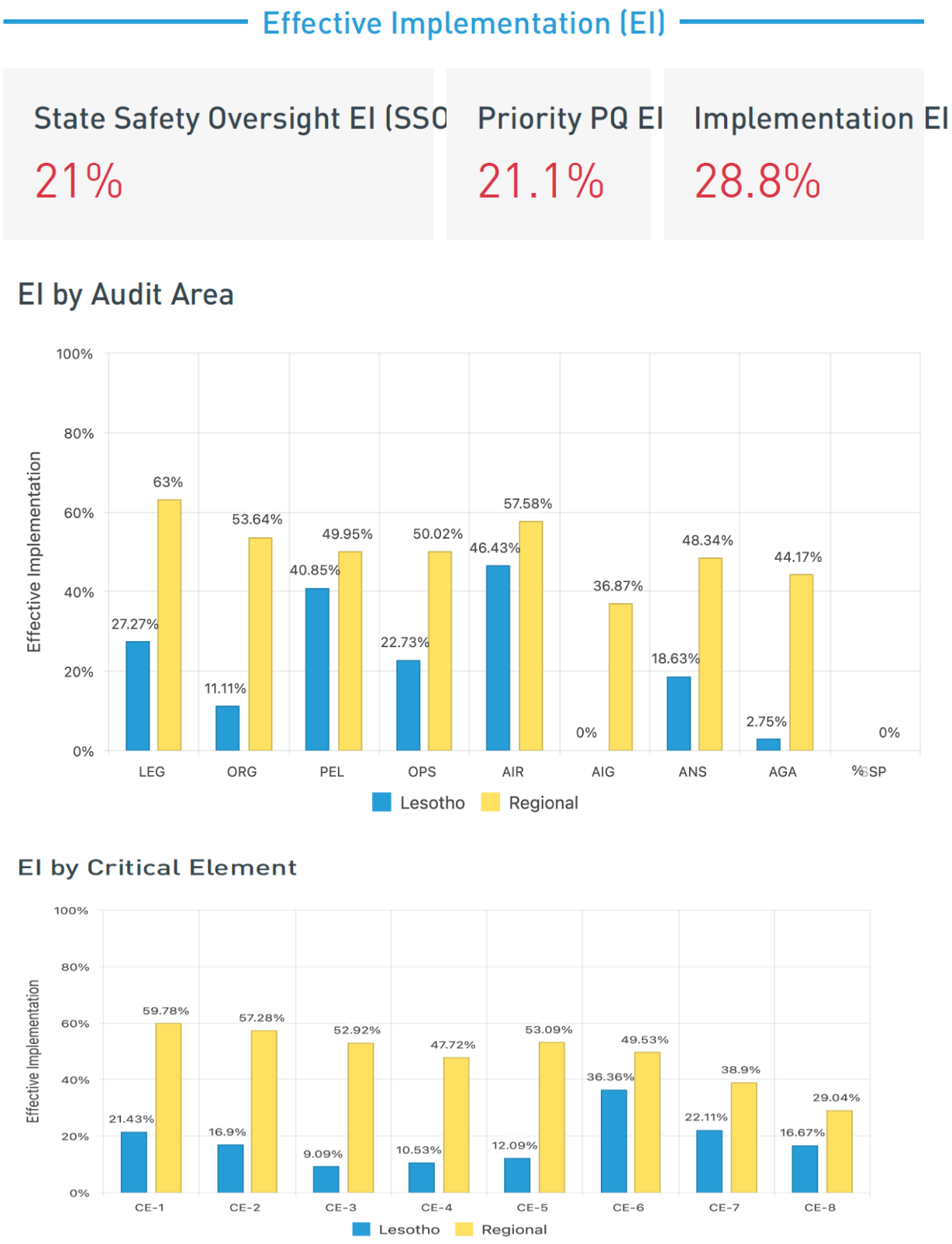


Figure 12: USOAP States profile (Liberia)

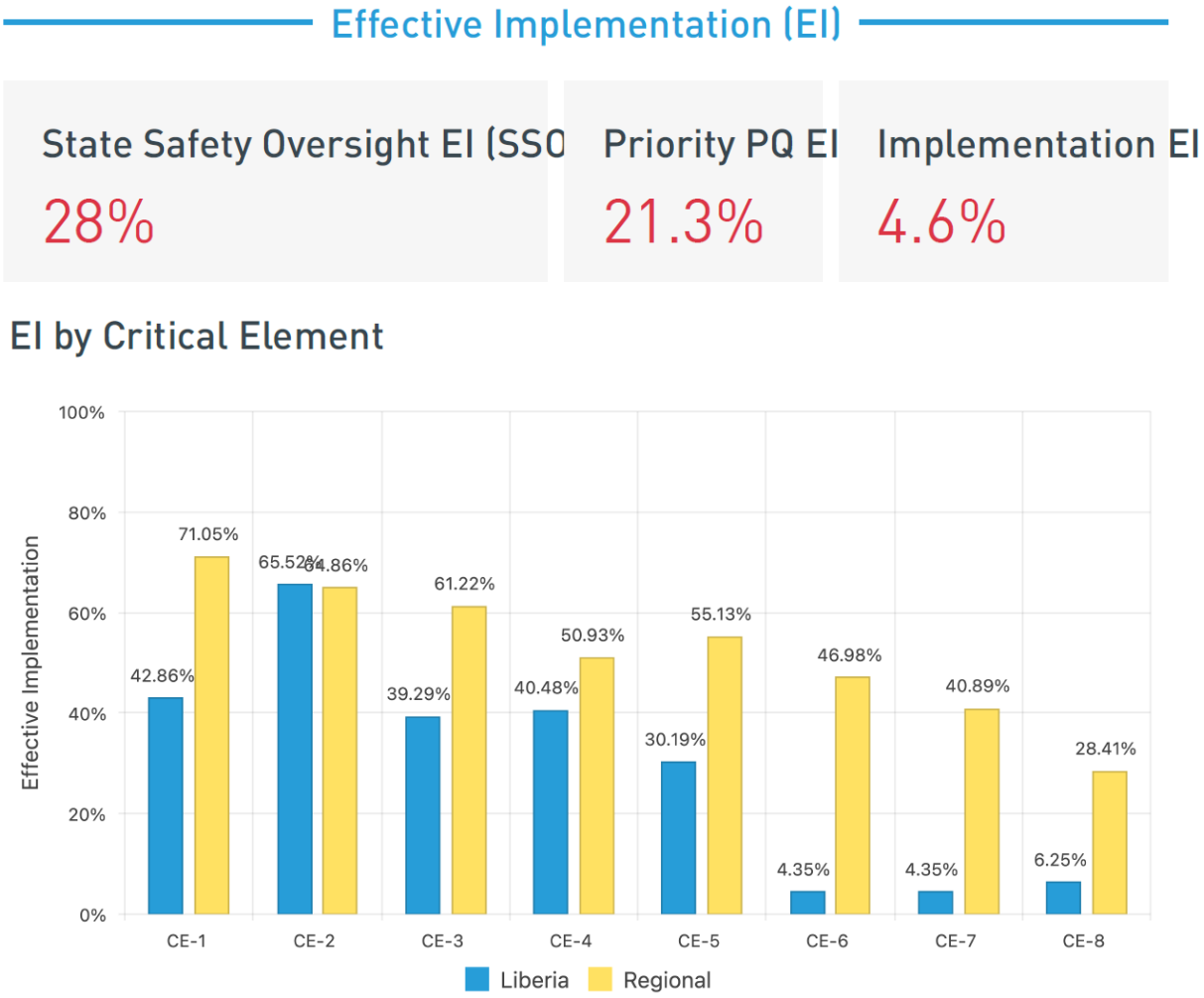


Figure 13: USOAP States profile (Mauritius)

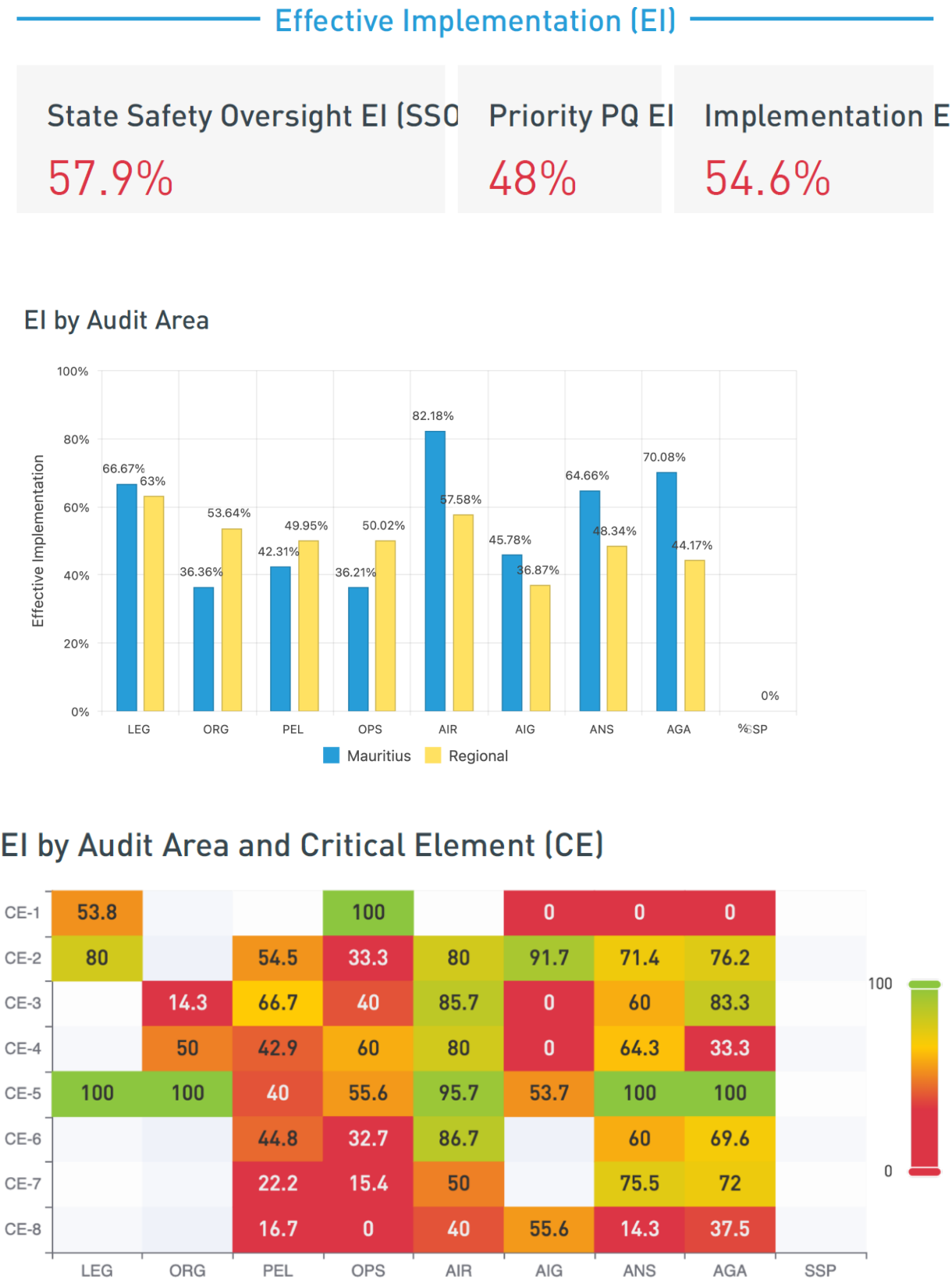
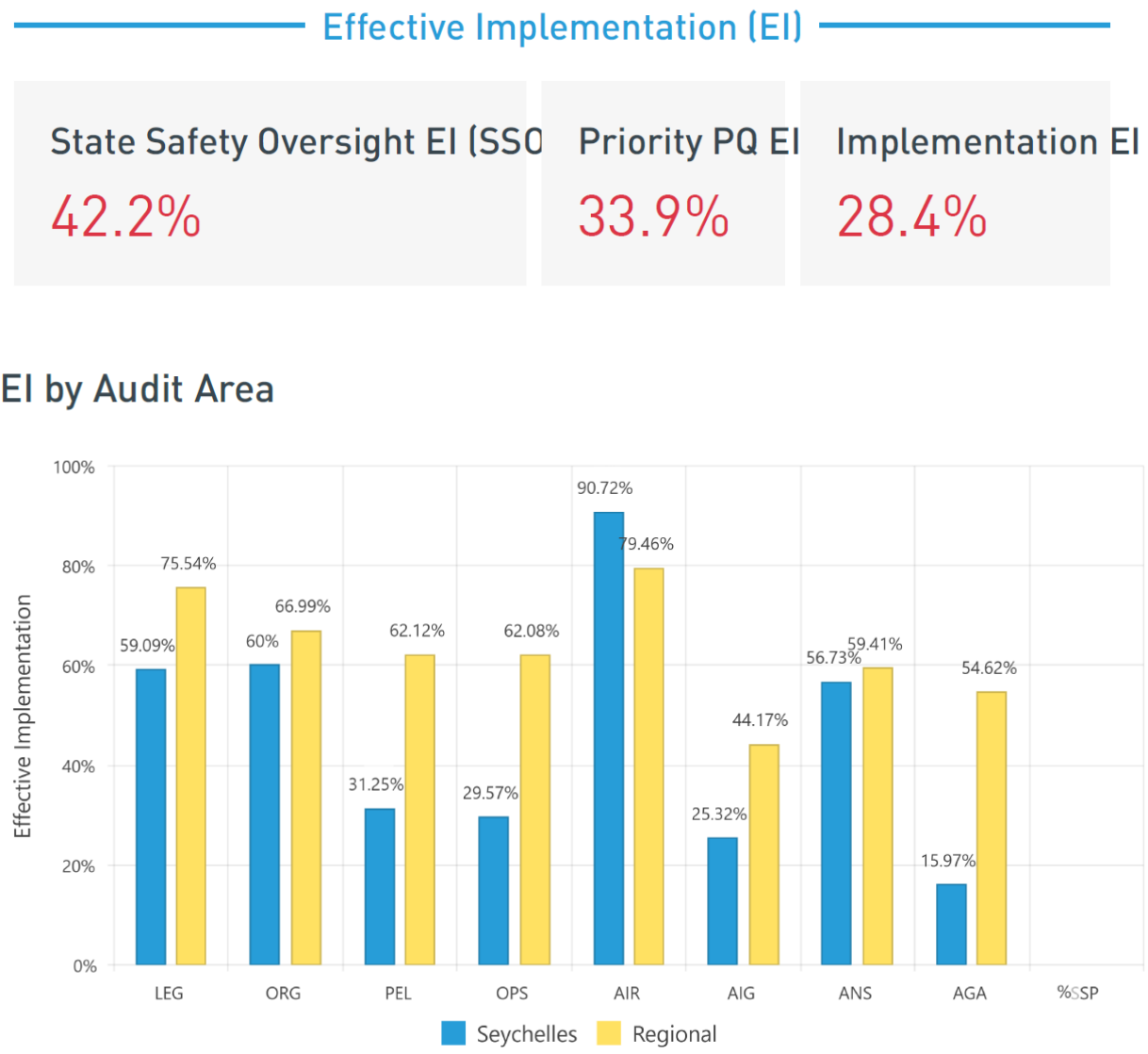


Figure 14: USOAP States profile (Seychelles)



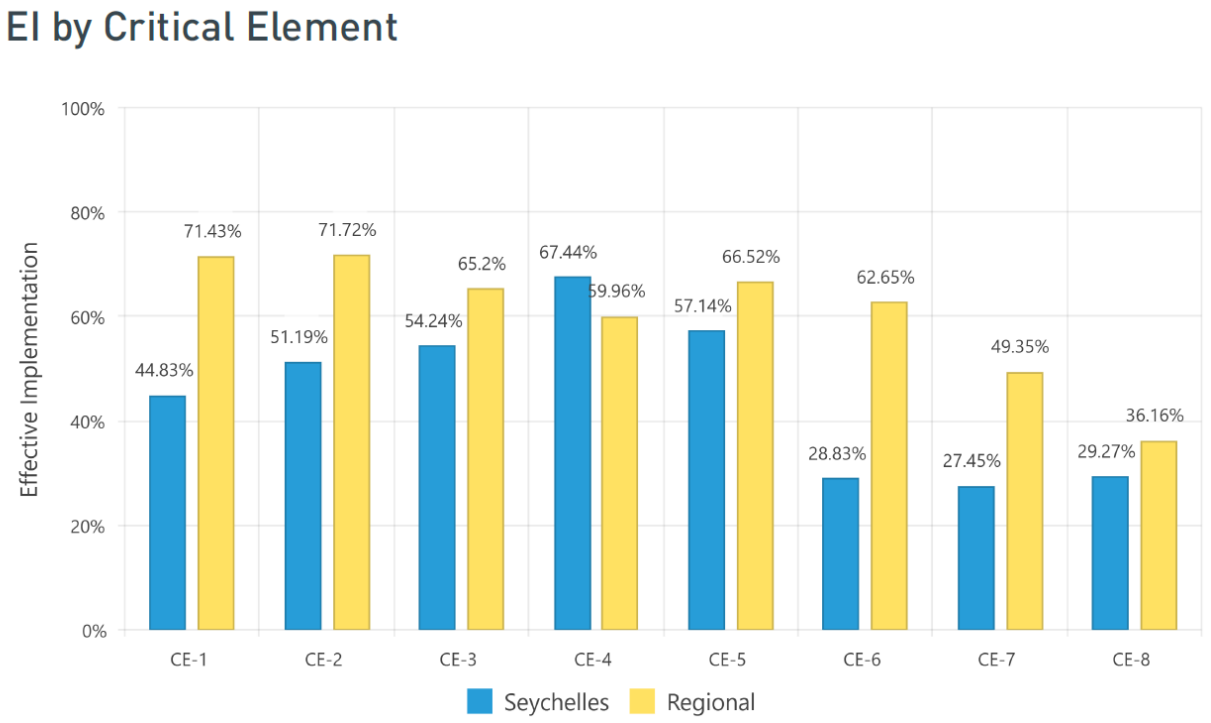


Figure 15: USOAP States profile (Somalia)

Figure 16: USOAP States profile (South Sudan)