



AFI COMPREHENSIVE IMPLEMENTATION PROGRAMME (ACIP)

SECOND ACIP STEERING COMMITTEE MEETING

Montreal, 20 to 21 October 2008

Agenda Item 1: Progress Report (2 January to 30 September 2008)

AI 1.2: Seminars and Workshops ; Development of Guidance Material; and Follow up action on GASR workshops and the detailed gap-analysis conducted

(Presented by the Secretary)

EXECUTIVE SUMMARY

This paper presents information related to actions taken or support provided by the ACIP Secretariat in the areas of seminars, workshops and training courses; development of guidance material and related documents and on gap-analysis conducted and follow-up action proposed.

The ICAO Secretariat, in line with Assembly Resolution A36-1 has been making unbridled effort to give effect to the AFI Implementation Plan and enhance aviation safety in the AFI Region. Although a lot remains to be done, it can be fairly stated that the Programme is on track and although it has yet to be fully staffed, it has been taking all necessary actions to meet its mandate in this short period since its establishment.

Action: The Steering Committee is invited to:

- 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;
- 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
- 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.

1. SEMINARS, WORKSHOPS AND TRAINING COURSES CONDUCTED AND/OR SUPPORTED BY ACIP

1.1 *Global Aviation Safety Roadmap Seminars and Workshops:*

1.1.1 The objective of the Global Aviation Safety Roadmap (GASR) seminar/workshop is to familiarize the regional stakeholders with the Global Aviation Safety Roadmap process of achieving

sustainable global aviation safety and to reach an agreement on a course of action to implement the Roadmap in the AFI Region.

1.1.2 The Roadmap attempts to guide States and industry to work together to improve the safety level, a joint effort around a common objective, to improve and allow for the sharing of efforts in an efficient way, to focus the resources where really needed to mitigate risks, to multiply the safety benefit due to the individual contributions and to obtain the support of the industry. The process of holding a Global Aviation Safety Roadmap seminar/workshop is followed by the conduct of a detailed gap-analysis on identified focus areas that would chart out how the gap can be bridged within the shortest period possible in line with the effective implementation of Resolving Clause 4 of Assembly Resolution A36-1. The roadmap contains elements that are directed at ICAO and the States, and all stakeholders including the global aviation industry. The necessity exists to incorporate elements of the roadmap in the regional plans of ICAO, the civil aviation authorities and the operators with regional criteria.

1.1.3 Because of time limitations and the extensive resources that may otherwise be required, the GASR workshops were designed to centre on four major focus areas: inconsistent regulatory oversight; inconsistent coordination of regional programmes; implementation of safety management systems; and insufficient number of skilled manpower. These focus areas were selected because they address safety concerns across the whole industry involving the State, the aviation industry and the regional cooperative establishments that may exist in the region.

1.1.4 To-date, two GASR seminar/workshops, in Abuja, Nigeria and Arusha, Tanzania have been successfully completed. Two more seminar/workshops: one in Ouagadougou, Burkina Faso (11–13 November) and a second one in Lusaka, Zambia (2–4 December) are scheduled to be held. The Ouagadougou seminar/workshop will be held in French and address itself to COSCAP-UEMOA member States. It is planned to hold, at least two more GASR seminar/workshops in 2009 targeting the COSCAP-CEMAC States and African States covered by the Cairo and Paris Regional Offices.

1.2 *Accident Investigation and Prevention Training Course:*

1.2.1 The Accident Investigation and Prevention Training Course held in Nairobi, Kenya was planned by the ESAF Regional Office and the Accident Investigation and Prevention Section of the Air Navigation Bureau in cooperation with ACIP and the National Transport Safety Board (NTSB) of the United States. This training course is one of the essential and highly important courses that should be delivered in the AFI Region on a continual basis to enable States to have, in their staff, appropriately trained and qualified accident investigation and prevention personnel as well as to enable the personnel to maintain their expertise.

2. **DEVELOPMENT OF GUIDANCE MATERIAL AND OTHER REQUIRED DOCUMENTS:**

2.1.1 ICAO Contracting States in the AFI Region are one of the main benefactors from the distribution of documents and guidance material provided by ICAO as most of them do not have the required resources to develop their own. One of the major activities of ACIP is to coordinate the development of guidance material that are not currently available and/or to ensure that such material is tailored to suit the requirements, size and complexity of the African civil aviation industry. To this end, ACIP, in cooperation with the Integrated Safety Management Section of the Air Navigation Bureau has already developed the Templates used to conduct the State Safety Programme (SSP) seminar/workshop. The templates developed in English and French are now being expanded to be developed and published as guidance material for ICAO Contracting States to enable them to establish and manage their respective

State Safety Programmes. Although the Templates developed are adequate and will be used to conduct SSP seminar/workshops, it is believed that their further development into a guidance material format will allow all Contracting States to meet the requirements respecting the establishment of a State Safety Programme. The SSP guidance material is expected to be completed and published by the second quarter of 2009.

2.1.2 It should be noted that the first two GASR seminar/workshops in the AFI Region were held in English. As a result, Francophone Africa could not take full advantage or benefit from the workshops. One of the reasons for this imbalance is the non-availability of a French version of the GASR document. To overcome this shortcoming the GASR document has now been translated into French and will be used in the next GASR workshop scheduled to be held in Ouagadougou from 11 to 13 November 2008.

2.1.3 Seminars, workshops and training courses planned for 2009 will be conducted in only English or French without offering translation or interpretation services. To this end, all required material will be developed in both languages to equally benefit all States in the AFI Region.

3. FOLLOW-UP ACTION ON GASR WORKSHOPS AND THE DETAILED GAP-ANALYSIS CONDUCTED

3.1.1 Following the conclusion of the Abuja GASR workshop, ACIP, in cooperation with ISD, the WACAF Regional Office, COSCAP-BAG (Banjul Accord Group) and State members of the BAG conducted a detailed gap-analysis in the member States of the BAG. A consolidated report of the outcome of the gap-analysis report is in Attachment A to this paper.

3.1.2 The gap-analysis conducted strictly followed the directives of the Global Aviation Safety Plan (GASP) and fully implemented the methodology prescribed by the Global Aviation Safety Roadmap in line with Assembly Resolutions A36-1 and A36-7.

3.1.3 In the spirit of Resolving Clauses 3 and 4 of Assembly Resolution A36-1 that respectively *“Instruct the Council to notify States, industry and donors of the priority projects arising from the gap-analysis performed in accordance with the Global Aviation Safety Plan (GASP);”* and *“Encourages all Contracting States, industry and donors to undertake projects that address the priorities identified through the gap analysis, which is to be consistent with the GASP and other principles laid out within the AFI Plan;”* the ICAO Secretariat has identified priority projects/actions resulting from the gap-analysis conducted in the members of the BAG States. The draft priority projects/actions are contained in Attachment B to this paper for consideration by the Steering Committee and as a recommendation to the ICAO Council.

3.1.4 The information contained in Attachment B is tentative and the final version will be produced following the meeting of the Executive Board of the BAG-COSCAP scheduled to be held in Banjul, Gambia from 27 to 29 October 2008. C/ACIP will present the findings of the gap-analysis, the recommendations thereof, and tentative priorities for action developed by the gap-analysis teams and the ICAO Secretariat for their consideration. It is expected that the Executive Board will make the final decision on the priority action that will be presented to the ICAO Council as part of the ACIP Steering Committee’s report of its Second Meeting.

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**COMPREHENSIVE REGIONAL IMPLEMENTATION PLAN FOR AVIATION SAFETY IN AFRICA
BAG STATES GAP-ANALYSIS CONSOLIDATED FINDINGS AND RECOMMENDATIONS**

Sierra Leone (25-29 May)			Nigeria (23-27 June)	
GASP Focus Area	Analysis Finding	Recommendation	Analysis Finding	Recommendation
Focus Area 1: Consistent implementation of international Standards	Concerning Focus Areas 1 through 4 which deal with the State Civil Aviation System, a lot of work has to be done to establish Sierra Leone's safety oversight system which is quite inexistent	<i>Full support should be provided to the SLCAA in all areas and mainly for its establishment.</i>	Some work still remained to be done in relation to the implementation of internal quality control mechanisms and the conduct of self-audits The service providers – FAAN and NAMA – should consider adopting an international quality assurance standard (e.g. ISO 9000) for application to their organization and activities	<i>That support should be provided to the NCAA, NAMA and FAAN implement quality control mechanism, to include a programme of internal audits, to complement external audits, such as those conducted under the ICAO Comprehensive Audit Programme, for the purpose of measuring compliance with international requirements, best practices and quality assurance standards</i>
Focus Area 2: Consistent regulatory oversight	Concerning Focus Areas 1 through 4 which deal with the State Civil Aviation System, a lot of work has to be done to establish Sierra Leone's safety oversight system which is quite inexistent	<i>Full support should be provided to the SLCAA in all areas and mainly for its establishment</i>	Due to improved AOC surveillance, the number of operators had reduced from forty four to a current eighteen Training provided by the US Federal Aviation Administration (FAA) on an inspection tracking system that would greatly improve the Authority's surveillance capability There was still a need to ensure that their legal status as autonomous agencies extended, in practice, to controlling the recruitment of technical staff and establishing conditions of service, including remuneration The continued loss of technical experts to industry and a shortage of technical manpower. In addition, little or nothing had yet been done in all these organizations to formally establish principles of a "Just Culture" with respect to the notion of accountability and in the application of risk management processes.	<i>That support should be provided to the NCAA to enable it to complete the re-certification of all Nigerian operators in accordance with the current set of regulations.</i> <i>That support be provided to the NCAA and the other specialised aviation agencies, including FAAN and NAMA, for the conduct of an in-depth review into their current and future manpower requirements and of the means for, and impediments to, the recruitment and retention of technical expertise.</i> <i>That support should be provided to the NCAA and the Service Providers (NAMA and FAAN) for developing risk analysis techniques for ensuring that:</i> a. <i>hazards and risks are assessed and prioritized on a regular basis;</i> b. <i>risk mitigation strategies are developed and implemented; and that</i> c. <i>results are assessed and corrective action taken as needed</i> <i>That support should be provided to the NCAA and the service providers (NAMA and FAAN) for the promotion of "Just Culture" principles</i>
Focus Area 3: No impediments to reporting errors/	Concerning Focus Areas 1 through 4 which deal with the State Civil Aviation System, a	<i>Full support should be provided to the SLCAA in all areas and mainly for its</i>	More effective means for collating and sharing safety information within the region, to include the establishment of a focal point, had yet to be	<i>That support should be provided to COSCAP-BAG for the development of a Confidential and Voluntary Incident Reporting System (CVIRS) to serve the entire</i>

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incidents	lot of work has to be done to establish Sierra Leone's safety oversight system which is quite inexistent	<i>establishment</i>	achieved.	<i>BAG sub-region, and to ensure that:</i> <i>a.. the required regulatory framework is developed;</i> <i>b. a "Just Culture" is promoted ; and</i> <i>c. data from reports is used in a timely and efficient manner to improve safety</i> <i>That support should be provided to the Banjul Accord Group Regional Aviation Safety Team (BAGRAST) to enable it to become the focal point within the BAG sub-region for the collation of safety data, and for the development of a common methodology for the collection of safety data.</i>
Focus Area 4: Effective incident and accident investigation	Concerning Focus Areas 1 through 4 which deal with the State Civil Aviation System, a lot of work has to be done to establish Sierra Leone's safety oversight system which is quite inexistent	<i>Full support should be provided to the SLCAA in all areas and mainly for its establishment</i>	More work was required in establishing a better interface between itself and the NCAA and between normal operations reporting and accident/incident investigation and reporting.	<i>That support should be provided to the AIB to enable familiarization with the ECCAIRS system</i>
Focus Area 5: Consistent coordination of regional programs	The project and the other BAG States are willing to assist Sierra Leone but the State is not participating in the COSCAP BAG activities	<i>Support should be provided to Sierra Leone involving the use of COSCAP-BAG capabilities as well as the other individual States</i>	Little or no implementation was deemed, however, to have occurred in coordinating and aligning safety safety-related efforts within the sub-region. More work was required in the use of qualitative and quantitative risk assessment techniques, particularly for the purpose of prioritizing, guiding and coordinating the allocation of resources.	
Focus Area 6: No impediments to reporting and analyzing errors/ incidents	Focus Areas 6, 7, 8, 9, 11 and 12 apply to the industry which is not well organized because of the weaknesses in the SLCAA.		Only three of the current eighteen AOC holders in Nigeria have implemented a "just culture" organizational environment, effective safety information gathering and dissemination process and internal audit systems. More had to be done to ensure the use of jointly agreed-upon taxonomies to enable the exchange and sharing of safety information and data across the industry.	<i>That support should be provided to operators in Nigeria to enable the removal of impediments to reporting and analysing incidents and errors, to include:</i> <i>a. establishment of a "Just Culture" within the organization;</i> <i>b. development of a "Just Culture" training programmes;</i> <i>c. development of a system for reporting safety-related information to the workforce on a timely basis.</i> <i>d. proactive identification of trends from safety information;</i> <i>e. establishment of a Flight Data Monitoring</i>

Sierra Leone (25-29 May)			Nigeria (23-27 June)	
GASP Focus Area	Analysis Finding	Recommendation	Analysis Finding	Recommendation
				<i>(FDM) program;</i> <i>f. establishment of a voluntary incident reporting system;</i> <i>g. well-designed programmes to monitor safety in the day-to-day operation;</i> <i>h. embracing Industry Audit processes;</i> <i>i. a system to protect proprietary information;</i> <i>j. participation in Regular Safety/Incident Review Meetings.</i> <i>k. use of jointly agreed upon common taxonomies; and</i> <i>l. sharing of aviation safety data with interested parties.</i>
Focus Area 7: Consistent use of Safety Management Systems	Focus Areas 6, 7, 8, 9, 11 and 12 apply to the industry which is not well organized because of the weaknesses in the SLCAA.		Although most organizations had sent personnel for SMS training, implementation was still at a very early stage.	<i>That support should be provided to organizations, including the service providers and the operators, for the development of their SMS programmes</i>
Focus Area 8: Consistent compliance with regulatory requirements	Focus Areas 6, 7, 8, 9, 11 and 12 apply to the industry which is not well organized because of the weaknesses in the SLCAA.		Little had been done to use the information generated to recommend improvements to the regulatory framework.	<i>That the COSCAP-BAG should assist industry to establish a forum for the purpose of sharing and analysing the results of audits and assessments</i>
Focus Area 9: Consistent adoption of industry Best Practices	Focus Areas 6, 7, 8, 9, 11 and 12 apply to the industry which is not well organized because of the weaknesses in the SLCAA.		Little had been done to maintain an organizational structure that facilitated the adoption of industry best practices. Prerequisite elements such as a “Just Culture” and voluntary reporting systems had yet to be developed. Little use was being made of audits for the purpose of identifying latent causes and to implement remedial actions	<i>That support should be provided to operators to develop internal audit processes for the purpose of bringing about change and promulgating best practices.</i>
Focus Area 10: Alignment of global industry safety strategies (NOT APPLICABLE)				
Focus Area 11: Sufficient number of qualified personnel	Focus Areas 6, 7, 8, 9, 11 and 12 apply to the industry which is not well organized because of the weaknesses in the SLCAA.		This practice, particularly in respect to pilots, resulted in a highly mobile and unstable labour market, with qualified personnel moving from organization to organization in search of more competitive conditions of service.	<i>That support should be provide to the Nigerian College of Aviation Technology (NCAT) for the purpose of updating its training facilities, training programmes and curricula and to enable it to meet the requirements of Annex 1 – Personnel Licensing – and associated guidance material for the approval of flight training</i>

Sierra Leone (25-29 May)			Nigeria (23-27 June)	
GASP Focus Area	Analysis Finding	Recommendation	Analysis Finding	Recommendation
			There was little evidence of collective or individual effort to formally assess human resources requirements, to include the use of growth projections, target levels or training requirements. There was therefore an urgent need to review the Centre's training facilities, programmes and curriculum and to restore it as an effective training establishment capable of meeting the needs of Nigerian civil aviation.	<i>organizations</i>
Focus Area 12: No gaps in use of technology to enhance safety	Focus Areas 6, 7, 8, 9, 11 and 12 apply to the industry which is not well organized because of the weaknesses in the SLCAA.		There was need for more collective effort in Nigeria, and the sub-region as a whole, to establish data-driven assessments of threats and reviewing the role of safety-enhancing technology in combating the threats.	<i>That support should be provided to COSCAP-BAG and, particular, to the BAGRAST with respect to providing an effective forum for reviewing, and promoting an exchange of information on, existing safety threats within the sub-region and new safety-enhancing technologies</i>

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GASP Focus Area	Ghana (30 June-4 July)		Liberia (7-11 July)	
		Recommendation	Analysis Finding	Recommendation
Focus Area 1: Consistent implementation of international Standards	Assistance especially in the areas of reporting of errors and Incidents, implementation of the principles of ‘just culture’ and in the establishment of the Accident Investigation Bureau. Ghana recognises its limitations and acknowledges the fact that any significant increases in activity and improvements in technology will pose serious challenges	<i>That support is provided to the GCAA and the aviation industry in Ghana in the establishment of a formal process on risk assessment to help determine those activities that are seen as increasing the level of risk associated with continued operation</i>	Implementation of most of the best practices is either somewhat or little/none given that for most of the best practices under focus area 1, Liberia has made little or no progress in their implementation. There has been a low level of implementation of these requirements since the present aviation activities within the State is very minimal. Liberia has not yet developed a process to assess risk or require its operators to conduct such assessments of activities that could be seen as increasing the risk of operation. The CAA has not yet established a programme of self audits given that the necessary structures such as sufficient staffing and availability of appropriate procedures to conduct an effective self assessment are not yet developed.	<i>That support be provided in the implementation of the State’s Corrective Action Plan resulting from the USOAP Audit findings.</i> <i>That support be provided in the establishment of the required structures necessary for the development of self assessments within LCAA.</i> <i>That support be provided to the LCAA and the aviation industry in Liberia in the establishment of a formal process on risk assessment to help determine those activities that are seen as increasing the level of risk associated with continued operation.</i>
Focus Area 2: Consistent regulatory oversight	Ghana CAA, airline operators and the Airport Authority little or nothing had yet been done to formally establish principles of risk management and a “Just Culture” with respect to the notion of accountability for the exercise of regulatory authority.	<i>That support be provided to the Ghana CAA and the Industry for developing risk analysis techniques for ensuring that:</i> <i>hazards and risks are assessed and prioritized on a regular basis;</i> <i>risk mitigation strategies are developed and implemented; and that</i> <i>results are assessed and corrective action taken as needed.</i>	A lot of work is still required to reduce the more than 75% lack of effective implementation of the critical elements. Between Liberia CAA, airline operators and the Airport Authority little or nothing had yet been done to formally establish the principles of risk management and a “Just Culture” with respect to the notion of accountability for the exercise of regulatory authority.	<i>That support be provided to LCAA in the implementation of an effective safety oversight system by supporting their efforts in addressing the deficiencies from the USOAP Audit in a timely manner.</i> <i>That support be provided to the Liberia CAA and the Industry for developing risk analysis techniques for ensuring that:</i> <i>hazards and risks are assessed and prioritized on a regular basis;</i>

GASP Focus Area	Ghana (30 June-4 July)		Liberia (7-11 July)	
		Recommendation	Analysis Finding	Recommendation
		<i>That support be provided to the Ghana CAA and Industry for the promotion and implementation of “Just Culture” principles.</i>		<i>b. risk mitigation strategies are developed and implemented; and that</i> <i>c. results are assessed and corrective action taken as needed.</i> <i>That support be provided to the Liberia CAA and Industry for the promotion of “Just Culture” principles.</i>
Focus Area 3: No impediments to reporting errors/incidents	Very little has been achieved in the area of reporting of errors and incidents. the industry stakeholders are yet to fully inculcate the principles of open reporting and very little progress has been registered by way of data collection from these reports. The CAA has not provided clear guidance on what constitute acceptable and unacceptable behaviour and the industry is yet to develop clear and explicit policy on the subject either. little has yet been achieved either in the collation of incident reports or the sharing of safety information.	<i>That support be provided to COSCAP-BAG for the implementation of a Confidential and Voluntary Incident Reporting System (CVIRS) to serve the entire BAG sub-region, and to ensure that:</i> <i>a. the required regulatory framework is developed;</i> <i>b. a “Just Culture” is promoted ; and</i> <i>c. data from reports are used in a timely and efficient manner to improve safety</i> <i>That support be provided to the Banjul Accord Group Regional Aviation Safety Team (BAGRAST) to enable it to become the focal point within the BAG sub-region for the collation of safety data, and for the development of a common methodology for the collection of safety data.</i> <i>That some public awareness education program be organised in the form of workshops and seminars to educate States and industry stakeholders on the need and importance of open reporting and implementation of the ‘Just culture’ principles within their organizations.</i>	Very little has been achieved in the area of reporting of errors and incidents. And very little progress has been registered by way of data collection from these reports. The CAA has not provided clear guidance on what constitute acceptable and unacceptable behaviour and the industry is yet to develop clear and explicit policy on the subject matter either. Overall, Liberia has recognised that there is a lot of work needed to be done to adequately implement and to encourage open and voluntary reporting. Efforts are being made for the BAGRAST, which has been formed for the purpose of serving as a regional focal point in the collation and sharing of safety information within the region, to help in the collation and sharing of this safety information.	<i>That support be provided to COSCAP-BAG for the development of a Confidential and Voluntary Incident Reporting System (CVIRS) to serve the entire BAG sub-region, and to ensure that:</i> <i>a. the required regulatory framework is developed;</i> <i>b. a “Just Culture” is promoted ; and</i> <i>c. data from reports are used in a timely and efficient manner to improve safety</i> <i>That support be provided to the Banjul Accord Group Regional Aviation Safety Team (BAGRAST) to enable it to become the focal point within the BAG sub-region for the collation of safety data, and for the development of a common methodology for the collection of safety data.</i> <i>That some public awareness education be organised in the form of workshops and seminars to educate States and industry stakeholders on the need and importance of open reporting and implementation of the ‘Just culture’ principles within their organizations.</i>

GASP Focus Area	Ghana (30 June-4 July)		Liberia (7-11 July)	
		Recommendation	Analysis Finding	Recommendation
		<i>That training be organised for States and Industry stakeholders on the use of common taxonomy such as the ICAO ADREP and ECCAIRS software programs to assist in the collection and sharing of safety data amongst all stakeholders.</i>		<i>That training be organised for States and Industry stakeholders on the use of common taxonomy such as the ICAO ADREP and ECCAIRS software programs to assist in the collection and sharing of safety data amongst all stakeholders</i>
Focus Area 4: Effective incident and accident investigation	No action has yet been taken on this recommendation. A lot of work is still required in the establishment of the necessary structures that will facilitate the sharing of accident and incident reports globally as well as the implementation of the ECCAIRS software aimed at facilitating the exchange of safety data between all stakeholders.	<i>That support be provided to Ghana by engaging the relevant officials of the line Ministry to help expedite the establishment of an organizationally independent Accident Investigation Bureau.</i> <i>That, following the establishment of the Accident Investigation Bureau (AIB), Investigators and the Bureau as an organization be encouraged to sign up as individual and corporate members of ISASI to help facilitate the sharing of accident investigation techniques, processes and technology.</i> <i>That, once established, support be provided to the AIB on the implementation of the ADREP/ECCAIRS system.</i>	Liberia has made very little progress to formally establish an Accident Investigation Bureau which is organizationally independent from the CAA. The Accident Investigation team is constituted on an ad hoc basis and comprises CAA staff with assistance from external accident investigation agencies. So far only one Memorandum of Understanding (MoU) has recently been signed with Interstate Aviation Committee on the 25th June 2008. To formally constitute an Accident Investigation Bureau however, no action has yet been taken on this recommendation. A lot of work is still required in the establishment of the necessary structures that will facilitate the sharing of accident and incident reports globally as well as the implementation of the ECCAIRS software aimed at facilitating the exchange of safety data between all stakeholders.	<i>That training be provided to an adequate number of Aircraft Accident Investigators and that pending the completion of such training and establishment of an Independent AIB, MoUs be concluded with established external Accident Investigation Bureaux.</i> <i>That support be provided to Liberia by engaging the relevant officials of the line Ministry to help expedite the establishment of an organizationally independent Accident Investigation Bureau.</i> <i>That following the establishment of the AIB, Investigators and the Bureau be encouraged to sign up as individual and corporate members of ISASI to help facilitate the sharing of investigation techniques, processes and technology.</i> <i>That support be provided to the AIB, once established, to enable familiarization with the ICAO ADREP and the ECCAIRS system.</i>
Focus Area 5: Consistent coordination of regional programs	Little or no implementation was deemed, however, to have occurred in coordinating and aligning safety-related efforts within the sub-region. In addition, more work was required in the use of qualitative and quantitative risk assessment techniques, particularly for the	<i>That support be provided to the COSCAP-BAG in order that it realign its activities with the Global Aviation Safety Roadmap.</i> <i>That ICAO develops the necessary</i>	Little or no implementation was deemed, however, to have occurred in coordinating and aligning safety-related efforts within the sub-region. More work was required in the use of qualitative and quantitative risk assessment	<i>That support be provided to the COSCAP-BAG in order that it realigns its activities with the Global Aviation Safety Roadmap.</i> <i>That ICAO develops the necessary</i>

GASP Focus Area	Ghana (30 June-4 July)		Liberia (7-11 July)	
		Recommendation	Analysis Finding	Recommendation
	purpose of prioritizing, guiding and coordinating the allocation of resources	<i>mechanism to facilitate the exchange of knowledge and best practices among the various COSCAP Projects.</i> <i>That the COSCAP-BAG:</i> - holds a meeting of the BAGRAST and invite operators and other stakeholders; - establishes the BAG Aviation Safety Oversight Organization (BAGASOO) as soon as possible; - launches the cooperative inspectorate scheme; - formalizes contact with the European Aviation Safety Agency (EASA) and other international organizations; - establishes a working relationship with the AFI Comprehensive Implementation Plan (ACIP); and - develops safety risk assessment techniques	techniques, particularly for the purpose of prioritizing, guiding and coordinating the allocation of resources	<i>mechanism to facilitate the exchange of knowledge and best practices among the COSCAPs. .</i> <i>That the COSCAP-BAG:</i> - holds a meeting of the BAGRAST and invite operators and other stakeholders; - establishes the BAG Aviation Safety Oversight Organization (BAGASOO) as soon as possible; - launches the cooperative inspectorate scheme; - formalizes contact with the European Aviation Safety Agency (EASA) and other international organizations; - establishes a working relationship with the AFI Comprehensive Implementation Plan (ACIP); and - Develops safety risk assessment techniques.
Focus Area 6: No impediments to reporting and analyzing errors/incidents	In Focus Area 6, none of the Ghanaian operators has yet implemented the principles of “just culture” within their organizations primarily because of the fact that the Authority has not developed the necessary guidelines for industry stakeholders to implement such a system within their organizations. As a result there is little or no implementation of the majority of the best practices for this Focus area and it was therefore determined that the maturity level is 1.	<i>That the CAA develops the required regulatory framework and guidelines on the implementation of the principles of ‘Just Culture’ in close cooperation with all aviation stakeholders.</i> <i>That support be provided to operators in Ghana to enable the removal of impediments to reporting and analysing incidents and errors, to include:</i> - the establishment of “Just Culture” within the organization; - development of “Just Culture” training programmes; - development of a system for	None of the Liberian operators has yet implemented the principles of “just culture” within their organizations primarily because of the fact that the Authority has not developed the necessary regulatory framework upon which such a system is based There is little or no implementation of the majority of the best practices for this Focus area.	<i>That the CAA develops the required regulatory framework and implements same in close cooperation with all aviation stakeholders.</i> <i>That support be provided to operators in Liberia to enable the removal of impediments to reporting and analysing incidents and errors, to include:</i> - the establishment of “Just Culture” within the organization; - development of “Just Culture” training programmes; - development of a system for reporting safety-related

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		Recommendation	Analysis Finding	Recommendation
		reporting safety-related information to the workforce on a timely basis. - proactive identification of trends from safety information; - the establishment of a Flight Data Monitoring (FDM) program; - the establishment of a voluntary incident reporting system; - a well-designed program to monitor safety in the day to day operation; - embracing Industry Audit processes; - a system to protect proprietary information; - participation in Regular Safety/ Incident Review Meetings. - use of jointly agreed upon common taxonomies; and - sharing of aviation safety data with interested parties.		information to the workforce on a timely basis. - proactive identification of trends from safety information; - the establishment of a Flight Data Monitoring (FDM) program; - the establishment of a voluntary incident reporting system; - a well-designed program to monitor safety in the day to day operation; - embracing Industry Audit processes; - a system to protect proprietary information; - participation in Regular Safety/Incident Review Meetings. - use of jointly agreed upon common taxonomies; and - sharing of aviation safety data with interested parties
Focus Area 7: Consistent use of Safety Management Systems	It could not be verified however, that similar requirements have been developed in compliance with Annexes 11 and 14. Guidelines on the implementation of SMS have also been developed and the Gap analysis team was informed that these guidelines have been provided to all stakeholders Very little has been done by the service providers and operators in the implementation of safety management systems (SMS) within their organizations	<i>That assistance be provided to the CAA and the Ghanaian aviation Industry in the provision of training on SMS.</i> <i>That support be provided to organizations, including the service providers and the operators, for the development of their SMS programmes.</i>	. None of the CAA personnel has received SMS training. Very little has been achieved by the service provider.	<i>That assistance be provided to the CAA and the Liberian aviation Industry in the provision of training on SMS.</i> <i>That support be provided to organizations, including the service providers and the operators, for the development of their SMS programmes.</i>
Focus Area 8: Consistent compliance with regulatory requirements	They lack the required effectiveness in assessing regulatory compliance so as to address areas of non-compliance. No evidence exists to support the fact that information generated from these assessments has been used to recommend improvements to the regulatory framework. There is no evidence of	<i>That industry establishes an industry forum for the purpose of sharing and analysing the results of audits and assessments</i>	Since no such unit has been established, no evidence exists to support the fact that information generated from these assessments has been used to recommend improvements to the regulatory framework. There is no evidence of close collaboration within the Industry stakeholders with respect	<i>That industry establishes an industry forum for the purpose of sharing and analysing the results of audits and assessments.</i>

GASP Focus Area	Ghana (30 June-4 July)		Liberia (7-11 July)	
		Recommendation	Analysis Finding	Recommendation
	close collaboration amongst Industry stakeholders with respect to the sharing and analysing audits results and taking collaborative decisions on taking appropriate actions. Maturity Level 3 was therefore determined to apply to Focus Level 8		to the sharing and analysing audits results and taking collaborative decisions on taking appropriate actions.	
Focus Area 9: Consistent adoption of industry Best Practices	Little had been done to maintain an organizational structure that facilitates the adoption of industry best practices. The principles of a “Just Culture” and voluntary reporting systems have yet to be developed. No evidence of adoption of training programs on safety best practice subjects and incorporation of safety best practice in the organizations business case. No evidence of coordination between the Industry stakeholders in identifying latent causes and taking appropriate remedial actions.	<i>That support be provided to operators to develop internal audit processes for the purpose of bringing about change and promulgating best practices</i>	Little had been done to maintain an organizational structure that facilitates the adoption of industry best practices. The Industry has made little progress in the researching and dissemination of existing best practices. In addition the principles of a “Just Culture” and voluntary reporting systems have yet to be developed. There was no evidence of coordination between the Industry stakeholders in identifying latent causes and to taking appropriate remedial actions.	<i>That support be provided to aviation Industry to develop internal audit processes for the purpose of bringing about change and promulgating best practices.</i>
Focus Area 10: Alignment of global industry safety strategies (NOT APPLICABLE)				
Focus Area 11: Sufficient number of qualified personnel	None of the Industry stakeholders has either made any assessments of human resource requirements or developed human resource plan to meet growth projections and target levels.	<i>That support is provided in the area of development of a human resource plan which takes into account issues of growth projections, staff migration and most importantly succession planning in view of the aging population of aviation professionals in the region.</i> <i>That the CAA and Industry stakeholders be encouraged to establish cadet programs within their organizations to help mitigate the challenges posed by growth in the industry, staff migration and related issues currently undermining the sustainability of aviation activities in the region</i>	However the issue of having on staff sufficient number of qualified personnel will take some time to be resolved due to the difficulties in finding either local expertise or attracting external expertise. None of the Industry stakeholders has either made any assessments of human resource requirements or developed human resource plan to meet growth projections and target levels.	<i>That support be provided in the area of development of a human resource plan which takes into account issues of growth projections, staff migration and most importantly succession planning.</i> <i>That support be provided to LCAA in the area of expert secondment to help bring up the safety oversight capability through assistance in the rectification of deficiencies from the USOAP Audit and provision of training to existing and newly recruited staff.</i> <i>That the LCAA be encouraged to tap into the available resources available on the COSCAP-BAG</i>

GASP Focus Area	Ghana (30 June-4 July)		Liberia (7-11 July)	
		Recommendation	Analysis Finding	Recommendation
				<i>Project.</i>
Focus Area 12: No gaps in use of technology to enhance safety	No action has yet been taken and no feedback has been received to this effect. There was need for more collaborative effort within the sub-region between the CAAs and aviation stakeholders to establish data-driven assessments of threats and reviewing the role of safety-enhancing technology in combating the threats.	<i>That support be provided to Ghana in expediting the ratification process of the Cape Town Convention as an effective mechanism for the acquisition of new technologies.</i> <i>That support should be provided to COSCAP-BAG and in particular, to the BAGRAST with respect to providing an effective forum for reviewing, and promoting an exchange of information on existing safety threats within the sub-region and new safety-enhancing technologies.</i>	Liberia has made little progress in the implementation of the associated best practices. The team has determined, once again, that there was need for more collective effort between the CAA, aviation stakeholders and the sub-region as a whole, to establish data-driven assessments of threats and reviewing the role of safety-enhancing technology in combating the threats.	<i>That support be provided to Liberia in expediting the ratification process on the Cape Town Convention as an effective mechanism for the acquisition of new technologies.</i> <i>That support should be provided to COSCAP-BAG and, particularly, to the BAGRAST with respect to providing an effective forum for reviewing, and promoting an exchange of information on, existing safety threats within the sub-region and new safety-enhancing technologies.</i>

**COMPREHENSIVE REGIONAL IMPLEMENTATION PLAN FOR AVIATION SAFETY IN AFRICA
BAG STATES GAP-ANALYSIS CONSOLIDATED FINDINGS AND RECOMMENDATIONS**

GASP Focus Area	Gambia (14 – 18 July 2008)		Guinea (21-25 July)	
	Analysis Finding	Recommendation	Analysis Finding	Recommendation
Focus Area 1: Consistent implementation of international Standards	Implementation of most of the best practices had been completed or had made good progress. However, Gambia has until now taken a back seat position with respect to the development and amendment of ICAO SARPS and the State has not yet developed a process to assess risk or require its operators to conduct such assessment of activities that could be seen as increasing the risk of operation. The State has not yet developed or implemented appropriate procedures to enable the conduct of self assessments.	<i>That support be provided to the Gambia CAA and the aviation industry in Gambia in the establishment of a formal process on risk assessment to help determine those activities that are seen as increasing the level of risk associated with continued operation.</i> <i>That the Gambia CAA be assisted in establishing appropriate self assessment process that will continually monitor compliance with ICAO SARPS and at the same time take into account results of audits conducted on the Industry with a bearing on safety oversight.</i>	A lot remains to be done to provided the States with an effective legal and regulatory framework. Not yet developed a process to assess risk or require its operators to conduct such assessment of activities that could be seen as increasing the risk of operation.	<i>That support be provided to Guinea by engaging the relevant officials of the Ministry to help expedite the updating of the legislation and the development of operating regulations.</i> <i>That support be provided to COSCAP-BAG for the development of model regulations and related guidance material for all annexes.</i> <i>That support be provided to the DNAC and the aviation industry in Guinea in the establishment of a formal process for risk assessment to help determine those activities that may be seen as increasing the level of risk associated with continued operation.</i>
Focus Area 2: Consistent regulatory oversight	However, the State has not yet established the principles of risk management and “Just Culture” with respect to the notion of accountability for the exercise of regulatory authority. The low percentage of total revenue allocated to safety oversight activities during the previous year.	<i>That the Gambia be encouraged to continue to provide a mechanism for sufficient funding of its safety oversight activities.</i> <i>That support be provided to the Gambia CAA and the Industry in developing risk analysis techniques for ensuring that:</i> <i>hazards and risks are assessed and prioritized on a regular basis;</i> <i>risk mitigation strategies are developed and implemented; and</i> <i>results are assessed and corrective action taken as needed.</i> <i>That support be provided to the Gambia CAA and Industry for the promotion and implementation of “Just Culture”</i>	Due to institutional problems requiring high level State’s decisions and pending the establishment of an autonomous CAA as provided for in the World Bank project, the level of implementation of the 8 critical elements of a safety oversight system is still low. The safety inspectors are not delegated the necessary authority for their oversight functions. The State does not apply the principles of risk management to its safety related activities.	<i>That support be provided to Guinea by engaging the relevant officials of the Ministry to help expedite the establishment of an autonomous Civil Aviation Authority as provided for in the World Bank project and ensure that autonomous sources of sustainable funding are earmarked for their safety oversight activities.</i> <i>That support be provided to the Guinea CAA and the Industry for developing risk management requirement and methodology for ensuring that:</i> <i>hazards and risks are assessed and prioritized on a regular basis;</i> <i>risk mitigation strategies are developed and implemented; and</i> <i>that</i>

GASP Focus Area	Gambia (14 – 18 July 2008)		Guinea (21-25 July)	
	Analysis Finding	Recommendation	Analysis Finding	Recommendation
		<i>principles.</i>		<i>c. results are assessed and corrective action taken as needed.</i> <i>That support be provided to the Guinea CAA and Industry for the promotion and implementation of “Just Culture” principles.</i>
Focus Area 3: No impediments to reporting errors/incidents	Very little has been achieved in the area of reporting of errors and incidents. Although the industry stakeholders are yet to fully inculcate the principles of open reporting. The ‘Just culture’ concept is yet to be implemented with little or no data so far collected. The CAA has neither provided clear guidance on what constitutes acceptable and unacceptable behaviour nor has the industry developed clear and explicit policy on the subject. The Gambia also recognised that there is still a lot of work needed to be done in order to be able to adequately implement and encourage open and voluntary reporting. Little has yet been achieved either in the collation of incident reports or the sharing of safety information.	<i>That support be provided to COSCAP-BAG for the implementation of a Confidential and Voluntary Incident Reporting System (CVIRS) to serve the entire BAG sub-region, and to ensure that:</i> <i>a. the required regulatory framework is developed;</i> <i>b. a “Just Culture” is promoted ; and</i> <i>c. data from reports are used in a timely and efficient manner to improve safety</i> <i>That support be provided to the Banjul Accord Group Regional Aviation Safety Team (BAGRAST) to enable it to become the focal point within the BAG sub-region for the collation of safety data, and for the development of a common methodology for the collection of safety data.</i> <i>That some public awareness education program be organised in the form of workshops and seminars to educate States and industry stakeholders on the need and importance of open reporting and implementation of the ‘Just culture’ principles within their organizations.</i> <i>That training be organised for States and Industry stakeholders on the use of common taxonomy such as the ICAO ADREP and ECCAIRS software programs to assist in the collection and sharing of safety data amongst all stakeholders</i>	Very little has been achieved with respect to the implementation of a system to reporting of errors and incidents. A legislative framework for the protection of safety data is yet to be established. The DNAC has not developed clear guidance on what constitutes acceptable and unacceptable behaviour and in addition the industry has not yet developed clear policy on the subject. Including the monitoring of the effective implementation of the COSCAP-BAG Confidential and Voluntary Incident Reporting System, no progress has been achieved so far in practice and the activities of this safety Group are yet to be launched.	<i>That a collective approach be used to address the issue of reporting errors and incidents and support be provided to COSCAP-BAG to develop common requirements and methodology to assist States for the implementation of a Confidential and Voluntary Incident Reporting System and promotion of “Just Culture” principles.</i> <i>That support be provided to BAG-COSCAP to activate the BAGRAST to effectively play the role assigned during its creation.</i> <i>That some public awareness education program be organised in the form of workshops and seminars to educate States and industry stakeholders on the need and importance of open reporting and implementation of the “Just culture” principles within their organizations.</i> <i>That training be organised for States and Industry stakeholders on the use of common taxonomy such as the ICAO ADREP and/or ECCAIRS software programs to assist in the collection and sharing of safety data amongst all stakeholders</i>

GASP Focus Area	Gambia (14 – 18 July 2008)		Guinea (21-25 July)	
	Analysis Finding	Recommendation	Analysis Finding	Recommendation
Focus Area 4: Effective incident and accident investigation	Only one of the persons identified has been through the full Accident Investigation Course whilst the other two have only attended a five day workshop on Accident Investigation. The current structure is by no means organizationally independent from the CAA. Considering the limited aviation expertise available in the Gambia, the possibility of establishing an organizationally independent Accident Investigation Bureau may be quite remote. A lot of work still remains to be done in the establishment of the necessary structures that will facilitate the sharing of accident and incident reports globally as well as the implementation of the ECCAIRS software aimed at facilitating the exchange of safety data between all stakeholders.	<i>That support be provided to Gambia in establishing contact with appropriately established Accident Investigation Bureaux and to formally conclude agreements on the use of experts for Accident Investigation from such entities.</i> <i>That support be provided to the Banjul Accord Group to consider the setting up of a regional Accident Investigation Bureau as a more cost effective means of meeting this obligation rather than each State trying to establish its own Accident Investigation Bureau (AIB).</i> <i>That, once established, support be provided to Gambia on the implementation of the ADREP/ECCAIRS system.</i>	Accident investigation is still an activity of the CAA and no organizationally independent body has been so far created for this purpose. On the whole, a lot of work is still required for the establishment of the necessary framework, including detailed procedures that will facilitate the sharing of accidents and incidents reports globally as well as the implementation of the ECCAIRS software as recommended by APIRG to facilitate the collection, reporting and exchange of safety data between all stakeholders..	<i>That support be provided to Guinea by engaging the relevant officials of the Ministry to establish an organizationally independent Accident Investigation Bureau in the framework of the forthcoming restructuring of the CAA.</i> <i>That support be provided to Guinea for the training of more staff on accident investigation techniques.</i> <i>That support be provided to the Guinea on the implementation of the ADREP/ECCAIRS system.</i>
Focus Area 5: Consistent coordination of regional programs	Little or no implementation was deemed, however, to have occurred in coordinating and aligning safety-related efforts within the sub-region. More work was required in the use of qualitative and quantitative risk assessment techniques, particularly for the purpose of prioritizing, guiding and coordinating the allocation of resources.	<i>That support be provided to the COSCAP-BAG in order that it realign its activities with the Global Aviation Safety Roadmap.</i> <i>That ICAO develops the necessary mechanism to facilitate the exchange of knowledge and best practices among the various COSCAP Projects.</i> <i>That the COSCAP-BAG:</i> - <i>holds a meeting of the BAGRAST and invite operators and other stakeholders;</i> - <i>establishes the BAG Aviation Safety Oversight Organization (BAGASOO) as soon as possible;</i> - <i>launches the cooperative inspectorate scheme;</i> - <i>formalizes contact with the European Aviation Safety Agency</i>	Little or no implementation was deemed, however, to have occurred in coordinating and aligning safety-related efforts within the sub-region. More work was required in the use of qualitative and quantitative risk assessment techniques, particularly for the purpose of prioritizing, guiding and coordinating the allocation of resources	<i>That support be provided to the COSCAP-BAG in order to extend the development of model regulations to all other Annexes not currently covered.</i> - <i>That ICAO(TCB) develops the necessary mechanism to facilitate the exchange of knowledge and best practices among the various COSCAP Projects.</i> - <i>That the COSCAP-BAG States give the necessary priority to the establishment of the BAG Aviation Safety Oversight Organization (BAGASOO).</i>

GASP Focus Area	Gambia (14 – 18 July 2008)		Guinea (21-25 July)	
	Analysis Finding	Recommendation	Analysis Finding	Recommendation
		(EASA) and other international organizations; - establishes a working relationship with the AFI Comprehensive Implementation Plan (ACIP); and - develops safety risk assessment techniques.		
Focus Area 6: No impediments to reporting and analyzing errors/incidents	None of the Gambian operators has yet implemented the principles of “just culture” within their organizations primarily because of the fact that the CAA has not developed the necessary guidelines for industry stakeholders to implement such a system within their organizations. There is little or no implementation of the majority of the best practices for this Focus area.	<i>That the CAA develops the required regulatory framework and guidelines on the implementation of the principles of ‘Just Culture’ in close cooperation with all aviation stakeholders.</i> <i>That support be provided to operators in Gambia to enable the removal of impediments to reporting and analysing incidents and errors, to include:</i> - the establishment of “Just Culture” within the organization; - development of “Just Culture” training programmes; - development of a system for reporting safety-related information to the workforce on a timely basis. - proactive identification of trends from safety information; - the establishment of a Flight Data Monitoring (FDM) program; - the establishment of a voluntary incident reporting system; - a well-designed program to monitor safety in the day to day operation; - embracing Industry Audit processes; - a system to protect proprietary information; - participation in Regular Safety/Incident Review Meetings. - use of jointly agreed upon common taxonomies; and - sharing of aviation safety data with interested parties.	None of the Guinean operators or service provider has yet implemented the principles of “just culture” within their organizations primarily because of the fact that the Authority has not developed the necessary guidelines for industry stakeholders to implement such a system within their organizations	<i>That the CAA develops the required regulatory framework and guidelines on the implementation of the principles of ‘Just Culture’ in close cooperation with all aviation stakeholders.</i> <i>That support be provided to operators in Guinea to enable the removal of impediments to reporting and analysing incidents and errors, to include:</i> - the establishment of “Just Culture” within the organization; - development of “Just Culture” training programmes; - development of a system for reporting safety-related information to the workforce on a timely basis. - proactive identification of trends from safety information; - the establishment of a Flight Data Monitoring (FDM) program; - the establishment of a voluntary incident reporting system; - a well-designed program to monitor safety in the day to day operation; - embracing Industry Audit processes; - a system to protect proprietary information; - organization on a regular basis of Safety/Incident Review Meetings. - use of jointly agreed upon common taxonomies; and - sharing of aviation safety data with interested parties

GASP Focus Area	Gambia (14 – 18 July 2008)		Guinea (21-25 July)	
	Analysis Finding	Recommendation	Analysis Finding	Recommendation
Focus Area 7: Consistent use of Safety Management Systems	The entire Civil Aviation Regulations are currently under review vis-à-vis the COSCAP-BAG Generic set of regulations which were accepted by the Directors General of Civil Aviation Authorities of the BAG member States with the aim of achieving maximum harmonization of regulations within the group. The gap analysis team was informed that preparations are at an advanced stage for the conduct of ICAO SMS train-the-trainer Course in the Gambia during 8-12 September 2008	<i>That assistance be provided to the CAA and the Gambian aviation Industry in maintaining the capabilities of individuals identified from the SMS train-the-trainer Course and developing them into full fledged Instructors.</i> <i>That support be provided to organizations, including the service providers and the operators, for the development of their SMS programmes.</i>	No requirement nor guidance has been so far developed by Guinea to comply with Annexes 6, 11 and 14 standards on Safety Management Systems (SMS). None of the staff member of the CAA or the industry has been trained on SMS and no step has been taken by any Guinean operator or service provider for the implementation of SMS	<i>That assistance be provided to the CAA and the Guinean aviation Industry in the provision of training on SMS to include the development of SMS regulations and related guidance material.</i> <i>That support be provided to organizations, including service providers and operators, for the development of their SMS programmes.</i> <i>As a matter of urgency, Guinea shall request the assistance of ICAO for the conduct, on a cost-recovery basis, of a local ICAO SMS course intended for the core CAA staff and all stakeholders from the industry.</i>
Focus Area 8: Consistent compliance with regulatory requirements	The majority of the best practices are presently at little or no level of implementation There was a general consensus on the need to strengthen the Quality Assurance departments within their organizations. No evidence existed to support the fact that information generated from these assessments has been used to recommend improvements to the regulatory framework. No evidence of close collaboration amongst Industry stakeholders with respect to the sharing and analysing of audit results and taking collaborative decisions for appropriate actions	<i>That the CAA pays a closer attention to the approval of an operator's quality system during certification and continues to monitor the activities of the Quality Assurance Departments within an operator's organization.</i> <i>That the Industry be encouraged to adopt some of the Industry initiatives such as IOSA audits etc.</i> <i>That industry establishes an industry forum for the purpose of sharing and analysing the results of audits and assessments.</i>	There was not evidence of the conduct of gap analysis to assess regulatory compliance so as to address areas of non-compliance. There was no evidence for the existence of a mechanism for addressing interface issues amongst Industry stakeholders or for the sharing and analysing audits results and taking collaborative decisions	<i>That provisions be included in the national documentation requiring that:</i> - <i>all operators/service providers conduct regular internal safety assessments in order to identify and address areas of non-compliance with regulatory requirements;</i> - <i>at each airport, be established regular safety review meetings or other similar fora bringing together all operators/service providers for the purpose of sharing and analysing the results of audits and assessments, including interface issues.</i>
Focus Area 9: Consistent adoption of industry Best Practices	Little had been done to maintain an organizational structure that facilitates the adoption of industry best practices. The Industry has made little progress in the researching and dissemination of existing best practices.	<i>That support be provided to operators to develop internal audit processes for the purpose of bringing about change and promulgating best practices</i>	On the whole, little has been done to facilitate the adoption of industry best practices. The Industry has made little progress in the researching and dissemination of existing best practices. In addition the principles of a "Just Culture"	<i>That support be provided to operators to review their structural organization to reflect the fundamental priority to be given safety and quality and to develop internal audit processes for the purpose of adopting/promoting best practices,</i>

GASP Focus Area	Gambia (14 – 18 July 2008)		Guinea (21-25 July)	
	Analysis Finding	Recommendation	Analysis Finding	Recommendation
	The principles of a “Just Culture” and voluntary reporting systems have yet to be developed. There was no evidence of adoption of training programs on safety best practice subjects and incorporation of safety best practice in the organizations business case. There was no evidence of coordination between the Industry stakeholders in identifying latent causes and taking appropriate remedial actions.		and non-punitive voluntary reporting systems have yet to be developed. There was no evidence of adoption of training programs on safety best practice subjects and incorporation of safety best practice in the organizations business case. There was no evidence of coordination between the industry stakeholders in identifying latent conditions and taking appropriate remedial actions.	including the implementation of “just culture” principles.
Focus Area 10: Alignment of global industry safety strategies (NOT APPLICABLE)				
Focus Area 11: Sufficient number of qualified personnel	None of the Industry stakeholders has either made any assessments of human resource requirements or developed human resource plan to meet growth projections and target levels. Although there was no evidence of review and amendment of the corporate plan since its development in 1998.	<i>That support be provided in the area of development of a human resource plan for the aviation Industry which takes into account issues of growth projections, staff migration and most importantly succession planning.</i> <i>That the CAA and Industry stakeholders be encouraged to establish cadet programs within their organizations to help mitigate the challenges posed by growth in the industry, staff migration and related issues currently undermining the sustainability of aviation activities in the region.</i>	Almost all the Industry stakeholders recognise the challenges posed by the insufficient number of qualified personnel and the high turnover rate. However, none of the Industry stakeholders has either made any assessments of human resource requirements or developed human resource plan to meet growth projections and target levels.	<i>That support be provided in the area of development of a human resource plan which takes into account issues of growth projections, staff migration and most importantly succession planning in view of the aging population of aviation professionals in the region.</i> <i>That the CAA and Industry stakeholders be encouraged to establish cadet programs within their organizations to help mitigate the challenges posed by growth in the industry, staff migration and related issues currently undermining the sustainability of aviation activities in the region.</i>
Focus Area 12: No gaps in use of technology to enhance safety	The Gambia has made little progress in the implementation of the associated best practices. The CAA has informed the Gap analysis team that the process of ratifying the Cape Town Convention, as an effective mechanism for the acquisition of new technologies and fleet renewal, is in progress	<i>That support be provided to Gambia in expediting the ratification process of the Cape Town Convention as an effective mechanism for the acquisition of new technologies.</i> <i>That support should be provided to COSCAP-BAG and in particular, to the BAGRAST with respect to providing an effective forum for reviewing, and</i>	Guinea has made little progress in the implementation of the associated best practices.	<i>That support be provided to Guinea in expediting the ratification process of the Cape Town Convention as an effective mechanism for the acquisition of new technologies.</i>

GASP Focus Area	Gambia (14 – 18 July 2008)		Guinea (21-25 July)	
	Analysis Finding	Recommendation	Analysis Finding	Recommendation
		<i>promoting an exchange of information on existing safety threats within the sub-region and new safety-enhancing technologies.</i>		

**COMPREHENSIVE REGIONAL IMPLEMENTATION PLAN FOR AVIATION SAFETY IN AFRICA
BAG STATES GAP-ANALYSIS CONSOLIDATED FINDINGS AND RECOMMENDATIONS**

GASP Focus Area	Cape Verde (21 – 25 July 2008)	
	Analysis Finding	Recommendation
Focus Area 1: Consistent implementation of international Standards	Similar to the rest of the BAG States, Cape Verde has not been active with respect to the development and amendment of ICAO SARPS and the State has not yet developed a process to assess risk or require its operators to conduct such assessment of activities that could be seen as increasing the risk of operation. The State has not yet developed or implemented appropriate procedures to enable the conduct of self assessments either in view of changes by ICAO or as a result of Industry audit findings that have a bearing on safety oversight	Similar to the rest of the BAG States, Cape Verde has not been active with respect to the development and amendment of ICAO SARPS and the State has not yet developed a process to assess risk or require its operators to conduct such assessment of activities that could be seen as increasing the risk of operation. The State has not yet developed or implemented appropriate procedures to enable the conduct of self assessments either in view of changes by ICAO or as a result of Industry audit findings that have a bearing on safety oversight
Focus Area 2: Consistent regulatory oversight	However, some work still remains to be done in some areas such as Air Navigation, Accident Investigation and notably in the implementation of the regulations. The State has not yet established the principles of risk management and “Just Culture” with respect to the notion of accountability for the exercise of regulatory authority.	<i>That support be provided to the CV CAA and the Industry in developing risk analysis techniques for ensuring that:</i> <i>a. hazards and risks are assessed and prioritized on a regular basis;</i> <i>b. risk mitigation strategies are developed and implemented; and that</i> <i>c. results are assessed and corrective action taken as needed.</i> <i>That support be provided to the CV CAA and the Industry for the promotion and implementation of “Just Culture” principles.</i>
Focus Area 3: No impediments to reporting errors/ incidents	Very little has been achieved in the area of reporting of errors and incidents. Although the State has fully established the mandatory reporting of accidents and incidents, voluntary and open reporting systems are still being developed and are yet to be implemented by the Industry. However in order to further enhance the implementation of this best practice, additional educational programs on the subject would have to be developed. However, the State and the region as a whole require assistance in the implementation of open and voluntary reporting. At the regional level. Little has yet been achieved either in the collation of incident reports or the sharing of safety information.	<i>That support be provided to COSCAP-BAG for the implementation of a Confidential and Voluntary Incident Reporting System (CVIRS) to serve the entire BAG sub-region, and to ensure that:</i> <i>a. the required regulatory framework is developed;</i> <i>b. a “Just Culture” is promoted ; and</i> <i>c. data from reports are used in a timely and efficient manner to improve safety</i> <i>That support be provided to the Banjul Accord Group Regional Aviation Safety Team (BAGRAST) to enable it to launch its first meeting with adequate international participation and to become the focal point within the BAG sub-region for the collation of safety data, and for the development of a common methodology for the collection of safety data.</i> <i>That some public awareness education program be organised in the form of</i>

GASP Focus Area	Cape Verde (21 – 25 July 2008)	
	Analysis Finding	Recommendation
		<i>workshops and seminars to educate States and industry stakeholders on the need and importance of open reporting and the implementation of the ‘Just culture’ principles within their organizations.</i> <i>That training be organised for States and Industry stakeholders on the use of common taxonomy such as the ICAO ADREP and ECCAIRS software programs to assist in the collection and sharing of safety data amongst all stakeholders.</i>
Focus Area 4: Effective incident and accident investigation	Cape Verde has not yet established an Accident Investigation body that is organizationally independent from the CAA. The regulations on Accident Investigations have been developed as CV CAR Part 13 in accordance with Standards and Recommended Practices contained in Annex 13 but are yet to be approved. It has neither formally designated individuals for the purpose of Accident Investigation nor provided professional training to the existing Inspectors that are used in Accident Investigations. No formal agreements have yet been concluded with established accident investigation bodies as the United States NTSB, Canadian TSB or similar entities. The possibility of establishing an organizationally independent Accident Investigation Bureau in Cape Verde is quite remote in light of the available limited local expertise.	<i>That support be provided to Cape Verde in establishing contact with appropriately established Accident Investigation Bureaux and to formally conclude agreements on the use of experts for Accident Investigation from such entities.</i> <i>That support be provided to the Banjul Accord Group to consider the setting up of a regional Accident Investigation Bureau as a more cost effective means of meeting this obligation rather than each State trying to establish its own Accident Investigation Bureau (AIB).</i> <i>That, in the meantime, support be provided to Cape Verde on the implementation of the ADREP/ECCAIRS system.</i>
Focus Area 5: Consistent coordination of regional programs	Little or no implementation was deemed, however, to have occurred in coordinating and aligning safety-related efforts within the sub-region. More work was required in the use of qualitative and quantitative risk assessment techniques, particularly for the purpose of prioritizing, guiding and coordinating the allocation of resources.	<i>That support be provided to the COSCAP-BAG in order that it realigns its activities with the Global Aviation Safety Roadmap.</i> <i>That ICAO develops the necessary mechanism to facilitate the exchange of knowledge and best practices among the various COSCAP Projects.</i> <i>That the COSCAP-BAG:</i> - <i>holds a meeting of the BAGRAST and invite operators and other stakeholders;</i> - <i>establishes the BAG Aviation Safety Oversight Organization (BAGASOO) as soon as possible;</i> - <i>launches the cooperative inspectorate scheme;</i> - <i>formalizes contact with the European Aviation Safety Agency (EASA) and other international organizations;</i> - <i>establishes a working relationship with the AFI Comprehensive Implementation Plan (ACIP); and</i> - <i>develops safety risk assessment techniques</i>

GASP Focus Area	Cape Verde (21 – 25 July 2008)	
	Analysis Finding	Recommendation
Focus Area 6: No impediments to reporting and analyzing errors/incidents	The ANSP and the national airline, TACV airlines have implemented to some degree, the principles of “just culture” within their organizations. Currently, there is little or no implementation of the majority of the best practices for this Focus area.	<i>That the CAA develops the required regulatory framework and guidelines on the implementation of the principles of ‘Just Culture’ in close cooperation with all aviation stakeholders.</i> <i>That support be provided to operators in Cape Verde to enable the removal of impediments to reporting and analysing incidents and errors, to include:</i> - <i>the establishment of “Just Culture” within the organization;</i> - <i>development of “Just Culture” training programmes;</i> - <i>development of a system for reporting safety-related information to the workforce on a timely basis.</i> - <i>proactive identification of trends from safety information;</i> - <i>the establishment of a Flight Data Monitoring (FDM) program;</i> - <i>the establishment of a voluntary incident reporting system;</i> - <i>a well-designed program to monitor safety in the day to day operation;</i> - <i>embracing Industry Audit processes;</i> - <i>a system to protect proprietary information;</i> - <i>participation in Regular Safety/Incident Review Meetings.</i> - <i>use of jointly agreed upon common taxonomies; and</i> - <i>sharing of aviation safety data with interested parties.</i>
Focus Area 7: Consistent use of Safety Management Systems	Cape Verde has made significant progress in this focus area. According to reports, more than fifty (50) people from both the CAA and the Industry have so far been trained on ICAO Safety Management Systems (SMS) Course. Some of the Industry stakeholders namely the ANSP, TACV and Cabo Verde Express have implemented SMS within their organizations. SMS is still in the infancy stages of development within Cape Verde. The Industry is yet to establish appropriate structures to facilitate SMS communication processes and define interface points between industry focus areas.	<i>That assistance be provided in defining the necessary interface points between industry focus areas and develop a plan for SMS program integration across all interfaces through:</i> - <i>establishment of processes within the SMS to ensure that regular communications take place between the different sectors and disciplines to address safety issues across the interface.</i> - <i>establishment of procedures within the SMS to ensure that risk assessment of change takes place in an integrated manner</i>
Focus Area 8: Consistent compliance with regulatory requirements	The associated best practices have varying degrees of implementation. With regards to Industry participation in the development and/or amendment of regulations, there is very little participation. There is little or no collaboration between Industry stakeholders in the area of sharing audit results of common areas There was a general concern with regards to the effectiveness of Quality Assurance departments within their organizations.	<i>That the CAA pays a closer attention to the approval of an operator’s quality system during certification and continues to monitor the activities of the Quality Assurance Departments within an operator’s organization.</i> <i>That training be provided in the area of Quality Assurance in both Maintenance and Operations specialties to help strengthen the QA departments and improvement awareness on the importance of QA departments within an organization.</i> <i>That the Industry be encouraged to adopt some of the Industry initiatives such as IOSA audits etc.</i>

GASP Focus Area	Cape Verde (21 – 25 July 2008)	
	Analysis Finding	Recommendation
	No evidence existed to support the fact that information generated from these assessments has been used to recommend improvements to the regulatory framework. There was no evidence of close collaboration amongst Industry stakeholders with respect to the sharing and analysing of audit results and taking collaborative decisions for appropriate actions	<i>That industry establishes an industry forum for the purpose of sharing and analysing the results of audits and assessments.</i>
Focus Area 9: Consistent adoption of industry Best Practices	Little had been done to maintain an organizational structure that facilitates the adoption of industry best practices. The Industry has made little progress in the researching and dissemination of existing best practices. The principles of a “Just Culture” and voluntary reporting systems have yet to be developed. There was no evidence of adoption of training programs on safety best practice subjects and incorporation of safety best practice in the organizations business case. But none has yet implemented LOSA within their organizations. There was no evidence of coordination between the Industry stakeholders in identifying latent causes and taking appropriate remedial actions	<i>That support be provided to operators to develop internal audit processes for the purpose of bringing about change and promulgating best practices</i>
Focus Area 10: Alignment of global industry safety strategies (NOT APPLICABLE)		
Focus Area 11: Sufficient number of qualified personnel	However, none of the Industry stakeholders has either made any assessments of human resource requirements or developed human resource plan to meet growth projections and target levels. With the CAA and among some industry stakeholders, no human resource plan has been developed.	<i>That support be provided in the area of development of a human resource plan for the aviation Industry which takes into account issues of growth projections, staff migration and most importantly succession planning.</i> <i>That the CAA and Industry stakeholders be encouraged to establish cadet programs within their organizations to help mitigate the challenges posed by growth in the industry, staff migration and related issues currently undermining the sustainability of aviation activities in the region.</i>
Focus Area 12: No gaps in use of technology to enhance safety	Cape Verde has made significant progress in the implementation of the associated best practices. All sectors of the aviation industry have made significant levels of investments in the deployment of safety enhancement technologies. The Gap analysis team was informed that Cape Verde has ratified the Cape Town Convention. The Gap Analysis team has determined that there was need for more collaborative effort within the sub-region between the CAAs and aviation stakeholders to establish data-driven assessments of threats and reviewing the role of safety-enhancing technology in combating the threats.	<i>That support should be provided to COSCAP-BAG and in particular, to the BAGRAST with respect to providing an effective forum for reviewing, and promoting an exchange of information on existing safety threats within the sub-region and new safety-enhancing technologies.</i>

ASSISTANCE PRIORITIZING TABLE – SIERRA LEONE

Focus area/SN	Areas where support will be required	I	C	IC level	Priority
<i>1-4</i>	Full support is required to the SLCAA in all areas, with a specific focus on the establishment of a safety oversight system.	3	1	P3	
<i>1</i>	Support is required for the implementation of Sierra Leone's Corrective Action Plan in order to address the deficiencies identified by the USOAP Audit in a timely manner.	3	1	P3	
<i>5</i>	Support to the COSCAP-BAG required to enable it to assist Sierra Leone to meet its safety oversight-related obligations and resolve identified deficiencies in an effective and sustainable manner.	3	2	P2	
<i>6,7,8,9, 11 and 12</i>	Support is required in all areas, as the aviation industry (service providers) is not well organized, mainly due to weaknesses in the SLCAA in that it has not built the capability to assist aviation service providers operating in the country.	3	1	P3	
<i>7A</i>	Support to organizations, including the service providers and the operators, is required for the development of their SMS programmes	3	1	P3	
<i>11B</i>	Support is required in the area of development of a human resource plan which takes into account issues of growth projections, staff migration and most importantly succession planning.	3	2	P2	

***Focus Areas noted in italics cover more than one objective in a specific Focus Area.*

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ASSISTANCE PRIORITIZING TABLE – NIGERIA

Focus area/SN	Areas where support will be required	I	C	IC level	Priority
1C	Support is required to assist NCAA, NAMA and FAAN implement quality control mechanisms, to include a programme of internal audits, to complement external audits such as those conducted under the ICAO Comprehensive Audit Programme for the purpose of measuring compliance with international requirements, best practices and quality assurance standards.	3	1	P3	
2A	Support is required to enable NCAA to complete the re-certification of all Nigerian operators in accordance with the current set of regulations.	3	1	P3	
2A	Support to the NCAA and the other specialised aviation agencies, including FAAN and NAMA, is required for the conduct of an in-depth review into their current and future manpower requirements and of the means for, and impediments to, the recruitment and retention of technical expertise.	3	2	P2	
2A	Support to the NCAA and the Service Providers (NAMA and FAAN) is required for developing risk analysis techniques for ensuring that: a. hazards and risks are assessed and prioritized on a regular basis; b. risk mitigation strategies are developed and implemented; and that c. results are assessed and corrective action taken as needed; and the d. promotion and implementation of “Just Culture” principles.	3	2	P2	

APPENDIX B2

3	Support to the COSCAP-BAG is required for the development and implementation of a Confidential and Voluntary Incident Reporting System (CVIRS) to serve the entire BAG sub-region, and to ensure that: a. the required regulatory framework is developed; b. a “Safety (Just) Culture” is promoted; and c. data from reports is used in a timely and efficient manner to improve safety.	3	1	P3	
3C	Support to the Banjul Accord Group Regional Aviation Safety Team (BAGRAST) is required to enable BAGRAST to become the focal point within the BAG sub-region for the collation of safety data, and for the development of a common methodology for the collection of safety data.	3	3	P1	
4C	Support should be provided to the AIB to enable familiarization with the ECCAIRS system.	3	3	P1	
6	Service providers in Nigeria require support to enable the removal of impediments to reporting and analysing incidents and errors, to include: a. establishment of a “Safety Culture” within the organization; b. development of a “Safety Culture” training programmes; c. development of a system for reporting safety-related information to the workforce on a timely basis; d. proactive identification of trends from safety information; e. establishment of a Flight Data Monitoring (FDM) program; f. establishment of a voluntary incident reporting system; g. well-designed programmes to monitor safety in the day-to-day operation; h. embracing Industry Audit processes; i. a system to protect proprietary information; j. participation in Regular Safety/Incident Review Meetings; k. use of jointly agreed upon common taxonomies; and l. sharing of aviation safety data with interested parties.	3	1	P3	
7A	Support is required for the organizations, including the service providers and the operators, in order to develop their SMS programmes.	3	3	P1	
8	Support to the COSCAP-BAG is required to enable it to assist industry establish a forum for the purpose of sharing and analysing the results of audits and assessments.	3	3	P1	

APPENDIX B2

9A	Support is required in the area of the development and management of internal audit processes to enable service providers to develop processes for the purpose of bringing about change and promulgating industry best practices.	3	2	P2	
11B	The Nigerian College of Aviation Technology (NCAT) will require support for the purpose of updating its training facilities, training programmes and curricula and to enable it to meet the requirements of Annex 1 – Personnel Licensing – and associated guidance material for the approval of flight training organizations.	2	2	P5	
11B	Support is required to enable it, in consultation with stakeholders, to develop and implement a National Human Resources Plan to ensure the availability of qualified human resources to meet the current and projected air transport industry needs, as well as to establish mechanisms for retention of staff.	3	1	P3	
12A	Support to the COSCAP-BAG, and in particular to the BAGRAST, is required with respect to providing an effective forum for reviewing and promoting an exchange of information on, existing safety threats within the sub-region and new safety-enhancing technologies	2	3	P4	

***Focus Areas noted in italics cover more than one objective in a specific Focus Area.*

ASSISTANCE PRIORITIZING TABLE – GHANA

Focus area/SN	Areas where support will be required	I	C	IC level	Priority
1C	Support is required to assist the GCAA and industry in the establishment of a formal process on risk assessment to help determine those activities that are seen as increasing the level of risk associated with continued operation.	3	1	P3	
2A	Support to the GCAA and industry is required for developing risk analysis techniques for ensuring that: a. hazards and risks are assessed and prioritized on a regular basis; b. risk mitigation strategies are developed and implemented; c. results are assessed and corrective action taken as needed; and the d. promotion and implementation of “Just Culture” principles	3	2	P2	
3	Support to the COSCAP-BAG is required for the development and implementation of a Confidential and Voluntary Incident Reporting System (CVIRS) to serve the entire BAG sub-region, and to ensure that: a. the required regulatory framework is developed; b. a “Just Culture” is promoted; and c. data from reports are used in a timely and efficient manner to improve safety.	3	1	P3	
3C	Support to the Banjul Accord Group Regional Aviation Safety Team (BAGRAST) is required to enable it to become the focal point within the BAG sub-region for the collation of safety data, and for the development of a common methodology for the collection of safety data.	3	3	P1	

APPENDIX B3

3B	Support is required for the organization of public awareness education programmes is required in the form of workshops and seminars to educate States and industry stakeholders on the need and importance of open reporting and implementation of the “Just Culture” principles within their organizations.	2	3	P4	
3D	Support is required for organizing training for States and industry stakeholders on the use of common taxonomy such as the ICAO ADREP and ECCAIRS software programs to assist in the collection and sharing of safety data amongst all stakeholders.	3	3	P1	
4A	Support to Ghana is required for engaging the relevant officials of the line Ministry to help expedite the establishment of an organizationally independent Accident Investigation Bureau. <i>(note: Regional Accident Investigation Office is recommended as a preferred solution.)</i>	3	2	P2	
4C	Following the establishment of the Accident Investigation Bureau (AIB), support to investigators and the Bureau as an organization is required in order to sign up as individual and corporate members of ISASI to help facilitate the sharing of accident investigation techniques, processes and technology and as well as for the implementation of the ADREP/ECCAIRS system.	1	3	P7	
5A	Support to the COSCAP-BAG is required to enable it to realign its activities with the Global Aviation Safety Roadmap.	2	3	P4	
5	Support to the COSCAP-BAG is required to enable it to: a. hold a meeting of the BAGRAST and invite operators and other stakeholders; b. establish the BAG Aviation Safety Oversight Organization (BAGASOO) as soon as possible; c. launch the cooperative inspectorate scheme; d. develop safety risk assessment techniques.	3	2	P5	
6A	Support to the GCAA is required to develop the regulatory framework and guidelines for the implementation of the principles of ‘Just Culture’ in close cooperation with all aviation stakeholders.	2	2	P5	

APPENDIX B3

6	Operators in Ghana will require support to enable the removal of impediments to reporting and analysing incidents and errors, to include: a. the establishment of “Just Culture” within their respective organizations; b. development of “Just Culture” training programmes; c. development of a system for reporting safety-related information to the workforce on a timely basis; d. proactive identification of trends from safety information; e. the establishment of a Flight Data Monitoring (FDM) program; f. the establishment of a voluntary incident reporting system; g. a well-designed program to monitor safety in the day to day operation; h. embracing Industry Audit processes; i. a system to protect proprietary information; j. participation in Regular Safety/Incident Review Meetings; k. use of jointly agreed upon common taxonomies; and l. sharing of aviation safety data with interested parties.	3	1	P3	
7A	Support to the GCAA and the Ghanaian aviation industry is required for the provision of training on SMS.	3	3	P1	
7A	Support to organizations, including the service providers and the operators, is required for the development of their SMS programmes.	3	2	P2	
8B	Support to industry is required in order to establish an industry forum for the purpose of sharing and analysing the results of audits and assessments.	2	3	P4	
9A	Support to operators is required in order to develop internal audit processes for the purpose of bringing about change and promulgating best practices.	3	2	P2	
11	Support is required in the area of development of a human resource plan which takes into account issues of growth projections, staff migration and most importantly succession planning in view of the aging population of aviation professionals in the region.	3	2	P2	
11B	Support to the GCAA and industry stakeholders is required in order to establish cadet programs within their organizations to help mitigate the challenges posed by growth in the industry, staff migration and related issues currently undermining the sustainability of aviation activities in the region.	3	2	P2	

APPENDIX B3

12A	Support to Ghana is required in order to expedite the ratification process of the Cape Town Convention as an effective mechanism for the acquisition of new technologies.	2	3	P4	
12A	Support to the COSCAP-BAG, and in particular to the BAGRAST, is required with respect to providing an effective forum for reviewing and promoting an exchange of information on existing safety threats within the sub-region and new safety-enhancing technologies.	2	3	P4	

***Focus Areas noted in italics cover more than one objective in a specific Focus Area.*

ASSISTANCE PRIORITIZING TABLE – LIBERIA

Focus area/SN	Areas where support will be required	I	C	IC level	Priority
1A	Support to the LCAA is required for the implementation of the State's Corrective Action Plan resulting from the USOAP Audit findings.	3	1	P3	
1C	Support is required for the establishment of structures and frameworks necessary for the development of self assessments within the LCAA.	3	1	P3	
1C	Support to the LCAA and the aviation industry (service providers) in Liberia is required for the establishment of a formal process on risk assessment to help determine those activities that are seen as increasing the level of risk associated with continued operation.	3	1	P3	
2A	Support to the LCAA is required for the implementation of an effective safety oversight system by supporting their efforts in addressing the deficiencies from the USOAP Audit in a timely manner.	3	1	P3	
2A	Support to the LCAA and industry is required for the development and implementation of risk analysis techniques for ensuring that: a. hazards and risks are assessed and prioritized on a regular basis; b. risk mitigation strategies are developed and implemented; c. results are assessed and corrective action taken as needed; and the d. promotion and implementation of "Just Culture" principles.	3	2	P2	
3	Support to the COSCAP-BAG is required for the development and implementation of a Confidential and Voluntary Incident Reporting System (CVIRS) to serve the entire BAG sub-region, and to ensure that: a. the required regulatory framework is developed; b. a "Just Culture" is promoted; and c. data from reports are used in a timely and efficient manner to improve safety.	3	1	P3	

APPENDIX B4

3C	Support to the Banjul Accord Group Regional Aviation Safety Team (BAGRAST) is required to enable it to become the focal point within the BAG sub-region for the collation of safety data, and for the development of a common methodology for the collection of safety data.	3	3	P1	
3B	Support is required for the organization of public awareness education programmes in the form of workshops and seminars to educate States and industry stakeholders on the need and importance of open reporting and the implementation of the 'Just culture' principles within their organizations.	2	3	P4	
3D	Support is required for organizing training for States and industry stakeholders on the use of common taxonomy such as the ICAO ADREP and ECCAIRS software programs to assist in the collection and sharing of safety data amongst all stakeholders.	3	3	P1	
4	Support is required for training of an adequate number of Aircraft Accident Investigators, and, pending the completion of such training, the establishment of an Independent AIB.	3	2	P2	
4A	Support to Liberia is required for engaging the relevant officials of the line Ministry to help expedite the establishment of an organizationally independent Accident Investigation Bureau. (<i>note: Regional Accident Investigation Office is recommended as a preferred solution.</i>)	3	2	P2	
4C	Following the establishment of the Accident Investigation Bureau (AIB), support to investigators and the Bureau as an organization is required to sign up as individual and corporate members of ISASI to help facilitate the sharing of accident investigation techniques, processes and technology, as well as the implementation of the ADREP/ECCAIRS system.	1	3	P7	
5A	Support to the COSCAP-BAG is required to enable it to realign its activities with the Global Aviation Safety Roadmap.	2	3	P4	
5	Support to the COSCAP-BAG is required in order to enable it to: a. hold a meeting of the BAGRAST and invite operators and other stakeholders; b. establish the BAG Aviation Safety Oversight Organization (BAGASOO) as soon as possible; c. launch the cooperative inspectorate scheme; and d. develop safety risk assessment techniques.	3	2	P5	

APPENDIX B4

6A	Support to the CAA is required to develop regulatory framework and guidelines for the implementation of the principles of “Just Culture” in close cooperation with all aviation stakeholders.	2	2	P5	
6	Operators in Liberia require assistance to enable the removal of impediments to reporting and analysing incidents and errors, to include: a. the establishment of “Just Culture” within their organizations; b. development of “Just Culture” training programmes; c. development of a system for reporting safety-related information to the workforce on a timely basis; d. proactive identification of trends from safety information; e. the establishment of a Flight Data Monitoring (FDM) program; f. the establishment of a voluntary incident reporting system; g. a well-designed program to monitor safety in the day to day operation; h. embracing Industry Audit processes; i. a system to protect proprietary information; j. participation in Regular Safety/Incident Review Meetings; k. use of jointly agreed upon common taxonomies; and l. sharing of aviation safety data with interested parties.	3	1	P3	
7A	Support to the LCAA and the aviation industry is required for the provision of training on SMS.	3	3	P1	
7A	Support to organizations, including the service providers and the operators, is required for the development of their SMS programmes.	3	2	P2	
8B	Support to industry is required in order to establish an industry forum for the purpose of sharing and analysing the results of audits and assessments.	2	3	P4	
9A	Support to industry is required in order to develop internal audit processes for the purpose of bringing about change and promulgating best practices.	3	2	P2	
11	Support is required in the area of development of a human resource plan which takes into account issues of growth projections, staff migration and most importantly succession planning in view of the aging population of aviation professionals in the region.	3	2	P2	

APPENDIX B4

11	Support to the LCAA is required in the area of expert secondment to help enhance the safety oversight capability through assistance in the rectification of deficiencies from the USOAP Audit and the provision of training to existing and newly recruited staff.	3	2	P2	
11	Support to the COSCAP-BAG required to enable it to assist Liberia to meet its safety oversight-related obligations and resolve identified deficiencies in an effective and sustainable manner..	3	1	P3	
12A	Support to the COSCAP-BAG, and in particular to the BAGRAST, is required with respect to providing an effective forum for reviewing, and promoting an exchange of information on existing safety threats within the sub-region and new safety-enhancing technologies.	2	3	P4	
12A	Support to Liberia is required in order to expedite the ratification process of the Cape Town Convention as an effective mechanism for the acquisition of new technologies.	2	3	P4	

***Focus Areas noted in italics cover more than one objective in a specific Focus Area.*

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ASSISTANCE PRIORITIZING TABLE – THE GAMBIA

Focus area/SN	Areas where support will be required	I	C	IC level	Priority
1C	Support to the CAA and the aviation industry (service providers) in the Gambia is required for the establishment of a formal process on risk assessment to help determine those activities that are seen as increasing the level of risk associated with continued operation.	3	1	P3	
1	Support to the CAA is required in order to establish an appropriate self assessment process that will continually monitor compliance with ICAO SARPs and at the same time take into account results of audits conducted on industry, with a bearing on safety oversight.	3	1	P3	
2A	Support to the Gambia CAA and industry is required for developing risk analysis techniques for ensuring that: a. hazards and risks are assessed and prioritized on a regular basis; b. risk mitigation strategies are developed and implemented; c. results are assessed and corrective action taken as needed; and the d. promotion and implementation of “Just Culture” principles.	3	2	P2	
3	Support to the COSCAP-BAG is required for the development and implementation of a Confidential and Voluntary Incident Reporting System (CVIRS) to serve the entire BAG sub-region, and to ensure that: a. the required regulatory framework is developed; b. a “Just Culture” is promoted; and c. data from reports are used in a timely and efficient manner to improve safety	3	1	P3	
3C	Support to the Banjul Accord Group Regional Aviation Safety Team (BAGRAST) is required to enable it to become the focal point within the BAG sub-region for the collation of safety data, and for the development of a common methodology for the collection of safety data.	3	3	P1	

APPENDIX B5

3B	Support is required for the organization of public awareness education programmes in the form of workshops and seminars to educate States and industry stakeholders on the need and importance of open reporting and implementation of the “Just culture” principles within their organizations.	2	3	P4	
3D	Support is required for organizing training for States and industry stakeholders on the use of common taxonomy such as the ICAO ADREP and ECCAIRS software programs to assist in the collection and sharing of safety data amongst all stakeholders.	3	3	P1	
4	Support to the Gambia CAA is required to assist in establishing contact with appropriately established Accident Investigation Bureaux and to formally conclude agreements on the use of experts for accident investigation from such entities. <i>(note: Regional Accident Investigation Office is recommended as a preferred solution.)</i>	3	2	P2	
4C	Once established, support would be is required for the implementation of the ADREP/ECCAIRS system.	3	3	P1	
5A	Support to the COSCAP-BAG is required to enable it to realign its activities with the Global Aviation Safety Roadmap.	2	3	P4	
5	Support to the COSCAP-BAG is required to enable it to: a. hold a meeting of the BAGRAST and invite operators and other stakeholders; b. establish the BAG Aviation Safety Oversight Organization (BAGASOO) as soon as possible; c. launch the cooperative inspectorate scheme; and d. develop safety risk assessment techniques.	3	2	P5	
6A	Support to the CAA is required to develop the required regulatory framework and guidelines for the implementation of the principles of ‘Just Culture’ in close cooperation with all aviation stakeholders.	2	2	P5	

APPENDIX B5

6	Operators in The Gambia will require assistance to enable the removal of impediments to reporting and analysing incidents and errors, to include: a. the establishment of “Just Culture” within their organizations; b. development of “Just Culture” training programmes; c. development of a system for reporting safety-related information to the workforce on a timely basis; d. proactive identification of trends from safety information; e. the establishment of a Flight Data Monitoring (FDM) program; f. the establishment of a voluntary incident reporting system; g. a well-designed program to monitor safety in the day to day operation; h. embracing Industry Audit processes; i. a system to protect proprietary information; j. participation in Regular Safety/Incident Review Meetings; k. use of jointly agreed upon common taxonomies; and l. sharing of aviation safety data with interested parties.	3	1	P3	
7A	Support to the CAA and industry is required for maintaining the capabilities of individuals identified from the SMS train-the-trainer course and developing them into full-fledged instructors.	3	1	P3	
7A	Support to organizations, including the service providers and the operators, is required for the development of their SMS programmes.	3	2	P2	
8A	Support to the CAA is required in order to ensure closer attention to the approval of an operator’s quality system during certification and to monitor the activities of the Quality Assurance Departments within an operator’s organization.	3	2	P2	
8B	Support to service providers is required in order to encourage the adoption of industry best practices.	3	3	P1	
8B	Support to industry is required in order to establish an industry forum for the purpose of sharing and analysing the results of audits and assessments.	2	3	P4	
9A	Support to service providers is required in order to develop internal audit processes for the purpose of bringing about change and promulgating best practices.	3	2	P2	
11	Support is required in the area of development of a human resource plan which takes into account issues of growth projections, staff migration and most importantly succession	3	2	P2	

APPENDIX B5

	planning in view of the aging population of aviation professionals in the region.				
11B	Support to the CAA and industry stakeholders is required in order to establish cadet programs within their organizations to help mitigate the challenges posed by growth in the industry, staff migration and related issues currently undermining the sustainability of aviation activities in the region.	3	2	P2	
12A	Support is required in order to expedite the ratification process of the Cape Town Convention as an effective mechanism for the acquisition of new technologies.	2	3	P4	
12A	Support to the COSCAP-BAG, and in particular to the BAGRAST, is required with respect to providing an effective forum for reviewing and promoting an exchange of information on existing safety threats within the sub-region and new safety-enhancing technologies.	2	3	P4	

***Focus Areas noted in italics cover more than one objective in a specific Focus Area.*

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ASSISTANCE PRIORITIZING TABLE – GUINEA

Focus area/SN	Areas where support will be required	I	C	IC level	Priority
1A	Support is required for engaging the relevant officials of the Ministry to help expedite the updating of the legislation and the development of operating regulations.	3	2	P2	
1A	Support to the COSCAP-BAG is required for harmonizing safety oversight-related regulations and guidance material for common implementation in the BAG Region.	3	2	P2	
1C	Support to DNAC and the aviation industry in Guinea is required for the establishment of a formal process on risk assessment to help determine those activities that are seen as increasing the level of risk associated with continued operation.	3	1	P3	
2A	Support is required for engaging the relevant officials of the Ministry to help expedite the establishment of an autonomous Civil Aviation Authority as provided for in the World Bank project and to ensure that autonomous sources of sustainable funding are earmarked for their safety oversight activities.	3	2	P2	
2A	Support to the DNAC and industry is required for developing risk analysis techniques for ensuring that: a. hazards and risks are assessed and prioritized on a regular basis; b. risk mitigation strategies are developed and implemented; c. results are assessed and corrective action taken as needed; and the d. promotion and implementation of “Just Culture” principles.	3	1	P3	
3	Support to the COSCAP-BAG is required to develop common requirements and methodology to assist States in the implementation of a Confidential and Voluntary Incident Reporting System and promotion of “Just Culture” principles.	3	2	P2	

APPENDIX B6

3	Support to the COSCAP-BAG is required to activate the BAGRAST to effectively play the role assigned during its creation.	3	2	P2	
3B	Support is required for the organization of public awareness education programmes in the form of workshops and seminars to educate States and industry stakeholders on the need and importance of open reporting and implementation of the 'Just Culture' principles within their organizations.	2	3	P4	
3D	Support is required for organizing training for States and industry stakeholders on the use of common taxonomy such as the ICAO ADREP and ECCAIRS software programs to assist in the collection and sharing of safety data amongst all stakeholders.	3	3	P1	
4A	Support to Guinea is required for engaging the relevant officials of the Ministry to establish an organizationally independent Accident Investigation Bureau in the framework of the forthcoming restructuring of the CAA. <i>(note: Regional Accident Investigation Office is recommended as a preferred solution.)</i>	3	2	P2	
4A	Support is required for the training of more staff on accident investigation techniques.	3	2	P2	
4C	Support to Guinea is required for the implementation of the ADREP/ECCAIRS system.	3	3	P1	
5A	Support to the COSCAP-BAG is required to enable it to realign its activities with the Global Aviation Safety Roadmap.	3	2	P2	
6A	Support to the CAA is required to develop the required regulatory framework and guidelines for the implementation of the principles of "Just Culture" in close cooperation with all aviation stakeholders.	2	2	P5	

APPENDIX B6

6	Operators in Guinea will require support to enable the removal of impediments to reporting and analysing incidents and errors, to include: a. the establishment of “Just Culture” within the organization; b. development of “Just Culture” training programmes; c. development of a system for reporting safety-related information to the workforce on a timely basis; d. proactive identification of trends from safety information; e. the establishment of a Flight Data Monitoring (FDM) program; f. the establishment of a voluntary incident reporting system; g. a well-designed program to monitor safety in the day to day operation; h. embracing Industry Audit processes; i. a system to protect proprietary information; j. participation in Regular Safety/Incident Review Meetings; k. use of jointly agreed upon common taxonomies; and l. sharing of aviation safety data with interested parties.	3	1	P3	
7A	Support to DNAC and service providers is required for the provision of training on SMS to include the development of SMS regulations and related guidance material.	3	2	P2	
7A	Support to organizations, including the service providers and the operators, is required for the development of their SMS programmes.	3	2	P2	
8	Support to DNAC is required to include provisions in the national documentation requiring that: a. all operators/service providers conduct regular internal safety assessments in order to identify and address areas of non-compliance with regulatory requirements; and b. regular safety review meetings or other similar fora should be established at each airport in order to bring together all operators/service providers for the purpose of sharing and analysing the results of audits and assessments, including interface issues.	2	2	P5	

9A	Support to operators is required to review their structural organization to reflect the fundamental priority to be given to safety and quality and to develop internal audit processes for the purpose of adopting/promoting best practices, including the implementation of “Just Culture” principles.	3	2	P2	
<i>11</i>	Support is required in the area of development of a human resource plan which takes into account issues of growth projections, staff migration and most importantly succession planning in view of the aging population of aviation professionals in the region.	3	2	P2	
11B	Support to the CAA and industry stakeholders is required in order to establish cadet programs within their organizations to help mitigate the challenges posed by growth in the industry, staff migration and related issues currently undermining the sustainability of aviation activities in the region.	3	2	P2	
12A	Support is required in order to expedite the ratification process of the Cape Town Convention as an effective mechanism for the acquisition of new technologies.	2	3	P4	

***Focus Areas noted in italics cover more than one objective in a specific Focus Area.*

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ASSISTANCE PRIORITIZING TABLE – CAPE VERDE

Focus area/SN	Areas where support will be required	I	C	IC level	Priority
1C	Support to the CV CAA and the aviation industry in Cape Verde is required for the establishment of a formal process of risk assessment to help determine those activities that are seen as increasing the level of risk associated with continued operation.	3	1	P3	
1	Support to the CV CAA is required for establishing an appropriate self assessment process that will continually monitor compliance with ICAO SARPs and at the same time take into account results of audits conducted on industry with findings having a bearing on safety oversight.	3	1	P3	
2A	Support to the CV CAA and industry is required for developing risk analysis techniques for ensuring that: a. hazards and risks are assessed and prioritized on a regular basis; b. risk mitigation strategies are developed and implemented; c. results are assessed and corrective action taken as needed; and the d. promotion and implementation of “Just Culture” principles.	3	2	P2	
3	Support to the COSCAP-BAG is required for the development and implementation of a Confidential and Voluntary Incident Reporting System (CVIRS) to serve the entire BAG sub-region, and to ensure that: a. the required regulatory framework is developed; b. a “Just Culture” is promoted; and c. data from reports are used in a timely and efficient manner to improve safety	3	1	P3	
3	Support to the COSCAP-BAG is required to activate the BAGRAST to effectively play the role assigned during its creation.	3	2	P2	

APPENDIX B7

3B	Support is required for the organization of public awareness education programmes in the form of workshops and seminars to educate States and industry stakeholders on the need and importance of open reporting and the implementation of the “Just Culture” principles within their organizations.	3	3	P1	
3D	Support is required for organizing training for States and industry stakeholders on the use of common taxonomy such as the ICAO ADREP and ECCAIRS software programs to assist in the collection and sharing of safety data amongst all stakeholders.	3	3	P1	
4	Support to the Banjul Accord Group is required in regards to consideration for establishing a regional Accident Investigation Bureau as a more cost effective means of meeting this obligation rather than each State trying to establish its own Accident Investigation Bureau.	3	2	P2	
4	Support to the CV CAA is required in order to establish contact with appropriately established Accident Investigation Bureaux and to formally conclude agreements on the use of experts for accident investigation from such entities.	3	2	P2	
4C	Support to CV CAA is required for the implementation of the ADREP/ECCAIRS system.	3	3	P1	
5A	Support to the COSCAP-BAG is required in order that it realign its activities with the Global Aviation Safety Roadmap.	2	3	P4	
5	Support to the COSCAP-BAG is required to enable it to: a. hold a meeting of the BAGRAST and invite operators and other stakeholders; b. establish the BAG Aviation Safety Oversight Organization (BAGASOO) as soon as possible; c. launch the cooperative inspectorate scheme; and d. develop safety risk assessment techniques.	3	2	P5	
6A	Support to the CAA is required to develop the required regulatory framework and guidelines for the implementation of the principles of ‘Just Culture’ in close cooperation with all aviation stakeholders.	2	2	P5	

APPENDIX B7

6	Operators in Cape Verde require support to enable the removal of impediments to reporting and analysing incidents and errors, to include: a. the establishment of “Just Culture” within the organization; b. development of “Just Culture” training programmes; c. development of a system for reporting safety-related information to the workforce on a timely basis; d. proactive identification of trends from safety information; e. the establishment of a Flight Data Monitoring (FDM) program; f. the establishment of a voluntary incident reporting system; g. a well-designed program to monitor safety in the day to day operation; h. embracing Industry Audit processes; i. a system to protect proprietary information; j. participation in Regular Safety/Incident Review Meetings; k. use of jointly agreed upon common taxonomies; and l. sharing of aviation safety data with interested parties.	3	1	P3	
7	Support should be provided to define the necessary interface points between industry focus areas and to develop a plan for SMS programme integration across all interfaces through: a. the establishment of processes within the SMS to ensure that regular communication takes place between the different sectors and disciplines to address safety issues across the interface; and b. the establishment of procedures within the SMS to ensure that risk assessment of change takes place in an integrated manner.	3	2	P2	
8A	Support to the CV CAA is required in order to ensure closer attention to the approval of an operator’s quality system during certification and to monitor the activities of the Quality Assurance Departments within an operator’s organization.	3	2	P2	
8	Support is required to provide training in the area of Quality Assurance in both Maintenance and Operations specialities to help strengthen the QA departments and to improve awareness on the importance of QA departments within an organization.	2	2	P5	
8B	Support to industry is required in order to encourage the adoption of industry best practices.	3	3	P1	

8B	Support to industry is required in order to establish an industry forum for the purpose of sharing and analysing the results of audits and assessments.	2	3	P4	
9A	Support to industry is required in order to develop internal audit processes for the purpose of bringing about change and promulgating best practices.	3	2	P2	
<i>11</i>	Support is required in the area of development of a human resource plan which takes into account issues of growth projections, staff migration and most importantly succession planning in view of the aging population of aviation professionals in the region.	3	2	P2	
11B	Support to the CAA and industry stakeholders is required in order to establish cadet programs within their organizations to help mitigate the challenges posed by growth in the industry, staff migration and related issues currently undermining the sustainability of aviation activities in the region.	3	2	P2	
12A	Support to the COSCAP-BAG, and in particular to the BAGRAST, is required with respect to providing an effective forum for reviewing and promoting an exchange of information on existing safety threats within the sub-region and new safety-enhancing technologies.	2	3	P4	

***Focus Areas noted in italics cover more than one objective in a specific Focus Area.*

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**COMPREHENSIVE REGIONAL IMPLEMENTATION PLAN FOR AVIATION SAFETY IN AFRICA
BAG STATES GAP-ANALYSIS CONSOLIDATED FINDINGS AND RECOMMENDATIONS**

No.	Item/Activity	Sierra Leone	Nigeria	Ghana	Gambia	Liberia	Guinea	Cape Verde
1	Availability of National Legislation providing for the Organization and Empowerment of a Civil Aviation Authority (Directorate, etc.);	Bill passed at the Assembly signed by the President. To be gazetted on Thursday 29 May 2008. CAA Act 2008	Available. Civil Aviation Act 2006.	Available. Civil Aviation Act 678, promulgated in year November 2004	Available. Civil Aviation Act 2004 (2004 No. II)	Available. Liberia Civil Aviation Act of 2005, Approved January 9 2006.	Available. Civil Aviation Act L/95/024/CTRN dated June 2, 1995. Amendments in process	Available. Decreto Legislativo (Law) - 1/2001; Decreto Lei 28/2004
2	Availability of operational regulations specifically in the areas of personnel licensing, aircraft operations, aircraft airworthiness and aerodrome certification;	Civil Aviation Regulations dated 2006. To be enacted	Available. * Nigerian CAR 2006. * NCAA website: www.ncaa.gov.ng	Available. LI 1818 and LI 1824 year 2005/2006 with amendments specified in the various gazettes	Available. Civil Aviation Regulations 2005	Available. Civil Aviation Regulations approved February 2006	Civil Aviation Regulations are not yet formally approved and promulgated.	Available. CV CAR 2 - Personnel Licensing; CV CAR 5 - Airworthiness; CV CAR 6 - AMO; CV CAR 7 - Instruments and Equipment; CV CAR 8 - Operations; CV CAR 9 - Administr. and Certification of Air Operator; CV CAR 14 - Aerodrome Certification
3	Whether the regulations are current vis-a-vis international SARPs and whether there is a system established for the amendment of the regulations in a timely manner;	Not yet. System for amendment yet to be clarified, to be established.	Yes and there is a system established for a timely amendment of the regulations. Procedure for amendment is described in Part 1, section 5 of the Nigerian CARs. The Nigerian CARs are currently undergoing a comprehensive review with the assistance of international experts to ensure conformity with ICAO SARPs	Affirmative	There is a system established for amendment of Regulations – Office Procedures. The Regulations is presently undergoing amendment process to incorporate provisions of COSCAP-BAG Generic Regulations and ICAO Annex Amendments.	Not yet. System for amendment yet to be clarified, to be established.	Not yet. System for amendment yet to be clarified, to be established.	Generally the regulations are current. A system of amendment is in the final stage of development.
4	Who is responsible for the promulgation and amendment of operational regulations and what is the process?	* The Authority (Article 82). * Extent and details to be checked in the Act.	* The Director General. * The procedure is in Part 1, section 5 of the Nigerian CAR. The power of the DG is derived from the Civil Aviation Act 2006,	* The Director-General in consultation with the Minister of Aviation. * GCAA Legal Procedures Manual underlines the procedures for the amendment of Act	* Director General (DG). * A Committee recommends amendment subject to approval by DG. It then goes through a legal system. Meanwhile, an Office	The Director does the amendments and forwards them to the Minister of Transport for promulgation.	Head of State or Minister in charge of Civil Aviation	* The AAC is responsible for the promulgation of amendments to the operational regulations. * A Regulation Commission is being established, to draft and

			Section 30.	678 and subsidiary Legislation (LI 1818 & 1824) and amendments to be effected are published through Technical Directives	Directive would be issued for its implementation.			propose amendments for approval to the Board of Directors.
5	The organization of the civil aviation system in general and the structural organization vested with the powers for safety oversight in general;	New Authority created but yet to be formally established.	NCAA became an autonomous Civil Aviation Authority in 2006, headed by a Director General assisted by line Directors of the different Departments.		An Organizational Structure is available for both the Civil Aviation Authority and the Department of Flight Safety Standards (see copies attached).	Organizational Chart	DNAC. Refer to Organizational Chart.	An independent civil aviation authority, with administrative and financial autonomy, vested with powers to regulate and oversee the entire civil aviation sector. (DL 28/2004)
6	Number and working conditions of professional technical staff members: a) Area of expertise – how many? b) Experience and training record, c) Turnover rate – how many years of service on the average? d) Whether the system is a competitive employer and has the ability to attract, recruit and retain highly qualified and experienced personnel, e) Incentives established to ensure retaining experienced personnel, etc;	Currently: 3 (three) Technical staff a) 2 Airworthiness; 1 Aircraft Operations b) 2 Aeronautical engineering; 1 Sciences and flight operations. No formal inspector courses taken c) No turnover-Average 24 years d) Not actually. System may become competitive with the new structure e) No incentives 12 Air traffic Controllers	Total of 204 technical staff: 42 Airworthiness Inspectors, 20 Flight Operations Inspectors, 22 PEL Inspectors, 2 Aero medical staff and 95 Aerodromes and Security. a) Seven (7) specialties: Flight Ops, Airworthiness, Personnel Licensing, Aero medical, Aerodromes, ATC and Aviation Security b) Records are on file. c) 3 years 2 months. d) Yes. However, the Authority's ability to compete favourably with the industry is being continually diminished by the its association with the State's Civil Service structure. e) The Authority has put in place a "special contract" system which enables it to pay salaries outside the Civil Service structure. Also, employees enjoy a training.	13 AW, 05 OPS, 05 PEL, 05 ASAS*, 01 ENG, 01 ATS, 01 RFFS, AVSEC: to be notified. *ASAS = Aerodrome Safety & Standards a) Seven (7) specialties: AW, OPS, PEL, ASAS*, ENG, ATS, RFFS, AVSEC. b) Nil c) Turnover rate is Nil d) Competitive due to low number of internal operators e) Attractive total remuneration package (including housing and medical)	The working conditions are conducive a) and b) Airworthiness -5 inspectors, with 30, 20, 19, 12, 11 years experience; Operations -5 inspectors, with 23, 18, 10, 4, years experience; AGA -2 inspectors, with 22, 9 years experience c). Nine (09) years d). the system as compared to the industry is not competitive. Although it has been able to attract, recruit and retain highly qualified and experienced personnel, this has been due to the low activity of the industry. However, compared to other Government Institutions, the system is highly competitive. e). Incentives have been established to ensure retaining experienced personnel. However, this still needs a review.	a). See attachment b). See attachment c). See attachment d). Competitive but needs improvement. e). Incentives needs to be established.	Currently: 5 (five) Technical staff a) 3 (three) Airworthiness - 1 (one) Operations - 1 (one) Aerodromes b) Airworthiness: 3 Inspectors, with 11 and 2 years in position; Operations: 1 Inspector with 5 years in the position; Aerodromes: 1 Inspector with 11 years in position. c) Low turnover d) No e) No incentives	a) and b) Personnel Licensing - 1 inspector, 12 years experience, AIR Certification course, Establishment of licencing office course; Airworthiness - 4 Inspectors, with 3, 7 and 8 years in position, AIR certification course, aircraft type courses; Operations - 2 Inspectors - 1 and 7 years in the position, Ops certification course, type rated; Aerodromes - 2 Inspectors - 7 years in position, Certification course. c) Low turnover - 1 inspector lost in last 8 years; d) and e) System is autonomous and competitive to attract, recruit and retain qualified personnel.
7	The number and names of operators registered and operating in the State as their home-base of operation;	Formerly 6. None since cancellation/suspension of AOCs etc.	18 AOC holders. Attachments 7.1 and 7.2	Four (04). 1. Antrak Air 2. CTK Network Aviation 3. Gulfwing Aviaiton (Helicopters) 4. Volta River Aviation	Four (04). 1. Slok AIR International 2. African Alliance Airlines 3. Intercontinental Airways 4. Royal Air Limited	None, LCAA is not issuing AOC at this time.	At this time, no AOC holders but: * One (01) Provisional AOC holder (ELYSIAN). * Four (04) operators with air transport	Three (03) 1 - Transportes Aereos de Cabo Verde - TACV SA; 2 - Cabo Verde Express - CVE; 3 - Halcyon Air SA

ATTACHMENT B8

				Ltd (Helicopters)			agreement without AOC.	
8	The number and names of operators registered in the State but have a foreign home-base of operation: a) Where are such operators based? b) How does the State ensure proper safety oversight on such operators? c) Has the State entered into an Article 83 bis agreement with the State of the Operator?	6 operators: a) Star Air (Jordan), Teebah (Jordan), Air Rum (Jordan), Air Universal (Jordan), Heavylift (Australia), 748 Air Services (Kenya) b) Mission to States and agreement with International Aviation Surveillance (IAS) c) No	None	a) AIRLINE BASE 1. Air Charter Express Belgium 2. Johnsons Air UAE 3. MK Airlines UK b).State carries out base inspections, enroute, spot checks etc. and in some cases has signed an MOU with other CAAs to transfer some Safety Oversight responsibilities. c) No	None a. Not Applicable (N/A) b. N/A c. Although The Gambia has ratified Article 83 bis, it has not entered into any such agreements with any State yet.	None	Not Applicable	NIL. No arrangement under 83 bis is in place.
9	The number and names of operators registered in another State but have their base of operation in the State: a) Has the State entered into an Article 83 bis agreement with the State of Registry?	Operators: 0 a. Not applicable (Sierra Leone has not ratified Article 83 bis)	None, however, some of the Nigerian Operators are operating wet-leased aircraft as part of their fleet. (Attachment 9.1) a) MOUs have been signed with Latvia, France, Serbia, Netherlands and UK.	Nil Not Applicable	None	Only Elysian airlines is based in Liberia, operates on an AOC issued to Gravia Airlines by Guinea CAA.	Not Applicable	NIL. No arrangement under 83 bis is in place.
10	Which airlines conduct international operations and to how many countries in the region and outside of the region?	No Airline with Sierra Leone AOC; For information only, list of foreign carriers operating to and from the State: 1. British Midland (BMI) - UK 2. Brussels Airlines - Belgium 3. Kenya Airways - Kenya and Ghana 4. Bellview - Nigeria and Senegal 5. Slok Air - Gambia and Senegal	The four (4) airlines that conduct scheduled international operations are Aero-Contractors, Bellview, Arik and Virgin Nigeria. They operate to fourteen (14) countries. In addition, 22 foreign airlines conduct scheduled international operations in Nigeria.	1. Antrak Air - Ouagadougou (Burkina Faso) 2. Ghana International Airline - Accra-London Only	SLOK Air International. Ten (10) countries (Senegal, Guinea Conakry, Cote D'Ivoire, Sierra Leone, Liberia, Ghana, Mali, Benin, Equatorial Guinea, Cameroon)	None	Only ELYSIAN with Guinea AOC and 09 foreign airlines (Air France; SN Brussels, RAM, Air Ivoire, Bellview, CAM, Benin Golf Air, ASI, Slok Air) conduct scheduled international operations in Guinea. Thirteen (13) countries (Senegal, Guinea Conakry, Cote D'Ivoire, Sierra Leone, Liberia, Ghana, Mali, Benin, Equitorial Guinea, Cameroon, Nigeria, Marroco, Congo, Belgique, France)	TACV SA - conducts international operations to South America (1); North America (1); Europe (6); Africa (4)
11	The number and type of aircraft registered in the State and maintain current airworthiness certificates: a) Engaged in commercial operation	0 Airlines	See Attachment on aircraft register a. 184 b. 68	See Attachment on aircraft register a. Commercial: CofA Valid: Seven (07) DC8 - One (1) B707 - One (1) L1011 - One (1) SAAB340 - Two (2)	a. One (01) Boeing 737-200 b. One (01) Boeing 727-100 and One (01) Ilyushin 62M	None	See Attachment on aircraft register a. Commercial: CofA Valid: One (1) LET 410 - Two (02) SAAB340 - CofA Expired: One (01)	a. Commercial: 3 L410; 3 ATR42; 2 ATR72; 2 B757 b. Private: 1 - DO-228 - Coast Guard;

ATTACHMENT B8

	b) Business/Private aircraft;			ATR42 - One (1) ALOUETTE III- One (1) EUROCOPTERAS350 CofA Expired:Four (04) DC8 - One (1) DC10 - Two (2) DC9 - b. Business/ Private: CofA Valid:One (01) Cessna U206F - One (01) Cessna 175 - One (01) Cessna 172M - Four (04) Microlight (Permit to fly)			HS-748 b. Business/ Private: CofA Valid: One (01) PUMA - One (01) ECUREUIL AS350B - One (01) DHC-6 TWIN OTTER - One (01) BN2A-21	
12	Aircraft registered in the State and issued with airworthiness certificate but operating/based in other States: a) How does State ensure continuing airworthiness? b) Has the State entered into an Article 83 bis agreement with the States where the aircraft are based/operating?	According to the Civil Aviation Register of Sierra Leone: 1. Star Air, Jordan: No aircraft 2. Teebah, Jordan: 6 aircraft 3. Air Rum, Jordan: 5 aircraft 4. Air Universal, Jordan: 2 aircraft 5. Heavylift, Australia: 3 aircraft 6. 748 Air Services, Kenya: 7 aircraft a) Mission to States and agreement with International Aviation Surveillance (IAS) b) No Article 83 bis agreement (see 9 above)	KABO airline has leased a B747 aircraft to a Bangladeshi Operator last month. The NCAA is yet to conclude an MOU in the area of safety oversight.	12 Aircraft registered in Ghana and issued with Certificate of Airworthiness (C of A) but operating in other states. a. The Ghana CAA carries out station facility inspections, enroute, spot-checks etc and inspections towards the renewal of an annual C of A. b. No.	None	None	02 Aircraft (SAAB 340A) registered in Guinee and issued with Certificate of Airworthiness (C of A) but operating in other states. a. The Guinee DNAC carries out inspections every six months. b. No Article 83 bis agreement.	NIL. No arrangement under 83 bis.
13	Aircraft maintenance organizations established in the State: a) Name, ownership and the type of maintenance service provided (type of aircraft, level of maintenance service (e.g. C-Check, D-Check, Engine overhaul, etc.);	No aircraft maintenance organization in Sierra Leone	The Authority is not using the equivalent system of maintenance but rather a system which allows for a separate certification of the Maintenance facilities of the Operators under the NCARs Part 6 - AMO requirements. The approvals issued range from Line maintenance to Check B. Maintenance activities above check B are accomplished outside of Nigeria. Detailed records of the 23 AMOs are on file.	1 only. * United Aviation Services (UAS), Ownership is private. * Service Provided: Up to C-Check on light aircraft (less than 5700kg), No engine overhauls are performed.	None	None	1 only . * Societe Assistance Technique Piste (SATP), Ownership is private. * Service Provided: Line maintenance up to B-Check.	TACV, Halcyon Air and Cabo Verde Express - the 3 air operators, operate their own maintenance organisations under their AOC. TACV is authorised to perform C Check on ATR42. Other organisations are authorised to perform line maintenance only, not including A Check.
14	Number and type of licences issued by the	Sierra Leone Air Traffic Controllers initial training	See Attachment on PEL	a) - Direct Issue: Air Traffic Control , Cabin b) - Six (06) Pilot's;	a) - None b) - Six (06) Pilot's;	ATC	a) - Direct Issue: 0 b) - Equivalency basis:	List attached to report.

ATTACHMENT B8

	State a) Direct issue (all processes conducted in the State), b) Issued on equivalency basis,	is conducted in South Africa. They are then issued a license by Sierra Leone. a). This is considered a direct issue but all processes are not conducted in Sierra Leone b). The licenses are not issued on equivalency basis as the controllers don't hold a foreign (South Africa) license		Crew b) - Equivalency basis: Pilots, Flight Engineers, Aircraft Maintenance Engineers, Dispatchers (Flight Operations Officers)	Eight (08) Air Traffic Controller's; Nine (09) Aircraft Maintenance Engineer's; Twenty One (21) Cabin Crew Certificates.		Twenty nine (29) Pilot's; Forty five (45) Aircraft Maintenance Engineer's; Ninety eight (98) Cabin Crew Certificates.	
15	Processes and procedures established for personnel licensing, air operator certificate and aircraft airworthiness certificate.	To be established	Detailed procedures are contained in the Inspectors Handbooks of DOT, DAWS and DOL.	PEL: ASI Handbook Vol 1 Chapter 2. AOC: ASI Handbook Vol 2. also ASI Handbook Vol 1 Chapter 4 subsection 6 (i.e 4.6) C of A: ASI Handbook Vol 1 Chapter 4	Aviation Safety Inspectors' Handbooks (Order No. 3 & 4)	Yes	PEL: Not yet formalised. AOC: DNAC instructions dated on March 7, 2005 C of A: Not yet formalised.	1 - Licensing manual; 2 - Airworthiness Inspector Handbook; 3- Operations Inspector handbook.
16	Accident investigation processes and procedures: a) Whether there is an entity responsible for accident and serious incident investigation b) Source of experts required for accident and serious incident investigation c) Independence of accident investigators d) Whether there had been accidents or serious incidents in the last five years and report relating to those accidents and serious incidents;	a. No b. Outsourced c. Refer to b above d. Yes. 13 June 2007	a. Accident Investigation Bureau (AIB) established by the Civil Aviation Act 2006 Visit to AIB	a) YES b) Experience Aviation Personnel/Inspectors i. Ghana Air force Personnel; ii. Retired Civil Aviation Inspectors; iii. Retired Airline Personnel; iv. Retired Air Traffic Controllers c) Accident Investigation Board is very independent of the Civil Aviation Authority and it is constituted by the Government through the Ministry of Aviation. All Members on the Board are well trained in Accident Investigation. d) YES (last accident).	a. Yes, Department of Works, Construction and Infrastructure. b. Experts are sourced from the Civil Aviation Authority. Experts attended workshops on Aircraft Accident/Incident Investigations and One was trained through the full course. c. There is provision for Investigators to conduct investigations independently. d. No NB. See table provided for the names and specialty of Investigators.	a) - No entity has yet been established to be responsible for accident investigation. b) CAA personnel conduct accident investigations with assistance from external sources. None of the CAA personnel currently conducting accident investigations has formally received accident training. Sources for experts were identified as US NTSB, Canadian TSB and Russian Interstate Aviation Committee. So far only one MOU has been signed on 25 June 2008 with Inter State Aviation Committee, Russia. c) A Letter was sent to the President to constitute a independent Incident/ Accident Board but no action has yet been taken. d) Yes. (See attachment)	a) No b) Experience Aviation Personnel/Inspectors i. DNAC; ii. ANA; iii. SOGEAC; iv. Experts from Airlines. c) Accident Investigation Committee is not independent of the Civil Aviation Authority and it is constituted by the Director of DNAC through the Ministry of Aviation. d) YES.	Accident investigation is under the responsibility of the AAC; processes and procedures have not been developed; Sources of experts are the AAC, the industry, and foreign experts. One accident has occurred with a CV registered aircraft in Oct 2005 in a foreign State. Investigation was conducted by that State with the participation of CV. Reports were allegedly submitted by State of occurrence. A second accident occurred in March 2006 with a foreign registered aircraft in transit in CV. Preliminary report was submitted in April 2006.

17	The number of airports in general and the number of certified airports in particular: a) Type of operation, b) Management and status (government, Para-governmental, private, regional, etc.);	Number of airports: 01 Certified: 00 a) Scheduled, international b) Para-governmental (Sierra Leone Airport Authority) In addition, 8 Airfields used for domestic, non-scheduled flights (See attached document from Sierra Leone Airport Authority)	See Attachment 17.1. There are 22 airports in Nigeria. for commercial operation. a) VFR/IFR b) One(1) is privately owned while the remaining 21 are Para-Government.	1. Accra (KIA) - Domestic & International -Governmental (certified airport) 2. Kumasi - Domestic -Governmental 3 Sunyani - Domestic -Governmental 4.Tamale - Domestic -Governmental 5. Takoradi -Military & Domestic – Military Controlled	a. The only Airport in the country is International. It is yet to be certified. b. Para-governmental	(21) Airstrips and (2) Aerodromes a. 22 domestic and 1 International b. Government	Number of airports: 18 Certified: 00 a. 17 domestic and 01 International b. Six (06) are privately owned and Twelve (12) are Para-Governmental.	a) - 9 aerodromes (2 inactive), including 3 international airports - 2 certified for commercial air transport; b) - Management by para-governmental organisation.
18	The provision of air traffic services: a) Type of service provided, b) Management and status (government, Para-governmental, private, regional, etc.);	a) Control and Approach at Freetown -Lungi airport b) Control is para-governmental (by SLAA) / Approach is regional (by Roberts FIR)	a) Aerodrome Traffic, Approach (Procedural) Traffic, Approach (Radar)- Lagos and Abuja, Area Control (Procedural)- Lagos and Kano b) Para- Government	a) Aerodrome Control Services, Approach Control Services (by RADAR), Area Control Services (by RADAR), Flight Information Services, Navigational Services and Alerting Services. b) Governmental.	a) Aerodrome and Approach Control Services (Procedural) b) Para-governmental	a. Approach/Aerodrome (RIA) Aerodrome (SPRIGGS) b. Roberts FIR (10,000FT AND ABOVE) Sierra Leone, Guinea and Liberia (Regional)	a. Control and Approach Aerodrome b. Control is para-governmental (by ANA) / Approach is regional (by Roberts FIR)	a) Services provided: Sal Flight Information Region (FIR) - Area and approach control (radar and conventional) b) Provision by a State owned company
19	The number of scheduled daily departures from all airports in the State on international operations;	6	Average scheduled daily departures on international operations is 29.	33	4	3	5	14 (2007); 14 (2006);
20	The number of scheduled weekly departures from all airports in the State on international operations;	42	Average scheduled weekly departures on international operations is 195.	231	28	25	36	99 (2007); 97 (2006);
21	The average number of monthly/annual (e.g. 2007) non-scheduled departures from all airports in the State international operations;	56/677	Average monthly/annual non scheduled international departures= 168/2004	YEAR 2007 100 / 1199	Average: 07 / 126	Average 21 / 2071 Non Scheduled Flights (RIA)	57 / 679	73 / 885 (2007); 50 / 569 (2006)
22	The number of daily departures from all airports in the State on domestic operations;	Unknown	Daily departures on domestic operations = 316	6 (Year 2007)	None	6	6	66 (2007); 72 (2006)
23	The number of weekly departures from all airports in the State on domestic operations;	22 (from airfields)	Weekly departures on domestic operations = 1980	44 (Year 2007)	None	42 Total Weekly Departures	44	462 (2007); 506 (2006)
24	The average number of monthly/annual (e.g. 2007) non-scheduled departures from all airports in the State on domestic operations;	96/1228 (from Airfields)	Average monthly/annual non scheduled domestic departures= 1312/15945	Not available	None	132 / 1589 NON SCHEDULED (RIA) (2007)	84 / 1005	2004 / 24048 (2007); 2195 / 26347 (2006); Note: figures include scheduled and non scheduled

ATTACHMENT B8

25	Non-governmental aviation organizations established and operating in the State (International, regional or sub-regional organizations, aviation-related professional bodies): a) Nature of the organization, b) Membership, c) Activities, d) Contribution towards enhancing aviation safety	a) UNIOSIL, WFP, ICRC b) International organizations c) Non-scheduled, private, charters d) Maintenance of Radio-navigation equipment and air traffic coordination	See Attachment 25.1. These include Airline Operators of Nigeria (AON), National Association of Airline Pilots and Engineers (NAAPE), Aviation Round Table, Board of Airline Representatives (BAR), National Air Traffic Controllers Association (NATCA).	Nil	None	a) UNMIL; ICRC; WFP b) Humanitarian c) United Nation d) No contributions toward enhancing Aviation Safety.	Nil	ACPLA - Pilot association; around 60 affiliates; ACAB - Cabin crew association; around 70 affiliates; ACTA - Air traffic controllers association; around 60 affiliates; ATA - Aircraft maintenance technician's association - around 30 affiliates.
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No.	FUNDING	Sierra Leone	Nigeria	Ghana	Gambia	Liberia	Guinea	Cape Verde
1	How is the civil aviation authority and in particular, its safety oversight activities funded?	Currently: Through Government budget for the Civil Aviation Administration. In the future: Percentage of airport charges and taxes on tickets.	The Civil Aviation Authority and its safety oversight activities are funded from the 5% Ticket Sales Charge(TSC)/Cargo Sales Charge(CSC) and Sundry Charges. The Civil Aviation Act 2006 provides for this.	From GCAA Charges and Tariffs	Self-generating revenue through aviation related service charges and other commercial charges.	From Airport Development Fee	Currently: Through Government budget for the Civil Aviation Administration.	Funding system: 1. Percentage of collected over flight and landing fees; 2. Regulatory fee - percentage on passenger tariffs (air tickets, airport fees); 3. Fees for services (licensing and certification)
2	Approximately, what is the annual income generated through civil aviation charges and tariffs?	US \$50,000	In 2007, the approximate annual income generated through charges and tariffs: Total 5% TSC/CSC - N8.456 billion; NCAA sundry charges-N0.420 billion; FAAN-N12.7 billion; NAMA-N4.177 billion. TOTAL- N25.753 billion.	US \$32,148,590	D169,244,870.00 (One Hundred Sixty Nine Million Two Hundred Forty Four Thousand Eight Hundred Seventy Dalasis) for year 2007. Which is equivalent to US \$7,983,248.58 at exchange rate of D21.20 to US \$1.	US \$1.4 Million	ANA= US \$832 444 SOGEC= US \$9 750 798	2006: US \$ 1.2 Million
3	What is the annual budget of the civil aviation authority and in particular, the budget allocated to its safety oversight-related activities?	US \$100,000 (Approximately 310 millions Leones)	The NCAA 2008 budget is approx. N6 billion and N2.2 billion is allocated to safety oversight related activities. See Attachment F3-1	(a) US \$17,000,000 (b) US \$1,150,000	D2,583,957.00 (Two Million Five Hundred Eighty Three Thousand Nine Hundred Fifty Seven Dalasis). Which is equivalent to US \$121,884.76 at exchange rate of D21.2 to US \$1.	US \$1.6 Million	Not Applicable	Annual budget 2008 - US\$ 2.1 Million. Over 70 % is allocated to safety related activities.
4	What percentage of the income generated through civil aviation charges and tariffs is allocated to civil aviation in general and the safety oversight-related activities in particular?	200 percent	100% of generated income is for civil aviation in general. In 2007 NCAA spent N1.7 billion on safety oversight related activities which is 6.6% of the total N25.753 billion generated through civil aviation charges and tariffs in Nigeria.	(a) 53% (b) 3.58%	- Ninety Nine Percent (99%) for Civil Aviation in General - One Percent (01%) for Safety Oversight	70% Civil Aviation and 30% to Safety Oversight	Nil	Annual budget 2008 - US\$ 2,1 Million. Over 70 % is allocated to safety related activities. The whole budget is allocated exclusively to aviation activities.
5	How does the remuneration, including benefits, of State civil aviation experts compare with that of the private industry in the State?	Remuneration in the industry is by far higher	We have not conducted an industry survey on this issue. However, based on recently available information, the private industry is a more attractive employer than the CAA.	Civil Aviation Expert's Remuneration is comparative with that of the private industry (Local Airlines only)	Civil Aviation Expert's Remuneration is comparative with that of the private industry (Local Airlines only)	Above Average	Low	Remunerations of staff are approximately at same level, when compared with the industry.
6	Any other information relating to funding, budget, remuneration, etc., which in your	1- Training for current staff, recruitment and training of new staff 2- Redefinition of	Because the NCAA is constrained to operate within the Public Service structure, it lacks the	Not Applicable	The Cooperative Inspectorate Scheme (CIS) under COSCAP-BAG would greatly	Funding and Assistance required in the provision of experts in Aircraft Airworthiness, Flight	DNAC as a body of the administration is constrained to operate within the Public Service	The AAC is provided with enough funds to maintain an effective and sustainable safety

ATTACHMENT B8

	opinion may have an impact on the State capability to establish and maintain an effective and sustainable safety oversight system.	remuneration, creation of benefits and incentives. 3- Technical assistance, reorganization of CAA through a mechanism for support to facilitate the enhancement of aviation safety 4- Implementation of a regional safety oversight organization.	flexibility to fix the remuneration of its technical experts. Also, other govt. parastatals constantly seek to reduce NCAA's share of the 5% TSC/CSC.		complement the capability of the Authority in carrying out its safety oversight responsibilities.	Operations and Personnel Licensing	structure and lacks the flexibility to recruit and to fix the remuneration of its technical experts. But, DNAC expects with the ongoing World Bank Project to be autonomous and to improve its resources and capacity building.	oversight system.
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