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UNITING AVIATION

# AFI AVIATION WEEK

GABORONE, BOTSWANA | 22-25 MAY 2017

## SAFETY SYMPOSIUM

### Session 1

#### **Sustainability of EI improvement and mitigation of regression of EI levels achieved by States**

**Moderator:** Mohamed Khalifa Rahma  
Regional Director, ICAO/MID Office

**Rapporteur:** Ousman K. Manjang  
Regional Officer - Airworthiness, ICAO/WACAF

## **Challenges to sustain EI enhancements in the Region**



**Mr. Simon Christopher Allotey**  
**Director General, Civil Aviation Authority, Ghana**  
**Chairman of RASG-AFI**



# Presentation Outline



- Improvements in Effective Implementation (EI) in ESAF & WACAF States between 2012-2015
- Role of ICAO and States in EI Improvements
- Challenges to Sustainability of EI Enhancements in Africa
  - Analysis using the 7s Model
    - Strategy
    - Structure
    - Systems
    - Shared Values
    - Skills
    - Style
- Conclusion

# EI Improvements



Source: ICAO



# Role of ICAO & States in EI Enhancements

- ICAO develops SARPs & States are to IMPLEMENT SARPs
- ICAO provides technical support to States towards the improvement of Safety Management
- EIs can be enhanced & Sustained if both ICAO & States perform their complimentary roles efficiently and effectively



# Challenges in Sustaining EI Enhancements

- Analysis of Challenges

Based on 7 internal elements:

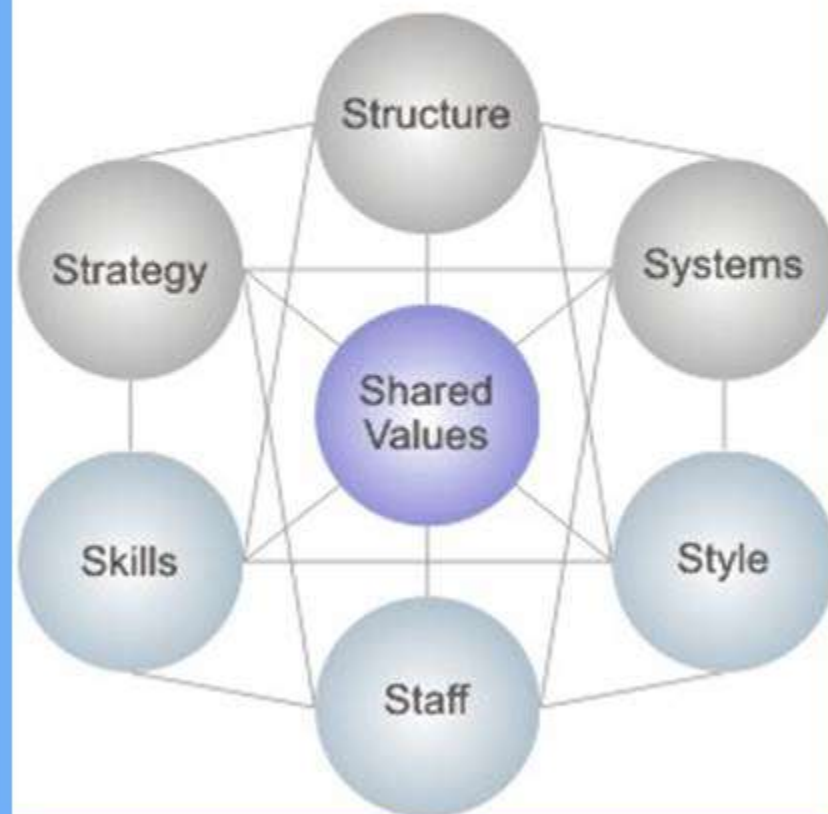
## **HARD ELEMENTS:**

Strategy, Structure, Systems

## **SOFT ELEMENTS:**

Shared Values, Skills, Style, Staff

Figure 1: The McKinsey 7S Model







# El Sustainability Challenges - 1

## OVERSIGHT STRATEGY



- Without a coherent oversight strategy and identifiable oversight objectives, the State will lack the needed focus to develop short and long term action plans to improve or sustain the level of El of the Critical Elements. e.g. AFI States continue to have low scores in AGA & ANS Audit Areas despite the existence of these findings for over a decade now.
- Without a coherent oversight strategy, and there is no focused effort for employee training, qualification and development to ensure effective and timely implementation of Corrective Action Plans

### **States should consider:**

- *developing a comprehensive set of oversight strategies, objectives & targets (in line with ICAO and Regional Objectives) with an annual review mechanism built into it.*
- *Providing adequate funding and other resources to support strategy implementation*



## El Sustainability Challenges - 2

# OVERSIGHT STRUCTURE



A number of States lack the basic Oversight Structure and Functions as defined in ICAO Doc 9734, Part A.

- No hierarchy of responsibility
- Poor accountability
- Poorly defined functions
- No separation of roles between Regulator and Service providers resulting in weak oversight

### ***States should consider :***

- *developing a comprehensive oversight structure to effectively fulfil its responsibilities. The State Civil Aviation System must be properly structured with clearly defined job functions, accountabilities and roles.*





# El Sustainability Challenges - 3

## OVERSIGHT SYSTEMS



- Documented Policies, Processes and Procedures (Manuals) are the mechanisms required to implement the critical elements in civil aviation oversight system in an effective and efficient manner. They help to guide actions of all staff, ensure consistency in safety oversight practices and form the basis for staff capacity development and EI enhancements.
- States are required to be equipped with current technical guidance materials and modern tools (including facilities and equipment) for the proper execution of its technical operations.

### ***States should consider:***

- *the implementation of Quality Management Systems to ensure improvements in their oversight systems*



# El Sustainability Challenges - 4

## EFFECTIVE LEADERSHIP (STYLE)



### LACK OF EFFECTIVE LEADERSHIP

- With good leadership, staff understand the vision and goals of the oversight system, and are committed to it. Employees become certain of the oversight goals and objectives, buy-in and run with them.
- *“Great leaders are almost always great simplifiers, who can cut through argument, debate, and doubt to offer a solution everybody can understand.” —General Colin Powell*

### **States should:**

- *invest in leadership development and good corporate governance practices in their Civil Aviation Administrations to engender staff buy-in to the State safety oversight programme*





# El Sustainability Challenges - 5

## STAFF ISSUES



Lack of committed staff in civil aviation oversight system could lead to most of the deficiencies identified in the USAOP- CMA programmes:

- Poor certification
- Inadequate surveillance activities
- Lack of identification and resolution of safety concerns

Employees are the most important resource for any oversight organisation and their level of motivation will have an impact on the performance of the oversight organisation. Workplace conditions of service, career development, work/life balance and remuneration are some issues that CAAs need to address to ensure a passionate & motivated workforce.

- ***States should put in appropriate strategies to motivate, remunerate, develop and retain staff***





# El Sustainability Challenges - 6

## STAFF SKILLS



- Highly skilled technical personnel are required for an effective Safety Oversight system and the sustainability of EI levels. Effective recruitment programmes, appropriate training (initial, on the job, recurrent) and qualification, sound technical skills and good job knowledge are essential for outstanding staff performance.
- Although training policies and procedures are in place in most African States they are not being adhered to.
- Training is ad-hoc (often dictated by external Agencies) and not often evaluated. As a result, the actual training programmes do not fully address the identified skill gaps in staff performance.





# El Sustainability Challenges - 6

## STAFF SKILLS (Contd)



### *States should consider the following:*

- Enforce a transparent Recruitment process to ensure the engagement of the best candidates.*
- Training policy and procedures should be adhered to and aligned to equipping staff with the appropriate skills, knowledge and competencies for the effective discharge of the State's safety oversight functions.*
- Staff should be thoroughly conversant with ICAO's USOAP –CMA Online Framework (OLF) & implemented CAPs should be consistently uploaded to the OLF.*
- Introduce a Performance Management System for identifying skills gaps & to reward and motivate staff for good performance*
- Monitor and evaluate all training programmes for relevance*
- Establish mechanisms for the sharing of acquired skills and knowledge.*
- Enter into MoUs with States or RSOOs with the appropriate capabilities for technical assistance in staff training and development.*



# El Sustainability Challenges - 7

## SHARED VALUES



### Effect of a Weak Corporate Culture

- Leads to poor team spirit
- Mistrust among the Leadership and the technical staff
- Lack of commitment and passion
  - Staff are often capable but apathetic towards the attainment of the strategic safety oversight objectives.
  - High Staff Turnover

### ***States should consider:***

- *building a strong corporate culture based on mutual respect & recognition, trust, diversity, strong core values, integrity, hard work and transparency.*





# Conclusion



- The role of ICAO, development partners and International Organisations to enhance aviation safety within Africa is commendable and should be encouraged.
- The consequent improvements in the EI levels should be recognised. There is however room for further improvements.
- African States have a complimentary role to implement effective safety Oversight systems based on good corporate governance and shared values to ensure enhancements and sustainability of EI Levels.



## An Old Adage

"Where there is a  
will, there is  
always a way!"

Thank you.



ICAO

SAFETY

NO COUNTRY LEFT BEHIND



# **Application of Safety Margins for State Safety Risk Analysis and Prioritization**



**Mr. Michiel Vreedenburgh,**  
**Chief, Implementation Planning & Support Section –**  
**Safety, ANB, ICAO HQ**





# Regional Safety Briefing - Africa



Dashboard	
Indicator	Value
State Safety Oversight - Group Average <i>Average (ISCAP Overall 02%)</i>	50.18%
State Safety Oversight - State Levels <i>Percentage of States with ISCAP Overall 02 above 60%</i>	51.92%
Significant Safety Concerns (SSCs) <i>Number of SSCs</i>	3
Accident Rate <i>Number of accidents per 100,000 departures over preceding 5 years</i>	6.4
IOSA - Airlines <i>Number of IOSA certified airlines in the region</i>	43
IOSA - State Levels <i>Percentage of States with IOSA certified airlines</i>	41.67%
EU Safety List <i>Number of States with restrictions</i>	15
FAA IASA <i>Number of States listed as Category 2</i>	1
PBN Implementation - Runways <i>Percentage of instrument runways with PBN approaches</i>	62.13%
PBN Implementation - State Levels <i>Percentage of States having PBN approaches on all instrument runways</i>	52.83%





## USOAP Results by Area and Critical Element

7 areas and 5 critical elements are above the target of 60% EI.



Botswana currently has 218 open USOAP protocol findings. The highest number of protocol findings (35) concern Licensing, Certification, Authorization and Approval Obligations (CE-6) in the area of Aerodromes (AGA).

	LEG	ORG	PEL	OPS	AIR	AIG	ANS	AGA
CE-1	1					2		
CE-2	1		2	2	3	5	3	6
CE-3		1			1	7	6	1
CE-4			4	5	5	3	12	4
CE-5			1	2	2	7	1	1
CE-6			2	17	1		11	35
CE-7			4	9	5		18	15
CE-8			3	4	2	4	3	5

Protocol findings by Area and Critical Element intersection

Note: Due to ongoing work on our data management platform, the above results may slightly differ from the ones published on the CMA online framework. There may be differences in the protocol findings obtained from the QLF and iSTARs due to migration to the 2016 PQ version.





## State Safety Programme (SSP) Implementation

Implementation of the State Safety Programme (SSP) is included in the priorities of the Global Aviation Safety Plan, in particular for States with an EI above 60%. ICAO tracks the implementation of SSPs via the SSP Gap Analysis tool on iSTARS. States are invited to use this tool to perform their GAP analysis, define action plans and benchmark their progress.

ICAO measures SSP implementation in levels as follows:

Level 0: States not having started a GAP analysis

Level 1: States having started a GAP analysis

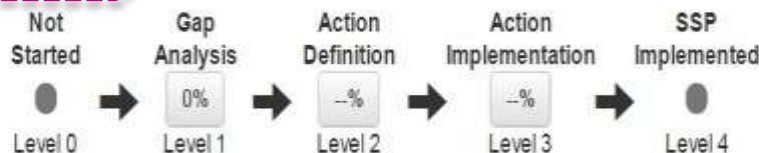
Level 2: States having reviewed all the GAP analysis questions

Level 3: States having defined an action plan for all non implemented questions

Level 4: States having closed all actions and fully implemented their SSPs



Botswana is at level 1.



Botswana

The data used to evaluate those levels is self-reported by the State and not validated by ICAO.



## Safety Margins App on iSTARS

- Tool for risk-based prioritization
- Target EI score calculated based on a global linear regression of traffic versus EI



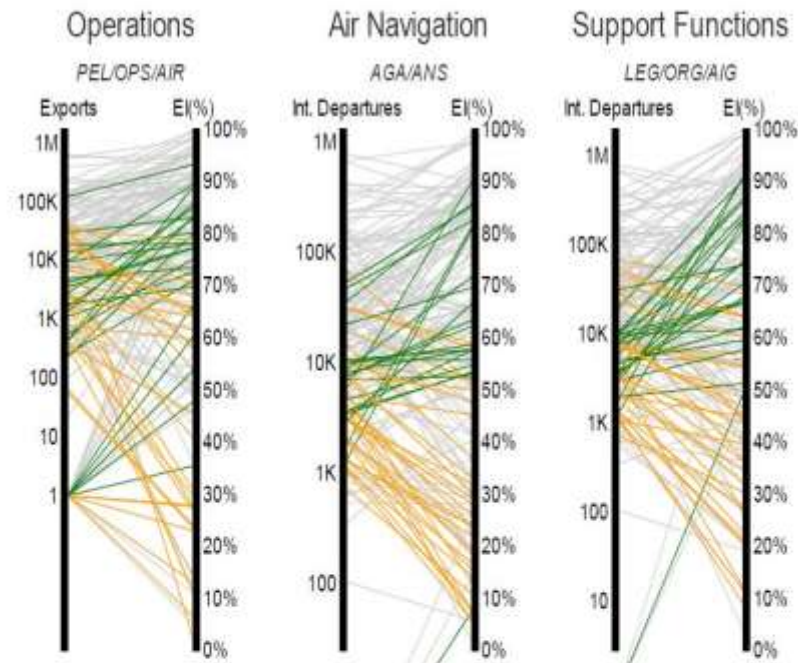
The screenshot displays the iSTARS 3.0 interface. At the top, the ICAO logo and 'iSTARS 3.0' are visible, along with the text 'integrated Safety Trend Analysis and Reporting System'. Below this is a navigation bar with links: MY APPS, CATALOGUE, GROUP MANAGER, SPACE-EXCHANGE, WORKSHOP, NEWS, MY ACCOUNT, CONTACT US, and PROFILE. The main content area features a purple icon with a white crosshair and the title 'Safety Margins'. Below the icon, the text reads: 'Risk-based prioritization for operations, air navigation and support functions'. A paragraph explains that the application allows for risk-based prioritization of operational, air navigation, and support related USOAP areas. It further states that in each of the 3 functional areas, a State is given a target effective implementation score calculated based on a global linear regression of traffic versus effective implementation of all ICAO Member States. A State with a positive safety margin would be considered to have sufficient regulatory controls in place to cover its existing traffic volume, while a State with a negative safety margin would be considered to have an insufficient oversight system taking into consideration its traffic volume. The text also notes that operational safety margins are calculated taking into consideration only flights performed by carriers from the State, whereas the other margins are calculated using all departures from the State. Finally, it mentions that safety margins are best used in conjunction with the Solution Center which provides solutions for the various USOAP areas. At the bottom, there are three input fields: 'Select a Region or Group' with a dropdown menu showing 'World', 'Show States with Margins' with a dropdown menu showing 'Any', and 'Show State Names' with a checkbox.





# Regional Priorities - Africa

- States are prioritized by considering the EI as well as the related activity at risk in operations, air navigation and support functions
- The profile of each State is benchmarked against all other ICAO member States
- Priority is given to the least performing areas in ascending order



Top-5 States in each Priority area

<b>Djibouti</b> Safety margin: -73.87%	<b>Angola</b> Safety margin: -40.48%	<b>Djibouti</b> Safety margin: -37.22%
<b>Guinea-Bissau</b> Safety margin: -51.37%	<b>Seychelles</b> Safety margin: -37.8%	<b>Central African Republic</b> Safety margin: -34.96%
<b>Seychelles</b> Safety margin: -45.52%	<b>Djibouti</b> Safety margin: -34.96%	<b>Lesotho</b> Safety margin: -34.49%
<b>Democratic Republic of the Congo</b> Safety margin: -45.3%	<b>Gabon</b> Safety margin: -33.96%	<b>Seychelles</b> Safety margin: -34.14%
<b>Libya</b> Safety margin: -41.31%	<b>United Republic of Tanzania</b> Safety margin: -29.89%	<b>Eritrea</b> Safety margin: -25.25%

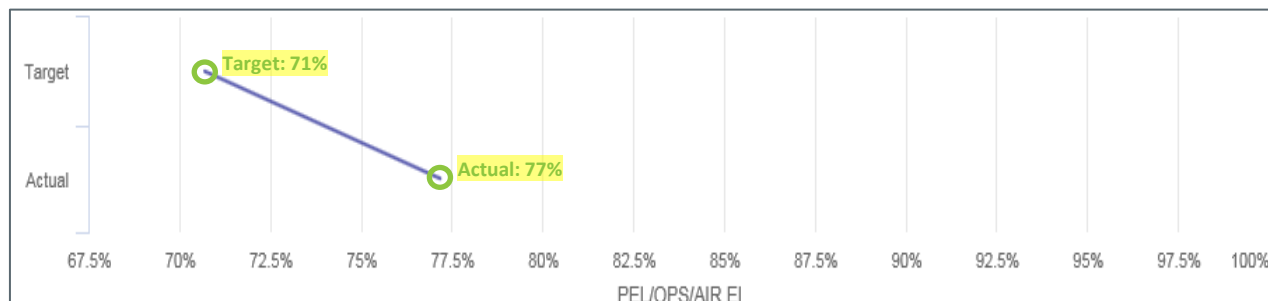


Source: iSTARS 3.0 – Regional Safety Briefing (<https://portal.icao.int/space>)

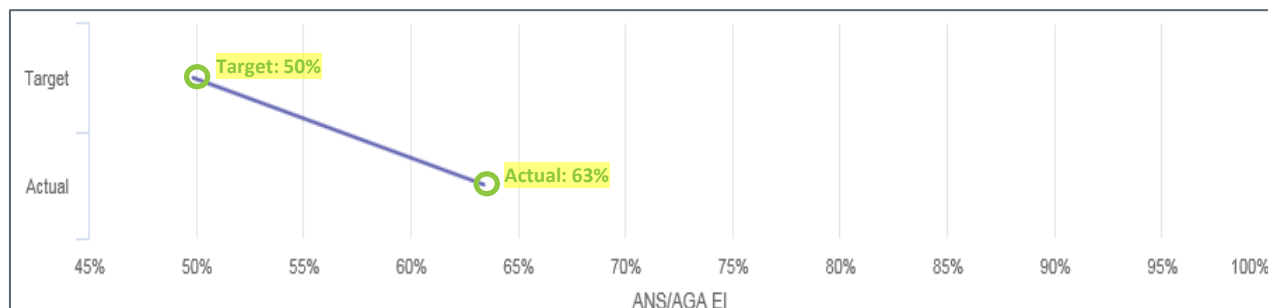


# Safety Margins - Botswana

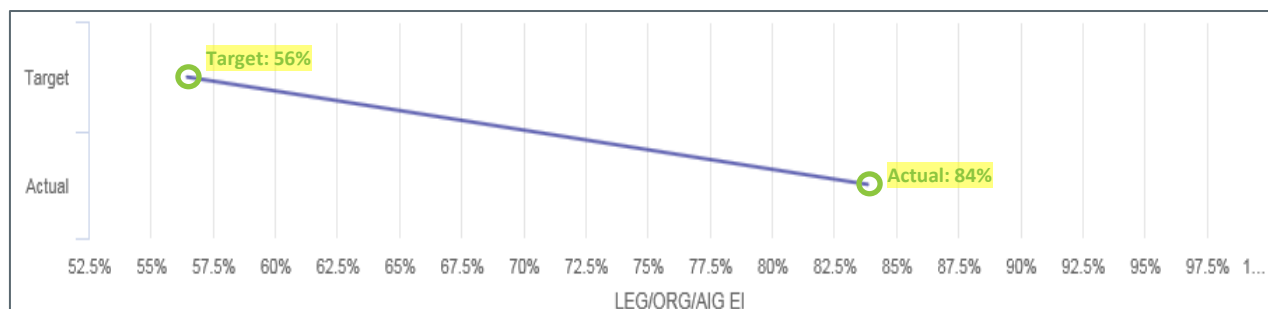
Margins in Operations



Margins in Air Navigation



Margins in Support Functions





- In each of the 3 functional areas, a State is given a target EI score which is calculated based on a global linear regression of traffic versus EI of all States.
- A State with a positive safety margin would be considered to have sufficient regulatory controls in place to cover its existing traffic volume.
- A State with a negative safety margin would be considered to have an insufficient oversight system taking into consideration its traffic volume.

State	Departures	Flag-carrier Flights	Operations		Air Navigation		Support	
			EI (%)	Margin (%)	EI (%)	Margin (%)	EI (%)	Margin (%)
Botswana	8888	8563	77.15	6.49	63.38	13.58	83.81	27.4



Source: *ISTARS 3.0 – Safety-Margins* (<https://portal.icao.int/space>)

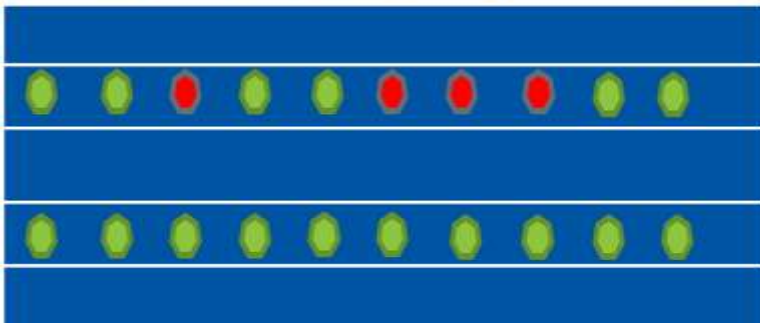




## SSP pre-requisites

Identifies pre-requisites to an effective and sustainable SSP implementation

### USOAP PQ Prerequisites – Safety Oversight Foundation



A subset of the approx. 1,096 USOAP PQs with more granularity than the 60% EI threshold;



## Refining the Pre-requisites


- ✓ Approximately 380 USOAP PQs identified as pre-requisites
- ✓ Grouped by topic
- ✓ Existing USOAP PQ data can be imported to create App
- ✓ SSP implementation plan should address pre-requisites

USOAP PQ Prerequisites	#	Topic
	1	Primary aviation legislation
	2	Specific operating regulations
	3	State system functions
	4	Qualified technical personnel
	5	Accident and incident investigation



# ASIAP Prioritization App on iSTARS

- Prioritization tool for the Aviation Safety Implementation Assistance Partnership (ASIAP)
- Uses safety margins integrated with other indicators and factors to identify and prioritize States for technical assistance



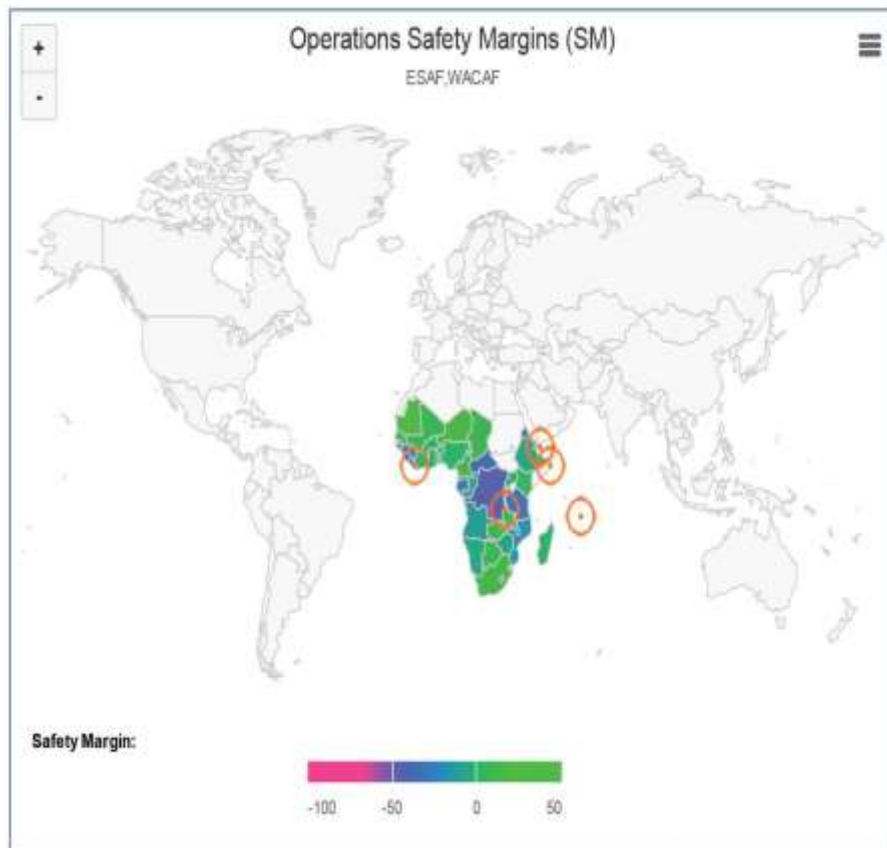
The screenshot shows the iSTARS 3.0 interface with the ASIAP Prioritization tool. The header includes the ICAO logo and the text "iSTARS 3.0 integrated Safety Trend Analysis and Reporting System". A navigation bar lists various options: MY APPS, CATALOGUE, GROUP MANAGER, SPACE-EXCHANGE, WORKSHOP, NEWS, MY ACCOUNT, CONTACT US, and PROFILE. The main content area features a large icon representing the ASIAP Prioritization tool, which is a stylized globe with a balance scale and a bar chart. Below the icon, the text reads "ASIAP Prioritisation" and "Prioritisation of Assistance Needs". A detailed paragraph explains the tool's purpose: "The Aviation Safety Implementation Assistance Partnership (ASIAP) Prioritization Tool is designed to identify States prioritised for technical assistance using the ASIAP methodology in an automated mode and interactive presentation using real-time data sourced from the ICAO Universal Safety Oversight Audit Programme (USOAP), integrated Safety Trend Analysis and Reporting System (iSTARS) Safety Margins App, and the World Bank Worldwide Governance Indicators (WGI). The Safety Margin is the value above or below target USOAP effective implementation (EI) which is based on a global linear regression of air traffic versus EI of all audited States. The top 5 States with negative SM (below target EI) and overall EI < 80% per ICAO Regional Office accreditation area and by technical area, namely, operations (OPS/AIR/PEL), air navigation (AG/ANSS) and support (LEG/ORG/AIG) are identified. Political stability and control of corruption conditions are identified by State. SSC States are also highlighted." Below this text, a link is provided: "For more information on the Aviation Safety Implementation Assistance Partnership, please click on the following link: <http://www.icao.int/safety/scan/Pages/Aviation-Safety-Implementation-Assistance-Partnership.aspx>". At the bottom, there is a "Select a Region:" dropdown menu with "All Member States (World)" selected, and a "Send PDF by email" button.





# ASIAP Prioritization ESAF, WACAF

Operations (OPS/AIR/PEL)



## List of Priority States

Malawi

- Significant Safety Concern
- Negative Safety Margin
- High Corruption Concerns

Djibouti

- Significant Safety Concern
- Negative Safety Margin

Guinea-Bissau

- Negative Safety Margin
- High Corruption Concerns

Seychelles

- Negative Safety Margin
- Above Average GDP per Capita

Democratic Republic of the Congo

- Negative Safety Margin
- Politically Unstable
- High Corruption Concerns

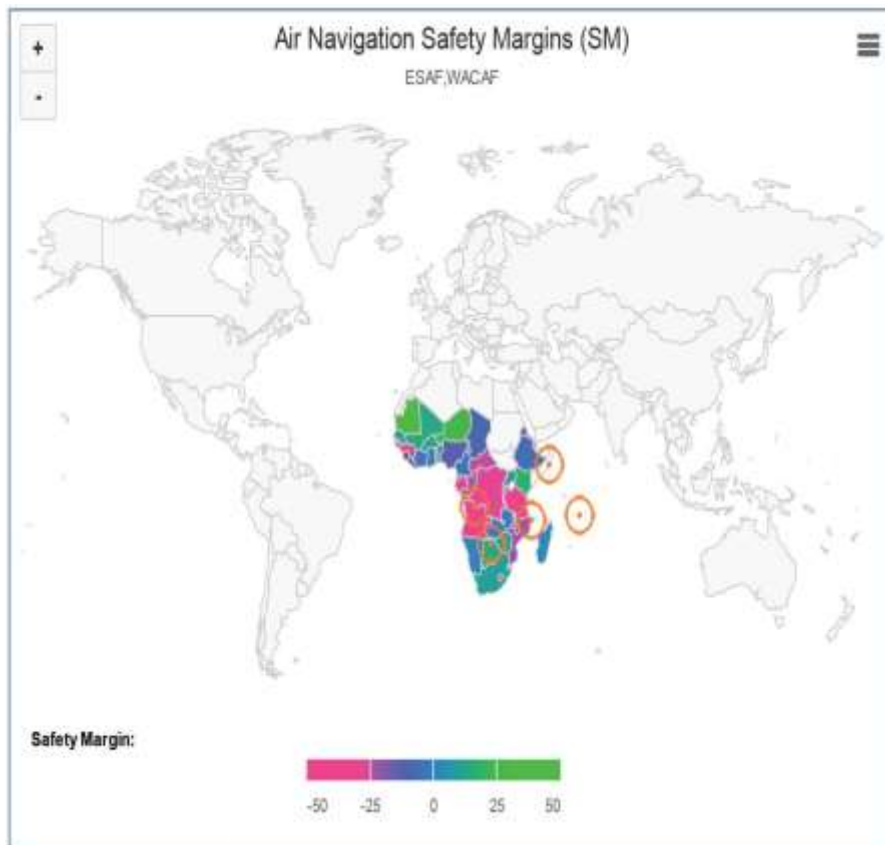
Eritrea

- Significant Safety Concern
- Negative Safety Margin
- Politically Unstable
- High Corruption Concerns



# ASIAP Prioritization ESAF, WACAF

## Air Navigation (ANS/AGA)



### List of Priority States

Angola	Negative Safety Margin	High Corruption Concerns
Seychelles	Negative Safety Margin	Above Average GDP per Capita
Djibouti	Negative Safety Margin	
Gabon	Negative Safety Margin	
United Republic of Tanzania	Negative Safety Margin	



# Safety Information Monitoring Service (SIMS)

## What is SIMS

## Benefits

## Modules

### Ramp Inspection (RI)

- comprises safety data from national ramp inspection programmes in accordance with ICAO Doc 8335

### Air Navigation Monitoring (ANM)

- processing of safety data collected through Automatic Dependent Surveillance-Broadcast (ADS-B), radar surveillance systems and other types of flight parameter monitoring systems.

### Operational Safety Data (OSD)

- comprises of data collected through flight data monitoring and other types of flight parameter monitoring systems.

### Safety Indicator Dashboard (SID)

- allows States to monitor and have their State activity and operational indicators and metrics visualized for decision making.





# State Safety Risk Analysis Principles

- Safety goals & targets (global, regional, national)
- Risk based prioritisation
- Data driven analysis
- Safety margin targets
- Fatality risk reduction
- Layered risk mitigation
- Safety Information Monitoring
- Transparency



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THANK YOU



## **Outcome of the ICAO/EASA Forum on RSOO for Global Aviation Safety - (Swaziland, March 2017)**



**Ms. Suzette Nieuwoudt**  
**Acting Executive Director, iSASO**

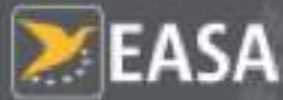




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# RS00 Forum Outcomes



| ICAO SAFETY

**RS00 Forum for Global Aviation Safety**

**22-24 March 2017, Ezulwini, Swaziland**



# 3-Day Forum

- ✈ Two days of global discussions
- ✈ One day dedicated to the Africa region at Ministerial level.

# Attendance

- ✈ 200 participants
- ✈ 48 States
- ✈ 32 international organizations
- ✈ Ministers responsible for Civil Aviation from 13 States in the AFI Region.



# Global RSOO Discussions

- ✈ Theme 1 RSOO State-of-Play – Global Update
  - Report on the actions and achievements since the last ICAO RSOO Symposium
  - RSOO pitch I: **new RSOOs**
- ✈ Theme 2 RSOO State-of-Play – RSOO Update
  - RSOO pitch II: **existing RSOOs** - updates on main activities, developments in competences, recognition and challenges

## ✈ Theme 3 Practical Aspects of Operating Regional Mechanisms :

- **What** they can offer and perform for States
- **Financing and sustainability**: Which possibilities exist? How sustainable are they? Presenting the views of RSOOs, their donors, States and industry.

## ✈ Theme 4 Institutional Aspects of Operating Regional Mechanisms

- The **relationship** between **RSOOs and their Member States**
- The **relationship** between **RSOOs and ICAO**: recognition, audits and integration into ICAO activities.

## Proposed Cooperative Platform

- facilitate inter-RSOO Communication
- become an information hub and facilitate the exchange of information and sharing of best practices, including the establishment of common or harmonised definitions, standards and specifications relevant to RSOOs
- facilitate the exchange of data and common data analysis
- facilitate the supply of technical assistance and support to RSOO
- interface with ICAO on topics of mutual interest for RSOO
- receive tasks from ICAO that concerns development of the RSOO community
- provide an RSOO pool of experts
- nurture the continued stability and progression of RSOO





# RSOO Forum Outcome

- ✈ **Global Strategy and Action Plan** for the Improvement of Regional Safety Oversight Organizations (RSOOs) and the Establishment of a Global System for the Provision of Safety Oversight





## **GASOS**

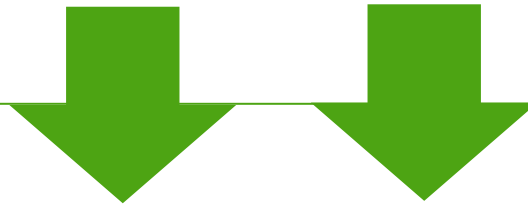
*a new Global Aviation Safety Oversight System  
for the provision of safety oversight*

- **Improvement and strengthening of RSOOs**
- Development and implementation of an RSOO **cooperative platform**
- Development and implementation of a global aviation safety oversight system (**GASOS**)



# AFI Ministerial Event Outcome

- ✈ **Regional Ministerial Declaration** HOW States will work to refine their collaborative efforts and improve aviation safety oversight







## ***EZULWINI DECLARATION*** ***endorsement***

**GASOS**

a new Global  
Aviation Safety Oversight  
System

for  
the provision of safety  
oversight

Global Strategy  
and Action Plan

for  
the improvement of RSOOs

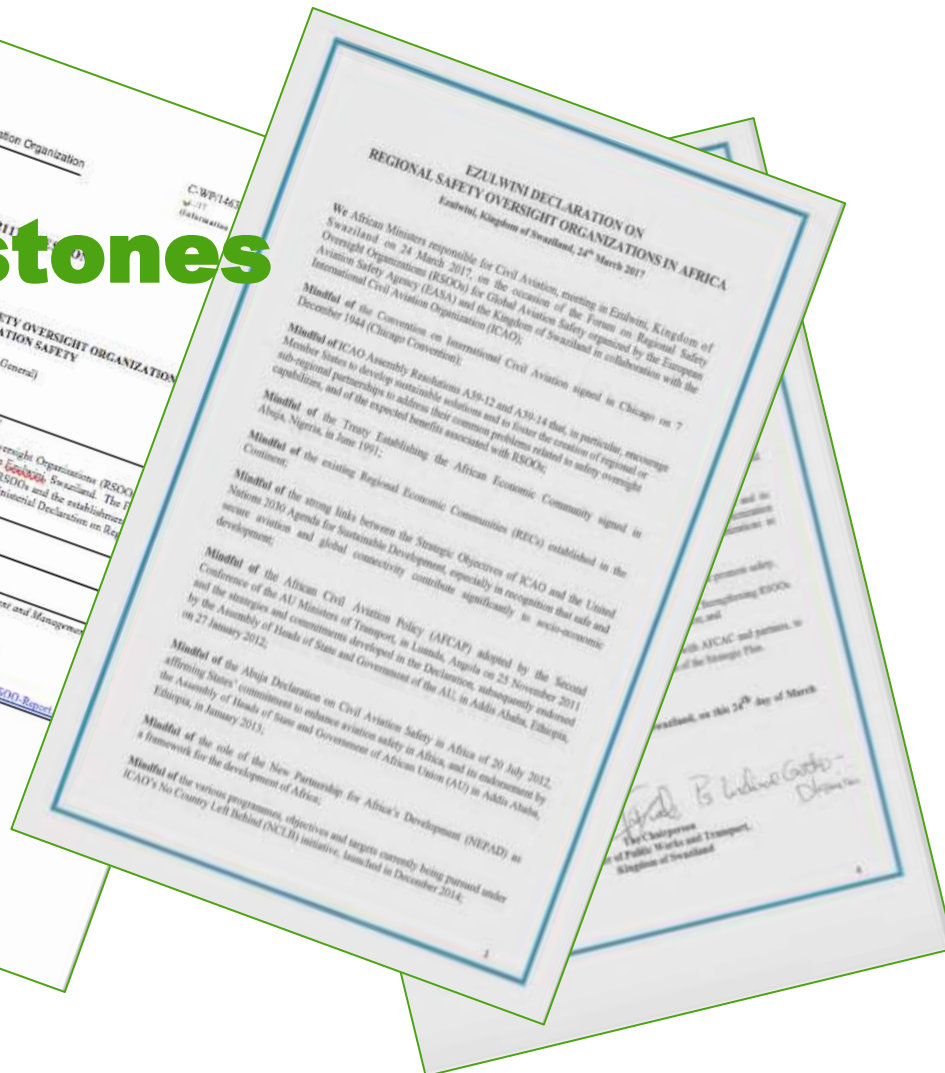


# Milestones



## FORUM ON REGIONAL SAFETY OVERSIGHT ORGANIZATIONS (RSOOS) FOR GLOBAL AVIATION (22 - 24 March 2017, Ezulwini)

### REPORT



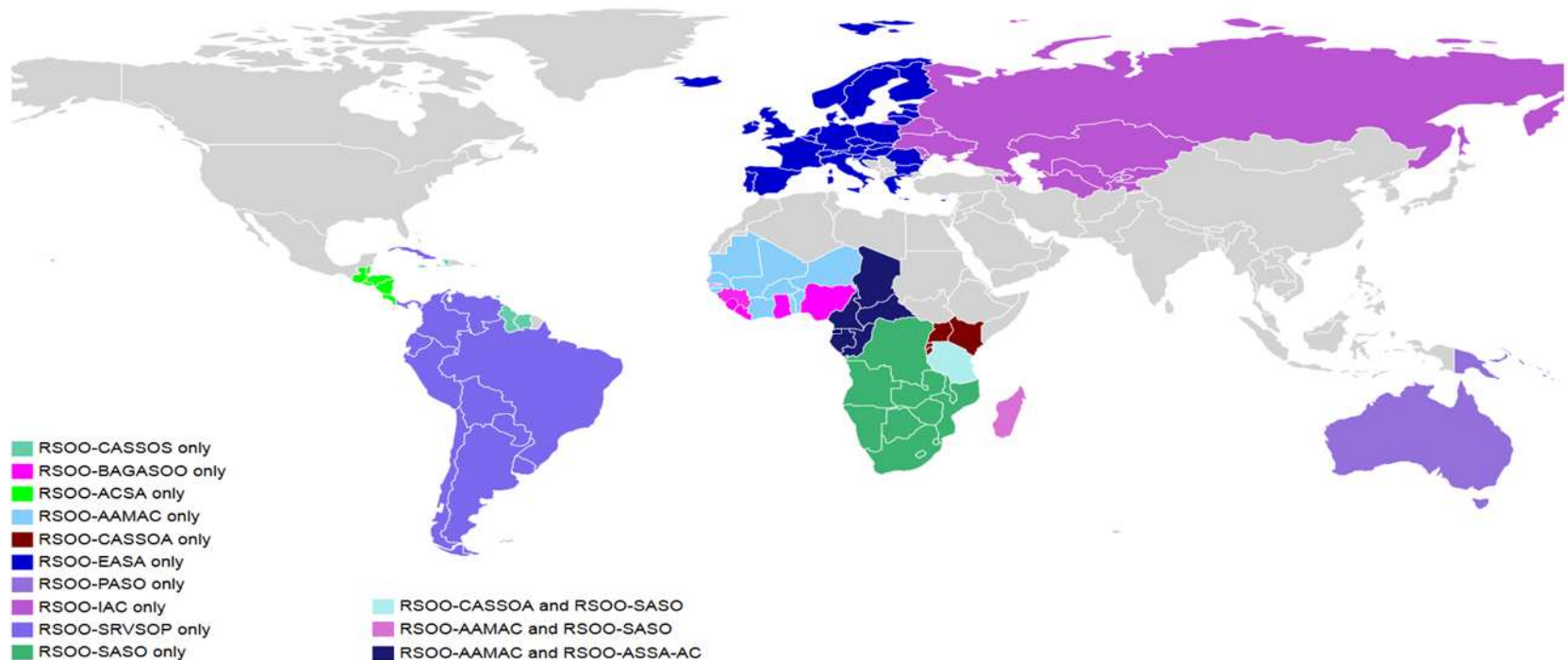


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# Thank you!

## Regional Safety Oversight Organizations (RSOOs)



# AFI AVIATION WEEK



## Improvements in the AFI Region



**Mr. Peter Bombay**

**European Commission, DG MOVE**  
**Chair of the EU Air Safety Committee**

10

**THE EU AIR SAFETY LIST** @10 AND BEYOND

Brussels, March 16, 2017

# Cooperation ICAO - EU

- EU experiences good cooperation with ICAO
- Synergies exist and more coordination and cooperation could be achieved to avoid duplication of efforts
- Development of ICAO tools provides for better safety analysis

# EU Air Safety List

AFI region makes good progress, removal of airlines from the ASL:

- 2012: Mauritania (all)
- 2014: Swaziland (all)
- 2016: Zambia (all), Air Madagascar, TAAG (less restrictions), Botswana (managed to stay off the list with timely improvements)
- 2017: Benin (all), Mozambique (all)

# Sustainability of improvements

None of removed airlines re-entered the ASL

## Important elements:

- Recognition of safety problems
- No quick fixes
- Re-build the aviation safety system



# Sustainability of improvements

## Civil Aviation Authorities:

- Independency
- Solid funding mechanisms
- Enforcement powers
- Good governance
- Cooperation at regional level



# Aviation growth

The expected growth of aviation in Africa requires that:

- CAA's have to be prepared and keep up with this growth in oversight capabilities
- Airlines should demand good safety oversight from their authorities

# Third Country Operators

- Since 26 April 2014 the foreign operator rules in Europe are complemented by the new Third Country Operators (TCO) authorization system
- Majority of African TCO applications succeeded and some were among the first authorizations issued by EASA.

# Technical cooperation projects

Name	Zone	Amount
SATA	Sub-Saharan Africa (closed)	9.0 M€
CAASP	Central Africa	2.2 M€
IASOM	Malawi (closing)	2.5 M€
ASSP	Zambia (closed)	3.0 M€
Euromed III	Northern Africa (+ Middle East)	2.0 M€
Twinning	Algeria (closed)	1.4 M€
Twinning	Morocco	1.5 M€
Twinning	Tunisia	1.2 M€
TOTAL		22.8 M€



# EU implementing partner



The EU institutions mandated EASA to carry out cooperation activities



EASA is the preferred partner from the EC for aviation-related TA



Some of the project specifically targeted countries with low EI

## SIASA

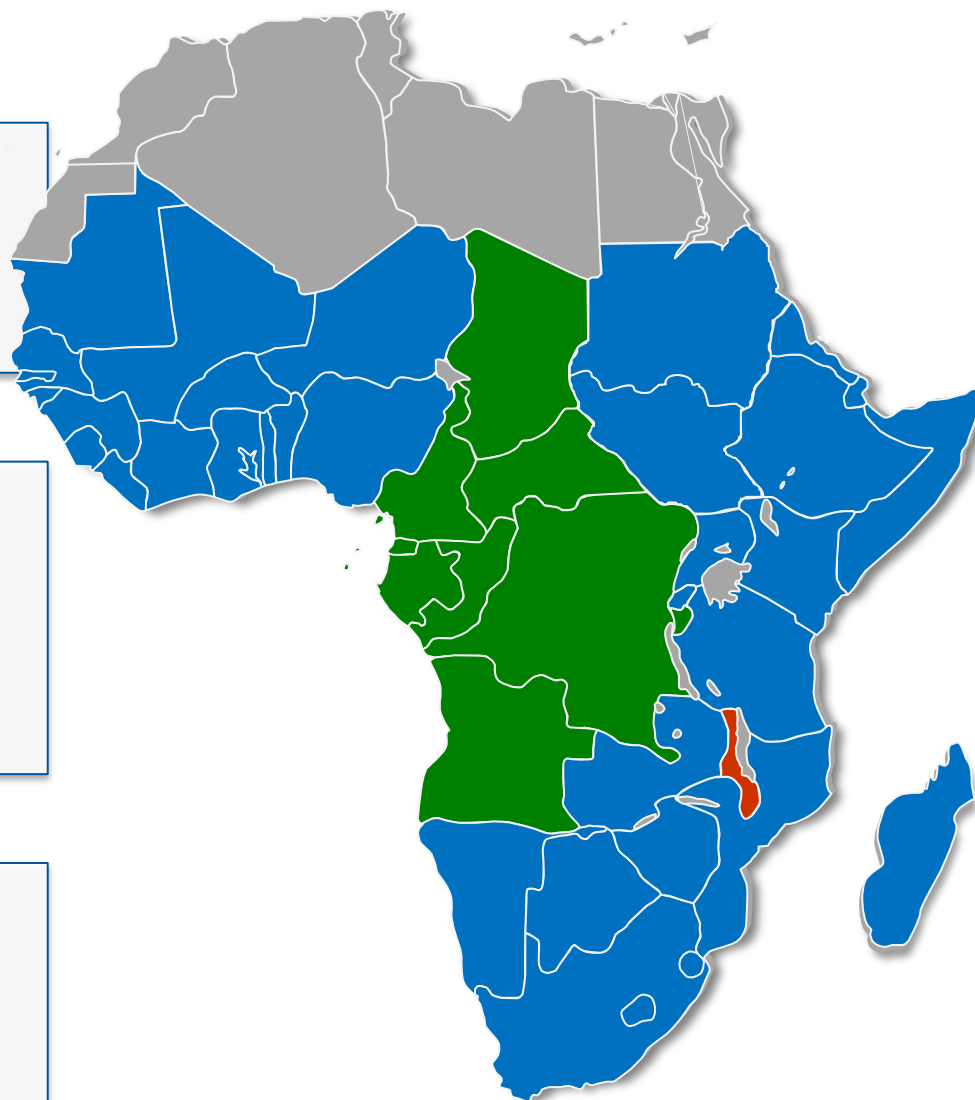
- Support to the Improvement of Aviation Safety in Africa

## CAASP

- Central Africa Aviation Safety Project (also known in French as ATA-AC)

## IASOM

- Improvement of Aviation Safety Oversight in Malawi



# Two key words

- **Cooperation**

- Europe will pursue its cooperation with Africa

- **Coordination**

- Deliver qualitative projects
- Avoid duplication between projects and misuse of funds



“When the right, capable people are put on the right spot and are allowed to do their job properly, progress become a reality”

And this progress IS a reality in Africa



# AFI Region improvements

- Significant Safety Concerns are being resolved
- Effective Implementation of international safety standards improves
- For foreign operators to Europe:
  - Many African carriers received a TCO authorisation from EASA
  - Ever more African states/carriers released from the EU ASL
- All partners should cooperate in their efforts to improve the situation in the region



Through hard work of many capable people, it will  
be possible to ensure that “No Country is Left  
Behind”

Thank you!



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# Questions ?



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# AFI AVIATION WEEK

GABORONE, BOTSWANA | 22-25 MAY 2017

## SAFETY SYMPOSIUM

### Session 1

#### **Sustainability of EI improvement and mitigation of regression of EI levels achieved by States**

**Moderator:** Mohamed Khalifa Rahma  
Regional Director, ICAO/MID Office

**Rapporteur:** Ousman K. Manjang  
Regional Officer - Airworthiness, ICAO/WACAF