PROJECT PROPOSAL SUMMARY

African Air Navigation Service Providers Peer Review Programme

PROJECT PROPOSAL

1.   Beneficiary State/Group of States: All African-Indian Ocean States

2.   Project No.:   AFI/2016/006

3.   **Project Title:**   Implementation of African Air Navigation
                                                                Service Providers Peer Review Programme

4.   **Project Duration:**   24 months (starting in June 2022)

5.   Implementation Agency: ICAO

6.   Source of Funding: AFI Plan

7.   Estimated budget: USD **63,888**

AFRICAN AIR NAVIGATION SERVICES PROVIDERS (ANSPS)

SAFETY AND QUALITY ASSURANCE INITIATIVE (ASQA)

1. Project justification

1.1.   The ASQA Initiative was created pursuant to the Coordination meeting between African Air Navigation Services Providers organized by ICAO in Montreal, on 4 February 2015.

1.2.   The terms of Reference have been adopted during a meeting of the above mentioned ANSPs held in Durban, South Africa on 12 June 2015.

1.3.   The main goal is to establish a peer review mechanism among and between ANSPs (akin to IOSA for airlines and APEX for airports) to improve the capabilities of the ANSPs and enhance the safety and quality of air navigation services in the African Region.

1.4.   The ASQA Initiative aims to help ANSPs continuously improve the provision of air navigation services in their areas of responsibility, to ensure that a required minimum level of safety and quality of air navigation services is achieved, and to assist ANSPs to reach that level by a process of continuous improvement.

1.5.   The following is expected by the end of the Project:

1.5.1. A uniform and sustainable level of safety which should at least be equal to the international requirements has been established for the African Region.

1.5.2. Increased compliance of States with their obligations under the Chicago Convention with respect to air navigation services, including requirements in: Air Traffic Services, Design Validation, Operation and Maintenance of Visual and Instruments Flight Procedures, Aeronautical Information Services, Aeronautical Charts, Aeronautical Meteorology, Aeronautical Communication Navigation and Surveillance, Search and Rescue, Safety Management System and Quality Management System.

1.5.3. Reduced ANSP safety and quality assurance programme costs through pooling of toolkits, human resources and available training.

1.5.4. Effective preparation of ANSPs in the process towards safety oversight/certification by Civil Aviation Authorities.

1.5.5. Assurance on the continuous improvement of the Safety, Quality, Capacity and Efficiency of air navigation services in the AFI region.

1.5.6. Assurance of a minimum level of safety oversight of ANSPs in States where the National Authorities face some difficulties (no ANSP left behind in the oversight process).

2. Programme Strategy

2.1. Establishment of a mechanism of action, including:

2.1.1.   Creation of an ASQA Coordination Team (CT) of Executives appointed by the ANSPs;

2.1.2.   Draft a frame document (MoU) which specifies the terms of cooperation (modalities of

assistance and review by peers);

2.1.3. Define a standardized frame of reference: all ANSPs will have at their disposal a SMS and a QMS both integrated (or not).

2.2. Project Phase I achievements/outcomes

2.2.1. Launched since the adoption of its Terms of Reference, the African ANSPs Peer Review project conducted during Phase I several actions aiming at structuring the process, developing technical documents and effectively conducting pilots peer reviews.

2.2.2. During the 5th meeting of the African ANSPs held in Lomé from 28 March to 1st of April 2022, updates on the AFI ANSPs Peer Review were provided to the participants. The actions conducted at the initiatives of ICAO as Secretariat, CANSO and ANSPs were highlighted, and lessons learnt were shared. It was reported that some pioneer Peer Review sessions were successfully conducted by ASECNA in Madagascar, ATNS (South Africa), Botswana CAA, Eswatini CAA, GCAA (Ghana), NAMA (Nigeria) and the Roberts FIR.

2.2.3. Challenges of this laudable initiative include ANSPs inability to follow up on findings and seek to their final resolution. The Second and third rounds of the Peer Reviews could not be conducted, partly due to financial challenges and travel ban brought about by COVID-19. Attempts to conduct subsequent online reviews could not be materialized because of the On-Site visit aspect of it. Language differences, to some extent, was another challenge in the exercise.

2.2.4. It was noted that remaining actions are still pending and it was agreed on the necessary relaunch and effective operationalization of the Peer Review exercise through the following initiatives:

a. Take a critical look at other probable means of conducting the Peer Review if it cannot be done physically on site and consider the activities that can be done online.

b. Based on the signed agreement among ANSPs with confidentiality consideration, support each other to address the identified weaknesses and retool their SMS implementation plans and processes;

c. Initiatives should be pooled to agree on a single framework for conducting ANSPs peer reviews in Africa by merging the two Peer Review exercise documents (Standard of Excellence of CANSO and the Peer Review Programme Manual developed by ASECNA in collaboration with ICAO) for an effective and efficient implementation of the programme; and

d. Assessment of the whole peer review achievement.

The summary of the achievements of Project Phase I is presented in the attached **Appendix B.**

3. Phase II: Relaunch and reinforcement of the AFI ANSPs Peer Review

3.1. Objectives of Phase II

Based on the above, the future Phase II of the project is proposed to assist ANSPs re-ignite the peer review mechanism processes, as part of the procedure, adopt, and facilitate the periodic peer review exchange visit among Partner ANSPs under the agreed framework.

This will consist of completing the remaining tasks of Phase I as well as conducting those identified by the pioneer peer reviews and by the ANSPs recent coordinating meeting.

3.2. Scope of Project Phase II

The African Peer Review mechanism intends to bring at a largest extend possible ANSPs that volunteer to cooperate to improve the Capacity, Efficiency and Quality Assurance of the air Navigation system. Phase II of the project will operationalize and sustain the peer review mechanism.

This includes:

1. The improvement of the Programme Manual by merging the provision of the current version with the Standard of Excellence (SoE) of CANSO as a unique reference for the future peer reviews;

2. The completion of Appendix D of the Programme Manual which relates to Protocol Questions in order cover all areas of Air Navigation Services (ATS, AIS, CNS, MET, PANS-OPS) in the scope of review.

3. The alignment of the Peer Review Protocol Questions with the USOAP new 20202 Protocol Questions

4. The conduct of refreshment training of reviewers.

5. The conclusion of MoUs for Peer reviews, planning and conduct of Peer reviews;

6. The development, implementation of Corrective Action Plans (CAPs) and assessment of their status of implementation.

During this Phase II cooperative/pooling initiatives will be taken such as:

1. The establishment of a team of experts (from GCAA, RVA, ENNA, ATNS, ASECNA, etc.) tasked to revise/update the reference documents;

2. The identification and establishment of a database of competent experts in all ANS areas of the AFI region;

3. The Establishment of a partnership (MoU) with other organizations (ICAO, RSOO, CAAs, etc.), in order to take advantage of their experts in relevant air navigation fields, if necessary.

The conduct of this Phase will also necessitate the Coordination Team regular coordination meetings as well as the Team Managers interim coordination meetings.

3.3. Deliverables of Project Phase II

1. Peer review documents updated (Programme Manual, Preview Protocols Questions, Peer review schedules….);

2. Pool of competent Peer Reviewers covering all subjects of Air Navigation Services,

3. Effective conduct of peer reviews with reports, Correctives Actions Plans, and follow up on remedial actions.

3.4. Conduct of Reviews during Project Phase II

3.4.1. Reviews are carried out by teams of qualified ASQA Reviewers comprising Subject Matters Experts selected from various ANSPs. No Reviewer can be part of the team mandated to review his/her own organization;

3.4.2. The review reports are sent to the concerned ANSP which will develop the corrective/preventive action plans accordingly;

3.4.3. The corrective/preventive action plans are returned to the Coordination Team which will conduct a regular assessment of the status of implementation.

3.5. Organization and conduct of follow-up of corrective actions resulting from the reviews

3.5.1. The CT will conduct, in coordination with the concerned ANSP, a regular assessment of the status of implementation of a corrective action plan (CAP);

3.5.2. The CT will develop and update an anonymous database of the findings and opportunities for improvement stemming from the various reviews and share them with all ANSPs involved in the initiative, in order to enable them to eventually make corrections to their system and/or adopt the best practices implemented by other ANSPs;

3.5.3. The CT will enable ANSPs to have access to a network of Experts in an ANS area who will be able to provide them support in the implementation of their action plan.

3.6. End of Project Status/Targets/ Objectives

3.6.1. Consolidate CAPs implementation, identification of remaining and new challenges and proposals for solution;

3.6.2. Number of Peer Reviews conducted

3.6.3. Sensitizing through meetings, ANSPs on the Peer Review in order to bring them onboard

3.7. Project Implementation Strategy

3.7.1. The Project will be implemented by the ICAO Regional Offices accredited to African States, and a Team of Experts from among States and industry that will provide technical support on a needs basis via review missions or remote documentation review and drafting.

3.7.2. The initial relaunch stage of the Project will consist of a three-day regional meeting of all African ANSPs to establish a mechanism of action and a framework of cooperation and adopt the operational documentation and the modalities for the implementation of the ASQA Programme.

3.7.3. Expansion of the mechanism by increasing the number ANSPs and their active participation in the pear review mechanism. The assistance will comprise ANSP Peer Review activities to selected volunteer African States/ANSPs.

3.7.4. Sensitization actions will also be maintained at a senior level in States' Civil Aviation Authorities to secure their support and facilitate the successful completion of this Project.

Major Elements of Project Phase II

Objective 1	Update of African Air Navigation Service Providers Peer Review Programme		Comments
Key performance indicator(s)	*Framework established for African ANSP Peer Review Mechanism*		
Result 1.1	**Framework of cooperation established**		
Activity #	*Description*	*Actors*	
Activity 1.1.2	Establish a partnership (MoU) with African ANSPs that are not yet part of the Peer Review exercise.	CT ANSPs	
Activity 1.1.2	Establish a partnership (MoU) with other organizations (ICAO, RSOOs, CAAs, etc.), in order to take advantage of their experts in air navigation field, if necessary.	ANSPs RSOOs ICAO AFCAC	
Result 1.2	**Standardized reference framework for African ANSP Safety and Quality Assurance**		
Activity #	*Description*	*Actors*	
Activity 1.2.1	Develop a reference framework for ANSP SMS	ANSPs CANSO ICAO AFCAC	
Activity 1.2.2	Develop a reference framework for ANSP QMS		
Result 1.3	**African ANSPs' Peer Review reference guidance material revised/updated**		
Activity #	*Description*	*Actors*	
Activity 1.3.1	Revise Peer Review Programme Manual	ASECNA ATNS CANSO ICAO SC	
Activity 1.3.2	Revise and complete Peer Review Questionnaire and Checklists		
Activity 1.3.3	Translate ANSPs' Peer Review Programme reference documents in English and French languages		
Activity 1.3.4	Develop Peer Review Performance Measurement and reporting template		
Result 1.4	**Experienced and Qualified Human Resources made available**		
Activity #	*Description*	*Actors*	

Activity 1.4.1	Establish Reviewer Qualifications Requirements	ANSPs CANSO ICAO AFCAC	
Activity 1.4.2	Identify Subject Matter Experts to cover peer review for all areas of Air Navigation Service (ATS, PANS-OPs, CHART, AIM, CNS, MAT & SAR)	ANSPs	
Activity 1.4.3	Organize appropriate training of reviewers on guidance material and available tools	ATNS, SC CANSO ICAO	
Activity 1.4.4	Develop a database of competent experts in all ANS areas of the AFI Region	ANSPs CANSO ICAO	
		AFCAC	
Objective 2	**Implementation of the outcomes of the 5th meeting of the African ANSPs related to the Peer Review Programme**		
Key performance indicator(s)	*Coordination activities successfully conducted through the effective holding of CT meetings*		
Result 2.1	**Coordination Team (CT) Meeting held, revised guidance material and Peer reviews schedule endorsed**		
Activity #	*Description*	*Actors*	
Activity 2.1.1	Develop the schedule for African ANSP Peer Reviews	ASECNA ATNS ANSPs	
Activity 2.1.2	Coordinate date and venue of the CT Meeting	ASECNA ATNS CANSO ICAO	
Activity 2.1.3	Prepare documentation for the CT Meeting		
Activity 2.1.3	Participate and support the CT Meeting		
Objective 3	**Implementation of the revised African Air Navigation Service Providers Peer Review Programme**		
Key performance indicator(s)	*Scheduled African ANSP Peer Reviews conducted in accordance with the revised guidance material and the established planning*		
Result 3.1	**Support conduct of ANSP Peer Reviews in the Region**		
Activity #	*Description*	*Actors*	
Activity 3.1.1	Reviews are carried out by teams of qualified ASQA Reviewers.	ANSPs CANSO ICAO AFCAC	
Activity 3.1.2	Review reports are developed sent to the concerned ANSP which will develop the corrective/preventive action plans accordingly.		
Activity 3.1.3	Corrective/preventive action plans are returned to the CT which will conduct a regular assessment of the status of implementation.		
Objective 4	**Evaluation of ANSPs' Peer Review Project**		
Key performance indicator(s)	*African ANSP Peer Reviews project deliverables are assessed with improvement actions identified and planned*		
Result 4.1	**Identified success and challenges of the Peer Review exercise**		
Activity #	*Description*	*Actors*	
Activity 4.1.1	Identification of success and hurdles to the implementation of Peer Review		

Activity 4.1.2	Identification of appropriate actions to reinforce the Peer Review mechanism		
Activity 4.1.3	Assessment and closure of the project		

A.   Inputs:

1.   *Input from States*

    1.1.   **Counterparts**: Focal Points designated by each ANSP will provide assistance in coordination, following up for their respective ANSPs. The coordination will include all participating States' ANSPs.

    1.2.   **Support staff**: ANSPs will provide the Review Team with support staff as necessary.

    1.3.   **Office(s)**: ANSPs will provide their Focal Point with the necessary tools (telephone, Internet connection, printer, meeting room, etc.) for an effective coordination.

    1.4.   **Meeting**: Each ANSP will ensure the participation of its Focal Point as well as other key stakeholders to the Regional Meeting and Peer Review related activities by providing travel and per diems.

    1.5.   **Transport**: ANSPs will provide local transportation to Review Team members while on site. The ANSPs will also facilitate obtaining entry visas for the Review Team Members, and will provide any other assistance that may be necessary for the fulfillment of their missions.

2.   ICAO Input

    2.1.   **Funding for the Project**: The Project will be funded by AFI Plan.

    2.2.   **Experts**: ICAO will mainly rely on the RO ANS of the Eastern and Southern African (ESAF) and Western and Central African (WACAF) Offices, who will coordinate with Headquarters and other Regional Offices accredited to African States.

    2.3.   **International missions**: An allowance is provided to cover the ICAO Staff missions as well as their participation in the Regional Meeting.

    2.4.   **Monitoring and reporting**: The ICAO WACAF Office will be responsible for the supervision of the Project, and the production of the Project Interim and Terminal Reports. It will also establish and maintain coordination with all the stakeholders during the course of the Project.

    2.5.   **Meeting**: ICAO will cover the costs of Regional Officers attendance to the Regional Meeting using Project funds.

    2.6.   **Miscellaneous expenses,** administrative overhead that may be incurred will be paid by the Project funds.

A. Estimated Cost (USD): 43 700

B.   Project Work plan

A preliminary work plan is attached as in **Appendix A** to this document.

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Appendix A Project Budget

N°	Venue	Setc.		Fund	Travel					Meeting					Catering	Total Cost	Notes
					DSA Rates	Days	DSA	TTA	Travel	Lang.	Particip.	Interp.	Work Days	UNON Room Charges			
Refresher Training (Q4)																	
Addis-Ababa Ethiopia																	
	Dakar-Addis-Ababa-Dakar		Travel		484		5	352	2500		1					5272	
	Nairobi-Addis Ababa-Nairobi		Travel		484		5	352	860		2					7264	
							Total									**12536**	
Peer Reviews' Programme for Year 2023																	
Niamey Niger (Q1)																	
	Dakar-Niamey-Dakar		Travel		317		5	352	1160		1					**3097**	
							Total									**3097**	
Johannesburg, South Africa (Q1)																	
	Nairobi-Johannesburg-Nairobi		Travel		430		5	352	865		1					3367	
							Total									**3367**	
Lagos Nigeria (Q1)																	
	Dakar-Lagos-Dakar		Travel		337		5	352	865		1					2902	

Total														**5433**	
Brazzaville Congo (Q2)															
	Dakar-Brazzaville-Dakar		Travel		481		5	352	2900		1				5657	
Total														**5657**	
Addis Ababa Ethiopia (Q2)															
	Nairobi-Addis Ababa-Nairobi		Travel		484		5	352	860		1				3632	
Total												3632			
CT Follow up Meeting (Q4)															
Abidjan Côte d'Ivoire															
	Nairobi-Abidjan-Nairobi		Travel		404		2	352	2500		1				3660	
	Dakar-Abidjan-Dakar		Travel		404		2	352	491		2				3302	
Total														**6962**	
Nairobi Kenya (Q3)															
					NA		NA	NA	NA		NA					
Dakar Senegal (Q3)															
	Dakar-Brazzaville-Dakar		Travel		NA		NA	NA	NA		NA					
Dar Es Salam, Tanzania (Q4)															

Nairobi-Dar Es Salam-Nairobi			300		5	352	2500		1				4352	
Total													**4352**	

Santa Maria (SAL), Cape Verde (Q4)

Dakar-Sal-Dakar	Travel		251		5	352	1500			1			3107	
Total													**3107**	

Programme for Year 2024

Kinshasa, Democratic Republic of Congo (Q1)

Dakar-Kinshasa-Dakar		Travel		483		5	352	1800		1			4567	
Total													**4567**	

Roberts FIR, Liberia (Q2)

Dakar-Monrovia-Dakar		Travel		239		5	352	1100		1			2647	
Total													**2647**	

Gaborone Botswana (Q2)

Nairobi-Gaborone-Nairobi		Travel		200		5	352	1372		1			2724	
Total													**2724**	

Luanda Angola (Q3)												
Nairobi-Mahe-Nairobi		Travel	418		5	352	1080		1			3522
Total												**3522**
Port Louis, Mauritius (Q1)												
Nairobi-Port Louis-Nairobi		Travel	233		5	352	1900		1			3417
Total3												**417**
Mahé Victoria, Seychelles (Q1)												
Nairobi-Port Louis-Nairobi		Travel	301		5	352	1470		1			3327
Total												**3327**
Closing Meeting Dakar Senegal (Q3)												
Nairobi-Dakar-Nairobi		Travel	263	3		352	3240		2			8762
Total												**8762**
General Total :												**USD 50 8080**
Sundry and unforeseen expenses 10%) has been added												
Final Total												**USD 63 888**

Appendix B Status of implementation of Project Phase I

Objective 1	Establishment of African Air Navigation Service Providers Peer Review Programme		Status of Implementation
Key performance indicator(s)	Framework established for African ANSP Peer Review Mechanism		Completed
Result 1.1	An ASQA Coordination Team (CT) established		
Activity #	Description	Actors	
Activity 1.1	Creation of an ASQA Coordination Team (CT) of Executives appointed by the ANSPs.	ANSPs CANSO ICAO AFCAC	CT Established with ASECNA as Chairman
Result 1.2	Framework of cooperation established		
Activity #	Description	Actors	
Activity 1.2.2	Establish a partnership (MoU) with other organizations (ICAO, RSOOs, CAAs, etc.), in order to take advantage of their experts in air navigation field, if necessary.	States RSOOs ICAO AFCAC	Sample of MoUs developed
Result 1.3	Standardized reference framework for African ANSP Safety and Quality Assurance		
Activity #	Description	Actors	
Activity 1.3.1	Develop a reference framework for ANSP SMS	ANSPs CANSO ICAO AFCAC	To be completed
Activity 1.3.2	Develop a reference framework for ANSP QMS	ANSPs CANSO ICAO AFCAC	
Result 1.4	Operational Documentation developed for the Peer Review Programme		
Activity #	Description	Actors	
Activity 1.4.1	Develop Review Programme Manual	ANSPs CANSO ICAO AFCAC	Peer review support Programme Manual developed
Activity 1.4.2	Develop Reference Standards	ANSPs CANSO ICAO AFCAC	Developed for ATS and needs to be completed by incorporating the remaining ANS areas
Activity 1.4.3	Develop Review Questionnaire and Checklists	ANSPs CANSO ICAO AFCAC	
Result 1.5	Experience and Qualifications requirements established		
Activity #	Description	Actors	

Activity 1.5.1	Establish Reviewer Qualifications Requirements	ANSPs CANSO ICAO AFCAC	To be developed
Activity 1.5.2	Identify and establish a database of competent experts in all ANS areas of the AFI Region	ANSPs CANSO ICAO AFCAC	To be established
Objective 2	**Preparation and Organization of a Regional Meeting of African Air Navigation Service Providers Peer Review Programme**		
Result 2.1	**Regional Meeting of African Air Navigation Service Providers Peer Review Programme held and related Framework endorsed by ANSPs.**	ANSPs ASECNA ATNS CANSO ICAO AFCAC	**Completed**
Activity #	*Description*	*Actors*	
Activity 2.1.1	Coordinate date and venue of the ANSP Regional Meeting	ASECNA ATNS CANSO ICAO	Completed
Activity 2.1.2	Prepare documentation for the ANSP Regional Meeting	ASECNA ATNS CANSO ICAO	Completed
Activity 2.1.3	Participate and support the ANSP Regional Meeting	ANSPs ASECNA ATNS CANSO ICAO	**Completed**
Activity 2.1.3	Develop and adopt the Framework for African ANSP Peer Review Programme		
Activity 2.1.4	Finalize and translate reference documents to be available in English and French languages	ASECNA ATNS CANSO ICAO	Translation to be conducted
Objective 3	**Implementation of African Air Navigation Service Providers Peer Review Programme**		
Key performance indicator(s)	**Two African ANSP Peer Reviews conducted in accordance with the established framework**		**Completed**
Result 3.1	**Support conduct of two pilot ANSP Peer Reviews in the Region**		Completed
Activity #	*Description*	*Actors*	
Activity 3.1.1	Reviews are carried out by teams of qualified ASQA Reviewers.	ANSPs CANSO ICAO AFCAC	**Completed ASECNA , ATNS, GCAA, Roberts FIR**
Activity 3.1.2	Review reports are developed sent to the concerned ANSP which will develop the corrective/preventive	ANSPs CANSO	CT to report

	action plans accordingly.	ICAO AFCAC	
Activity 3.1.3	Corrective/preventive action plans are returned to the CT which will conduct a regular assessment of the status of implementation.	ANSPs CANSO ICAO AFCAC	CT to report

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