



Revised Fundamentals of Safety Oversight (FSO) Project

1. **Eligible States:** As listed below
 1. Angola
 2. Burundi
 3. Central African Republic
 4. Chad
 5. Comoros
 6. Djibouti
 7. Eritrea
 8. Eswatini
 9. Guinea
 10. Guinea-Bissau
 11. Lesotho
 12. Liberia
 13. Libya
 14. Malawi
 15. Sao Tome and Principe
 16. Seychelles
 17. Sierra Leone
 18. Somalia
 19. South Sudan
2. **Project No.:** Project AFI Plan/2018/003, Revision 1
3. **Project Title:** Fundamentals of Safety Oversight (FSO) Project
4. **Project Duration:** 24 Months (1 July 2022 - 30 June 2024)
5. **Executing Agencies:** ICAO, Civil Aviation Authorities, RSOOs, AFCAC
6. **Source of Funding:** ICAO AFI Plan
7. **Project Budget:** USD \$136,952 (Phase 1), spread as follows:
Year 2022: USD \$ 64,872
Year 2023: USD \$ 72,080

TABLE OF CONTENTS

A.	Project justification.....	3
B.	Project overall objectives and targets	3
C.	Implementation strategy	4
D.	Project Operating Schedule	5
E.	Project Inputs.....	6
F.	Project Operating Budget	6
Appendix 1	USOAP Audit results	8
Appendix 2	Major Elements (for each State)	19
Appendix 3	Project Operating Budget.....	25
Appendix 4	Project Operating Schedule.....	26

List of Tables

<i>Table 1: USOAP Audit results by audit area and by Critical Element (CE) for all AFI Plan FSO Project States</i>	8
--	---

List of Figures

<i>Figure 1. USOAP Audit results (overall) by EI for all AFI Plan FSO Project States</i>	8
<i>Figure 2. USOAP activities conducted in all AFI Plan FSO Project States</i>	9
<i>Figure 3. USOAP Results by Area and Critical Element by EI (group average) for all AFI Plan FSO Project States</i>	9
<i>Figure 4. USOAP Results by Area and Critical Element by EI (Angola)</i>	10
<i>Figure 5. USOAP Results by Area and Critical Element by EI (Burundi).....</i>	10
<i>Figure 6. USOAP Results by Area and Critical Element by EI (Central African Republic)</i>	11
<i>Figure 7. USOAP Results by Area and Critical Element by EI (Chad)</i>	11
<i>Figure 8. USOAP Results by Area and Critical Element by EI (Comoros)</i>	12
<i>Figure 9. USOAP Results by Area and Critical Element by EI (Djibouti)</i>	12
<i>Figure 10. USOAP Results by Area and Critical Element by EI (Eritrea)</i>	13
<i>Figure 11. USOAP Results by Area and Critical Element by EI (Eswatini).....</i>	13
<i>Figure 12. USOAP Results by Area and Critical Element by EI (Guinea).....</i>	14
<i>Figure 13. USOAP Results by Area and Critical Element by EI (Guinea-Bissau)</i>	14
<i>Figure 14. USOAP Results by Area and Critical Element by EI (Lesotho)</i>	15
<i>Figure 15. USOAP Results by Area and Critical Element by EI (Liberia)</i>	15
<i>Figure 16. USOAP Results by Area and Critical Element by EI (Libya).....</i>	16
<i>Figure 17. USOAP Results by Area and Critical Element by EI (Malawi).....</i>	16
<i>Figure 18. USOAP Results by Area and Critical Element by EI (Sao Tome and Principe)</i>	17
<i>Figure 19. USOAP Results by Area and Critical Element by EI (Seychelles)</i>	17
<i>Figure 20. USOAP Results by Area and Critical Element by EI (Sierra Leone)</i>	18
<i>Figure 21. Project Operating Budget.....</i>	25
<i>Figure 22. Project Operating Schedule: Phase 1 Initial ROST Missions and Project Mid-Term Review.....</i>	26
<i>Figure 23. Project Operating Schedule: Phase 2 Follow-up ROST Missions and Project Closure and Report Writing</i>	27

A. Project justification

1. Project AFI Plan/2018/003 lapsed, yet the project objectives have not been fully achieved.
2. Nevertheless, some tangible progress has been achieved. A significant number of AFI States have over the years achieved progress in the establishment and management of SSOs, evident by increase of EI as assessed under USOAP.
3. However, significant challenges remain, including the need to resolve the remaining Significant Safety Concerns (SSCs) in one State (Eritrea since 2010), increase the EI for each State to at least 75%, and increase the AFI States' group average, currently at 58.08%, to at least the world average currently at 69.32%. Presently, only 20% of the States in AFI have achieved the AFI safety target of 75% EI.
4. Hence, this Project AFI Plan/2018/003, Revision 1 revises and extends Project AFI Plan/2018/003 for a further period of 24 months, from 1 July 2022 to 30 June 2024.
5. In addition, the revision seeks to ensure the project conforms to the current 2020-2022 and future edition of the *Global Aviation Safety Plan (GASP) (ICAO Doc. 10004)*, especially the goals and targets contained therein.
6. In particular, one of the goals provides that States should strengthen their safety oversight capabilities. This calls for States to progress their implementation of the eight critical elements (CEs) of a State's safety oversight system (SSO).
7. The GASP indicators related to this target include the overall EI score as per the timelines; the level of implementation of the priority PQs; the level of required corrective action plans (CAPs) submitted by States (using OLF); and the level of implementation of CAPs to address findings arising from USOAP activities (using OLF).
8. In this regard, States should improve their EI score as follows: by **2022 – 75 per cent**, by **2026 – 85 per cent**, and by **2030 – 95 per cent**.
9. This revision also amends the selection criteria for eligible States. First, the EI threshold is increased from an EI score of less than 40% to an EI score of less than 50%. Second, States which have never been audited under Universal Safety Oversight Audit Programme (USOAP) are now include within the scope of the project.
10. The rationale for increasing the EI threshold from 40% to 50% for States' eligibility to be included in the new proposed revised FSO project is mainly two-fold. First, to take into account the new revised GASP EI target increase from 60% to 75%. Second, to take into account the lessons learned during the implementation of the FSO project this far, particularly that States with EI less than 50% are consistently found not to have implemented the establishment CEs of an SSO.
11. The resulting eligible States are as listed on this project title and Appendix 1. The current group average EI for these States is 30.10%, which is far below the current world average of 69.32%. The States which have never been audited under USOAP are Somalia and South Sudan.
12. To highlight the justification and impact of this project, the safety oversight capability performance of the beneficiary States is illustrated in Appendix 1 (Figures 1 to 14): USOAP Audit results by Area and Critical Element for each State.

B. Project overall objectives and targets

1. The overall objectives and targets of this project is to assist the above-identified States to enhance and establish the fundamentals of an SSO and achieve the Abuja Safety target of at least 75% EI, whose target is by the end of 2022.

C. Implementation strategy

1. The FSO project mainly assist the eligible States through the conduct of ICAO ROST assistance missions to States as well as virtual and remote engagements. Technical experts from other States, AFCAC (under AFI-CIS) and Regional Safety Oversight Organizations (RSOOs) may also be engaged during the execution of the project, as and when necessary.
2. The project implementation process will ensure maximization of efficiency and effectiveness. The project shall ensure avoidance of duplication of efforts. In particular, the project will rationalize assistance to those States which have capacity to assist themselves in some aspects or are recipients of assistance through projects implemented by ICAO or assistance partners.
3. Furthermore, the project will build on the outcomes of the ongoing assistance by the ICAO Regional Offices and other partners.
4. Continuous monitoring and provision of assistance remotely and virtually will be carried out throughout the life cycle of the project.
5. On-site assistance will be accomplished in two phases. Phase 1 will be initial ROST missions to all the eligible States. Phase 2 will be follow-up ROST missions to only those States for which the need will be determined on the basis of the outcomes of the continuous monitoring and the initial ROST missions.
6. After phase 1 but before phase 2, a mid-term review will be carried out which will among others inform whether there will be need to conduct phase 2 follow-up ROST missions
7. The project will initially focus on the establishment CEs to ensure that fundamental safety oversight systems are established by prioritizing the following:
 - a) ***CE-1. Primary aviation legislation.*** Assist States to review amend or promulgate primary legislation in order to ensure a comprehensive and effective aviation law, commensurate with the size and complexity of the State's aviation activity and consistent with the requirements contained in the Convention on International Civil Aviation.
 - a) ***CE-2. Specific operating regulations.*** Assist States to review amend or promulgate regulations to address, at a minimum, national requirements emanating from the primary aviation legislation, for standardized operational procedures, products, services, equipment and infrastructures in conformity with the Annexes to the Convention on International Civil Aviation.
 - b) ***CE-3. State system and functions.*** Assist States to review, amend or establish relevant authorities or government agencies, as appropriate, supported by sufficient and qualified personnel and provided with adequate financial resources for the management of safety. The assistance will include establishment of safety functions and objectives to fulfil safety management responsibility.
 - c) ***CE-4. Qualified technical personnel.*** Assist States review, amend or establish minimum qualification requirements for the technical personnel performing safety-related functions and provide appropriate initial training, recurrent training and on-job-training (OJT) to maintain and enhance competence at the desired level. The assistance will include implementation of systems for the maintenance of training records for technical personnel.
 - d) ***CE-5. Technical guidance, tools and provision of safety-critical information.*** Assist States review, amend or establish provision of appropriate facilities, comprehensive and up-to-date technical guidance material and procedures, safety critical information, tools and equipment, and transportation means, as applicable, to the technical personnel to enable them to perform their safety oversight functions effectively and in accordance with established procedures in a standardized manner. The assistance will include technical guidance to the aviation industry on the implementation of relevant regulations.

8. Subject to the level of achievement and progress attained by the States, the scope of the project will also provide assistance with the implementation CEs, including:
 - a) ***CE-6. Licensing, certification, authorization and approval obligations.*** Assist States with the implementation of documented processes and procedures to ensure that individuals and organizations performing an aviation activity meet the established requirements before they are allowed to exercise the privileges of a licence, certificate, authorization or approval to conduct the relevant aviation activity.
 - b) ***CE-7. Surveillance obligations.*** Assist States with the implementation of documented surveillance processes, by defining and planning inspections, audits and monitoring activities on a continuous basis, to proactively ensure that aviation licence, certificate, authorization and approval holders continue to meet the established requirements. This includes the surveillance of personnel designated by the Authority to perform safety oversight functions on its behalf.
 - c) ***CE-8. Resolution of safety issues.*** Assist States with the use of a documented process to take appropriate actions, up to and including enforcement measures, to resolve identified safety issues. States shall ensure that identified safety issues are resolved in a timely manner through a system that monitors and records progress, including actions taken by individuals and organizations performing an aviation activity in resolving such issues.
9. The ICAO Regional Directors for the Regional Offices of Dakar and Nairobi will be responsible for the supervision of the project for States under their respective accreditation. The deployed experts will be responsible for developing implementation plans, periodic progress and terminal reports. These reports will reviewed and approved by the ICAO Regional Directors and subsequently submitted to the relevant States.
10. The project will mainly be implemented through coordinated approaches, including:
 - a) use of the web-based USOAP online framework (OLF) platform and information obtained through other means, including previous Regional Office Safety Teams (ROST) missions, ICAO assistance or cooperation projects, and programmes conducted by other assistance partners, in order to accomplish a gap analysis and derive a detailed work plan tailored to each State;
 - b) monitoring remotely through the OLF and by correspondence with State National Continuous Monitoring Coordinators (NCMCs) or focal points and analyzing progress achieved and providing assistance as appropriate;
 - c) conduct of on-site ROST missions to assess and verify actual implementation and provision of assistance, as appropriate;
 - d) conduct of training courses, seminars or workshops, preferably in collaboration with States that have demonstrated robust safety oversight systems in order to benchmark and share best practices; and
 - e) coordination with or recommendation to ICAO headquarters (HQ) to conduct USOAP activities, including ICAO Coordinated Validation Missions (ICVMs), off-site validation, or Integrated Validation Activities (IVAs), as appropriate, in order to formally validate progress achieved and update EI accordingly.

D. Project Operating Schedule

1. Execution Phase 1 (initial ROST missions): (Q3 2022 to Q2 2023), during which one mission will be conducted to each project eligible State.
2. Execution Phase 2 (follow-up ROST missions): (Q1 2024 to Q2 2024), during which a follow-up mission may or may not be conducted to each project eligible State.

3. Monitoring and performance phase, specifically:
 - a) Monitoring and assisting remotely throughout the project duration (Q3 2022 to Q2 2024).
 - b) Project Mid-Term Review: (Q3 2023 to Q4 2023), done without an onsite mission.
4. Closure phase, specifically Project Closing and Report Writing from Q1 2024 to Q2 2024, done without an onsite mission.
5. Phase 2 follow-up ROST missions will be to only those States for which the need will be determined on the basis of the outcomes of the continuous monitoring and the relevant initial ROST missions.
6. Consequently, Phase 2 schedule will be adjusted accordingly during the initial implementation of the project. Thereafter, specific approval by the AFI Plan Steering Committee will be sought along with a clear justification.
7. The detailed project schedule is shown in Appendix 4 (Project Operating Schedule).

E. Project Inputs

1. Government Inputs

- a) Signing of the project document and any other documents/agreements between ICAO and respective States. This may include alignment of existing ICAO Plans of Action for the concerned States, as necessary.
- b) Assignment of a senior official, who will be the focal point for the project coordination for the duration of the project as well as adequate and appropriate national personnel as counterparts to the project experts.
- c) Administrative support personnel.
- d) Suitably equipped and furnished offices for the project experts
- e) Ground transportation to/from the workplace/ airport, as well as in-country transportation of Project experts.
- f) All information and documentation required by the project experts to carry out the implementation of activities, including any and all copies of existing legislations, regulation, technical guidance material, reports, maps, charts, specifications, etc.
- g) Entry visas and authorizations, as may be necessary, to access any of the work sites contained within the approved work plan.
- h) Any other facilitation arrangements the ICAO experts may need in the performance of their duties.

2. ICAO Inputs

- a) Management and leadership
- b) Personnel Licensing/Flight operations expert
- c) Airworthiness expert
- d) Aircraft Accident Investigations expert
- e) Air Navigation experts (covering ATS, PANS-OPS, AIS/MAP, CNS, MET, SAR)
- f) Aerodrome and Ground Aids expert

3. Other Inputs

Short-term experts from other stakeholders, including States, RSOOs and AFI-CIS to complement the efforts of ICAO, especially in the implementation CEs, when required.

F. Project Operating Budget

1. Execution Phase 1 (initial ROST missions): (Q3 2022 to Q2 2023), amounting to USD \$136,352.
2. Execution Phase 2 (follow-up ROST missions): (Q3 2023 to Q4 2023), tentatively amounting to USD \$105,032
3. Monitoring and performance phase, specifically:

- c) Monitoring and assisting remotely throughout the project duration (Q3 2022 to Q2 2024), and
 - d) Project Mid-Term Review from Q3 2023 to Q4 2023, at no additional cost
4. Closure phase, specifically Project Closing and Report Writing from Q1 2024 to Q2 2024, at no additional cost.
 5. The overall total budget allocation is **USD \$241,984** (*YR 2022 = \$64,872; YR 2023 = 72,080; YR 2024 = \$105,032*)
 6. An additional contingency provision of 5% of the total costs may be allowed (USD \$ 12,099).
 7. Phase 2 follow-up ROST missions will be to only those States for which the need will be determined on the basis of the outcomes of the continuous monitoring and the relevant initial ROST missions.
 8. Consequently, Phase 2 budget will be adjusted accordingly during the initial implementation of the project. Thereafter, specific approval by the AFI Plan Steering Committee will be sought along with a clear justification.
 9. The detailed project operating budget is shown in Appendix 3 (Project Operating Budget).

Appendix 1 USOAP Audit results

Table 1: USOAP Audit results by audit area and by Critical Element (CE) for all AFI Plan FSO Project States

STATE	YR	OVERALL	LEG	ORG	PEL	OPS	AIR	AIG	ANS	AGA	CE1	CE2	CE3	CE4	CE5	CE6	CE7	CE8	
Angola	2017	48.35	80.00	71.43	51.39	84.00	97.80	6.94	14.15	25.23	67.86	61.43	54.72	36.84	54.00	59.12	23.91	8.5	
Burundi	2019	44.44	66.67	60.00	46.07	50.91	70.93	31.65	NaN	24.37	46.15	76.25	65.00	50.00	59.62	21.90	11.63	3.0	
Central African Republic	2007	7.72	25.00	0.00	1.45	4.12	15.29	2.78	8.65	8.62	38.46	9.46	5.66	2.63	4.30	6.25	9.89	0.0	
Chad	2017	44.10	80.00	77.78	36.49	33.00	79.07	40.85	32.08	36.36	80.77	77.46	48.21	43.24	56.84	37.80	17.58	8.3	
Comoros	2019	33.44	76.19	55.56	10.34	33.04	69.07	8.33	25.23	35.25	71.43	68.24	43.10	25.58	41.51	22.35	14.58	0.0	
Djibouti	2021	34.13	90.48	45.45	19.48	30.77	57.78	23.68	41.53	45.97	82.76	77.65	51.72	50.00	56.48	12.87	20.43	13.5	
Eritrea	2010	20.14	23.81	12.50	12.70	21.00	34.48	18.06	13.21	20.18	42.86	50.00	11.11	8.33	22.92	15.38	11.24	2.8	
Eswatini	2019	35.16	66.67	42.86	65.52	28.13	73.49	36.62	10.58	11.32	77.78	42.86	29.63	38.89	49.47	34.53	12.22	14.2	
Guinea	2016	23.09	52.38	12.50	32.88	21.78	48.24	23.61	4.81	10.71	55.56	62.50	25.93	18.42	35.11	8.54	4.40	2.7	
Guinea-Bissau	2013	9.66	55.00	42.86	4.11	5.94	21.92	8.33	3.85	4.59	55.56	23.61	16.67	2.63	4.26	4.61	1.15	0.0	
Lesotho	2007	21.30	27.27	11.11	40.54	22.47	47.06	0.00	18.69	3.64	21.43	18.06	10.71	10.53	13.04	36.31	19.10	16.6	
Liberia	2016	16.50	33.33	22.22	26.25	12.62	1.14	16.67	34.29	5.17	34.62	18.18	12.73	21.05	7.22	14.37	20.62	24.3	
Libya	2020	37.36	71.43	28.57	46.67	40.00	59.14	20.78	35.24	19.67	72.41	55.42	38.18	15.38	45.79	31.33	27.78	16.6	
Malawi	2018	40.43	52.38	28.57	59.38	59.18	48.31	21.43	44.66	13.39	51.85	42.86	32.08	30.77	32.32	53.55	36.78	23.5	
Sao Tome and Principe	2014	17.21	35.00	14.29	26.39	16.00	19.78	25.00	16.82	2.68	70.37	35.62	10.91	12.82	16.84	12.27	7.61	2.7	
Seychelles	2019	41.04	59.09	60.00	31.33	29.31	86.73	25.32	55.96	13.45	44.83	48.24	55.00	67.44	53.33	28.25	28.13	29.2	
Sierra Leone	2015	16.03	14.29	25.00	9.52	6.12	19.32	11.11	31.43	13.04	14.81	14.67	21.57	25.00	17.20	10.20	17.98	19.3	
Comalia	NA	State never been audited under USOAP																	
South Sudan	NA	State never been audited under USOAP																	

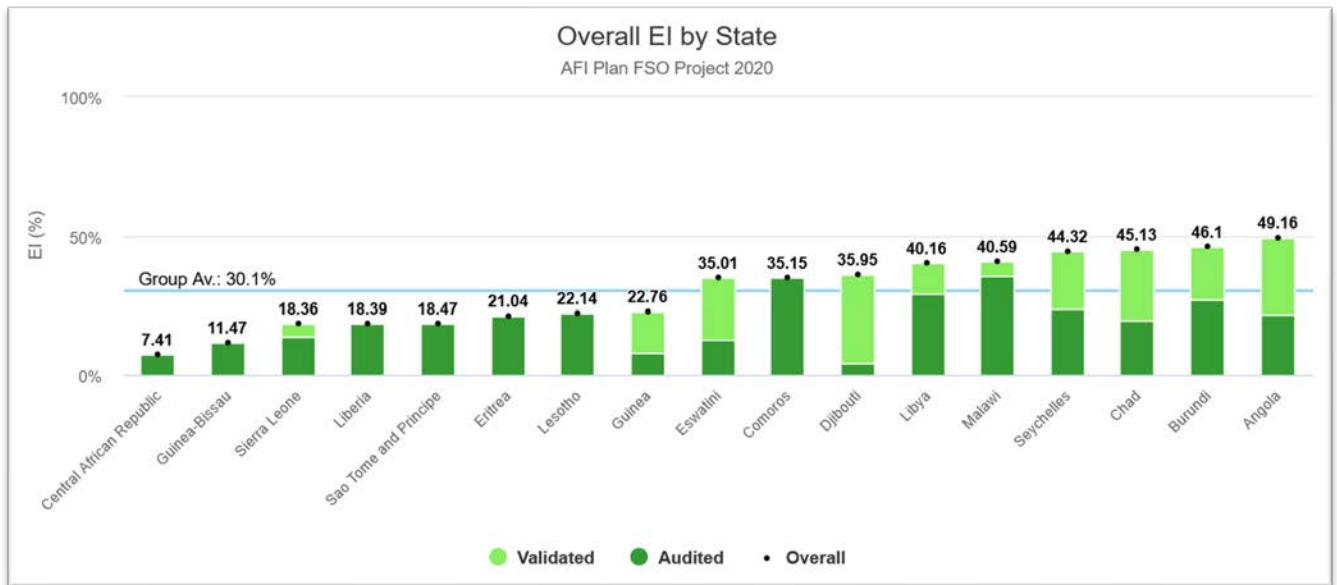


Figure 1. USOAP Audit results (overall) by EI for all AFI Plan FSO Project States

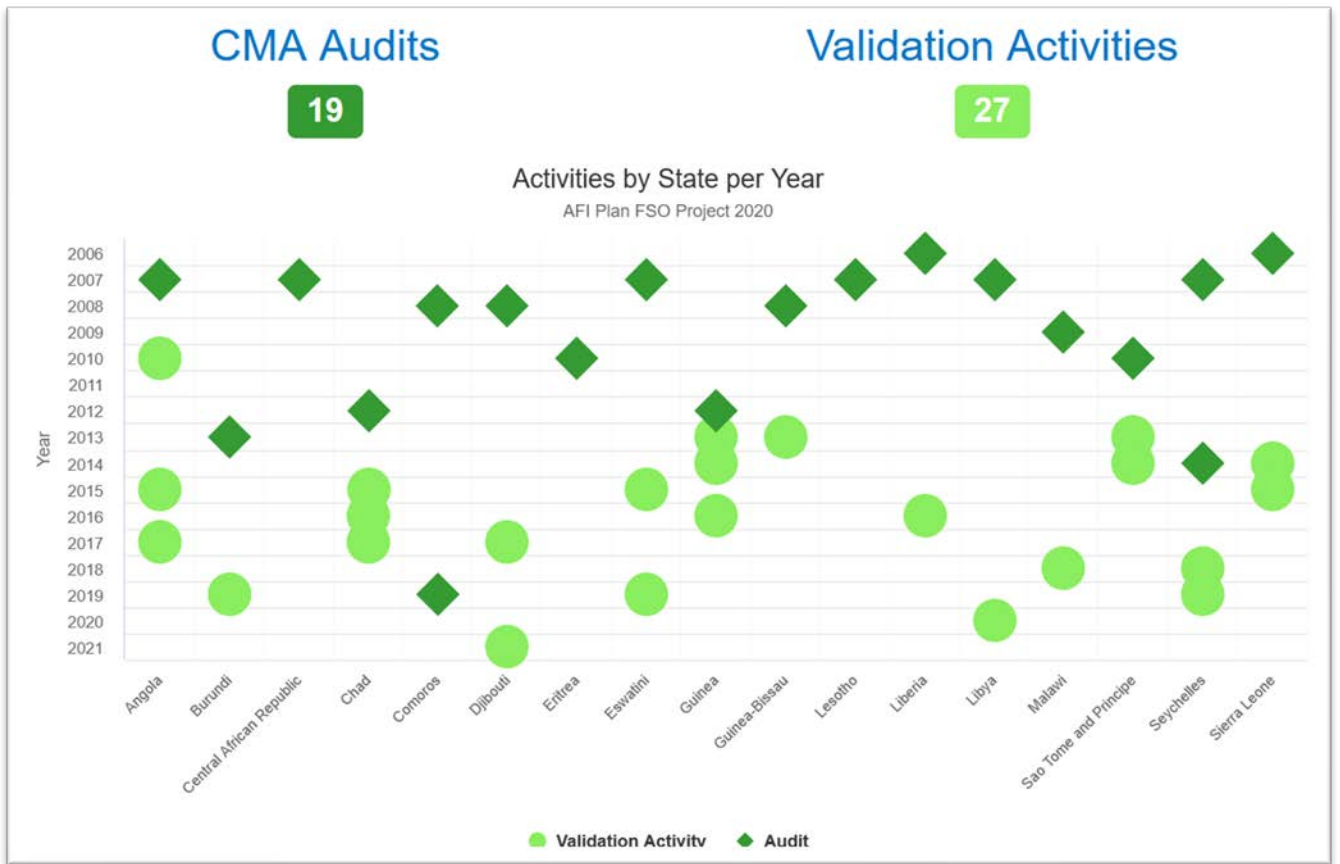


Figure 2. USOAP activities conducted in all AFI Plan FSO Project States

AFI Plan FSO Project 2020.

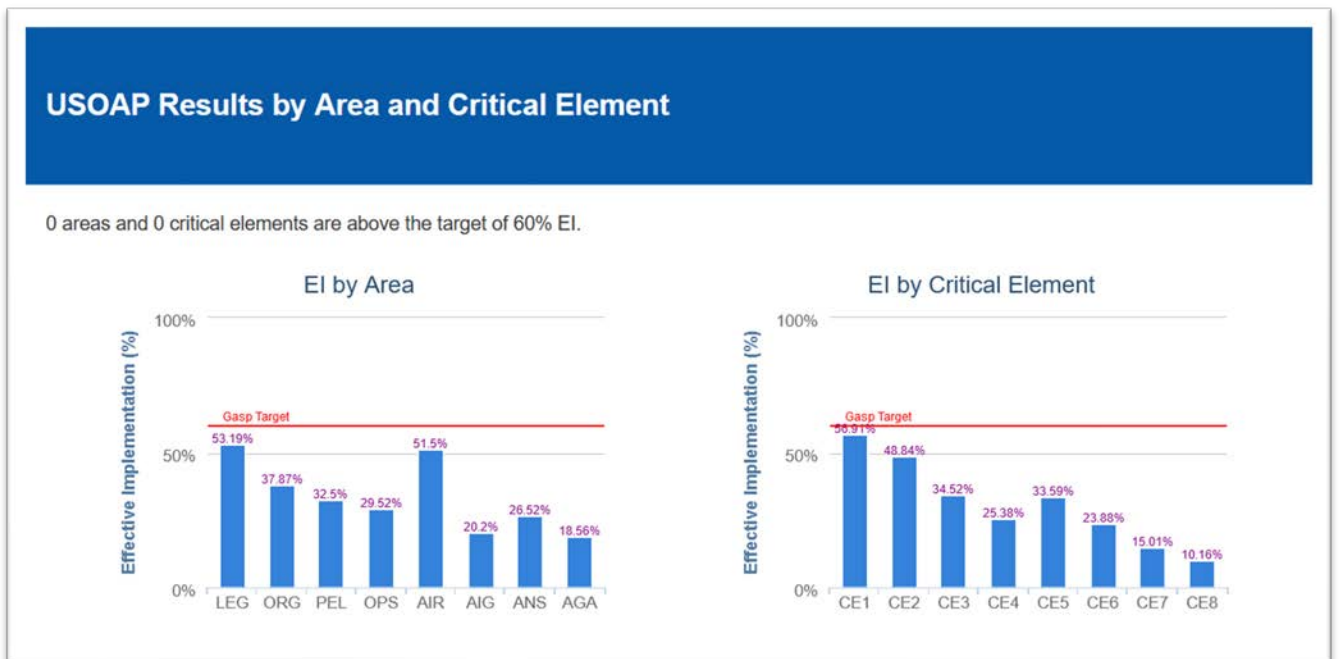


Figure 3. USOAP Results by Area and Critical Element by EI (group average) for all AFI Plan FSO Project States

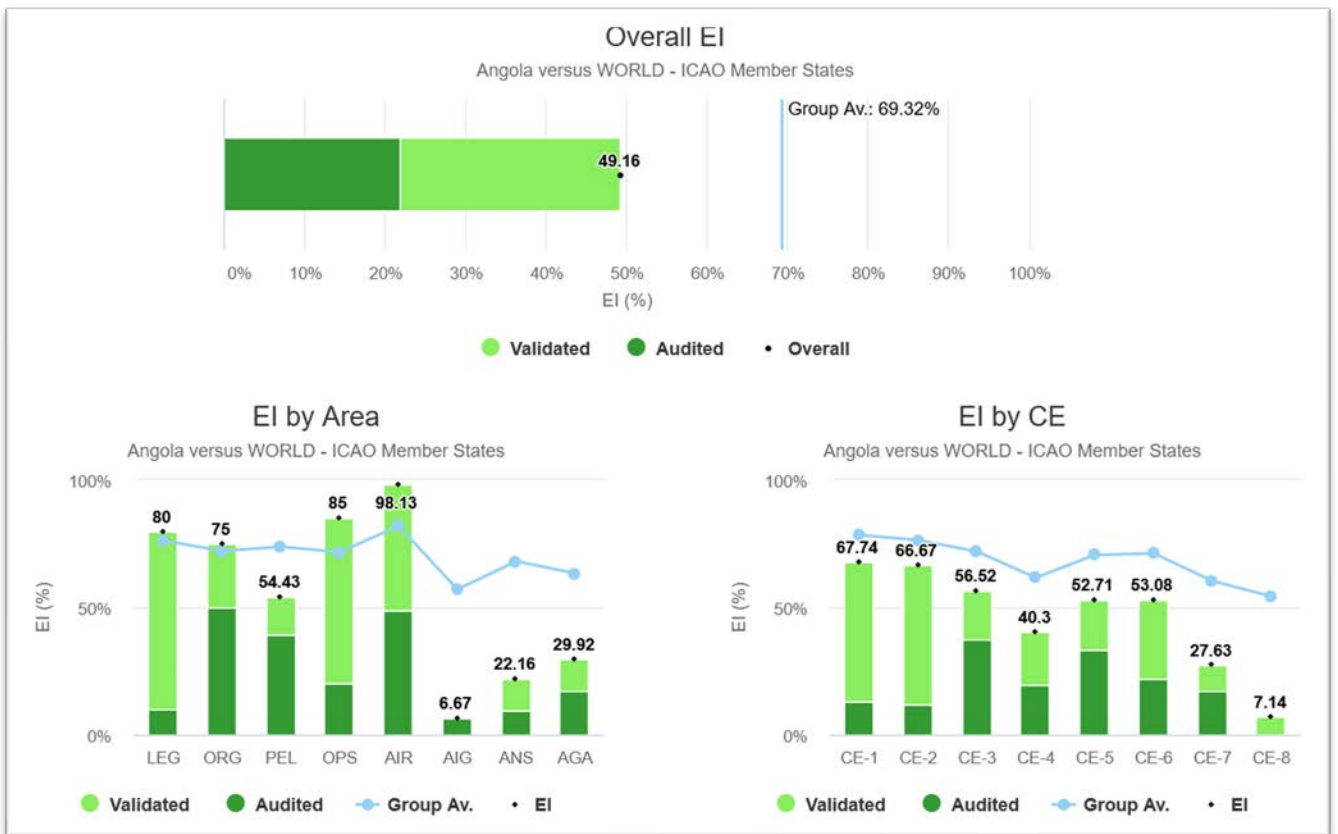


Figure 4. USOAP Results by Area and Critical Element by EI (Angola)

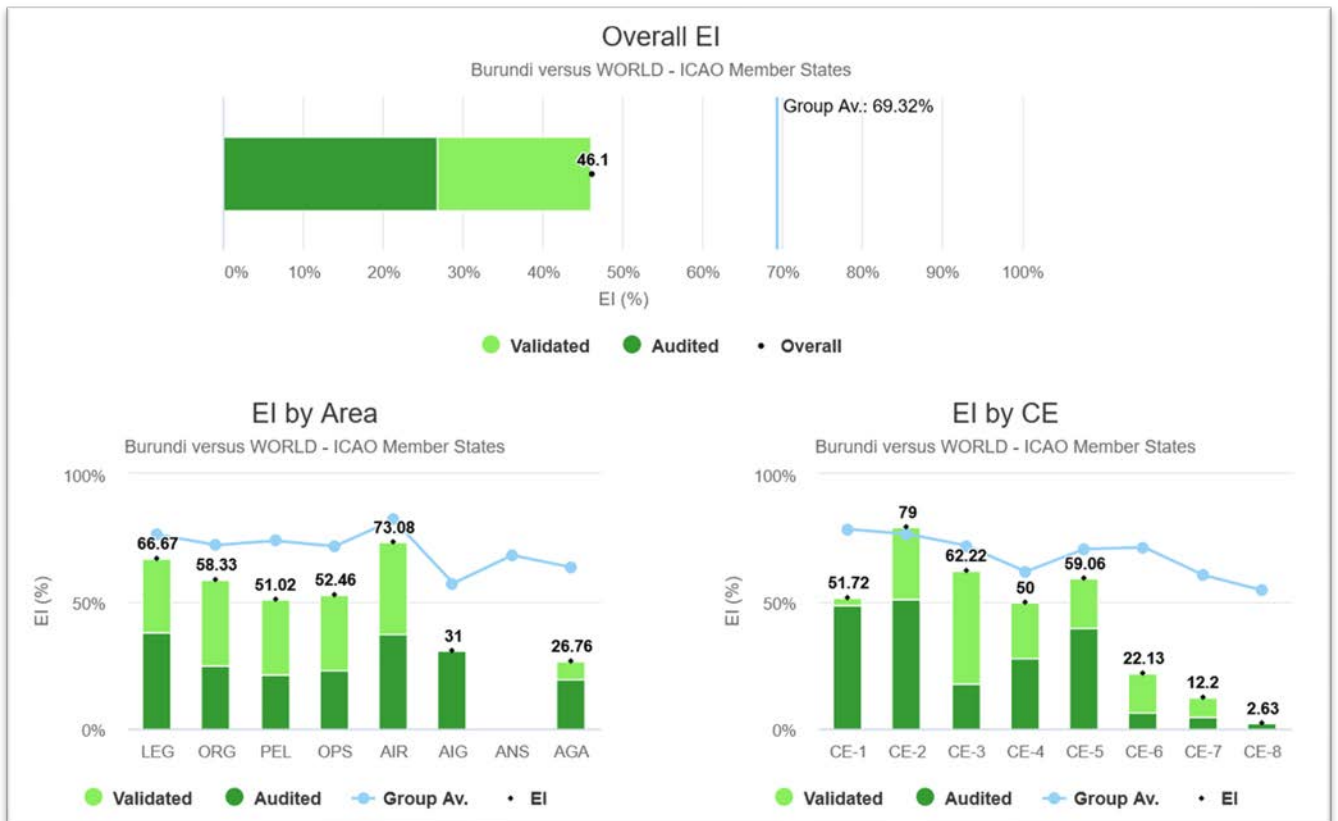


Figure 5. USOAP Results by Area and Critical Element by EI (Burundi)

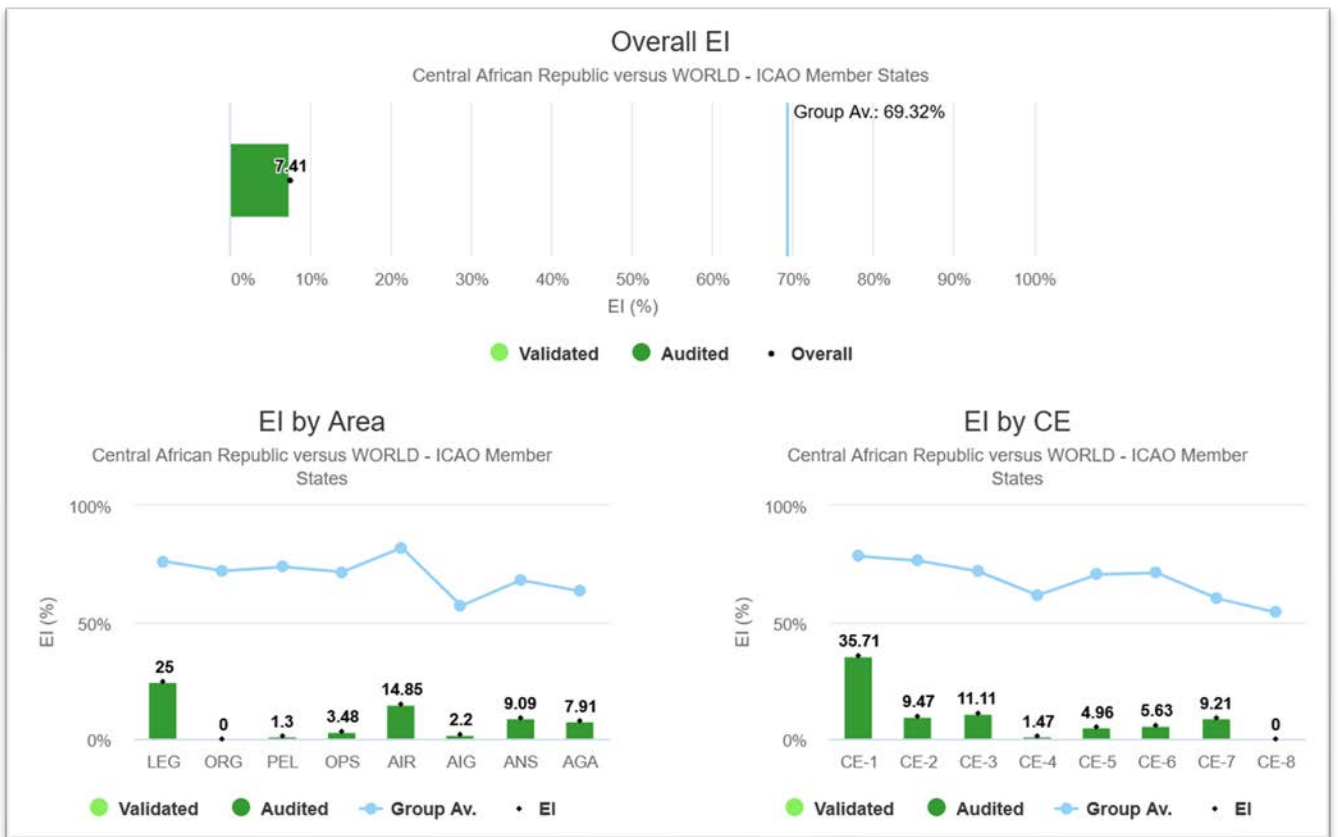


Figure 6. USOAP Results by Area and Critical Element by EI (Central African Republic)



Figure 7. USOAP Results by Area and Critical Element by EI (Chad)

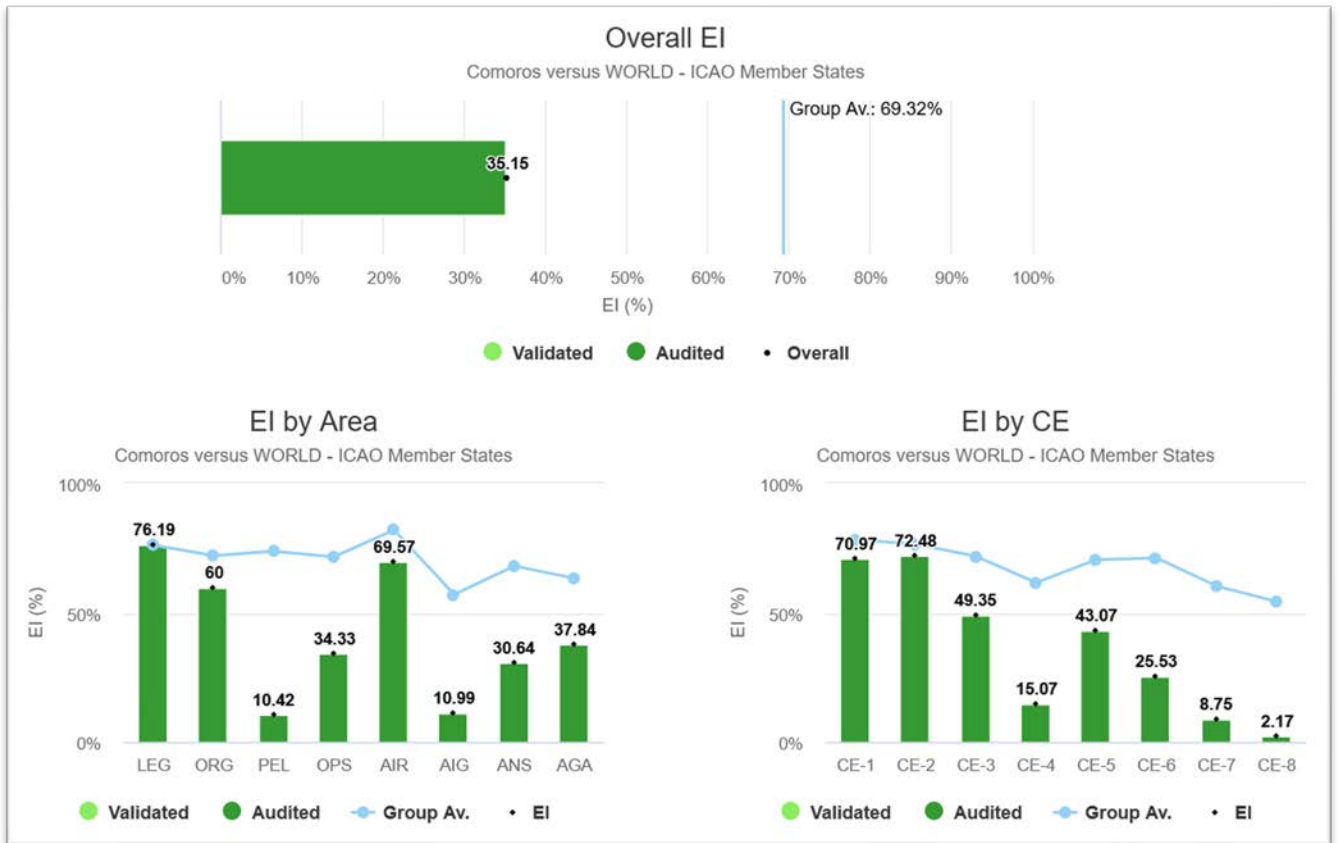


Figure 8. USOAP Results by Area and Critical Element by EI (Comoros)

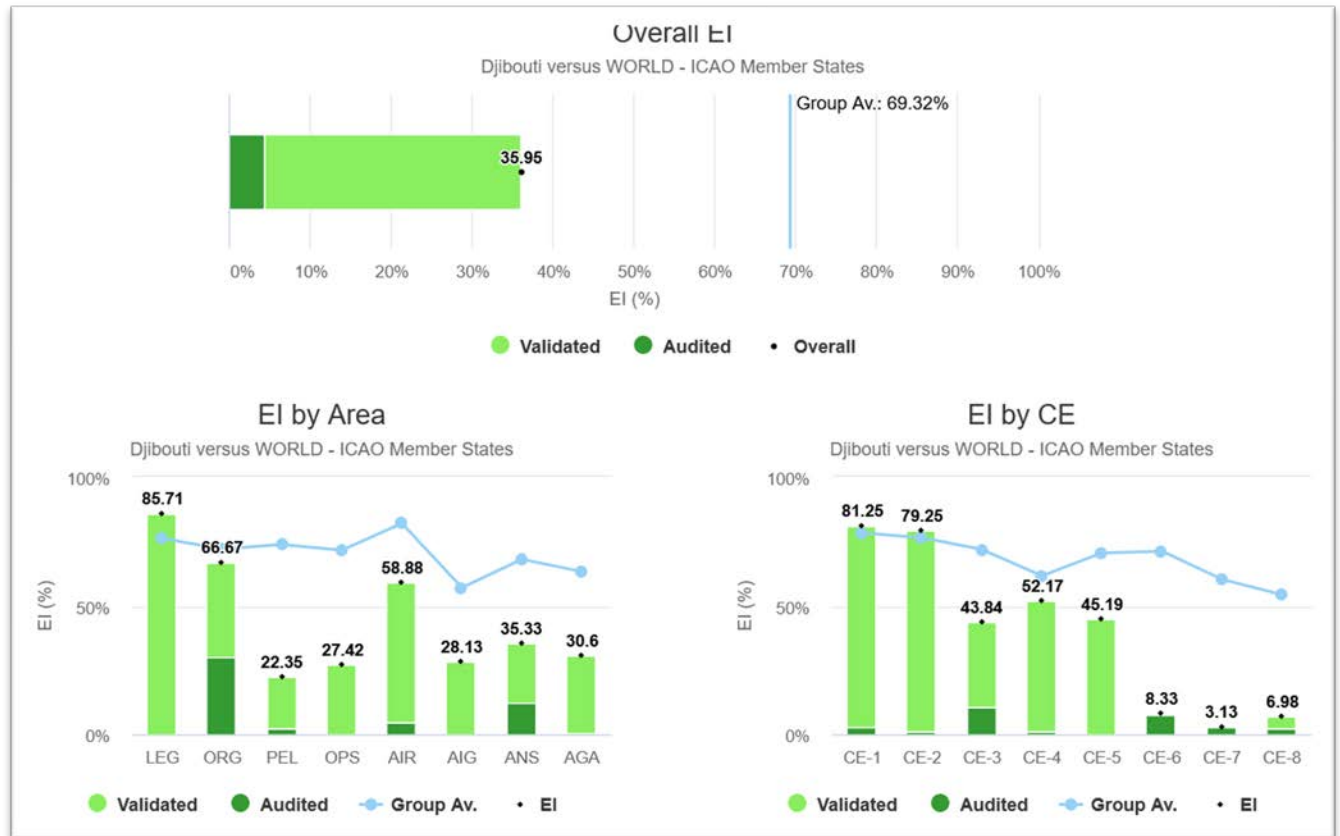


Figure 9. USOAP Results by Area and Critical Element by EI (Djibouti)

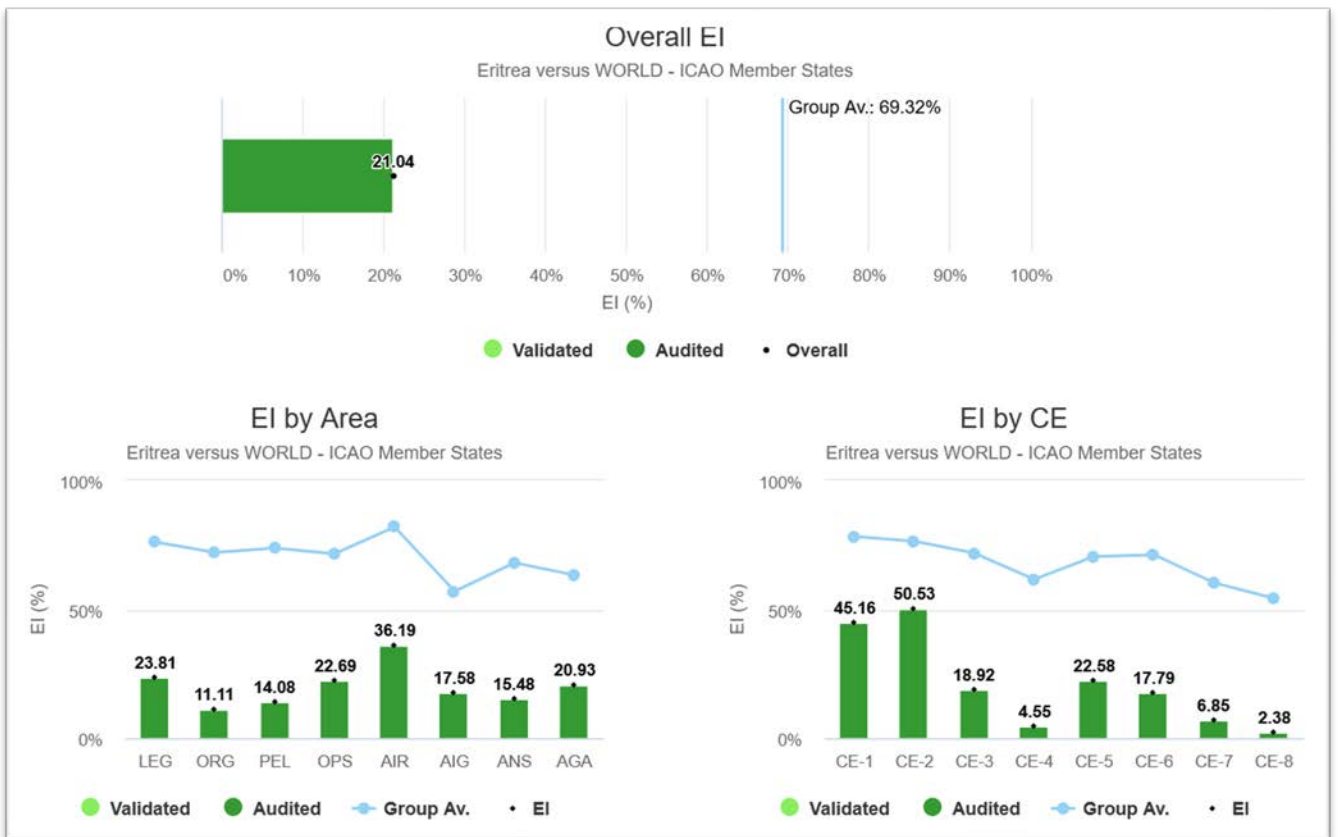


Figure 10. USOAP Results by Area and Critical Element by EI (Eritrea)

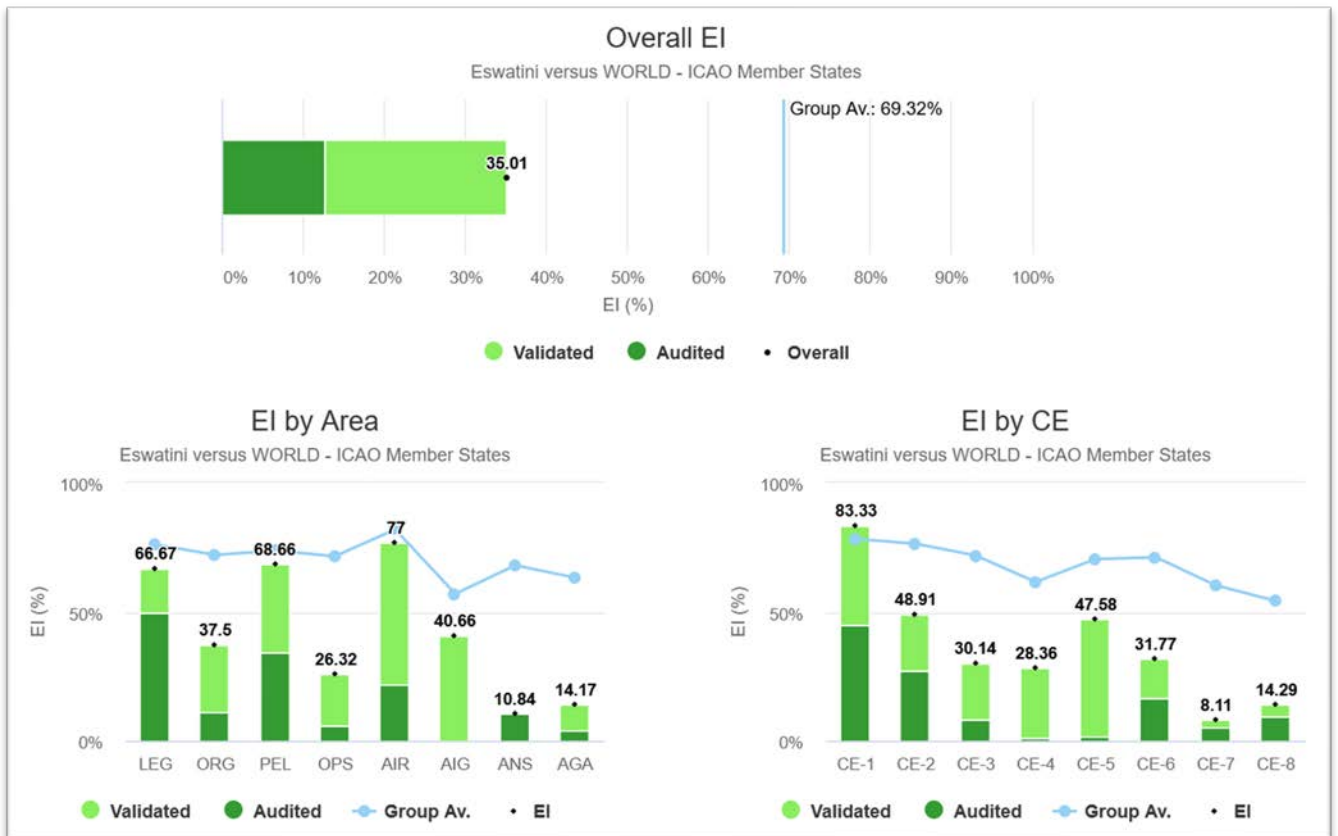


Figure 11. USOAP Results by Area and Critical Element by EI (Eswatini)

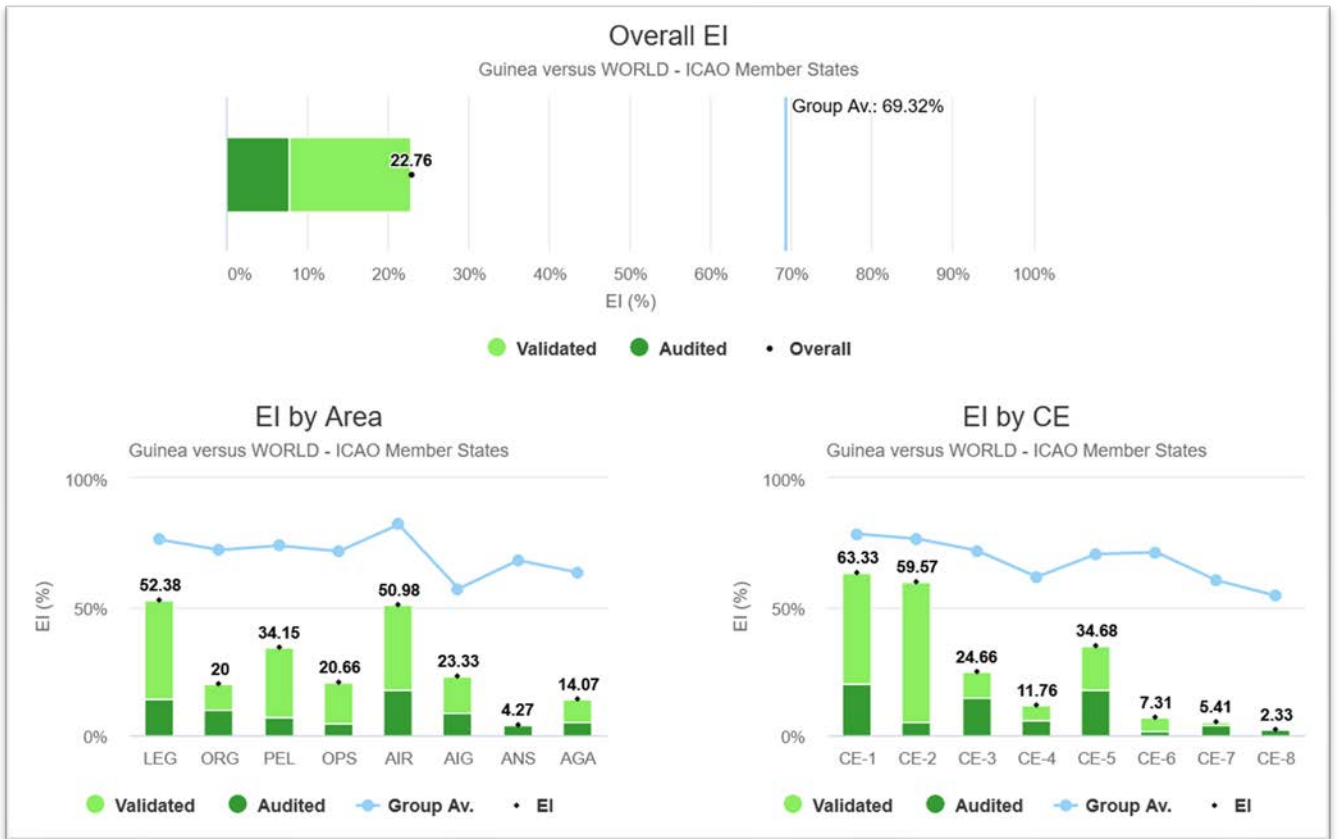


Figure 12. USOAP Results by Area and Critical Element by EI (Guinea)



Figure 13. USOAP Results by Area and Critical Element by EI (Guinea-Bissau)

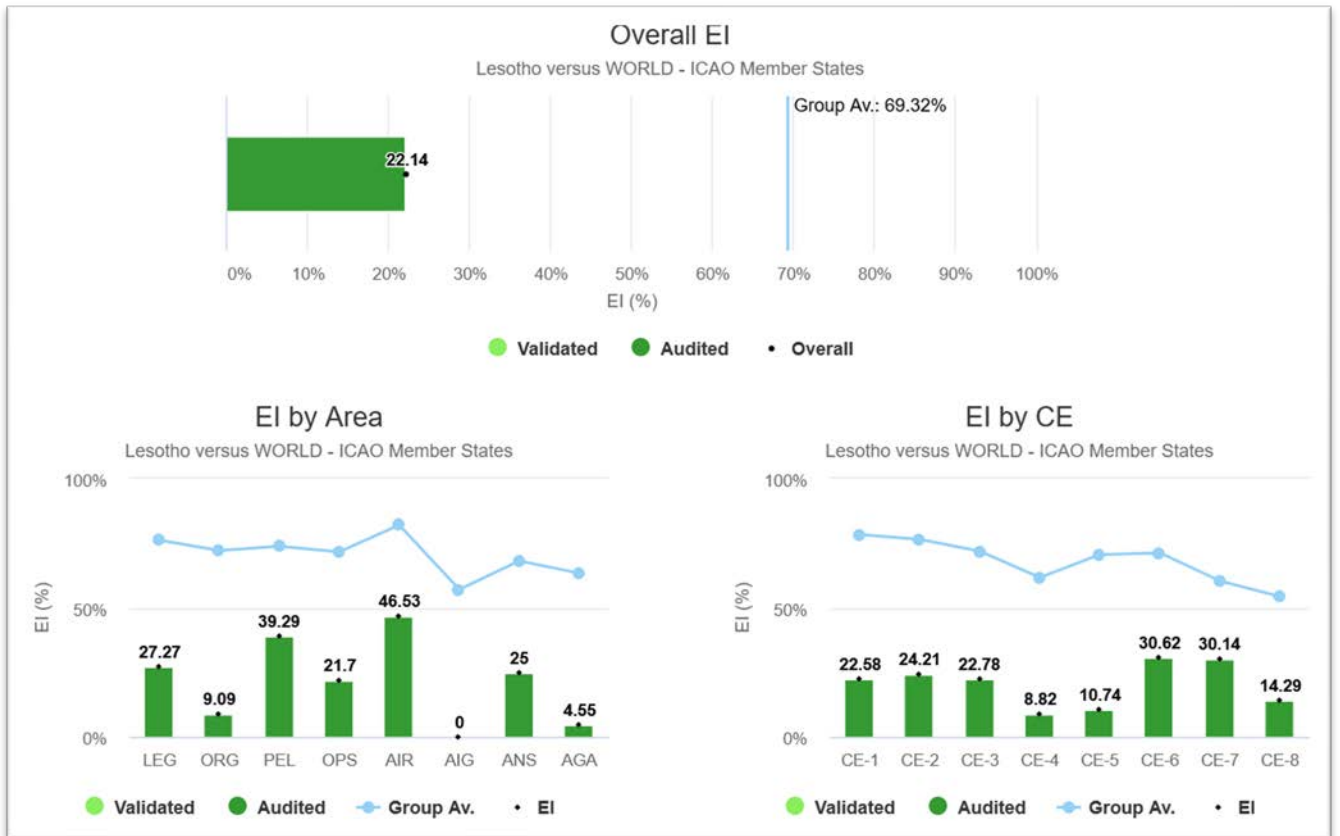


Figure 14. USOAP Results by Area and Critical Element by EI (Lesotho)

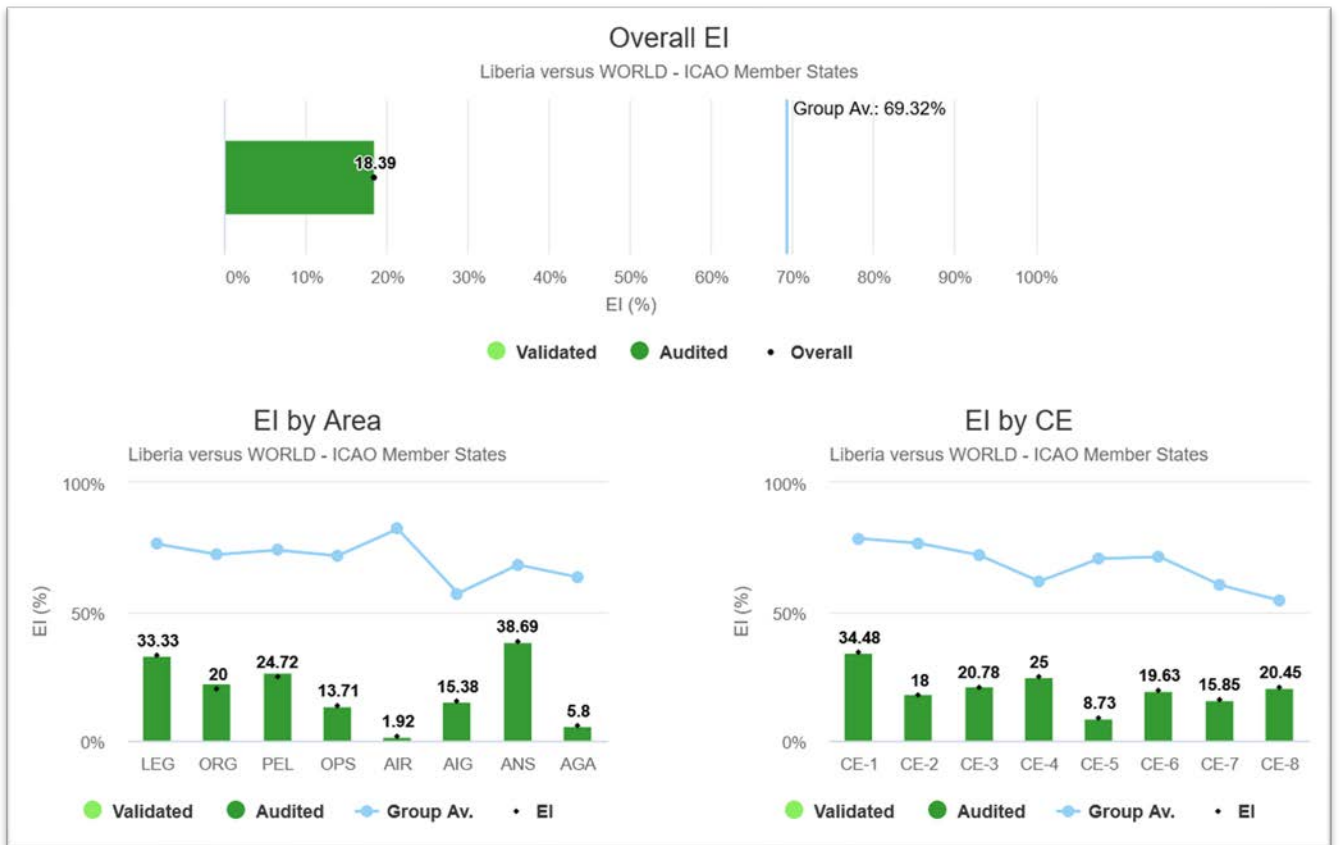


Figure 15. USOAP Results by Area and Critical Element by EI (Liberia)

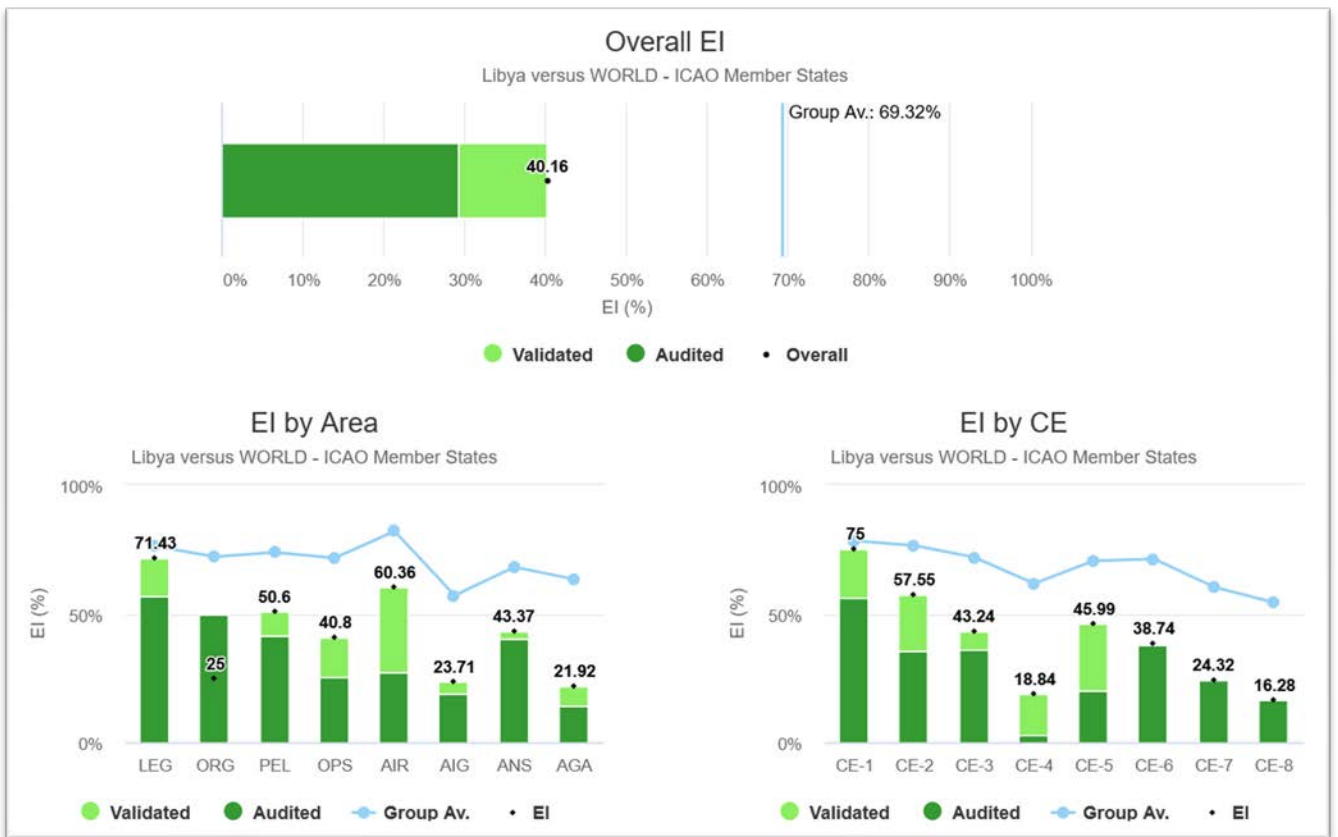


Figure 16. USOAP Results by Area and Critical Element by EI (Libya)

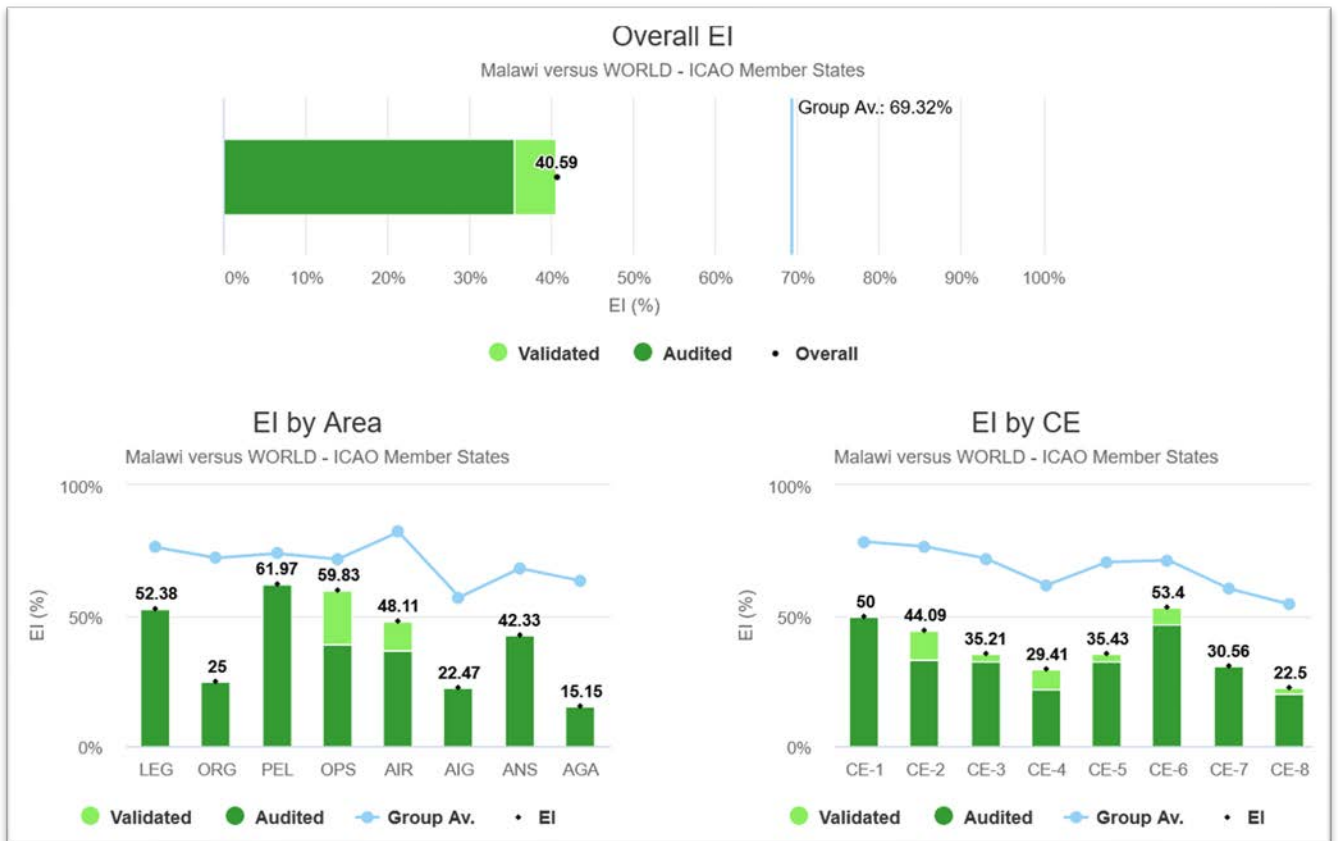


Figure 17. USOAP Results by Area and Critical Element by EI (Malawi)

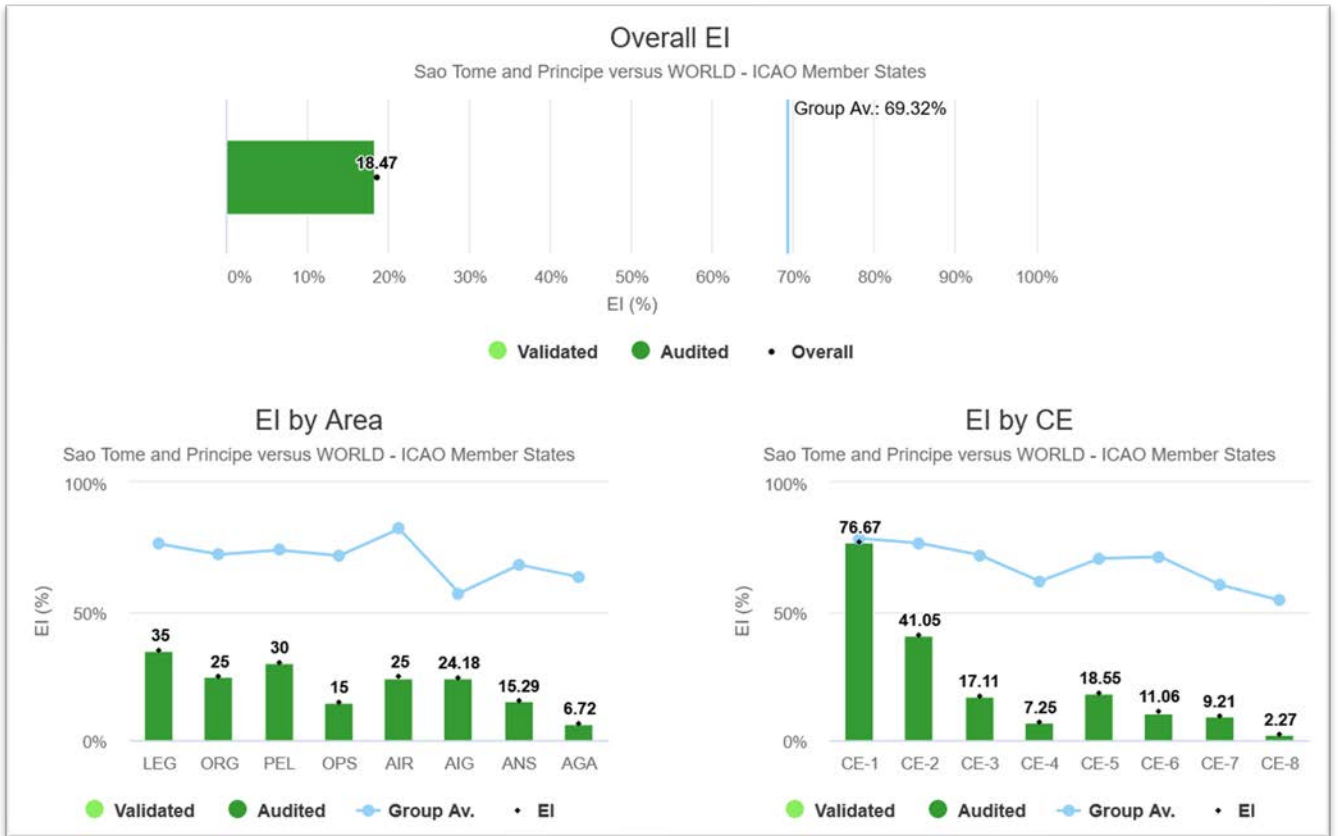


Figure 188. USOAP Results by Area and Critical Element by EI (Sao Tome and Principe)

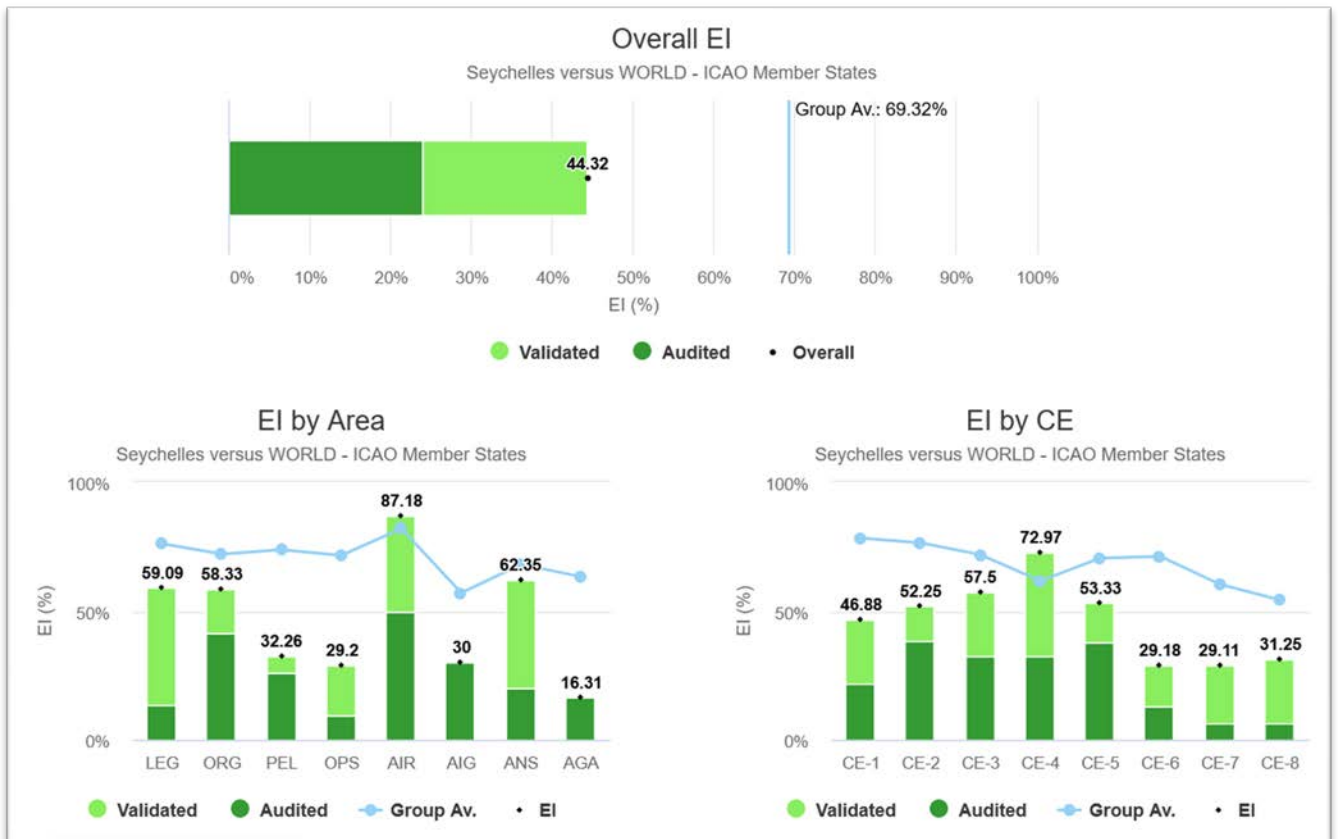


Figure 19. USOAP Results by Area and Critical Element by EI (Seychelles)

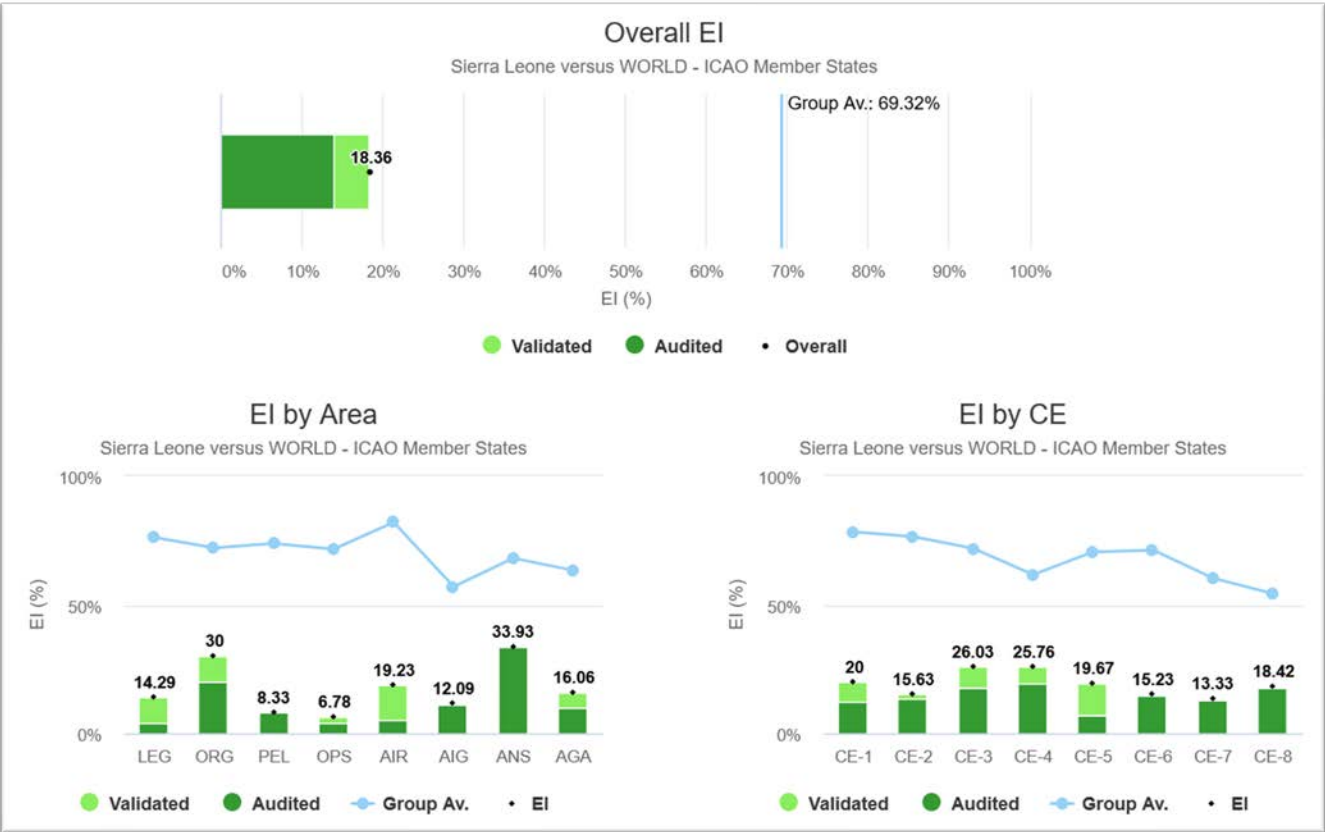


Figure 20. USOAP Results by Area and Critical Element by EI (Sierra Leone)

Appendix 2 Major Elements (for each State)

Objective 1	Establish Fundamental Safety Oversight system and Increase EI to 75% and above
Key Performance indicator (s)	Fundamentals of safety oversight system established and EI increased to at least 75%
Result 1.1	All AFI Plan FSO Project States will establish fundamentals of a safety oversight system and aim to achieve 75% or above EI by the end of 2022
Activity	Conduct a desktop analysis to identify areas of priority and greater need
1.1.1	Identify objectives
1.1.2	Develop a strategy to achieve objectives
1.1.3	Develop a roadmap tailored to each State, taking into account their actual performance and the need for synergies with on-going and/or anticipated projects / initiatives as appropriate

Objective 2	Update the ICAO USOAP CMA Online framework (OLF)	
Key Performance indicator (s)	Enhanced Safety information exchange with ICAO	
	Updated OLF modules, including CAP and self-assessment	
<i>Activity #</i>	<i>Description</i>	<i>Actors</i>
2.1.1	Update of project experts (ROs, AFI-CIS and RSOOs) and NCMCs on USOAP CMA through a workshop	ICAO/States/RSOOs/AFI CIS
2.1.2	Assist the State review, the CAP and the PQ self-assessment on the OLF	ICAO/States/RSOOs/AFI CIS
2.1.3	Assist the State to amend and/or develop the PQ self-assessment and the CAP to fully address the deficiencies	ICAO/States/RSOOs/AFI CIS
2.1.4	Assist the State to update the CAP and the PQ self-assessment through the online framework	ICAO/States/RSOOs/AFI CIS

Objective 3	Establish an effective legal and regulatory framework	
Key Performance indicator (s)	Increase of the EIs for CE1 and CE2 in all technical areas	
Result 3.1	A legal and regulatory framework adopted and/or promulgated	
3.1.1	Assist the State to review, update and implement relevant procedures or other means of compliance for: 1) evaluating amendments to all Annexes and revising specific operating regulations; and 2) identifying and notifying to ICAO differences between ICAO Standards and national regulations, if any	ICAO/States/RSOOs/ AFI CIS
3.1.2	Assist the State to review the aviation legislation to address related deficiencies	ICAO/States/RSOOs/ AFI CIS
3.1.3	Assist the State to amend and/or develop the aviation legislation as required	ICAO/States/RSOOs/ AFI CIS
3.1.4	Assist the State to submit the final draft legislation for State adoption and publication	ICAO/States/RSOOs/ AFI CIS
3.1.5	Assist the State to follow-up throughout adoption and publication process within the timeframe of the project	ICAO/States/RSOOs/ AFI CIS
3.1.6	Assist the State to develop a policy and associated procedures for the granting of exemptions	ICAO/States/RSOOs/ AFI CIS
3.1.7	Assist the State to establish investigation and enforcement policy and associated procedures	ICAO/States/RSOOs/ AFI CIS
3.1.8	Assist the State to establish and implement a policy and procedures for publishing significant differences in the AIP	ICAO/States/RSOOs/ AFI CIS
3.1.9	Assist the State in conducting workshops, as required, within the timeframe of the project to present and disseminate the proposed revised/new legislation and regulations.	ICAO/States/RSOOs/ AFI CIS

Objective 4	Assist the State develop safety oversight procedures and technical guidance material (TGM) for certification, licensing, authorization and/or approval and surveillance obligations as well as resolution of safety issues in the areas of PEL, OPS, AIR, AIG, ANS and AGA	
Key Performance indicator (s)	Increase of the EI for CE5 in PEL, OPS, AIR, AIG, ANS and AGA	
Result 4.1	Updated safety oversight technical guidance material (TGM) for certification, licensing, authorization and/or approval and surveillance obligations as well as resolution of safety issues in the areas of PEL, OPS, AIR, AIG, ANS and AGA.	
<i>Activity #</i>	<i>Description</i>	<i>Actors</i>
4.1.1	Assist the State to review, update and/or develop the procedures, manuals, guidance material and checklists for inspectors.	ICAO/States/RSOOs/ AFI CIS
4.1.2	Assist the State to review, update and/or develop guidelines for the industry.	ICAO/States/RSOOs/ AFI CIS
4.1.3	Assist the State to submit the final draft procedures and TGM for State adoption and publication.	ICAO/States/RSOOs/ AFI CIS
4.1.4	Assist the State in the creation/upgrade of the technical library with a system for recording, keeping and distributing the relevant ICAO documents, regulatory and technical documentation	ICAO/States/RSOOs/ AFI CIS
4.1.5	Assist the State in conducting workshops, as required, within the timeframe of the project for technical staff to present and disseminate the proposed new procedures and TGM	ICAO/States/RSOOs/ AFI CIS

Objective 5	Establish an effective and efficient State civil aviation system and safety oversight functions	
Key Performance indicator (s)	Increase of the EIs for CE3 in all technical areas	
Result 5.1	A civil aviation safety oversight system that includes a detailed organizational chart, adequate staffing, definition of responsibilities, job descriptions.	
<i>Activity #</i>	<i>Description</i>	<i>Actors</i>
5.1.1	Assist the State to review/establish the policy manual of the entity(ies) responsible for safety oversight describing its functions as well as the job descriptions and responsibilities of the technical staff	ICAO/States/RSOs/ AFI CIS
5.1.2	Assist the State establish a methodology to determine the number of required qualified inspectors commensurate with the size and complexity of the aviation system and activities in the State.	ICAO/States/RSOs/ AFI CIS
5.1.3	Assist the State establish a mechanism to ensure that each safety oversight entity/investigation authority has sufficient personnel to meet its respective national and international obligations	ICAO/States/RSOs/ AFI CIS

Objective 6	Establish and implement a training framework with the aim of strengthening the capacity of the national technical staff to carry out their safety oversight responsibilities in all the technical areas	
Key Performance indicator (s)	Increase of the EIs for CE4	
Result 6.1	Training policy, programme and plan approved for the State CAA	
<i>Activity #</i>	<i>Description</i>	<i>Actors</i>
6.1.1	Assist the State to establish a methodology to determine the number of required qualified inspectors commensurate with the size and complexity of the aviation system and activities in the State.	ICAO/States/RSOOs/AFI CIS
6.1.2	Assist the State to assess training needs	ICAO/States/RSOOs/AFI CIS
6.1.3	Assist the State to develop a training programme for technical staff and ensure the coverage of all applicable aspects including initial, on-the-job, specialized and recurrent training.	ICAO/States/RSOOs/AFI CIS
6.1.4	Assist the State to review and update the current training plan detailing and prioritizing the type of training to be provided during a specified timeframe	ICAO/States/RSOOs/AFI CIS
6.1.5	Assist the State to submit for approval, the final draft training policy, programme and plan	ICAO/States/RSOOs/AFI CIS
Result 6.2	Increased capacity of technical staff	
6.2.1	Assist the State to determine the minimum qualification and experience requirements for the national technical personnel	ICAO/States/RSOOs/AFI CIS
6.2.2	Assist the State as required, in the recruitment of technical personnel within the project timeframe	ICAO/States/RSOOs/AFI CIS
6.2.3	Assist the State in the selection of candidates for training programmes	ICAO/States/RSOOs/AFI CIS
6.2.4	Assist the State in providing on-the-job training for technical staff	
Result 6.3	Individual training files created and updated for each technical staff.	
6.3.1	Assist the State to develop/adopt and implementing a system for maintaining training records for the technical staff	ICAO/States/RSOOs/AFI CIS
6.3.2	Report the progress of implementation of the training plan within the project timeframe	ICAO/States/RSOOs/AFI CIS

Objective 7	Establish an effective certification, licensing, authorization and/or approval and surveillance obligations as well as resolution of safety issues capability in all the technical areas	
Key Performance indicator (s)	Increase of the EIs for CE6, 7 and 8	
Result 7.1	Licenses, certificates, approvals or authorizations granted	
<i>Activity #</i>	<i>Description</i>	<i>Actors</i>
7.1.1	Assist, in an advisory capacity, the technical staff to conduct as required, the process for issuing licenses, certificates, approvals or authorizations to any new applicant.	ICAO/States/RSOs /AFI CIS
7.1.2	Assist the state to verify that all the resulting records and completed checklists from the certification process are properly recorded and maintained	ICAO/States/RSOs /AFI CIS
Result 7.2	A surveillance system implemented	
7.2.1	Assist the state to develop a surveillance policy and programme of regular and random inspections.	ICAO/States/RSOs /AFI CIS
7.2.2	In an advisory capacity, assist the State conduct inspections of holders of certificates, approvals or authorizations	ICAO/States/RSOs /AFI CIS
7.2.3	Assist the state to develop a surveillance policy and programme on Safety Assessment of Foreign Aircraft (SAFA) being operated into the respective States.	ICAO/States/RSOs /AFI CIS
7.2.4	In an advisory capacity, assist the State conduct inspections of Foreign Aircraft (SAFA) being operated into respective states.	ICAO/States/RSOs /AFI CIS
Result 7.3	Resolution of safety issues implemented	
7.3.1	Assist the State establish and implement a documented process or a system to track the deficiencies identified and to accept/validate the corrective actions taken by license/certificate/approval and/or authorization holders	ICAO/States/RSOs /AFI CIS
7.3.2	Assist the State establish and maintain a system which monitors and records progress, including actions taken by license/certificate/approval and/or authorization holders in resolving identified safety issues, to make it possible to track past deficiencies and regulatory non-compliance	ICAO/States/RSOs /AFI CIS

Appendix 3 Project Operating Budget

Fundamentals of Safety Oversight (FSO) Project													Detailed Expense Estimates		
Assumptions															
Number of experts per ROST mission															4
Initial ROST mission duration															5
Follow-up ROST mission duration															3
Daily Subsistence Allowance rate															\$210
Terminal expenses rate															\$152
Ticket air fare															\$600
NUMBER OF MISSIONS															
	Q3 2022	Q4 2022	Q1 2023	Q2 2023	Q3 2023	Q4 2023	Q1 2024	Q2 2024	Q3 2024	Q4 2024	Q1 2025	Q2 2025		PROJECT TOTAL	
	6	3	6	4			10	9						38	
PLANNED EXPENSES															
ROST Mission Expenses															
Initial ROST (DBA)	\$ 25,200	\$ 12,600	\$ 25,200	\$ 16,800										\$ 79,800	
Initial ROST (Terminal Expenses)	\$ 3,648	\$ 1,824	\$ 3,648	\$ 2,432										\$ 11,552	
Initial ROST (Ticket air fare)	\$ 14,400	\$ 7,200	\$ 14,400	\$ 9,600										\$ 45,600	
														\$ -	
Follow-up ROST (DBA)							\$ 25,200	\$ 22,680						\$ 47,880	
Follow-up ROST (Terminal Expenses)							\$ 6,080	\$ 5,472						\$ 11,552	
Follow-up ROST (Ticket air fare)							\$ 24,000	\$ 21,600						\$ 45,600	
														\$ -	
														\$ -	
Subtotal	\$ 49,248	\$ 21,824	\$ 49,248	\$ 28,832	\$ -	\$ -	\$ 55,280	\$ 49,752	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 241,884	
USOAP Expenses															
On-site activities														\$ -	
														\$ -	
Subtotal	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Workshop Expenses															
Workshop sessions														\$ -	
Workshop-related travel costs														\$ -	
Subtotal	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Training															
Training classes														\$ -	
Training-related travel costs														\$ -	
Subtotal	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
TOTALS															
Quarterly Planned Expenses	\$ 49,248	\$ 21,824	\$ 49,248	\$ 28,832	\$ -	\$ -	\$ 55,280	\$ 49,752	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 241,884	
Running TOTAL Planned Expenses	\$ 49,248	\$ 64,872	\$ 108,120	\$ 136,952	\$ 136,952	\$ 136,952	\$ 192,232	\$ 241,984	\$ 241,984	\$ 241,984	\$ 241,984	\$ 241,984	\$ 241,984	\$ 241,984	

Figure 21. Project Operating Budget

Appendix 4 Project Operating Schedule

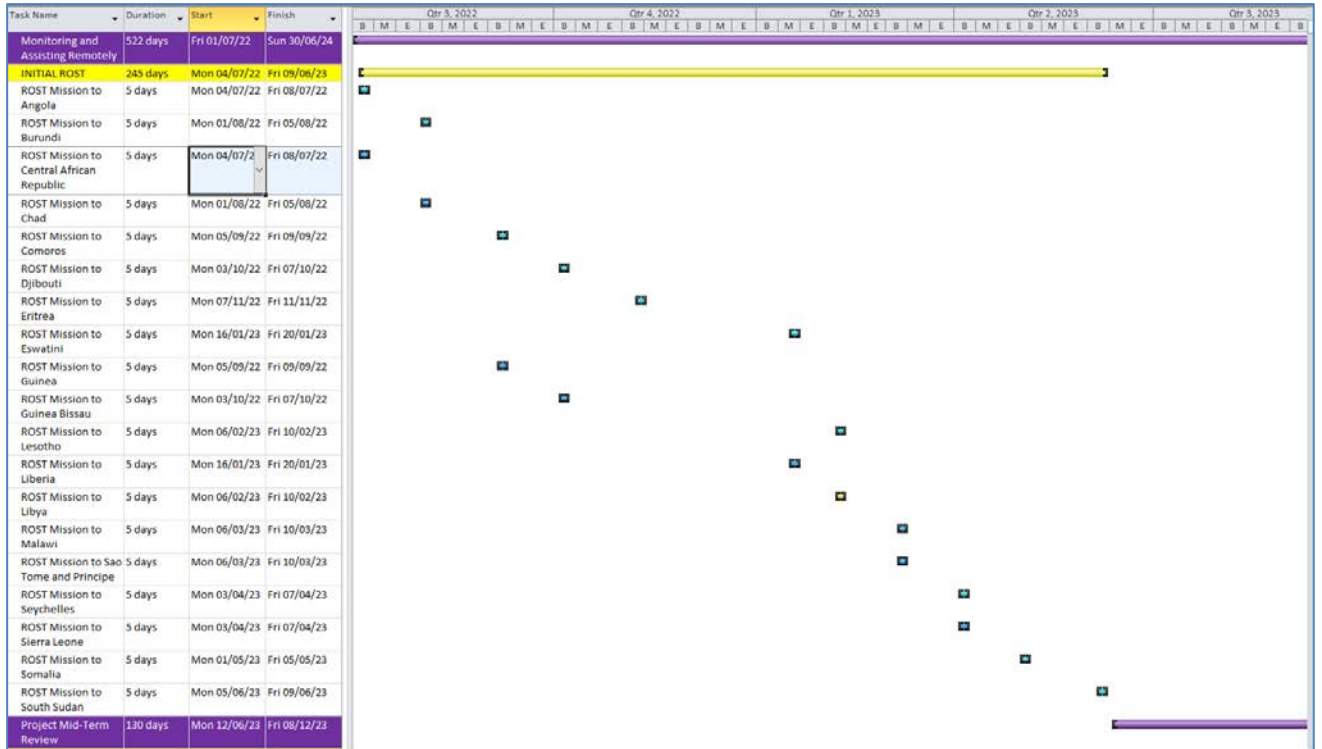


Figure 22. Project Operating Schedule: Phase 1 Initial ROST Missions and Project Mid-Term Review

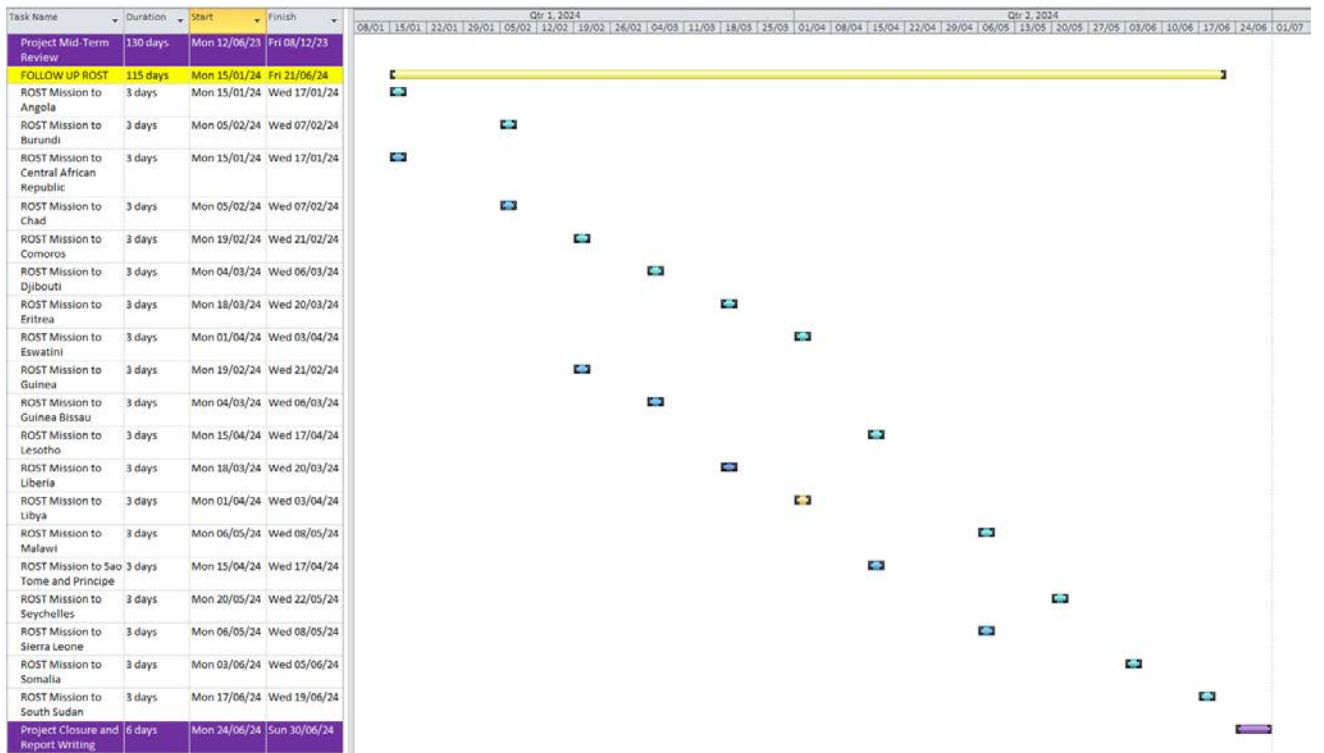


Figure 23. Project Operating Schedule: Phase 2 Follow-up ROST Missions and Project Closure and Report Writing

----- END -----