



AFI PROJECT DOCUMENT

ENHANCE THE LEVEL OF IMPLEMENTATION OF STATE SAFETY PROGRAMME (SSP), REVISION 2

1. **Project Title:** State Safety Program (SSP) Project: Support AFI States to establish and implement State Safety Programme.
2. **Project Code:**
3. **Executing Agency:** International Civil Aviation Organization (ICAO)
4. **Eligible States:** AFI States (Coted'Ivoire, Ethiopia, Gabon, Kenya, Madagascar, Ghana, Mauritania, Rwanda, South Africa, Togo)
5. **Project Duration:** 24 Months
6. **Revised Budget:** USD 104,227
7. **Strategic Objectives:** A - Safety

Brief Description: This proposal is a revision of the existing AFI SSP project. The purpose of this project is to continue assisting AFI States that meet the eligibility criteria to implement SSP through a phased approach process that will ensure States have first implemented a solid foundation for an SSP and then progress to the implementation of an effective SSP.

This revision proposes an extension of the duration of the project by 24 months with the objective of:

- a) Aligning the previous project implementation strategy with the GASP Goal 3 and assisting AFI States to:
 - i) Update and implement the CAPs associated with the SSP Foundation PQs
 - ii) Develop and update the SSP GAP-Analysis and Implementation Plan
 - iii) Increase the SSP level of maturity in each State
- b) Improving the coordination, collaboration among the States, facilitate and support States initiatives on SSP Peer review mechanism.

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1. PROJECT JUSTIFICATION

- 1.1. The ICAO Annex 19 Safety Management requires that States shall establish and maintain a State Safety Programme (SSP) and shall require the Service Providers under their authority to establish a Safety Management System (SMS) that is commensurate to its size and complexity.
- 1.2. To achieve compliance with ICAO safety related SARPs and to go beyond the minimum level of compliance and proactively enhancing safety, the Global Aviation Safety Plan (GASP) established the Safety goals, targets, and implementation strategies to assist States in identifying deficiencies and prioritizing actions so they can meet their safety responsibilities.
- 1.3. The GASP edition 2020-2022, Goal 3, calls for States to effectively implement the SSPs. This goal addresses organizational and operational challenges faced by States when implementing an SSP and includes the implementation of SMS by service providers within individual States, in accordance with Annex 19. Linked to Goal 3, two targets propose a phased approach to SSP implementation.
 - a) **Target 3.1** calls for all States to implement the **foundation of an SSP** by 2022; and
 - b) **Target 3.2** calls for **the implementation of an effective SSP** by 2025. An “effective SSP” refers to an SSP that achieves the objectives that it is intended to achieve.
- 1.4. In this regard, it is important to highlight that the term “foundation of an SSP” refers to a subset of the USOAP PQs (299, USOAP CMA PQs 2017), grouped into subject areas derived from Annex 19 and Doc 9859 that have been identified as fundamentals and are considered as prerequisites for sustainable implementation of the full SSP. This concept of “foundation of an SSP” is intended to replace the 60 percent EI score previously used in the GASP as a threshold to progress into the implementation of the SSP.
- 1.5. The SSP implementation project was initially developed under the AFI Plan to support the establishment of a sound State safety management system for States and to date, moderate progress has been achieved by States towards the implementation of safety management provisions as envisaged under the project.
- 1.6. The analysis of iSTARS information shows an overall SSP Foundation in the AFI Region of 67.13%, which refers to a 52.85% of validated SSP Foundation PQs and a 14.28% of overall Corrective Actions Plan (CAP) completed for unsatisfactory SSP Foundation PQs.
- 1.7. With regards to the SSP implementation, the information reported by the States through the iSTARS GAP-Analysis application, shows that, 10 States (21%) have started the GAP Analysis, 7 States (15%) have completed the Gap-analysis, 18 States (38%) have an Implementation Plan defined, one (2%) State has reported fully implemented the SSP, and 12 States (25%) did not report.
- 1.8. Although there was some progress towards the SSP implementation, there is still a need for additional efforts from States and continuing support of ICAO to ensure that GASP Goal 3, targets are achieved.
- 1.9. There is a need to facilitate and support States initiatives on SSP Peer review mechanism, to supplement their effort in achieving the GASP Goal 3 and targets .

2. PROJECT OVERALL OBJECTIVES AND TARGETS

- 2.1. The overall objective of the project is to assist the AFI States that meet the eligibility criteria to implement SSP through a phased approach that ensures States implement first the foundation of an SSP and then progress into the implementation of an effective SSP.
- 2.2. In addition, the project aims to establish cooperative mechanisms for coordination, collaboration, and exchange of information on SSP/SMS implementation.
- 2.3. The duration of the SSP Project to each eligible State will be a maximum of two years.

3. PROJECT IMPLEMENTATION

3.1. Implementation strategy and process

3.1.1. The strategy proposed herein will consist in providing technical assistance to 10 AFI States based on the fulfilment of the following eligibility criteria in section 3.1.1.1.

3.1.1.1. The eligible States will be selected from the group of States that fulfil the following criteria:

- a) States that have at least completed the GAP-Analysis and/or States have defined an action plan for all non-implemented questions (L3) on the iSTARS.
- b) States that have attained more than 75% Overall implementation of SSP Foundation PQs.
- c) States that have achieved at least 70% of the Safety Oversight Level of effective implementation.

3.1.1.2. In case the number of eligible States exceeds five from each Region, the first five States with higher EI and Overall implementation of SSP Foundation PQs with demonstrated interest in receiving the assistance will be selected.

3.1.2. The list of eligible States is established in Appendix 2 – Eligible States for AFI Plan SSP project.

3.1.3. States that do not fulfil the eligibility criteria for this project will be assisted under RO regular activities or other AFI-Plan projects on the implementation of a safety oversight system.

3.1.4. The project activities will include:

3.1.4.1. Identification of experts

- a) ICAO will identify a Pool of Resource-Experts from other CAAs with demonstrated competencies and experience in assistance to other States in SSP/SMS. For each State, ICAO will assign the SSP Resources Experts to assist in the development and implementation of Safety management requirements. Furthermore, the RSOOs, RAIOS, and AFI-CIS, may also provide additional expertise to support these resource experts under the guidance and monitoring of the Regional Office. Selected experts should cover the areas of SSP and SMS-related applicable SARPs.

b) Actions by the experts

- Under the guidance and coordination of the ICAO ESAF and WACAF Offices, the Resource-Experts will support the States in the development and implementation of regulations, procedures, and tools related to the SSP/SMS implementation.
- On a need-basis, the experts may be deployed to assist Member States, based on the established assistance plan.

3.1.4.2. Establishment of an online collaborative platform

ICAO will establish a web-based (Microsoft Teams or other) platform for collaboration, sharing, and exchange of information. This platform will initially be used to share documentation and tools among the Pool of Resource Experts, and after development and the validation, the platform may be used to share all safety data in AFI Region.

3.1.4.3. Selection of beneficiary States for the SSP project implementation

- a) Every two years ICAO will identify 10 AFI States to receive the assistance using the eligibility criteria. An invitation will be sent to the eligible State to participate and designate an SSP Focal Point that will coordinate the assistance activities with ICAO and the assigned Expert.
- b) In case the selected States are not available to receive the assistance under the SSP project, they may be replaced by other States.

3.1.4.4. The project implementation in each State

- a) In preparation for the SSP project implementation, the State's designated SSP Focal Point will provide ICAO with all the necessary documentation in accordance with the project activities established in 3.4.
- b) The project implementation will be initiated with the launching meeting held with the State's Director-General of the Civil Aviation Authority and the SSP team (SSP coordinator and Focal Points for each area), followed by a briefing session/workshop with the objective of:
 - Sensitize the State of the project objectives and confirm the commitment to the SSP implementation.
 - Provide orientation on the project strategy to the State's SSP implementation team
 - Establish the coordination mechanism between ICAO ROs, the State's SSP implementation team, and the assigned Resource Expert.
 - Prepare the development and implementation of the SSP activities and associated deliverables/outputs.
 - Review the State's CAPs for the SSP foundation PQs, GAP – Analysis, SSP Implementation Plan, and develop the Detailed Action Plan (DAP).

3.1.4.5. At the end of the briefing/workshop session, the State will present the Detailed Action Plan (DAP) and commit to its implementation within the established timeframe.

3.1.4.6. The State will update the GAP analysis in the iSTARs and submit the Detailed Action Plan (DAP)

for SSP implementation to ICAO/RE. The detailed action plan will include all Corrective Action Plans (CAPs) to address the unsatisfactory SSP Foundation PQs and specific actions for the identified SSP gaps. In addition, the DAP shall include milestones, the proposed deliverables/outputs, estimated dates for implementation, and the assigned responsibilities and accountabilities.

- 3.1.4.7. The assigned Resource Expert in coordination with the RO will monitor and assist the SSP implementation activities in the State's SSP Coordinator, as established in section 3.2 of this project.
- 3.1.4.8. The State's progress on the SSP implementation will be measured based on agreed milestones and the minimum deliverables/outputs identified by the assigned Resource Experts.
- 3.1.4.9. Based on the progress achieved, ICAO may plan a 3-day follow-up activity to State for a final review of the SSP Status of implementation and assist in the preparation of SSP self-Assessment using the SSPIA Protocol Questions (PQs) and the associated maturity level matrix.
- 3.1.4.10. The project duration in each State will be 24 months. However, if further assistance is required, the State should formally request the accredited ICAO RO.

3.2. Project Monitoring and Reporting

3.2.1. Project Monitoring

- a) The State's SSP Coordinator and Focal Points in each area will be responsible to report progress on monthly basis to the accredited ICAO Regional Office and Resource Expert.
- b) The assigned Resource Experts in coordination with the ICAO Regional Officers will evaluate the progress of the State's SSP implementation and provide feedback to the State.

3.2.2. Project Progress Reports and Terminal Report

- a) After each mission or activity to the Member State, the Regional Officers or the Resource experts participating in the mission will prepare a technical report. In addition, before the termination of the assignment, the Resource experts will submit to ICAO a final report of all activities conducted. All such reports shall be provided confidentially to the applicable accredited ICAO Office.
- b) ICAO Regional Offices will periodically report on the progress of project activities, and submit the Project Terminal report to the AFI Plan SC.

3.3. Project Team Composition:

- 3.3.1. Regional Officers of ICAO ESAF and WACAF Offices, as applicable
- 3.3.2. Selected qualified and competent SSP /SMS Experts from States, AFI-CIS, or Regional Safety Oversight Organisations.

3.4. Major Elements

The major elements of the Project are:

1. OBJECTIVE 1	ESTABLISH A MECHANISMS FOR COORDINATION, COLLABORATION, AND EXCHANGE OF INFORMATION ON SSP IMPLEMENTATION		
Key Performance indicator (s)	<ul style="list-style-type: none"> Identify a pool of SSP Experts to support the SSP implementation Create an online collaborative platform (MS teams or other) for coordination, sharing, and exchange of SSP information 		
1.1. Output 1.1	Mechanisms/Collaboration group to assist States and exchange information on SSP implementation		
Activity #	Description	Initiated by	Supported by
1.1.1.	Identify SSP Experts and request States’ release to support the AFI SSP Project implementation	ICAO	State
1.1.2.	Establish a platform/forum for coordination and sharing of SSP information, with the Pool of Experts and States designated SSP coordinators/FPs	ICAO	State
1.1.3.	Coordination session with the Pool of Experts to establish the SSP minimum set of deliverables/outputs, milestones, monitoring tools, and define the mechanism to measure the SSP progress and the coordination activities on SSP project implementation.	ICAO/ Resource Expert	SSP coordinators
1.1.4.	Facilitate and Support States initiatives on SSP Peer Review Mechanism.	State	ICAO
2. OBJECTIVE 2	PROVIDE ASSISTANCE TO STATES IN THE DEVELOPMENT AND IMPLEMENTATION OF AN EFFECTIVE SSP		
Key Performance indicator (s)	<ul style="list-style-type: none"> % Of States Assisted % Of the Overall SSP foundational PQs completed by the States State’s level of progress on the SSP implementation (% of deliverables implemented/milestones achieved) 		
2.1. Output 2.1	SSP implementation launching meeting and technical assistance on the implementation of SSP		
Activity #	Description	Initiated by	Supported by
2.1.1.	Preparation for the assistance - Invitation letter to eligible States and Resource Experts, - Request the designation of States' Focal Points or SSP Coordinator	ICAO	State
2.1.2.	Update State’s CAPs to address unsatisfactory SSP Foundation PQs on the OLF and GAP-Analysis on the iSTARs and inform ICAO on the Status	State/ SSP Coordinator	Resource Expert/AFCAC /RSOOs
2.1.3.	Conduct virtual launching meeting of the project and briefing session (s) (coordination and implementation of activities) with the assigned resource experts and State SSP Coordinator	ICAO / Resource Expert	State/ AFCAC/RSOOs
2.1.4.	Conduct a 5-days virtual workshop/Technical assistance to review the CAPs, GAP – Analysis, SSP Implementation Plan, and the development of a Detailed Implementation Plan	ICAO / Resource Expert	AFCAC/RSOOs
2.1.5.	Develop the Detailed Action Plan consolidating the Corrective Action Plans (CAPs) for SSP Foundation PQs and SSP implementation Plan	State/ SSP Coordinator	Resource Expert/ICAO
2.2. Output 2.2	Submission of the State’s Detailed Action Plan, monitoring and assistance on implementation of SSP activities		
Activity #	Description	Initiated by	Supported by

2.2.1.	Finalize, approve and submit to ICAO the Detailed Action Plan, which includes all CAPs to address the unsatisfactory SSP Foundation PQs, specific actions to address the SSP gaps, with the associated milestones, proposed deliverables/outputs, estimated dates for implementation, and the assigned responsibilities and accountabilities.	State/ SSP Coordinator	Resource Expert/ICAO/ AFCAC/RSOOs
2.2.2.	On a need basis, provide virtual/onsite assistance to support States to develop/update the Detailed Action Plan, and implement SSP activities	Resource Expert/ICAO	State SSP Coordinator
2.2.3.	Implement the Detailed Action Plan activities in coordination with the Resource Expert and the Regional Office.	State/ SSP Coordinator	Resource Expert/ICAO
2.2.4.	Monthly submit for review on the SSP activities and deliverables as established in the Detailed Action Plan	State/SSP Coordinator	Resource Expert/ICAO
2.3. Output 2.3	State Project evaluation Exit Wrap up		
Activity #	Description	Initiated by	Supported by
2.3.1.	Conduct a 3-day follow-up mission to State for final review of SSP implementation, and assist States in the conducting of SSP self-Assessment using the SSPIA Protocol Questions (PQs) and the associated maturity level matrix.	Assigned Resource Expert/ ICAO	State/ SSP Coordinator

4. PROJECT RESOURCES

4.1. Funding for the project:

The SSP project will be funded by the AFI PLAN.

4.2. Input from States

- a) Official acceptance of the Project Document through a letter confirming the State's commitment to the implementation of the Project.
- b) Assignment of a senior official/personnel, 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 during their mission.
- e) Ground transportation to/from the workplace/airport, as well as any in-country transportation of Project experts.
- f) All information and documentation required by the Project experts to carry out the implementation of activities, including copies of existing legislation, regulation, reports, maps, charts, specifications, etc.
- g) Entry visas and authorizations, as may be necessary, to access any of the worksites contained within the approved work plan.
- h) Any other facilitation arrangements that need to be made in the performance of respective duties by the ICAO experts/SSP Resource experts.

4.3. ICAO Inputs

- a) **Experts:**
 - ICAO Regional Officers (OPS, FS, AIR, ATM, CNS, AGA, and SAF-IMP) will coordinate the overall project and the implementation of SSP in each area, as required.
 - To support the project implementation, ICAO will identify a pool of Resource-Experts with demonstrated competencies in assisting other States and experience in SSP implementation (SSP, SMS, and SDCPS). These Resource-Experts will be seconded by other States. In addition, RSOOs, AFI-CIS, and RSOOs may provide additional expertise to support these resource experts under the guidance and monitoring of the Regional Office.
- b) **International missions:** a provision has been included to cover the ICAO Staff and the resources-experts mission expenses for the workshops and visits to States.
- c) **Monitoring and reporting:** ICAO Regional Offices will be responsible for the supervision and reporting of the project activities including the Project Terminal report. It will also establish and maintain coordination with all the stakeholders during the project.
- d) **Launching meeting:** ICAO will cover the costs of the meeting using project funds.
- e) **Miscellaneous expenses:** administrative overhead that may be incurred will be paid by the project funds.

5. PROJECT SCHEDULE

- a) The preliminary project schedule is presented in **Appendix 2**. This preliminary project schedule is indicative only. A detailed work plan will be prepared once the experts are selected and deployed in the field to assist States.

6. PROJECT BUDGET

- a) A budgetary provision to fund the project activities by ICAO and external experts/officials.
- b) An additional contingency provision of 5% of the total costs will be set aside to cater for miscellaneous costs, including reporting and sundry expenses.
- c) Details are contained in **Appendix 3**.

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APPENDIX 1 - SSP Implementation in AFI Region

State Name	Current % EI	% Of Overall foundation PQs	CAP Completed	% Of Validated Foundation SSP PQs	SSP Progress	Level (Up %) iSTARS	Level	Eligible
Angola	48.35	51.76	9.41	42.35	Gap Analysis Started	L1 / 54.8% L2	L1	
Benin	60.71	81.78	22.87	58.91	Implementation Plan Defined	L3 / 78.6% L4	L3	
Botswana	61.07	66.3	10.99	55.31	Gap Analysis Completed	L2 / 95.2% L3	L2	
Burkina Faso	73.02	69.26	5.06	64.2	Gap Analysis Completed	L2 / 81% L3	L2	
Burundi	44.44	40.72	0	40.72	Implementation Plan Defined	L3 / 23.8% L4	L3	
Cabo Verde	82.43	93.87	15.33	78.54	Gap Analysis Completed	L2 / 97.6% L3	L2	
Cameroon	57.54	87.27	26.97	60.3	Gap Analysis Completed	L2 / 92.9% L3	L2	
Central African Republic	7.72	15.23	9.77	5.47	-	Not reported	L0	
Chad	44.1	71.7	34.34	37.36	-	Not reported	L0	
Comoros	33.44	32.13	3.25	28.88	Gap Analysis Started	L1 / 07.1% L2	L1	
Congo	65.65	73.36	3.47	69.88	Gap Analysis Started	L1 / 28.6% L2	L1	
Cote d'Ivoire	79.84	80.51	3.97	76.53	Implementation Plan Defined	L3 / 11.9% L4	L3	Yes
Democratic Republic of the Congo	50	46.15	3.08	43.08	Gap Analysis Started	L1 / 28.6% L2	L1	
Djibouti	34.13	42.41	8.56	33.85	-	Not reported	L0	
Equatorial Guinea	59.89	74.9	9.41	65.49	Gap Analysis Started	L1 / 02.4% L2	L1	
Eritrea	20.14	75.48	62.07	13.41	-	Not reported	L0	
Eswatini	35.16	45.85	20.16	25.69	Implementation Plan Defined	L3 / 47.6% L4	L3	
Ethiopia	88.59	85.3	0.72	84.59	Implementation Plan Defined	L3 / 71.4% L4	L3	Yes
Gabon	70.53	80	3.08	76.92	Implementation Plan Defined	L3 / 16.7% L4	L3	Yes

Gambia	70.48	73.28	1.62	71.66	Implementation Plan Defined	L3 / 19% L4	L3	
Ghana	88.62	88.97	0	88.97	Gap Analysis Completed	L2 / 97.6% L3	L2	Yes
Guinea	23.09	85.55	68.06	17.49	-	Not reported	L0	
Guinea-Bissau	9.66	8.88	1.16	7.72	-	Not reported	L0	
Kenya	75.41	81.04	10.78	70.26	Implementation Plan Defined	L3 / 52.4% L4	L3	Yes
Lesotho	21.3	16.86	0	16.86	-	Not reported	L0	
Liberia	16.5	50.19	32.21	17.98	-	Not reported	L0	
Madagascar	77.35	83.78	6.95	76.83	Implementation Plan Defined	L3 / 52.4% L4	L3	Yes
Malawi	40.43	47.22	15.87	31.35	-	Not reported	L0	
Mali	72.44	81.15	5.38	75.77	Implementation Plan Defined	L3 / 21.4% L4	L3	
Mauritania	78.3	85.19	5.19	80	Implementation Plan Defined	L3 / 23.8% L4	L3	Yes
Mauritius	69.73	97.21	43.03	54.18	Implementation Plan Defined	L3 / 47.6% L4	L3	
Mozambique	64.62	67.18	0.38	66.79	Gap Analysis Started	L1 / 04.8% L2	L1	
Namibia	57.39	66.15	20.77	45.38	Implementation Plan Defined	L3 / 19% L4	L3	
Niger	63.53	82.49	20.62	61.87	Gap Analysis Started	L1 / 50% L2	L1	
Nigeria	66.33	90.94	27.92	63.02	Implementation Plan Defined	L3 / 40.5% L4	L3	
Rwanda	79.29	93.73	10.98	82.75	SSP Implementation Completed	L4 / 100% L4	L4	Yes
Sao Tome and Principe	17.21	33.97	23.28	10.69	-	Not reported	L0	
Senegal	63.26	75.27	3.23	72.04	Gap Analysis Started	L1 / 57.1% L2	L1	
Seychelles	41.04	68.68	19.57	49.11	Gap Analysis Started	L1 / 07.1% L2	L1	
Sierra Leone	16.03	23.92	7.45	16.47	Gap Analysis Started	L1 / 28.6% L2	L1	

Somalia					-	Not reported	L0	
South Africa	87.39	97.86	15.3	82.56	Implementation Plan Defined	L3 / 88.1% L4	L3	Yes
South Sudan					-	Not reported	L0	
Togo	84.67	92.64	3.1	89.53	Implementation Plan Defined	L3 / 35.7% L4	L3	Yes
Uganda	59.93	73.93	22.96	50.97	Gap Analysis Completed	L2 / 97.6% L3	L2	
United Republic of Tanzania	67.3	78.34	11.55	66.79	Implementation Plan Defined	L3 / 52.4% L4	L3	
Zambia	60.04	80.8	25.6	55.2	Implementation Plan Defined	L3 / 54.8% L4	L3	
Zimbabwe	52.52	48.56	1.44	47.12	Gap Analysis Completed	L2 / 97.6% L3	L2	

APPENDIX 2 – Schedule of activities

Task Mode	Task Name	Duration	Start	Finish	Resource Names	Gantt Chart Timeline											
						1 December 13/12	11 April 14/02	21 August 20/06	01 January 22/08	11 May 24/10	21 September 26/12	01 February 27/02	11 June 01/05	21 September 03/07	01 February 04/09	11 June 06/11	21 September 08/01
1	AFI Plan SSP Project	524 days	Mon 02/05/22	Thu 02/05/24													
2	ESTABLISH A MECHANISMS FOR COORDINATION, COLLABORATION, AND EXCHANGE OF INFORMATION ON SSP IMPLEMENTATION	198 days	Mon 14/02/22	Wed 16/11/22													
3	MECHANISMS/COLLABORATION GROUP TO ASSIST STATES AND EXCHANGE INFORMATION ON SSP IMPLEMENTATION	33 days	Mon 02/05/22	Wed 15/06/22	Assigned Resource Expert, ICAO ROs												
4	Identify SSP Experts and request States' release to support the AFI SSP Project implementation	16 days	Mon 02/05/22	Sat 21/05/22	ICAO ROs												
5	Establish a platform/forum for coordination and sharing of SSP information, with the Pool of Experts and States designated SSP coordinators/FPs	5 days	Mon 09/05/22	Fri 13/05/22	ICAO ROs												
6	Coordination session with the Pool of Experts to establish the SSP minimum set of deliverables/outputs, milestones, monitoring tools, and define the mechanism to measure the SSP progress and the coordination activities on SSP project implementation.	3 days	Mon 13/06/22	Wed 15/06/22	Assigned Resource Expert, ICAO ROs												
7	Facilitate and Support States initiatives on SSP Peer Review Mechanism.	198 days	Mon 14/02/22	Wed 16/11/22	ICAO ROs												
8	PROVIDE ASSISTANCE TO STATES IN THE DEVELOPMENT AND IMPLEMENTATION OF AN EFFECTIVE SSP	493 days	Mon 13/06/22	Wed 01/05/24	Assigned Resource Expert, ICAO ROs, State's Focal												
9	SSP implementation launching meeting and Technical assistance on the implementation of SSP	30 days	Mon 13/06/22	Fri 22/07/22	Assigned Resource Expert, ICAO ROs, State's Focal												
10	Preparation for the assistance	5 days	Mon 13/06/22	Fri 17/06/22	ICAO ROs												
11	Update State's CAPs to address unsatisfactory SSP Foundation PQs on the OLF and GAP-Analysis on the iSTARs and inform ICAO on the Status	10 days	Mon 20/06/22	Fri 01/07/22	State's SSP coordinator												

	Task Mode	Task Name	Duration	Start	Finish	Resource Names	Pre														
							11 April	21 August	01 January	11 May	21 September	01 February	11 June	18/04	20/06	22/08	24/10	26/12	27/02	01/05	03/07
12		Conduct virtual launching meeting of the project and briefing session (s) (coordination and implementation of activities) with the assigned resource experts and State SSP Coordinator	1 day	Mon 11/07/22	Mon 11/07/22	Assigned Resource Expert,ICAO ROs															
13		Conduct a 5-days virtual workshop/Technical assistance to review the CAPs, GAP – Analysis, SSP Implementation Plan, and the development of a Detailed Implementation Plan	5 days	Tue 12/07/22	Mon 18/07/22	Assigned Resource Expert,ICAO ROs															
14		Develop the Detailed Action Plan consolidating the Corrective Action Plans (CAPs) for SSP Foundation PQs and SSP implementation Plan	5 days	Tue 12/07/22	Mon 18/07/22	State's Focal Points,State's SSP coordinator															
15		Submission of the States Plans of actions, monitoring and assistance on implementation of SSP activities	489 days	Tue 19/07/22	Fri 31/05/24	Assigned Resource Expert,ICAO ROs,State's Focal															
16		Finalize, approve and submit to ICAO the Detailed Action Plan, which includes all CAPs to address the unsatisfactory SSP Foundation PQs, specific actions to address the SSP gaps, with the associated milestones, proposed deliverables/outputs, estimated dat	10 days	Mon 25/07/22	Fri 05/08/22	State's Focal Points,State's SSP coordinator															
17		On a need basis, provide virtual/onsite assistance to support States to develop/update the Detailed Action Plan, and implement SSP activities	222 days	Tue 04/10/22	Wed 09/08/23	Assigned Resource Expert															
18		Cote d'Ivoire	3 days	Tue 04/10/22	Thu 06/10/22	Assigned Resource E															
19		Gabon	3 days	Tue 07/02/23	Thu 09/02/23	Assigned Resource E															
20		Ethiopia	3 days	Tue 13/12/22	Thu 15/12/22	Assigned Resource E															
21		Mali	3 days	Tue 02/05/23	Thu 04/05/23	Assigned Resource E															
22		Kenya	3 days	Tue 04/04/23	Thu 06/04/23	Assigned Resource E															
23		Mauritania	3 days	Tue 14/03/23	Thu 16/03/23	Assigned Resource E															
24		Madagascar	3 days	Wed 31/05/23	Fri 02/06/23	Assigned Resource Expert															

Task Mode	Task Name	Duration	Start	Finish	Resource Names	Gantt Chart															
						20/06	21 August	22/08	24/10	01 January	26/12	27/02	01/05	03/07	21 September	04/09	06/11	08/01	11/03	13/05	15/07
25	Togo	3 days	Tue 18/07/23	Thu 20/07/23	Assigned Resource E	Assigned Resource Expert															
26	South Africa	3 days	Tue 04/07/23	Thu 06/07/23	Assigned Resource E	Assigned Resource Expert															
27	Rwanda	3 days	Mon 07/08/23	Wed 09/08/23	Assigned Resource E	Assigned Resource Expert															
28	Implement the Detailed Action Plan activities in coordination with the Resource Expert and the Regional Office	465 days	Mon 22/08/22	Fri 31/05/24	State's SSP coordinator, State's Focal Points	[Gantt bar]															
29	Cote d'Ivoire	465 days	Mon 22/08/22	Fri 31/05/24	Assigned Resource E	Assigned Resource Expert, ICAO ROs															
30	Gabon	465 days	Mon 22/08/22	Fri 31/05/24	Assigned Resource E	Assigned Resource Expert, ICAO ROs															
31	Ethiopia	465 days	Mon 22/08/22	Fri 31/05/24	Assigned Resource E	Assigned Resource Expert, ICAO ROs															
32	Mali	465 days	Mon 22/08/22	Fri 31/05/24	Assigned Resource E	Assigned Resource Expert, ICAO ROs															
33	Kenya	465 days	Mon 22/08/22	Fri 31/05/24	Assigned Resource E	Assigned Resource Expert, ICAO ROs															
34	Mauritania	465 days	Mon 22/08/22	Fri 31/05/24	Assigned Resource E	Assigned Resource Expert, ICAO ROs															
35	Madagascar	465 days	Mon 22/08/22	Fri 31/05/24	Assigned Resource Expert, ICAO ROs	Assigned Resource Expert, ICAO ROs															
36	Togo	465 days	Thu 01/12/22	Wed 11/09/24	Assigned Resource E	Assigned Resource Expert, ICAO ROs															
37	South Africa	465 days	Mon 22/08/22	Fri 31/05/24	Assigned Resource E	Assigned Resource Expert, ICAO ROs															
38	Rwanda	465 days	Mon 22/08/22	Fri 31/05/24	Assigned Resource E	Assigned Resource Expert, ICAO ROs															
39	Monthly submit for review on the SSP activities and deliverables as established in Detailed Action Plan	465 days	Mon 22/08/22	Fri 31/05/24	State's SSP coordinator	State's SSP coordinator															
40	Conduct a 3-day follow-up mission to State for final review of SSP implementation, and assist States in the conducting of SSP self-Assessment using the SSPIA Protocol Questions (PQs) and the associated maturity level matrix.	44 days	Mon 04/03/24	Thu 02/05/24	Assigned Resource Expert, ICAO ROs	[Gantt bar]															
41	Cote d'Ivoire	3 days	Tue 03/10/23	Thu 05/10/23	Assigned Resource E	Assigned Resource Expert, ICAO ROs															
42	Gabon	3 days	Tue 05/12/23	Thu 07/12/23	Assigned Resource E	Assigned Resource Expert, ICAO ROs															

	i	Task Mode	Task Name	Duration	Start	Finish	Resource Names	Pre	21 September	01 February	11 June	21 October	01 March	11 July	21 November				
									04/09	06/11	08/01	11/03	13/05	15/07	16/09	18/11	20/01	24/03	26/05
43			Ethiopia	3 days	Tue 07/11/23	Thu 09/11/23	Assigned Resource E		Assigned Resource Expert,ICAO ROs										
44			Mali	3 days	Tue 12/03/24	Thu 14/03/24	Assigned Resource E		Assigned Resource Expert,ICAO ROs										
45			Kenya	3 days	Mon 05/02/24	Wed 07/02/24	Assigned Resource E		Assigned Resource Expert,ICAO ROs										
46			Mauritania	3 days	Wed 14/02/24	Fri 16/02/24	Assigned Resource E		Assigned Resource Expert,ICAO ROs										
47			Madagascar	3 days	Tue 02/04/24	Thu 04/04/24	Assigned Resource E		Assigned Resource Expert,ICAO ROs										
48			Togo	3 days	Tue 09/04/24	Thu 11/04/24	Assigned Resource E		Assigned Resource Expert,ICAO ROs										
49			South Africa	3 days	Tue 02/04/24	Thu 04/04/24	Assigned Resource E		Assigned Resource Expert,ICAO ROs										
50			Rwanda	3 days	Mon 22/04/24	Wed 24/04/24	Assigned Resource E		Assigned Resource Expert,ICAO ROs										

APPENDIX 3 – Proposed Revised Budget

		Total		2022		2023		2024
Expenditures		104,227	0	13,028	0	45,599	0	45,599
Assistance Mission		37,224		12,408		24,816		0
	3 Day assistance missions			12,408		24,816		
Wrap Up mission		62,040		0		18,612		43,428
	3 days mission			0		18,612		43,428
Contingency 5%		4,963	-	620	-	2,171	-	2,171

END