



# COMPREHENSIVE REGIONAL IMPLEMENTATION PLAN FOR AVIATION SAFETY IN AFRICA (AFI PLAN)

**Thirteenth Meeting of the Steering Committee**

**Dakar, Senegal, 29 to 30 May 2014**

## REPORT

This report has been approved by the Chairperson of the  
AFI Plan Steering Committee, Mr. Moussa Halidou.

**Meshesha Belayneh**  
ICAO ESAF Regional Director and  
Secretary of the AFI Plan Steering  
Committee

## 1. INTRODUCTION

1.1 The 13<sup>th</sup> meeting of the *Comprehensive Regional Implementation Plan for Aviation Safety in Africa* (AFI Plan) Steering Committee was held from 29 to 30 May 2014 at the ICAO Regional Office in Dakar, Senegal. The meeting was attended by eighty-one participants including members and observers from the ICAO Council and the Air Navigation Commission (ANC), and senior officers of African Civil Aviation Authorities that accompanied the members of the AFI Plan Steering Committee. The list of participants is presented at Attachment A.

## 2. OPENING REMARKS

2.1 The Chairperson opened the meeting by recognizing and thanking attendees for the high level of participation in this 13<sup>th</sup> AFI Plan Steering Committee meeting. He especially thanked the honorable Members of the Council and permanent Representatives to ICAO for their support to the AFI Plan. He also expressed his gratitude to Representatives of Belgium, China, France, the Republic of Korea, Malaysia, Singapore, United Arab Emirates, the United States (U.S.), the European Commission (EC), and all the aviation safety partners for their support and commitment for the improvements of safety in Africa. He also thanked the ICAO Secretary General and his team for their continued and efficient efforts that led to the success of the AFI Plan and the achievement of well appreciated results.

2.2 Mr. Halidou mentioned that it was the first time that the AFI Plan Steering Committee met in Africa and that it was held just after the AFI Aviation Safety Symposium, which brought together many players in the aviation world. He considered the Symposium as a check point because it had allowed acknowledging the status of safety implementation in the AFI Region and discussing the way forward for improvement. In this regard, he indicated that it was justified that the first agenda item of the AFI Plan Steering Committee meeting be devoted to the review of the outcomes of this successful Symposium.

2.3 In reviewing the results of the Symposium, he indicated that the meeting would be called to examine the various proposals in an approach that would easily integrate actions selected under the three focus areas of the AFI Plan and its current Work Programme of Activities. The approach suggested would allow strengthening and updating the activities of the AFI Plan and identify the different actors and partners involved in the implementation of the programme.

2.4 The Chairperson also indicated that the AFI Plan Steering Committee should keep in mind the importance of coordination among all aviation safety partners and ICAO to avoid duplications and overlaps in programme delivery as well as to maximize their results.

2.5 While he recognized that the agenda for the meeting was ambitious, he expressed his confidence to achieve the objectives of the meeting and shared his plan for the meeting. The Chairperson then gave the floor to the Secretary General.

2.6 In his remarks, the Secretary General highlighted the successful AFI Aviation Safety Symposium conducted prior to the AFI Plan Steering Committee meeting that produced certain initiatives that will support the achievement of the regional aviation safety targets for Africa. He mentioned that the outcomes of the Symposium, which include a collaborative implementation programme, would be presented to the AFI Plan Steering Committee during the course of the meeting.

2.7 The Secretary General also mentioned key activities performed since the last meeting held in November 2013. He mentioned that the implementation of the ICAO Plans of Action was still continuing. He indicated that for those States whose implementation timelines have elapsed, revised ICAO Plans of Action were prepared, submitted and accepted by the concerned States. The Abuja safety targets were also incorporated in almost all ICAO Plans of Action. Despite the latest timelines introduced through the update of the ICAO Plans of Action, he noted that some AFI States were once again missing the revised timelines in their Plans of Action and are far behind in meeting the Abuja safety targets.

2.8 The Secretary General indicated that as of May 2014, twenty-seven AFI States, whose activities' implementation were at different levels, have been presented with and have all confirmed in writing their acceptance of the proposed Plans. He noted that in some AFI States these Plans have started showing tangible results, as some States have resolved their Significant Safety Concerns (SSCs). In turn, certain States have so far shown very slow progress in addressing these safety critical issues.

2.9 He indicated that the Regional Offices, the President of the ICAO Council and himself had sent letters to the States to expedite implementation of the Plans of Action and resolve their SSCs. The ICAO Secretariat had convened multiple meetings with States with SSCs or low Effective Implementation (EI) of the critical elements of their safety oversight system and aviation safety partners to support these State in addressing their deficiencies. However, as the situation has not improved in certain States, The Secretary General requested the AFI Plan Steering Committee guidance on the way forward.

2.10 Under his leadership, ICAO had continued supporting enhanced implementation activities for the improvement of State safety oversight systems with several ongoing Technical Cooperation and Technical Assistance projects in States funded by Donors and/or the ICAO Voluntary Contributions provided through the ICAO Safety Fund (SAFE). He indicated that the funding was focused on building capacity in the air operators certification (AOC) processes to support the elimination of the many SSCs in this area. He encouraged States to take advantage of Technical Assistance and Cooperation projects available from ICAO and Safety Partners to support capacity building in safety and air navigation systems.

2.11 The Secretary General recalled the cooperation between ICAO and African Civil Aviation Commission (AFCAC) on the AFI-CIS implementation and commended the assistance provided to some African States to enable them to address their SSCs identified through Universal Safety Oversight Audit Programme (USOAP) Continuous Monitoring Approach (CMA) activities.

2.12 With regard to Regional Organizations, the Secretary General said that the AFI Plan continues to work with States in the establishment and strengthening of Regional Safety Oversight Organizations (RSOOs) and Regional Accident and Incident Investigation Organizations (RAIO). In particular, he noted that ICAO continued to monitor the progress in the States of the Economic and Monetary Community of Central Africa (CEMAC), Southern African Development Community (SADC) and the West African Economic and Monetary Union (UEMOA), as they work on their internal legal arrangements for the approval of the frameworks for the establishment of their respective RSOOs. He recalled the issue of multiple memberships of States in RSOOs, indicating that ICAO together with AFCAC were putting efforts to convince States to avoid unnecessary duplications as well as streamline and rationalize functions of such organizations.

2.13 The Secretary General reported that the AFI Plan Work Programme developed for the year 2014 continued to assist States in Africa with a low level of EI of the international Standards and Recommended Practices (SARPs) or with SSCs. He noted that the expansion of the AFI Plan to include

technical areas other than Airworthiness, Aircraft Operations and Personnel Licensing would undoubtedly enable the AFI Plan to align with the decisions and targets adopted during the Ministerial Conference on Aviation Safety held in Abuja, Nigeria in July 2012 and endorsed by the Assembly of Heads of State of the African Union in January 2013. In this regard and in line with the recommendations and conclusions of the 12th Steering Committee meeting, he informed that ICAO had developed a monitoring means for the technical area of Air Navigation Services (ANS), which was to be considered by the meeting under Agenda Item 2. In relation to this topic and in order to accelerate the implementation of safe and efficient Performance-based Navigation (PBN) flight procedures, the Secretary General mentioned that the African Flight Procedure Programme (AFPP), a not-for-profit programme of excellence in the field of PBN implementation was launched in 2013. This Programme would utilize best practices in training, automation and quality assurance to improve all aspects of PBN implementation including airspace and flight procedure design, flight procedure ground validation and staff training, flight procedure regulatory approval, quality assurance and air operator operational approval. A progress report on this Programme was considered by the meeting under Agenda Item 1.

2.14 The Secretary General also referred to the cooperation established between the European Aviation Safety Agency (EASA) and the ICAO Regional Offices in Dakar and Nairobi which started to closely coordinate their activities in the implementation of the Support to the Improvement of Aviation Safety in Africa (SIASA) programme to effectively deliver assistance to States. He indicated that in order to achieve our goal of further improving aviation safety in Africa, there is a need to reinforce the commitment to work together with all stakeholders and in particular with the World Bank, the African Development Bank, the European Union and Safe Skies for Africa. He also thanked the Government of France for supporting the AFPP, the European Union for enabling us to have the 13th AFI Plan Steering Committee meeting here in Dakar, and the Government of the Kingdom of Morocco, in particular the Alternate Representative of Morocco to ICAO, Mr. Aziz Boulmane, for developing the inspector training courses for francophone States.

2.15 Finally, the Secretary General expressed his confidence in this meeting of the AFI Plan Steering Committee to progress effective implementation of the outcomes of the AFI Aviation Safety Symposium, expanded AFI Plan and the high-level safety targets set by the Abuja Ministerial Conference.

### 3. ADOPTION OF THE AGENDA

3.1 The meeting reviewed and approved the agenda presented by the AFI Plan Secretary with the following amendments to the Agenda and Programme:

- a) Presentation titled *Electronic Safety Tools of the Republic of Korea* to be discussed under Agenda Item 1 (presented by the Republic of Korea); and
- b) Instead of *Discussion Paper/00 on the Outcomes of the AFI Aviation Safety Symposium*, a presentation on the same topic and the draft Collaborative Implementation Programme yielded from the Symposium would be presented.

-----

## **Agenda Item 0: Outcomes of the AFI Aviation Safety Symposium**

0.1 The Chairperson opened Agenda Item 0 by referring to the successful AFI Aviation Safety Symposium and “by-invitation” sessions conducted with States with SSCs and priority States that preceded and were planned as per the AFI Plan Steering Committee’s recommendation. He also noted that the Chairs of the Regional Aviation Safety Group for the AFI Region (RASG-AFI) and AFI Planning and Implementation Regional Group (APIRG) were present upon the Steering Committee’s recommendation to foster the synergy of the AFI Plan with these regional groups. Mr. Halidou then invited the Master of Ceremonies of the Symposium to present the outcomes of this event.

0.2 The Master of Ceremonies of the AFI Aviation Safety Symposium, Mr. Elamiri, Deputy Director, Safety Management and Monitoring (DD/SMM), summarized the major outcomes of the Symposium as listed below. The presentation is available at [www.icao.int/safety/afiplan/Documents/SC%2013%20-Symposium%20Outcomes%20Presentation.pdf](http://www.icao.int/safety/afiplan/Documents/SC%2013%20-Symposium%20Outcomes%20Presentation.pdf). He then gave the floor to Mr. Vreedenburgh, Chief, Implementation Support and Development Section – Safety (C/ISD-SAF), who presented the collaborative implementation programme in support of the AFI Plan, the attainment of the Abuja safety targets and the enhancement of air navigation in the AFI Region. He pointed out that the document included certain revisions suggested by the Secretariat to avoid duplications, which were accepted by the AFI Plan Steering Committee.

- a) African States should keep the momentum in improving safety and air navigation performance in Africa, which is an essential catalyst for economic and social development on the continent;
- b) African States should take more ownership of and fully implement the Abuja safety targets;
- c) African authorities were re-engaged and motivated in implementing actions aimed to address the challenges constraining air transport development;
- d) Attendees recognized the efforts made by the international community in supporting safety and air navigation performance improvements in Africa;
- e) Aviation safety partners should convince their development agencies to continue providing assistance and resources to support attaining the Abuja safety targets, improve safety and air navigation performance; and
- f) All stakeholders should continue working with ICAO in coordinating assistance projects focusing on the most urgent needs and long term capacity building.

0.3 The representative of the International Air Transport Association (IATA) indicated that on initiative 5.1.2, the deliverable should be revised from “Delegation of responsibility” to “Delegation of functions”. The meeting agreed with this modification.

0.4 In relation to item 4.c, relevant to air navigation services in the AFI Region, the Chairperson of the RASG-AFI mentioned that the identification of Air Navigation Services (ANS) indicators by ICAO are key to monitor the implementation of the activities of the AFI Plan. In this regard, the representative of Burkina Faso noted that additional indicators of all areas may also be known by States and asked them to be shared with ICAO and relevant stakeholders to be used by African States.

The meeting noted that the DP/07 would present indicators on ANS for consideration of the meeting and that DP/02 also contains a call for States to share indicators on all technical areas.

0.5 C/ISD-SAF indicated that certain initiatives included guidance material that had already been developed by ICAO, suggesting their deletion from the collaborative implementation programme. The meeting agreed with this suggestion and asked the Secretariat to remove these items.

0.6 The representative of South Africa requested clarification on the procedure to be followed in order to review and approve the collaborative implementation programme. The Chairperson indicated that the Symposium had discussed and adopted this input for the AFI Plan Steering Committee's consideration; however, certain improvements may be suggested by the Steering Committee before tasking the Secretariat to their incorporation into the AFI Plan work programme of activities.

### ***Conclusions and Recommendations on Agenda Item 0***

0.7 The meeting noted with satisfaction the numerous and specific initiatives comprising the collaborative implementation programme as well as the expressions of support to African initiatives from several aviation safety partners.

0.7.1 The AFI Plan Steering Committee recommended that the AFI Plan Secretary incorporate the initiatives contained in the collaborative implementation programme, taking into consideration the comments from the AFI Plan Steering Committee Members, into the AFI Plan activities and work programme at the earliest convenience. The AFI Plan Steering Committee also recommended to present this integration and implementation progress during the next AFI Plan Steering Committee meeting.

0.7.2 The approved collaborative implementation programme is presented at Attachment B of this report.

### **Agenda Item 1: Progress Report on the implementation of the AFI Plan since the 12<sup>th</sup> Steering Committee meeting and status of implementation of the 2014 Work Programme.**

1.1 The Secretary of the AFI Plan Steering Committee presented DP/01 on information regarding the implementation of the recommendations and conclusions of the 12<sup>th</sup> AFI Plan Steering Committee meeting held on 14 November 2013 in Montréal, Canada, and on the status of implementation of the 2014 Work Programme.

1.2 It was noted that as per the AFI Plan Steering Committee's recommendation, this meeting had been planned to take place in Dakar, Senegal, the Chairs of the RASG-AFI and APIRG were invited to foster the synergy of the AFI Plan with these regional groups, and "by-invitation" sessions were held with States with SSCs and/or priority States in parallel to the AFI Aviation Safety Symposium and the 13<sup>th</sup> AFI Plan Steering Committee meeting to discuss their challenges and better coordinate the assistance of ICAO and aviation safety partners.

### ***Recommendations and conclusions of the 12<sup>th</sup> meeting of the AFI Plan Steering Committee***

1.3 Regarding the SADC Aviation Safety Organization (SASO), the AFI Plan Secretary informed that ICAO continues to assist SASO in developing a Work Plan and participates at SC meetings, including the 12<sup>th</sup> Institutionalization Working Group (IWG/12) Workshop and the 17<sup>th</sup> meeting of the

SADC Civil Aviation Committee. It was also informed that the Secretariat of this organization is based in Swaziland.

1.4 With regard to the incorporation of ANS into the AFI Plan Work Programme and the development of a mechanism to monitor the ANS areas, the meeting noted that the Secretariat has a progress report in DP/07 under Agenda item 2. Similarly, a separate progress report will be presented in DP/04 on the AFPP.

1.4.1 In relation to the monitoring of ANS, the representative of Ghana noted that this action is already conducted by the APIRG. He asked whether ICAO needs to develop another mechanism for the same purpose and, if so, asked for further information about the role of the APIRG in this monitoring process developed by the Secretariat.

1.4.2 The AFI Plan Secretary indicated that the monitoring mechanism proposed is also intended to monitor the Abuja safety targets, which is limited in scope and different than the monitoring mechanism conducted by APIRG. He further indicated that for the time being, there are no tools to measure ANS performance.

1.4.3 The representative of Burkina Faso asked whether ANS should be monitored and suggested to establish a coordination mechanism with the Chairs of the APIRG and RASG-AFI for this purpose. In order to avoid duplications, he pointed out that ICAO will coordinate with the APIRG.

1.4.4 The AFI Plan Steering Committee recommended the establishment of a coordination mechanism to monitor ANS performance with the Chairs and Secretaries of the APIRG and the RASG-AFI, and that a progress report be presented to the AFI Plan Steering Committee meeting.

1.5 In relation to the implementation of the ICAO Plans of Action and attainment of the Abuja safety targets, ICAO Regional Offices in Dakar and Nairobi have sent specific letters to African States, sensitizing them about the attainment of the Abuja safety targets, the importance of implementing the ICAO Plans of Action, the acceptance of ICAO USOAP missions and the release of SSCs to the public in January 2014. Side meetings were also held with African States during ICAO events, including the AFI Aviation Safety Symposium that preceded this meeting of the AFI Plan Steering Committee, to continue the motivation of States in this regard.

1.5.1 The AFI Plan Steering Committee recommended the Regional Offices to continue sensitizing African States to take ownership and implement the Abuja safety targets, improve safety and air navigation performance in the AFI region.

1.6 The meeting noted that, given the actions undertaken by certain Arab States and as three of the Seven Partner States (Egypt, Libya and Sudan) may join another RSOO in conjunction with the continued challenging political situation in most of the remaining States (Djibouti, Eritrea, Ethiopia and Somalia), ICAO has put on hold the support in establishing this RSOO, as recommended by the AFI Plan Steering Committee.

1.7 The AFI Plan Steering Committee meeting also noted that under Agenda Item 3, DP/08 contained a comprehensive summary of actions taken to support the implementation of the ICAO Plans of Action. In relation to Botswana, the Secretariat informed that a letter was sent followed by telephone calls to encourage the State to implement its CAP, to address the SSCs as soon as possible and to communicate to ICAO the corrective actions implemented without delay. ICAO also proposed an assistance project for Sierra Leone, aiming at capacity-building of safety oversight functions, which had been accepted in

principle by the State. The Technical Cooperation Bureau (TCB) was developing, in coordination with ANB and Regional Office in Dakar, a ProDoc that will be an amendment to an existing ProDoc on the basis of the results of ICVM conducted in January 2014. The meeting also noted that partial funding for this project by SAFE may be considered. Furthermore, the AFI Plan Secretary indicated that bilateral meetings had been held with States with SSCs or low EI to encourage them in the timely implementation of the ICAO Plan of Action to identify and coordinate assistance activities for those States to address the SSCs or building capacity for safety oversight.

1.7.1 The representative of Burkina Faso congratulated the AFI Plan Secretary for the comprehensive report presented to the AFI Plan Steering Committee. In relation to Botswana, he recalled an intervention he made in the ICAO Council suggesting that the African Group at ICAO liaise with those States that had shown slow or no progress in addressing their deficiencies through diplomatic channels with their Embassies in Ottawa, Canada.

1.7.2 The AFI Plan Steering Committee concluded that the above action should be taken for States not responding to ICAO monitoring or assistance activities.

1.8 With regard to the coordination between EASA and the ICAO Regional Offices, the meeting was pleased to note that the Regional Offices in Dakar and Nairobi are liaising with EASA on the selection of States for the Support to Improvement of Aviation Safety in Africa (SIASA) project in order to align their activities to effectively deliver assistance and maximizing the results of their efforts.

1.9 In the case of transformation of COSCAP-UEMOA into an RSOO, the AFI Plan Steering Committee noted that during a meeting attended by all the stakeholders (AAMAC, CEMAC and UEMOA) from 12 to 13 August 2013 in Cotonou, Benin, a draft Memorandum of Understanding (MoU) was finalized to separate the functions of the different RSOOs and, in the long term, establish one RSOO for the above Regional Economic Communities (RECs). Said draft was recirculated on 28 February 2014 for final review by the parties who signed the MoU during the AFI Aviation Safety Symposium on 27 May 2014.

#### *Status of the implementation of the 2014 Work Programme*

1.10 The AFI Plan Steering Committee discussed the status of implementation of the 2014 Work Programme as presented in Attachment B of DP/01. It was noted that the harmonized Work Programme 2014 was coordinated with all stakeholders, as requested by the AFI Plan Steering Committee, and that it was revised to accommodate those courses postponed in 2013 and to be rolled out in 2014. It was also noted that the required funding for the cost of the ECCAIRS Train-the-Trainer course was sourced from the AFI Plan as per the 12<sup>th</sup> AFI Plan Steering Committee meeting recommendation, and that ICAO course fees for participants have been waived.

1.11 With regard to the development of State (Regional) Safety Programmes and the conduct of SSP training in support of Focus Area 1 as well as the development of service providers safety management system (SMS) courses in support of Focus Area 3, the meeting was informed that the new ICAO Safety Management Course which would be validated in June 2014 and available in August 2014 in English and would be a blended online-classroom course addressing implementation of SSP and SMS. Furthermore, the meeting noted that the translation of the course material in other languages would be initiated after the summer of 2014.

1.12 In support of Safety Inspectors training courses related to Focus Area 2, the meeting took note of their scheduling as presented in Attachment B of DP/1.



1.12.1 In relation to the Government Safety Inspectors (GSI) Aircraft Operations (OPS) and Personal Licensing (PEL) Inspector training courses in French as being developed by Morocco in coordination with the ICAO Global Aviation Training (GAT) Office, the AFI Plan Steering Committee noted that the course material for OPS, AIR and PEL in French was under development. It was also mentioned that the course material for OPS Inspectors was expected to be available in the third quarter of 2014 after undergoing validation by GAT and ANB. The course for PEL will be available the second quarter of 2015. The meeting also noted that a progress report on this topic is presented in DP/05.

1.12.2 The Chairperson of the RASG-AFI suggested that, when scheduling the inspectors training being developed by Morocco, adequate coordination should take place with ICAO to maximize participants' attendance. The meeting was also informed of the development of 6 Standardized Training Packages (STP) by the East African School for Aviation (EASA, Nairobi Kenya) addressing training of inspectors on all areas of Air Navigation Services Safety Oversight. The course duration of each course is five working days. The Chairperson of the RASG-AFI questioned the comprehensiveness of existing ICAO's guidance material for training purposes, considering that 20 per cent of the Protocol Questions of the USOAP relate to this technical area and efforts being taken for the training of ANS inspectors. He further recommended planning for more comprehensive courses up to fourteen to twenty-one days of training for ANS and other areas to maximize the effectiveness of the training.

1.12.3 The GAT Manager (M/GAT) mentioned that currently, courses are planned to be delivered within five days and indicated that the Inspectors Training Course (ITS) developed by the U.S. FAA was adopted by Banjul Accord Group Aviation Safety Oversight Organization (BAGASOO) and the East African Civil Aviation Security and Safety Oversight Agency (CASSOA), which should be used to identify inspector training needs in ANS.

1.13 The AFI Plan Secretary informed the status and scheduling of seminars, workshops and safety related training courses other than Safety Inspector, SSP and SMS in support of Focus Area 2, as presented in Attachment B of DP/1.

1.13.1 In this regard, the meeting recognized that in relation to the launching of ECCAIRS Train-the-Trainer Course to be conducted by ICAO with AFCAC's support, the following courses have been held or were scheduled:

- a) online instructional techniques courses, 10 April to 26 May 2014;
- b) instructional techniques classroom courses, 2 to 6 June 2014 in Dakar, Senegal;
- c) ECCAIRS V5 courses End User, 9 to 13 June 2014 and Technical, 11 to 13 June 2014 in Dakar, Senegal; and
- d) Train-the-Trainer (ECCAIRS) End User and Technical course, 16 to 20 June 2014 in Dakar, Senegal.

1.13.2 With regard to the aerodrome courses, the AFI Plan Steering Committee noted that these are not yet available within ICAO and thus cannot be delivered for the time being. The representative of Nigeria expressed his surprise regarding the lack of courses on aerodrome certification considering that the requirements for aerodromes certification had been adopted years ago. These courses are available from other training providers which should be reviewed.

1.13.3 The AFI Plan Steering Committee recommended removing these courses from the AFI Plan Work Programme until they become available.

1.14 In relation to the language requirements of training courses, the President of the Air Navigation Commission (P/ANC) asked whether ICAO can prepare an inventory of courses needs and then identify which are available in different States to support training requirements.

1.14.1 The representative of France mentioned that certain courses are available in her Administration and asked ICAO for specific requirements for States to identify if support can be provided.

1.14.2 M/GAT suggested an inventory of courses in English for States to identify a matching course available in francophone States. He further suggested that this inventory may be discussed during the next Steering Committee meeting.

1.14.3 The Chairperson of the RASG-AFI also supported the need for an inventory on States' needs for training. He also noted that the courses in the French language are the most difficult to identify and that a course on aviation medicine and search and rescue (SAR) are not offered. Further, the representative of Senegal also indicated that courses on meteorology (MET) are also not available.

1.15 With regard to the delivery of online training, the Chairperson noted that in certain States Internet connection is an issue. Therefore, he asked the Secretariat to consider conducting classroom training in some areas such as SSP and SMS.

1.15.1 M/GAT mentioned that regarding the conduct of safety management systems (SMS) courses, the ICAO Secretariat considered needs of various target audience as the level of detail varies depending on attendees. He informed the meeting that for Directors General of Civil Aviation, ICAO was working with the Singapore Aviation Academy on the development of a specific course which would include a safety management component. Further, he indicated that safety management classroom courses would be available to complement the training requirement after completion of the online course by participants.

1.15.2 C/ISD-SAF shared that other regions had received a 1-day high-level workshops on SSP practical elements that has proven to be effective.

1.16 The last attachment of DP/01 on the ICAO Training Subsidy was also reviewed. In line with the ICAO Training Policy, the Secretary of the AFI Plan indicated that the ICAO Training Subsidy Programme would support States by enabling attendance of their nominated staff at training courses and programmes organized by ICAO or by training organizations having signed a Memorandum of Understanding or a Memorandum of Cooperation with ICAO, provided fulfilment of certain criteria. The objective of the ICAO Training Subsidy Programme was to assist States experiencing difficulties in the development of their safety or security oversight capabilities or in the implementation of ICAO Programmes. The Secretary of the AFI Plan indicated that applications had to be submitted to the relevant Regional Office using the form included in Attachment C of DP/01 for screening and coordination with GAT and the relevant ICAO Bureau. Final decision on the subsidy would reside with the Regional Director (RD) according to the new ICAO procedure. Further information about this programme is presented in Attachment C of DP/01.

1.16.1 The representative of the United Republic of Tanzania and Coordinator of the African Group at ICAO expressed his gratitude to the ICAO Secretariat for the coordination of the training subsidy that will benefit States in building safety and security oversight capabilities.

1.16.2 While endorsing the use of the form included in Attachment C of DP/01, the representative of South Africa suggested revising the form to include an area for the applicants' motivation to take the course, which may provide additional information to RDs for the selection. Further, C/ISD-SAF suggested that besides the motivation from applicants, a curriculum vitae should also accompany the ICAO Training Subsidy form to facilitate the consideration of the candidates.

1.16.3 The above suggestions were agreed by the AFI Plan Steering Committee, which recommended to continue with the implementation of the ICAO Training Subsidy programme as amended by the meeting.

*Progress report by AFCAC*

1.17 The Secretary General of AFCAC presented DP/02 on the progress made since the 12<sup>th</sup> AFI Plan Steering Committee meeting in relation to AFI-CIS Programme. The paper also presented information about the monitoring and follow-up mechanism for the implementation of the Abuja Safety Targets with respect to the outcomes of the Ministerial Conference on Aviation Safety in Africa which took place in Abuja, Nigeria, from 16 to 20 July 2012.

1.18 The AFI Plan Steering Committee was informed about the status of AFI-CIS membership as well as the initial and follow-up missions conducted since the 12<sup>th</sup> meeting of the AFI Plan Steering Committee. An initial assistance mission was conducted to Lesotho from 25 November to 13 December 2013 to help address deficiencies from the ICAO USOAP Audit conducted in July 2007 and to prepare them for an ICAO Coordinated Validation Mission (ICVM). A follow-up assistance mission to the Democratic Republic of the Congo (DRC) was conducted from 16 to 24 November 2013 to monitor the implementation of recommendations from the previous technical assistance mission. Details about these missions are presented in DP/02.

1.18.1 The representative of United Republic of Tanzania and Coordinator of the African Group at ICAO noted a few issues that still needed to be addressed in the effective conduct of this programme. He noted that some States are reluctant to join AFI-CIS and that the United Republic of Tanzania was one of these States. He indicated that a visit from the Secretary General motivated the United Republic of Tanzania to join this programme and recommended to continue this approach to engage States to join and contribute to the funding of the programme.

1.19 In relation to the funding of AFI-CIS missions, the AFI Plan Steering Committee noted that AFCAC had and would continue to sensitize States on the need to fund the AFI-CIS missions and States had also been requested to cover the costs when such missions were deployed. Some States have indicated their willingness to fund AFI-CIS missions as per Article 6 of the AFI-CIS MoU. The meeting noted that Guinea partially funded the mission; this is the second State that covered the cost of a mission on a cost-recovery basis after DRC.

1.19.1 In accordance with the AFI Plan Steering Committee recommendation, the AFI Plan Secretary mentioned that AFCAC has prepared and presented a project proposal for consideration by the SAFE Project Review Committee to support the continuous implementation of the AFI-CIS. Other stakeholders and financial institutions are expected to provide assistance, both financial and in kind, for the implementation of the AFI-CIS and its sustainability. The meeting was also informed that a sidebar

meeting was held on 29 May 2014 with AFCAC and aviation safety partners to promote the sustainability of AFI-CIS.

1.19.2 In relation to the AFI-CIS, the AFI Plan Steering Committee recommended that the AFCAC, the ICAO Regional Directors, and through the missions of the ICAO Secretary General or President of the Council, States continue to be sensitized on the benefits of AFI-CIS, be invited to join and to contribute towards the funding of missions in accordance with the MoU. Further, the Steering Committee recommended that ICAO continue to lead aviation safety partners in support of this successful programme.

1.20 Regarding AFCAC's monitoring mechanism for the implementation of the Abuja safety targets, the meeting noted that the sharing of information between ICAO and AFCAC to support the monitoring of the Abuja safety targets was on-going. In addition, the AFI Plan Steering Committee meeting noted that AFCAC tabled a working paper during the Second Meeting of the RASG-AFI (RASG-AFI/2), requesting States to provide the required information to populate the monitoring framework. That meeting adopted Conclusion 2/2 urging States to provide AFCAC with information and data on their implementation status for monitoring purposes. During its meetings, AFCAC had also created awareness to obtain the data in order to properly carry out the monitoring of the safety targets; the most recent one being during the CANSO Africa Region Safety Seminar in Uganda which took place from 17 to 19 February 2014, where participants were also sensitized on the action to be taken in respect to the Abuja safety targets. As of February 2014, only Ethiopia, South Africa, Togo and the United Republic of Tanzania have responded to the request.

1.20.1 Clarifying a query from the representative of the United Republic of Tanzania and Coordinator of the African Group at ICAO, the AFI Plan Secretary indicated that the reason for sharing information between ICAO and AFCAC in support of the monitoring of the Abuja safety targets was that AFCAC had been mandated by the African Union Commission (AUC) to develop a mechanism to monitor the targets. To complete this mandate, AFCAC had reached out to the Focal Point within the ICAO Secretariat to obtain the data, which was the Regional Office in Dakar.

1.20.2 The representative of Uganda indicated that it may be beneficial for AFCAC to change its tactics in order to obtain the information necessary to monitor the implementation of the Abuja safety targets and have face-to-face discussions rather than only ask for information. Face-to-face meetings may also facilitate the engagement of all topics relevant to AFCAC. Supporting Uganda's intervention, the representative of Nigeria indicated that AFCAC should continue to play a major role in the implementation of the Abuja safety targets.

1.21 In relation to training, AFCAC's Director Safety and Technical Services indicated that AFCAC, in coordination with Singapore Aviation Academy, conducted a Seminar on SMS Implementation in November 2013 to address one of the main areas of concern for safety. For ECCAIRS, he also indicated that a Circular letter was sent by AFCAC, in coordination with the Regional Offices in Dakar and Nairobi as well as the ICAO GAT Office, requesting States to nominate potential instructors to receive the ECCAIRS Train-the-Trainer course. Twenty-seven candidates applied and all curricula vitae received were sent to ICAO for necessary action and screening. Twelve selected candidates had been informed about their registration to the ECCAIRS Train-the-Trainer programme, which was planned to be conducted in Dakar, Senegal in the summer of 2014.

1.22 With regard to the AU and AFCAC's liaison with African States in order to engage them in attaining the Abuja safety targets, in particular those that have a political component, the AFI Plan Steering Committee noted that discussions had been under way since the last SC meeting with the AU

that promised to respond after 11 April 2014. In this regard, AUC informed through AFCAC that the former organization had started to engage States in attaining the Abuja safety targets, in particular those that have a political component, by raising awareness about the importance of achieving these targets for the improvement of aviation safety at the national and regional levels. This engagement had been conducted through presentations during relevant Conferences of African Ministers and meetings of RECs, reports and Press briefs.

1.22.1 Connected to the monitoring mechanism, the meeting was aware about its prior recommendation regarding the conduct of AUC/AFCAC high-level missions to re-engage those States that lack political will to address safety-deficiencies. The representative of Senegal also mentioned the advantages of meeting with the States to encourage them in the implementation of ICAO Plans of Action and stressed the importance to evaluate the effectiveness of assistance projects being implemented.

1.22.2 The Secretary General of AFCAC mentioned that the funding and scheduling of these missions are issues to be overcome. However, she indicated that meetings where multiple African States attend are also taken as an opportunity to re-engage those States that lack political will to address safety-deficiencies, to ask for information to monitor the Abuja safety targets and to support AFI-CIS as discussed. AFCAC reaffirmed its plans to continue pursuing these endeavours.

1.22.3 The AFI Plan Steering Committee recommended that ICAO, through the Regional Directors, liaise with States to encourage the transmission of information being requested by AFCAC to monitor the implementation of the Abuja safety targets. It was also recommended that the AUC and AFCAC continue re-engaging those States that lack political will to address safety deficiencies, ask for information to monitor the Abuja safety targets as well as join and support AFI-CIS.

1.23 Additional activities conducted by AUC were informed by AFCAC, including an assistance project on the air transport sector and satellite service applications in Africa as funded by EU under the EU-Africa Partnership in Infrastructure and executed by ACP. The components relevant to aviation include: aviation safety (SIASA) and satellite service applications in Africa (SAFIR). The AUC also informed the AFI Plan Steering Committee about the recent deployment and implementation of EGNOS/SBAS in Africa. Information was also shared on training activities.

*Progress report by the Association of African Aviation Training Organizations (AATO)*

1.24 The President of AATO presented DP/03 that contained information related to AATO's state of progress since the election of its Council members and noted that on the 12 April 2013, the twelve members of the AATO Council, with its President, Vice-President and interim Secretary General were elected at the Constitutive Assembly in Abuja, Nigeria. It also outlined some expectations that the Association nourishes towards the ICAO AFI Plan. He indicated that the AATO Council has reviewed some inconsistencies of the initial business plan, brought the budget to a more realistic level, signed an MoU to facilitate the opening of a bank account and conducted AATO's Secretary General selection process up to the interview stage with the support of the Regional Office in Nairobi.

1.24.1 The AFI Plan Steering Committee was also informed that the Regional Office in Nairobi has supported AATO by sending invitations to States for expression of interest to host the Secretariat and effect membership fees, but no State has formally shown interest in hosting AATO. The President of AATO also thanked the support provided by ICAO, ACI, AFRAA, ASECNA and many other partners in

establishing AATO. He further indicated that AATO still needs to reach out to the international community to inform on its objectives and its membership that includes twenty-seven institutions<sup>1</sup>.

1.24.2 It was noted that while Ethiopia has offered to host AATO in principle, the latter still needs support from the ICAO Secretariat to communicate on matters related to ICAO Member States and relevant stakeholders. The AFI Plan Steering Committee recommended that the Regional Office in Nairobi should continue assisting AATO in this regard until a Secretariat is established. It was clarified that the support provided would not include the delivery of AATO services nor funding as this would be considered to be beyond ICAO's mandate.

1.24.3 The representative of Uganda indicated that since AATO's membership is comprised by non-State entities, perhaps it would be beneficial to find a host within one of these institutions with the agreement of the State where this training institution resides.

1.25 With regard to the request made by AATO to be included in the circulation list of international organizations that may be invited to attend suitable ICAO meetings, the AFI Plan Steering Committee recommended that AATO should send a letter to the President of the ICAO Council to be included on such a list and that the Oral Report of the 13<sup>th</sup> AFI Plan Steering Committee to be presented to the ICAO Council would include support for this request.

1.26 The AFI Plan Steering Committee also noted the financial assistance requested by AATO, which for the first year amounted USD 439,100. In this regard, the representative of Burkina Faso indicated that those funds should not be requested to ICAO but to African States or donors as this is an organization of African Associations. The President of the Air Navigation Commission (ANC) also supported Burkina Faso's intervention and indicated that donors, African States and the academies themselves should be able to finance its operations. The representative of South Africa also supported the views expressed in this regard and encouraged AATO to collect the fees of its membership accordingly.

1.26.1 The AFI Plan Steering Committee recommended that AATO develop a mechanism to fund its activities, including an efficient collection of membership fees and asked AATO to present a progress report during the next meeting.

*Progress report by the African Flight Procedure Programme (AFPP)*

1.27 The Manager of African Flight Procedure Programme (M/AFPP) presented DP/04 on a strategy for moving forward with a sustainable African capability for PBN implementation, including instrument flight procedure design and deployment, through the establishment of AFPP. The paper provided a status update of the programme including recent activities undertaken by ICAO to assist with expediting the establishment of a functional AFPP office. The AFI Plan Steering Committee also

---

<sup>1</sup> Air Traffic and Navigation Services, South Africa; École aéronautique "Airline Flight Academy", Tunisia; Comair Ltd, South Africa, Consult Aviação, S.A. Angola; East African Civil Aviation Academy, Uganda; East African School of Aviation, Kenya; École Africaine de la Météorologie et de l'Aviation Civile, Niger; Egyptian Aviation Academy, Egypt; Ethiopian Aviation Academy, Ethiopia; Ethiopian Civil Aviation Training Centre, Ethiopia; Federal Airports Authority of Nigeria Training Centre, Nigeria; Federal Polytechnic Oko, Nigeria; Académie Tuniso-Française de formation en sûreté de l'aviation civil AFSAC, Tunisia; Gambia Bird, Gambia; Ghana Civil Aviation Training Academy (GATA), Ghana; High-level Aviation Academy, Sudan; International Aviation College, Nigeria; Kenya Airways, Kenya Pride Center; Khartoum Academy for Aviation and Technology, Sudan; Landover Aviation Business School, Nigeria; LanguageLab International House, South Africa; Nigerian Airspace Management Agency, Nigeria; Nigerian Aviation Handling Company, PLC, Nigeria; Nigerian College of Aviation Technology, Nigeria; Sudan National Civil Aviation Institute, Sudan; Tanzania Civil Aviation Training Center, United Republic of Tanzania; and Zambia Air Services Training Institute, Zambia.

considered Addendum No. 1 to DP/04 that contained additional and updated information, and a revised Steering Committee action related to the establishment of AFPP.

1.28 The meeting noted with satisfaction that during the AFI Aviation Safety Symposium, twenty African States became Participating States by signing the Programme Document (ProDoc), 19 States as Active Participating States (APS) and one State as User State (US). Three African States have committed to ICAO by correspondence to become Participating States and are pending to sign the Programme Document. Two additional African States also expressed interest in becoming APS subject to confirmation following further review of the Programme Document. The detailed list of the Participating States is presented below.

Confirmed by Signing the ProDoc		Confirmed by Letter Pending to sign the ProDoc		Stated Interest Pending to confirm by letter and signing ProDoc
APS	US	APS	US	APS
Burkina Faso Cameroon Comoros Congo Côte d'Ivoire Democratic Republic of the Congo Djibouti Gabon Gambia Ghana Guinea Mali Mauritania Niger Nigeria Senegal United Republic of Tanzania Togo Uganda	Madagascar	Angola Mozambique	Zimbabwe	Rwanda South Africa

**APS = ACTIVE PARTICIPATING STATE**

**US = USER STATE**

1.29 M/AFPP asked the AFI Plan Steering Committee to urge States to provide resources following the signature of the ProDoc. He also pointed out a form for donors and sponsors to be filled out in principle to support the programme by providing funds, in-kind contributions and/or secondment of personnel. In this regard, C/ISD-SAF said that after noting the great success of the signing of the AFPP ProDoc by a significant number of States, encouragement to other States to be part of this programme would also need to be promoted by ICAO.

1.30 The AFI Plan Steering Committee was informed that the AFPP would start operations on 2 June 2014 with ASECNA as host Administration. Seconded personnel are also provided by ASECNA and France. The ICAO Regional Offices in Dakar and Nairobi would provide project direction and

oversight, with technical support and project administration would be provided by ICAO Headquarters. A payment of USD 10,000 is due from each APS by 1 January 2015, for which TCB would communicate the payment instructions by correspondence. It was also mentioned that a steering committee would be established and the first meeting would be convened during the fourth quarter of 2014.

1.31 The representative of South Africa asked whether there is a need to sign before being members of AFPP. He mentioned that while the approval process for these types of documents in South Africa is very lengthy as it has to be signed at the Minister's level, his State should be considered as an interested party. C/ISD-SAF indicated that while the intent to confirm participation is expressed through the signing of the ProDoc, certain actions can be taken in advance and recommended South Africa to send a letter to the Regional Office in Nairobi indicating their interest in participating as a donor to be able to be part of the activities of this initiative.

1.32 The AFI Plan Steering Committee noted with great satisfaction the commitment of States in supporting AFPP and recommended that the relevant Regional Offices urge African States, who have not yet done so, to confirm participation in the AFPP by correspondence and signing the AFPP ProDoc. The AFI Plan Steering Committee also recommended that ICAO urge States and Donors/Sponsors to provide voluntary financial contributions and in-kind resources in the form of seconded personnel or other resources, as identified in the AFPP ProDoc, and that active Participating States pay the first annual contribution to ICAO by 1 January 2015. Lastly, the AFI Plan Steering Committee commended AFPP for starting activities as of 2 June 2014 and recommended that a progress report be presented to the next meeting.

*Progress report by Morocco*

1.33 The representative of Morocco presented DP/05 and delivered a presentation on the progress made in the development of the training programme in the French language, intended for safety oversight inspectors and ICAO Member State's Civil Aviation Authorities. His presentation, available at [www.icao.int/safety/afiplan/Documents/SC%2013-Morocco%20Presentation.pdf](http://www.icao.int/safety/afiplan/Documents/SC%2013-Morocco%20Presentation.pdf), included a detailed explanation on the inception, objectives, design and development progress of the training programme. He also shared the phases envisaged to complete the content of modular courses in the fields of PEL, OPS, AIR, ANS and AGA. He also informed the meeting about the deliverables, the implementation plan, the conditions for success, and the monitoring of the course implementation and performance.

1.33.1 The representative of Morocco also recommended the creation of an ad hoc group with the mandate to carry out a reflection on the training problem in Africa and to prepare strategic corrective plans. The composition of the group would include the Deputy Regional Directors in Cairo, Dakar and Nairobi; the Vice-President of the AFI Plan SC; M/GAT; and the Alternate Representative of Morocco at ICAO. He further suggested that the group may elect to work and be assisted by other relevant persons based on their competence and contribution.

1.34 Several Steering Committee members commended Morocco for the actions taken to support the delivery of training for inspectors in francophone States in Africa.

1.35 The representative of Tanzania and Coordinator of the African Group suggested that this initiative be connected with the activities of AATO in order to ensure close coordination regarding the strategic views and objectives of the courses.

1.36 The representative of South Africa asked whether this course would be translated in English. The Secretariat informed that this effort was taken to address the lack of training courses in the



French language reminding that a number of training courses are available in English being delivered by Singapore and the FAA.

1.37 The President of the ANC indicated that ICAO should ensure that since its inception, these type of courses are consistent with TRAINAIR *Plus* methodologies and suggested that training centers implementing the courses should follow this methodology. He also sought clarification about the objective of the ad hoc group proposed.

1.38 The representative of Morocco indicated that the objective of the ad hoc group is educational and will be consistent with TRAINAIR *Plus* methodologies in support of training harmonization in Africa. He also thanked the FAA, Singapore and ENAC that have served as inspiration for the development of these materials.

1.39.1 The AFI Plan Steering Committee recommended approving the implementation plan contained in DP/05 consistent with TRAINAIR *Plus* methodologies to facilitate implementation and also recommended ICAO monitor the indicators defined in paragraph 4 of the DP to facilitate the regular reporting on course performance.

1.39.2 Recalling the Secretary General's call made during the AFI Aviation Safety Symposium, the AFI Plan Steering Committee recommended that in lieu of an ad hoc group, GAT in coordination with AATO and the representative of Morocco conduct an inventory of States' training needs and courses available. In particular to the courses on ANS and AGA, GAT should coordinate with the TRAINAIR Plus network to identify existing courses available. The outcomes of this exercise would be presented to the next AFI Plan Steering Committee meeting.

*Progress report by the European Aviation Safety Agency (EASA)*

1.40 The representative of EASA presented DP/06 on information related to the EU funded project Support to the Improvement of Aviation Safety in Africa (SIASA), the latest activities carried out under this project and the programme of future activities. He also indicated that activities through the SIASA programme are articulated around 5 domains: 1) Assistance to States with SSCs; 2) Regulation and guidance material activities; 3) Workshops organization; 4) Training activities; and 5) Organizational activities. His presentation is available at [www.icao.int/safety/afiplan/Documents/SC%2013-EASA%20Presentation.pdf](http://www.icao.int/safety/afiplan/Documents/SC%2013-EASA%20Presentation.pdf).

1.41 The representative of EASA indicated that support provided to African States through SIASA is closely coordinated with the ICAO Regional Offices, which includes the selection of States and assistance to be provided on regulation and guidance material to the AFPP. C/ISD-SAF informed the meeting and in particular EASA that ICAO had developed model regulations in AIG, ANS and AGA and asked EASA to review this material and provide comments to ICAO. He further indicated that ICAO would appreciate a contribution by donors to provide the translation into French of these materials to better serve Francophone States. M/GAT highlighted the need to ensure sustainability and consistency in the training by giving a priority to Train-the-Trainers programmes as part of every training initiative conducted in Africa. EASA recognized that guidance material on AOC and the model regulations on ANS were already available at ICAO, and that EASA would find means to translate this material into French to facilitate its implementation by francophone States. Further, he indicated that EASA would like to support the implementation of the training being developed by Morocco.

1.42 The President of the ANC applauded the offer from EASA to translate documents into French and asked them to consider the translation into Portuguese, as certain African States would benefit from this action.

1.43 Answering a query from Nigeria regarding the applicability of the model regulation on ANS, EASA indicated that this material was developed for ASECNA States and that it was developed while taking into consideration their particularities. While it is a regional regulation, CEMAC and UEMOA can adopt it while individual States may need to adapt the regulation into the national level.

1.44 The AFI Plan Steering Committee recommended that EASA and ICAO continue the close coordination of assistance activities and cooperation and asked EASA to inform the next meeting about their comments and the potential translation of model regulations developed by ICAO.

*Presentation by the World Bank*

1.45 The meeting noted the presentation made by the World Bank (WB) available at [www.icao.int/safety/afiplan/Documents/SC%2013-World%20Bank%20Presentation.pdf](http://www.icao.int/safety/afiplan/Documents/SC%2013-World%20Bank%20Presentation.pdf) regarding its commitment and activities to improve Air Transport Services in Africa. The information on the overall air transport markets in conjunction with governmental safety oversight capacities in the region gave a good insight into where the opportunities and challenges exist and, at the same time, what needs to be further improved to make the markets more competitive while putting a safety oversight system in place. The WB also provided information concerning the assistance strategy to mitigate those challenges in cooperation with its partner institutions, particularly with respect to the market deregulation, the aviation sector reform and strengthening civil aviation regulatory role.

1.45.1 In response to a question from the representative of Cameroon about the potential connection of its projects to the AFI Plan, the representative of the World Bank reiterated its position to collaborate with AFI Plan, but through a bilateral agreement with the States concerned.

1.45.2 The AFI Plan Steering Committee noted the presentation and encouraged the WB to continue assisting the African States and to keep participating in Steering Committee meetings.

*Presentation by the African Development Bank*

1.46 The African Development Bank was not present during the meeting.

*Presentation by the Republic of Korea*

1.47 The representative of the Republic of Korea delivered a presentation on Electronic Safety Tools which is available at [www.icao.int/safety/afiplan/Documents/SC%2013-Korea%20Presentation.pdf](http://www.icao.int/safety/afiplan/Documents/SC%2013-Korea%20Presentation.pdf). He informed the meeting about the availability of electronic safety tools that the Republic of Korea had originally developed for its own use, but is now being made available to States in need of such a tool. SIMS was designed for complementing activities associated with the ICAO USOAP CMA, while SOMS was for managing overall safety oversight functions over service providers, including air operators, in fulfilling their responsibilities. These tools are available at no cost and have already been delivered to more than forty States around the world, including twelve States in Africa. It was noticed after the presentation that some States showed interests and obtained copies of the representative of the Republic of Korea.

1.47.1 The AFI Plan Steering Committee noted with satisfaction the assistance being offered by the Republic of Korea and encouraged the States to use the electronic tools available. It was further recommended that States interested in these tools attend the Flight Safety Seminar to be held in Seoul from 1 to 3 September 2014.

### ***Conclusions and Recommendations on Agenda Item 1***

1.48 The AFI Plan Steering Committee recommended that in order for the AFI Plan Steering Committee to monitor the ANS regional targets, a coordination mechanism to select appropriate metrics and indicators be put in place by ICAO in coordination with the Chairs and Secretaries of the APIRG and RASG-AFI.

1.49 In relation to the State implementation of the ICAO Plans of Action and the attainment of Abuja safety targets, the Steering Committee recommended relevant ICAO Regional Offices continue sensitizing African States to take more ownership and implement the Abuja safety targets as well as to improve safety and air navigation performance in the AFI region.

1.50 The AFI Plan Steering Committee recommended that the African Group at ICAO liaise with those States that had shown slow or no progress in addressing their safety oversight deficiencies through diplomatic channels with their Embassies in Ottawa.

1.51 The AFI Plan Steering Committee recommended that until the courses on AGA become available at ICAO, these courses should be removed from the AFI Plan Work Programme. In the meantime, States seeking this training should be able to make use of training courses available at other training centers or organizations.

1.52 The AFI Plan Steering Committee recommended States to take advantage of the ICAO training subsidy programme by applying using the form included in Attachment C of DP/01, which was revised as presented at Attachment C to include an area for the applicants' motivation and also to require applicants' curricula vitae in order to facilitate the selection process.

1.53 In relation to the AFI-CIS, the AFI Plan Steering Committee recommended that the AFCAC, the ICAO Regional Directors, and through the missions of the ICAO Secretary General or President of the ICAO Council, States continue to be sensitized on the benefits of AFI-CIS, be invited to join and to contribute towards the funding of missions and provision of inspectors in accordance with the MoU. The AFI Plan Steering Committee recommended that ICAO continue to lead aviation safety partners in support of this successful programme.

1.54 The Steering Committee recommended that the ICAO, through the Regional Directors, encourage States to transmit the information being requested by AFCAC to monitor the implementation of the Abuja safety targets. It was also recommended that the AUC and AFCAC conduct a joint-mission to those States with insufficient political will to address safety deficiencies, and continue asking for information to monitor the Abuja safety targets as well as join and support AFI-CIS.

1.55 The AFI Plan Steering Committee recommended that until the AATO Secretariat is fully established and operational, the Regional Office in Nairobi continue assisting AATO in communicating matters related to ICAO Member States and relevant stakeholders. It was clarified that ICAO's support in this respect would not include the delivery of AATO services nor funding as it is considered beyond ICAO's mandate.

1.56 With regard to the request made by AATO to be included in the circulation list of international organizations that may be invited to attend suitable ICAO meetings, the AFI Plan Steering Committee recommended that AATO send a letter to the President of the ICAO Council requesting to be included on such list and that the Oral Report of the 13th AFI Plan Steering Committee to be presented to the ICAO Council include support for this request.

1.57 The AFI Plan Steering Committee recommended that AATO develop an appropriate funding mechanism to support its activities, including an efficient means for the collection of membership fees and present a progress report during its next AFI Plan Steering Committee meeting.

1.58 The AFI Plan Steering Committee noted with great satisfaction the commitment of States in supporting the AFPP and recommended that the relevant Regional Offices urge African States, who have not yet done so, to confirm their participation in the AFPP by sending a letter to the corresponding Regional Office and signing the AFPP ProDoc.

1.59 The AFI Plan Steering Committee recommended that ICAO urge States and Donors/Sponsors to provide voluntary financial and in-kind contributions in the form of seconded personnel and/or other resources, as spelled out in the AFPP ProDoc, and that active Participating States pay the first annual contribution to ICAO by 1 January 2015.

1.60 The AFI Plan Steering Committee noted that AFPP would start activities from 2 June 2014 and recommended that the Secretariat present a progress to the next AFI Plan Steering Committee meeting.

1.61 The AFI Plan Steering Committee approved the implementation plan presented by the representative of Morocco regarding the French Language Training Programme of safety oversight inspectors and recommended that the indicators defined in paragraph 4 of the DP/05 be monitored within the framework of the USOAP CMA missions and be reported to the AFI Plan Steering Committee on a regular basis.

1.62 The AFI Plan Steering Committee recommended the GAT Office in coordination with AATO and the representative of Morocco conduct an inventory of States' training needs and courses available. In particular to the courses on ANS and AGA, the GAT Office should coordinate with the TRAINAIR *Plus* network to identify existing courses available. The outcomes of this exercise would be presented to the next AFI Plan Steering Committee meeting.

1.63 The Steering Committee recommended that EASA and ICAO continue the close coordination of assistance activities and cooperation and asked EASA to inform the next meeting about their comments and the potential translation into French language of ICAO developed AOC handbook and model regulations on ANS, AGA and AIG.

1.64 The AFI Plan Steering Committee noted with satisfaction the assistance being offered by the Republic of Korea and encouraged States to use the electronic tools available. It was further recommended that States interested in using the tools attend the Flight Safety Seminar to be held in Seoul from 1 to 3 September 2014.

1.65 The AFI Plan Steering Committee recommended that the implementation of the recommendations as well as the 2014 work programme as amended by the Steering Committee during this meeting be continued.

**Agenda Item 2: Progress report by ANB**

2.1 Under this Agenda Item, the AFI Plan Steering Committee reviewed DP/07 presented by the ICAO Secretariat on the development of ANS indicators as recommended by the 12<sup>th</sup> Meeting of the AFI Plan Steering Committee held on 14 November 2013 in Montréal, Canada.

2.2 The Chairperson reminded the meeting that this exercise was intended to facilitate the monitoring of ANS related Abuja safety targets by providing performance metrics and targets which are tabled for improvement by the AFI Plan Steering Committee.

2.3 The President of the ANC indicated that consistent with the Global Air Navigation Plan, States should develop their National Plans. He also indicated that certain surveillance indicators may be missing, such as ADS and datalink. Further indicators can also be considered, including VHF coverage, communications, en-route planning and conversion points, and ACDM. He mentioned that the route network should be organized in an efficient way to increase capacity while maintaining safety.

2.4 The Deputy Regional Director in Nairobi indicated that, within the framework of APIRG, all ASBUs metrics/indicators were adopted. However, this proposal was intended to present a prioritization of those ANS indicators that should be monitored by the AFI Plan in support of the Abuja safety targets. As all areas that were mentioned are contained in each module of the ASBU, including surveillance and safety net indicators, he encouraged the AFI Plan Steering Committee to provide further guidance about the number of indicators that should be monitored through the AFI Plan. He stressed that the selection of ANS indicators sought an effective connection with the Abuja safety targets in order to monitor what was requested by the 12<sup>th</sup> AFI Plan Steering Committee meeting.

2.5 The representative of Nigeria indicated that the AFI Plan Steering Committee should not give the number of areas to be monitored as indicators are not intended to be standalone elements, but must work in a holistic manner.

2.6 C/ISD-SAF recalled that the action requested by the prior meeting of the Steering Committee was in parallel to the APIRG work regarding the establishing of air navigation priorities and targets. He further suggested that a regular report from APIRG to the Steering Committee may be an effective means to monitor ANS in Africa and would eliminate duplication of efforts in prioritizing and monitoring the targets. This recommendation was supported by the representative of Ghana.

2.7 The representative of Cameroon mentioned that the Steering Committee may consider the improvement of air navigation connected with the status of aviation safety; thus, the meeting asked the Secretariat to develop these high-level indicators. He further mentioned that the Secretariat have demonstrated that the indicators are originated from the APIRG's work and are coordinated through the Secretariat. He recommended that ICAO should implement the monitoring of the indicators presented to assess their implementation in the next AFI Plan Steering Committee meeting.

***Conclusions and Recommendations on Agenda Item 2***

2.8 The AFI Plan Steering Committee agreed in principle on the development of ANS performance metrics and indicators to monitor the status and improvement in this area and requested the Secretariat to finalize, in coordination with APIRG, a subset of ANS indicators and metrics to be

monitored through the AFI Plan. The AFI Plan Steering Committee asked the Secretariat to present a progress report on this subject to the 14<sup>th</sup> AFI Plan Steering Committee meeting.

**Agenda Item 3: ICAO Plans of Action for States under review of the MARB including priority States**

3.1 Under Agenda Item 3, the AFI Plan Steering Committee reviewed the progress made in the implementation of the ICAO Plans of Action, aimed at assisting States with low EI and those referred to the Monitoring and Assistance Review Board (MARB).

3.2 The meeting reviewed the situation of all States with an ICAO Plan of Action developed by the ROs as presented in Attachment A of DP/08 and highlighted that new Plans of Action have been developed for **Burundi** and **Senegal** and a revised Plan of Action is sent to **Madagascar** for acceptance. The Regional Offices Safety Teams (ROST) and AFI-CIS have been active in assisting States in the implementation of their Corrective Action Plans (CAPs) in response to deficiencies identified by USOAP.

3.3 The Secretary of the AFI Plan indicated that for those States that the implementation timelines of the ICAO Plans of Action have elapsed, revised Plans were prepared incorporating the Abuja safety targets and had been accepted by the concerned States. However, as can be seen in Attachment B of DP/08, some States had also missed the timelines in the revised Plans of Action by significant margins, including Angola, Democratic Republic of the Congo, Djibouti, Eritrea, Lesotho and Malawi. The AFI Plan Steering Committee thanked the Secretariat for the development of a monitoring tool for the implementation of the ICAO Plans of Action.

3.4 He also mentioned that to support capacity building in the various technical areas, States have launched projects through TCB or other entities as indicated in Attachment A of DP/08. The EU-**Malawi** project is also reflected in this Attachment and the funds approved by AfDB for a capacity building programme in **Sao Tome and Principe** would be implemented in 2014-2015.

3.5 The Secretary of the AFI Plan requested guidance from the AFI Plan Steering Committee on follow-up actions to be taken by the Secretariat on States that have accepted the revised ICAO Plans of Action but for which no progress had been noted.

3.6 C/ISD-SAF also indicated that funds provided by China, Chile, France, Malaysia, Norway, the Republic of Korea, Russian Federation and Saudi Arabia to SAFE would be used to support assistance projects in the Democratic Republic of the Congo, Djibouti, Eritrea, Guinea, Madagascar and Zambia. The Secretary General of AFCAC also indicated that Sao Tome and Principe had adhered to the AFI-CIS by signing the MoU on 28 May 2014.

3.7 The representative of the united Republic of Tanzania and Coordinator of the African Group encouraged the AFI Plan Steering Committee to find means to support those States that have not progressed enough. He also raised the fact that certain States have difficulties uploading information through the CMA online framework (OLF) and that the Internet speed and availability is a real issue in Africa. He noted that there are States that have SSCs since 2007 and while assistance is being provided by TCB and ROs, States continue reflecting low EIs, such as Djibouti. He suggested that for those States that cannot upload the information through ICAO tools, raw data should be sent to ICAO to be uploaded on the OLF. He indicated that Angola had made significant improvements but the information had not been transmitted to ICAO.

3.8 The representative of Uganda also raised the issue about the difficulties experienced by certain States in uploading their CAPs. He also indicated that certain States were not accepting the missions as proposed by ICAO. He further congratulated the AFI Plan Secretary for a comprehensive summary of the actions being implemented by these priority States.

3.9 The representative of Mozambique asked the Secretariat to update the situation of Mozambique and informed the meeting that an ICVM would be scheduled in the near future.

3.10 The representative of Burkina Faso indicated that while USOAP activities to validate the improvement made by States were still in progress, the AFI Plan Steering Committee should also recognize that certain States have implemented actions to correct their safety deficiencies.

3.11 C/ISD-SAF recognized that certain States had progressed in the implementation of corrective actions but not all of this progress was reflected in the OLF. He also indicated that training shortcomings are being addressed through the delivery of USOAP workshops and guidance through the Regional Offices. He further noted that if States experience difficulties uploading their information, they can alternately submit the data by email or hard copy to CMO, although this action is discouraged because of additional resources required to produce and upload information. He stressed that there is no reason for not reporting to ICAO Regional Offices on improvements in addressing safety oversight deficiencies.

3.12 The Chairperson noted that certain States showed slow progress while others sometimes insufficient political commitment to engage their Administrations in the implementation of corrective actions. He also reminded the meeting about Recommendation 1.51 above, regarding the liaison within the African Group at ICAO and those States that had shown slow or no progress in addressing their safety oversight deficiencies through diplomatic channels with their Embassies in Ottawa, Canada.

3.13 While supporting the proposal regarding the use of diplomatic channels to engage States that had shown insufficient progress and those that had no progress at all in addressing safety oversight deficiencies, the representative of South Africa mentioned that there is a difference between no progress and slow progress and suggested a progressive approach to be taken by the AFI Plan Steering Committee.

### ***Conclusions and Recommendations on Agenda Item 3***

3.14 Further to comprehensive discussions on this topic, the AFI Plan Steering Committee recommended a stepped escalation process for those States which do not report to ICAO sufficient effective progress. After exhausting all means available to the Secretariat, this approach should include the use of diplomatic channels and invitations of those States to the ICAO Council. The Coordinator of the African Group would be invited to present a report on this proposal to the next AFI Plan Steering Committee meeting.

### **Agenda Item 4: Any other business and closing ceremony**

4.1 Under Agenda Item 4, the AFI Plan Steering Committee agreed that the next AFI Plan Steering Committee meeting would take place in Montréal, Canada in November 2014. Information about the exact dates would be transmitted by the AFI Plan Secretary as soon as cleared by the Secretary General.

4.2 The representative of Uganda mentioned that the AFI Plan Steering Committee should consider a means to hold this meeting in Africa as it provides a different dimension of the challenges

faced by African States and has proven to bring an important commitment from African States and aviation safety partners. The Chairperson indicated that the next meeting would consider the possibility of having the meeting in Africa periodically.

4.3 Recalling the MoU signed by AAMAC, UEMOA and CEMAC RSOOs, the representative of Nigeria raised that duplication of efforts being experienced by these RSOOs had not been connected to BAGASOO. He asked that an MoU be considered for the latter, if beneficial, to further coordinate the activities of RSOOs in West Africa. With regard to SAR, he noted that the meeting on global tracking of airline flights is a priority within the international community and asked to include an agenda item during the next meeting to discuss whether to include this topic in the AFI Plan work programme. The President of the ANC also considered that SAR is of the utmost importance for the aviation community and supported the discussion of this item in the next AFI Plan Steering Committee meeting.

4.4 The Chairman then opened the floor for Aviation Safety Partners' interventions:

4.4.1 The representative of the FAA expressed her gratitude for acknowledging the contributions of the SSFA. She indicated that this had been an informative week, highlighting the progress made to date while understanding that there is more to be done. She informed the meeting that the SSFA was committed to the partnership with the AFI Plan and would continue to provide technical assistance in its areas of expertise. She also welcomed the opportunity to share SSFA's plans with the AFI Plan by making a presentation to the next AFI Plan Steering Committee meeting in November 2014.

4.4.2 The representative of China extended his sincere appreciation to the Regional Office in Dakar for hosting these events and to his Council colleagues for their attendance. He indicated that China would continue to provide financial support and progress the China-Africa cooperation programme. The government of China had encouraged and supported airlines around the world to acquire Chinese regional jets and encouraged transfer of technology and airport construction through technical guidance and financial assistance projects.

4.4.3 The representative of Malaysia commended the ICAO Secretariat for the planning and execution of the successful AFI Aviation Safety Symposium and 13<sup>th</sup> AFI Plan Steering Committee meeting. He also indicated support for the timely implementation of ICAO Plans of Action and exchange of available information among the international community. He noted with satisfaction the good collaboration between ICAO and AFCAC to assist States in attaining the Abuja safety targets. He also noted that progress achieved by many States that had been able to resolve their SSCs. He mentioned that Malaysia continues to support initiatives to enhance training capabilities, provide technical assistance and contribute funds towards the SAFE. He also mentioned that an MoU with AFCAC had been concluded to provide a fellowship grant for training in collaboration with the Malaysian Aviation Academy. Finally, he noted that Malaysia also supports the extended cooperation in the area of security.

4.4.4 The representative of the European Commission indicated that the AFI Aviation Safety Symposium and the 13<sup>th</sup> AFI Plan Steering Committee meeting had been extremely interesting and useful to acknowledge the progress made by African States in resolving their deficiencies, and was pleased that the EU had been able to co-fund the organization. He also commended AFCAC on the successful implementation of AFI-CIS and expressed his gratitude for encouraging discussions held throughout these events. He further commended ICAO and the Secretary General for the successful execution of these events and reiterated that the EC and EASA's continuous support through technical cooperation and assistance in Africa.



4.5 The Secretary of the AFI Plan noted that in order to avoid an overlap between the Extraordinary Meeting of APIRG with the 24th AFCAC Extraordinary Plenary Session, the schedule of the former had been changed from 8 to 9 July in Lusaka, Zambia.

4.6 The AFI Plan Steering Committee, having completed the agenda and after providing its recommendations, delegated authority to the Chairperson to approve the report of the meeting on its behalf.

4.7 On behalf of the ICAO Secretary General, D/TCB reiterated his gratitude to all attendees for their participation in the events held the week of 26 May 2014 in Dakar.

4.8 The Chairperson of the AFI Plan Steering Committee, after expressing his gratitude for the active participation of the Members and the support from the donor States and Organizations, adjourned the meeting.

-----

**ATTACHMENT A  
LIST OF PARTICIPANTS**

	<b>COUNTRY/ ORGANIZATION</b>	<b>TITLE</b>	<b>NAME</b>	<b>ADDRESS</b>	<b>TELEPHONE/FAX</b>	<b>E-MAIL</b>
1	<b>Botswana</b>	Acting CEO	Olefile Moakofi	Civil Aviation Authority, POB 250, Gaborone,	Tel.: + 267 368 8202	<a href="mailto:omoalpo@caab.co.bw">omoalpo@caab.co.bw</a>
2	<b>Burkina Faso</b>	Amb. Representative of Burkina Faso on the Council of ICAO	Moumouni Dieguimde	Representative of Burkina Faso on the Council of ICAO Suite 15.30	Tel: +1 (514) 954-8325	<a href="mailto:burkinafaso@icao.int">burkinafaso@icao.int</a> <a href="mailto:mdieguimde@icao.int">mdieguimde@icao.int</a>
3	<b>Cameroon</b>	Representative of Cameroon on the Council of ICAO	Englebert Zoa Etundi	Representative of Cameroon on the Council of ICAO Suite 12.30	Tel: +1 (514) 954-8362 Fax: +1 (514) 954-6738	<a href="mailto:Cameroon@icao.int">Cameroon@icao.int</a>
4	<b>DRC</b>	Directeur Général	Richard Nyanguile Kasanza	Autorité de l'Aviation Civile/Civil aviation authority	Tel.: + 243 8103 73766	<a href="mailto:nyarichardkas42@gmail.com">nyarichardkas42@gmail.com</a>
5	<b>Egypt</b>	Representative of Egypt on the Council of ICAO	Mr. Abdalla Mahmoud	Representative of Egypt on the Council of ICAO Suite 14.35	Tel: +1 (514) 954-8267	<a href="mailto:amahmoud@icao.int">amahmoud@icao.int</a>
6	<b>Gabon</b>	Expert en Aéronautique	Mr. Ernest Ilang'lkwa Bonkanya	Communauté Economique des Etats de l'afrique, BP 2112 Libreville/Gabon	Tel. : + 241 0787 3552	<a href="mailto:eilangikwa@yahoo.fre">eilangikwa@yahoo.fre</a> ; <a href="mailto:eilangikwa@ceeac-eccas.org">eilangikwa@ceeac-eccas.org</a>
7	<b>Ghana</b>	Representative of Ghana to ICAO Council	Simon Allotey	Representative of Ghana to ICAO/ Member ANC Suite 16.05, 99 University St. Montreal, Canada	Tel: +1 (514) 954-5786 Fax: +1 (514) 954-8161	<a href="mailto:sallotey@icao.int">sallotey@icao.int</a>
8		Director, Air Traffic Management	Mr. Albert Aidoo Taylor	Ghana Civil Aviation Authority, PMB Kotoka Int.'l Airport, Accra	Tel.: + 233 302 77 6079	<a href="mailto:ataylor@gcaa.com.gh">ataylor@gcaa.com.gh</a>
9		Dir. Legal, Int.'l Relations & Corporate Comms	Ms. Joyce Thompson	Ghana Civil Aviation Authority, PMB Kotoka Int.'l Airport, Accra	Tel.:+233 20 222 4053	<a href="mailto:jthompson@gcaa.com.gh">jthompson@gcaa.com.gh</a>
10	<b>Guinea</b>	Chef Section Aéronef et Navigabilité	Mr. Ousmane Barry	Direction Nationale de l'Aviation Civile (DNAC), BP 95 Conakry	Tel.: + 224 666 195 275	<a href="mailto:alphousba@yahoo.fr">alphousba@yahoo.fr</a>

AFI Plan Steering Committee Report  
AFI SC/2014/13

A-2

	COUNTRY/ ORGANIZATION	TITLE	NAME	ADDRESS	TELEPHONE/FAX	E-MAIL
11		Chef de Division Navigation Aérienne et Infrastructure (DNI)	Mr. Sékou Diakite	Direction Nationale de l'Aviation Civile (DNAC), BP 95 Conakry	Tel.: + 224 622 32 0035	<a href="mailto:diakisekou@yahoo.fr">diakisekou@yahoo.fr</a>
12	<b>Morocco</b>	Alternate Representative of Morocco on the Council of ICAO	Aziz Boulmane	Alternate Representative of Morocco on the Council of ICAO Suite 15.10, 999 University Street Montreal	Tel: +1 (514) 954-8296	<a href="mailto:morocco@icao.int">morocco@icao.int</a> <a href="mailto:aboulmane@icao.int">aboulmane@icao.int</a>
13	<b>Mozambique</b>	Representative of Mozambique on the Council of ICAO	Antonio Pinto	Representative of Mozambique to ICAO, Suite 8.45, 999 University Street Montreal	Tel: +1 (514) 577-0367 Tel.: + 514 954 5233	<a href="mailto:apinto@icao.int">apinto@icao.int</a>
14		Chairman of Board & CEO	Joao Martins de Abreu	IACM-Mozambique Civil Aviation Institute	Tel. : + 258 82 305 1210	<a href="mailto:jabreu@iacm.gov.mz">jabreu@iacm.gov.mz</a> ; <a href="mailto:jabreu@tv cabo.co.mz">jabreu@tv cabo.co.mz</a>
15	<b>Niger</b>	Alternate Representative of Niger to ICAO	Moussa Halidou Chairman	Alternate Representative of Niger to ICAO Air Navigation Commissioner	Tel: +1 (514) 954-5820	<a href="mailto:mhalidou@icao.int">mhalidou@icao.int</a>
16		General Director	Mr. Seydou Yaye Amadou	Civil Aviation Authority, BP 727 Niamey	Tel.: + 227 20 72 3267	<a href="mailto:seyamad@gmail.com">seyamad@gmail.com</a>
17	<b>Nigeria</b>	Representative of Nigeria	Martins Nwafor	Representative of Nigeria to the ICAO Council	Tel.:+ 514 431 1275	<a href="mailto:nigeria@icao.int">nigeria@icao.int</a> ; <a href="mailto:MNwafor@icao.int">MNwafor@icao.int</a>
18	<b>Sao Tome &amp; Principe</b>	Conseiller du Ministre pour l'aviation	Isidoro Alamao	Min. of Public Works & Infrastructure, for Civil Aviation, POB 130, Sao Tome	Tel.: + 239 224 1750	<a href="mailto:mirna@cstome.net">mirna@cstome.net</a> ; <a href="mailto:alamao@hotmail.com">alamao@hotmail.com</a>
19		Président de l'Institut National de l'Aviation Civile	Marcos Conceicao	INAC, Caixa Postal 97, Sao Tome	Tel. : + 239 990 3380	<a href="mailto:inac@cstome.net">inac@cstome.net</a>
20	<b>Senegal</b>	Representative of Senegal to ICAO	Alioune Dieye	Representative of Senegal to ICAO, Suite 1512, 999 University Street Montreal	Tel: +1 (514) 954-8383 Tel: +1 (438) 938-3331 Tel.: +221 77 569 5435 +01438 932 3381	<a href="mailto:senegal@icao.int">senegal@icao.int</a> <a href="mailto:badujay@hotmail.com">badujay@hotmail.com</a>
21		Directeur General	Magueye Marame Ndao	Agence Nationale de l'Aviation Civile et de la Météorologie, BP 8184, Dakar-Yoff, Sénégal	Tel. : + 221 77 636 8492	<a href="mailto:magueyemarame.ndao@anacim.sn">magueyemarame.ndao@anacim.sn</a>

AFI Plan Steering Committee Report  
AFI SC/2014/13

A-3

	<b>COUNTRY/ ORGANIZATION</b>	<b>TITLE</b>	<b>NAME</b>	<b>ADDRESS</b>	<b>TELEPHONE/FAX</b>	<b>E-MAIL</b>
22	<b>South Africa</b>	Representative of South Africa	Levers Mabaso	Representative of South Africa ICAO, ICAO Council 999 University Street Montreal	Tel: +1 (514) 954-6683	<a href="mailto:SouthAfrica@icao.int">SouthAfrica@icao.int</a> <a href="mailto:LMabaso@icao.int">LMabaso@icao.int</a>
23		Senior Manager, Stakeholder/Int. Relations, Office of CEO	Joseph Musandiwa	Air Traffic Navigation Services (ATNS), Private Bag X15, Kempton Park	Tel.: + 27 0 11 607 1122	
24		Executive Commercial Services	Dumisani Herman Sangweni	Air Traffic Navigation Services, (ATNS), Private Bag X15, Kempton Park	Tel.: + 27 0 11 607 1122	<a href="mailto:dumisani@atns.co.za">dumisani@atns.co.za</a>
25	<b>Uganda</b>	Representative of Uganda on the Council of ICAO	Kabbs Twijuke	Representative of Uganda on the Council, 999 University Street Montreal	Tel: +1 (514) 954-8224 Fax: +1 (514) 954-5806	<a href="mailto:uganda@icao.int">uganda@icao.int</a>
26		Managing Director	Rama Wenceslaus Makuza	Uganda Civil Aviation Authority, Entebbe International Airport, POB 5536, Kampala	Tel.: +256 752 756 875 Tel.: +256 772 756875	<a href="mailto:wrmakuza@caa.co.ug">wrmakuza@caa.co.ug</a>
27		Chairperson APIRG & Director Airports & Aviation Security	Mr. John Tusubira Kagoro	Uganda Civil Aviation Authority, Entebbe International Airport, POB 5536, Kampala	Tel.: +256 752 79 2221	<a href="mailto:jkagoro@caa.co.ug">jkagoro@caa.co.ug</a>
28	<b>United Republic of Tanzania</b>	Representative of Tanzania	Rapahel Bokango	Representative of the United Republic of Tanzania on the Council of ICAO, 999 University Street Montreal	Tel: +1 (514) 954-8363 Tel.: + 1 514 550 6463 Fax: +1 (514) 954-5756	<a href="mailto:tanzania@icao.int">tanzania@icao.int</a> <a href="mailto:rbokango@icao.int">rbokango@icao.int</a>
29	<b>Belgium</b>	Director General	Mr. Durinckx Frank	Belgian CAA, Nachtegalenlaan 85 B3080 Tervuren Belgium,	Tel.: + 32 475 283 637	<a href="mailto:frank.durinckx@tezenet.be">frank.durinckx@tezenet.be</a>
30	<b>China</b>	Representative of China on the Council of ICAO	Ma Tao	Representative of China on the Council of ICAO, 999 University Street, Room 15.40 Montreal, Quebec, Canada H3C 5J9	Tel.: +1 (514) 954-8313 Fax: + 1 (514) 954-8319	<a href="mailto:tma@icao.int">tma@icao.int</a>
31	<b>France</b>	Amb. Representative of France on the Council of ICAO	Olivier Caron	Representative of France on the Council of ICAO Suite 15.15	Tel: +1 (514) 954-8269	<a href="mailto:olivier.caron@diplomatie.gouv.fr">olivier.caron@diplomatie.gouv.fr</a>
32		Programme Manager for Africa, International &	Ms. Isabelle Rossi	ENAC, 7 avenue Edouard Belin, CS 54005, 31055 Toulouse cedex 4, France	Tel.: +33 562 1744 38	<a href="mailto:isabelle.rossi@enac.fr">isabelle.rossi@enac.fr</a>

AFI Plan Steering Committee Report  
AFI SC/2014/13

A-4

	COUNTRY/ ORGANIZATION	TITLE	NAME	ADDRESS	TELEPHONE/FAX	E-MAIL
		Development				
33		Department of International Cooperation Director Africa	Ms. Sophie Germain	France / DGAC, 50 rue Henri Farman 75015 Paris	Tel.: + 33 1 5809 3977	<a href="mailto:sophie.germain@aviation-civile.gouv.fr">sophie.germain@aviation-civile.gouv.fr</a>
34		PDG	Mr. Alain-Marie Maillat	FASAP	Tel.: + 33 247 67 5050	<a href="mailto:C2fc@wanadoo.fr">C2fc@wanadoo.fr</a>
35	Republic of Korea	Ambassador, Permanent Representative of South Korea	Donghwan Choi,	Representative of the Republic of Korea	Tel.: +1 514 954 6669 Fax: +1 514 954 5877	<a href="mailto:korea@icao.int">korea@icao.int</a> <a href="mailto:NLee@icao.int">NLee@icao.int</a>
36		Deputy Director of Flight Standards Division	Joo-Hwan Park	Korea Office of Civil Aviation 11, Doum-rob, Sejong Self-governing City, 33f-012,	Tel: + 82-10-8177-3422 Tel.: + 82 44 201 4251	<a href="mailto:Bluesky317@korea.kr">Bluesky317@korea.kr</a>
37		Chief of overseas Liaison, Researcher	Seung-Ho Lee	Korea Transport Institute Team Leader for International Cooperation, 315 Goyang daero, Ilsanseo-gu Goyang-City, Gyeonggi-Do, Korea	Tel: +82-10-5290-6972	<a href="mailto:slee@koti.re.kr">slee@koti.re.kr</a>
38		Senior Engineer	Min-Cheol	Handysoft, Korea Transport Institute, IT Technician, Sampyeong-dong, Bundang-gu, Seibgbal-SI, Gyeiuggt-da, Korea	Tel: +82-10-8579-9981	<a href="mailto:mcschin@handysoft.co.kr">mcschin@handysoft.co.kr</a>
39	Malaysia	Delegation of Malasia	Lim Yong Heng	Representative of Malaysia on the Council of ICAO Suite 16.20, 999 University Street Montreal	Tel: +1 (514) 954-8061	<a href="mailto:yylim@icao.int">ylim@icao.int</a>
40	United Arab Emirates	Capt.	Ismail Alblooshi	Assistant Director General, 30500 Dubai	Tel: +971 4 2111 702	<a href="mailto:iblooshi@gcaa.gov.ae">iblooshi@gcaa.gov.ae</a>
41	United States of America	Ms.	Catherine Lang	Director of the Europe, Africa, Middle East Office, FAA 27 Boulevard da Régentlaan 1000 Brussels, Belgium	Tel.: + 32 2 811 5159	<a href="mailto:Catherine.m.lang@faa.gov">Catherine.m.lang@faa.gov</a>
42		Ms.	Shelia Helton-Ingram	Service Advisor, U.S. Department of Transportation, 1200 New Jersey Ave. SE Washington DC 20590	Tel: +1 (202) 366-0552	<a href="mailto:shelia.helton-ingram@dot.gov">shelia.helton-ingram@dot.gov</a>

AFI Plan Steering Committee Report  
AFI SC/2014/13

A-5

	<b>COUNTRY/ ORGANIZATION</b>	<b>TITLE</b>	<b>NAME</b>	<b>ADDRESS</b>	<b>TELEPHONE/FAX</b>	<b>E-MAIL</b>
43		Ms.	Moira Keane	FAA Senior Representative in Africa American Embassy, Route des Almadies, B.P. 49 Dakar, Senegal	Tel: +221-33-879 4835	<a href="mailto:mo.keane@faa.gov">mo.keane@faa.gov</a>
44		Ms	Christine Sharp	Manager, Europe/Africa/Mideast, 800 Independence Avenue SW, Washington DC 20591,	Tel.: 1 202 385 8891	<a href="mailto:Chris.sharp@faa.gov">Chris.sharp@faa.gov</a>
45		Air Traffic Representative	Kevin Haggerty	Federal Aviation Administration, 40 Blvd. Du Regent, 1000 Brussels, Belgium	Tel. : + 32 2 811 5177	<a href="mailto:kevinhaggerty@faa.gov">kevinhaggerty@faa.gov</a>
46	<b>AATO</b>	President	Tchagbele Sadamba	Mr. Sadamba Tchagbele BP 746 EAMAC Niamey Niger Niger	Tel: + 22790308553	<a href="mailto:tchagbelesad@asecna.org">tchagbelesad@asecna.org</a> , <a href="mailto:tchagbelesadf@yahoo.fr">tchagbelesadf@yahoo.fr</a>
47		Senior Manager Learning & Development	Dayaneethie Yvette Moonsammy	POB 7015, Bonaero Park, Kempton Psark, Johannesburg 1622	Tel.: + 27 11915 8247/ + 27 11 921 0247	<a href="mailto:dy.moonsammy@comair.co.za">dy.moonsammy@comair.co.za</a>
48	<b>AIMS</b>	CEO and Director General	Adrian Cioranu	Planche Superieure 48, 1700 Fribourg, Switzerland	Tel.: + 1 514 885 8550	<a href="mailto:acioranu@aimsolutions.ch">acioranu@aimsolutions.ch</a>
49	<b>ASECNA</b>	C/Departement Sécurité/Sûreté/Qualité/Environnement	Wodiaba Samake	Direction générale, BP 3144, Dakar	Tel. : + 221 776 636 0542	<a href="mailto:Samakewod@asecna.org">Samakewod@asecna.org</a>
50	<b>African Civil Aviation Commission (AFCAC)</b>	Secretary General	Iyabo O. Sosina	Route de l'Aéroport International Léopold Sédar Senghor - B.P: 8898 Dakar, Sénégal	Tel: +221 33 859 8800 Fax: +221 338 207 018	<a href="mailto:isosina@afcac.org">isosina@afcac.org</a> , <a href="mailto:mfikru@afcac.org">mfikru@afcac.org</a>
51		Technical Advisor (Safety Expert)	Fidelis O. Onyeyiri	Route de l'Aéroport International Léopold Sédar Senghor - B.P: 8898 Dakar, Sénégal	Tel. : 221 77 449 8017	<a href="mailto:fconyeyiri@afcac.org">fconyeyiri@afcac.org</a>
52		Director Safety and Technical Services	Mesfin Fikru Woldeyohannes	Route de l'Aéroport International Léopold Sédar Senghor - B.P: 8898 Dakar, Sénégal	Tel : + 221 33 859 8812	<a href="mailto:mfikru@afcac.org">mfikru@afcac.org</a>

AFI Plan Steering Committee Report  
AFI SC/2014/13

	<b>COUNTRY/ ORGANIZATION</b>	<b>TITLE</b>	<b>NAME</b>	<b>ADDRESS</b>	<b>TELEPHONE/FAX</b>	<b>E-MAIL</b>
53		Air Navigation and Aerodrome Expert	Papa Atoumane Fall	Route de l'Aéroport International Léopold Sédar Senghor - B.P: 8898 Dakar, Sénégal	Tel.: + 221 33 859 8812	<a href="mailto:afaal@afcac.org">afaal@afcac.org</a>
54	<b>APIRG</b>	Eng.	John T. Kagoro  <b>(registered for Uganda)</b>	Chairperson, APIRG P.O. Box 5536 Kampala, Uganda	Tel: +256 41 4321308 Fax: +256 41 4321401	<a href="mailto:jkagoro@caa.co.ug">jkagoro@caa.co.ug</a>
55	<b>EASA</b>	Tech. Cooperation Regional Manager	Yves Koning	European Aviation Safety Agency		<a href="mailto:yves.koning@easa.europa.eu">yves.koning@easa.europa.eu</a>
56	<b>ECOWAS</b>	Commissioner Infrastructure	Ebrima Njie	ECOWAS Commission, 101 Yakuba Gowan Crescent, PMB 401 Abuja, Nigeria	Tel.: + 234 781 245 374	<a href="mailto:Ebrimanjieuk@yahoo.com.uk">Ebrimanjieuk@yahoo.com.uk</a>
57		Head Air Transport Unit	Paul-Antoinne Mapie Ganemtoire	ECOWAS Commission, 101 Yakuba Gowan Crescent, PMB 401 Abuja, Nigeria	Tel./ + 234 80 766 38570	<a href="mailto:ganem4@yahoo.fr">ganem4@yahoo.fr</a>
58	<b>European Commission</b>	Director for Civil Aviation	Matthew Baldwin	European Commission		<a href="mailto:matthew.baldwin@ec.europa.eu">matthew.baldwin@ec.europa.eu</a>
59		Deputy Head of Unit Safety and Environment	Peter Bombay	European Commission		<a href="mailto:peter.bombay@ec.europa.eu">peter.bombay@ec.europa.eu</a>
60	<b>IATA</b>	Assistant Director	Sidy Gueye	IATA		<a href="mailto:gueyes@iata.org">gueyes@iata.org</a>
61	<b>RASG-AFI</b>	Chairperson, RASG-AFI	Aboubekrine Seddigh	B.P. 91 Nouakchott Mauritania	Phone +222 524 40 06 Cell +222 448 74 00 Fax +222 525 35 78	<a href="mailto:abseddigh@gmail.com">abseddigh@gmail.com</a>
62	<b>World Bank (WB)</b>	Senior Transport Specialist, Africa Transport Team	Ibou Diouf	Abidjan Office	Tel: 225 22400423 Dama: 5-331 3423	<a href="mailto:Idiouf@worldbank.org">Idiouf@worldbank.org</a>

**ICAO Secretariat**

Mr.	Raymond Benjamin	Secretary General
Mr.	Iván Galán	Director, Technical Co-operation Bureau (TCB)
Mr.	Mohamed Elamiri	Deputy Director, Safety Management and Monitoring, Air Navigation Bureau (ANB)
Mr.	Mam Sait Jallow	ICAO Regional Director, Western and Central African Office, Dakar
Mr.	Gaoussou Konate	Deputy Regional Director, Western and Central African Office, Dakar
Mr.	Prosper Zo'o-Minto'o	Deputy Regional Director, Eastern and Southern African Office, Nairobi
Mr.	Michiel Vreedenburgh	Chief, Implementation Support and Development – Safety Section, ANB
Mr.	Mostafa Hoummady	Global Aviation Training Manager (OSG)
Mr.	Soo-Ho Jun	Technical Officer, Implementation Support and Development – Safety Section, ANB
Mr.	Christian Bechtold	Field Operations Officer, TCB
Mr.	Nikea Meheza Manzi	Regional Officer, AGA
Mr.	George A. Y. Baldeh	Regional Officer, AIM
Mr.	Ousman Kemo Manjang	Regional Officer, AIR
Mr.	Ali Ousmane	Regional Officer, AIR
Mr.	Alassane Dolo	Regional Officer, AVSEC
Mr.	Francois X. Salambanga	Regional Officer, CNS
Mr.	Akoa Benoit Okossi	Regional Officer, MET



Mr. Soo Evalou Gngang Regional Officer, TC/AT  
Mr. Romain Ekoto Regional Officer, TC/FOS  
Mr. Frederic Legrand African Flight Procedure Programme Manager (AFPP)

**Also present**

Mr. Farid Zizi President, Air Navigation Commission

**Secretary of the Meeting**

Mr. Meshesha Belayneh ICAO Regional Director, Eastern and Southern African Office, Nairobi

Assisted by:

Ms. Jimena Blumenkron Aviation Safety Officer, Safety Management and Monitoring, ANB

-----

**ATTACHMENT B  
COLLABORATIVE IMPLEMENTATION PROGRAMME**

Reference	Topic <sup>2</sup>	Deliverable	Resources Needed	Completion Deadline	Main Actions	Lead(s) Responsible
2.1	Support to the Improvement of Aviation Safety in Africa (SIASA)	Assistance missions regulation and guidance material Workshop Training SOFIA ECCAIRS RSOO	EU Funds	?	States to take advantage of assistance offered	EASA
2.2	Central Africa Aviation Safety Project (CAASP)	ASSA-AC Training Workshop Aerodrome study	EU Funds	?	States to take advantage of assistance offered	EASA
2.3	Assistance to individual States	Accident & incident investigation regulatory and institutional framework Technical and organizational capacity building SOFIA Aviation safety studies	EU Funds	?	States to request assistance	EASA
2.4	Support the improvement of ATM safety	Seminar on strategies for managing an effective ATM oversight organization	US Technical Assistance	?	ICAO to coordinate training under AFI Plan	US FAA
2.5	Safe Skies for Africa	Training	US Technical Assistance	?	States to take advantage of training offered	DOT
2.6	IATA Operational Safety Audit (IOSA)	Assistance to airlines to prepare	IATA funds	?	Airlines to request assistance	IATA

<sup>2</sup> The topic should be linked to:

- i) Assistance to the States in the establishment or strengthening of State safety oversight system, an RSOO or RAIO;
- ii) Assistance to States in resolving identified deficiencies within a reasonable time frame, including the implementation of ICAO Plans of Action;
- iii) Enhancement of aviation safety culture of African aviation service providers; or
- iv) Programme of activities under the AFI Plan 2014.

Reference	Topic <sup>2</sup>	Deliverable	Resources Needed	Completion Deadline	Main Actions	Lead(s) Responsible
2.7	AFI Cooperative Inspectorate Scheme (AFI-CIS)	Assistance to States for resolving deficiencies related to the AOC process	Funding for inspector training and missions	?	UAE offered support which needs to be detailed ICAO considering support from SAFE fund	AFCAC
2.8	AFI Plan	Assistance projects	Republic of Korea funds in SAFE Fund	2016	Assistance projects to be coordinated by ICAO	ICAO
2.9	AFI Plan	Guidance on Human Resource Management Policies			Articulation Initial Training, Continuous training, Retaining Competent personnel on post	ICAO
2.10	AFI Plan, RSOO	Guidance on AFI Regional and Sub Regional Organisations	UAE	2015	Clear Description of Regional and Sub Regional Organisations and their Mandate with focal points	ICAO, AFCAC
3.1	Disseminating lessons-learned to States with SSCs and/or low EI and matching donors for them	Resolution of SSCs and major safety deficiencies Strengthening of oversight activities	Technical and financial assistance	N/A	Voluntary contribution from donor States and partners	ICAO, AFCAC and other Partners States
3.2	Implementation of ICAO Plans of Action	Resolution of SSCs and major safety deficiencies	Assistance through AFI Plan	N/A	Continued direct assistance to States (ROST missions and training)	ICAO/AFCAC
4.a.1	Human Resources Development	Implementation of Human Resources Development Strategies and plans by States	ICAO support (AFI Plan) AU support (African Civil Aviation Policy)	31 December 2015	Training for HR Managers Training for Subject Matter Experts Standardized competencies Harmonized training Use of competency-based training	ICAO
4.a.2		Development of Training programmes /plans	ICAO Support States	31 May 2015	Develop a training programme on the basis of a sound training policy.	ICAO States – Directors

Reference	Topic <sup>2</sup>	Deliverable	Resources Needed	Completion Deadline	Main Actions	Lead(s) Responsible
						General of CAAs
4.b.1	Sustainability of RSOOs	MOUs with Regional Economic Communities (RECs) for institutional and financial support.	ICAO support	31st December 2014	Drafting the MOU; Meeting with Heads of the RECs; Signature of MOUs.	RSOO Board of Directors Heads of RECs, President of ICAO and AFCAC SG.
4.b.2		Implementation of a Levy	ICAO support AFCAC	31st Dec 2014	Agreement by member states; Appointment of collection agencies; Implementation	RSOO Board of Directors, Council of Ministers and President of ICAO
4.b.3		Amalgamation and integration of RSOOs into larger entities	RECs AFCAC ICAO	31 May 2016	Evaluation of optimum number and configuration of RSOOs Development of an implementation plan/strategy.	RSOO Board of Directors, REC Presidents, ICAO and AFCAC SG.
4.b.4	Delegating functions to RSOOs	Strengthened safety and security oversight systems and capabilities. Formal letters of Agreement MOU between RSOOs and States on delegated functions.	Sustainable and adequate funding; Sufficient and qualified personnel Political will and management commitment.	Continuous	Promote and establish strong RSOOs with adequate and sustainable funding mechanisms; Establishment of strong RSOOs with adequate and sustainable funding mechanisms; Pooling of resources; Clear Identification of functions to be delegated to RSOOs.	Ministers responsible for Civil Aviation; Directors General of CAAs; Heads of Regional Economic Communities; CEOs of RSOOs;

Reference	Topic <sup>2</sup>	Deliverable	Resources Needed	Completion Deadline	Main Actions	Lead(s) Responsible
4.c.1	Air Navigation Services separation of functions between Regulator and Operator	Clear separation of functions between Regulators and service providers	ICAO Support	31 December, 2015	Review Legislation and Mandate of aviation entities;  Identify and provide adequate resources for aviation entities.	Ministers responsible for Civil Aviation; Directors General of CAAs.
4.c.2		Enhanced implementation of PBN through the African FPP	ICAO Support	31 December 2014	Adherence of States to African FPP	ICAO ASECNA States
4.c.3		Address the problem of missing operational messages and data (Flight plans, OPMET etc.).	ICAO Support	31 December 2014	Address/implement relevant APIRG Conclusions	ICAO ASECNA States
4.c.4		Work progressively for cooperation between ANSPs and the integration of airspaces for seamless air navigation services.	ICAO Support	31 December, 2014	Programme of civil/military coordination workshops (worldwide and regional)  Conclusion of Letters of Agreement (LOA) between States for SAR and development and testing of contingency plans.	Ministers responsible for Civil Aviation;  Directors General of CAAs.
5.1.1	Establishment and strengthening of CAA	Training programmes developed and implemented for CAA personnel	Yes	Abuja safety targets (2013)	Establishment of Training Academy  Develop and implement proper training programmes & plans for	CAAs Industry

Reference	Topic <sup>2</sup>	Deliverable	Resources Needed	Completion Deadline	Main Actions	Lead(s) Responsible
					CAA personnel	
5.1.2		Delegation of functions (where justified)	Yes	Abuja safety targets (2015)	Use of Article 83 <i>bis</i> to perform safety oversight functions	CAAs ICAO
5.2.1	Air operators certification and maintenance of an aircraft registry	Air Operators certified and aircraft register maintained	Yes	Abuja safety targets (2015)	Develop a human resource development plan for CAA personnel	CAAs
5.3.1	<u>Air operators certification</u>	Sharing of information related to a certification at national/international level	Yes	Abuja safety targets (2015)	States to support AOC database project	CAAs
5.3.2	Aerodrome Certification	Qualified and duly trained personnel	Yes	Abuja safety targets (2015)	Conduct of Joint Training among Stakeholders	CAAs Industry
5.3.3	Aerodrome Certification	Zoning	Yes	Abuja safety targets (2015)	Conduct safety risk analysis and aeronautical studies	CAAs Airport Operators
5.4.1	Evolving from Safety Oversight to Safety Management	State Safety Programmes Safety & Management Systems	Yes	Abuja safety targets (2015)	Conduct Gap Analyses  Develop SSP/SMS Implementation Plans	CAAs ICAO Industry  CAAs ICAO  CAAs Industry  CAAs Industry
5.4.2	Evolving from Safety Oversight to Safety Management	Assistance programmes	Yes	TBD	Develop assistance programmes	CAAs ICAO Partners
5.4.3	Evolving from Safety Oversight to Safety Management	Active participation in RSOOs	Yes	Abuja safety targets (2013)	Participate in, and collaborate with RSOOs	CAAs RSOOs

Reference	Topic <sup>2</sup>	Deliverable	Resources Needed	Completion Deadline	Main Actions	Lead(s) Responsible
5.4.5	Evolving from Safety Oversight to Safety Management	Global Aviation Safety Roadmap	Yes	TBD	Consider developing a Roadmap to facilitate GASP implementation	ICAO Partners
6.1	IATA Safety Operational Audit	Regulators to promote implementation of IOSA	None	Abuja safety target (End of 2015)	Promotion	States with support from AFCAC and IATA
6.2	Operational Data Collection and Analysis	Implementation and participation in Safety Information Exchange	Subscription to Flight Data Analysis Provider	July 2015	Operators	States to enforce implementation of ICAO mandate FDA for all operators
6.3	Runway Safety	Support of AFI RASG RST Go teams	Airport authorities to provide resources for deployment of RST Go Teams by sponsoring travel/accommodation	2014-8 airports and ongoing	Deployment of AFI RASG RST Go Teams	AFI RASG Chairman
6.4	CFIT	BaroVNAV Procedures support for full implementation of PBN procedures on demand by with priority given to high traffic volume airports Or - PBN design - Training	Active support to ICAO African Flight Procedures Programme	On going	Develop BaroVNAV Promotion of safe and efficient PBN based on train the trainer and transfer of competence	AFPP and Airbus

Reference	Topic <sup>2</sup>	Deliverable	Resources Needed	Completion Deadline	Main Actions	Lead(s) Responsible
		- SOPs - Systems ( <del>ROPS</del> )				
6.6	LOC-I	LOC-I toolkit CAST SEIs	Utilization of LOC-I toolkit Detailed Implementation Plans	From November 2014 ongoing	Launch toolkit Share SEIs Regulators to ensure implementation	IATA and Boeing
6.7	Identifying priorities	Identify states with AIS safety concerns and provide OJT	Training Tools/software Utilization of EAD	September 2014 ongoing	OJT and platform	Eurocontrol and IATA





## ATTACHMENT C

### ICAO Training Subsidy Programme

The objective of the ICAO Training Subsidy Programme is to assist Member States having difficulties in developing their safety or security oversight capabilities or implementing ICAO Programmes. This Programme will support Member States by enabling their nominated staff to attend training courses and programmes organized by ICAO or training organizations that have signed a Memorandum of Understanding or Memorandum of Cooperation with ICAO, provided they have fulfilled the following criteria:

- 1) priority for granting a training subsidy will be given to Least-Developed Countries (United Nations Conference on Trade and Development list) and Member States with significant safety or security oversight shortcomings, such as a significant safety or security concern identified by the ICAO Universal Safety Oversight Audit Programme (USOAP) or Universal Security Audit Programme, and ICAO USOAP results with less than 40% effective implementation;
- 2) the applicant must be employed by a civil aviation authority, a Regional Safety Oversight Organization (RSOO), Regional Accident or Incident Investigation Organization (RAIO), or a government organization in the aviation field related to the training activity;
- 3) the application must be supported by the civil aviation authority;
- 4) the course should be directly related to the human resources needs of a Member State;
- 5) the training subsidy will apply to course tuition fees only and may cover these fees partially or fully;  
and
- 6) other costs, such as transportation, accommodations, daily subsistence allowance, and medical travel insurance, shall be borne by the applicant or the employer.

Applications for the ICAO Training Subsidy should be submitted, using the attached application form, to the appropriate Regional Office for screening and coordination with the Global Aviation Training Office and the relevant Bureau at ICAO Headquarters in Montréal. The final decision for the training subsidy shall remain at the discretion of the Director of the Bureau.



**ICAO Training Subsidy Programme  
Application Form**

<b>Applicant</b>	
First Name	
Surname (Family Name)	
Member State	
Civil Aviation Authority, RSOO, RAIO or Government Aviation Organization	
Position title	
Telephone	
Cellular	
Email	
Fax	
Mailing address	
Course title for which you are seeking an ICAO Training Subsidy	
Course venue and dates	
Reason for interest in course	
<b>Application supported by Director General of Civil Aviation Authority, Executive Director of RSOO or RAIO (as applicable), or Director of Government Aviation Organization</b>	
Name	
Position	
Organization	
Email	
Telephone	

Attach a current curriculum vitae (résumé)

— END —