



DP/02 : ATTACHMENT E

PROJECT PROPOSAL SUMMARY

STATE SAFETY PROGRAMME SMP PROJECT

1. **Beneficiary States:**

Botswana,	Kenya,	Nigeria,
Burkina Faso,	Madagascar,	Senegal,
Cabo Verde,	Mali,	South Africa,
Cameroon,	Mauritania,	Sudan,
Cote d'Ivoire,	Mauritius,	Togo,
Ethiopia,	Morocco,	Tunisia,
Gambia,	Namibia,	Uganda,
Ghana,	Niger,	Zimbabwe,

2. **Project No.:** AFI/2016/009

3. **Project Title:** State Safety Program (SSP) Project: Support to AFI States to establish and implement SSPs.

4. **Project Duration:** 24Months

5. **Executing Agencies:** ICAO, in coordination with Civil Aviation Authorities (CAAs), RSOOs (BAGASOO, CASSOA, SASO), AFCAC (AFI CIS), AFI Plan Partners

6. **Source of Funding:** ICAO AFI-Plan

7. **Project Cost:** USD 136,937

A. Project justification

1. According to the 2014-2016 edition of the Global Aviation Safety Plan (GASP), ICAO Doc 1004, ICAO Member States that have achieved mature safety oversight systems i.e. States with effective implementation (EI) of critical elements (CEs) of a safety oversight system rate of 60% or greater, should focus on the continued implementation of safety management in the near term (by the year 2017).
2. The GASP mid-term (2022) objective calls for all States to achieve full implementation of SSPs and Safety Management Systems (SMS).
3. As at 1ST June 2016, only 24 African and Indian Ocean (AFI) States have achieved the EI threshold of 60% and could therefore be expected to embark on safety management implementation. This is despite numerous SSP/SMS courses conducted by the AFI Plan (ACIP) in the region between 2008 and 2011. The following Appendices to this document provide information on the geographical location and safety performance (EI and SSP status) of these States:
 - a) Appendix 1, Figure 1, a map illustrating the geographical distribution of the beneficiary States;
 - b) Appendix 1, Figure 2 shows the USOAP audit results by EI achievement comparisons for all the priority States;
 - c) Appendix 1, Figure 3 shows the USOAP aggregate audit results by EI achievement comparisons for the SSP Priority States;
 - d) Appendix 1, Table 1: shows the USOAP audit results (audit area) by EI for the SSP Priority States
 - e) Appendix 1, Table 2: shows the USOAP audit results (critical elements) by EI for the SSP Priority States
 - f) Appendix 2 – Abuja Safety Targets, Figure 4 provides the SSP Implementation status
 - g) Appendix 2 – Abuja Safety Targets, Figure 5 shows the SSP Implementation progress
4. Consistent with the GASP, the Abuja Declaration of 2012 adopted a set of aviation safety targets for Africa (Abuja safety targets), including the requirement for AFI States to implement State Safety Programmes (SSP) and ensure that all Service Providers implement a Safety Management System (SMS) by the end of 2015. Currently, the target has been missed, with only 54% of AFI States meeting the criteria for SSP implementation having initiated the process (See Appendix 2)
5. The Sixteenth Meeting of the Steering Committee of AFI Plan decided (SC16/Dec07) that the AFI Plan Secretariat should, in collaboration with ICAO-GAT, organize SMS and SSP courses in 2016. To this end, ICAO has developed and made available training courses to support the implementation of SSP and SMS while many others are at various stages of development. (See **Appendix 3**)
6. ICAO's primary indicator of safety in the global air transport sector is the accident rate based on scheduled commercial operations involving aircraft having a maximum take-off weight (MTOW) above 5 700 kg. Statistics comparisons of accident rates (per million departures) trend over the previous five years for the five global RASGs indicate that the rate for the RASG-AFI is the highest at 8.6, compared to the world rate of 3.0. Moreover,

whereas RASG-AFI's share of traffic is only 2%, it contributes a significantly disproportionate 6% as its share of accidents. (ICAO Safety Report, 2015 Edition).

7. Therefore it is important to support States in their efforts to ensure aviation safety by embracing safety management principles to proactively address emerging safety risk by using consistent, data-informed approaches to implement smarter, system-level, risk-based safety oversight. This will go a long way curbing the prevailing abnormally high accident rates within the AFI region.

B. Project overall objectives and targets

1. The purpose of this project is to assist eligible AFI States that have already achieved an EI of 60% or greater (as listed on Page 1) to establish and implement SSPs by the end of year 2017.

C. Implementation strategy

1. ICAO will conduct high level State and ROST missions to undertake fact-finding, advisory and assistance tasks. Qualified Technical experts from other States, AFCAC (under AFI-CIS program) and RSOOs (including BAGASOO, ACSA-AC, ARSA-AC, SASO and CASSOA) may also be engaged for the execution of the project, when necessary.
2. The project will initially focus on the evaluation of the overall safety oversight systems with special emphasis on the implementation CEs, including, but not limited to, the following:
 - a) Awareness on the evolution of Annex 19 — *Safety Management* as well as the latest Amendment 1 and its implications
 - b) Awareness on the training available through ICAO and urging States to make the necessary arrangements for their personnel to enroll for the courses
 - c) Guidance and support in the conduct of SSP Gap Analysis available on iSTARS/SPACE
 - d) State safety policy, objectives and resources
 - 1) Primary aviation legislation
 - 2) Specific operating regulations
 - 3) State system and functions
 - 4) Qualified technical personnel
 - e) State safety risk management
 - 1) Licensing, certification, authorization and approval obligations
 - 2) Safety management system obligations
 - 3) Accident and incident investigation
 - 4) Management of safety risks
 - f) State safety assurance
 - 1) Surveillance obligations
 - 2) State safety performance

- g) State safety promotion
 - 1) Internal communication and dissemination of safety information
 - 2) External communication and dissemination of safety information
 - h) Safety data and safety information collection, analysis, protection, sharing and exchange
 - 1) Safety data collection and processing systems
 - 2) Safety data and safety information analysis
 - 3) Safety data and safety information protection
 - 4) Safety information sharing and exchange
3. ICAO Regional Offices in Nairobi and Dakar will be responsible for the supervision of the project as implemented within the regions of their respective area of accreditation and will also establish and maintain coordination with all the stakeholders during the course of the project including at high level in Government. The experts will be responsible for submission of periodic progress reports and for preparation of the Terminal Report prior to the termination of their assignment. These reports will be submitted to ICAO for review and subsequent submission to the Governments of the respective countries.
 4. The project will mainly be implemented through coordinated approaches, including:
 - a) use of the ICAO portals, including OLF and iSTARS/SPACE, and information obtained through other channels, such as previous ROST missions and assistance programmes conducted by other assistance partners, in order to accomplish a gap analysis and derive a detailed work plan tailored to each State;
 - b) remotely (by OLF and by correspondence with State focal points) monitoring and analyzing progress achieved and providing guidance and support, as necessary;
 - c) conduct of on-site ROST missions to assess and verify actual implementation and provision of support, as needed;
 - d) conduct of seminars/workshops related to SSP/SMS held from ICAO Regional Offices or hosted by willing States, in order to benchmark and share best practices; and
 - e) coordination with ICAO HQ with the view to recommending conduct of voluntary, when appropriate, in order to validate progress achieved and update EI accordingly.

D. Major Elements (for each State)

1. The major elements of the Project are scheduled in **Appendix 4.**

E. Project Inputs

1. Government Inputs

- a) Official acceptance of the Project Document by means of a letter confirming State's commitment to the implementation of the Project
- b) Assignment of a senior official, who will be the focal point for the Project Coordination for the duration of the project as well as adequate and appropriate national personnel as counterparts to the Project experts.
- c) Administrative support personnel.
- d) Suitably equipped and furnished offices for Project experts
- e) Ground transportation to/from the workplace/ airport, as well as any in-country transportation of Project experts.
- f) All information and documentation required by the Project experts to carry out the implementation of activities, including any and all copies of existing legislations, regulation, reports, maps, charts, specifications, etc..
- g) Entry visas and authorizations, as may be necessary, to access any of the work sites contained within the approved work plan.
- h) Any other facilitation arrangements that need to be made in the performance of respective duties by the ICAO experts.

2. ICAO Inputs

- a) Management and Leadership
- b) SSP/SMS specialist
- c) Personnel Licensing/Flight operations expert
- d) Airworthiness/Aircraft Accident Investigation expert
- e) Air Navigation Expert
- f) Aerodrome and Ground Aids Expert

3. Other Inputs

Short term experts from other entities, including States, RSOOs and AFI-CIS to supplement, particularly in the implementation CEs, when required.

F. Project Budget

1. A budgetary provision to fund the conduct of the project activities by ICAO and external experts/officials has been established.
2. An additional contingency provision of 5%of the total costs will be set aside to cater for miscellaneous costs, including reporting and sundry.
3. Details are contained in **Appendix 5.**

G. Project Schedule

The project will be accomplished within a period of 12 months, as per **Appendix 6.**

APPENDIX 1: USOAP audit results

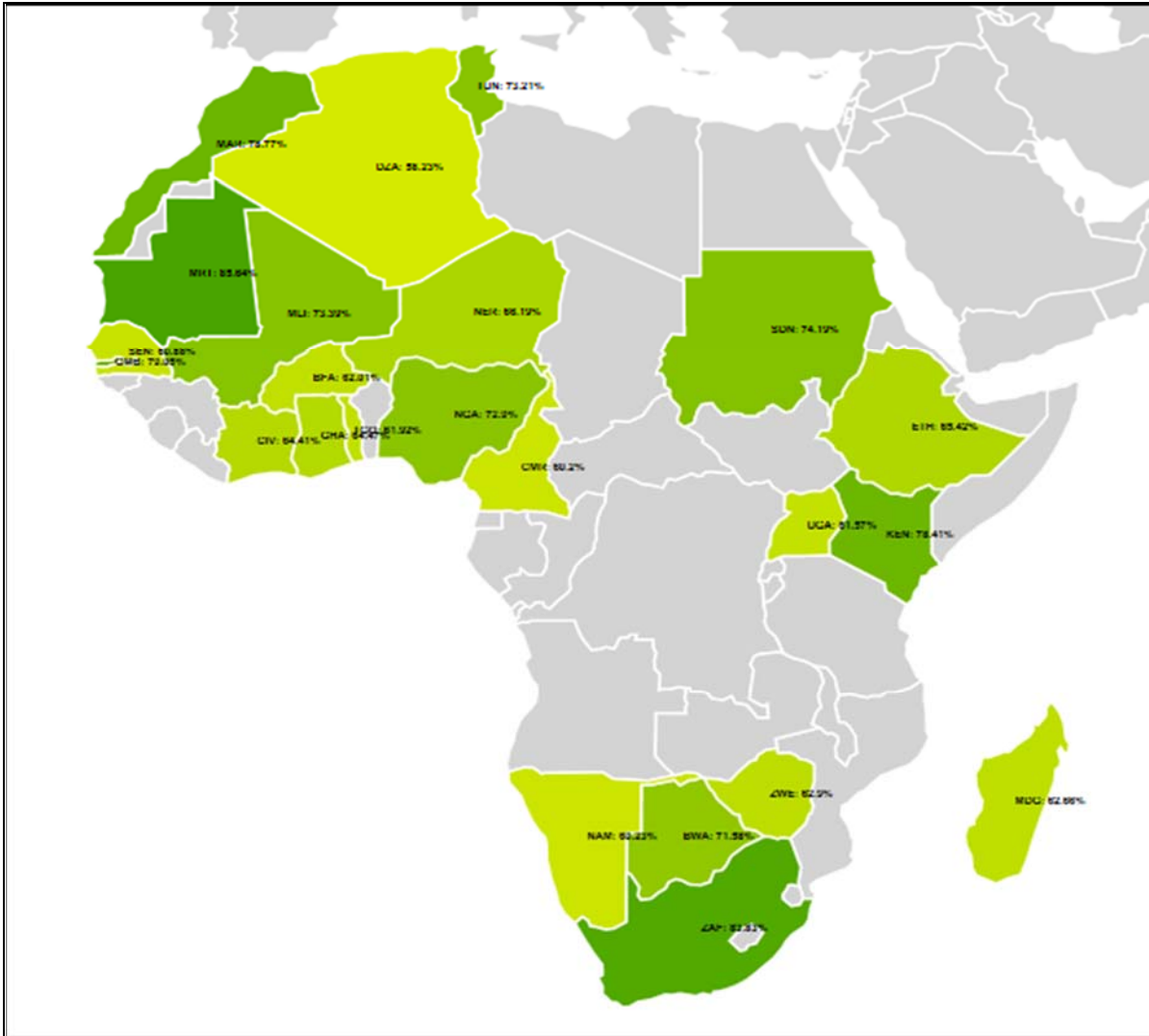


Figure 1. AFI SSP Priority States: Geographical distribution

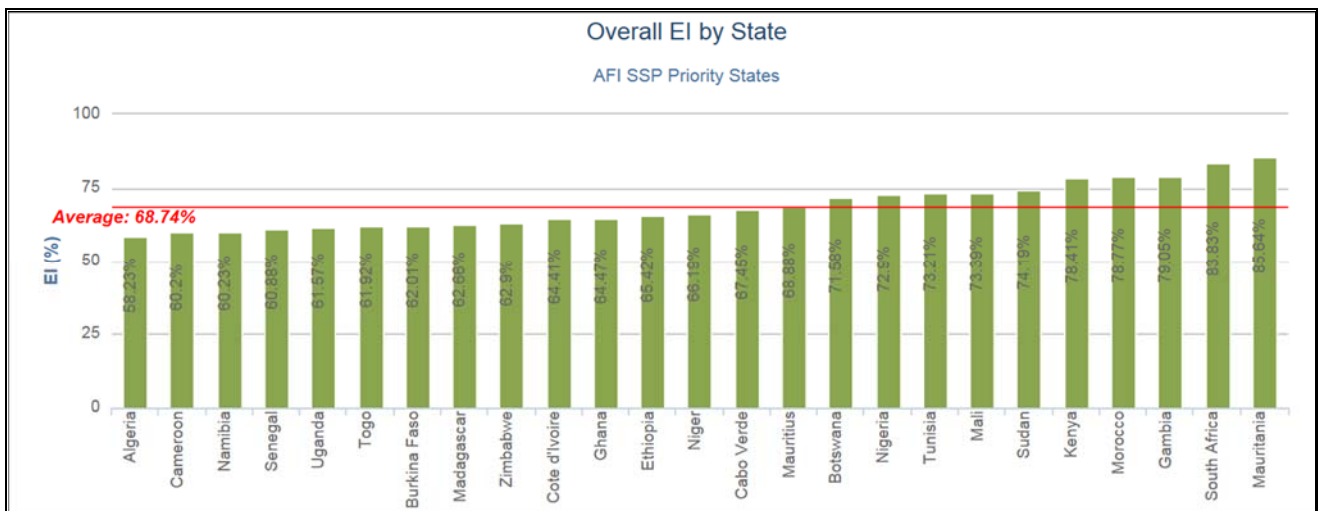


Figure 2. AFI SSP Priority States: USOAP Audit results display of EI achievement

Figure 3. Aggregate USOAP Audit results (by audit area and CE) by EI

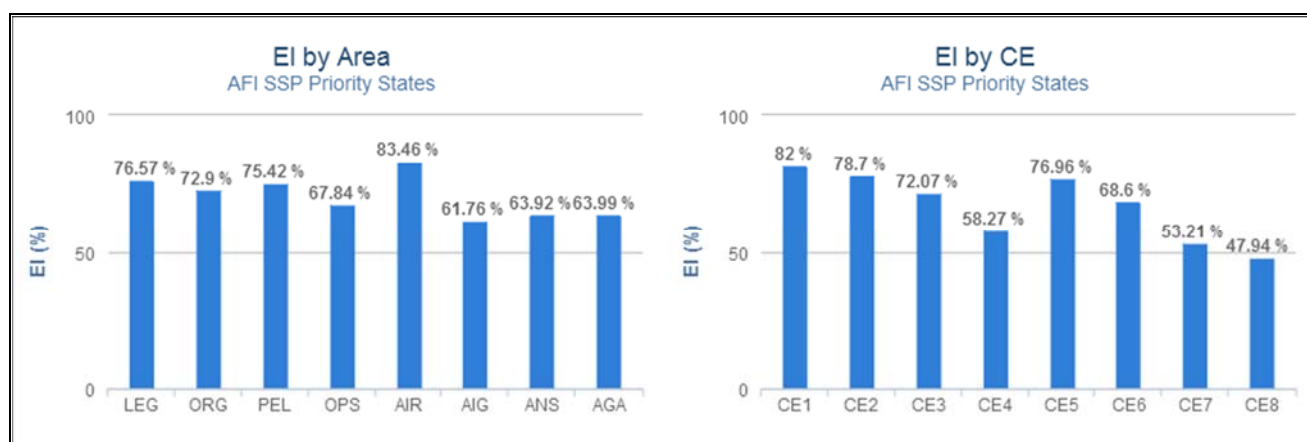


Table 1: USOAP Audit results (audit area) by EI per each Priority State

Code	Name	Overall	LEG	ORG	PEL	OPS	AIR	AIG	ANS	AGA
DZA	Algeria	58.23	45.45	50	61.73	65.85	68.38	38.14	55.96	60.54
BWA	Botswana	71.58	90.91	90	80.25	68.8	82.41	70.53	75.66	51.09
BFA	Burkina Faso	62.01	80.95	45.45	65.43	79.37	64.49	59.6	47.85	61.59
CPV	Cabo Verde	67.45	86.36	77.78	84.62	90.91	81.48	59.79	38.02	68.79
CMR	Cameroon	60.2	65.22	63.64	75.61	83.46	89.17	11.34	64.29	36.2
CIV	Cote d'Ivoire	64.41	95.24	81.82	75	70.4	75	81.44	56.19	39.86
ETH	Ethiopia	65.42	72.73	81.82	79.12	46.53	89.68	67.29	61.08	57.05
GMB	Gambia	79.05	100	90	93.83	64.23	91.51	57.14	87.56	73.79
GHA	Ghana	64.47	70.83	71.43	80	65.87	66.97	80.81	43.01	68.53
KEN	Kenya	78.41	77.27	72.73	83.54	71.2	94.59	41.84	84.46	87.05
MDG	Madagascar	62.66	91.3	72.73	69.62	65.04	83.18	47.42	68.82	37.86
MLI	Mali	73.39	91.3	90.91	72.84	72.65	95.19	90.63	74.74	40.43
MRT	Mauritania	85.64	85	100	97.44	79.83	89.42	87.63	90.48	72.06
MUS	Mauritius	68.88	86.36	66.67	76.12	68.85	86.79	46.94	48.73	94.66
MAR	Morocco	78.77	40.91	90	76.92	70.97	88.38	61.86	90.48	74.31
NAM	Namibia	60.23	70.83	27.27	64.63	60	73.64	72.92	45.64	59.71
NER	Niger	66.19	86.36	76.92	60.24	37.6	82.69	79.17	74.19	58.96
NGA	Nigeria	72.9	86.36	69.23	86.08	57.6	90.65	77.08	72.92	61.84
SEN	Senegal	60.88	72.73	66.67	70.73	73.81	80.99	24.74	46.46	69.01
ZAF	South Africa	83.83	82.61	63.64	95	89.68	94.97	45.74	84.38	85.9
SDN	Sudan	74.19	85.71	81.82	75	84	95.54	92.78	50.79	64.79
TGO	Togo	61.92	70.83	81.82	66.23	49.6	69.91	57.14	48.17	82.98
TUN	Tunisia	73.21	60.87	54.55	71.25	73.23	89.91	64.95	86.39	52.82
UGA	Uganda	61.57	45.45	88.89	67.5	48.41	83.18	66.67	48.42	68.89
ZWE	Zimbabwe	62.9	72.73	66.67	56.79	58.06	78.38	60.42	53.4	71.03

Table 2: USOAP Audit results (critical elements) by EI per each Priority State

Code	Name	Overall	CE1	CE2	CE3	CE4	CE5	CE6	CE7	CE8
DZA	Algeria	58.23	53.33	58.41	43.18	11.25	68.38	77.38	60.53	45.65
BWA	Botswana	71.58	90	79.44	81.4	57.69	89.78	68.57	42.67	52.27
BFA	Burkina Faso	62.01	90	85.96	60.23	26.03	62.68	70.4	47.5	26.67
CPV	Cabo Verde	67.45	87.1	74.07	72.94	49.35	79.29	64.73	53.33	57.78
CMR	Cameroon	60.2	54.84	77.59	72.63	60	60.84	60.96	42.5	19.57
CIV	Cote d'Ivoire	64.41	100	90.91	78.65	56.41	82.22	49.54	33.75	34.09
ETH	Ethiopia	65.42	65.63	79.37	84.27	70	72.08	57.45	33.77	54
GMB	Gambia	79.05	90	85.59	81.72	92.31	72.86	73.58	72.86	81.82
GHA	Ghana	64.47	81.25	58.41	56.38	54.43	76.98	66.2	62.16	59.09
KEN	Kenya	78.41	83.87	82.88	80.9	85.9	72.26	87.32	60.81	51.11
MDG	Madagascar	62.66	100	83.64	68.54	45.45	76.87	58.77	39.13	15.56
MLI	Mali	73.39	100	91.59	91.95	70.51	92.7	61.65	39.19	31.82
MRT	Mauritania	85.64	100	86.79	95.29	85.53	93.48	82.27	71.83	68.18
MUS	Mauritius	68.88	83.87	77.78	52.27	37.18	70.23	85.71	58.57	60.47
MAR	Morocco	78.77	60	68.25	88.3	73.26	83.01	87.14	64.56	77.36
NAM	Namibia	60.23	81.25	70.54	56.67	41.77	77.21	59.15	42.67	42.22
NER	Niger	66.19	96.77	89.72	81.18	64.47	82.48	49.52	36	40.91
NGA	Nigeria	72.9	83.87	79.28	80.68	83.33	82.01	63.26	61.25	54.55
SEN	Senegal	60.88	70.97	84.68	67.01	41.77	56.74	61.82	57.33	30.43
ZAF	South Africa	83.83	80.65	77.34	83.15	80.95	76.19	90.95	92.68	83.33
SDN	Sudan	74.19	93.1	84.07	86.36	52.56	87.31	77.57	45.95	42.22
TGO	Togo	61.92	93.55	68.42	51.69	44.87	72.99	58.77	64	51.11
TUN	Tunisia	73.21	70.97	82.88	67.82	67.95	79.41	78.7	56.58	53.33
UGA	Uganda	61.57	70	73.64	67.47	47.44	83.09	58.1	40.54	25
ZWE	Zimbabwe	62.9	68.97	76.36	51.14	56.41	72.79	65.44	50	40

APPENDIX 2: Abuja safety targets

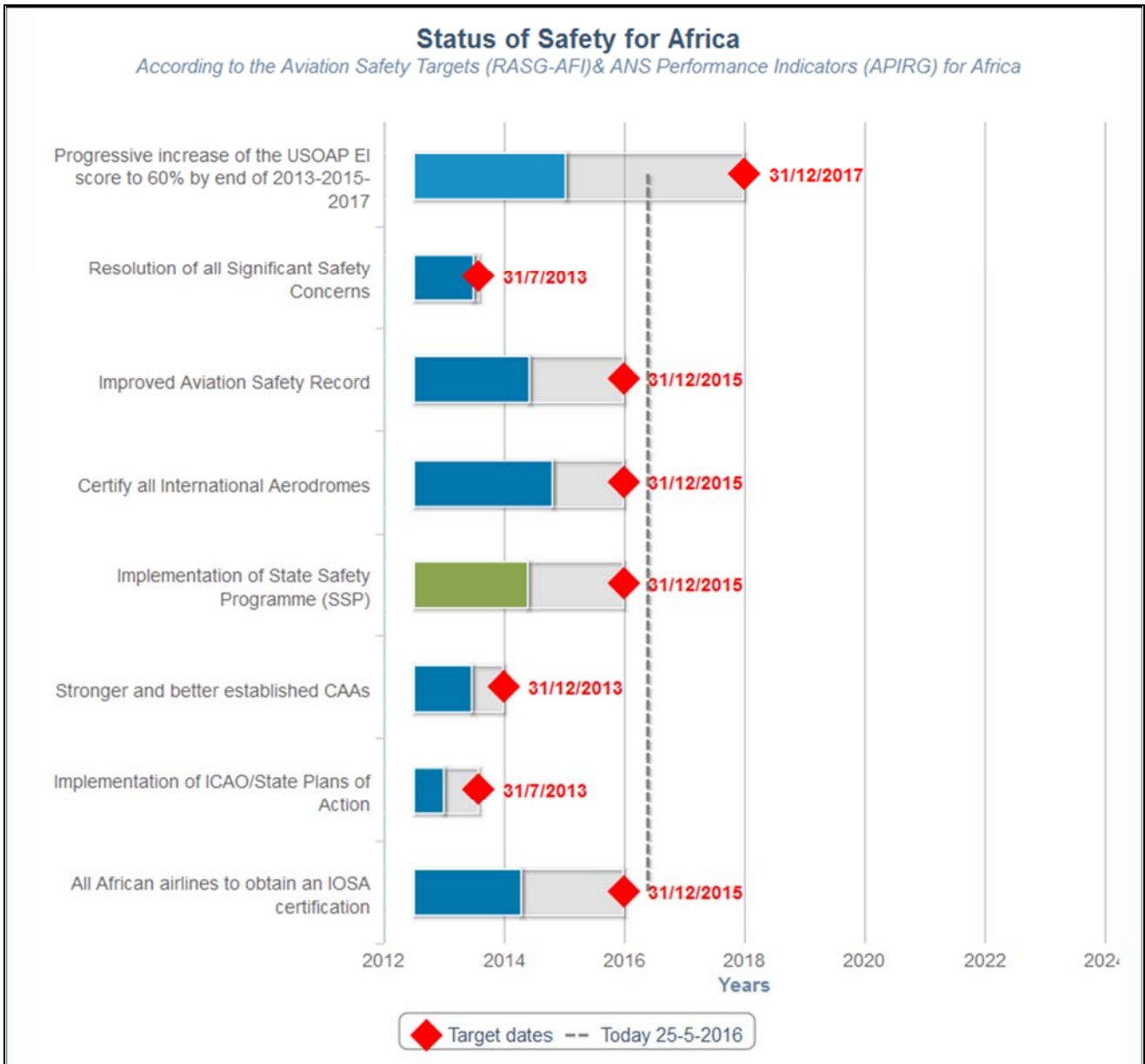


Figure 4. Abuja safety targets: implementation status

Source: Regional Performance Dashboards (<http://www.icao.int/safety/Pages/Regional-Targets.aspx>)

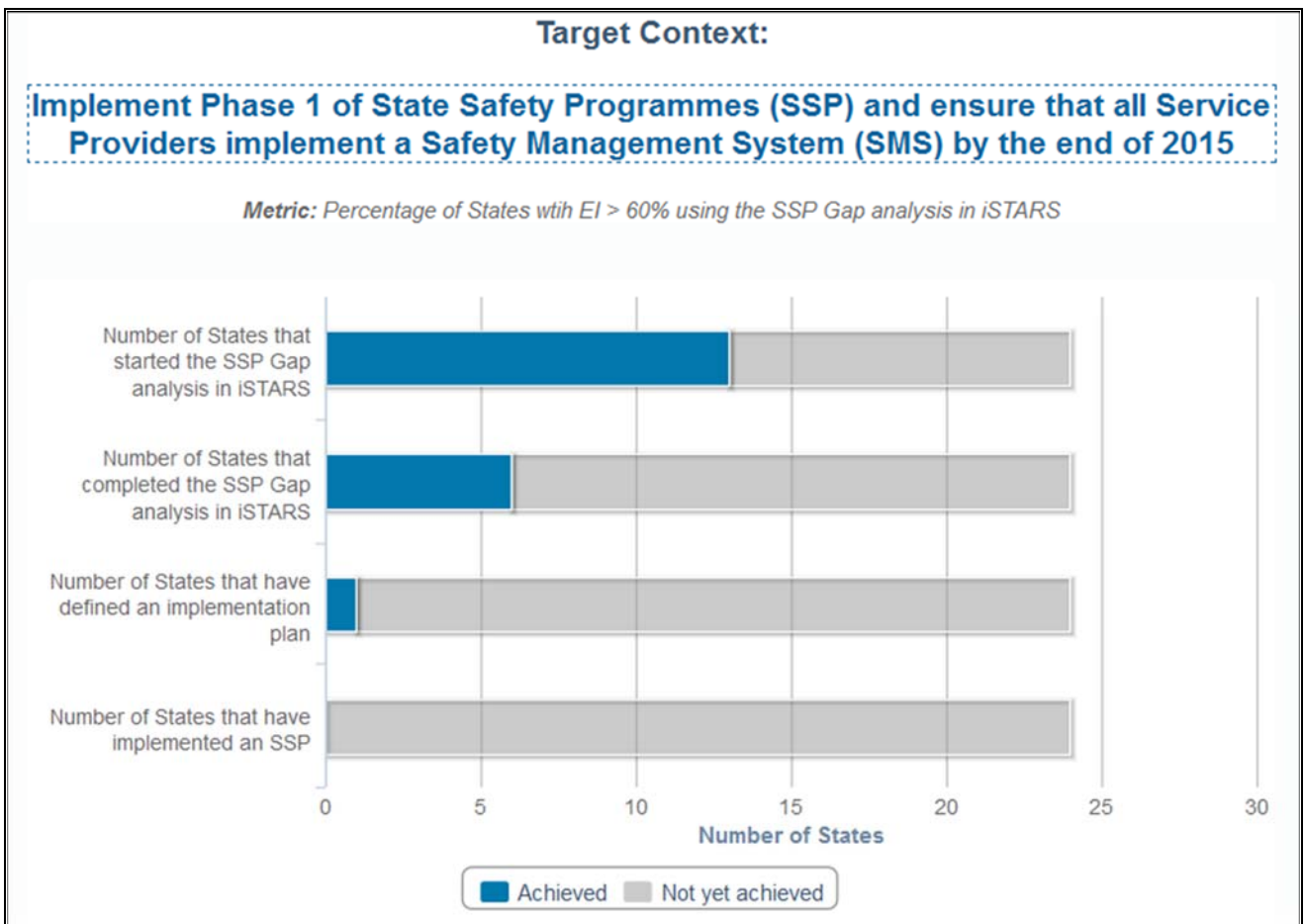


Figure 5. Abuja safety targets: SSP Implementation status

Source: Regional Performance Dashboards (<http://www.icao.int/safety/Pages/Regional-Targets.aspx>)

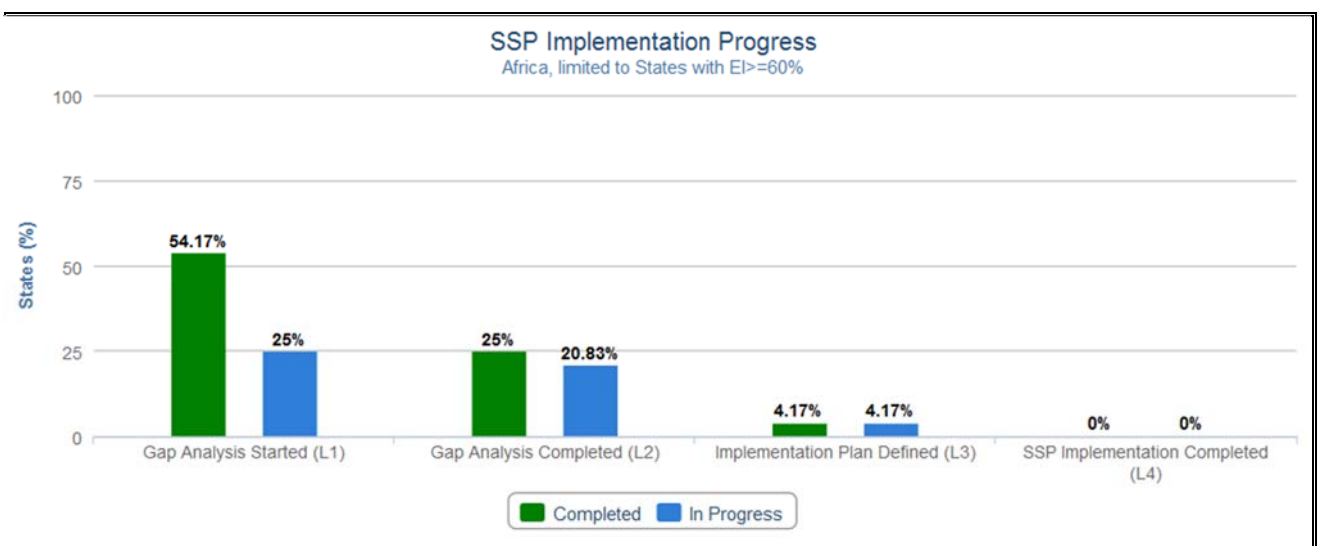


Figure 6. Abuja safety targets: SSP Implementation progress status

Source: iSTARS SPACE

APPENDIX 3: ICAO SSP/SMS Training Programme

- a) ICAO offers a safety management online course that will provide State regulatory and administrative personnel involved in SSP with knowledge of how to implement, administer or participate in SMS operations.
- b) The safety management online course will be updated to reflect Amendment 1 to Annex 19 with phase 1 of the update expected to be released in July 2016
- c) To complement the safety management online course, a Safety Management for Practitioners Course aims to provide regulatory and service provider staff involved in the implementation of SSP and SMS with an understanding of operational safety management processes and practical examples.
- d) A Safety Management Webinar will be available in mid-July 2016 and is expected to address:
 - 1) the benefits of safety management;
 - 2) an explanation of the changes introduced with Amendment 1 to Annex 19;
 - 3) enhanced guidance material to support safety management implementation;
 - 4) ICAO training activities; and
 - 5) additional supporting activities.
- e) To share the work developed in support of the implementation of Annex 19, ICAO plans to deliver three symposia to provide a forum for participants to exchange ideas and operational experiences and contribute to the future of safety management.
- f) Regional safety management seminars are expected to be delivered shortly after the symposia, with a plan to provide ten over the course of twenty-four months in all of the ICAO regions.

APPENDIX 4: Major Elements of the Project

The major elements of the Project

Objective 1	Raising awareness on the evolution of Annex 19 — <i>Safety Management</i> as well as the latest Amendment 1 and its implications	
Key Performance indicator (s)	Replies to ICAO State Letter Ref.: AN 8/3.1-16/16, dated 4 April 2016 (Annex 19, Amendment 1)	
Result 1.1	AFI SSP Priority States implement provisions of Annex 19	
Activity #	Description	Actors
1.1.1	Provide assistance to States by correspondence/desktop and on-site missions, if necessary	ICAO/States/RSOOs/AFI CIS
1.1.2	Develop a strategy to achieve objectives	ICAO/States/RSOOs/AFI CIS
1.1.3	Update Electronic Filing of Differences (EFOD) System with respect to Annex 19	States
Objective 2	Raising of awareness on the training available through ICAO and urging States to make the necessary arrangements for their personnel to enroll for the courses	
Key Performance indicator (s)	Number of State officials who complete training courses , seminars, symposia and workshops offered by ICAO	
Result 2.1	State officials who complete training courses , seminars, symposia and workshops offered by ICAO	
Activity #	Description	Actors
2.1.1	Computer Based Training (CBT) on SSP/SMS	ICAO/States
2.1.2	Seminars, symposia and workshops on SSP/SMS	ICAO/States
2.1.3	Classroom Training on SSP/SMS	ICAO/States
Objective 3	Guidance and support in the conduct of the effectiveness of the State safety oversight system, including the use of the SSP Gap Analysis available on iSTARS/SPACE	
Key Performance indicator (s)	Level of completion of the SSP Gap Analysis Questionnaire (GAS) on iSTARS/SPACE	
Result 3.1	State safety oversight system evaluated, including SSP Gap Analysis Questionnaire (GAS) on iSTARS/SPACE completed	
Activity #	Description	Actors
3.1.1	Provide assistance to States by correspondence and on-site missions, if necessary	ICAO/States/RSOO/AFI CIS
3.1.2	Develop a strategy to achieve objectives	ICAO/States/RSOO/AFI CIS
3.1.3	Complete SSP Gap Analysis Questionnaire (GAS) on iSTARS/SPACE	States

Objective 4	Establish a robust State safety policy, objectives and resources	
Key Performance indicator (s)	Definition of State safety policy and objectives	
Result 4.1	Documented State safety policy and objectives	
Activity #	Description	Actors
4.1.1	Review the primary aviation legislation	ICAO/States/RSOO/AFI CIS
4.1.2	Review the specific operating regulations	ICAO/States/RSOO/AFI CIS
4.1.3	Review the State safety oversight system and functions	ICAO/States/RSOO/AFI CIS
4.1.4	Review the criteria for competency and qualifications of technical personnel	ICAO/States/RSOO/AFI CIS
Objective 5	Establish a system for State safety risk management	
Key Performance indicator (s)	Number of States with policies and procedures for State safety risk management	
Result 5.1	Policies and procedures for State safety risk management established.	
Activity #	Description	Actors
5.1.1	Establish a system for the discharge of licensing, certification, authorization and approval obligations	ICAO/States/RSOO/AFI CIS
5.1.2	Establish a system for the discharge of safety management system obligations	ICAO/States/RSOO/AFI CIS
5.1.3	Establish a system for the conduct of accident and incident investigation	
5.1.4	Establish a system for the discharge of management of safety risks	ICAO/States/RSOO/AFI CIS
Objective 6	Establish a system for State safety assurance	
Key Performance indicator (s)	Number of States with policies and procedures for State safety assurance	
Result 6.1	Policies and procedures for State safety risk management established	
Activity #	Description	Actors
6.1.1	Establish a system for the discharge of surveillance obligations	ICAO/States/RSOO/AFI CIS
6.1.2	Establish a process for the assessment of State safety performance	ICAO/States/RSOO/AFI CIS
Objective 7	Establish a system for State safety promotion	
Key Performance indicator (s)	Communication channels established and timely flow of safety information	

Result 7.1	Safety information disseminated in a timely manner	
Activity #	Description	Actors
7.1.1	Establish a process for the internal communication and dissemination of safety information	ICAO/States/RSOO/AFI CIS
7.1.2	Establish a process for the external communication and dissemination of safety information	ICAO/States/RSOO/AFI CIS
Objective 8	Establish a system for Safety data and safety information collection, analysis, protection, sharing and exchange	
Key Performance indicator (s)	Communication channels established and rate of safety information exchange	
Result 8.1	Safety information exchanged in a timely manner	
Activity #	Description	Actors
8.1.1	Establish safety data collection and processing systems	ICAO/States/RSOO/AFI CIS
8.1.2	Establish a process for the safety data and safety information analysis	ICAO/States/RSOO/AFI CIS
8.1.3	Establish a system for the safety data and safety information protection	
8.1.4	Establish a system for the safety information sharing and exchange	

APPENDIX 5: Project Budget

PROJECT: State Safety Program (SSP) Project: Support to AFI States to establish and implement SSPs							
Project Budget							
Part 1 - Safety Management - E-Learning							
Location	Description	Number of States	Trainees per State	Tuition fees per trainee	Total	Sub-Total	
Web Based Training (WBT)	Enroll and providetraining to select employees from the SSP Priority States	24	1	\$ 1,500	\$ 36,000		
	Sub-Total				\$ 36,000	\$ 36,000	
Part 2 - Safety Management Systems for Practitioners (SMxP) - Face-to-Face							
Location	Description	Number of experts	Duration	DSA rate	Fare: Montreal-Nairobi-Montreal	Total	Sub-Total
ICAO ESAF, Nairobi	Terminal costs	2				\$ 304	
	Travel expenses	2			6,000	\$ 12,000	
	Subsistence allowance	2	6	312		\$ 3,744	
	Sub-Total					\$ 16,048	\$ 16,048
Location	Description	Number of experts	Duration	DSA rate	Fare: Montreal-Dakar-Montreal	Total	Sub-Total
ICAO WACAF Dakar	Terminal costs	2				\$ 304	
	Travel expenses	2			5,000	\$ 10,000	
	Subsistence allowance	2	6	238		\$ 2,856	
	Sub-Total					\$ 13,160	\$ 13,160
Part 3 - Safety Management Manual (SMM), Fourth Edition - E-Learning							
Location	Description	Number of States	Trainees per State	Tuition fees per trainee	Total	Sub-Total	
Web Based Training (WBT)	Enroll and providetraining to select employees from the SSP Priority States	24	1	\$ 1,500	\$ 36,000		
	Sub-Total				\$ 36,000	\$ 36,000	
Part 4 - Safety Management Regional Seminars							
Location	Description	Number of experts	Duration	DSA rate	Fare: Montreal-Nairobi-Montreal	Total	Sub-Total
ICAO ESAF, Nairobi	Terminal costs	2				\$ 304	
	Travel expenses	2			6,000	\$ 12,000	
	Subsistence allowance	2	6	312		\$ 3,744	
	Sub-Total					\$ 16,048	\$ 16,048
Location	Description	Number of experts	Duration	DSA rate	Fare: Montreal-Dakar-Montreal	Total	Sub-Total
ICAO WACAF Dakar	Terminal costs	2				\$ 304	
	Travel expenses	2			5,000	\$ 10,000	
	Subsistence allowance	2	6	238		\$ 2,856	
	Sub-Total					\$ 13,160	\$ 13,160
Contingency: 5% of Total							\$ 6,521
Grand TOTAL							\$ 136,937

Figure 7. Schedule of Costs

APPENDIX 6: Project Schedule

Task Name	Durat	Start	Finish	11 Jul '16	18 Jul '16	25 Jul '16	01 Aug '16	08 Aug '16	15 Aug '16	22 Aug '16	29 Aug '16	05 Sep '16
Part 1 - Safety Management - E-Learning	7 wks	Mon 18 Jul '16	Fri 02 Sep '16	[Gantt bar from 18 Jul '16 to 02 Sep '16]								
Part 2 - Safety Management Systems for Practitioners (SMxP) - Face-to-Face, NAIROBI	5 days	Mon 25 Jul '16	Fri 29 Jul '16	[Gantt bar from 25 Jul '16 to 29 Jul '16]								
Part 2 - Safety Management Systems for Practitioners (SMxP) - Face-to-Face, DAKAR	5 days	Mon 22 Aug '16	Fri 26 Aug '16	[Gantt bar from 22 Aug '16 to 26 Aug '16]								

Task Name	Durat	Start	Finish	26 Jun '17	03 Jul '17	10 Jul '17	17 Jul '17	24 Jul '17	31 Jul '17	07 Aug '17	14 Aug '17	21 Aug '17
Part 3 - Safety Management Manual (SMM), Fourth Edition - E-Learning	7 wks	Mon 03 Jul '17	Fri 18 Aug '17	[Gantt bar from 03 Jul '17 to 18 Aug '17]								

Task Name	Durat	Start	Finish	18 Dec '17	25 Dec '17	01 Jan '18	08 Jan '18	15 Jan '18	22 Jan '18	29 Jan '18	05 Feb '18	12 Feb '18
Part 4 - Safety Management Regional Seminar, NAIROBI	5 days	Mon 08 Jan '18	Fri 12 Jan '18	[Gantt bar from 08 Jan '18 to 12 Jan '18]								
Part 4 - Safety Management Regional Seminar, DAKAR	5 days	Mon 05 Feb '18	Fri 09 Feb '18	[Gantt bar from 05 Feb '18 to 09 Feb '18]								

Figure 8. Project Schedule

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