



ICAO

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

TWENTY-FOURTH AFI PLAN STEERING COMMITTEE MEETING VIRTUAL MEETING, 15 July 2021

Agenda Item 3: Proposed 2021 AFI Plan Programme of Activities and Budget

(Presented by the AFI Plan Secretariat)

EXECUTIVE SUMMARY

This paper presents the proposed programme of activities and budget under the AFI Plan for the year 2021.

Action: The Steering Committee is invited to:

- a) Note the information contained in the paper; and
- b) Consider and approve the proposed 2021 AFI Plan Work Programme and budget.

1. INTRODUCTION

1.1 This paper presents the proposed work programme and budget under the AFI Plan for the year 2021. The programme was developed considering the status of implementation in 2020 and the initiatives and targets set for 2021, taking into consideration the proposed updated Programme Document of the AFI Plan for 2021-2024.

2. SUMMARY OF PROGRESS MADE IN 2020

2.1 During its 23rd meeting, the Steering Committee reviewed the progress made in the implementation of the programme of activities that have been conducted under the AFI Plan for the year 2020. Since then further progress has been made as discussed under Agenda item 1 with the deferment of some activities to 2021.

2.2 In view of the call for revision of the calendar of AFI Plan meetings, the Steering Committee meeting usually held towards the end of each year, during the course of which the work programme for the subsequent year is considered and approved, was deferred and not held in 2020. However, for the sake of non-interruption of programme activities, the work programme for 2020

with some additions was considered through consultations between the Secretariat, the SC Chairperson and the Office of the ICAO Secretary General, and continued for the year 2021. A number of activities therefore have either been implemented or are ongoing.

3. PROPOSED WORK PROGRAMME FOR 2021

3.1 The formulation of the 2021 AFI Plan work programme takes into account the Council decision which extended the implementation of the programme beyond 2016 and the expansion of the programme activities to include AIG, AGA and ANS. It also took into account the progress made in achieving the annual targets set for 2020 relating to the removal of all Significant Safety Concerns (SSCs), increase of EI levels and certification of aerodromes used for international operations. The programme also includes implementation of the revised regional Safety and Air Navigation targets. The details of the activities, the associated budget and the specific targets to be achieved by the end of 2021 under each focus area, are provided as Attachment A to this Discussion Paper.

3.2 In terms of assistance to States, efforts towards development and effective implementation of ICAO Plans of Action are to be maintained with continued remote and onsite support by the Regional Office Safety Teams (ROSTs). Assistance delivery by AFI-CIS, TCB Projects, COSCAPs/RSOOs and other partner programmes will also be coordinated and conducted within the framework of the ICAO Plans of Action and the annual ICAO RO, AFCAC, RSOO RECs and other partners coordination planning outcomes.

3.3 The engagement of a consultant to develop a Strategic Plan for supporting and strengthening RSOOs in the Region, as per the Ezulwini Declaration of 2017, is done following guidance received from the 21st SC meeting. Accordingly, the recruitment process of the consultant was finalized and the work commenced on 1st July 2021. The outcomes of the study recommendations and strategy will be presented to the next SC meeting.

3.4 On the basis of the Recommendation of the Report on the Evaluation of AFI Plan, it is proposed that the delivery of inspector training and related safety courses in the areas of Operations, Airworthiness, and Personnel Licensing, Aerodromes and Ground Aids, and Air Navigation Services should continue in close collaboration with GAT and the Human Resource Development Fund (HRDF) for Africa as well as the ICAO Endorsed training institutions in Africa. Considering the difficulty to provide a classroom training over the past one year due to the Global COVID-19 Pandemic, alternative virtual and online courses were planned to be provided for 33 LDC in the AFI Plan network. Accordingly, Safety Management for Practitioners and Aviation Safety Risk Management for CAA virtual courses as well as Safety management and Public health corridor online courses were provided for 104 participants from 26 States. For the remaining seven States with internet connection challenges, GAT has come up with a new initiative which is currently under pilot project implementation stage in Burundi and Niger.

3.5 Considering the various initiatives and plans in the region aimed at developing and building capacity of aviation professionals, it is imperative that priority be given to the development of a comprehensive data base on aviation professionals related to ICAO Strategic Objectives, as well as to come up with a gap analysis and a forecast of the needs of the aviation sector in Africa. Accordingly, a new project was initiated to conduct a study on enhancement of

aviation professionals in the AFI region with an objective of developing sustainable professional personnel to carry out effective regulatory and oversight responsibilities in each area of the ICAO Strategic Objectives. To this end the recruitment of a consultant to conduct the study is at its final stage.

3.6 The AFI Plan, as part of its activities of 2021 will also continue to serve as a coordination platform for the programmes, projects and initiatives of partners.

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Proposed 2021 AFI Plan Work Programme Activities

Focus Area 1 – Enabling States to establish and maintain an effective and sustainable safety oversight system		
Initiative	Activity	Deliverables
Support the integration and enlargement of RSOOs/RAIOs for effective and sustainable functioning	Implementation of Ezulwini Declaration - Study for strengthening of AFI RSOOs <ul style="list-style-type: none"> • Develop Strategic Plan for supporting and strengthening RSOOs • RSOO coordination meeting • Assistance to States, RSOOs, RAIOs for implementation of study decisions and recommendations 	<ul style="list-style-type: none"> • Study report & Strategic Plan • Approved Strategic Plan
Support relevant States to establish the Fundamentals of Safety Oversight (FSO) system (CE1-CE5)	Implementation of Fundamentals of Safety Oversight (FSO) assistance project <ul style="list-style-type: none"> • Continue the assistance through ROST, RSOOs and AFI CIS to States with EIs <50% 	<ul style="list-style-type: none"> • Continue providing assistance to AFI States to establish safety oversight systems. • Revise and approve project document
Encourage at least half of African States to delegate certain oversight functions to RSOOs (Ref AFI DGCA/6)	<ul style="list-style-type: none"> • Regional Offices to continuously engage States and Champion DGs on this subject • High level engagements 	<ul style="list-style-type: none"> • MOUs / Agreements between States & RSOOs on delegation of certain oversight functions • AFI RSOO strategy study recommendations adopted for implementation by States/RSOOs
Provide Safety Inspectors training courses	Coordinate delivery of training for Safety Inspectors focusing on States with CE4 <50%:- and other Safety related Seminar/Workshops <ul style="list-style-type: none"> • Safety Management for Practitioners Virtual Course 	<ul style="list-style-type: none"> • Provide training for 33 LDC States in the AFI Plan network

<p>Aviation professional capacity building</p>	<ul style="list-style-type: none"> • Aviation Safety Risk Management for CAA virtual courses • Safety management online, and • Public health corridor online courses <p>Develop sustainable aviation professional capacity to carry out effective regulatory and oversight responsibilities</p>	<ul style="list-style-type: none"> • Study report, Implementation plan and budget
<p>Focus Area 2 - Direct support to States to resolve identified deficiencies</p>		
<p>Initiative</p>	<p>Activity</p>	<p>Deliverables</p>
<p>ICAO Plans of Action for the remaining States in the AFI region</p>	<ul style="list-style-type: none"> • Updating of existing ICAO Plans of Action and Development of ICAO Plans of Action for 6 remaining States. 	<p>Existing ICAO Plans of Action Updated ICAO Plans of Action developed and presented to 6 additional States</p>
<p>Assist States to resolve SSC(s) and prevent new ones</p>	<ul style="list-style-type: none"> • Continue implementation of State tactical plans for resolution of existing SSCs in one State (Eritrea) • Assist States scheduled for USOAP Audits / ICVMs and those with high safety risk assessments through ROST activities, in order to address potential SSCs and mitigate risks in time. 	<p>No SSC (one existing SSC resolved; emergence of new ones prevented)</p>
<p>Assist States to improve EI</p>	<ul style="list-style-type: none"> • Assist States in the implementation of CAPs through ROST activities • Follow up on the implementation of revised/existing ICAO Plans of Action with greater focus on States with EI<50% 	<ul style="list-style-type: none"> • 65 % of African States achieving EI above 75% EI
<p>Assist States to certify all international Aerodromes</p>	<ul style="list-style-type: none"> • Continue implementation of the Aerodrome certification Projects for 17 States, including newly eligible States (60% EI) 	<ul style="list-style-type: none"> • 45 % of international Airports certified

<p>Assist all States that meet the criteria established by the SSP Project to implement SSP</p> <p>Assist States to establish effective SAR organization</p>	<ul style="list-style-type: none"> • Update the Aerodrome certification Project Document • Continue implementation of SSP Project for 25 States (including newly eligible States) • Update the Project document considering the achievements and challenges so far and in line with the new development • Continue implementation of SAR Projects for 30 States Update the Project document considering the achievements and challenges and new developments 	<ul style="list-style-type: none"> • Aerodrome certification Project Document updated • Increased number of States implementing SSP • SSP Project document updated • Continue the implementation of SAR Project • SAR Project document updated
Focus Area 3 – Enhance aviation safety culture and information exchange among African States and service providers		
Initiative	Activity	Deliverables
<ul style="list-style-type: none"> • Aviation Service Providers to Develop and Implement their Respective Safety Management System (SMS) ✓ International Airlines ✓ Support ACI APEX Airport Reviews 	<ul style="list-style-type: none"> • Coordinate and follow up with IATA assistance on IOSA/ISSA (IATA Standard Safety Assessment – for small airlines) Certification • Conduct joint ICAO-ACI airport visits and assist States in implementation of recommended actions 	<ul style="list-style-type: none"> • Adoption of proposed regulatory text for IOSA/ISSA • International Carriers are IOSA/ISSA certified • APEX review reports with recommendations • SMS implementation facilitated

<ul style="list-style-type: none"> • Assist to establish and implement ANS peer review mechanism <p>Implementation of AFI Safety / ANS Targets</p>	<ul style="list-style-type: none"> • Continue implementation of ANSP peer review Project • Update the ANSP Project document considering the achievements and challenges and new developments • Incorporation of revised AFI safety / ANS targets in ICAO Plans of Action • Support States in implementation of regional targets 	<ul style="list-style-type: none"> • Enhanced membership of the ANSP Peer Review Programme • Increased number of ANSP Peer Reviews • ANSP Project document updated • AFI Safety/ANS targets incorporated in ICAO Action Plans • Increased compliance with ICAO safety, ANS capacity and efficiency SARPs
<p>Focus Area 4 – Aviation Infrastructure Gap Analysis</p>		
<ul style="list-style-type: none"> • Improve the Aviation Infrastructure planning Practices 	<ul style="list-style-type: none"> • Second Phase the Aviation Infrastructure Gap Analysis for Africa Study • Coordinate a platform for sharing the results of the Infrastructure Gap Analysis for Africa Study 	<ul style="list-style-type: none"> • Launch of the Aviation Infrastructure Gap Analysis for Africa Study • Shared information on Key Aviation Infrastructure Gaps in Africa.

2021 AFI Plan Programme Budget Estimates

Budget Item	Activity	Venue / Date	Cost Items	Estimate (US\$)
I.	Annual Coordination meeting : · 1 day - ESAF/WACAF strategy and work programme · 2 days – coordination with RSOOs / RECs on annual priorities and activities	Feb-21	Interpretation	3,000.00
II	AFI RSOO Study · Development of Strategic Plan for supporting and strengthening RSOOs	AFI Wide	· Expert fees;	55,000.00
	· 2 days- workshop with RSOOs	WACAF/ESAF	· Facility, Local transport, 4 tea and coffee breaks, etc.; and · RD and 2RO's Transport and DSA	15,000.00
III	Coordinate delivery of training /workshop and seminar · Safety Management for Practitioners Virtual Course · Aviation Safety Risk Management for CAA virtual courses · Safety management online and · Public health corridor online courses Aviation professional capacity building	AFI Wide	Support a trainees in each course from 25 LDC States	51,000.00
		AFI Wide	expert Fee	49,280.00
			· Facility, Local transport, 4 tea and coffee breaks, etc.; and RD and 2RO's Transport and DSA · Establishment of database platform: USD10,000	15,000.00 10,000.00
IV	Develop and Continue implementation of ICAO Plans of Action: · Development and presentation of ICAO Plans of Action for 6 States	6 States / Jan – Dec 2021	Average transport cost to 6 States and 3 days DSA for 2RO's to develop the Plans of Action and RD and RO follow up mission to present the Plan to States.	10,000.00
	· Implementation through ROST activities in 10 States scheduled for USOAP activities (Audits, ICVMs, IVAs etc.) in ESAF / WACAF regions)	10 States Jan – Dec 2021	3-5 days for each State: Average Transport and DSA for 2/3 RO's to 5 States	10,000.00
	Implementation of AFI Plan Projects · Continue the implementation of the Aerodrome certification Projects for 17 States including newly eligible States	Jan - Dec	Assistance missions by Aerodrome Certification Team of Regional Experts and RO/AGA	10,000.00

Budget Item	Activity	Venue / Date	Cost Items	Estimate (US\$)
V	· Continue to Implement SSP Project for 25 States	Jan - Dec	Assist states to conduct SSP gap analyses and develop SSP implementation plans and provide SSP training to States	10,000.00
	· Continue implementation of SAR Projects for 30 States	Jan - Dec	Workshop, Seminar and Assistance missions by SAR Technical Experts Team	10,000.00
	· Establishment of African ANS Peer Review Mechanism		Coordinate the ANS peer review exercises	10,000.00
	· Implementation of new FSO assistance project	10 States Jan – Dec	Assistance missions in coordination with AFI CIS, COSCAPs and RSOOs to implement the project	10,000.00
	· Implementation of AIM Project	AFI States Jan – Dec		10,000.00
VI	· 25th AFI Plan SC meeting	Nov/Dec	Interpretation virtual meeting	5,000.00
Total				283,280.00

N.B For all activities that require travel especially ROST and ongoing AFI Plan projects a uniform/flat rate 10,000 USD was allocated as the prevailing COVID 19 situation would not allow for travel before the fourth quarter of 2021