



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

TWENTY-SIXTH MEETING OF THE AFI PLAN STEERING COMMITTEE

Agenda Item 3: Proposed 2023-24 AFI Plan Programme Activities and Budget

(Presented by the AFI Plan Secretariat)

EXECUTIVE SUMMARY

This paper presents the AFI Plan programme activities and budget for the remaining period of 2023 and 2024.

Action: The Steering Committee is invited to:

- a) Note the information contained in the paper. and
- b) Consider and approve the AFI Plan work Programme and budget for the remaining period of 2023 and 2024.

1. INTRODUCTION

1.1 This paper presents the proposed work programme and budget under the AFI Plan for the remaining period of 2023 and 2024. The programme was developed considering the status of implementation of the work programme approved by the 25th SC meeting in May 2022 and the initiatives and targets set for 2023 - 24 in the Programme Document of the AFI Plan for 2021 - 2024, as well as the decision and recommendations of the 25th AFI Plan Steering Committee meeting.

2. SUMMARY OF PROGRESS MADE IN 2022

2.1 During its 25th meeting held from 17 to 18 May 2022; 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 2021/22. Since then, further progress has been made as discussed under Agenda Item 1 with the deferment of some activities to 2023.

3. SUMMARY OF 2023-24 WORK PROGRAMME

3.1 The formulation of the 2023-24 AFI Plan work programme considers the key objectives and targets set in the updated AFI Plan programme for 2021-2024. In this context it considers the progress made in achieving the annual targets set relating to the removal of all Significant Safety Concerns (SSCs), increase of EIs, certification of international aerodromes

and implementation of various projects designed under the AFI Plan. The details of the activities, the associated budget, and the specific targets to be achieved by the end of 2023-24 under each focus area, including the available funds from unearmarked contributions, are provided as Attachment A to this Discussion Paper.

3.2 The status of the AFI Plan fund balance from unearmarked contributions on 20 July 2023 is 577, 098.00 CAD. The required budget to cover the various activities including the projects for the remaining year of 2023 and 2024 is about 309 215.00 USD and 993 330.00 USD respectively as presented in the Attachment A. It is important to mention that due to lack of some State's readiness to implement activities and other implementation constraints, the budget utilization since COVID-19 has been low. However, based on the implementation of the recommendations of the OIO evaluation, it is planned to improve the planning and implementation level significantly hence the level of budget requested for the year 2024.

3.3 In terms of assistance to States, efforts towards enhancing the capacity of safety oversight in the region are to be maintained with continued remote and onsite support by the Regional Office Safety Teams (ROSTs). In this regard, the AFI Plan Fundamental Safety Oversight (FSO) project implementation would play a key role. Assistance delivery by AFI-CIS, TCB Projects, COSCAPs/RSOOs and other partner programmes will also be conducted within the framework of the specific ICAO plans of action formulated for a particular State, coordinated through the AFI Plan and annual ICAO Regional Offices, AFCAC, RSOOs, RECs and other partners planning meeting.

3.4 In accordance with the 2017 Ezulwini Ministerial Declaration on Regional Safety Oversight Organizations (RSOO) in Africa and subsequent guidance provided by the SC of the AFI Plan on the development of a Strategic Plan for supporting and strengthening Regional Safety Oversight Organizations (RSOOs) in Africa, a study was conducted and presented to the 25th AFI Plan SC. Based on the recommendations of the SC, the study was submitted to Ministers responsible for civil aviation, RECs and other Stakeholders for consideration. Furthermore, in coordination with EU-EASA a high-level meeting scheduled in October 2023 during the Global RSOO forum to secure continental support and discuss the way forward in implementing the Declaration and strategies of the RSOO including conducting a follow up feasibility study.

3.5 Considering the various initiatives and plans in the region aimed at developing and building capacity of aviation professionals, it was 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 develop a gap analysis and a forecast of the needs of the aviation sector in Africa. Accordingly, a project was initiated, and a consultant engaged 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. The first phase of the study covered aviation safety and air navigation capacity was presented to States and stakeholders/partners at a validation workshop from 14 to 15 June 2023. The outcomes of the study will be provided to this meeting for consideration and further guidance. It is planned implementing priority trainings identified in the study during the year 2024.

3.6 In accordance with the 25th AFI Plan SC meeting decision related to supporting the Association of the African Aviation Training Organization (AATO), the AFI Plan Secretariat has continued to support the Association. Accordingly, ICAO participated at the 3rd AATO general

assembly and provided information on the guidance outlined and support for the sustainability of the organization. The proposed suggestions are currently under consideration and consultation between AATO and AFCAC has been progressing. AATO will provide update on the status of implementation to this meeting for further guidance.

3.7 The implementation of the AFI Plan projects on Aerodrome certification, State Safety Programme (SSP) establishment, Air Navigation Service Providers (ANSPs) Peer Review Programme, the Fundamentals of Safety Oversight (FSO) and Aeronautical Information Management (AIM) has been going on. The implementation programme activities and budget in the remaining period of the year 2023 and 2024 presented in attachment A.

3.8 ICAO Assembly adopted a Resolution A41-27 (Appendix C-Airports and air navigation services economics, Section II. Aviation infrastructure management and financing), requesting the Council to continue to conduct and support relevant follow up work to implement the IWAF/3 Declaration and Framework for a Plan of Action for Development of Aviation Infrastructure in Africa under existing arrangements, within the framework of the ICAO AFI Plan. Subsequently, the AFI Plan SC decided to conduct the aviation infrastructure gap analysis in Africa in collaboration with the African Union Commission, African Civil Aviation Commission, Regional Economic Communities, and other relevant Organizations. Accordingly, technical working Group (TWG) coordinated by AUC /AFCAC that includes ICAO, States and industry constituted. The first technical working group meeting held in Morocco, Casablanca from 27-30 June 2023. During this meeting a coordinated strategy and project document prepared to conduct the study in a period of one year. ICAO assigned to carryout key activities such as designing the questionnaire, analysing the data/information, and drafting the study report.

3.9 The AFI Plan, as part of its activities of 2023-24, will also continue to serve as a coordination platform for the programmes, projects and initiatives of partners.

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Proposed 2023- 24 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	<p>Implementation of Ezulwini Declaration - Study for strengthening of AFI RSOOs</p> <ul style="list-style-type: none"> Assistance to States, RSOOs, RAIOs for implementation of study decisions and recommendations 	<ul style="list-style-type: none"> Coordinate the high-level meeting and follow up on the outcomes. Coordinate the implementation of the RSOO Strategy and roadmap with key stakeholders.
Support relevant States to establish the Fundamentals of Safety Oversight (FSO) system (CE1-CE5)	<p>Implementation of Fundamentals of Safety Oversight (FSO) assistance project</p> <ul style="list-style-type: none"> Continue the assistance through Regional Office Safety team (ROST) 	<ul style="list-style-type: none"> Support six States (Seychelles, Malawi, Eswatini, Lesotho, Guinea and CAR) to enhance their safety oversight capacity in the remaining months of 2023. Support States 13 States (Burundi, Sao Tome and Principe, Chad, Comoros, Djibouti, Eritrea, Guinea, Guinea-Bissau, Liberia, Libya, Seychelles, Somalia, South Sudan) to enhance safety oversight capacity in 2024
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 on this subject. High level engagements 	<ul style="list-style-type: none"> Feasibility study to implement the RSOO strategy on matters related to structure, funding, and delegation of functions.
<p>Provide Safety Inspectors training courses</p> <p>Aviation professional capacity building</p>	<p>Coordinate delivery of training for Safety Inspectors including other Safety related Seminar/Workshops</p> <ul style="list-style-type: none"> Finalize the LDC proposed virtual and online courses Develop sustainable aviation professional capacity to carry out effective regulatory and oversight responsibilities 	<ul style="list-style-type: none"> Provide training for the remaining 5 States (Comoros, Eritrea, South Sudan, DRC, and Liberia) in the AFI Plan network. Approved Study and Implementation plan Provide training on GSI OPS, AIR and PEL

Focus Area 2 - Direct support to States to resolve identified deficiencies		
Initiative	Activity	Deliverables
Assist States to resolve SSC(s) and prevent new ones	<ul style="list-style-type: none"> Continue implementation of State plans of action for resolution of existing 4 SSCs. Regular monitoring and assessment of State safety performance through several mechanisms, including OLF modules and correspondences with NCMCs and other relevant technical personnel, and providing support as appropriate. 	<ul style="list-style-type: none"> Existing SSC resolved; emergence of new ones prevented
Assist States to improve EI	<ul style="list-style-type: none"> Assist States scheduled for USOAP Audits / ICVMs and those with high safety risk assessments through ROST activities and remotely, in order to address potential SSCs and mitigate risks in time. Assist States to enhance their safety oversight capabilities, including the implementation of CAPs, completion of PQ self-assessments and other CMA OLF modules, through ROST activities -FSO Project 	<ul style="list-style-type: none"> Increased EI to 75% at least for four AFI States Certify the remaining 5 International Aerodromes Certified
Assist States to certify international Aerodromes	<ul style="list-style-type: none"> Assist 9 Eligible States (DRC and Uganda, Congo, Malawi, Botswana, Seychelles, Guinea, Guinea Bissau, and Chad) through workshop and onsite assistance mission to certify. 	<ul style="list-style-type: none"> At least Seven States submit CAPs related to the SSP foundation PQ
Assist States to implement SSP	<ul style="list-style-type: none"> 13 States (Ghana, Cote d'Ivoire, Togo, Cabo Verde, Nigeria, Kenya, Rwanda, South Africa, Ethiopia, Madagascar, Botswana, Mauritania and Gabon) to conduct SSP gap analyses, develop plans and SSP implementation. 	<ul style="list-style-type: none"> At least Four States implement their CAPs related to SSP foundation PQ At least three States having an SSP that is present.
Establish AIM Results-Based Implementation Support (RBIS) Process for the AFI Region	<ul style="list-style-type: none"> Assist 15 States (Guinea, Liberia, Sierra Leone, Benin, Nigeria, Seychelles, Botswana, DRC, Namibia, Mauritius, Malawi, Angola, Ethiopia, Tanzania, and Mozambique) to improve on their aeronautical information management System. 	<ul style="list-style-type: none"> Seven AFI States having a certified QMS in AIM by 2025 Seven AFI States having an AIXM database and electronic AIP (eAIP) by 2025 Two AFI Staes providing Obstacles and Terrain Data sets increased by 2025

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) <ul style="list-style-type: none"> ✓ International Airlines ✓ Support ACI APEX Airport Reviews • Assist to establish and implement the ANS peer review mechanism <p>Implementation of AFI Safety / ANS Targets</p>	<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 • Continue implementation of ANSP peer review Project through the revision of the Peer Review Questionnaire • Implementation of ANS Peer Review Project for eligible States through the conduct of an initial training and the effective conduct of Peer Reviews • Support States in implementation of regional targets 	<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. • Established Framework for African ANSP Peer Review Mechanism updated and implemented. • At least 9 ANSP Peer review conducted. • Increased compliance with ICAO safety, ANS capacity and efficiency SARPs
Focus Area 4 – Aviation Infrastructure Gap Analysis		
<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 	<ul style="list-style-type: none"> • Closely coordinate with AUC and AFCAC • Develop questionnaire and tool for Information/data gathering. • Aviation infrastructure gap and long-term traffic demand analysis conducted. • Study report

1 September 2023 -31 December 2024 AFI Plan Programme Budget Estimates

Budget Item	Activity	Target Group	Deliverables	Estimate (US\$) 2023	Estimate (US\$) 2024	KPI
I	AFI RSOO Study - Coordinate a followup meeting on Ezulwini Declaration with stakeholders and partners - High Level Meeting - RSOO Strategy and Roadmap	AFI Wide	-Coordinate the high-level meeting and follow up on the outcomes. -RSOO strategy and Roadmap Implementation	16,000.00	25,000.00	High level RSOO meeting conducted Feasibility study of the implementation of strategic plan conducted and priority actions defined
II	Aviation professional capacity building Implementation of the Aviation Capacity Building Study · Airworthiness Inspector Course (GSI-AIR) · Personnel Licencing Inspector Course (GSI-PEL) · Operations Inspector Course (GSI-OPS)	AFI Wide	• Professional Capacity Building Study • Establishment of database platform:	10,000.00 50,000.00		Aviation qualified personnel Database completed Data driven descion on training plan and implementation
		AFI Wide	• Provide Training for 16 Inspectors on GSI -AIR • Provide Training for 16 Inspectors on GSI -PEL • Provide Training for 16 Inspectors on GSI -OPS		59,200.00 59,200.00	Enhanced capacity of State experts on Safety Oversight(48 qualified inspectors)
III	ROST Assistance Activities · Support two SSC States - Support states scheduled for USOAP CME	AFI Wide	ROST Assistance to SSC States Liberia and DRC		31,680.00	SCCs Resolved
			ROST Assistance for 6 States(Benin,Botswana,Guinea,Namibia,Senegal and Zambia) Scheduled for USOAP CMA		69,627.00	Increased EI to 75% at least for four States
IV	Implementation of AFI Plan Projects					
	· Implementation of the Revised Aerodrome certification Project for eligible States	AFI Wide	Workshop	20,000.00	56,000.00	Three workshops conducted at least 100 participants per session
		AFI Wide	Assistance missions to two States(DRC and Uganda) by Aerodrome Certification Team of Regional Experts and RO/AGA	41,500.00		At least five International Airports Certified
	· Implementation of the revised SSP Project for eligible States	AFI Wide	Assistance missions to Seven States (Congo, Malawi, Botswana, Seychelles,Guinea, Guinea Bissau and Chad) by Aerodrome Certification Team of Regional Experts and RO/AGA		203,500.00	
		AFI Wide	Assist 13 States (Ghana,Cote d'Ivoire,Togo,Cabo Verde,Nigeria,Kenya,Rwanda,South Africa,Ethiopia Madagascar,Botswana, Mauritania, Gabon) to conduct SSP gap analyses,Conduct workshops, develop plans and SSP implementation	33,198.00	59,568.00	At least Ten States submit CAPs related to the SSP foundation PQ Atleast Six States implement their CAPs related to SSP foundation PQ Atleast Four States having an SSP that is present
	· Implementation of the revised African ANS Peer Review Mechanism Project	AFI Wide	Meetings, Training and Conducting Peer review Mechanism Among African ANSPs	17,269.00	64,767.00	Established Framework for African ANSP Peer Review Mechanism updated and implemented At least 9 ANSP Peer review conducted
	- Implementation of the Revised FSO Assistance Project	AFI Wide	Support six States (Seychelles, Malawi, Eswatini, Lesotho, Guinea and CAR) to enhance their safety oversight capacity Support States 13 States (Burundi, Sao Tome and Principe, Chad, Comoros, Djibouti, Eritrea, Guinea, Guinea-Bissau, Liberia, Libya, Seychelles, Somalia, South Sudan) to enhance safety oversight capacity	43,248.00	93,704.00	At least fundamental Safety Oversight System established for 10 States
· Implementation of the revised AIM Project	AFI Wide	Assist 5 States Guinea, Liberia, Sierra Leone, Benin, and Nigeria Assist 11 States: Seychelles,Botswana,DRC,Namibia Mauritius,Malawi,Angola, Ethiopia,Tanzania,Mozambique Nigeria,	52,000.00	156,500.00	Seven AFI States having a certified QMS in AIM by 2025 Seven AFI States having an AIXM database and electronic AIP (eAIP) by 2025 Two AFI States providing Obstacles and Terrain Data sets increasedby 2025	
V	Aviation Infrastructure Gap Analysis	AFI Wide	•Develop questionnaire and tool for Information/data gathering. • Aviation infrastructure gap and long-term traffic demand analysis		26,784.00	Study report with long term traffic forecast
VI	· AFI Plan SC/ APIRG /RRASG and RASC Meeting	Aug-Dec 2023	Travel/virtual meeting -Interpretation	26,000.00	28,600.00	
Total				309,215.00	993,330.00	