

Global Aviation Safety Plan Roadmap Seminar/Workshop

Abuja– 14 to 16 April 2008

Comprehensive Regional Implementation Plan for Aviation Safety in Africa

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The role of aviation in Africa's economic development effort

- Development of national economies is closely tied to the efficiency of the transport system;
- Transport systems in most Africa are often inadequate or completely lacking;
- Air transport infrastructure is the relatively low priced means of transport that can be developed in a very short time;
- However, more than developing aviation infrastructure is required to meaningfully contribute towards the national economies of the African States.

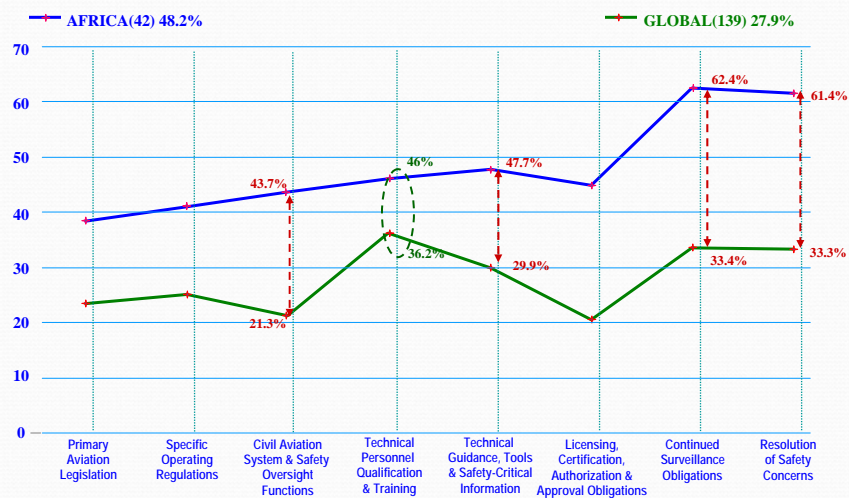
Aviation safety in Africa, reality and perception

“An air passenger is 30 times more likely to die in a crash in Africa than in the world's safest country for aviation, the United States, according to the World Bank, the air transport association and other aviation groups.”

African countries risk losing millions in aid over poor air safety
 Don Phillips - International Herald Tribune, 4 June 2006

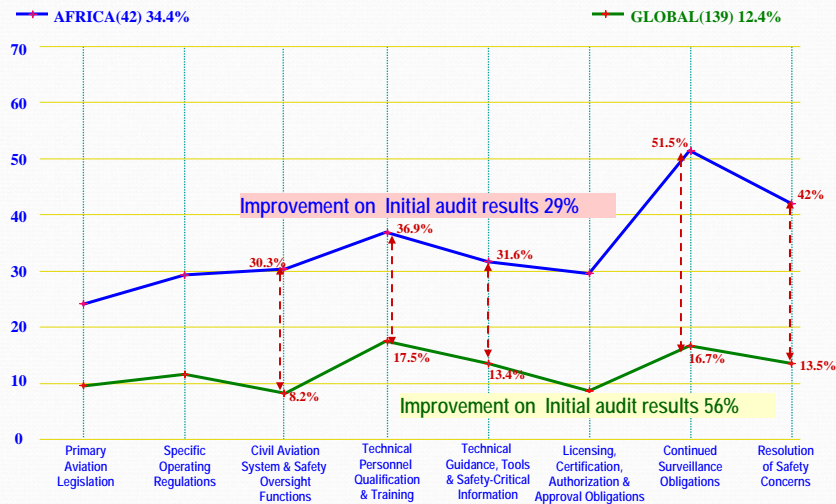
Aviation safety in Africa, reality and perception

Lack of effective implementation initial (1999 - 2002)



Aviation safety in Africa, reality and perception

Lack of effective implementation follow-up (2001 - 2004)

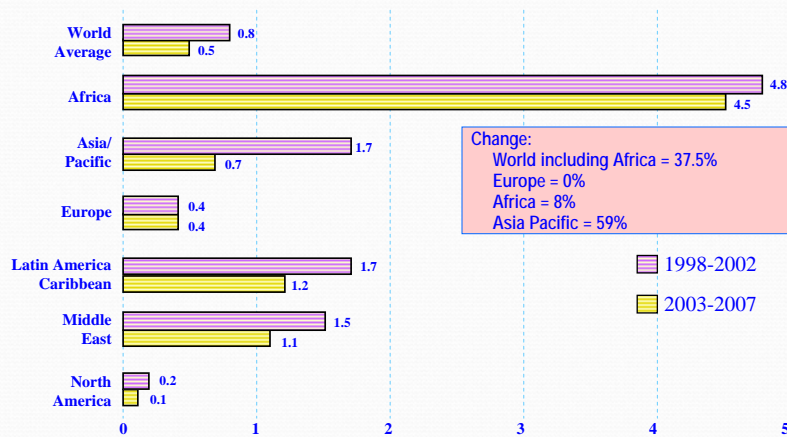


Analysis of the findings: What it really means

- Lack of appropriate legislation, regulations, procedures, documentation and guidance material
- Lack of adequate organizations and safety management systems
- Lack of qualified and experienced personnel
- Inadequate certification and licensing systems
- Inadequate control and supervision of licensed and certificated individuals and organizations
- Lack of a systemic surveillance system
- Lack of a system for the resolution of safety issues

Aviation safety in Africa: reality and perception

Accident rate – Fatal accidents scheduled operation by region
Accidents per million departures



Background Information

- Need for a Plan:
 - The sustained improvement in the level of flight safety in the AFI Region required ICAO to exert increased leadership in civil aviation safety in the AFI Region;
 - The shift of ICAO's activity from the development of Standards to a broader activity relating to Standards implementation required a shift in focus;
 - The creation of a comprehensive regional implementation plan, endorsed by all stakeholders would help to improve the situation.

Background Information

Establishment:

- Council Decision (C-DEC 181/5)
- High-level Conference (September 2007)
- Assembly Resolution - A36/1 (Sep. 2007)
- Establishment of ACIP (Jan. 2008)
- Establishment of the Steering Committee (Jan. 2008)
- First Steering Committee meeting (14-15 Feb. 2008)

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Steering Committee Membership

- China, People's Republic
- France
- Niger
- Nigeria
- Senegal
- South Africa
- Uganda
- United Arab Emirates
- United States
- African Union
- African Civil Aviation Commission
- African Development Bank
- European Commission
- Industry Safety Strategy Group
- World Bank
- C/ACIP - Secretary

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The ACIP work plan

- Highlights three areas of focus and proposes a concerted effort in those three areas of focus :
 - *Enabling States to establish and maintain a sustainable safety oversight system (infra-structure and capacity building);*
 - *Assisting States to resolve identified deficiencies within a reasonable time; and*
 - *Enhancing aviation safety culture of African aviation service providers.*

Enabling States to establish and maintain a sustainable safety oversight system

- Two specific and focussed approaches;
 - States with civil aviation activity capable of supporting an effective and sustainable national safety oversight system:
 - Specific gap analysis to be conducted, using the GASP methodology, in collaboration with concerned States and other partners;
 - Identify remedial action and develop a project;
 - Inform all stakeholders and solicit support as required to implement the project (A36/1. rc4).

Enabling States to establish and maintain a sustainable safety oversight system

- Two specific and focussed approaches;
 - States with civil aviation activities not able to support an effective and sustainable national safety oversight system on their own:
 - Identify possible members utilizing existing groupings and platforms;
 - Communicate intention/findings with concerned States and regional groupings;
 - Use every platform available including meetings of Directors General of Civil Aviation in the WACAF and ESAF regions;
 - Provide clear indication of support that can be made available (ICAO and all stakeholders) to States that opt to join a Regional Safety Oversight Organization (RSOO).

Enabling States to establish and maintain a sustainable safety oversight system

- Steering Committee Directives:
 - As a priority, ACIP to focus on the establishment of RSOOs as a means for establishing effective and sustainable safety oversight systems in Africa;
 - Utilize [existing groupings and platforms](#) as the basis for establishing RSOOs;
 - Involve all States in Africa, regardless of existing capability to establish a stand-alone national safety oversight system;
 - Capable African States to serve as the nucleus of regional or sub-regional safety oversight systems.

Enabling States to establish and maintain a sustainable safety oversight system

Work Programme - 2008				
Task	Resources	Start	End	Outcome
➤ Gather information on State aviation-related activities as well as on assistance projects and populate the database for analysis	ACIP; ISD; TCB; ANB; SOA; RO, Nairobi; RO, Dakar	27 Feb. 2008	30 Apr. 2008	Information available within ICAO would be compiled in one database and updated through contact with States during missions or other communication
➤ Two officers from the Dakar Regional Office and one officer from Nairobi to be trained on GASP-based gap analysis (Abuja GASR Workshop)	ACIP; RO, Dakar; RO, Nairobi; ISSG	14 Apr. 2008	17 Apr. 2008	Officers from the WACAF and ESAF Regional Offices enabled to acquire knowledge in conducting gap analysis using the GASP process.
➤ Four technical officers (ACIP and ESAF) to be trained on GASP-based gap analysis (Dar-es-Salaam, GASR Workshop)	ACIP; RO Nairobi; RO, Dakar; ISSG	4 Aug. 2008	6 Aug. 2005	Capability to conduct gap analysis using the GASP process enhanced and more ACIP, ESAF and WACAF officers trained.
➤ Additional four technical officers (ACIP, WACAF & ESAF) to be trained on GASP-based gap analysis (Lusaka, GASR Workshop)	ACIP; RO Nairobi; RO, Dakar; ISSG	3 Dec. 2008	5 Dec. 2008	Capability to conduct gap analysis using the GASP process enhanced and more ACIP, ESAF and WACAF officers trained.
➤ Gap analysis conducted in States belonging to the Banjul Accord Group	ACIP; RO, Dakar; BAG COSCAP; States; ISD; ANB; TCB; ISSG	5 May 2008	18 Jul. 2008	Gap analysis results to be utilized for prioritizing action and development of projects in States belonging to the group

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Enabling States to establish and maintain a sustainable safety oversight system

Work Programme - 2008				
Task	Resources	Start	End	Outcome
➤ Gap analysis conducted in States belonging to the UEMOA Group	ACIP; RO, Dakar; UEMOA COSCAP; States; ISD; ANB; TCB; ISSG	11 Aug. 2008	7 Nov. 2008	Gap analysis results to be utilized for prioritizing action and development of projects in States belonging to the group
➤ Gap analysis conducted in States belonging to the Civil Aviation Safety and Security Oversight Agency (CASSOA – East Africa)	ACIP; RO, Nairobi; CASSOA; States; ISD; ANB; TCB; ISSG	5 Sep. 2008	5 Dec. 2008	Gap analysis results to be utilized for prioritizing action and development of projects in States belonging to the two groupings
➤ Prioritizing of action, project development and dissemination of information to stakeholders:	ACIP; TCB; RO, Dakar; BAG; ISD; ANB; ISSG			Action required would have been prioritized; projects developed; Stakeholders informed and requested/encouraged to undertake/support projects
➤ BAG States		15 Aug. 2008	12 Sep. 2008	
➤ UEMOA States		24 Nov. 2008	19 Dec. 2008	
➤ CASSOA States		29 Dec. 2008	24 Jan. 2009	
➤ Presentation on ACIP work plan to the AFI Special RAN meeting	ACIP; RO, Nairobi; RO, Dakar; ANB; TCB; ISD, Safety; SOA	24 Nov. 2008	29 Nov. 2008	A framework for promoting and supporting regional and inter-regional cooperation as well as the establishment of Regional Safety Oversight Organizations agreed upon.

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Assisting States to resolve identified deficiencies within a reasonable time

- Utilize ARRB's conclusions for prioritizing States to be assisted;
- Utilize available resources (ISD-Safety; Regional Offices; COSCAPs; Regional/Sub-regional groupings; contribution from other States; etc.) to provide the required assistance;
- A short-term solution pending the establishment of an effective and sustainable safety oversight system at national or regional/sub-regional level.

Assisting States to resolve identified deficiencies within a reasonable time

- Steering Committee Directives:
 - ACIP to exercise care to ensure that resources were not invested in projects where reasonable return could not be realized;
 - Enhance training capabilities using existing facilities as the basis for capacity building;
 - Support States to develop the capability to attract, recruit and retain qualified and experienced technical personnel;
 - Promote and coordinate regional cooperation based on existing platforms/groupings; and
 - Promote and facilitate cooperation among aviation training institutes.

Assisting States to resolve identified deficiencies within a reasonable time

Work Programme - 2008				
Task	Resources	Start	End	Outcome
Prioritization of States for support based on ARRB reports	ISD, Safety; ARRB; ACIP; SOA; RO, Dakar; RO, ESAF; TCB	25 Mar. 2008	28 Mar. 2008	States for initial action would be selected and a letter to this effect drafted. ACIP to draft and forward letters to the States
Actions taken to remedy identified deficiencies reviewed and an analysis of further action required completed	ISD, Safety; ACIP; SOA; TCB; RO, Dakar; RO, Nairobi; ANB; COSCAPS	26 May 2008	31 July 2008	Report on action taken and action required completed and an action plan clearly identified
Prioritizing of action; identification of source of support; project development and dissemination of information to stakeholders	ISD, Safety; ACIP; TCB; RO, Dakar; RD, Nairobi; TCB; ANB; COSCAPS	11 Aug. 2008	26 Sep. 2008	Action would have been prioritized; project developed; Stakeholders informed and requested to provide support
Initiating the holding of a meeting of aviation training centres/institutes in Africa to enhance their role in providing requisite training	TCB; ACIP; RD, Dakar; RD, Nairobi; ISD, Safety; ANB	2 June 2008	25 July 2008	Letter of intent and data gathering questionnaire to be forwarded to all training centres in Africa soliciting inputs and a hosting training centre
Develop Agenda; determine venue, and forward invitation letters	TCB; ACIP; ANB; RO, Nairobi; RO, Dakar; ISD, Safety;	1 Aug. 2008	15 Aug. 2008	Draft Agenda would be developed and invitation letter sent

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Assisting States to resolve identified deficiencies within a reasonable time

Work Programme - 2008				
Task	Resources	Start	End	Outcome
Hold Training centres/institutes meeting; identify strengths and weaknesses; develop instruments for standardization, quality control, cooperation and collaboration	TCB; ACIP; RO, Nairobi; RO, Dakar; ISD, Safety; ANB	25 Sep. 2008	27 Sep. 2008	Agreement would have been reached on cooperation; standardization and quality control.
Develop a common and harmonized standard for training among all CATCs in the AFI Region	TCB; ACIP; RO, Nairobi; RO, Dakar; ANB; ISD, Safety	2 June 2008	31 Oct. 2008	A formal protocol where the national CAA agree common harmonized standards in training development and delivery would be available to all CATCs.
Develop a multi-regional technical cooperation project (AFI/Training) to facilitate assistance to needed African States	TCB; ACIP; RO, Nairobi; RO, Dakar; ANB; ISD, Safety	1 Oct. 2008	31 Dec.. 2008	Follow-up action required would have been prioritized; projects developed; Stakeholders informed and requested/encouraged to undertake/support projects.
Promote and encourage regional cooperation based on existing platforms (See Focus area-one: AFI Special RAN Meeting)	ACIP; RD, Nairobi; RD, Dakar; ANB; TCB; ISD, Safety	On-going	On-going	A framework for promoting and supporting regional and inter-regional cooperation as well as the establishment of Regional Safety Oversight Organizations agreed upon.

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Enhancing aviation safety culture of African aviation service providers

- Provide State safety programme (SSP) and safety management systems (SMS) training courses to States and aviation service providers in Africa;
- Provide support to States and service providers in the establishment and management of SSP and SMS;
- Coordinate and cooperate with IATA, AFRAA, ACI-Africa, CANSO, ASECNA, etc., to deliver the required capabilities for maintaining an effective safety management systems.

Enhancing aviation safety culture of African aviation service providers

- Additional Steering Committee directives:
 - ACIP to take a holistic approach in implementing its action plan with respect to SSP and SMS;
 - Higher management of service providers to be included in the safety management systems training courses, seminars and workshops;
 - ACIP to emphasize that the State responsibility for developing and establishing SSP includes requirement for service providers to establish a SMS;
 - Emphasize the importance of including all airports, airlines, air navigation service providers, etc.

Enhancing aviation safety culture of African aviation service providers

Work Programme - 2008				
Task	Resources	Start	End	Outcome
Develop a template for State Safety Programme (SSP) for African State	ANB; ACIP; SOA; ISD, Safety	1 Apr. 2008	31 Oct. 2008	A template for States to use in the development of their State safety programme would be produced
Conduct seminar/workshop on the development and management of a State safety programme	ANB; ACIP; ISD, Safety; RO, Dakar; RO, Nairobi;	On-going (2 workshops in the fourth quarter 2008)	On-going (2 workshops in the fourth quarter 2008)	States would be enabled to adapt the SSP template to their specific requirements and also be enabled to develop State safety management system requirements
Conduct safety management briefing for the highest level of civil aviation authorities and the management of aviation service providers	ANB; ACIP; ISD, Safety; RO, Dakar; RD, Nairobi;	On-going activity, starting in the fourth quarter	On-going activity, starting in the fourth quarter	High level management of civil aviation authorities and aviation service providers would gain an understanding of safety programmes, safety management systems and their role in enhancing safety.
Develop and deliver safety management (SMS) courses specifically focussed to the needs of airlines, air traffic service providers and airport operators	ANB; ACIP; RD, Dakar; RD, Nairobi; ISD, Safety; ISSG; TCB; COSCAPS	On-going (2 courses in the fourth quarter 2008)	On-going (2 courses in the fourth quarter 2008)	Personnel directly involved in the implementation of SMS within aviation service providers would be trained on the implementation of an effective and their role in enhancing safety.
Identify and develop cooperative activities with appropriate partner organizations and stakeholders, aimed at developing safety data collection and analysis capabilities amongst the States.	ANB; ACIP; RD, Dakar; RD, Nairobi; ISD, Safety; ISSG	On-going activity, starting in the third quarter, 2008	On-going activity, starting in the third quarter, 2008	The foundation for effective reporting of hazards and safety concerns would have been laid and States would be enabled to utilize appropriately analysed data in their effort to enhance safety.

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Achieving the objectives

- Meeting the instructions of A36-1 and achieving the ultimate objective would require that:
 - States and Regional Organizations in the AFI Region be actively engaged and commit to cooperate with the Programme;
 - Existing regional cooperation be strengthened through the establishment of RSOOs;
 - Industry and donors do commit to cooperate with the Programme in supporting implementation of priority projects;
 - Contracting States, industry and donors commit to undertake projects that address the priorities identified; and
 - ICAO integrate the capabilities and resources available at HQ with that available at Regional Offices, Contracting States and Industry partners.

ACIP establishment and management

- ACIP's office is located in Nairobi, Kenya within the premises of the ESAF Regional Office;
- The staff of ACIP consists of the Chief, four technical implementation officers and two general service staff members;
- ACIP technical officers will be based in Nairobi and Dakar and will be part of the Regional Office structure, administratively responsible to the Regional Directors and functionally responsible to C/ACIP;
- A fast track recruitment process will be applied and all staff expected to report, latest, by 1 July 2008;
- ACIP activities will be conducted in English and French providing required information in both languages.

Coordination and implementation

- ACIP will serve as the lead ICAO Office (focal point) for the implementation of the Programme;
- The Regional Offices, ANB, TCB and ISD-Safety will undertake implementation activities, in a leading role, as indicated in the work plan;
- Effective implementation of the work plan and achieving the goals of the Programme is a shared responsibility of the relevant bureaux and offices of the Organization.
- ACIP is mainly responsible for coordinating and facilitating the implementation of the work programme among the various bureaux and offices and industry partners.

**AFI Comprehensive Implementation
Programme
(ACIP)**



Thank you