



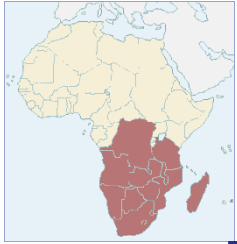
International Civil Aviation Organization

# AFI Comprehensive Implementation Programme (ACIP)

## Global Aviation Safety Roadmap Workshop

Maputo Mozambique.  
2-4 December 2008

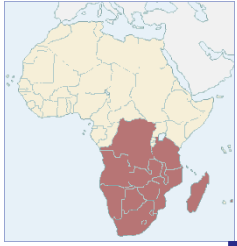
Haile Belai  
C/ACIP  
hbelai@icao.int



## Africa's challenges in the 21<sup>st</sup> Century

---

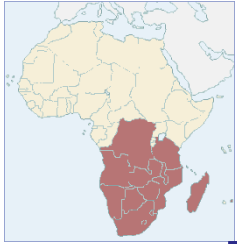
- Poverty; youth unemployment; HIV/AIDS and other health-related issues; climate change; etc.
- **Air transport services, safety and efficiency?**
  - ◇ Transport systems in most parts of Africa are inadequate or completely lacking;
  - ◇ Essential for economic growth and development;
  - ◇ Detrimental to the development of national economies and societal well-being;
- Practically, the only viable means of efficient transport in the continent.



## Air transport's role in Africa

---

- Developed and maintained in a safe and efficient manner, it can significantly and effectively contribute to national and regional economies and its ability to enhance regional and national cooperation and unity cannot be underestimated.



## Air transport's role in Africa

---





## Air transport's role in Africa

---

- The simple answer is NO
- And there are several reasons, WHY?
- For example, in most African States;
  - ◇ The level of activity is too low to generate the necessary funds to support an effective and sustainable safety oversight system;
  - ◇ There is lack of adequate investment in aviation safety and air transport services;
  - ◇ Negative perception of the industry in Africa.



## Example – activity in SADC States

- The level of aviation activity in the SADC States (10 States, 34 airports) is very low even when compared to the rest of Africa;

Activity - 2007	SADC States (11)	SADC States (10)	Africa	%
Aircraft movement	945,205	396,660	2,523,827	15.72
Passengers	43,543,588	9,730,338	137,507,010	7.07
Cargo (Tonnes)	549,028	165,865	1,976,743	8.39
Population	202,939,997	155,039,997	934,284,000	16.59

- Africa averages at approximately 3% of the global air transport activity.



## the result!

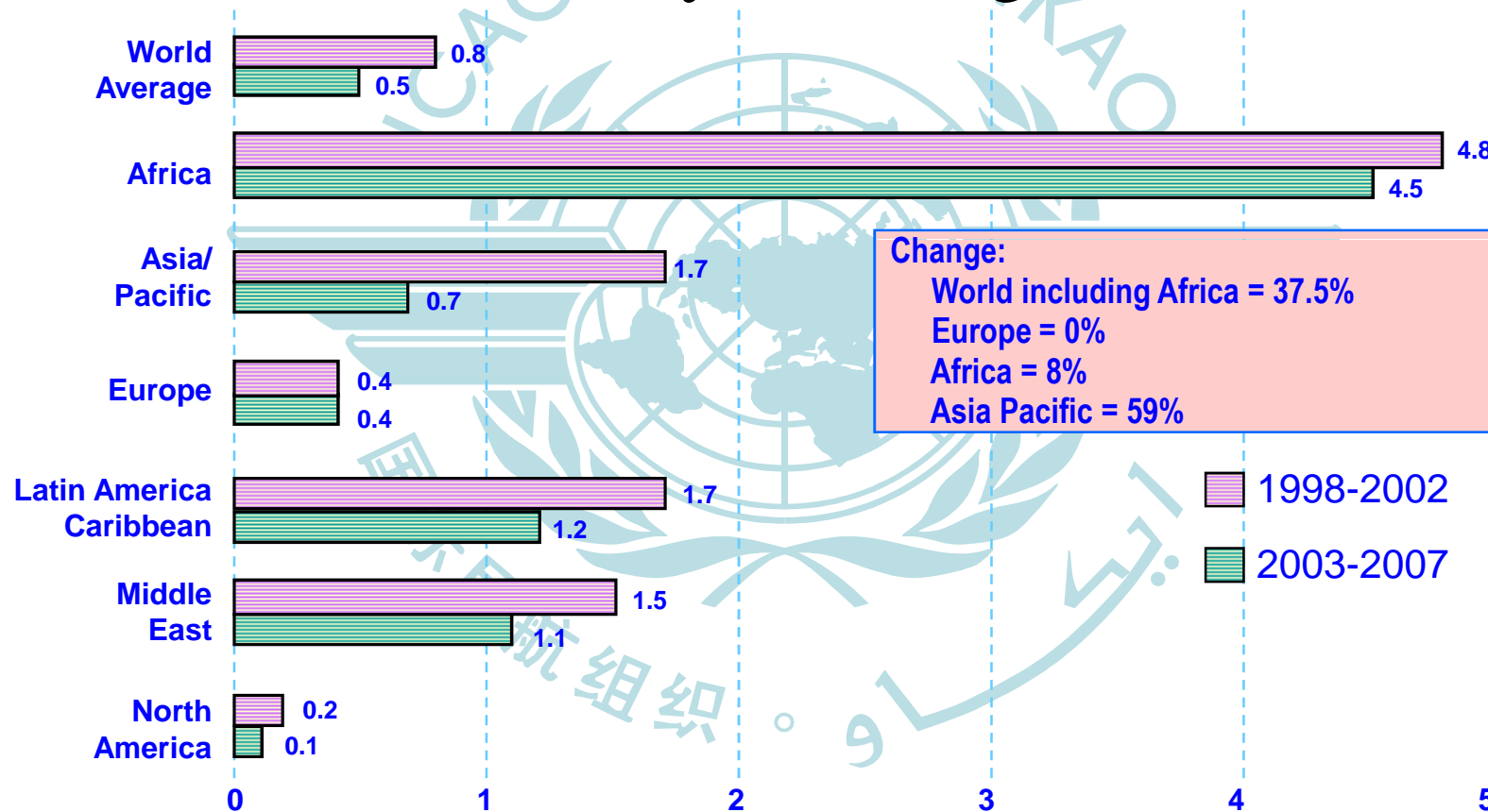
- Lack of effective implementation of the critical elements of safety oversight system

<u>Audit</u>	<u>SADC Region</u> <u>35 States</u>	<u>Africa</u> <u>35 States</u>	<u>Rest of the</u> <u>World</u> <u>72 States</u>
<b>CSA</b>	<b>68.5%</b>	<b>62.4%</b>	<b>32.4%</b>



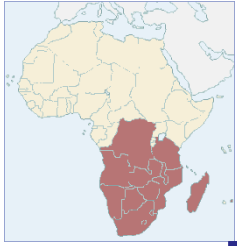
## the result!

- Accident rate per million departures is higher in Africa than in any other region;



Source: ICAO, AIG Section – Report to the Council

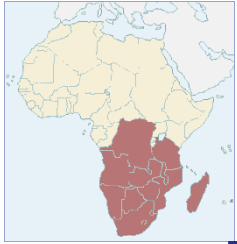




## What does it mean?

---

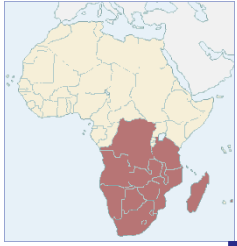
- In many States, effective resolution of identified deficiencies could not be satisfactorily realized;
- The level of aviation activity in many African States is not capable of supporting effective and sustainable national safety oversight systems;
- African airlines, even those at international standard, have not reached the critical size of major international companies;
- An effective and sustainable solution was evidently required more now than ever.



## Tool to assist States

---

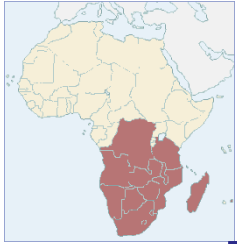
- The Comprehensive Regional Implementation Plan for Aviation Safety in Africa (AFI Implementation Plan) was devised to assist States to resolve the problem;
- The AFI Comprehensive Implementation Programme (ACIP) was established to give effect to the AFI Implementation Plan.



## AFI Implementation Plan

---

- Sustainable improvement 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 focus from the development of SARPs to a broader focus centring on SARPs implementation required a shift in strategy;



## AFI Implementation Plan

---

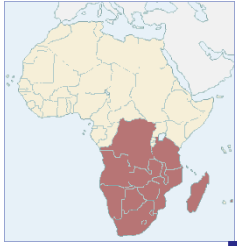
- Represented a Safety Plan for Africa, endorsed by all stakeholders;
- Identified as a new approach to closely work with African States in order to assist States to international obligations and service providers to develop enhanced safety culture;
- Endorsed by the highest civil aviation authority in the world, the ICAO Assembly, through its Resolution A36-1.



## achieving the objectives of A36/1

---

- States and Regional Organizations in the AFI Region must be actively engaged and committed;
- Existing regional cooperation must be strengthened and evolve to empowered Regional Safety Oversight Organizations;
- Industry and donors must commit to cooperate with ICAO and the African States in the implementation of priority projects;



## achieving the objectives of A36/1

---

- Contracting States, industry and donors must commit to undertake projects that address the priorities identified; and
- ICAO must integrate the capabilities and resources available at HQ with that available at Regional Offices, Contracting States and Industry partners.



## AFI Comprehensive Implementation Programme (ACIP)

---

- Established in January 2008 to give effect to the AFI Implementation Plan;
- ACIP Steering Committee established on 8 January 2008 to oversee the work of ACIP;
- ACIP Work Programme developed and presented to the First Steering Committee meeting in February 2008;
- The ICAO Council endorsed the Work Programme in March 2008.



## ACIP objectives and work programme

---

Three Focus areas:

- *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.*





## ACIP objectives and work programme

---

- *Enabling States to establish and maintain a sustainable safety oversight system:*
  - Cooperate and coordinate implementation efforts with all stakeholders;
  - Support the establishment of Regional Safety Oversight Organizations on the basis of existing platforms and regional organizations;
  - Conduct detailed gap-analysis in States;
  - Develop recommendations and priority actions for an effective and sustainable solution.



## ACIP objectives and work programme

---

- *Actions so far taken with respect to Focus Area One:*
  - Gap analysis completed in seven State members of the Banjul Accord Group;
  - Priority actions identified by the States;
  - Priority projects presented to the ICAO Council;
  - Council Decision to support the implementation of the first phase of the priority actions taken.



## ACIP objectives and work programme

---

- *Actions taken with respect to Focus Area One:*
  - Gap analysis completed in three States in Eastern Africa;
  - Gap-analysis to be completed in four States in the ESAF Region by February 2009;
  - Priority actions to be determined with concerned States;
  - Report to be presented to the ICAO Council during its 187<sup>th</sup> Session.



## ACIP objectives and work programme

---

- *Assisting States to resolve identified deficiencies within a reasonable time:*
  - Promote and encourage a regional cooperation based on existing regional platforms such as the COSCAPs and CASSOA;
  - A short-term solution - the ultimate goal being to enable States to build effective and sustainable safety oversight systems;
  - promote and facilitate cooperation among African aviation training centres.



## ACIP objectives and work programme

---

### ➤ *Actions so far taken with respect to Focus Area Two:*

#### ◇ ICAO Regional Office Safety Teams being established to:

- ✓ Assist in the establishment of regional and national safety teams;
- ✓ Provide limited assistance addressing critical deficiencies identified through the audit process;
- ✓ Launch support activities as of January 2009.



## ACIP objectives and work programme

- *Enhancing aviation safety culture of African aviation service providers:*
  - ◇ Close cooperation with the aviation industry (service providers);
  - ◇ Develop guidance and training material for States and aviation service providers;
  - ◇ Organize and conduct State safety programme and safety management systems seminars, workshops, and training courses;
  - ◇ GASP workshops conducted in cooperation with the ISSG and gap-analysis conducted in States to involve aviation service providers.

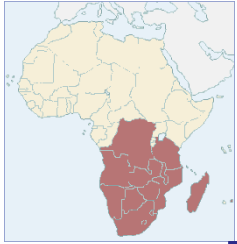


## ACIP objectives and work programme

---

### ➤ *Actions so far taken with respect to Focus Area Three:*

- ◇ Guidance and training material for State Safety Programme (SSP) and Safety Management System (SMS) developed;
- ◇ High-level management personnel SMS awareness programme developed;
- ◇ First seminar, workshop and training course delivered (Sep./Oct. 2008).



## ACIP objectives and work programme

---

- *Seminars, workshops and training courses conducted (2008):*
  - ◇ GASP workshop (English) – Abuja, Nigeria, 14 to 16 April;
  - ◇ GASP workshop (English) – Arusha, Tanzania, 12 to 14 August;
  - ◇ A one-day seminar (English) focused at high-level decision makers (civil aviation authorities and the African aviation industry (airlines, airports, air traffic management, etc.)), Addis Ababa, Ethiopia, 23 September 2008;



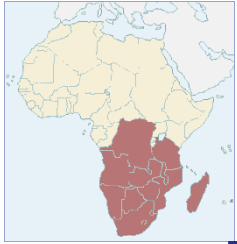


## ACIP objectives and work programme

---

### ➤ *Seminars, workshops and training courses conducted (2008):*

- ◇ A three-day seminar/workshop on State Safety Programme (SSP) focused at regulators, Addis Ababa, Ethiopia, 24 -26 September;
- ◇ Safety Management System (SMS) course directed at Safety Officers from industry and civil aviation authorities, Addis Ababa, Ethiopia, 29 September to 3 October;
- ◇ GASP workshop (French) – Ouagadougou, Burkina Faso, 11 to 13 November.



# ACIP objectives and work programme

*Seminars, workshops and training courses (2009):*

No.	Subject	Period	Language	Venue
1	Training centers consultative meeting	19 – 20 February	English/French	Niamey, Niger
2	GASP Workshop	9-12 February	English	Khartoum, Sudan
3	SSP/SMS seminar/workshop package	13-24 April	French	Ouagadougou, Burkina Faso
4	Aircraft Operations and Personnel Licensing Certification and Supervision	23-27 March	English	Ghana
5	Aircraft Operations and Personnel Licensing Certification and Supervision	30 March-3 April	French	Rwanda
6	Organization and Management of a State Safety Oversight System	4-8 May	English	Nairobi
7	Organization and Management of a State Safety Oversight System	11-15 May	French	Dakar
8	GASP Workshop – CEMAC States	26-28 May	French	Cameroon
9	Airworthiness and Aircraft Maintenance Certification and Supervision	22-26 June	English	Gambia
10	Airworthiness and Aircraft Maintenance Certification and Supervision	29 June – 3 July	French	Cameroon



# ACIP objectives and work programme

*Seminars, workshops and courses (2009):*

No.	Subject	Period	Language	Venue
11	Train the Trainer Course – SSP/SMS	27 – 31 July	English	Ethiopia
12	Air Traffic Control Operations and Safety	27-31 July	French	Dakar
13	Air Traffic Control Operations and Safety	27-31 July	French	Nairobi
14	SSP/SMS seminar/workshop package	17 – 28 August	English	Libya
15	Airport Management and Ground Operations Safety	14-18 September	English	Seychelles
16	Airport Management and Ground Operations Safety	21-25 September	French	Cape Verde
17	Aviation Medicine	5-9 October	English	South Africa
18	Aviation Medicine	13-17 October	French	Congo, Brazaville
19	Accident Prevention and Investigation	26 – 30 October	French	Dakar
20	Accident Prevention and Investigation	2-6 November	English	Nigeria
21	SSP/SMS seminar/workshop package	30 Nov. – 11 Dec.	French	Tunisia



## Conduct of gap-analysis and follow-up actions

---

- The Global Aviation Safety Plan (GASP) and the Global Aviation Safety Roadmap, will be explained in detail in the following presentations;
- **THE GAP-ANALYSIS IS NOT AN AUDIT**
- Follow-up to the workshop and the specific gap-analysis in States would however require some explanations.



## conduct of the gap analysis

---

- A detailed, State specific gap-analysis will be conducted in each of the SADC member States;
- All, except one, GASP focus areas will be analyzed;
- Recommendations for action (State level) will be developed;
- Impact and changeability level, at State level, for all recommendations and areas where support may be required will be developed;
- States will determine priority action requirements that would be presented to the Council for further action.



## Provision of support

---

- Although support at State level is not precluded, support for region-based solutions would have a higher acceptance priority;
- Why?
  - ◇ Many States cannot generate the funds required for safety oversight solely from aviation activities;
  - ◇ Regional safety and accident investigation organizations seem to be the only hope for sustainable safety systems in Africa.



## Where support may be required

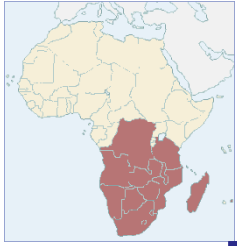
- In most African States there is an urgent need to establish:
  - ◇ an effective and sustainable national safety oversight system,
  - ◇ an effective and independent accident investigation agency,
  - ◇ A State safety programme (SSP),
  - ◇ An effective and viable service providers' safety management system (SMS);



## Where support may be required

- However, we are also aware that:
  - ◇ Not all African States can maintain an effective and sustainable safety oversight system;
  - ◇ In the majority of the States an effective national accident investigation agency is not viable nor plausible;
  - ◇ Many of the States do not and cannot expect to generate adequate funds from aviation activities enabling them to meet their international obligations;

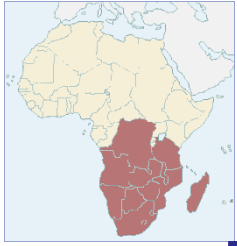




## Where support may be required

---

- A regional solution seems to be the only answer;
- Creation of a Regional Safety Oversight Organization has been the ultimate goal of all the COSCAPs;
- The Libreville Plan of Action (May 2006) calls for the establishment of RSOOs;
- Implementation of the COSCAP objective and the Libreville Plan of Action cannot be delayed any more.



## Where support may be required

---

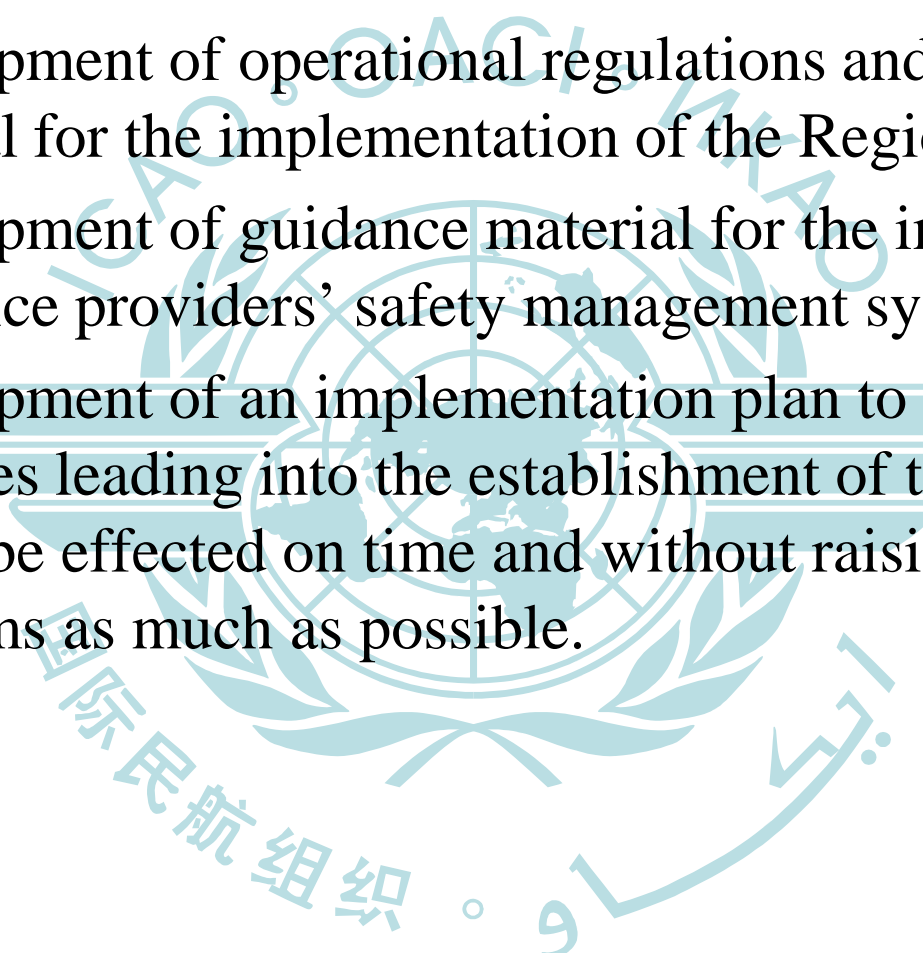
- Assistance required could vary widely depending on the regional situation; however, the following areas may be relevant to most parts of the continent:
  - ◇ development of a framework for the establishment and management of Regional Safety Organizations and Regional Accident Investigation Agencies, taking into account the realities of the region in which they are to be established;

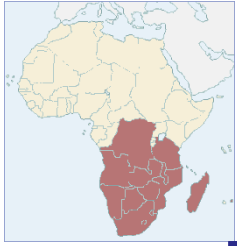


## where support may be required

---

- ◇ Development of operational regulations and guidance material for the implementation of the Regional Agencies;
- ◇ Development of guidance material for the implementation of service providers' safety management system;
- ◇ Development of an implementation plan to ensure that the activities leading into the establishment of the system would be effected on time and without raising operational problems as much as possible.





## Possible contributions from ICAO

---

- Should the priorities determined clearly indicate the need for the establishment of regional organizations as the most effective and sustainable means of to enhance aviation safety in Africa; and
- Given that the States concerned have shown a commitment that they will be willing to accept regional organizations for undertaking safety-related functions;



## Possible contribution from ICAO

---

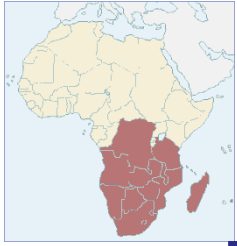
- ICAO, on the basis of Assembly Resolution A36-1, would:
  - ◇ Support the States in the conduct of the study of the framework to establish regional organizations and in the identification of the type of Organizations suitable to the specific region,
  - ◇ Support the concerned States in the development and/or finalization of the region's operations regulations,



## Possible contribution from ICAO

---

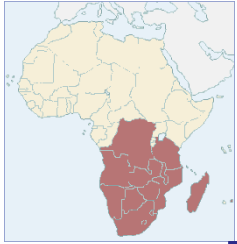
- ◇ Support the States in the development of manuals for the establishment, organization and management of the regional organizations, specifically tailored to the region,
- ◇ Conduct seminars, workshops and provide required training courses in the establishment and management of regional organizations, and
- ◇ Assist in the development and establishment of Regional Safety Programmes and service providers' Safety Management Systems.



## Possible ICAO contribution

---

- Depending on the prevailing situation and gap analyses outcome, the support required could be more than what has been presented here;
- Additional support that may be required, would be dealt with in line with ICAO Assembly Resolution A36-1 and in particular its Resolving Clauses 3 and 4.

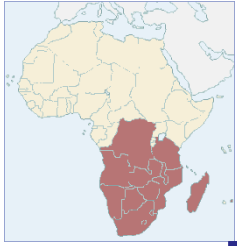


## The way forward

---

- There is an equal necessity to establish a sub-regional and/or regional Accident Investigation Agency;
- The development and establishment of an effective SMS for service providers requires a close cooperation between the aviation service providers in the region;
- It is an issue of “together we prosper; individually, we perish”.





## The way forward

---

- It is simply a matter of survival for African civil aviation and its air transport industry;
- There is no other choice!
- We either join forces and save the industry or just become recipients of good will of others;
- It is our choice to make.



**International Civil Aviation Organization**

**AFI Comprehensive  
Implementation Programme (ACIP)**

**THANK YOU**

[hbelai@icao.int](mailto:hbelai@icao.int)