ICAO UNITING AVIATION

Session 1

Sustainability of EI improvement and mitigation of regression of EI levels achieved by States

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Regional Officer - Airworthiness, ICAO/WACAF

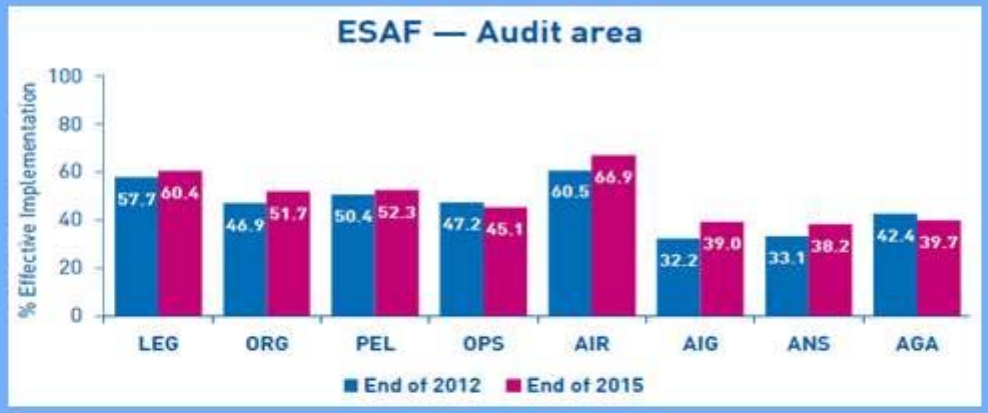
Challenges to sustain EI enhancements in the Region

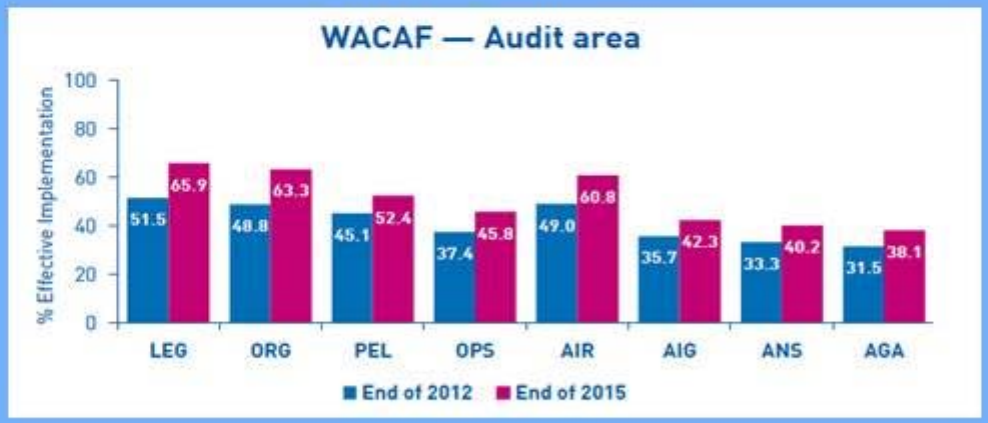
Mr. Simon Christopher Allotey
Director General, Civil Aviation Authority, Ghana
Chairman of RASG-AFI

Presentation Outline

- Improvements in Effective Implementation (EI) in ESAF & WACAF States between 2012-2015
- Role of ICAO and States in EI Improvements
- Challenges to Sustainability of EI Enhancements in Africa
  - Analysis using the 7s Model
    - Strategy
    - Structure
    - Systems
    - Shared Values
    - Skills
    - Style
- Conclusion

EI Improvements





Source: ICAO

Role of ICAO & States in EI Enhancements

- ICAO develops SARPs & States are to IMPLEMENT SARPs
- ICAO provides technical support to States towards the improvement of Safety Management
- EIs can be enhanced & Sustained if both ICAO & States perform their complimentary roles efficiently and effectively

Challenges in Sustaining EI Enhancements

- Analysis of Challenges

Based on 7 internal elements:

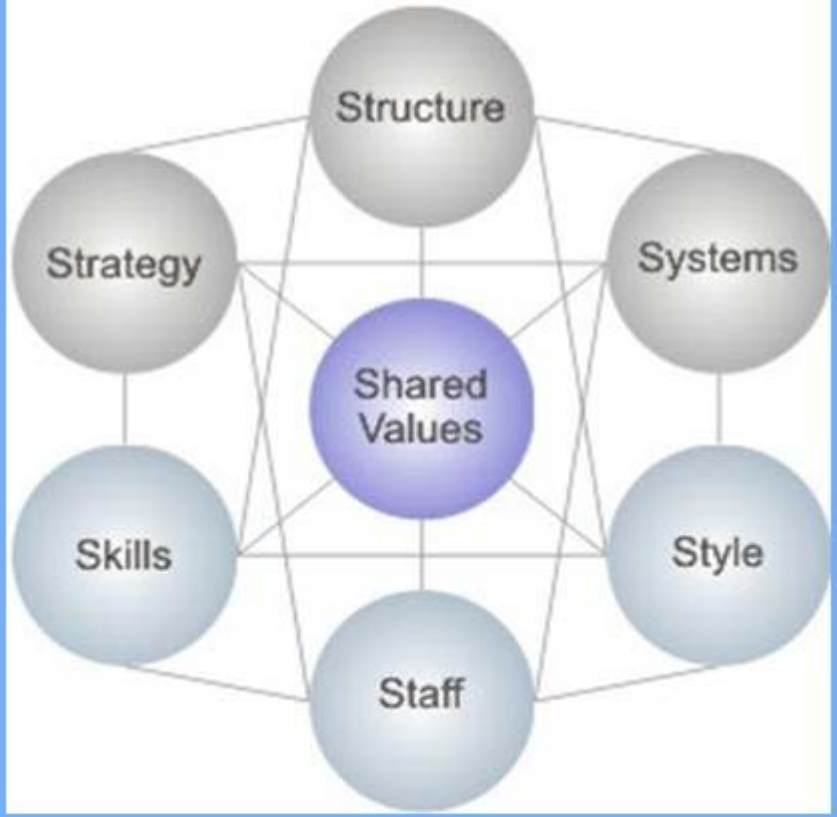
HARD ELEMENTS:

Strategy, Structure, Systems

SOFT ELEMENTS:

Shared Values, Skills, Style, Staff

Figure 1: The McKinsey 7S Model



EI Sustainability Challenges - 1
OVERSIGHT STRATEGY

- Without a coherent oversight strategy and identifiable oversight objectives, the State will lack the needed focus to develop short and long term action plans to improve or sustain the level of EI of the Critical Elements. e.g. AFI States continue to have low scores in AGA & ANS Audit Areas despite the existence of these findings for over a decade now.
- Without a coherent oversight strategy, and there is no focused effort for employee training, qualification and development to ensure effective and timely implementation of Corrective Action Plans

States should consider:

- *developing a comprehensive set of oversight strategies, objectives & targets (in line with ICAO and Regional Objectives) with an annual review mechanism built into it.*
- *Providing adequate funding and other resources to support strategy implementation*

EI Sustainability Challenges - 2
OVERSIGHT STRUCTURE

A number of States lack the basic Oversight Structure and Functions as defined in ICAO Doc 9734, Part A.

- No hierarchy of responsibility
- Poor accountability
- Poorly defined functions
- No separation of roles between Regulator and Service providers resulting in weak oversight

States should consider :

- *developing a comprehensive oversight structure to effectively fulfil its responsibilities. The State Civil Aviation System must be properly structured with clearly defined job functions, accountabilities and roles.*

EI Sustainability Challenges - 3
OVERSIGHT SYSTEMS

- Documented Policies, Processes and Procedures (Manuals) are the mechanisms required to implement the critical elements in civil aviation oversight system in an effective and efficient manner. They help to guide actions of all staff, ensure consistency in safety oversight practices and form the basis for staff capacity development and EI enhancements.
- States are required to be equipped with current technical guidance materials and modern tools (including facilities and equipment) for the proper execution of its technical operations.

States should consider:

- *the implementation of Quality Management Systems to ensure improvements in their oversight systems*

EI Sustainability Challenges - 4
EFFECTIVE LEADERSHIP (STYLE)

LACK OF EFFECTIVE LEADERSHIP

- With good leadership, staff understand the vision and goals of the oversight system, and are committed to it. Employees become certain of the oversight goals and objectives, buy-in and run with them.
- *"Great leaders are almost always great simplifiers, who can cut through argument, debate, and doubt to offer a solution everybody can understand." —General Colin Powell*

States should:

- *invest in leadership development and good corporate governance practices in their Civil Aviation Administrations to engender staff buy-in to the State safety oversight programme*

EI Sustainability Challenges - 5
STAFF ISSUES

Lack of committed staff in civil aviation oversight system could lead to most of the deficiencies identified in the USAOP- CMA programmes:

- Poor certification
- Inadequate surveillance activities
- Lack of identification and resolution of safety concerns

Employees are the most important resource for any oversight organisation and their level of motivation will have an impact on the performance of the oversight organisation. Workplace conditions of service, career development, work/life balance and remuneration are some issues that CAAs need to address to ensure a passionate & motivated workforce.

- ***States should*** *put in appropriate strategies to motivate, remunerate, develop and retain staff*

EI Sustainability Challenges - 6
STAFF SKILLS

- Highly skilled technical personnel are required for an effective Safety Oversight system and the sustainability of EI levels. Effective recruitment programmes, appropriate training (initial, on the job, recurrent) and qualification, sound technical skills and good job knowledge are essential for outstanding staff performance.
- Although training policies and procedures are in place in most African States they are not being adhered to.
- Training is ad-hoc (often dictated by external Agencies) and not often evaluated. As a result, the actual training programmes do not fully address the identified skill gaps in staff performance.

EI Sustainability Challenges - 6
STAFF SKILLS (Contd)

States should consider the following:

- *Enforce a transparent Recruitment process to ensure the engagement of the best candidates.*
- *Training policy and procedures should be adhered to and aligned to equipping staff with the appropriate skills, knowledge and competencies for the effective discharge of the State's safety oversight functions.*
- *Staff should be thoroughly conversant with ICAO's USOAP –CMA Online Framework (OLF) & implemented CAPs should be consistently uploaded to the OLF.*
- *Introduce a Performance Management System for identifying skills gaps & to reward and motivate staff for good performance*
- *Monitor and evaluate all training programmes for relevance*
- *Establish mechanisms for the sharing of acquired skills and knowledge.*
- *Enter into MoUs with States or RSOOs with the appropriate capabilities for technical assistance in staff training and development.*

EI Sustainability Challenges - 7
SHARED VALUES

Effect of a Weak Corporate Culture

- Leads to poor team spirit
- Mistrust among the Leadership and the technical staff
- Lack of commitment and passion
  - Staff are often capable but apathetic towards the attainment of the strategic safety oversight objectives.
  - High Staff Turnover

States should consider:

- *building a strong corporate culture based on mutual respect & recognition, trust, diversity, strong core values, integrity, hard work and transparency.*

Conclusion

- The role of ICAO, development partners and International Organisations to enhance aviation safety within Africa is commendable and should be encouraged.
- The consequent improvements in the EI levels should be recognised. There is however room for further improvements.
- African States have a complimentary role to implement effective safety Oversight systems based on good corporate governance and shared values to ensure enhancements and sustainability of EI Levels.

End of Presentation

An Old Adage

"Where there is a will, there is always a way!"

Thank you.

Application of Safety Margins for State Safety Risk Analysis and Prioritization

Mr. Michiel Vreedenburgh,
Chief, Implementation Planning & Support Section – Safety, ANB, ICAO HQ

RASG-AFI Conclusion 3/15 (Dec. 2015)

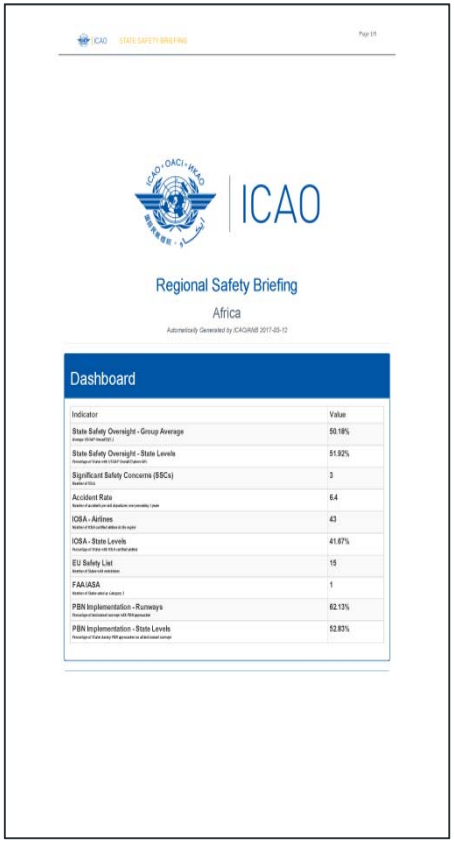
Taking Risk Analysis into account by States, in their drive to attaining effective implementation targets.

- **That the RASG-AFI/3 Meeting encouraged States to take into account risk analysis in their drive to attain effective implementation targets.**

Data-driven Decision Making

- Effective and informed decisions are based on the analysis of data and information.
- Using valid and relevant data helps place the “problem” in the right context and also determine a best-fit “solution”.
- It allows us to identify risks and opportunities.

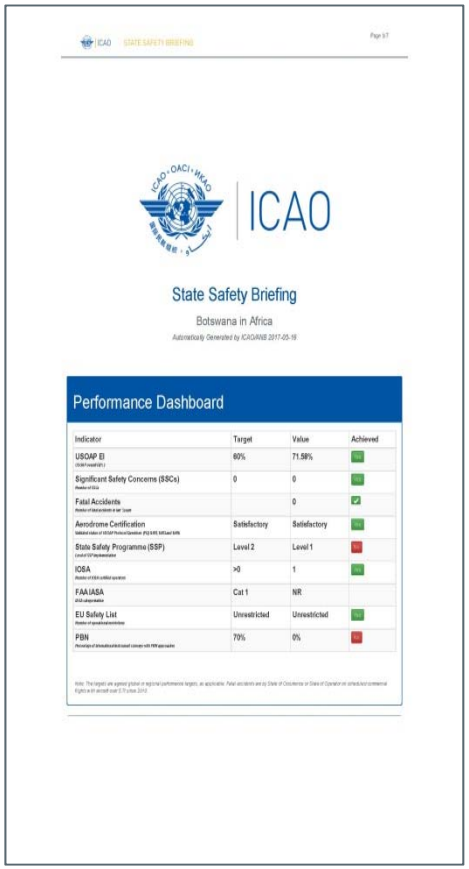
Regional Safety Briefing - Africa



Dashboard

Indicator	Value
State Safety Oversight - Group Average *Average USOAP Overall EI(%)*	50.18%
State Safety Oversight - State Levels *Percentage of States with USOAP Overall EI above 60%*	51.92%
Significant Safety Concerns (SSCs) *Number of SSCs*	3
Accident Rate *Number of accidents per mil. departures over preceding 5 years*	6.4
IOSA - Airlines *Number of IOSA certified airlines in the region*	43
IOSA - State Levels *Percentage of States with IOSA certified airlines*	41.67%
EU Safety List *Number of States with restrictions*	15
FAA IASA *Number of States rated as Category 2*	1
PBN Implementation - Runways *Percentage of instrument runways with PBN approaches*	62.13%
PBN Implementation - State Levels *Percentage of States having PBN approaches on all instrument runways*	52.83%

State Safety Briefing - Botswana



ICAO

State Safety Briefing

Botswana in Africa

Performance Dashboard

Indicator	Target	Value	Achieved
USOAP EI	60%	71.58%	Yes
Significant Safety Concerns (SSCs)	0	0	Yes
Fatal Accidents		0	✓
Aerodrome Certification	Satisfactory	Satisfactory	Yes
State Safety Programme (SSP)	Level 2	Level 1	No
IOSA	>0	1	Yes
FAA IASA	Cat 1	NR	
EU Safety List	Unrestricted	Unrestricted	Yes
PBN	70%	0%	No

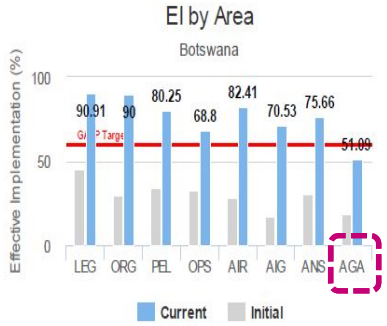
Performance Dashboard

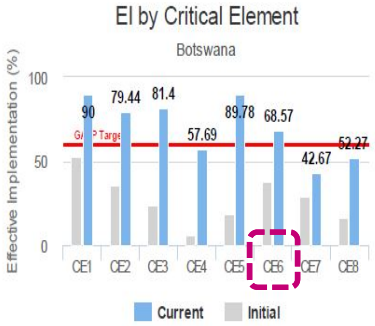
Indicator	Target	Value	Achieved
USOAP EI *USOAP overall EI(%)*	60%	71.58%	Yes
Significant Safety Concerns (SSCs) *Number of SSCs*	0	0	Yes
Fatal Accidents *Number of fatal accidents in last 5 years*		0	✓
Aerodrome Certification *Validated status of USOAP Protocol Questions (PQ) 8.081, 8.083 and 8.086*	Satisfactory	Satisfactory	Yes
State Safety Programme (SSP) *Level of SSP implementation*	Level 2	Level 1	No
IOSA *Number of IOSA certified operators*	>0	1	Yes
FAA IASA *IASA categorisation*	Cat 1	NR	
EU Safety List *Number of operational restrictions*	Unrestricted	Unrestricted	Yes
PBN *Percentage of international instrument runways with PBN approaches*	70%	0%	No

Note: The targets are agreed global or regional performance targets, as applicable. Fatal accidents are by State of Occurrence or State of Operator on scheduled commercial flights with aircraft over 5.7t since 2010.

USOAP Results by Area and Critical Element

7 areas and 5 critical elements are above the target of 60% EI.





Botswana currently has 218 open USOAP protocol findings. The highest number of protocol findings (35) concern Licensing, Certification, Authorization and Approval Obligations (CE-6) in the area of Aerodromes (AGA).

	LEG	ORG	PEL	OPS	AIR	AIG	ANS	AGA
CE-1	1					2		
CE-2	1		2	2	3	5	3	6
CE-3		1			1	7	6	1
CE-4			4	5	5	3	12	4
CE-5			1	2	2	7	1	1
CE-6			2	17	1		11	35
CE-7			4	9	5		10	15
CE-8			3	4	2	4	3	5

Protocol findings by Area and Critical Element intersection

Note: Due to ongoing work on our data management platform, the above results may slightly differ from the ones published on the CMA online framework. There may be differences in the protocol findings obtained from the OLF and iSTARS due to migration to the 2016 PQ version.

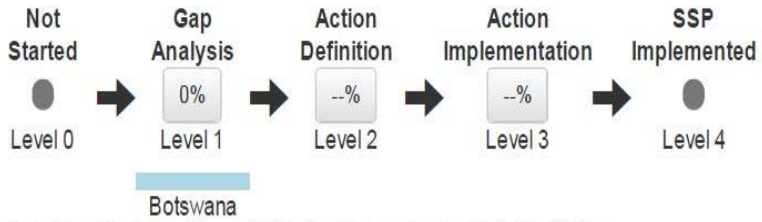
State Safety Programme (SSP) Implementation

Implementation of the State Safety Programme (SSP) is included in the priorities of the Global Aviation Safety Plan, in particular for States with an EI above 60%. ICAO tracks the implementation of SSPs via the SSP Gap Analysis tool on iSTARS. States are invited to use this tool to perform their GAP analysis, define action plans and benchmark their progress.

ICAO measures SSP implementation in levels as follows:

- Level 0: States not having started a GAP analysis
- Level 1: States having started a GAP analysis
- Level 2: States having reviewed all the GAP analysis questions
- Level 3: States having defined an action plan for all non implemented questions
- Level 4: States having closed all actions and fully implementated their SSPs

Botswana is at level 1.



The data used to evaluate those levels is self-reported by the State and not validated by ICAO.

Safety Margins

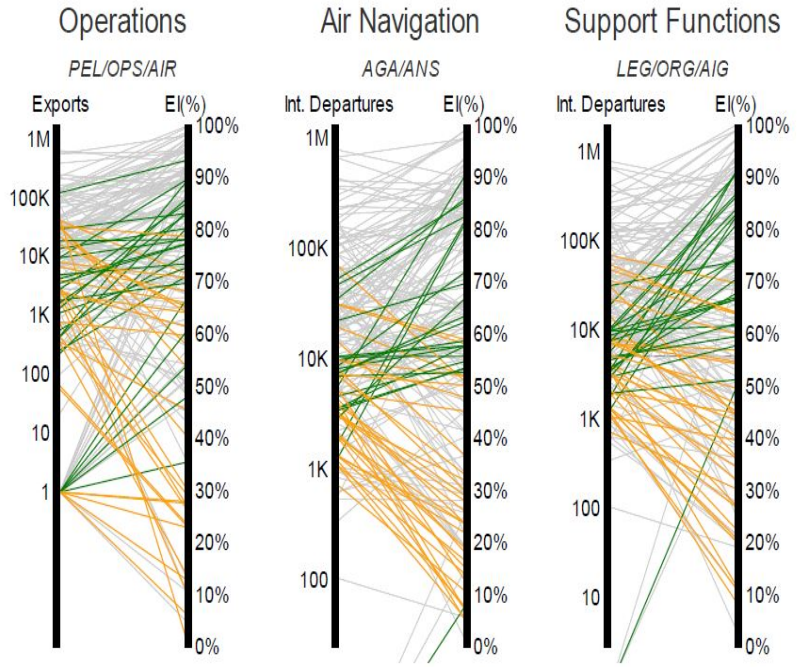
- Safety Margin is the value above or below target USOAP EI which is based on a global linear regression of air traffic versus EI of all audited States.
- Safety Margins application is available on the ICAO iSTARS - http://www.icao.int/safety/iStars/pages/intro.aspx

Safety Margins App on iSTARS

- Tool for risk-based prioritization
- Target EI score calculated based on a global linear regression of traffic versus EI

Regional Priorities - Africa

- States are prioritized by considering the EI as well as the related activity at risk in operations, air navigation and support functions
- The profile of each State is benchmarked against all other ICAO member States
- Priority is given to the least performing areas in ascending order



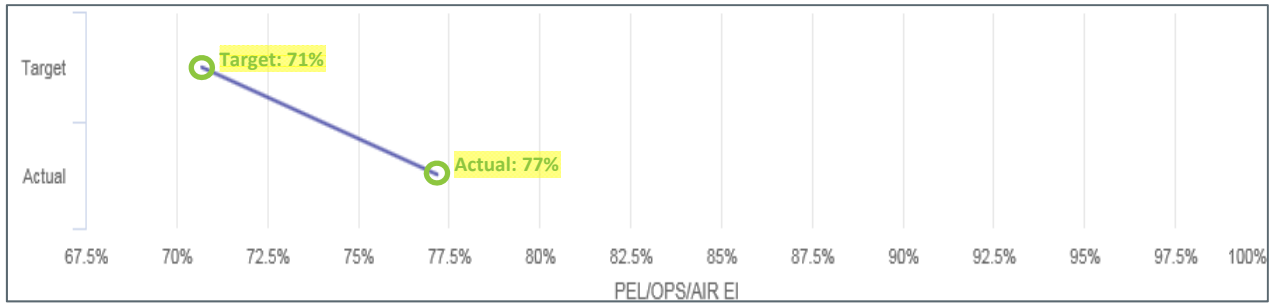
Top-5 States in each Priority area

Djibouti *Safety margin: -73.87%*	**Angola** *Safety margin: -40.48%*	**Djibouti** *Safety margin: -37.22%*
Guinea-Bissau *Safety margin: -51.37%*	**Seychelles** *Safety margin: -37.8%*	**Central African Republic** *Safety margin: -34.96%*
Seychelles *Safety margin: -45.52%*	**Djibouti** *Safety margin: -34.96%*	**Lesotho** *Safety margin: -34.49%*
Democratic Republic of the Congo *Safety margin: -45.3%*	**Gabon** *Safety margin: -33.96%*	**Seychelles** *Safety margin: -34.14%*
Libya *Safety margin: -41.31%*	**United Republic of Tanzania** *Safety margin: -29.89%*	**Eritrea** *Safety margin: -25.25%*

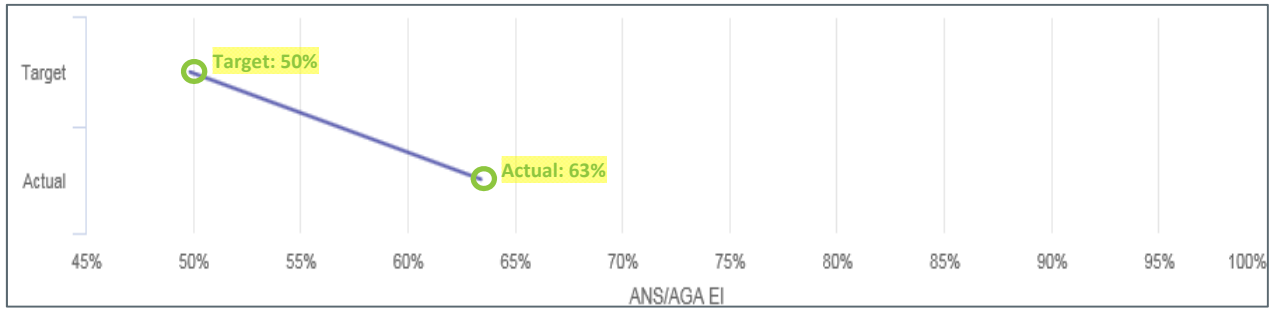
*Source: **iSTARS 3.0 – Regional Safety Briefing** (https://portal.icao.int/space)*

Safety Margins - Botswana

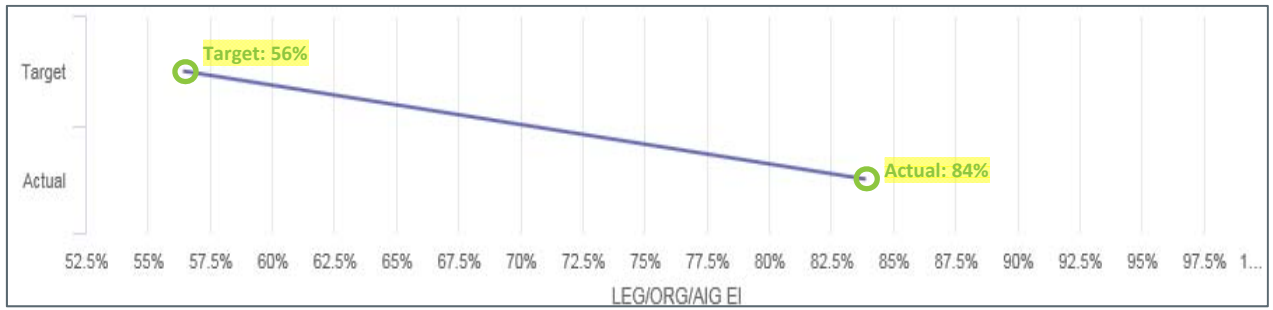
Margins in Operations



Margins in Air Navigation



Margins in Support Functions



- In each of the 3 functional areas, a State is given a target EI score which is calculated based on a global linear regression of traffic versus EI of all States.
- A State with a positive safety margin would be considered to have sufficient regulatory controls in place to cover its existing traffic volume.
- A State with a negative safety margin would be considered to have an insufficient oversight system taking into consideration its traffic volume.

State	Departures	Flag-carrier Flights	Operations		Air Navigation		Support	
			EI (%)	Margin (%)	EI (%)	Margin (%)	EI (%)	Margin (%)
Botswana	8888	8563	77.15	6.49	63.38	13.58	83.81	27.4

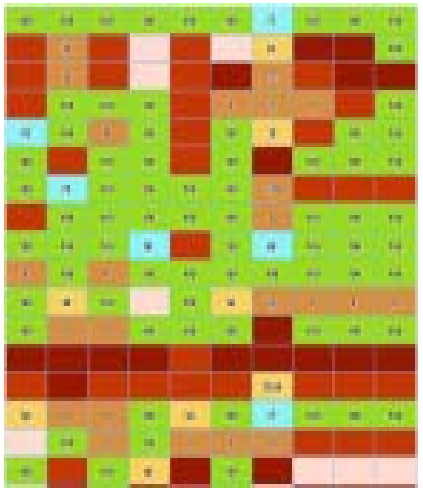
*Source: **iSTARS 3.0 – Safety-Margins** (https://portal.icao.int/space)*

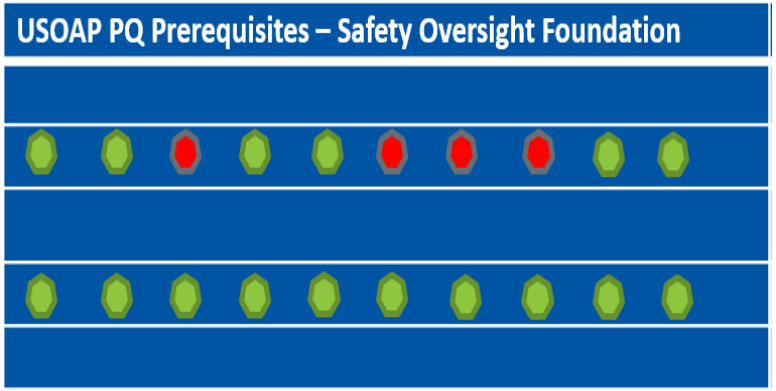
Data-driven Decision Making

- **Using the safety margins tool is an example of integrating data to build a more comprehensive picture that supports setting priorities and making decisions.**

SSP pre-requisites

Identifies pre-requisites to an effective and sustainable SSP implementation





A subset of the approx. 1,096 USOAP PQs with more granularity than the 60% EI threshold;

Refining the Pre-requisites

- ✓ Approximately 380 USOAP PQs identified as pre-requisites
- ✓ Grouped by topic
- ✓ Existing USOAP PQ data can be imported to create App
- ✓ SSP implementation plan should address pre-requisites

USOAP PQ Prerequisites	#	Topic
	1	Primary aviation legislation
	2	Specific operating regulations
	3	State system functions
	4	Qualified technical personnel
	5	Accident and incident investigation

Sustainable & Effective SSP

- Sustainable SSP refers to addressing the SSP pre-requisites that ICAO is in the process of identifying by selecting specific USOAP PQs that are more directly linked to SSP implementation (approx. 380). This is intended to replace the 60% EI currently used as a threshold to progress into SSP. The intent is that these PQs be included in the SSP implementation planning to ensure sustainability.
- Effective SSP refers to an SSP that actually achieves the objectives that it is intended to achieve – this will be measured by the SSP-related PQs which will eventually use a maturity model with the higher level identified by "Effective". The SSP-related PQs will evolve to this by November 2019.

Prioritisation Tool

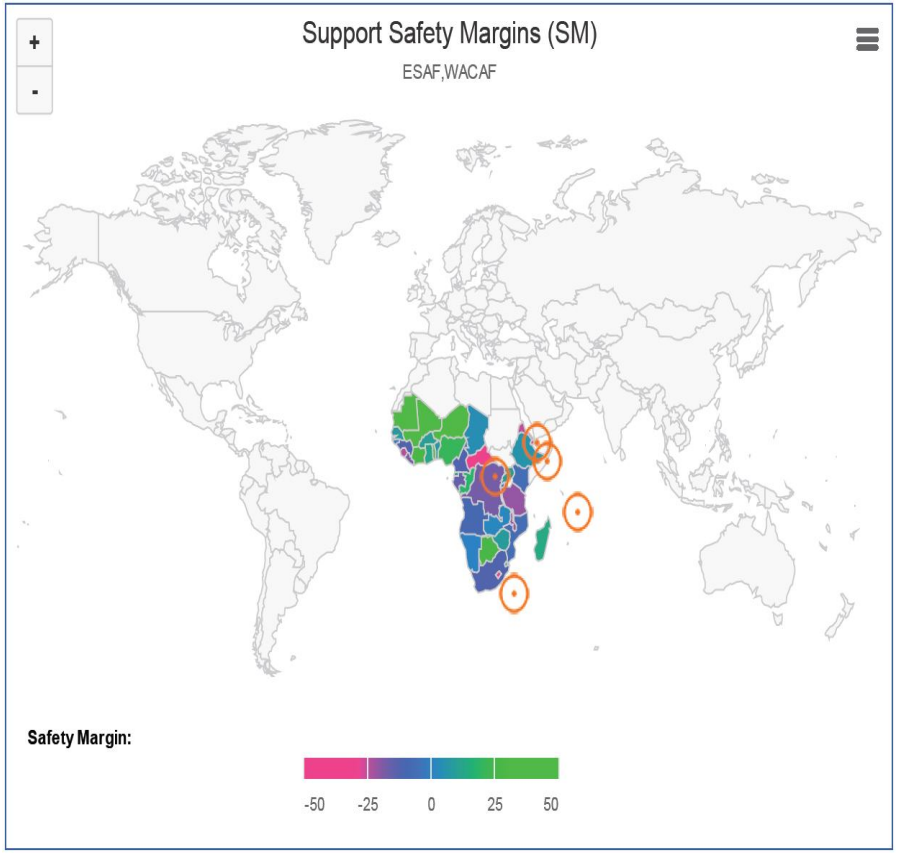
- Prioritisation in an automated mode and interactive presentation using real-time data sourced from the ICAO USOAP, iSTARS Safety Margins App, and the World Bank Worldwide Governance Indicators
- Safety Margin is the value above or below target USOAP effective implementation (EI) based on a global linear regression of air traffic versus EI of all audited States
- States with negative SM (below target EI) and overall EI < 80% by technical area; namely, operations (OPS/AIR/PEL), air navigation (AGA/ANS) and support (LEG/ORG/AIG)
- Political stability and control of corruption conditions
- Above average GDP per capita
- www.icao.int/asiap

ASIAP Prioritization App on iSTARS

- **Prioritization tool for the Aviation Safety Implementation Assistance Partnership (ASIAP**
- **Uses safety margins integrated with other indicators and factors to identify and prioritize States for technical assistance**

ASIAP Prioritization ESAF, WACAF

Support (LEG/ORG/AIG)

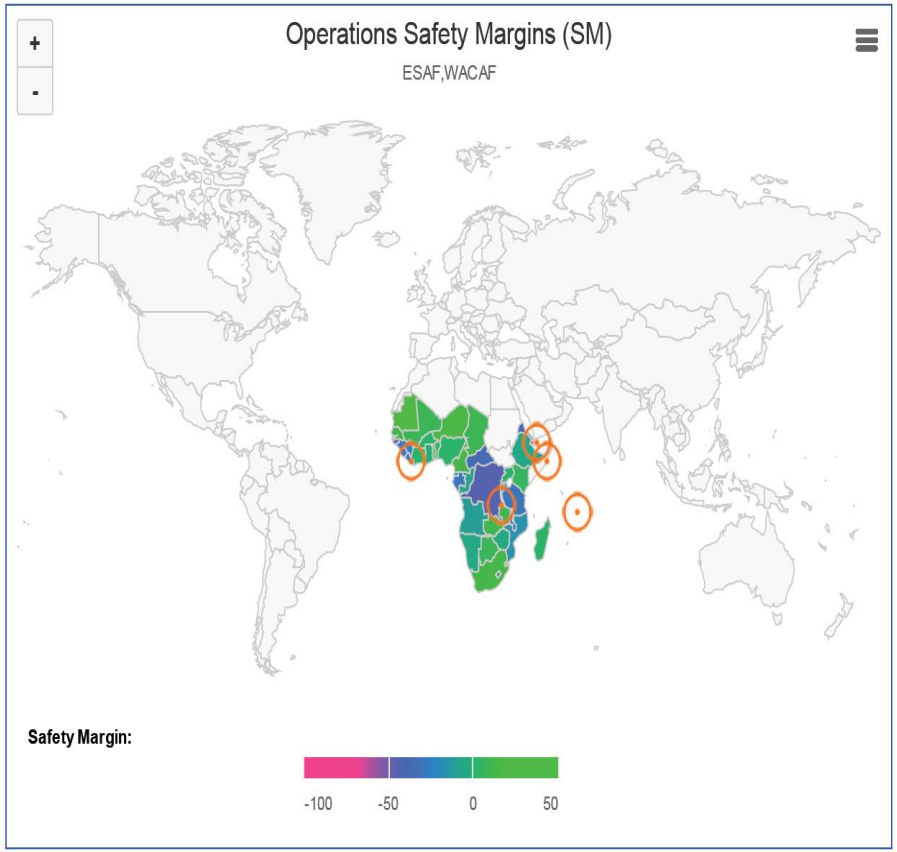


List of Priority States

Djibouti	Negative Safety Margin	
Central African Republic	Negative Safety Margin	Politically Unstable High Corruption Concerns
Lesotho	Negative Safety Margin	
Seychelles	Negative Safety Margin	Above Average GDP per Capita
Eritrea	Negative Safety Margin	Politically Unstable High Corruption Concerns

ASIAP Prioritization ESAF, WACAF

Operations (OPS/AIR/PEL)

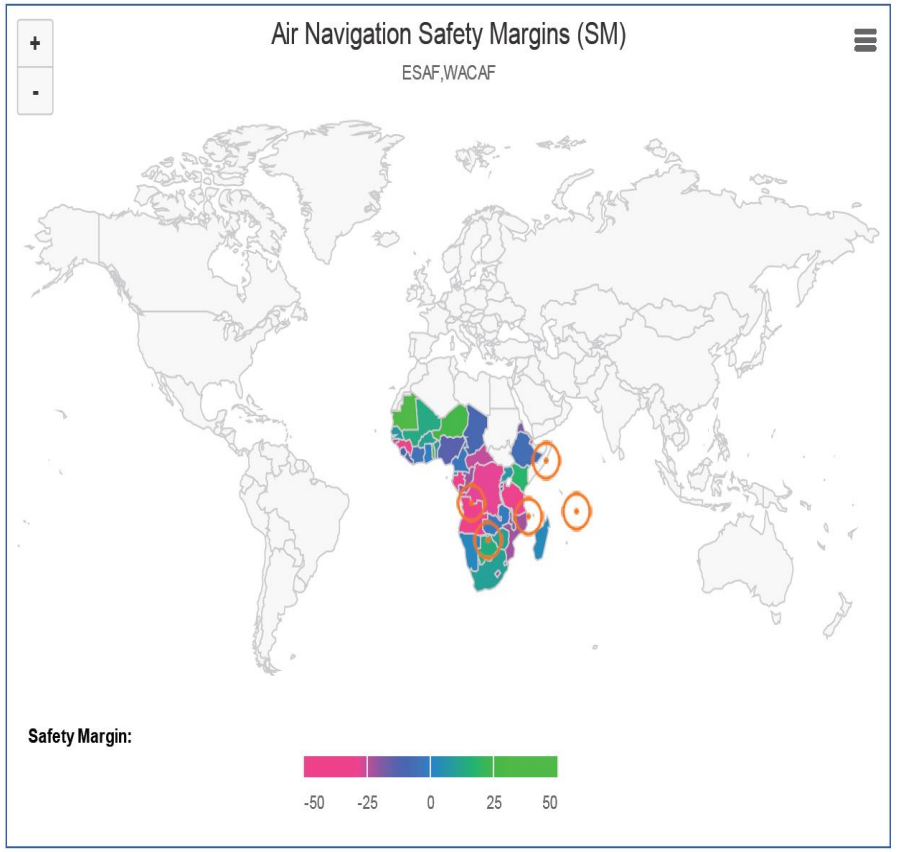


List of Priority States

Malawi	Significant Safety Concern Negative Safety Margin	High Corruption Concerns
Djibouti	Significant Safety Concern Negative Safety Margin	
Guinea-Bissau	Negative Safety Margin	High Corruption Concerns
Seychelles	Negative Safety Margin	Above Average GDP per Capita
Democratic Republic of the Congo	Negative Safety Margin	Politically Unstable High Corruption Concerns
Eritrea	Significant Safety Concern Negative Safety Margin	Politically Unstable High Corruption Concerns

ASIAP Prioritization ESAF, WACAF

Air Navigation (ANS/AGA)



List of Priority States

Angola	Negative Safety Margin	High Corruption Concerns
Seychelles	Negative Safety Margin	Above Average GDP per Capita
Djibouti	Negative Safety Margin	
Gabon	Negative Safety Margin	
United Republic of Tanzania	Negative Safety Margin	

Safety Information Monitoring Service (SIMS)

What is SIMS

Benefits

Modules

Ramp Inspection (RI)

- comprises safety data from national ramp inspection programmes in accordance with ICAO Doc 8335

Air Navigation Monitoring (ANM)

- processing of safety data collected through Automatic Dependent Surveillance-Broadcast (ADS-B), radar surveillance systems and other types of flight parameter monitoring systems.

Operational Safety Data (OSD)

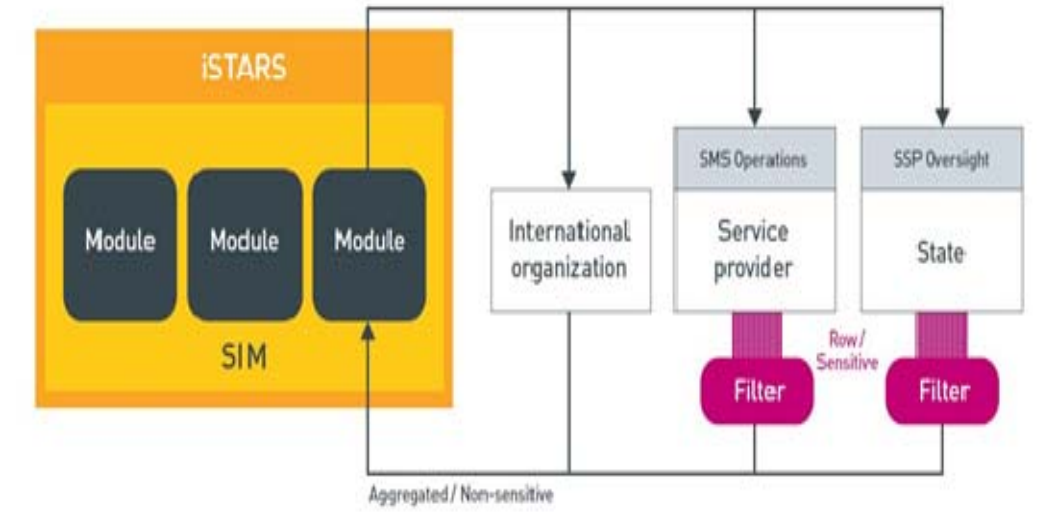
- comprises of data collected through flight data monitoring and other types of flight parameter monitoring systems.

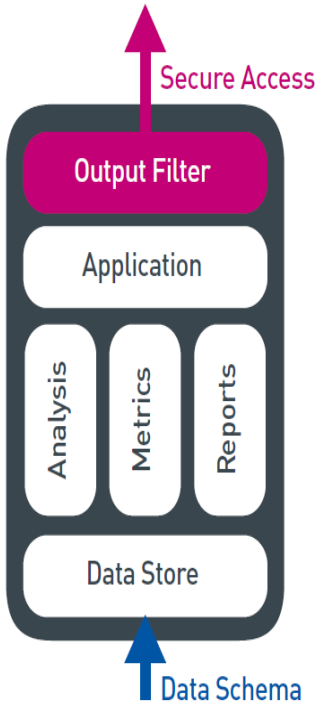
Safety Indicator Dashboard (SID)

- allows States to monitor and have their State activity and operational indicators and metrics visualized for decision making.

Safety Information Monitoring Service (SIMS)

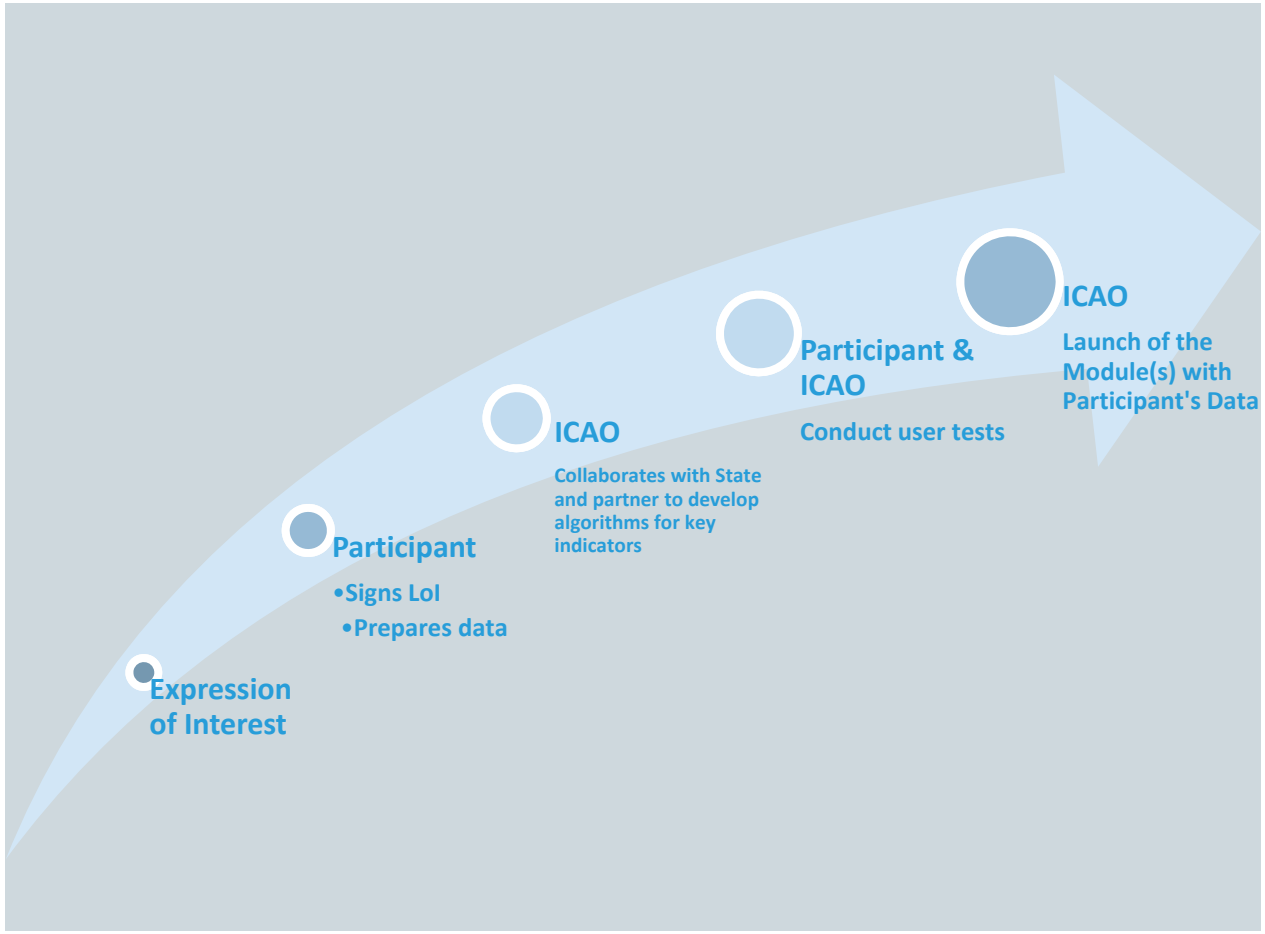
- What is SIMS
- Benefits
- Modules





SIMS Implementation

- What is SIMS
- Benefits
- Modules
- Implementation Process



State Safety Risk Analysis Principles

- Safety goals & targets (global, regional, national)
- Risk based prioritisation
- Data driven analysis
- Safety margin targets
- Fatality risk reduction
- Layered risk mitigation
- Safety Information Monitoring
- Transparency

ICAO

THANK YOU

Outcome of the ICAO/EASA Forum on RSOO for Global Aviation Safety - (Swaziland, March 2017)

Ms. Suzette Nieuwoudt
Acting Executive Director, iSASO

RSOO Forum Outcomes

3-Day Forum

- Two days of global discussions
- One day dedicated to the Africa region at Ministerial level.

Attendance

- 200 participants
- 48 States
- 32 international organizations
- Ministers responsible for Civil Aviation from 13 States in the AFI Region.

Global RSOO Discussions

- Theme 1 RSOO State-of-Play – Global Update
  - Report on the actions and achievements since the last ICAO RSOO Symposium
  - RSOO pitch I: **new RSOOs**
- Theme 2 RSOO State-of-Play – RSOO Update
  - RSOO pitch II: **existing RSOOs** - updates on main activities, developments in competences, recognition and challenges

- Theme 3 Practical Aspects of Operating Regional Mechanisms :
  - **What** they can offer and perform for States
  - **Financing and sustainability**: Which possibilities exist? How sustainable are they? Presenting the views of RSOOs, their donors, States and industry.
- Theme 4 Institutional Aspects of Operating Regional Mechanisms
  - The **relationship** between **RSOOs and their Member States**
  - The **relationship** between **RSOOs and ICAO**: recognition, audits and integration into ICAO activities.

Proposed Cooperative Platform

- facilitate inter-RSOO Communication
- become an information hub and facilitate the exchange of information and sharing of best practices, including the establishment of common or harmonised definitions, standards and
- specifications relevant to RSOOs
- facilitate the exchange of data and common data analysis
- facilitate the supply of technical assistance and support to RSOO
- interface with ICAO on topics of mutual interest for RSOO
- receive tasks from ICAO that concerns development of the RSOO community
- provide an RSOO pool of experts
- nurture the continued stability and progression of RSOO

RSOO Forum Outcome

- Global Strategy and Action Plan for the Improvement of Regional Safety Oversight Organizations (RSOOs) and the Establishment of a Global System for the Provision of Safety Oversight

GASOS

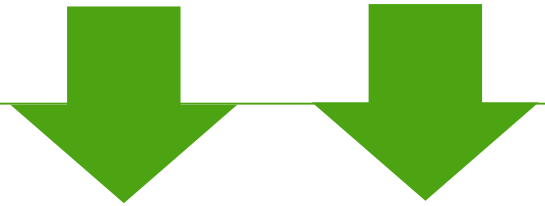
a new Global Aviation Safety Oversight System

for the provision of safety oversight

- **Improvement and strengthening** of RSOOs
- Development and implementation of an RSOO **cooperative platform**
- Development and implementation of a global aviation safety oversight system (**GASOS**)

AFI Ministerial Event Outcome

- Regional Ministerial Declaration HOW States will work to refine their collaborative efforts and improve aviation safety oversight



EZULWINI DECLARATION

endorsement

GASOS

a new Global Aviation Safety Oversight System

for

the provision of safety oversight

Global Strategy and Action Plan

for

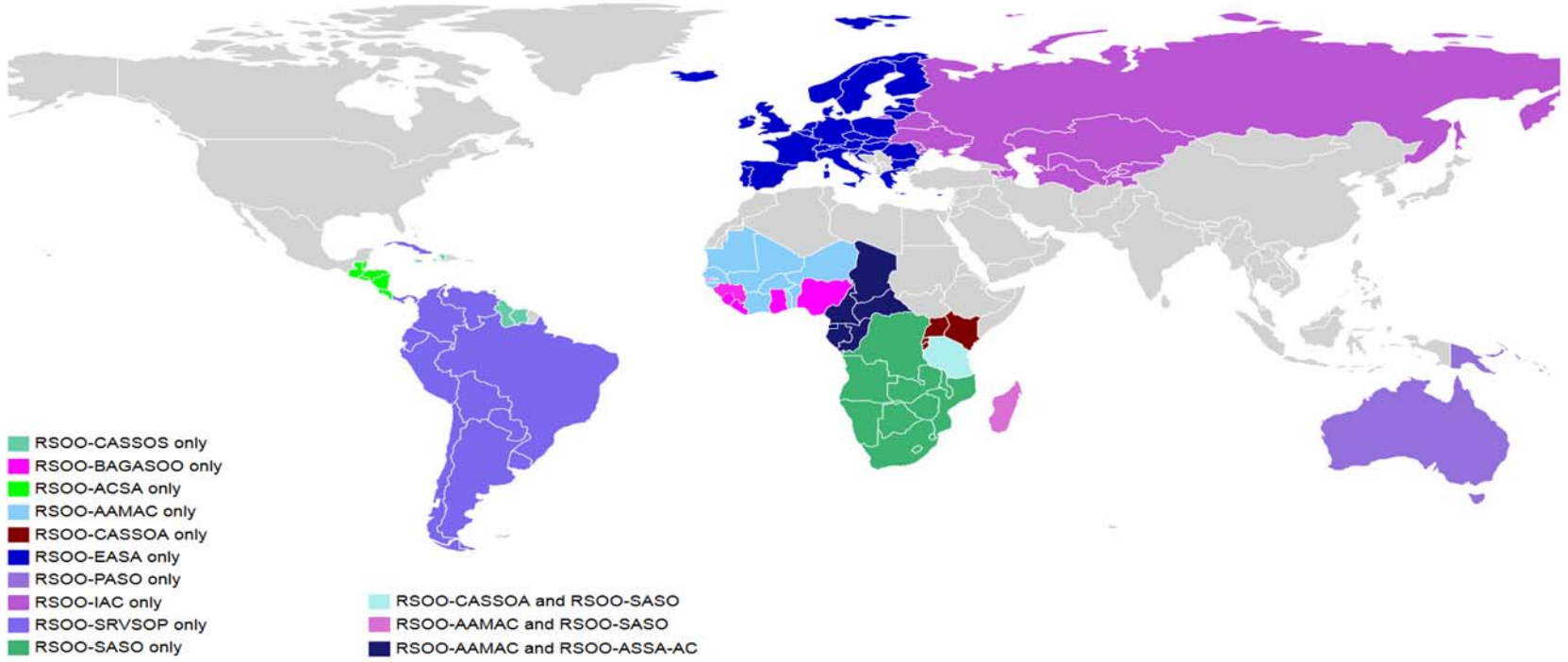
the improvement of RSOOs

Milestones


EASA
Forum
FORUM ON REGIONAL SAFE
ORGANIZATIONS (RSOOs) FOR GLO
(22 - 24 March 2017, Ezulwi
REPORT
International Civil Aviation Organization
WORKING PAPER
COUNCIL — 211TH SESSION
FORUM ON REGIONAL SAFETY OVERSIGHT ORGANIZATION
(RSOOs) FOR GLOBAL AVIATION SAFETY
(Presented by the Secretary General)
EXECUTIVE SUMMARY
EZULWINI DECLARATION ON
REGIONAL SAFETY OVERSIGHT ORGANIZATIONS IN AFRICA
Ezulwini, Kingdom of Swaziland, 24th March 2017
We African Ministers responsible for Civil Aviation, meeting in Ezulwini, Kingdom of Swaziland on 24 March 2017, on the occasion of the Forum on Regional Safety Oversight Organizations (RSOOs) for Global Aviation Safety organized by the European Aviation Safety Agency (EASA) and the Kingdom of Swaziland in collaboration with the International Civil Aviation Organization (ICAO),
Mindful of the Convention on International Civil Aviation signed in Chicago on 7 December 1944 (Chicago Convention);
Mindful of ICAO Assembly Resolutions A39-12 and A39-14 that, in particular, encourage Member States to develop sustainable solutions and to foster the creation of regional or sub-regional partnerships to address their common problems related to safety oversight capabilities, and of the expected benefits associated with RSOOs;
Mindful of the Treaty Establishing the African Economic Community signed in Abuja, Nigeria, in June 1991;
Mindful of the existing Regional Economic Communities (RECs) established in the Continent,
Mindful of the strong links between the Strategic Objectives of ICAO and the United Nations 2030 Agenda for Sustainable Development, especially in recognition that safe and secure aviation and global connectivity contribute significantly to socio-economic development;
Mindful of the African Civil Aviation Policy (AFCAP) adopted by the Second Conference of the AU Ministers of Transport, in Luanda, Angola on 25 November 2011 and the strategies and commitments developed in the Declaration, subsequently endorsed by the Assembly of Heads of State and Government of the AU, in Addis Ababa, Ethiopia, on 27 January 2012;
Mindful of the Abuja Declaration on Civil Aviation Safety in Africa of 20 July 2012, affirming States' commitment to enhance aviation safety in Africa, and its endorsements by the Assembly of Heads of State and Government of African Union (AU) in Addis Ababa, Ethiopia, in January 2013;
Mindful of the role of the New Partnership for Africa's Development (NEPAD) as a framework for the development of Africa;
Mindful of the various programmes, objectives and targets currently being pursued under ICAO's No Country Left Behind (NCLB) initiative, launched in December 2014;
The Chairperson
of Public Works and Transport,
Kingdom of Swaziland

Thank you!

Regional Safety Oversight Organizations (RSOOs)



ICAO UNITING AVIATION

Improvements in the AFI Region

Mr. Peter Bombay

European Commission, DG MOVE

Chair of the EU Air Safety Committee

Cooperation ICAO - EU

- EU experiences good cooperation with ICAO
- Synergies exist and more coordination and cooperation could be achieved to avoid duplication of efforts
- Development of ICAO tools provides for better safety analysis

EU Air Safety List

AFI region makes good progress, removal of airlines from the ASL:

- 2012: Mauritania (all)
- 2014: Swaziland (all)
- 2016: Zambia (all), Air Madagascar, TAAG (less restrictions), Botswana (managed to stay off the list with timely improvements)
- 2017: Benin (all), Mozambique (all)

Sustainability of improvements

None of removed airlines re-entered the ASL

Important elements:

- Recognition of safety problems
- No quick fixes
- Re-build the aviation safety system

Sustainability of improvements

Civil Aviation Authorities:

- Independency
- Solid funding mechanisms
- Enforcement powers
- Good governance
- Cooperation at regional level

Aviation growth

The expected growth of aviation in Africa requires that:

- CAA's have to be prepared and keep up with this growth in oversight capabilities
- Airlines should demand good safety oversight from their authorities

Third Country Operators

- Since 26 April 2014 the foreign operator rules in Europe are complemented by the new Third Country Operators (TCO) authorization system
- Majority of African TCO applications succeeded and some were among the first authorizations issued by EASA.

Technical cooperation projects

Name	Zone	Amount
SATA	Sub-Saharan Africa (closed)	9.0 M€
CAASP	Central Africa	2.2 M€
IASOM	Malawi (closing)	2.5 M€
ASSP	Zambia (closed)	3.0 M€
Euromed III	Northern Africa (+ Middle East)	2.0 M€
Twinning	Algeria (closed)	1.4 M€
Twinning	Morocco	1.5 M€
Twinning	Tunisia	1.2 M€
	TOTAL	22.8 M€

EU implementing partner

The EU institutions mandated EASA to carry out cooperation activities

European Commission

EASA is the preferred partner from the EC for aviation-related TA

Some of the project specifically targeted countries with low EI

SIASA

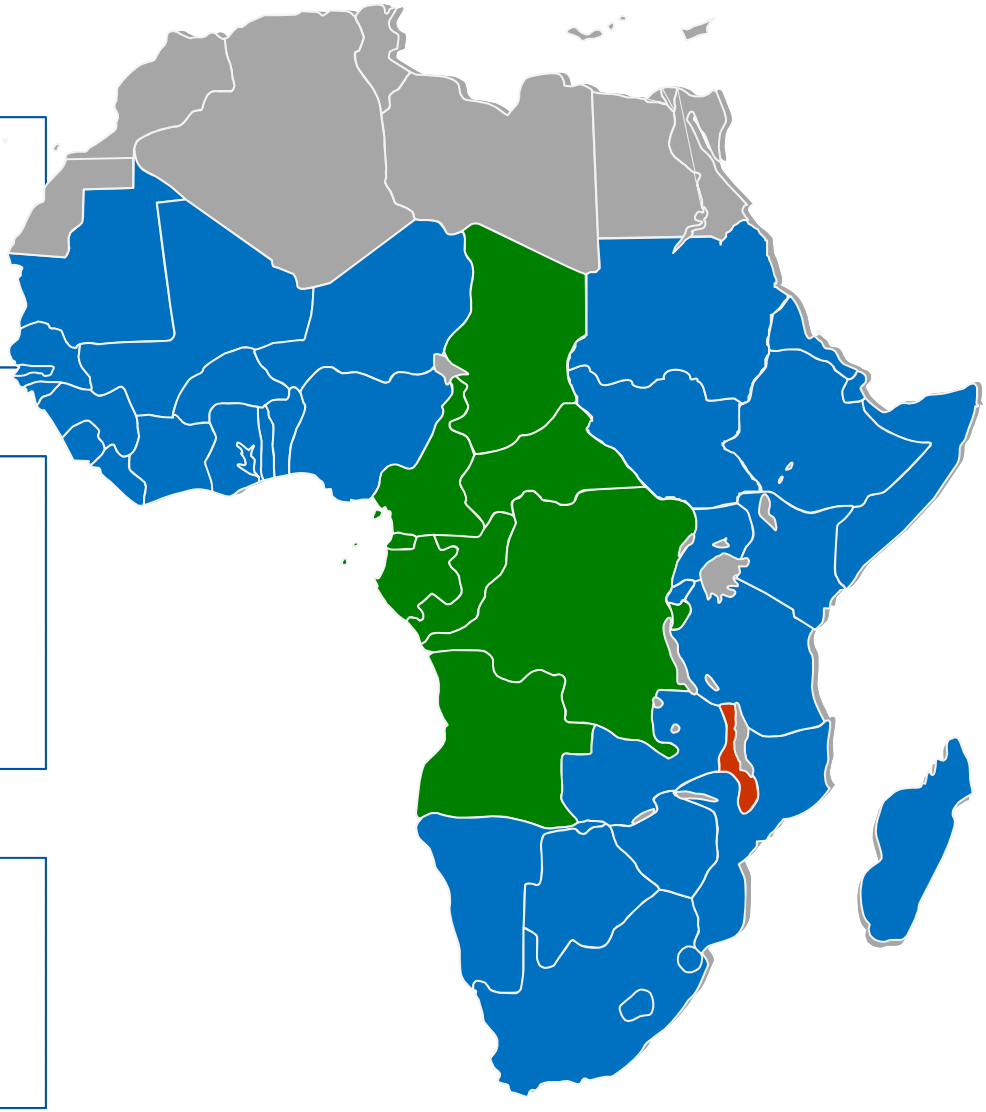
- Support to the Improvement of Aviation Safety in Africa

CAASP

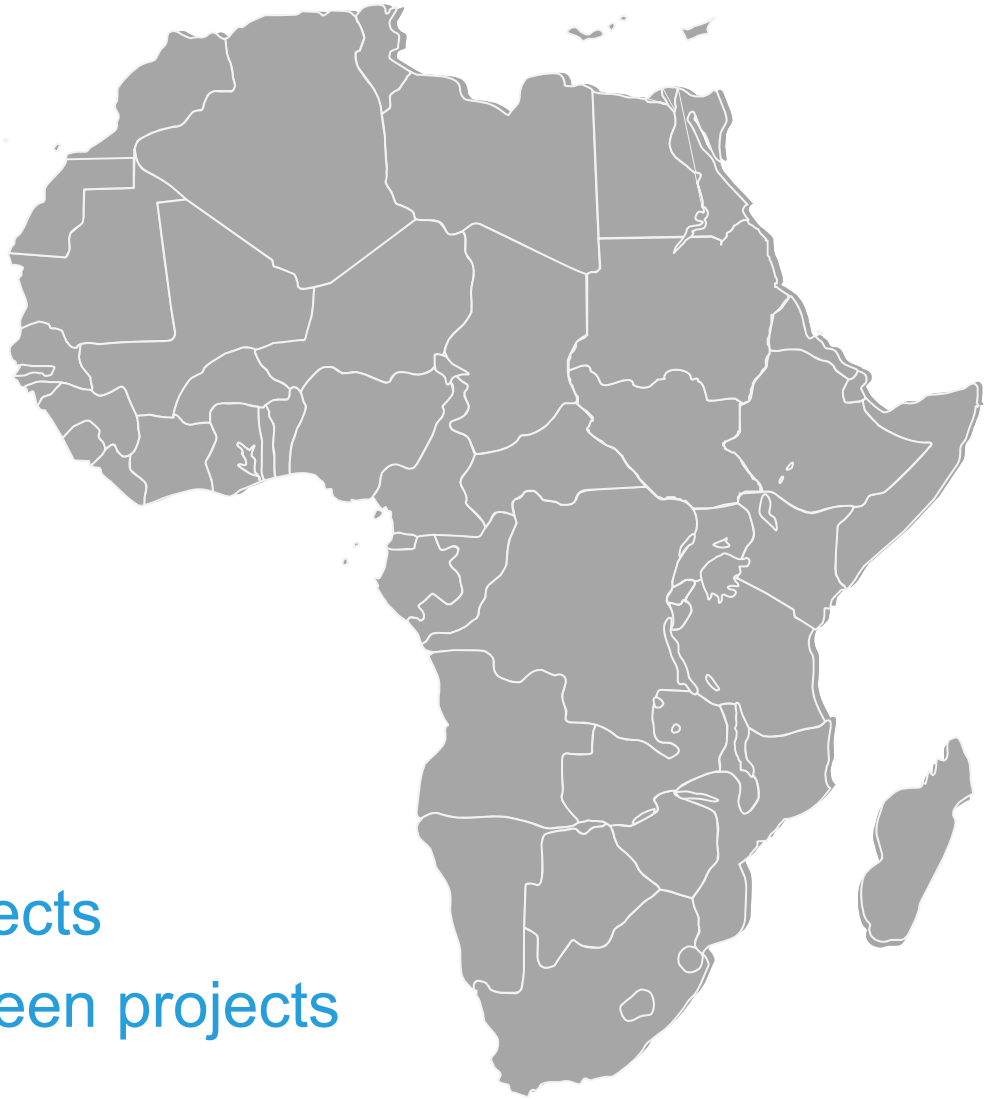
- Central Africa Aviation Safety Project (also known in French as ATA-AC)

IASOM

- Improvement of Aviation Safety Oversight in Malawi



Two key words



- **Cooperation**
  - Europe will pursue its cooperation with Africa
- **Coordination**
  - Deliver qualitative projects
  - Avoid duplication between projects and misuse of funds

"When the right, capable people are put on the right spot and are allowed to do their job properly, progress become a reality"

And this progress IS a reality in Africa

AFI Region improvements

- Significant Safety Concerns are being resolved
- Effective Implementation of international safety standards improves
- For foreign operators to Europe:
  - Many African carriers received a TCO authorisation from EASA
  - Ever more African states/carriers released from the EU ASL
- All partners should cooperate in their efforts to improve the situation in the region

Through hard work of many capable people, it will be possible to ensure that “No Country is Left Behind”

Thank you!

Questions ?

ICAO UNITING AVIATION

Session 1

Sustainability of EI improvement and mitigation of regression of EI levels achieved by States

Moderator: Mohamed Khalifa Rahma
Regional Director, ICAO/MID Office

Rapporteur: Ousman K. Manjang
Regional Officer - Airworthiness, ICAO/WACAF