



ICAO

INTERNATIONAL CIVIL AVIATION ORGANIZATION

Twenty First Meeting of the Africa-Indian Ocean Planning and Implementation Regional Group (APIRG/21) (Nairobi, Kenya, 9-11 October 2017)

Agenda Item 5: Regional Air Navigation Deficiencies

AFRICAN ANSP PEER REVIEW PROGRAMME

(Presented by the Secretariat)

| SUMMARY |
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| <p>This paper presents information related to the African Air Navigation Services Providers (ANSPs) Peer Review Programme -, which was launched in February 2015 by the ICAO Council President.</p> |
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| <p>This initiative was launched to facilitate the development of a regional framework of cooperation and a peer review mechanism aimed to improve air navigation operational performance in Africa.</p> |
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| <p>The Comprehensive Regional Implementation Plan for Aviation Safety in Africa (AFI Plan) is implementing a specific project dedicated to support the operationalization of an effective regional framework for this safety initiative.</p> |
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| <p>Action by APIRG is contained in Paragraph 3.</p> |
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| <p>Reference(s): A39 – WP/456</p> |
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| <p>Related ICAO Strategic Objective(s): A, B, C, D and E</p> |
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1. INTRODUCTION

1.1 At the initiative of the President of the Council, a meeting of the African ANSPs was held in Montreal on 4 February 2015, to discuss the need to identify ways and means of addressing some challenges the air navigation services are facing in the Africa-Indian Ocean (AFI) region. The meeting was convened as a result of the following issues:

- a) current safety level in African ANSPs;
- b) mechanism to monitor the performance of ANSPs globally; and
- c) ICAO's concern on low effective implementation of the critical elements of a State safety oversight system in many African States in the air navigation fields.

1.2 The meeting emphasized the importance of effective oversight with a clear delineation between regulator and air navigation services provider (ANSP) functions, and recalled that it was recognized around the world that this could be further enhanced by cooperation between ANSPs themselves, particularly in enhancing quality assurance. It was further noted that airlines had become well acquainted with the notion of regulatory oversight, and also with self-regulated oversight, such as IOSA certification, which had provided tangible and measurable benefits, and at the same time, in turn, assisted the certification and regulatory authorities in their responsibilities.

2. DISCUSSION

Background

ANSP Coordination Meeting, Montreal, 4 February 2015

2.1 The meeting established a Technical Group to be assisted by ICAO, comprising ANSPs from Ghana, Nigeria, South Africa and ASECNA and CANSO, as well as any other volunteering ANSPs. The established Technical Group was to develop a regional framework of cooperation and peer review, as well as terms of reference to benchmark performance in specific areas, and to identify best practices that could be shared to improve air navigation performance. It was also requested to submit an information paper on its work to the Fifteenth Meeting of the AFI Comprehensive Regional Implementation Plan for Aviation Safety in Africa (AFI Plan), during the second AFI Aviation Week in Maputo, Mozambique in May 2015. It was agreed that the Technical Group would meet in Madrid, Spain on 7 March 2015 prior to the CANSO Global ATM Congress to which several AFI ANSPs were expected to participate.

ANSP Coordination Meeting, Madrid, Spain, 7 March 2015

2.2 The Technical Group meeting held Madrid, on 7 March 2015, discussed the scope of the African ANSP Peer Review programme based on available material which can be used to implement safety management systems and increase levels of safety maturity in accordance with the provisions of Annex 19 – Safety Management to the Convention on International Civil Aviation as well as a number of other aspects that would need to be covered to support a review process for all ANS sub-areas, and provide what would be akin to the eight critical elements of the Universal Safety Oversight Audit Programme (USOAP) from an ANSP perspective. The meeting noted that having adequate expertise and financial resources were crucial to achieving an effective Peer Review system, and agreed that a project management approach should be adopted.

2.3 The meeting particularly established *an African ANSP Steering Group with a view to developing* a regional framework and a mechanism for improving ANS safety performance in Africa, including peer review, composed of the following members: ASECNA (Chair), ATNS, South Africa (Vice-Chair), CANSO (Member and Secretariat), Ghana, Kenya, Mozambique and Nigeria ANSPs (Members), ICAO (Member) and AFCAC (Observer)¹. It also discussed priority issues to be addressed *by the cooperation mechanism*. It was noted that ICAO would continue to play an active role in supporting the initiative through the AFI Regional Offices.

¹ Note: The Steering Group would give consideration to other members wishing to join the group.

Regional Meetings (2015 – 2017)

2.4 To further develop a suitable African ANSP cooperation framework, including in Durban, South Africa in June 2015, Yamoussoukro, Cote d'Ivoire in December 2015, Accra, Ghana in September 2016, and Freetown, Sierra Leone in May 2017. The terms of reference were adopted in June 2015, and the regional framework of cooperation was adopted in May 2017, together with the Peer Review Manual to guide the operational implementation of the African ANSP Peer Review Programme. A progress report was presented to the Fourth AFI Week in May 2017 in Gaborone, Botswana.

Description of the Peer Review Concept

2.5 The main objectives of the initiative are to: a) establish and maintain a uniform level of safety for the AFI region which should at least be equal to the international requirements; b) assist ANSPs in fulfilling their international obligations related to air navigation services, including: ATS, the design of flight procedures, AIS, mapping, MET, CNS, SAR; and SMS; c) pooling toolkits, human resources and available training and integrating safety and quality reviews within a safety and quality. Its activities will be based on cross reviews by independent teams of experts from other ANSPs and other bodies of civil aviation; sharing of experiences and best practices; mutual assistance; and data protection.

2.6 Reports of review activities to be conducted by independent teams of experts, will be sent to the concerned ANSP which will develop the corrective/preventive action plans accordingly; and regular monitoring and assessment of the status of implementation of these corrective/preventive action plans will be organized. The review experts will be selected from among ANSPs and other civil aviation entities, using comprehensive guidance material under development with the support of ICAO (Air Navigation Bureau and relevant Regional Offices), and relevant industry best practices of stakeholders such as the Civil Air Navigation Services Organisation (CANSO).

2.7 The benefits of the African ANSP Peer Review initiative include the following:

- a) Pooling of internal monitoring capabilities and cost reduction;
- b) Sustainability of the results of the review due to the independence of the system;
- c) Effective preparation of ANSPs in the process towards safety oversight/certification by Civil Aviation Authorities;
- d) Assurance on the continuous improvement of the safety and quality of air navigation services in the AFI region;
- e) Assurance of a minimum level of safety oversight of ANSPs in States where the National Authorities face some difficulties (No ANSP Left Behind in the oversight process).

2.8 The African ANSP Peer Review Programme provides a forum for stakeholders to address safety issues in a pragmatic manner, and to advance cooperation between air navigation service providers in order to foster enhanced quality of service in air navigation in the spirit of the Almadies/Dakar Declaration (2002), Gauteng Declaration (2005) and Cotonou Declaration (2010) adopted by previous regional meetings of African ANSPs.

Implementation activities by African ANSPs

2.9 ANSP Peer Review activities are being carried out in the region. A Cooperation Roadmap adopted by African ANSPs for the period 2017/2018 in May 2017, is provided as **Appendix** to this working paper.

AFI Plan support

2.10 Consistently with the mandate assigned to the Comprehensive Regional Implementation Plan for Aviation Safety in Africa (AFI Plan) whose scope covers all safety related technical areas considered under the ICAO USOAP, its Seventeenth Steering Committee meeting held during the Third AFI Aviation Week in June 2016 approved a project dedicated to the implementation of the African ANSP Peer Review Programme, which is intended to help ANSPs to continuously improve the safety and quality of air navigation operations in view of the limited ANS regulatory oversight in the African Region.

2.11 The AFI Plan Project on the implementation of the African ANSP Peer Review Programme was launched in May 2017. It builds on and facilitate on-going initiatives/activities in accordance with the regional framework adopted for this programme.

3. CONCLUSION

3.1 The meeting is invited to:

- a) Take note of the information provided in this paper;
- b) Encourage ICAO to continue to provide its support to the African ANSP Peer Review Programme, in coordination with the African Air Navigation Services Providers Steering Group, AFCAC and CANSO;
- c) Recognize the important contribution being provided by the AFI Plan towards the implementation of an effective regional framework for the African ANSP Peer Review Programme; and
- d) Request African ANSPs to continue to work together to enhance safety and efficiency of air transport operations in Africa.

APPENDIX
AFRICAN ANSP COOPERATION ROADMAP (2017/2018)

| Objectives/ Results/ Activities | Description | | Timelines (2017/2018) |
|--|--|--|----------------------------------|
| Objective 1 | Establishment of a Cooperation Framework for African Air Navigation Service Providers Peer Review Programme | | Champion: TBD |
| Key performance indicator(s) | Framework established for African ANSP Peer Review Mechanism | | |
| Result 1.1 | A PR Management Team (MT) established | | |
| <i>Activity #</i> | <i>Description</i> | <i>Actors</i> | |
| Activity 1.1 | Creation of a PR Management Team (MT) of Executives appointed by the ANSPs. | ANSPs CANSO ICAO AFCAC | |
| Result 1.2 | Framework of cooperation established covering all ANS areas | | |
| <i>Activity #</i> | <i>Description</i> | <i>Actors</i> | |
| Activity 1.2.2 | Establish a partnership (MOU) with other organizations (ICAO, RSOOs, etc.), in order to take advantage of their experts in air navigation field, if necessary. | RSOOs ICAO AFCAC CANSO ANSPs | |
| Result 1.3 | Standardized reference framework for African ANSP Safety and Quality Assurance | | |
| <i>Activity #</i> | <i>Description</i> | <i>Actors</i> | |
| Activity 1.3.1 | Finalize the reference framework for ANSP SMS | ANSPs CANSO | |

| Objectives/ Results/ Activities | Description | | Timelines (2017/2018) |
|---------------------------------------|--|---------------------------------|--------------------------|
| | | ICAO AFCAC | |
| Activity 1.3.2 | Finalize the reference framework for ANSP QMS | ANSPs CANSO ICAO AFCAC | |
| Result 1.4 | Operational Documentation developed for the Peer Review Programme | | |
| <i>Activity #</i> | <i>Description</i> | <i>Actors</i> | |
| Activity 1.4.1 | Finalize the Review Programme Manual | ANSPs CANSO ICAO AFCAC | |
| Activity 1.4.2 | Finalize Reference Standards | ANSPs CANSO ICAO AFCAC | |
| Activity 1.4.3 | Finalize Review Questionnaire and Checklists | ANSPs CANSO ICAO AFCAC | |
| Result 1.5 | Experience and Qualifications requirements established | | |
| <i>Activity #</i> | <i>Description</i> | <i>Actors</i> | |
| Activity 1.5.1 | Finalize Reviewer Experience and Qualifications Requirements included in the approved ToR. | ANSPs CANSO ICAO AFCAC | |
| Activity 1.5.2 | Identify and establish a database of competent | ANSPs | |

| Objectives/ Results/ Activities | Description | | Timelines (2017/2018) |
|---------------------------------------|---|--|---------------------------|
| | experts in all ANS areas of the AFI Region | CANSO ICAO AFCAC | |
| Objective 2 | Preparation and Organization of a Regional Workshop on African ANSP Peer Review Programme Manual | | Champion: ICAO |
| Result 2.1 | Regional Workshop of African Air Navigation Service Providers Peer Review Programme Manual held. | ANSPs CANSO ICAO AFCAC | |
| <i>Activity #</i> | <i>Description</i> | <i>Actors</i> | |
| Activity 2.1.1 | Coordinate date and venue of the Regional Workshop on ANSP Peer Review Programme Manual | AASG | |
| Activity 2.1.2 | Prepare documentation for the Regional Workshop on ANSP Peer Review Programme Manual | ANSPs CANSO ICAO AFCAC | |
| Activity 2.1.3 | Participate and support the Regional Workshop on ANSP Peer Review Programme Manual | ANSPs ASECN A ATNS CANSO ICAO | |
| Activity 2.1.3 | Finalize the ANSP Peer Review Programme Manual based on outcome of the workshop | AASG | |
| Activity 2.1.4 | Finalize and translate ANSP Peer Review Programme reference documents to be available in | ICAO | |

| Objectives/ Results/ Activities | Description | | Timelines (2017/2018) |
|---------------------------------------|--|---------------------------------|--------------------------|
| | English and French languages | | |
| Objective 3 | Implementation of AFI Plan ANSP Peer Review Project | | Champion: TBD |
| Key performance indicator(s) | Two African ANSP Peer Reviews conducted using the established framework | | |
| Result 3.1 | Support conduct of two pilot ANSP Peer Reviews in the Region | | |
| <i>Activity #</i> | <i>Description</i> | <i>Actors</i> | |
| Activity 3.1.1 | Reviews are carried out by teams of qualified Reviewers. | ANSPs CANSO ICAO AFCAC | |
| Activity 3.1.2 | Review reports are developed sent to the concerned ANSP which will develop the corrective/preventive action plans accordingly. | ANSPs CANSO ICAO AFCAC | |
| Activity 3.1.3 | Corrective/preventive action plans are returned to the MT which will conduct a regular assessment of the status of implementation. | ANSPs CANSO ICAO AFCAC | |
| Activity 3.1.4 | AFI Plan Project Closing Meeting is held | ANSPs CANSO ICAO AFCAC | |
| Activity 3.1.5 | AFI Plan ANSP Peer Review Project Terminal Report is developed and submitted to AFI Plan Steering Committee | ANSPs CANSO ICAO | |

| Objectives/ Results/ Activities | Description | | Timelines (2017/2018) |
|---------------------------------------|--|---|--|
| | | AFCAC | |
| Objective 4 | Implementation of African Air Navigation Service Providers Peer Review Programme | | 2017-2018 Champion: TBD |
| Key performance indicator(s) | <ul style="list-style-type: none"> • African ANSP Peer Reviews continue to be conducted in accordance with existing frameworks • Additional ANSPs to team up and conduct peer reviews among themselves | | |
| Result 4.1 | Conduct of ANSP Peer Reviews in the Region | | |
| <i>Activity #</i> | <i>Description</i> | <i>Actors</i> | |
| Activity 4.1.1 | Reviews are carried out by teams of ANSP selected Reviewers. | ANSPs CANSO ICAO AFCAC | |
| Objective 5 | Implementation of African Air Navigation Service Providers Peer Review Programme | | Champion: TBD |
| Key performance indicator(s) | African ANSP Peer Reviews conducted in accordance with the established framework | | |
| Result 5.1 | Conduct of ANSP Peer Reviews in the Region | | |
| <i>Activity #</i> | <i>Description</i> | <i>Actors</i> | |
| Activity 5.1.1 | Reviews are carried out by teams of qualified Reviewers. | ANSPs CANSO ICAO AFCAC Other partners | |

| Objectives/ Results/ Activities | Description | | Timelines (2017/2018) |
|---------------------------------------|--|---|--------------------------|
| Objective 6 | Development of ANS Infrastructure Gap Analysis | | Champion: TBD |
| Key performance indicator(s) | Air Navigation Infrastructure Gap Analysis conducted | | |
| Result 6.1 | Conduct of Air Navigation Infrastructure Gap Analysis in the Region | | |
| Activity # | Description | Actors | |
| Activity 6.1.1 | Develop terms of reference for a continent-wide gap analysis | ANSPs CANSO ICAO AFCAC | |
| Activity 6.1.2 | Conduct a gap analysis of Air Navigation Infrastructure in Africa within the context of the ICAO continental initiative in collaboration with AU and partners. | ANSPs CANSO ICAO AFCAC Other partners | |
| Objective 7 | Cooperation among African Air Navigation Service Providers | | Champion: TBD |
| Key performance indicator(s) | African ANSP adopt and implement a cooperative approach to address matters of common interest | | |
| Result 7.1 | Conduct of ANSP Peer Reviews in the Region | | |
| Activity # | Description | Actors | |
| Activity 7.1.1 | Carry out joint initiatives to: <ul style="list-style-type: none"> • Address air navigation deficiencies identified by African PIRGs, Gap Analysis and Peer | ANSPs CANSO ICAO | |

| Objectives/ Results/ Activities | Description | | Timelines (2017/2018) |
|---------------------------------------|--|---|--------------------------|
| | Reviews <ul style="list-style-type: none"> • Develop regional programmes to implement Global Air Navigation Plan (GANP) and Regional Air Navigation Plan (ANP) requirements • Meet ANS key performance objectives and targets adopted by APIRG • Conclude all relevant MoUs to implement African PIRGs requirements including the surveillance data sharing, AMHS, AIDC, etc. | AFCAC Other partners | |
| Activity 7.1.2 | <ul style="list-style-type: none"> • ANSPs cooperate and actively support information and data collection, monitoring and reporting on air navigation system implementation status • Develop supporting tools to enable collection, analysis and sharing of data • Pooling of resources (human, training, expertise, infrastructure) | ANSPs CANSO ICAO AFCAC Other partners | |
| Objective 8 | Promotion of African Air Navigation Service Providers Peer Review Programme | | Champion: TBD |
| Key performance indicator(s) | Stakeholders and Partners are aware of the African Air Navigation Service Providers Peer Review Programme | | |
| Result 8.1 | Conduct awareness campaign on the African Air Navigation Service Providers Peer Review Programme | | Champion: TBD |
| Activity # | Description | Actors | |

| Objectives/ Results/ Activities | Description | | Timelines (2017/2018) |
|--|---|--|----------------------------------|
| Activity 8.1.1 | Maintain communication and ensure promotion of the African Air Navigation Service Providers Peer Review Programme, using national, regional and international fora/events, websites and media | ANSPs CANSO ICAO AFCAC Other partners | |

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