



INTERNATIONAL CIVIL AVIATION ORGANIZATION

Annex 1 to the Management Service Agreement (MSA) between the International Civil Aviation Organization (ICAO) and the Member States and Organizations of the African Flight Procedure Programme (AFPP)

PROJECT DOCUMENT (Confidential)

Project code: RAF14801 – Revision D

Project title: African Flight Procedure Programme (AFPP)

Executing agency: ICAO

Revised project schedule: 2 June 2014 to 31 July 2028

Schedule for Phase IV: 1 August 2025 to 31 July 2028 (cf. SC/10-Dec07)

Project cost: US\$ 5.7 million

Project outline: The Programme objective is to assist States to develop sustainable capability in the instrument flight procedure (IFP) domain so as to meet their commitments under Assembly Resolution A37-11 for Performance Based Navigation (PBN) implementation and their obligations for the quality of their IFPs. This will be accomplished through training, assistance with quality assurance, procedure design and access to IFP-related automation solutions.

The present document was developed as Annex to the new Management Service Agreement (MSA) between ICAO and the Member States and Organizations of the AFPP and to formalize the objectives of Phase IV of the programme.

Signed on behalf of:	Signature	Name/Title	Date
International Civil Aviation Organization	_____	Juan Carlos Salazar Secretary General	_____
Agency for the Safety of Air Navigation in Africa and Madagascar (ASECNA)	_____	Prosper Zo'o Minto'o Director General	_____
AFPP Steering Committee	_____	Derrick F. Luembe Chairperson	_____

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1. PROJECT CONTEXT

1.1 Background

- 1.1.1 In 2008, ICAO developed harmonized navigation specifications for all existing areas of operations and published them in the third edition of the Performance-based Navigation (PBN) Manual (Doc 9613). In addition, the Special Africa-Indian Ocean (AFI) Regional Air Navigation (RAN) Meeting, which was held in Durban, South Africa, supported the concept of a flight procedure programme (FPP) for the AFI Region¹.
- 1.1.2 In 2009, ICAO published the Quality Assurance Manual for Flight Procedure Design (Doc 9906). This document addresses two levels of processes:
- a) A high-level process, called the Instrument Flight Procedure (IFP) process, covers all elements from initiation to publication of the procedure and the relevant maintenance, safety, validation and flight inspection activities. The process does not end with publication. Feedback from users must be considered in the improvement process.
 - b) A second specific process, for the design of the instrument flight procedure, the Flight Procedure Design (FPD) process, is part of the IFP process.
- 1.1.3 In 2010, the 37th Session of the ICAO Assembly, in its Resolution A37-11, reaffirmed the global commitment for PBN implementation and called upon States to complete and submit to ICAO their PBN implementation plans as a matter of urgency. The Assembly also requested ICAO to develop a coordinated action plan to assist States in the implementation of PBN and to ensure development and/or maintenance of globally harmonized Standards and Recommended Practices (SARPs), Procedures for Air Navigation Services (PANS) and guidance material, including a global harmonized safety assessment methodology to keep pace with operational demands.
- 1.1.4 Subsequently, African States agreed to establish a PBN flight procedure programme, the African FPP (AFPP), with the objective of developing their capabilities in the instrument flight procedure domain and to increase safety and efficiency of Instrument Flight Rules (IFR) procedures, improve accessibility and achieve environmental benefits of PBN in Africa.
- 1.1.5 In 2012, a letter of intent for the establishment of the AFPP was signed by ICAO, the Agency for Aerial Navigation Safety in Africa and Madagascar (ASECNA) and the French Civil Aviation Authority (DGAC).
- 1.1.6 In 2013, the 38th Session of the ICAO Assembly, in its Resolution A38-7, urged African States to support the implementation of the Flight Procedure Programme (FPP) office for the AFI Region through personnel secondments and/or financial support to accelerate PBN implementation. The conclusions of the 19th Meeting of the AFI Planning and Implementation Regional Group (APIRG/19) and the associated report highlighted the strong support for PBN implementation and the establishment of a flight procedure programme in the AFI Region.

¹ AFI States at the time of the Special AFI RAN Meeting and during the 38th Session of ICAO Assembly comprised all African States, i.e. the 24 States in the Eastern and Southern African (ESAF) region, the 24 States in the Western and Central African (WACAF) region and the six North African States of the Middle East (MID) region. Therefore, the present project document refers to all African States.

- 1.1.7 In 2014, based on ASECNA's agreement to host the AFPP for an initial period of three years, the implementation Phase I of the programme was initiated.
- 1.1.8 In 2015, the conclusions of APIRG/20 and the associated report highlighted the strong support for continuing PBN implementation and the important role of the AFPP to support the PBN development in the AFI Region.
- 1.1.9 In 2017, during its 4th meeting held in Abidjan, Côte d'Ivoire, the steering committee of the AFPP decided to extend Phase I of the Programme.
- 1.1.10 In 2019, during its 5th meeting held in Dakar, Senegal, the steering committee approved the implementation of Phase II of the Programme for a duration of 3 years starting in February 2019.
- 1.1.11 In 2022, during its 7th meeting held virtually, the steering committee approved the extension of Phase II and the implementation of Phase III of the Programme for a duration of three years starting in August this year.
- 1.1.12 In 2024, during its 10th meeting held in Dakar, Senegal, the steering committee approved the implementation of Phase IV of the Programme for a duration of three years starting in August 2025.
- 1.1.13 The present project document covers the revised timelines and budget for Phases I to IV of the AFPP and defines in more detail the operational objectives of Phase IV as well as the institutional framework.

1.2 Definitions

- 1.2.1 In the remainder of this document, the term 'Project Member' refers to a signatory of the Management Service Agreement (MSA) for the African Flight Procedure Programme (AFPP) between the International Civil Aviation Organization and the Member States and Organizations of the AFPP.
- 1.2.2 Therefore, a Project Member can be one of the following:
 - a) Regulatory oversight entities, such as civil aviation authorities or ministries;
 - b) Service providers, such as aerodrome operators or air navigation service providers;
 - c) Regional entities which carry out regulatory oversight functions or provide services related to aerodromes or air navigation on behalf of one or more States; or
 - d) State-owned training organizations.

- 1.2.3 The Project Members form the steering committee of the AFPP (see Appendix D).

1.3 Project Scope

- 1.3.1 The AFPP assists Project Members in developing their capabilities with regard to instrument flight procedures, including the development of national PBN implementation plans, the implementation of instrument flight procedures, regulatory oversight of flight procedure design and PBN operational approval of national air operators.
- 1.3.2 Related activities include the delivery of training, the use of software automation solutions and quality assurance processes with subject matter experts.

1.3.3 Expected Results:

1.3.3.1 States and organizations in Africa will have significantly improved competency in procedure and airspace design as well as in regulatory and operational approvals (IFP design approval, PBN operational approval), as evidenced by the successful design of procedures, implementation of approvals and delivery of training.

1.3.3.2 Operational improvements will have been achieved as follows:

- a) Increase in the number of robust State PBN implementation plans;
- b) Increase in the number of implemented PBN procedures, including regulatory approval, and published in States Aeronautical Information Publications (AIP);
- c) Increase in the number of approved national carriers for PBN operations; and
- d) Demonstrated evidence for improved safety and efficiency of flight operations.

1.3.3.3 A review by the steering committee should be conducted at least 4 months prior to the end of each Phase to decide on the implementation of the subsequent Phase and the related strategic direction that the AFPP should take.

1.4 Implementation Strategy

1.4.1 Instrument flight procedures developed to take advantage of the benefits of PBN are reliant on the data in a database on the aircraft. For this reason, quality assurance in the flight procedure design process, while always important, takes on added importance for PBN-based procedures.

1.4.2 A great safety concern in this respect is that many States lack the expertise to establish sustainable internal procedure design capability to meet the requirements of procedures for air navigation services – aircraft operations (PANS–OPS) and discharge their responsibility under Annex 15 for the quality of their aeronautical information and data, including instrument flight procedures.

1.4.3 The list below includes some of the main issues and problems faced by States with regard to flight procedure design:

- a) Lack of regulatory oversight framework;
- b) Incomplete implementation of Resolution A37-11 for airports in African States related to PBN flight procedures;
- c) Lack of expertise/internal PBN capabilities and capacity, including insufficient number of procedure designers;
- d) Insufficient procedure design work in some States to attain or maintain proficiency;
- e) Lack of initial training, on-the-job training (OJT) and/or recurrent training on airspace and procedure design;
- f) Lack of knowledge to integrate procedure design efficiently into airspace design;
- g) Lack of depth in procedure design organization to perform quality assurance (QA);
- h) Insufficient expertise in procedure design organization to provide adequate QA of procedures;

- i) Lack of or non-periodic WGS-84 surveys;
- j) Lack of or non-periodic flight calibration and flight validation;
- k) Lack of procedure design and obstacle data storage automation;
- l) Lack of expertise to obtain proper operational approval and to carry out oversight of PBN operations;
- m) Lack of regulatory expertise to oversee the process leading to procedure publication; and
- n) Lack of training for air traffic control (ATC)/air traffic management (ATM) staff on PBN implementation.

1.4.4 The AFPP aims at addressing these issues through the following general activities:

- a) Provision of technical expertise to Project Members that do not have the necessary number of procedures to develop and maintain internal procedure design capability; and
- b) Improvement of quality in Project Members' procedure design processes through access to procedure design automation solutions and associated data storage.

1.4.5 The following specific activities will be implemented:

- a) Assistance with the development of national PBN implementation plans;
- b) Regulatory oversight:
 - 1) Assistance with the establishment of adequate regulatory oversight frameworks for the implementation of instrument flight procedures with QA processes, including flight procedure regulatory approval;
 - 2) Assistance with the development of PBN-related regulations;
 - 3) Assistance with air operator approval for PBN operations;
- c) Training/capacity building:
 - 1) Delivery of initial training, OJT and recurrent training to flight procedure designers;
 - 2) Delivery of training courses and OJT for QA, including flight procedures regulatory approval;
 - 3) Delivery of training courses to ATC/ATM staff, air operators and other relevant stakeholders on PBN flight procedures operations;
- d) Procedure design:
 - 1) Assistance with data origination;
 - 2) Assistance to instrument flight procedure and airspace designers with the development of procedures, with priority for PBN procedures;

- 3) Development of instrument flight procedures for Project Members that have no procedure design capability; and

- e) Other related associated assistance as may be required.

1.4.6 During the implementation of the activities described above, the Project Members will have access to procedure design software applications, electronic terrain models and obstacle data storage.

Note. — In order to assist Project Members in expediting the implementation, training and services can be extended to relevant stakeholders such as air operators and air navigation service providers in accordance with applicable ICAO regulations, rules, policies and procedures.

1.4.7 The AFPP is funded by the following types of contributions:

- a) Annual membership fees paid by Project Members;
- b) Service fees paid by Project Members or non-Members for requested services, e.g. for assistance with procedure design;
- c) Training fees paid by Project Members which are in arrears with their annual membership fees (SC/5-Dec04) or by non-Members for their participation in training activities; and
- d) Others, e.g. financial or in-kind contributions from donors.

1.5 Further Assistance

1.5.1 A change in the assistance as reflected in this document may be required during or after the completion of the project activities or in addition to the currently defined scope. If such needs are identified, a revision of the current project scope or the development of new, dedicated projects are possible.

1.6 Strategic Objectives

1.6.1 This project relates to ICAO's Strategic Objective B — Air Navigation Capacity and Efficiency.

2. PROJECT OBJECTIVES, DELIVERABLES AND ACTIVITIES FOR PHASE IV

Objective 1 Develop sustainable capability in instrument flight procedure

Output 1.1 Enhance the capability of the AFPP experts

Activity #	Activity description	Responsible
1.1.1	Establish and implement competency maintenance programme for the technical personnel	
1.1.2	Implement the training programme for the core technical experts.	

Output 1.2 Develop the capacity of the national experts in the PANS-OPS related areas

Activity #	Activity description	Responsible
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Commenté [CB1]: The table should be updated to reflect the outputs and activities for Phase IV. Suggest to remove the recruitment of personnel as this is not a deliverable of the project but rather a preliminary activity to produce the deliverables.

- 2.2.1 Conduct outreach actions on the roots cause of PANS-OPS related SSCs during the major aviation for a (APIRG, AFI week)
- 2.2.2 Organize PANS-OPS inspector trainings
- 2.2.3 Provide full PANS-OPS trainings to the PANS-OPS inspectors (initial, OJT, etc.)
- 2.2.4 Continuation of the Quality assurance trainings
- 2.2.5 Continuation of the flight procedure design training courses
- 2.2.6 Pursue the capacity building in Airspace design

Objective 2 Obtain full implementation of ICAO assembly resolution A37-

Output 2.1 Assist States in developing or improving the robustness of their national PBN implementation plans (NPIP)

Activity #	Activity description	Responsible
2.1.1	Continuously update the list of the PBN focal points	ICAO
2.1.2	Implement NPIP status monitoring programme	ICAO
2.1.3	Train the national experts on the NPIP development	ICAO
2.1.4	Establish dedicated assistance programme as needed	ICAO, States
2.1.5	Assist States in establishing adequate regulatory PANS-OPS oversight framework	ICAO, States

Output 2.2 Foster implementation of robust PANS-OPS and cartography oversight system

Activity #	Activity description	Responsible
2.2.1	Establish a pool of qualified PANS-OPS and cartography inspectors to assist States in need	ICAO, States

Output 2.3 Assist States in implementing safer instrument flight procedures

2.3.1	Implement PBN flight procedure implementation status monitoring system	ICAO	
2.3.2	Assist States with sufficient flight procedure design needs to establish internal capability in flight procedures' implementation	ICAO, ANSPs	States,
2.3.3	Assist States without sufficient flight procedure design needs in the design and the maintenance of their flight procedures (including continuous climb and descent operations (CCO/CDO))	ICAO, ANSPs	States,
2.3.4	Promote the establishment of aerodrome obstacles Quality management system by the CAAs and the ANSPs	ICAO, ANSPs	States,
2.3.5	Establish a data base of qualified WGS-84 survey companies in the Continent.	ICAO, ANSPs	States,
2.3.6	Establish a data base of flight validation companies in the Continent.	ICAO	

Objective 3 Provide access to IFP-related solutions

Output 3.1 Open access to the flight procedure design and charting automation solutions

Activity #	Activity description	Responsible
3.1.1	Inform States and ANSP of the available flight procedure design related software tools	ICAO
3.	PROJECT RESOURCES/INPUTS	
3.1	Host Administration	
3.1.1	ASECNA as the host administration of the AFPP will provide the following (more details were defined in Appendix 1 of the project document for Phase II and will be reviewed and discussed between ICAO and ASECNA if required):	
	<ul style="list-style-type: none"> a) Office space and furniture equipment including maintenance and repairs if necessary; b) Information technology and communication equipment; c) Procedure design and charting equipment; d) Suitably equipped office rooms for the AFPP in Dakar, Senegal, located in an ASECNA building or in any other building proposed by ASECNA; e) Use of vehicle for purposes of movements between the AFPP office and supporting ASECNA and ICAO facilities as needed; and f) Operating and maintenance expenses as related to the office facilities described in items a) above, including electricity, water, internet connection, local and international phone connections, cleaning and office security. 	
3.2	Project Members	
3.2.1	Funding: The Project Members will transfer to ICAO the funds in accordance with the payment requests issued by ICAO to this effect.	
3.2.2	National Focal Point: The Project Members will appoint a National Focal Point as the main counterpart to ICAO for the duration of the project. The National Focal Point will assist the project personnel in the overall coordination of activities, including coordination with other staff of the Project Members.	
3.2.3	The National Focal Point is acting under the supervision of the Project Member.	
3.2.4	The National Focal Point shall facilitate the implementation of the project in accordance with ICAO rules, regulations, procedures and instructions. He/she does not however represent ICAO and is therefore not authorized to sign documents on behalf of ICAO and to use the logo and the name of ICAO in his/her communications.	
3.2.5	For procurement matters, a single point of contact will be assigned to interact between the Project Members, ICAO and any other counterparts. It is expected that all communications be shared between the supplier, the Project Members, and ICAO.	
3.2.6	Administrative Support: The Project Members will provide support services to the ICAO team, including typical office related clerical and organizational tasks such as needed occasionally by the ICAO Team.	

- 3.2.7 **Office Accommodation:** The Project Members will provide suitably furnished and equipped office space and furniture for the project personnel, consultants and support personnel as necessary.
- 3.2.8 **IT equipment:** The Project Members will provide basic equipment such as telephone, computer, high-speed internet connection, printers, and scanners to the project personnel.
- 3.2.9 **Documentation/support material:** At the start of the corresponding activities, the Project Members will provide all relevant documentation which is required by the project staff to perform their duties. All documents and material provided to ICAO will be kept in strict confidence. ICAO is not responsible for the accuracy or correctness of any document/material provided by the Project Members. It will be the Project Members' responsibility to ensure the project personnel are provided with all the documentation, information and data in a timely manner to complete their assignments. The documentation/support material includes aeronautical data from third parties, including AIP and electronic terrain and obstacle data (eTOD), as well as appropriate topographic mapping data and charts pertaining to their State/organization for the purposes of the AFPP, in particular for the design of instrument flight procedures and for quality assurance assistance.
- 3.2.10 **Authorizations:** The Project Members will provide the project personnel with authorizations necessary to access any of the work sites contained within the approved work plan as may be required.
- 3.2.11 **Transportation:** The Project Members will arrange free ground transportation to/from the workplace and airport upon arrival and departure to the project personnel as necessary in the performance of their duties.
- 3.2.12 **Duty travel:** The Project Members support the cost for transport and all applicable allowances of the project personnel and for duty travel within the country as required.
- 3.2.13 **Project Meetings:** The Project Members support the cost for transport and all applicable allowances of the ICAO personnel for travel with the purpose of reviewing the project progress at least once a year or as required, or for any other project-related meeting which is included in the work plan or requested by the steering committee.
- 3.2.14 **Security:** The Project Members will provide the necessary security to ensure the project personnel can discharge their duties.
- 3.2.15 **Operational responsibilities:** The Project Members will ensure all the necessary approvals required for the implementation of the project activities, scheduling of interviews or conduct of on-site visits with the Project Members or other stakeholder personnel are carried out in a timely manner so as not to delay the project activities. Additional operational responsibilities of the Project Members are indicated in Section 11.2 of the present project document.
- 3.2.16 **Expertise and additional resources:** The Project Members provide support to the AFPP by providing expertise or additional resources to the extent practicable.
- 3.2.17 **Others:** The Project Members or the corresponding national authority will facilitate the issuance of visas, accreditations or residence permits for the project personnel and recognized dependants ensuring the expeditious relocation of them at the duty station and for the whole duration of their ICAO contracts and subsequent renewals.
- 3.3 **ICAO**
- 3.3.1 The inputs provided by ICAO are funded by the Project Members.

3.3.2 **Project Personnel:** ICAO will contract and assign to this project the staff listed below (with the exception of the PANS-OPS inspectors):

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	25	2026					2027				2028		
Position	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3
Professional staff													
AFPP Manager													
Chief, Operational Trainings													
General Service staff													
Administrative Assistant													
Consultants													
Flight Procedure Designers/Instructors													
Flight Procedure Facilitation Consultant 1													
Flight Procedure Facilitation Consultant 2													
Flight Procedure Facilitation Consultant 3													
Flight Procedure Designer 1													
Flight Procedure Designer 2													
Cartographers													
Aeronautical Charting Consultant 1													
Aeronautical Charting Consultant 2													
PANS-OPS Inspectors													
PANS-OPS Inspector 1													
PANS-OPS Inspector 2													
PANS-OPS Inspector 3													
PANS-OPS Inspector 4													
Information Technology (IT) Assistant													

Position	Description
AFPP Manager	The position will be filled during the entire duration of Phase IV .
Chief Operational Trainings	A flight procedure instructor will be hired to manage the training and assist as needed in the flight procedure design project for the period of 1 January 2026 until the scheduled end date of Phase IV.
Administrative Assistant	The position will be filled during the entire duration of Phase IV.
Flight Procedure Facilitation Consultants 1, 2 and 3	Three flight procedure design instructors will be hired as needed throughout Phase IV to implement flight procedure design projects.
Flight Procedure Designer 1 and 2	Two consultants will be hired as needed throughout Phase IV to implement flight procedure design projects.
Aeronautical Charting Consultants 1 and 2	Two cartographers will be hired as needed throughout Phase IV to assist in the implementation of flight procedure design projects.
PANS-OPS Inspector 1-4	The inspectors are not hired by ICAO, and the administrative arrangements for their deployment are agreed between the inspectors' home administration and the receiving administration, without ICAO's involvement. However, their activities are derived from project activities, hence they are

	included above for a complete overview of individuals carrying out project tasks.
Information Technology (IT) Assistant	The position will be filled throughout the entire duration of Phase IV; the incumbent is expected to work approximately 10 days per month on average.
General	For the recruitment of consultants, preference shall be given to employees of project members. Other applications shall only be considered if no suitably qualified candidates from project members apply to a vacancy.

- 3.3.3 The indicated assignment dates for the consultants are tentative based on an equal distribution of the overall working days (see Appendix A for a description of the assignment durations and frequencies). The specific assignment dates will be determined during Phase IV.
- 3.3.4 The consultants are paid through project funds only for the flight procedure design training facilitation or flight procedure design projects, including design and charting. The project will cover travel expenses in those cases.
- 3.3.5 **Duty travel:** The duty travel cost for project personnel relating to project implementation, as may be required, will be paid by project funds.
- 3.3.6 **Mission travel:** The mission travel cost for ICAO staff relating to project meetings, as may be required, will be paid by project funds.
- 3.3.7 **Procurement:** ICAO will provide turnkey services for the procurement of goods and services as requested by the steering committee. The procurement of any good or service not explicitly indicated in the present project document may be done, provided the requisite funds are made available and the project budget is revised, as appropriate.
- 3.3.8 **Miscellaneous:** Reporting costs, administrative overhead charges, and other miscellaneous charges that may be incurred will be paid by project funds.
- 3.3.9 **Technical Support:** ICAO will provide technical support to the project personnel, including technical briefings and debriefings, technical review of outputs and review, finalization and distribution of reports.

4. PRIOR OBLIGATIONS

- 4.1 The conditions for the commencement of Phase IV were met at the end of Phase III. No additional elements are required.

5. PROJECT SCHEDULE

5.1 Project Schedule

- 5.1.1 The project schedule was revised during the 10th meeting of the steering committee to include Phase IV for a duration of three years starting on 1 August 2025.
- 5.1.2 This schedule is indicative only. A detailed work plan will be prepared as per section 5.2 below.

5.2 Detailed Planning of Project Activities

- 5.2.1 The work plan for the initial period of Phase IV will be presented to the steering committee for approval.
- 5.2.2 The AFPP Manager will periodically review and update this work plan and submit it to the steering committee for review and approval.

6. PROJECT BUDGET

- 6.1 The Project Budget is presented in Appendix A. Any change to the budget total amount will need to be approved by the steering committee.
- 6.2 The ICAO administrative overhead rate for this project is 10 per cent of the actual expenditures, with the exception of procurement activities (i.e. the rate of 10 per cent applies to project personnel, travel, technical support services in the context of procurement activities, and miscellaneous expenditures).
- 6.3 Procurement services
 - 6.3.1 Charges for procurement services will be based on the known or estimated delivered value of each individual purchase order/contract as follows:
 - a) For each purchase order/contract up to US\$ 10,000, the administrative overhead rate is 13 per cent.
 - b) For each purchase order/contract over US\$ 10,000, the administrative overhead rate is 7 per cent.
 - 6.3.2 Charges for technical services in connection with any given procurement will be charged at cost plus 10 per cent and estimated separately in advance of the procurement activity to the extent possible. These include the provision of services such as:
 - a) Preparation of detailed technical specifications;
 - b) Preparation of technical tender documentation;
 - c) Technical evaluation of tenders;
 - d) Technical contract negotiations;
 - e) Drafting of technical component of purchase order/contract document;
 - f) Review of system design document;
 - g) Site and equipment inspections;
 - h) Acceptance and commissioning activities;
 - i) Etc.

7. PROJECT RISK MANAGEMENT

- 7.1 A risk management plan will be developed by the AFPP Manager. A preliminary risk table, with the management plan, including recommended risk responses, is presented in Appendix B of this project document. It will be updated and monitored by the AFPP Manager and used as a risk register.

8. JOB DESCRIPTIONS

- 8.1 The job descriptions for positions to be filled during Phase IV will be developed by the AFPP Manager and classified by ICAO's Field Personnel Section.
- 8.2 The job descriptions of the AFPP Manager, the Administrative Assistant and the Information Technology (IT) Assistant were previously approved through the signature of the project documents for Phases I, II and III, respectively, and are therefore not included in the present project document.

9. PROJECT MONITORING, REVIEW AND REPORTING

9.1 Monitoring Activities

- 9.1.1 The overall implementation of the project is monitored by the steering committee (see section 11.3).
- 9.1.2 ICAO will execute and monitor the project in close consultation with the steering committee, through its Chairperson.
- 9.1.3 ICAO will maintain the financial accounting and budgetary control of the project, in accordance with its policies and practices.
- 9.1.4 ICAO may carry out missions on site to monitor the progress of the project, in accordance with the approved work plan or as required.

9.2 Reporting

- 9.2.1 The AFPP Manager will submit quarterly activity reports on the implementation of the Programme to ICAO Regional Offices and to the members of the Steering Committee via Regional Director of the WACAF Office.
- 9.2.2 Towards the end of the project, ICAO will prepare a project terminal report (PTR) for review and approval by the steering committee during its last scheduled meeting

10. HANDOVER OF DELIVERABLES

- 10.1 All tangible deliverables produced by the project personnel are handed over to the Project Members through ICAO.
- 10.2 The Project Members acknowledge receipt of all deliverables within seven days following the reception, or as otherwise indicated in the approved work plan. If no acknowledgement is received within the prescribed timeframe, the deliverables will be considered as accepted.

11. ROLES AND RESPONSIBILITIES

11.1 Host Administration

- a) Provision of inputs as indicated in section 3.1.

11.2 Project Members

- a) Provision of inputs as indicated in section 3.2; and
- b) Expeditious implementation of approval processes of deliverables which are required in order to not hamper subsequent activities, in particular the completion of all necessary steps to publish instrument flight procedures developed wholly or partly within the AFPP framework as public procedures in their AIP.

11.3 Steering Committee

- 11.3.1 The roles and responsibilities of the steering committee are provided in Appendix D.

11.4 ICAO

- a) Provision of inputs as indicated in Section 3.3;
- b) Execution and monitoring of the project under the direction of the Regional Director of the Western and Central African (WACAF) Office, who will delegate the responsibility for the monitoring/oversight of project activities to the appropriate level within the Office and to the AFPP Manager;
- c) Financial management and budgetary control in accordance with ICAO's policies, rules, practices, processes and procedures, including the provision of quarterly financial statements;
- d) Briefing and debriefing of personnel;
- e) Administration of project personnel, including the management of their contracts as well as their deployment and repatriation;
- f) Revision of the project document as requested by the steering committee;
- g) Negotiation (through the AFPP Manager) of scope, timelines and payment schedule for services provided as described in Section 1.4.5 via exchange of letters or e-mails; and
- h) Implementation of all activities required to close the project operationally and financially.

- 11.4.1 It is assumed that the full benefits of the project are only achieved with adequate support from the Project Members and that full cooperation will be required to ensure its successful completion.

- 11.4.2 This project document is not intended and should not be construed as a recognition or endorsement by ICAO of any functions and/or responsibilities entrusted to or performed by regional entities.

12. PROJECT RULES AND REGULATIONS

12.1 International Experts

- 12.1.1 ICAO will recruit and deploy international experts/personnel in accordance with ICAO policies, practices, ICAO/TCB Field Service Staff Rules and applicable process and procedures. In particular, as consultants engaged by ICAO, their entitlement payments will be issued by ICAO. The lead-time required for the recruitment of experts may range between six weeks to three months, from the moment the funds are received at ICAO until the deployment of the experts. In the eventuality of a contract extension being required for one or more expert(s), the steering committee will need to issue the necessary request at least three months prior to the end of the expert(s)' contract, subject to availability of funds; the request will include a justification and corresponding additional duration, as appropriate.

12.2 Charges on Recruitment Actions

- 12.2.1 Administrative charges shall apply to compensate efforts made to bring the experts on board, at the following two stages of the process:
- a) Recruitment stage (tollgate 1); and
 - b) Contract administration stage (tollgate 2).
- 12.2.2 After the signature of the present project document, ICAO shall initiate recruitment request(s) for expert(s)/personnel required. ICAO shall facilitate the recruitment in accordance with the applicable procedures and practices of for recruitment of field personnel.
- 12.2.3 Should the steering committee, out of convenience, choose or opt to prematurely cancel/terminate or decide to put an ongoing recruitment process on hold before the completion of the process, ICAO shall collect 50 per cent of the total overhead due over the contract term, to cover administrative costs for the recruitment. ICAO shall apply the charges within four weeks of the date of the letter/email of cancellation/termination.
- 12.2.4 Should the steering committee call off the ongoing recruitment process citing delays beyond 60 days after receiving the requisition and all the necessary associated documentation, no charge shall apply (except in cases where there exists a written request from the steering committee to ICAO, seeking a slow-down on the process, with reasons).
- 12.2.5 Whenever a recruitment process is completed and a nomination letter released to the steering committee, ICAO shall consider its assignment under tollgate 1 completed and automatically charge the requisite 5 per cent, within a period of 4 weeks after the release of the nomination letter, if the steering committee does not formally respond to seek a further review or opts to keep the process on hold.
- 12.2.6 ICAO may present to the steering committee up to a maximum of three proposals of nominees for any one post. Depending on the prevailing circumstances and after a review of the nominated candidates' profiles presented, the steering committee may request ICAO for an expanded list of qualified experts if so required. On its part, ICAO commits to provide up to a maximum of two successive nominations to help satisfy the steering committee's requirements.
- 12.2.7 On submission of the third nomination letter, ICAO shall automatically charge the requisite 5 per cent, within 4 weeks after the release of the last nomination letter to the steering committee.
- 12.2.8 Where the steering committee receives a nomination letter from ICAO and makes a selection of the candidate for deployment, the standard application of the full overhead costs of 10 per

cent of the actual expenditure (cost of employment of the expert), throughout the contract term shall apply.

12.3 Procurement

- 12.3.1 The procurement of equipment or services is subject to ICAO's Procurement Code, and applicable processes and procedures.

12.4 Finance

- 12.4.1 The receipt and management of funds for this project are subject to ICAO's Financial Rules and Regulations, and applicable processes and procedures. The use of any of the resources for this project will be processed upon reception of proper formal authorization from the steering committee and ICAO.
- 12.4.2 The unauthorized use of project resources is not allowed and could result in project delay and the discontinuation of the project's activities.
- 12.4.3 The provision of financial management and budgetary control of the project and submitting financial reports will be in accordance with ICAO rules, regulations, process and procedures.
- 12.4.4 ICAO will provide to the steering committee the financial statements concerning the services covered by this document, indicating the status of the funds, in US dollars. Any clarification or discrepancy with the financial statements must be officially communicated to ICAO within 30 days of receiving them, after which they are deemed accepted by the steering committee.
- 12.4.5 If additional information is required after the deadlines set in the previous paragraph, costs related to such information will be charged to the project, with prior approval from the Project Members.

12.5 General Regulations

- 12.5.1 All project activities are managed in accordance with the applicable ICAO policies, rules, regulations, processes and practices and applicable process and procedures.
- 12.5.2 Project activities, including reports and/or deliverables prepared by project personnel, may be reviewed by ICAO Headquarters and/or Regional Offices as appropriate.
- 12.5.3 This document was developed in English by the parties. Any document related to the implementation of this project that is required by the steering committee to be translated into another official language of ICAO, as may be required, shall be performed by ICAO and charged to the project, as appropriate. Any document related to the implementation of this project that is required by the steering committee to be translated into any other language, shall be translated by the steering committee. In case of disagreements on the text of any of the documents, the prevailing version will be the text in the original language.

12.6 Rules Relating to the Steering Committee

- 12.6.1 The rules relating to the steering committee of the AFPP are provided in Appendix D.
- 12.6.2 The steering committee may amend or revise these rules as necessary.

13. **LEGAL FRAMEWORK**

- 13.1 This project document shall constitute Annex 2 to the Management Service Agreement (MSA) for the African Flight Procedure Programme (AFPP) between the International Civil Aviation Organization and the Member States and Organizations of the AFPP.
- 13.2 The project document will come into force upon its signing by both parties and will be considered as operationally active, upon receipt at ICAO of the necessary funds as indicated in section 4 of the present project document.
- 13.3 Any change, amendment or revision to this project document (including scope, duration, budget, responsibilities, or other), will need to be formally approved in writing by both Parties.
- 13.4 The project can be terminated at any time if after two formal notifications from ICAO, the Project Members continue not to fulfil their obligations indicated in Section 4 and Section 11 of the present project document.
- 13.5 Nothing contained in or relating to this project document shall be deemed a waiver, express or implied, of any of the privileges and immunities of ICAO and its personnel. The Project Members shall indemnify, hold harmless and, in conjunction with ICAO, defend ICAO, including its personnel, from any and all actions, claims or other demands arising out of any act performed by ICAO on behalf of the Project Members pursuant to this Project Document. The obligation under this clause does not lapse upon termination or completion of this project.

14. **LIABILITY**

- 14.1 The obligations of the Project Members with regard to liability are described in clause 6 of the Management Service Agreement (MSA) for the African Flight Procedure Programme (AFPP) between the International Civil Aviation Organization and the Member States and Organizations of the AFPP

APPENDIX A BUDGET

Item	Total (2014-2028)	2014-2024	2025-2028	2025	2026	2027	2028
Expenditures	5,707,671	2,492,871	3,214,800	747,600	965,600	935,100	566,500
Project personnel	2,739,816	1,156,916	1,582,900	246,000	523,100	493,400	320,400
Professional staff	2,471,203	1,147,303	1,323,900	203,700	437,000	407,400	275,800
AFPP Manager	1,876,563	1,132,763	743,800	203,700	198,500	203,700	137,900
PBN Course Development Expert and Facilitator	14,540	14,540					
Chief, Operational Trainings	580,100		580,100		238,500	203,700	137,900
General Service staff	107,120	6,420	100,700	27,000	28,300	28,200	17,200
Administrative Assistant	107,120	6,420	100,700	27,000	28,300	28,200	17,200
Consultants	161,494	3,194	158,300	15,300	57,800	57,800	27,400
Flight Procedure Designers/Instructors	81,000		81,000	3,500	31,000	31,000	15,500
Flight Procedure Facilitation	17,500		17,500		7,000	7,000	3,500
Consultant 1							
Flight Procedure Facilitation	21,000		21,000	3,500	7,000	7,000	3,500
Consultant 2							
Flight Procedure Facilitation	17,500		17,500		7,000	7,000	3,500
Consultant 3							
Flight Procedure Designer 1	12,500		12,500		5,000	5,000	2,500
Flight Procedure Designer 2	12,500		12,500		5,000	5,000	2,500
Aeronautical Charting Consultants	35,000		35,000		15,000	15,000	5,000
Aeronautical Charting Consultant 1	17,500		17,500		7,500	7,500	2,500
Aeronautical Charting Consultant 2	17,500		17,500		7,500	7,500	2,500
PANS-OPS Inspectors							
PANS-OPS Inspector 1							
PANS-OPS Inspector 2							
PANS-OPS Inspector 3							

PANS-OPS Inspector 4							
Information Technology (IT) Assistant	45,494	3,194	42,300	11,800	11,800	11,800	6,900
International travel	1,680,502	695,102	985,400	275,000	275,000	275,000	160,400
Equipment	482,744	191,444	291,300	138,300	64,500	65,800	22,700
Flight procedure design software	223,617	108,017	115,600	36,200	28,400	28,900	22,100
Charting Software	172,100		172,100	101,100	35,100	35,900	
Catering and supplies for training	204	204					
Training delivery	81,135	81,135					
Stationery	354	354					
Other	5,334	1,734	3,600	1,000	1,000	1,000	600
Subcontracts	232,588	160,988	71,600	22,400	17,800	18,400	13,000
Software maintenance	110,238	110,238					
Catering and supplies for workshops/training	65,944	19,744	46,200	16,400	11,600	12,000	6,200
Training delivery	2,726	2,726					
Steering committee meetings	53,568	28,168	25,400	6,000	6,200	6,400	6,800
Other	112	112					
Miscellaneous	572,020	288,420	283,600	65,900	85,200	82,500	50,000
Sundry	114,680	41,480	73,200	17,000	22,000	21,300	12,900
Overhead charges	434,760	224,360	210,400	48,900	63,200	61,200	37,100
Foreign currency revaluation gain/loss	22,581	22,581					
Contributions	(5,707,671)	(3,298,617)	(2,409,053)	(124,521)	(782,932)	(935,100)	(566,500)
Total	-	(805,747)	805,747	623,079	182,668	-	-

B.1 The budget includes the expenditures from 2 June 2014 to 31 March 2025 and estimates for the period from 1 April 2025 to 31 July 2028.

B.2 The estimates and related assumptions are described in the table below.

Item	Description
AFPP Manager	Cost for the extension of the incumbent's current contract until the end of Phase IV, including salary and entitlements ² .
Chief, Operational Trainings	Cost for a contract from 1 January 2026 to the end of Phase IV. The cost is based on the current cost of the AFPP Manager; ICAO will classify the position based on the job description and update the budget accordingly.
Administrative Assistant	Cost for the extension of the incumbent's current contract until the end of Phase IV, including salary and entitlements ³ .
Flight Procedure Facilitation Consultant 1-3	Salary cost for the part-time delivery two trainings of long duration (4 weeks of training, 5 days of work) and two trainings of short duration (2 weeks of training, 2 days of work) per year and per consultant. Related travel cost is included in item 'International Travel'.
Flight Procedure Designer 1-2	Salary cost for two times 5 working days for flight procedure design projects per year and per consultant. Related travel cost is included in item 'International Travel'.
Aeronautical Charting Consultant 1-2	Salary cost for three times 5 working days for flight procedure design projects per year and per consultant. Related travel cost is included in item 'International Travel'.
PANS-OPS Inspector 1-4	The inspectors are expected to carry out one assistance mission of 2.5 working days per year and per inspector. They are, however, not recruited by ICAO, hence there is no related cost.
Information Technology (IT) Assistant	Salary cost for the extension of the current incumbent's contract for 10 working days per month until the end of Phase IV.
International Travel	Estimated cost for workshops, trainings, flight procedure design projects and other missions which may be required, based on the mission planning for the first 12 months of Phase IV plus a contingency of 10 per cent of that cost. The ticket cost for any mission is estimated at \$ 3,000. The amounts for daily subsistence allowance (DSA) are based on applicable UN rates as at 1 April 2025.
Equipment	The item includes: a) the annual maintenance fees for the flight procedure design software; b) cost estimates for the procurement of charting software and related maintenance fees; and c) a general provision of \$1,000 per year to cover stationery, phone credit, etc.
Subcontracts	The item includes: a) provisions for catering and supplies for two trainings or workshops per year; and b) provisions for interpretation services during one steering committee per year.
Miscellaneous expenses	The item covers expenses such as banking charges or mailing charges and corresponds to about 2.5 per cent of the above-mentioned items.

² The entitlements for Professional staff may include assignment and repatriation grant, relocation grant, home leave, dependency allowance, payment of accrued annual leave, etc. and ICAO's contribution to the United Nations Joint Staff Pension Fund.

³ The entitlements for General Service staff may include child allowance, spouse allowance and language allowance.

Item	Description
Overhead charges	ICAO's administrative fees of 10 per cent of the expenditures. Note that the actual administrative fees may vary in case procurement activities are carried out (cf. Section 6.3.2).

APPENDIX B RISK MANAGEMENT PLAN

B.1 Introduction

The purpose of the Risk Management Plan is to clearly identify and control project risks throughout the project lifecycle. By clearly identifying the people responsible for each activity and highlighting a clear procedure to be followed during the project lifecycle, the project team will be better equipped at mitigating the threats to the project.

The preliminary Risk Management Plan will be updated and monitored by the AFPP Manager and used as a Risk Register.

B.2 Procedure, Tools and Techniques

The AFPP Manager using the Risk Management Plan, along with the associated Risk Register, will ensure that project risks are being identified, assessed and controlled throughout the entire project lifecycle.

Through proper coordination (briefings, brainstorming sessions, ad-hoc meetings, recurrent meetings, etc.) with the other project personnel, the AFPP Manager will plan, implement, and communicate the risk management plan with the aim of successfully mitigating threats.

B.3 Risk Registry

The composition of the Risk Register to be used during the project lifecycle is contained in Appendix C, which contains the following sections:

- a) Categorization
 - 1) Project Objective: Link to project objective(s) identified in the project document
 - 2) Risk ID: Sequential identification number of the risk, for tracking purposes
 - 3) Risk Category:
 - 4) Technical (Requirements, Technology, Interfaces, Reliability)
 - 5) External (Suppliers, Regulations, Market, Weather)
 - 6) Organizational (Dependencies, Resources, Funding, Priorities)
 - 7) Project Management (Estimating, Planning, Controlling, Communicating)
 - 8) Others (as required)
- b) Description
 - 1) Risk: Description of the Risk
 - 2) Possible Causes: What is the underlying “root” cause?
- c) Assessment

- 1) Consequence: Determine impact on project objectives (results, outputs) and/or constraints (schedule, cost, quality)
 - 2) Probability: (5 greater than 1)
 - 5 - Almost certain
 - 4 - More likely than not, 50-75% chance
 - 3 - Has happened in the past, but 25-50% chance
 - 2 - Could happen, less than 25% chance
 - 1 - Almost nil
 - 3) Severity: (5 greater than 1)
 - 5 - Very high
 - 4 - High
 - 3 - Moderate
 - 2 - Slight
 - 1 - Very slight
 - 4) Estimation: Probability rating multiplied by Severity rating (on a scale of 1-25)
- d) Response
- 1) Response Type
 - Avoid (remove the threat)
 - Reduce (the probability or severity)
 - Fall-back (contingency, or plan B), must include a trigger (at what point do we go for plan B)
 - Transfer (to a third party)
 - Share (with a third party)
 - Accept (monitor)
 - 2) Action: Description of actions taken to mitigate the risk
 - 3) Owner: Person accountable for the mitigation of the specific risk

B.4 Reporting & Timing of Risk Management Activities

Reports pertaining to the Risk Management Activities (including purpose, timing and recipients) to be conducted during the project lifecycle will be specified under Section Reporting, in the Project Document.

B.5 Roles and Responsibilities

ICAO Project Manager (ICAO Headquarters)

- a) Ensure that the risk management plan is appropriate
- b) Ensure that risks associated with the project are identified, assessed and controlled
- c) Escalate risks to the Office of Director of CDI, or to the designated institution

Field Project Coordinator/Team Leader

- a) Create the risk management plan
- b) Create and maintain the risk register
- c) Ensure that project risks are being identified, assessed and controlled throughout the project lifecycle

Field Experts

- a) Participate in the identification, assessment and control of risks

APPENDIX C RISK REGISTRY

Categorization		Description		Assessment			Response Response Type	Action	Owner
#	Category	Risk	Possible Causes	Consequence	Prob. 1-5	Sever. 1-5	Estim (1-25)		
1	External	Delay in transfer of funds	Administrative delays, unavailability of funds	Delay in implementation of project activities	3	5	15	Reduce	ICAO will follow up with Project Members on outstanding payment requests. Project Members
2	External	Delay in recruitment and deployment of project staff	Unavailability of suitable candidates, unavailability of funds, administrative delays	Delay in implementation of project activities	3	4	12	Reduce	ICAO will identify as many available and suitable candidates as possible. ICAO
3	External	Delay or inability in selection of National Focal point	Unavailability of suitably qualified personnel, administrative delays	Delay in implementation of project activities; inability to complete work plan; interruption of project activities	3	5	15	Reduce	Project Members to immediately identify who will be the National Focal point to work with the project personnel. Project Members
4	External	Delay in the provision of relevant documentation to project personnel	Administrative delays	Project objectives are not achieved as planned, delays in the implementation of the work plan	2	4	8	Reduce	Project Members to begin preparing the necessary documentation prior to the start of corresponding project activities. Project Members
5	Organizational	Difficulty in procurement process	Administrative delays	Delay in project activities; inability to complete work plan; interruption of project activities	3	4	12	Reduce	ICAO to maintain close coordination with the Project Members throughout the procurement process to address any issues that may arise. ICAO
6	External	Problems related to the issuance of visas, accreditations and/or residence permits	Administrative delays	Delayed deployment of project personnel, additional cost	2	4	8	Reduce	Project Members to facilitate the issuance of any and all documentation needed by ICAO project personnel to ensure their timely deployment. Project Members
7	External	Lack of engagement of Project Members	Lack of resources, lack of political support, organisational issues, lack of understanding of project benefits	Delay in implementation of project activities	2	4	8	Reduce	ICAO will liaise with Project Members as appropriate to mitigate this risk. Project Members

APPENDIX D STEERING COMMITTEE RULES

D.1 Composition

The steering committee is composed of the Project Members, i.e. of the signatories of the Management Service Agreement (MSA) for the African Flight Procedure Programme (AFPP) between the International Civil Aviation Organization and the Member States and Organizations of the AFPP.

D.2 Types of Membership, Number of Votes and Participation in Programme Activities

The table below describes the different types of membership of Project Members as well as their respective number of votes and benefits with regard to their participation in programme activities.

Type	Description	Number of votes	Programme activities ⁴
Active Members	Project Members which have paid at least one annual contribution to the Programme and whose arrears do not exceed the amount of three annual contributions (cf. SC/7-Dec14).	<p>a) In case the Project Member participates as <u>individual</u> State/organization and pays annual contributions for a single Member, it has <u>one</u> vote.</p> <p>b) In case the Project Member represents <u>multiple</u> States/organizations and pays annual contributions for each of them, the Member has <u>one vote for each State/organization</u> it represents⁵.</p>	At no charge
Donors	Project Members which support the AFPP through financial or in-kind contributions, such as technical expertise, provision of equipment, delivery of training, or any other activities endorsed by the steering committee. Donors do not have to pay annual membership fees.	One	Liable to pay cost
Users	Project Members which are in arrears with their annual contributions for more than three years (cf. SC/7-Dec14), or donors in case they did not honour their commitment in terms of financial or in-kind contributions.	None	Liable to pay cost
Host Administration	As the host administration, ASECNA provides in-kind contributions to the AFPP and does not have to pay annual membership fees.	One	At no charge
Cooperating Agency	As cooperating agency, the African Civil Aviation Commission (AFCAC) does not have to pay annual membership fees.	One	At no charge
Implementing Agency	As the implementing agency of the project, ICAO does not have to pay annual membership fees. ICAO is represented in the steering committee by one representative of:		
	1. The Eastern and Southern African (ESAF) Office, provided that at least one State of the region is a Project Member;	One	N/A

⁴ Such as trainings, workshops, etc.

⁵ Note that the host administration ASECNA has paid annual contributions for those of its member States which are Project Members of the AFPP. However, ASECNA does not represent those States in the AFPP. Therefore, those States have each their own vote, and ASECNA has its vote as host administration.

Type	Description	Number of votes	Programme activities ⁴
Secretary Chairperson	2. The European and North Atlantic (EUR/NAT) Office, provided that at least one State of the region is a Project Member;	One	N/A
	3. The Middle East (MID) Office, provided that at least one State of the region is a Project Member;	One	N/A
	4. The Western and Central African (WACAF) Office, provided that at least one State of the region is a Project Member;	One	N/A
	5. The Capacity Development and Implementation Bureau (CDI), as facilitator/observer; and	None	N/A
	6. The Air Navigation Bureau (ANB), as facilitator/observer.	None	N/A
	The AFPP Manager acts as Secretary of the steering committee.	None	N/A
	The Chairperson liaises with the other members of the steering committee and ICAO on all project matters.	None (for the role as Chairperson, who may however vote on behalf of his/her administration)	N/A
	The Chairperson is elected:		
	1. From a different Project Member as the previous Chairperson;		
	2. By simple majority of all Project Members present and taking part in the vote, unless resolved otherwise by the steering committee;		
Vice-Chairperson	3. Taking into account the regional and linguistic balance as well as the consideration of gender; and		
	4. For the duration of a Programme Phase.		
	The Vice-Chairperson supports the Chairperson and acts on his/her behalf should the Chairperson not be able to do so.	None (for the role as Vice-Chairperson, who may however vote on behalf of his/her administration)	N/A
	The election of the Vice-Chairperson follows the same rules as the election of the Chairperson.		

D.3 Roles and Responsibilities

The steering committee has the following roles and responsibilities:

- a) Formulation of priorities and overall direction of the AFPP;
- b) Review and approval of the updated project work plan and budget (the initial work plan and budget included in the present project document will be reviewed and updated by ICAO prior to each meeting of the steering committee);
- c) Oversight of the performance of the AFPP;
- d) Review of the project document as required;
- e) Review and approval of the annual membership fees;
- f) Review and approval of the fees services and trainings;
- g) Review and approval of submitted reports (activity reports, status updates presented during steering committee meetings, etc.) on operational activities as well as on administrative/financial aspects of the AFPP;
- h) Evaluation of the AFPP Manager's performance as required by ICAO's Field Service Staff Rules;
- i) Convening, in coordination with ICAO, of steering committee meetings, at least once a year;
- j) Decision on any other matters related to the AFPP as deemed necessary, e.g. on voting rights of Project Members, amounts of membership contributions, etc.; and
- k) As per clauses 1.6 and 1.12 of the Management Service Agreement (MSA) for the African Flight Procedure Programme (AFPP) between the International Civil Aviation Organization and the Member States and Organizations of the AFPP, delegation of power to its president to carry out negotiations with ICAO on the scope, timelines and budget of the project and to sign Annexes to this MSA and revisions thereof.

D.4 Steering Committee Meetings

The AFPP steering committee shall meet at least once a year, normally in the country of its current Chairperson or Vice-Chairperson. If it is not possible for the meeting to be held in the country of the steering committee's current Chairpersons, it shall be hosted by another Project Member having offered to host it, or be held virtually.

Representatives from stakeholder organizations, States, agencies or other entities may be invited to participate in meetings as observers.

The steering committee can only take decisions during a meeting if a quorum of at least one third of the steering committee members with voting rights is reached.

The Chairperson is responsible for convening steering committee meetings in coordination with ICAO.

The steering committee, through the Chairperson, may invite other stakeholders and technical experts in observer or advisory roles to attend meetings, provided their assistance supports the achievement of the project objectives.

The steering committee meetings will be conducted in the English. Translation costs will be borne by the project funds or by the host States/organizations, if they offered to cover such costs or provide translation free of charge.