



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 C

Project title: African Flight Procedure Programme (AFPP)

Executing agency: ICAO

Revised project schedule: 2 June 2014 to 31 July 2025

Schedule for Phase III: 1 August 2022 to 31 July 2025 (cf. SC/7-Dec06)

Project cost: US\$ 3.1 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 III 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)	_____	Mohamed Moussa Director General	_____
AFPP Steering Committee	_____	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 these navigation specifications 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 in order 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.

1.1.7 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 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.

1.1.8 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 The present project document covers the revised timelines and budget for Phases I to III of the AFPP and defines in more detail the operational objectives of Phase III 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 the AFI Region 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 procedure design and obstacle data storage automation;
- j) Lack of expertise to obtain proper operational approval and to carry out oversight of PBN operations;

- k) Lack of regulatory expertise to oversee the process leading to procedure publication; and
- l) 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 to 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

Objective 1 Obtaining full capability for AFPP Phase III

Output 1.1 Obtain full availability of project personnel

Activity #	Activity description	Responsible
1.1.1	Obtain recruitment of the two core experts (ASECNA and TCAA)	ICAO, ASECNA, TCAA
1.1.2	Obtain formal availability of the additional experts as needed	ICAO

Output 1.2 Obtain full recruitment of one administrative assistant and one IT assistant

Activity #	Activity description	Responsible
1.2.1	Advertise the job vacancies	ICAO
1.2.2	Complete the full recruitment process	ICAO

Objective 2 **Availability of flight procedure design related software or middleware (design, charting, validation, etc.)**

Output 2.1 **Maintenance of the software by the selected supplier(s) with support from ICAO's procurement services**

Activity #	Activity description	Responsible
2.1.1	Extend the existing contract until the end of Phase III	

Objective 3 **Capacity building of national personnel**

Output 3.1 **Training for CAA, air operators and ANSP personnel of Project Members in PANS-OPS or related areas**

Activity #	Activity description	Responsible
3.1.1	Identification of suitable training centers as applicable	ICAO
3.1.2	Identification of suitable candidates to undergo the training	Project Members
3.1.3	Administrative support for the processing of the training	ICAO
3.1.4	Delivery of the training	ICAO

Objective 4 **Assistance to States for full PBN and PANS-OPS implementation**

Output 4.1 **Development of robust National PBN Implementation Plans (NPIP)**

Activity #	Activity description	Responsible
4.1.1	Monitoring the NPIP status in the member States	ICAO
4.1.2	Provision of trainings and workshops on NPIP development	ICAO
4.1.3	Establishment of dedicated assistance programme	ICAO

Output 4.2 **Establishment of adequate regulatory PANS-OPS oversight framework**

Activity #	Activity description	Responsible
4.2.1	Provision of dedicated assistance on request	ICAO, Project Members

Output 4.3 **Promoting instrument flight procedure implementation with appropriate quality management system**

Activity #	Activity description	Responsible
4.3.1	Assistance to States with sufficient density of procedures to establish a sustainable flight procedure design capability	ICAO, Project Members
4.3.2	Assistance for the development or maintenance of flight procedures (including continuous descent and continuous climb operations) for States with no sufficient density of flight procedures	ICAO, Project Members
4.3.3	Provision of access to flight procedure automation solutions and associated data storage	ICAO, Project Members

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):

- 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 **Gratis personnel:** Project Members may support AFPP activities such as trainings or workshops through gratis personnel. Project Members shall submit to ICAO the names and curricula vitae of proposed Experts for the position, which are reviewed by the Regional Director (RD) of the WACAF Office in coordination with the RD of the Eastern and Southern African (ESAF) Office and the AFPP Manager. The assigned Experts shall retain their status as employees of the releasing Project Member. However, while performing the services, the Expert shall not seek nor accept instructions on the performance of his/her duties from any government, including his/her own, nor other authorities external to ICAO. ICAO shall not be responsible for any remuneration or emoluments including related benefits payable to the Experts during and upon termination of their assignment to ICAO. The Project Member shall be responsible for ensuring that the Experts receive all remuneration and emoluments, including related benefits during their assignment to ICAO under the terms of this project document. Travel cost related to the assignment of Experts will be covered by project funds.

3.2.3 **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.

3.2.4 The National Focal Point is acting under the supervision of the Project Member.

3.2.5 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.

3.2.6 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.

3.2.7 **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.

3.2.8 **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.

3.2.9 **IT equipment:** The Project Members will provide basic equipment such as telephone, computer, high-speed internet connection, printers, and scanners to the project personnel.

3.2.10 **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.

3.2.11 **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.

3.2.12 **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.

3.2.13 **Duty travel:** The Project Members support the cost for transport and all applicable allowances of the project personnel and project personnel for duty travel within the country as required.

3.2.14 **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.

3.2.15 **Security:** The Project Members will provide the necessary security to ensure the project personnel can discharge their duties.

3.2.16 **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.

3.2.17 **Expertise and additional resources:** The Project Members provide support to the AFPP by providing expertise or additional resources to the extent practicable.

The indicated assignment dates are tentative based on an equal distribution of an estimated workload of 10 working days per month throughout Phase III.

3.3.3 **Duty travel:** The duty travel cost for project personnel relating to project implementation, as may be required, will be paid by project funds.

3.3.4 **Mission travel:** The mission travel cost for ICAO staff relating to project meetings as may be required will be paid by project funds.

3.3.5 **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.

3.3.6 **Miscellaneous:** Reporting costs, administrative overhead charges, and other miscellaneous charges that may be incurred will be paid by project funds.

3.3.7 **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**

The following elements will be required prior to the commencement of the project:

4.1 Signature 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 by at least 10 Project Members which are considered Active Members (see Appendix D.2).

4.2 The required funding to cover the cost of the project. The project will be considered as operationally active only upon acknowledgment of receipt of funds by ICAO.

4.3 The assignment of a National Focal Point by the Project Members, as required.

4.4 Preparation and/or submission of the necessary documents to ensure the ICAO expert(s) may commence project activities upon the start of their assignment(s).

4.5 Preparation of authorizations required for access to work sites by the ICAO expert(s).

5. **PROJECT SCHEDULE**

5.1 **Project Schedule**

5.1.1 The project schedule was revised during the 7th meeting of the steering committee as follows:

a) Phase II was extended until 31 July 2022 (SC/7-Dec05); and

b) Phase III was approved with a start date of 1 August 2022 and a duration of 3 years (SC/7-Dec06).

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 III 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 all procurement related 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 \$10,000, the administrative overhead rate is 13 per cent.
- b) For each purchase order/contract over \$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 III are included in Appendix C. The job descriptions are indicative only and maybe subject to change. They will be reviewed and updated as necessary in order to implement the approved work plan or revisions thereof.
- 8.2 The job descriptions of the Flight Procedure Design Consultants are limited to three assignments over a period of five months for administrative reasons. Should more assignments be required, the consultants will be hired multiple times as necessary.
- 8.3 The job description of the AFPP Manager had been previously approved through the signature of the project documents for Phase I and Phase II, respectively; as the AFPP Manager's contract extension for Phase III was approved by the steering committee during its 7th meeting, the job description for this position is 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 3.1; and
- b) Expedient 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% 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 1 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 TCB, 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

	Total	2014-2021	2022	2023	2024	2025
Expenses	3,149,659	1,482,009	415,550	463,900	472,200	316,000
Project personnel	1,542,075	617,675	209,450	262,700	269,600	182,650
Professional staff	1,297,475	617,675	175,900	181,600	187,300	135,000
AFPP Manager (Phase I)	114,745	114,745				
AFPP Manager (Phase II and Phase III)	1,168,190	488,390	175,900	181,600	187,300	135,000
PBN Course Development Expert and Facilitator	14,540	14,540				
General Service staff	74,200		9,900	24,300	25,500	14,500
Administrative Assistant	74,200		9,900	24,300	25,500	14,500
Consultants	170,400		23,650	56,800	56,800	33,150
Flight Procedure Design Consultant 1	54,000		7,500	18,000	18,000	10,500
Flight Procedure Design Consultant 2	81,000		11,250	27,000	27,000	15,750
Information Technology (IT) Specialist	35,400		4,900	11,800	11,800	6,900
International travel	776,527	451,727	85,800	92,500	92,500	54,000
Equipment	139,067	106,317	25,000	3,000	3,000	1,750
Subcontracts	330,485	132,485	48,500	53,500	54,000	42,000
Miscellaneous	361,504	173,804	46,800	52,200	53,100	35,600
Sundry	65,391	29,291	9,000	10,000	10,200	6,900
Overhead Charges	285,847	134,247	37,800	42,200	42,900	28,700
Foreign currency revaluation gain/loss	10,267	10,267				
Contributions	(3,149,659)	(1,825,259)	(72,300)	(463,900)	(472,200)	(316,000)
Balance	-	(343,250)	343,250	-	-	-

B.1 The budget includes the expenditures from June 2014 to December 2021 and estimates for the period from January 2022 to 31 July 2025.

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

Item	Description
AFPP Manager (Phase II and Phase III)	<p>The amounts and durations are based on the incumbent's current contract. The amounts include salary and entitlements, as well as estimates for the extension period of Phase II and the duration of Phase III (cf. SC/7-Dec08).</p> <p>The entitlements include repatriation grant, home leave, dependency allowance, payment of accrued annual leave, etc. and ICAO's contribution to the United Nations Joint Staff Pension Fund.</p>
Administrative Assistant	<p>The position will be filled during the entire period of Phase III (cf. SC/7-Dec09). It was classified at G-5, Step I.</p>
Flight Procedure Design Consultant 1	<p>The two consultants will work on five flight procedure design projects per period of 12 months, which are evenly distributed amongst them, for the duration of Phase III (cf. SC/7-Dec10 and SC/7-Dec11). Each project includes three activities of a duration of 5 working days each.</p>
Flight Procedure Design Consultant 2	<p>Note that the project only covers the assignment cost for the flight procedure design projects. If the incumbents of these positions deliver trainings/workshops, they will be considered gratis personnel which is paid by their respective administrations during the corresponding assignments, while ICAO will only cover the related mission cost (see Section 3.2).</p>
Information Technology (IT) Assistant	<p>The position will be filled during the entire period of Phase III, however for 10 working days per month (cf. SC/7-Dec12). It was classified at a fee of XOF 57,000 per working day.</p>
International Travel	<p>The estimates are based on the individual missions, workshops, trainings and flight procedure design projects, taking into account the duty station of the consultants. 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 January 2022. A buffer of \$20,000 per year is also included to cover project-related missions of the ICAO Secretariat.</p>
Subcontracts	<p>The annual estimates include provisions for:</p> <ul style="list-style-type: none"> a) Interpretation services for three events of a duration of 3 days each; b) Catering services for three events; c) Software maintenance fees for flight procedure design software; d) Support/maintenance fees for charting software. <p>The amounts were prorated for 2022 and 2025 to reflect the start and end dates of Phase III.</p>
Equipment	<p>The item includes cost estimates for stationery, training material, etc., based on the expenditures for previous years, as well as a provision for the procurement of charting software in 2022.</p>

Item	Description
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.
Overhead charges	ICAO's administrative fees, estimated at 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

TCB Project Manager (TCB 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 TCB, 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		Prob. 1-5	Sever. 1-5	Estim (1-25)	Response Response Type	Action	Owner
#	Category	Risk	Possible Causes	Consequence						
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 ²
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).	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 vote</u> . 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 represents ³ .	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

² Such as trainings, workshops, etc.

³ 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 ²
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 Technical Cooperation Bureau (TCB), 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. The Chairperson liaises with the other members of the steering committee and ICAO on all project matters.	None None (for the role as Chairperson, who may however vote on behalf of his/her administration)	N/A N//A
Vice-Chairperson	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;		
	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.

APPENDIX E JOB DESCRIPTIONS FOR PERSONNEL TO BE RECRUITED DURING PHASE III



**International Civil Aviation Organization
Technical Cooperation Bureau Job Description**

POSITION INFORMATION

Generic Title:	Performance Based Navigation (PBN) Implementation Expert	Position Number (ID):	900184
Specific Title:	Flight Procedure Design Consultant	Job Card:	N/A
Project Number:	RAF14801	Post Number/Job Code:	TBD
Duty Station:	At home, at AFPP premises in Dakar/Senegal and on-site (location will be determined later)	CCOG code:	1N01A
Duration:	45 working days spread over a period of 5 months	Starting Date:	1 August 2022

THE ORGANIZATIONAL SETTING

Under the Director of the Technical Cooperation Bureau (D/TCB), the Field Operations Section (FOS) is responsible for the development, implementation, monitoring, evaluation and closing of Technical Assistance (TA) and Technical Cooperation (TC) projects. It develops agreements, and assists in developing country-specific as well as regional projects and programmes by identifying priority areas, developing objectives, activities and deliverables, setting time frames and specifying budgetary requirements.

The purpose of this project is to assist the States to develop sustainable capability in the instrument flight procedure (IFP) domain so as to meet their commitments under ICAO Assembly Resolution A37-11 for Performance Based Navigation (PBN) implementation and their obligations for the quality of their IFPs. This has to be accomplished through training, assistance with quality assurance, procedure design. In accordance with the Programme Document of the African Flight Procedure Programme (AFPP), ICAO agrees to assign a Flight Procedure Programme Manager.

The services of the AFPP are to be provided by a team of experts on permanent and/or ad hoc basis, in the fields of procedure design, quality assurance, training and automation and in other specific fields as may be identified in the approved annual work programme to be implemented. These experts will be assigned to the AFPP Programme Manager.

The incumbent reports to the Director of the Technical Cooperation Bureau (D/TCB), through the ICAO Regional Director, Western and Central African Regional Office. She/he will be part of the regional air navigation team engaged in contributing to and accomplishing the vision, mission and goals of ICAO, with emphasis on promoting the implementation of performance-based navigation (PBN) instrument flight procedures.

MAJOR DUTIES AND RESPONSIBILITIES

Under the direction of the AFPP Manager and the ICAO WACAF Office:

Function 1 (incl. expected results)

Assist in the implementation of the flight procedure design project for <State1 to be defined> as follows:

- Charting (5 w/d off-site);
- Data collection (5 w/d on-site, duty station to be confirmed); and
- Validation and safety assessment (5 w/d, off-site).

Function 2 (incl. expected results)

Assist in the implementation of the flight procedure design project for <State2 to be defined> as follows:

- Charting (5 w/d off-site);
- Data collection (5 w/d on-site, duty station to be confirmed); and
- Validation and safety assessment (5 w/d, off-site).

Function 3 (incl. expected results)

Assist in the implementation of the flight procedure design project for <State3 to be defined> as follows:

- Charting (5 w/d off-site);
- Data collection (5 w/d on-site, duty station to be confirmed); and
- Validation and safety assessment (5 w/d, off-site).

Function 4 (incl. Expected results)

- Perform other related duties as assigned by the AFPP Manager.

IMPACT OF THE OUTCOME OF THE POSITION

Effective delivery of the African Flight Procedure Programme by the AFPP Manager and team will enable the Programme to successfully implement Assembly Resolution A37-11 and a Global Air Navigation Plan (GANP) key requirement, thus enhancing air navigation capacity, efficiency, safety, while supporting environmental protection in terms of CO2 emission reduction.

WORK RELATIONS AND CONTACTS

The incumbent will report progress to the AFPP Manager and collaborate closely with assigned counterparts for the individual flight procedure design projects.

COMPETENCIES

Core competencies

Professionalism: Knowledge of WACAF and ASECNA work and functions aimed at enhancing global civil aviation safety, increasing capacity and improving efficiency of the global civil aviation system; knowledge of ICAO's work, functions, organization and international activities in the fields of information technology and communication; shows pride in work and in achievements; demonstrates professional competence and mastery of subject matter; is conscientious and efficient in meeting

commitments, observing deadlines and achieving results; shows persistence when faced with difficult problems or challenges; remains calm in stressful situations.

Communication: Speaks and writes clearly and effectively; listens to others, correctly interprets messages from others and responds appropriately; asks questions to clarify, and exhibits interest in having two-way communication; tailors language, tone, style, and format to match the audience; demonstrates openness in sharing information and keeping people informed.

Teamwork: Works collaboratively with colleagues to achieve organizational goals; solicits input by genuinely valuing others' ideas and expertise; is willing to learn from others; places team agenda before personal agenda; supports and acts in accordance with final group decision, even when such decisions may not entirely reflect own position; shares credit for team accomplishments and accepts joint responsibility for team shortcomings.

Planning and Organizing: Develops clear goals that are consistent with agreed strategies; identifies priority activities and assignments; adjusts priorities as required; allocates appropriate amount of time and resources for completing work; foresees risks and allows for contingencies when planning; monitors and adjusts plans and actions as necessary; uses time efficiently.

Accountability: Takes ownership of all responsibilities and honours commitments; delivers outputs for which one has responsibility within prescribed time, cost and quality standards; operates in compliance with organizational regulations and rules; supports subordinates; provides oversight and takes responsibility for delegated assignments; takes personal responsibility for his/her own shortcomings and those of the work of the unit, where applicable.

Managerial competencies

Judgement/Decision-Making: The person is in a role where s/he is expected to identify key issues quickly, gather relevant information, consider positive and negative impacts, check assumptions against facts and make tough decisions when necessary.

Building Trust: Provides an environment in which others can talk and act without fear and repercussion; manages in a deliberate and predictable way; operates with transparency; has no hidden agenda; places confidence in colleagues; staff members and clients; gives proper credit to others; follows through on agreed upon actions; treats sensitive or confidential information appropriately.

QUALIFICATIONS AND EXPERIENCE

Professional experience

- Satisfactory completion of formal PANS-OPS course(s) to cover the conventional and PBN procedure design criteria;
- Experience in the development of IFPs for conventional and PBN procedures;
- Understanding of Flight Procedure Design Quality Assurance (Doc 9906) requirements and its implementation;
- Experience using Flight Procedure Design automation systems for flight procedure design is preferable, preferably GeoTITAN;
- Good experience in PBN airspace design is desirable;
- Experience as an Instrument Flight Procedure Design Instructor for ICAO PANS-OPS (Doc 8168) courses is also preferable.

Languages

Good writing and speaking abilities in English and French.



International Civil Aviation Organization

Technical Cooperation Bureau Job Description

POSITION INFORMATION

Generic Title:	Administrative Assistant	Position Number (ID):	900135
Specific Title:	Administrative Assistant	Job Card:	N/A
Project Number:	RAF14801	Post Number/Job Code:	B551A
Duty Station:	Dakar, Senegal	CCOG code:	1A
Duration:	3 years	Starting Date:	1 August 2022

THE ORGANIZATIONAL SETTING

Under the Director of the Technical Cooperation Bureau (D/TCB), the Field Operations Section (FOS) is responsible for the development, implementation, monitoring, evaluation and closing of Technical Assistance (TA) and Technical Cooperation (TC) projects. It develops agreements, and assists in developing country-specific as well as regional projects and programmes by identifying priority areas, developing objectives, activities and deliverables, setting time frames and specifying budgetary requirements.

The purpose of this project is to assist the 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 has to be accomplished through training, assistance with quality assurance, procedure design. In accordance with the Programme Document of the African Flight Procedure Programme (AFPP), ICAO agrees to assign a Flight Procedure Programme Manager.

The services of the AFPP are to be provided by a team of experts on permanent and/or ad hoc basis, in the fields of procedure design, quality assurance, training and automation and in other specific fields as may be identified in the approved annual work programme to be implemented. These experts will be assigned to the AFPP Programme Manager.”

The incumbent reports to the Director of the Technical Cooperation Bureau (D/TCB), through the ICAO Regional Director, Western and Central African Regional Office. S/he will be part of the regional air navigation team engaged in contributing to and accomplishing the vision, mission and goals of ICAO, with emphasis on promoting the implementation of performance-based navigation (PBN) instrument flight procedures.

MAJOR DUTIES AND RESPONSIBILITIES

Under the direction of the AFPP Manager:

Function 1 (incl. Expected results)

Provides assistance to the management, staff, visitors and partners by:

- Performing related administrative duties as assigned by the AFPP Manager;
- Managing confidentiality in all AFPP activities;
- Providing administrative support to the Manager and the team members for preparation of material for documentation; and

- Greeting and assisting visitors to the office.

Function 2 (incl. Expected results)

Manage incoming and outgoing mailing and telephone calls by:

- Preparing, distributing and disseminating correspondence, working and information papers;
- Assisting AFPP staff in the search of incoming correspondence, as directed;
- Preparing and formatting letters, memoranda, working papers, State letters, electronic mails, minutes, circulars, notices, etc., related to the Programme areas concerned as required, from verbal instructions, handwritten or edited type written drafts, on a computer terminal;
- Preparing routine and daily bilingual correspondence as instructed by the Manager and carrying out corresponding follow-up;
- Preparing bilingual reports on meetings, seminars and/or workshops under coordination of AFPP staff;
- Replying to email, telephone or face to face enquiries;
- Receiving, sorting and distributing the mail;
- Filtering telephone calls and re-direct callers to the appropriate member team;
- Resolving administrative problems; and
- Answering and forwarding telephone calls

Function 3 (incl. Expected results)

Prepares correspondence and documentation, achieving results such as:

- Processing of incoming and outgoing documents;
- Distribution and dissemination of documentation;
- Coordinating the collection, photocopy, collation and timely distribution of papers and documents for meetings and other events;
- Researching and compiling reference material as required; and
- Timely uploading of documentation for meetings, seminars or workshops to the relevant ICAO website.

Function 4 (incl. Expected results)

Assist staff with travel and events management by:

- Maintaining up-to-date employee holiday records;
- Booking and managing travel arrangements;
- Booking conference calls, rooms, taxis, couriers, hotels etc.; and
- Covering the reception desk when required.

Function 5 (incl. Expected results)

Monitor logistics, maintenance and follow-up of finances by:

- Coordinating repairs to office equipment;
- Submitting and reconciling expense reports;
- Preparing and monitoring invoices;
- Ensuring operation of equipment by completing preventive maintenance requirements, calling for repairs, maintaining equipment inventories and evaluating new equipment and techniques; and
- Maintaining supplies inventory by checking stock to determine inventory level, anticipating needed supplies, placing and expediting orders for supplies; verifying receipt of supplies.

Function 6 (incl. Expected results)

- Filter telephone calls and re-direct callers to the appropriate member team.

Function 7 (incl. Expected results)

- Provide logistical support and coordination for events organized by the FPP in Dakar and out of the duty station.

Function 8 (incl. Expected results)

- Perform other related duties as assigned by the AFPP Manager.

IMPACT OF THE OUTCOME OF THE POSITION

Effective delivery of the African Flight Procedure Programme by the AFPP Manager and team of experts will enable beneficiary States to successfully implement Assembly Resolution A37-11 and a Global Air Navigation Plan (GANP) key requirement, thus enhancing air navigation capacity, efficiency, safety, while supporting environmental protection in terms of CO2 emission reduction.

WORK RELATIONS AND CONTACTS

The incumbent will report progress to the AFPP Steering Committee (SC) and assume secretariat responsibilities, in close coordination with the ICAO Regional Directors and the ICAO Secretariat Headquarters. The incumbent will collaborate with Regional Officers and Technical Officers within the ANB and other Bureaus in relation to the implementation of flight procedures regulatory requirements and operational improvements in the region. S/he will work with management representatives from States, regional groups, international organizations and industry to ensure effective implementation of the AFPP.

COMPETENCIES

Core competencies

Professionalism: Knowledge of ICAO's work and functions aimed at enhancing global civil aviation safety, increasing capacity and improving efficiency of the global civil aviation system; knowledge of ICAO's work, functions, organization and international activities in the fields of flight procedures, performance-based navigation and aircraft operations; ability to produce reports and papers on technical issues; familiarity with activities concerning flight procedure developments in progress in the region; shows pride in work and in achievements; demonstrates professional competence and mastery of subject matter; is conscientious and efficient in meeting commitments, observing deadlines and achieving results; shows persistence when faced with difficult problems or challenges; remains calm in stressful situations.

Communication: Speaks and writes clearly and effectively; listens to others, correctly interprets messages from others and responds appropriately; asks questions to clarify, and exhibits interest in having two-way communication; tailors language, tone, style, and format to match the audience; demonstrates openness in sharing information and keeping people informed.

Teamwork: Works collaboratively with colleagues to achieve organizational goals; solicits input by genuinely valuing others' ideas and expertise; is willing to learn from others; places team agenda before personal agenda; supports and acts in accordance with final group decision, even when such decisions may not entirely reflect own position; shares credit for team accomplishments and accepts joint responsibility for team shortcomings.

Planning and Organizing: Develops clear goals that are consistent with agreed strategies; identifies priority activities and assignments; adjusts priorities as required; allocates appropriate amount of time

and resources for completing work; foresees risks and allows for contingencies when planning; monitors and adjusts plans and actions as necessary; uses time efficiently.

Accountability: Takes ownership of all responsibilities and honours commitments; delivers outputs for which one has responsibility within prescribed time, cost and quality standards; operates in compliance with organizational regulations and rules; supports subordinates; provides oversight and takes responsibility for delegated assignments; takes personal responsibility for his/her own shortcomings and those of the work of the unit, where applicable.

Managerial competencies

Judgement/Decision-Making: The person is in a role where s/he is expected to identify key issues quickly, gather relevant information, consider positive and negative impacts, check assumptions against facts and make tough decisions when necessary.

Building Trust: Provides an environment in which others can talk and act without fear and repercussion; manages in a deliberate and predictable way; operates with transparency; has no hidden agenda; places confidence in colleagues; staff members and clients; gives proper credit to others; follows through on agreed upon actions; treats sensitive or confidential information appropriately.

QUALIFICATIONS AND EXPERIENCE

Education

Essential

- Completed secondary education

Desirable

- Successful completion of formal training in office administration and/or standard office computer applications

Professional experience

Essential

- At least three years relevant administrative experience.
- Ability to operate office automations and MS-Office applications.
- Good knowledge of the financial and administrative principles and practices.
- Good knowledge of accounting and financial procedures and ability to maintain financial records, prepare clerical reports and statements accurately.
- Good administrative, communication and organizational skills.

Desirable

- Previous work experience in the UN/International Organizations and civil aviation will be an advantage.
- Experience and knowledge of procedures for the preparation of documents, administrative forms, and use of filing systems.

Languages

Fluent reading, writing and speaking abilities in English and French.



International Civil Aviation Organization

Technical Cooperation Bureau Job Description

POSITION INFORMATION

Generic Title:	Information Technology Expert	Position Number (ID):	900023
Specific Title:	Information Technology (IT) Assistant	Job Card:	N/A
Project Number:	RAF14801	Post Number/Job Code:	B551A
Duty Station:	Dakar, Senegal	CCOG code:	1A05
Duration:	10 working days per month, for a period of 3 years	Starting Date:	1 August 2022

THE ORGANIZATIONAL SETTING

Under the Director of the Technical Cooperation Bureau (D/TCB), the Field Operations Section (FOS) is responsible for the development, implementation, monitoring, evaluation and closing of Technical Assistance (TA) and Technical Cooperation (TC) projects. It develops agreements, and assists in developing country-specific as well as regional projects and programmes by identifying priority areas, developing objectives, activities and deliverables, setting time frames and specifying budgetary requirements.

The purpose of this project is to assist the 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 has to be accomplished through training, assistance with quality assurance, procedure design. In accordance with the Programme Document of the African Flight Procedure Programme (AFPP), ICAO agrees to assign a Flight Procedure Programme Manager.

The services of the AFPP are to be provided by a team of experts on permanent and/or ad hoc basis, in the fields of procedure design, quality assurance, training and automation and in other specific fields as may be identified in the approved annual work programme to be implemented. These experts will be assigned to the AFPP Programme Manager.”

The incumbent reports to the Director of the Technical Cooperation Bureau (D/TCB), through the ICAO Regional Director, Western and Central African Regional Office. S/he will be part of the regional air navigation team engaged in contributing to and accomplishing the vision, mission and goals of ICAO, with emphasis on promoting the implementation of performance-based navigation (PBN) instrument flight procedures.

MAJOR DUTIES AND RESPONSIBILITIES

Under the direction of the AFPP Manager and in coordination with ASECNA and the ICAO WACAF Office:

Function 1 (incl. Expected results)

- Provide for the implementation, configuration, deployment and support of systems, including, but not limited to client computing devices and servers;

- Install, configure and administer network and data security, including directory, group policy, firewalls, antivirus, email security, etc.;
- Administer the AFPP website; and
- Install and configure wireless networking equipment.

Function 2 (incl. Expected results)

- Provide maintenance of AFPP hardware and software;
- Management of access to others networks related to the FPP activity; and
- Management of the FPP intranet network of the African FPP.

Function 3 (incl. Expected results)

- Coordinate actions with IT colleagues of ASECNA, ICAO WACAF office, vendors, and AFPP personnel to discuss and resolve issues;
- Prepare estimates used by management for purposes of planning, organizing, and scheduling work;
- Set up cost monitoring and reporting systems and procedures; and
- Create, analyze, report, convert, or transfer data, using specialized applications program software.

Function 4 (incl. Expected results)

- Consult with IT colleagues of ASECNA, ICAO WACAF office, vendors, and AFPP personnel to discuss and resolve issues;
- Prepare estimates used by management for purposes of planning, organizing, and scheduling work;
- Set up cost monitoring and reporting systems and procedures; and
- Create, analyze, report, convert, or transfer data, using specialized applications program software.

Function 5 (incl. Expected results)

- Provide training to AFPP experts for newly installed or updated products and systems;
- Provide training to new employees and other training sessions as required; and
- Provide assistance to participants during workshops and trainings organized by AFPP.

Function 6 (incl. Expected results)

- Coordinate actions with the FPP designers for the management of the aeronautical data base.

Function 7 (incl. Expected results)

- Manage communication systems for teleconferences and videoconferences.

Function 8 (incl. Expected results)

- Develop and maintain AFPP website to allow for effective communication to take place across the FPP stakeholders.

Function 9 (incl. Expected results)

- Disseminate internal newsletters and external communications outside the FPP office, including posting of relevant information on the FPP website.

Function 10 (incl. Expected results)

- Perform other related duties as assigned by the AFPP Manager.

IMPACT OF THE OUTCOME OF THE POSITION

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WORK RELATIONS AND CONTACTS

The incumbent will report progress to the AFPP Manager and assume information technology and communication responsibilities, in close coordination with the ASECNA and ICAO Regional office (WACAF). The incumbent will collaborate with ASECNA and WACAF ITC officers in relation to the implementation robust IT system and maintenance to ensure effective implementation of the AFPP.

COMPETENCIES

Core competencies

Professionalism: Knowledge of WACAF and ASECNA work and functions aimed at enhancing global civil aviation safety, increasing capacity and improving efficiency of the global civil aviation system; knowledge of ICAO's work, functions, organization and international activities in the fields of information technology and communication; shows pride in work and in achievements; demonstrates professional competence and mastery of subject matter; is conscientious and efficient in meeting commitments, observing deadlines and achieving results; shows persistence when faced with difficult problems or challenges; remains calm in stressful situations.

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QUALIFICATIONS AND EXPERIENCE

Professional experience

- Strong computer skills;
- Advanced experience working in Information Technology System;
- Good knowledge of the WACAF and ASECNA ITC system;
- Ability to take follow-up action;
- Sense of confidentiality; and
- Ability to work and communicate collaboratively with team members and external experts to the AFPP.

Languages

Good writing and speaking abilities in English and French.