

**Twenty Sixth meeting of the Africa and Indian Ocean (AFI) Planning Implementation  
Regional Group**

**(APIRG/26)**

**7 - 8 November 2023**

**TERMS OF REFERENCE TERMS OF THE CIVIL-MILITARY COOPERATION  
PROJECT MANAGEMENT TEAM**

**1. Mandate**

The Civil-Military cooperation project management team (CMCPMT) is established by ICAO to implement and drive all initiatives to support coordination, cooperation, and collaboration between Civil-Military entities which will have a direct/indirect impact on Performance Based Navigation (PBN) initiatives in support of the ICAO Global Air Navigation Plan (GANP).

The APIRG/24 Conclusion 24/15 - Enhanced Implementation of Civil/Military Cooperation to promote a harmonized implementation of the provisions of the Manual of Civil/Military Cooperation in ATM (ICAO Doc 10088) in the AFI region has reference.

The CMCPMT will in completing its mandate positively impact the following ASBU (Aviation System Block Upgrade) Threads:

FRTO (Free Route Operations) with its specific elements:

- FRTO-B0/1 - Direct routing (DCT)
- FRTO-B0/2 - Airspace planning and Flexible Use of Airspace (FUA)
- FRTO-B1/1 - Free Route Airspace (FRA)

Initially, the above-mentioned GANP elements will primarily be impacted, however, should the PMT have an extended tenure, further GANP threads and specific elements could be positively impacted/leveraged on while ensuring cooperation, collaboration, and coordination between Civil-Military entities.

The PMT should be supported by AAO/SG and approved by APIRG to provide support in ensuring harmonization between Civil-Military entities in the AFI region. This will lead to efficient coordination, cooperation, and collaboration. The CMCPMT will operate within



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the framework of the ICAO GANP (As described above) and ICAO SARPS and report into the AAO/SG concerning progress, challenges, and any other order of business.

## 2. Key functions

To carry out its function, the CMCPMT shall as mandated:

- Conduct a gap analysis to assess States level of implementation of ICAO DOC 10088 provisions and develop a regional action to address the challenges associated with civil military cooperation.
- Work together with the Regional Economic Communities (RECs) and other strategic partners to ensure the required support in terms of funding and capacity building.
- Support States with development national plans
- Establish a mechanism for the regional action plan implementation monitoring and lessons learnt sharing among States.
- Promote in countries if required, the establishment of Primary Legislation that will involve both Civil and Military Authorities
- Pursue Political Will Buy-In at the highest practical levels.
- Promote Change Management initiatives if/when required.
- Promote Information Sharing as deemed appropriate.
- Facilitate the signing of MOU/MOAs as required.
- Collection and distribution of appropriate Guidance Material to promote the CMCPMT mandate.
- Promoting the improvement of Cooperation/Building trust between Civil-Military entities.

## 3. Tasks

The CMCPMT shall carry out the following tasks to fulfil its mandate:

- Conduct a regional gap analysis against the provisions of Manual of Civil/Military Cooperation in ATM (ICAO Doc 10088)
- Develop a regional action plan and setting regional priorities and targets.
- Support the development of national plans.
- Monitor the implementation of the regional plan and adjust targets.
- Collect and share lessons learnt across the AFI region.
- To facilitate countries that have not done so to the development of a Civil-Military Act which both entities should comply with.
- Assist States develop applicable regulations as they deem fit.
- Conduct an appropriate gap Analysis against existing baselines in terms of structures, cooperation, and coordination mechanisms to ascertain the status of Civil-Military cooperation, coordination within AFI. Use the format provided by ICAO.



- Develop a structure in line with Doc 10088 to involve a high-level military and political forum to drive the buy in of our political leaders.
- Develop Working papers and following ICAO due process outlining the need for the ICAO Assembly to provide a platform for political leaders to agree on Assembly resolutions.
- Promote Regional bodies (AU, SADC, EAC) to share experiences and encourage States to implement ICAO Assembly Resolutions.
- Actively encourage greater participation of High-level Military Personnel at ICAO meetings
- Assist States in Organizing workshops to sensitize the key Civil-Military stakeholders.
- Assist States in the preparation of all Documentation – TORs, Letters of nominations, Letters of Appointments for members, invitation for inauguration, presentations for meetings etc.
- Promote the development of effective change management strategies such as change communication (Awareness workshops, Town Hall Meetings, inter-ministerial initiatives)
- Facilitate building Trust amongst key stakeholders (Internal and external) through honest discussions/meetings/workshops.
- Lobby to be included as an agenda item and report to the existing Security Committee established under annex 17.
- Undertake a feasibility study to ascertain the incorporation of Civil/Military personnel in joint recruitment and training programs.
- Assist States in conducting awareness training & symposiums to all aviation stakeholders such as military, A/C General/Commercial aviation Operators and ANSPs, Regulators, legal entities etc., to facilitate a change of mindset regarding Civil-Military Cooperation.
- Promote stakeholders' access to real time information to be provided on a need-to-know basis.
- Implement communication channels and appoint focal points to address/redress issues that are escalated/de-escalated.
- Share with/between States relevant current/future documentation that is in place to enhance Civil-Military cooperation.
- Encourage and support States in conducting workshops facilitated by regional bodies as platforms of sharing experiences among States that have successfully implemented Civil-Military cooperation.
- Promote the sharing of cost-benefit analysis concerning FUA with Civil-Military entities.
- Monitor and encourage the increase of Civil-Military personnel in committees to ensure continuity to mitigate transfers and re-deployments.
- Promote sharing of infrastructure i.e., Surveillance, ATM systems and AIS facilities.



- Encourage discussion with Military regarding the balance between the key ICAO Strategic objectives such as security, safety, capacity & efficiency, environmental protection, and cost effectiveness.

#### **4. Working methods**

The CMDPMT shall convene physically at least once a year. It shall make use of available means of digital communication, including teleconferencing, to prepare and progress its work in between meetings as well as to discuss specific issues.

#### **5. Composition**

The CMCPMT is constituted of subject matter experts from the following African states:

**ESAF:** Kenya, South Africa, Uganda, Zambia, and Zimbabwe

**WACAF:** Cote D'Ivoire, Senegal and Togo

**Organizations:** IATA and IFATCA.

ICAO Regional officers will also participate/facilitate as/when required. Additional subject matter experts may be summoned by the CMCPMT when required to give specific input as the need arises.

#### **6. Duration**

The duration of the CMCPMT should be one year from date of inception, however, it should be linked to being endorsed and possibly extended annually by APIRG as required.

#### **7. Quality assurance**

The CMCPMT operation will be reviewed by its core membership at its annual physical meeting to ensure that it is complying with its mandate and required changes/modifications to said PMT will be channeled through the AAO/SG for ratification at APIRG.

Status reports in the form of Working Papers will be provided to all AAO SG meetings.