

AFI PLANNING AND IMPLEMENTATION REGIONAL GROUP (APIRG)



INFRASTRUCTURE & INFORMATION (IIM) SUB-GROUP COMMUNICATION PROJECT 5

IIM SG COM Project 5 - Terms of Reference

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Abstract

This Document provides the Terms of Reference (ToR) for the Reference of the IIM (Infrastructure & Information Management) Communication Project N° 5 "Assessment of AFI Air Navigation Services Cyber Resilience".

The Terms of Reference set out the working arrangements for the project and list vital information about the project, such as its purpose, membership, meeting schedule...

Authoring and Approval

Prepared By - <i>Authors of the document.</i>		
Name & Company	Position & Title	Date
Sandrine GNASSOU – ANAC Côte d'Ivoire	Project coordinator	18/03/2018
<Name / Company>	<Position / Title>	<DD/MM/YYYY>

Reviewed By - <i>Reviewers internal to the project.</i>		
Name & Company	Position & Title	Date

Document History

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Executive summary

As the global aviation system relies more and more on integrated systems of information and communications technology (ICT), it is a potential target for cyber-attacks.

The increasing interconnectivity of Aviation systems and the use of new IP-based aeronautical telecommunications services mean greater exposure to cyber-attacks.

Potential cyber adversaries and their threats are numerous, adaptive, and far-reaching.

The threats are real and can take several forms depending on the means of the hackers.

The ICAO Assembly Resolution 39-19 – Addressing cybersecurity in civil aviation acknowledged the urgency and importance of protecting civil aviation’s critical infrastructure, information and communication technology systems and data against cyber threats and called for a coordinated approach to cybersecurity. Resolution A39-19 also sets out the actions to be undertaken by States and other stakeholders to counter cyber threats to civil aviation through a cross-cutting, horizontal and collaborative approach.

Therefore, there is a need for African States to ensure that the risks and threats of cyber-attacks to Aviation , and particularly to Air Navigation Services (including data, systems and networks) are minimized through the establishment of an adequate regulatory framework and the identification and conduct of appropriate actions by all parties involved in the provision or operation of air navigation services.

The IIM SG COM Project N° 5 “Assessment of AFI Air Navigation Services Cyber Resilience” had been approved during the first meeting of the APIRG Sub-Group on Infrastructure and Information Management (IIM / SG / 1) held in Nairobi, Kenya in June 2017.

The objective of the APIRG IIM Sub Group Communication Project n°5 is to develop and establish an AFI Cybersecurity Framework for Air Navigation Services.

This document provides the Terms of Reference (ToR) for the APIRG Infrastructure & Information Management (IIM) Sub group Communication Project N° 5 “Assessment of AFI Air Navigation Services Cyber Resilience”.

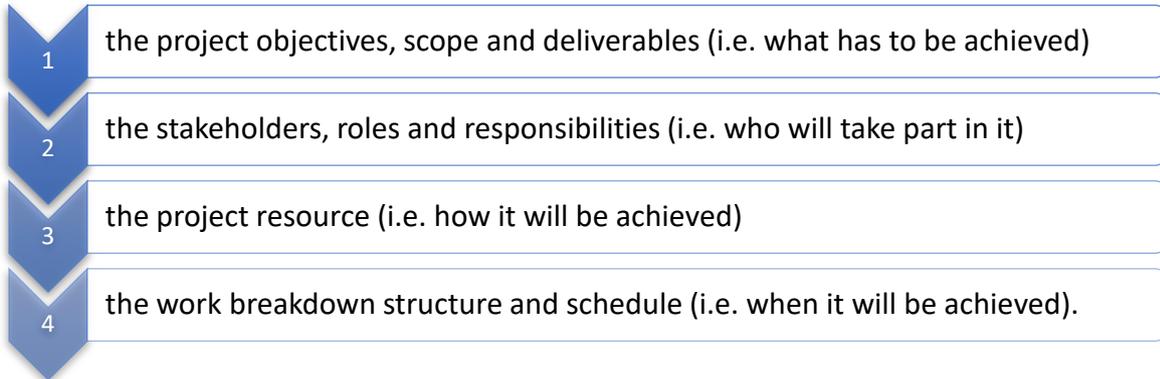
The ToR set out the working arrangements for the project and list vital information about the project, such as its purpose, membership, meeting schedule...

1 Introduction

1.1 General

The Terms of Reference (ToR) for the IIM SG COM Project 5 provides a clear mandate for the project team, specifically defining project objectives, the project schedule¹ and the expected outputs .

The ToR defines:



1.2 Acronyms and Terminology

1.2.1 Definitions

Composition

sets out the categories of membership

Membership

lists individual members by name

Terms of reference

defines the purpose and scope of a project, the mandates and the reporting requirements to the IIM Chair and Secretariat

Quorum

specifies the number of members who must be present at a meeting to make its decisions valid

1.2.2 List of Acronyms

Term	Definition
ANSP	Air Navigation Service Provider
CNS	Communication Navigation Surveillance
COM	Communication
ICAO	International Civil Aviation Organization
IIM	Infrastructure & Information Management

¹ The project schedule is also provided in the project organization document (project deliverable D02)

2 Background

2.1 Project objectives

Considering that the member organizations potentially have unique risks, threats, vulnerabilities and risk tolerances, and they may be at different levels in adopting and/or implementing cybersecurity strategies, the objective of the IIM SG COM Project 5 is to identify and develop cybersecurity risk frameworks for voluntary use by AFI ANSP organizations / member states.

Upon adoption of the framework, the member organizations will customize practices described in the Framework. The organizations can determine activities that are important to critical service delivery and can prioritize investments to maximize the impact of each dollar spent.

2.2 Project scope

The scope of the project contemplates the assessment of the cyber threats on Air Navigation Services in Africa, including Radio Frequency Interference (RFI).

3 Project team composition

3.1 Project Membership

The IIM SG COM Project.5 is composed of experts from States, Air Navigation Providers (ANSPs) and international organizations:

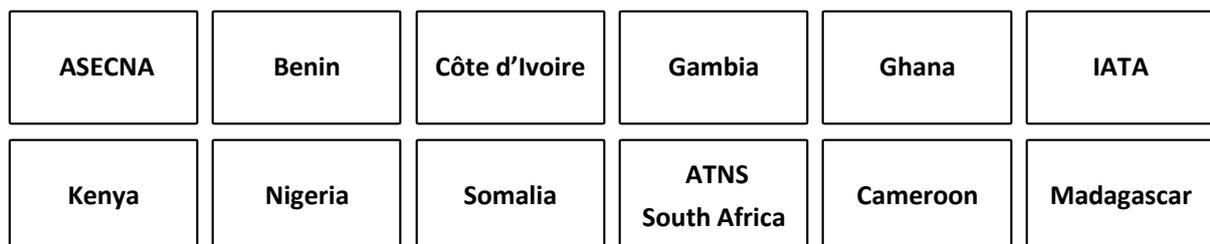


Figure 1 : Composition of the project team

The list of the project members is provided section 3.

Note : Other members may be included in the group as required.

3.2 Project Team list

The table below provided the project team members:

N°	STATE / ORGANIZATIONS/ANSP	NAME	EMAIL
1	BENIN	Diop Alioune	a.diop@anac.bj
2	CAMEROUN	LOMBOL MIMBANG Chantal Lisa	chantal.lombo@ccaa.aero

N°	STATE / ORGANIZATIONS/ANSP	NAME	EMAIL
3	ATNS (SOUTH AFRICA)	Nokuthula Phakathi	NokuthulaP@atns.co.za
4	ATNS (SOUTH AFRICA)	Fatima Bagaria	Fatimab@atns.co.za
5	ATNS (SOUTH AFRICA)	Makhosini Nkosi	MakhosiniN@atns.co.za
6	ATNS (SOUTH AFRICA)	Wesley Muria	WesleyM@atns.co.za
7	ATNS (SOUTH AFRICA)	Thomas Mphaphuli	
11	ASECNA	AYINA AKILOTAN Cumbi Hugues	ayinahug@asecna.org
12	ASECNA	AMEGBOH Patrick	AMEGBOHPat@asecna.org
13	ASECNA	GUEYE Mbayang	GUEYEMba@asecna.org
14	ASECNA	SY Aissatou	SYAis@asecna.org
	ASECNA	SOUGUE Bissa	souguebisS@gmail.com
8	GHANA	Frank Kofi Apeagyei	fapeagyei@gcaa.com.gh
9	GAMBIA	Bouba D. Touray	btouray@gcaa.aero
16	IATA	Lindi Lee Kirkman	kirkmanl@iata.org
10	NIGERIA	Engr. Johnson Otitolaye	jotitolaye@nama.gov.ng
15	KENYA	Portas Oganga	pooganga@kcaa.or.ke
17	SOMALIA FISS	Fredrick Juma	fjuma@scaa.gov.so
18	COTE D'IVOIRE (CAA)	DIARRA Lamine	ldiarra@anac.ci
19	COTE D'IVOIRE (CAA)	KONE Kledjomoh Ousmane	kkone@anac.ci
20	COTE D'IVOIRE (CAA) (Project coordinator)	Sandrine GNASSOU	sgnassou@anac.ci

Table 1: Project team composition

4 Roles and Responsibilities

4.1 Role of the project coordinator

The role of the project coordinator of the IIM COM Project 5 includes:

- 1 Coordinating project management activities and information
- 2 Assigning tasks to internal teams and assist with schedule management
- 3 Monitoring project progress and handle any issues that arise
- 4 Acting as the point of contact and communicating project status to all participants
- 5 Creating and maintaining comprehensive project documentation, plans and reports
- 6 Organizing the project progress meetings,
- 7 Reporting the project progress to IIM Chairman, Vice Chairman and Secretariat.

4.2 Role of individual project team members

The role of the project members of the IIM SG COM Project 5 includes:

- 1 • On a voluntary basis leading a project task;
- 2 • Contributing to overall project objectives
- 3 • Completing individual deliverables
- 4 • Providing expertise
- 5 • Attending regular progress meetings as required (one per month) and actively participating in the project team's work;
- 6 • Reporting any difficulties to the project coordinator;
- 7 • Being committed to, and actively involved in, pursuing the project's outcomes.

5 Project meetings

Project meetings are an essential part of management and supervision roles and responsibilities such as monitoring activities, reporting project progress, assessing risks, and measuring quality of work.

5.1 Notice of the meeting

The Project Coordinator shall manage and schedule the frequency, date and venue of the project meeting, as described in the project organization document.

The meeting shall be scheduled according to the project team members' availabilities.

5.2 Frequency of meetings

The frequency of the meeting is provided in the project organization document (D02). The progress meeting will be organized once a month.

5.3 Agenda items

All agenda items will be forwarded to the Project Coordinator by close of business **ten (10) working days** prior to the next scheduled meeting.

The agenda, with attached meeting papers, will be distributed at least **five working days** prior to the next scheduled meeting.

5.4 Minutes and meeting papers

The minutes of each Project Progress meeting will be prepared by the project coordinator.

Full copies of the minutes, including attachments, will be provided to all Project members no later than **five working days following each meeting**.

By agreement of the group, out-of-session decisions will be deemed acceptable. Where agreed, all out-of-session decisions will be recorded in the minutes of the next scheduled meeting.

5.5 Quorum requirements

A quorum will be half the regular membership. Nevertheless, if agreed by all the project team members the progress meeting can be organized even if the quorum is not met, in order to work on project deliverables.

5.6 Proxies to meetings

Members of the IIM SG COM Project 5 can nominate a proxy to attend a meeting if the member is unable to attend.

The Chair will be informed of the substitution at least five working days prior to the scheduled nominated meeting.

For the purpose of a quorum, the proxy shall be counted as a member and shall have full voting rights on that occasion.

The nominated proxy will provide relevant comments/feedback about the attended meeting to the IIM SG COM Project 5 Team member they are representing.

5.7 Attendance and Apologies

All IIM Sub-Group Communication Project 5 project permanent members (or their proxies) shall attend the progress meeting attendance is compulsory for all permanent members or their proxies.

The permanent members that cannot attend shall inform the project coordinator before the scheduled meeting.

6 Report to the IIM SG Projects Master Plan Project

The IIM Masterplan Project track all the IIM Projects activities and provide quarterly reports to the IIM SG Chair

The project team coordinator shall provide all the project initiation documents to IIM Masterplan Project and provide progress on a quarterly report.

7 Report to the IIM SG Chair/vice chair and the Secretariat

To enable the Chair/vice chair and the Secretariat to monitor the progress of the project teams, each project team coordinator is required to submit a report after each team meeting to the Chair/vice chair and the Secretariat.

7.1 Periodic Progress report

The report shall include:

- The status of the project;
- Challenges encountered where necessary (examples: non-participation of certain experts in the work of the project team, bothering on technical aspects, difficulty on certain aspects of coordination, etc.);
- Recommendations / Suggestions if necessary to resolve these difficulties.

In addition, as requested by the IIM SG Chair/vice chair and the Secretariat, the minutes of project progress meeting shall be submitted to the IIM SG Chair/vice chair and the Secretariat.

Note : In addition to the team meeting report, the chair/vice chair or the secretariat may request a one-time report to a project team coordinator if necessary.

7.2 Annual Project Progress report

Yearly, the project will develop an annual progress report.

Annual progress reports enable the IIM Sub-Group Communication Project 5 and the IIM Chair, Vice-Chair and Secretariat to assess the progress of the project and plan the next stage of the activities.

8 Decision Making

The decisions are normally reached by general agreement of the project members present as determined by the project coordinator, unless a vote is requested by any member. In the latter case the vote shall rest upon a simple majority of those present.

The project members shall approve the project deliverables before submission to the IIM SG Chair/vice chair and the Secretariat.

9 Amendment

This Terms of Reference may be amended, varied or modified in writing after consultation and agreement by the IIM SG COM project 5 Team members.

10 References

[1] IIM SG COM Project.5 Description, Edition 00.01.00, January 2019

[2] IIM SG COM Project.5 Organization, Edition 00.01.00, January 2019

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