



COMPREHENSIVE REGIONAL IMPLEMENTATION PLAN FOR AVIATION SAFETY IN AFRICA (AFI PLAN)

TWENTY-FIFTH AFI PLAN STEERING COMMITTEE MEETING *Abuja, Nigeria, 17 and 18 May 2022*

Agenda Item 1: - Follow up actions on the Decisions and Recommendations of the 24th AFI Plan Steering Committee meeting & Status of Implementation of the 2021 AFI Plan Work Programme

(Presented by AFI Plan Secretariat)

EXECUTIVE SUMMARY

This paper presents information on the status of implementation of the Decisions and Recommendations of the 24th Meeting of the AFI Plan Steering Committee held virtually on 15 July 2021 as well as the implementation status of the 2021/22 AFI Plan Work Programme.

Action: The Steering Committee is invited to:

- a) Note the information contained in this paper;
- b) Note the related information contained in Discussion Papers **02, 03, 04** and **05** and relevant Presentations;
- c) Provide further instructions and guidance for the continued implementation of the Decisions and Recommendations of its 24th meeting, following review of their status of implementation (column 7 of **Attachment A**); and
- d) Provide further instructions and guidance for the continued implementation of the 2021/22 AFI Plan Work Programme considering its status of implementation (Column 4 of Attachment B)

1. INTRODUCTION

1.1 The AFI Plan Steering Committee at its 24th meeting reviewed the actions taken since its 23rd meeting on the implementation of the AFI Plan activities, by so doing, took some additional Decisions and made Recommendations on the annual 2021 Work Programme activities and projects implemented within the framework of the Plan.

1.2 This paper summarizes the progress made in the implementation of the above-mentioned Decisions and Recommendations and the 2021/22 AFI Plan Work Programme whilst taking into account the impact of COVID-19 on the implementation of these activities.

2. SUMMARY OF IMPLEMENTATION PROGRESS SINCE JULY 2021

2.1 The list of Decisions and Recommendations of the 24th meeting of the AFI Plan Steering Committee (SC/24) along with an update on actions undertaken and / or required from this meeting are attached herewith as Attachment A. Similarly, the progress made so far in implementing the 2021/22 AFI Plan Work Programme since the last meeting of the SC is presented as Attachment B to this paper.

2.2 In accordance with the 2017 Ezulwini Declaration on Regional Safety Oversight Organizations (RSOOs) in Africa and subsequent guidance provided by the SC of AFI Plan on the development of a Strategic Plan for supporting and strengthening Regional Safety Oversight Organizations (RSOOs) in Africa, a study has been conducted and presented to States and other stakeholders during a validation workshop. The recommendations of the study including the strategy and roadmap will be presented to this meeting as DP04 for approval and further guidance.

2.3 With regard to the decisions of the 24th AFI Plan Steering Committee meeting, the revision of various AFI Plan projects on Aerodrome certification, Search and Rescue (SAR) coordination, State Safety Programme (SSP) establishment, Air Navigation Service Provider (ANSP) peer reviews, the Fundamentals of Safety Oversight (FSO) and Aeronautical Information Management (AIM) was completed. The details of these revised projects will be presented to this meeting for consideration and approval. Furthermore, the activities of each project for the year 2022 are also reflected in the work programme of the AFI plan for your consideration.

2.4 The Regional Office Safety Teams (ROSTs) have remotely conducted activities aimed at assisting States in improving their safety oversight capabilities including the implementation of their USOAP Corrective Action Plans (CAPs). Accordingly, since the 24th SC meeting remote assistance have been provided to 13 WACAF and 16 ESAF States virtually; in particular, with emphasis on review/update and guidance on CAP implementation, PQ self-assessment reviews as well as collaborative engagements with States in the region. Recently onsite ROST missions resumed and assistance provided to two ESAF States (Angola and Botswana). The increased assistance and engagement with States over the years resulted in a corresponding improvement in effective implementation (EI) of the critical elements of a State's safety oversight system in Africa. Accordingly, 31 States in Africa have now achieved the Abuja safety targets of 60 % EI though only 12 States achieved more than 75% EI as per the GASP target for 2022.

2.5 The AFI Plan Secretariat continues to provide support to the Association of African Training Organizations (AATO). In this regard and in line with the 24th AFI Plan SC decision regarding the critical challenges that AATO have been facing since the outbreak of the COVID-

19 pandemic, ICAO attended the 23rd AATO Council meeting and provided guidance to chart the way forward for the sustainability of the Organization. A consultation meeting with AFCAC and key stakeholders is expected to be held in the 3rd quarter of this year to consider proposals geared towards ensuring continued relevance of the AATO thus performing its key missions and objectives as originally intended.

2.6 As part of the No Country Left Behind Initiative (NCLB), ICAO through the AFI Plan and the Global Aviation Training (GAT) Office implemented an initiative to increase online training enrollments of aviation professionals from Civil Aviation Authorities (CAAs) in 33 Least Developing Countries (LDCs) in Africa. Under this initiative, training on Public Health Corridor (PHC), Safety Management, COVID-19 Aviation Safety Risk Management for CAAs and Safety Management for Practitioners (SMxP) online and virtual courses were provided to 104 trainees from 26 countries. In addition, out of the remaining seven States who have Internet connection challenges, training was provided to two (namely, Burundi and Niger) under a pilot project entitled Increased Access to Training (IaT) through an alternative mode of access using newly available technology. It is expected that training will be provided for the remaining five States before the end of the year, 2022.

2.7 In accordance with the guidance and decisions of the 24th SC meeting, ICAO under the AFI Plan engaged a consultant to perform a study, develop a strategy, roadmap and development of a database aimed at enhancing aviation professional capacity in all ICAO Strategic Objectives in Africa. Information on the progress made on this study will be provided during the course of this meeting for consideration and further guidance.

2.8 Furthermore, AFCAC has been following up on the implementation of the revised Abuja Safety targets and Air Navigation Performance Indicators and Targets. The meeting will be provided with information on the progress made in this regard.

2.9 Continuous High-level engagements with African States including those countries with low EIs and slow progress in the implementation of their ICAO Plans of Action, is important. In this regard, a number of side meetings have been scheduled by ICAO to meet with the delegations from such States during the first two days of the 7th AFI Aviation Week in Abuja, Nigeria.

2.10 The support from the partners, aimed at assisting African States in improving the level of implementation of ICAO safety standards, is on-going. The meeting will be provided with more information on the various initiatives during the session on Presentations by Partners.

**COMPREHENSIVE REGIONAL IMPLEMENTATION PLAN FOR AVIATION SAFETY IN AFRICA (AFI PLAN)
FOLLOW-UP ACTIONS FROM DECISIONS AND RECOMMENDATIONS OF THE
24th AFI PLAN STEERING COMMITTEE MEETING**

Dec/ Rec Reference	Title	Text	Deadline	Deliverable(s)	Responsibility	Expected Activity and Status
SC24 /Dec 01	Establishment and Strengthening of Regional Safety Oversight Organizations	The SC requested the AFI Plan Secretariat to coordinate the Study to develop a Strategic Plan for supporting and strengthening RSOOs in Africa and present the final RSOO study to the next SC meeting.	Dec 2021	Strategic Plan for supporting and strengthening RSOOs in Africa.	AFI Plan Secretariat and ESAF/WACAF Regional Offices.	The RSOOs study was conducted and presented to States and other stakeholders during a validation workshop held in November 2021. The recommendations of the study including the strategy and roadmap will be presented to this meeting as DP 04.
SC24 /Dec02	ROST Support to States	The SC Requested the Regional Office Safety Team (ROST) and AFI-CIS support (Mission/virtual) be continued to further assist States in the implementation of their Corrective Action Plans (CAPs) to specifically addressing the remaining one SSC and improve EIs in low performing States.	Continuous	Effective Implementation of 2021 Work Programme.	AFI Plan Secretariat, ICAO ESAF and WACAF Regional Offices.	Remote assistance have been provided to 13 WACAF and 16 ESAF States virtually; in particular, with emphasis on review/update and guidance on CAP implementation, PQ self-assessment reviews as well as collaborative engagements with States in the region. Recently onsite ROST mission resumed and assistance provided to two ESAF States (Angola and Botswana)

Dec/ Rec Reference	Title	Text	Deadline	Deliverable(s)	Responsibility	Expected Activity and Status
SC24 /Dec 03	Safety related trainings	States and partners to use the available standard courses in AGA and ANS to enhance the personnel qualifications in these areas.	Continuous	The AFI Plan to implement targeted Safety related trainings, workshop and seminars including virtually to enhance the implementation capacity of States.	AATO, AFI Plan Secretariat, ICAO ESAF and WACAF Regional Offices.	26 States took part under the No Country Left Behind (NCLB) initiative through enrolment of 104 participants who completed training on Public Health Corridor, Safety Management, COVID-19 Aviation Safety Risk Management for CAAs, Safety Management for Practitioners (SMxP) Virtual and online training.
SC24/Dec 04	Review of AFI Plan Projects	The Secretariat to finalize the review of the AFI plan projects and present it for the next AFI plan SC meeting.	Dec 2021	Revised Project Documents	AFI Plan Secretariat, ICAO ESAF and WACAF Regional Offices	Review/update of AFI Plan projects completed and revised/updated Project Documents will be presented to this meeting as DP-02 for consideration and approval.
SC23 /Rec05	High-level support in addressing States' aviation safety deficiencies	The ICAO Council President and the Secretary General to continue attending meetings in the AFI region and to engage, at the highest level, those States that are not cooperating and/or sufficiently advancing in addressing their aviation safety deficiencies.	Continuous	Increased high level meetings and engagements; Attend important meetings in the AFI Region. Also, consider virtual	ICAO SG, Council President, African Council Members, ICAO ESAF and WACAF Regional Offices	The Secretary General is scheduled to meet with States and partners during the 7 th AFI Aviation week (side meetings scheduled with selected States from 16 to 17 May 2022).

Dec/ Rec Reference	Title	Text	Deadline	Deliverable(s)	Responsibility	Expected Activity and Status
SC24/Dec 06	Implementation of the AFI Plan programme since 2015	ICAO to continue the effective coordination and implementation of the AFI Plan programme activities; and States, international and regional organizations, financing institutions, and industry to continue supporting the programme.	Continuous	Implementing the revised AFI Plan programme. Coordinate support of Partners.	AFI Plan Secretariat, ICAO ESAF and WACAF Regional Offices	Implementation of the AFI Plan work programme have been coordinated between ICAO Regional Offices and AFCAC, RSOOs as well as other key partners.
SC24/Dec 07	Proposed update of AFI Plan Programme Document	Approved the proposed updated AFI Plan Programme Document to guide the implementation of activities during the planning period of 2021-24.	2024	Effective implementation of the programme	AFI Plan Secretariat, ICAO ESAF and WACAF Regional Offices and partners	The AFI Plan annual work programme and activities were aligned with the revised/updated Project Documents.as well as the overall 2021-24 programme .
SC24 /Dec 08	2021 AFI Plan programme activities and Budget	The Steering Committee approved the proposed 2021 AFI Plan work programme and budget as presented.	Dec 2021	Effective implementation of the work plan	AFI Plan Secretariat, ICAO ESAF and WACAF Regional Offices	The implementation status of the work programme will be presented as attachment B.

Dec/ Rec Reference	Title	Text	Deadline	Deliverable(s)	Responsibility	Expected Activity and Status
SC24 /Rec 09	Monitoring implementation of the Abuja Safety Targets and Air Navigation Services Performance Indicators	<p>Continue encouraging and following up with its member States, and devise an effective information gathering mechanism for monitoring and reporting on the status of implementation of the Abuja Safety Targets and ANS indicators;</p> <p>Finalize the development of the dashboard for the analysis and sharing of safety.</p>	Dec 2021	Updated report on the implementation of the revised Abuja Safety Target dashboard with Aviation Safety information/ data of the region.	AFCAC.	AFCAC will present the implementation progress to this meeting as DP -03
SC24/Rec 10	Implementation of AFI CIS	AFCAC to present a comprehensive information on the support provided to States through AFI CIS regularly.	Dec 2021	Comprehensive Implementation report	AFCAC	AFCAC will present the implementation progress to this meeting as DP -03
SC 24/Rec11	The African Aviation Training Roadmap	The Steering Committee considering the AATO's current serious institutional challenge and its impact in implementing the African training Roadmap, requested the AFI Plan Secretariat and AFCAC in collaboration with partners to closely work and support AATO.	Dec 2022	Support AATOs sustainability	AATO, AFI Plan Secretariat, ICAO ESAF and WACAF Regional Offices and AFCAC	ICAO participated in the 23rd AATO Council meeting and provided guidance to chart the way forward for the sustainability of the Organization. Further consultation meeting with AFCAC and other stakeholders expected in the 3 rd quarter of 2022.

Dec/ Rec Reference	Title	Text	Deadline	Deliverable(s)	Responsibility	Expected Activity and Status
SC 24/Rec 12	Programmes / Activities of aviation safety partners in Africa	The meeting recognized and commended the various support activities provided by FAA, EASA and CAAS as well as other and encouraged to continue their valuable contributions in key priority areas through the existing collaborative framework with the AFI Plan in order to continuously improve aviation safety in Africa.	Continuous	Coordinated programme activities	AFI Plan Secretariat and Partners.	Partners will provide updates in the implementations of their respective programmes and initiatives under Agenda Item 6

DP/01 ATTACHMENT B: STATUS OF IMPLEMENTATION OF 2021/22 PROGRAMME OF ACTIVITIES UNDER THE AFI PLAN

Focus Area 1 – Enabling States to establish and maintain an effective and sustainable safety oversight system			
Initiative	Activity	Deliverables	Status as at 15 May 2022
Support the integration and enlargement of RSOOs/RAIOs for effective and sustainable functioning	Implementation of Ezulwini Declaration - Study for strengthening of AFI RSOOs <ul style="list-style-type: none"> • Develop Strategic Plan for supporting and strengthening RSOOs • RSOO coordination meeting • Assistance to States, RSOOs, RAIOS for implementation of study decisions and recommendations 	<ul style="list-style-type: none"> • Study report & Strategic Plan • Approved Strategic Plan 	The RSOOs study was conducted and outcomes presented to States and other stakeholders during a validation workshop conducted on 25 November, 2021. The recommendations of the study including the strategy and roadmap will be presented to this meeting as DP 04.
Support relevant States to establish the Fundamentals of Safety Oversight (FSO) system (CE1-CE5)	Implementation of Fundamentals of Safety Oversight (FSO) assistance project <ul style="list-style-type: none"> • Continue the assistance through ROST, RSOOs and AFI CIS to States with EIs<50% 	<ul style="list-style-type: none"> • Continue providing assistance to AFI States to establish safety oversight systems. • Revise and approve project document 	Remote assistance has been provided to 13 WACAF and 16 States virtually. Also Recently onsite ROST mission resumed and assistance provided to two ESAF States (Angola and Botswana). The Revised FSO Project Document will be presented to this meeting as DP -02
Encourage at least half of African States to delegate certain oversight functions to RSOOs (Ref AFI DGCA/6)	<ul style="list-style-type: none"> • Regional Offices to continuously engage States and Champion DGs on this subject • High level engagements 	<ul style="list-style-type: none"> • MOUs / Agreements between States & RSOOs on delegation of certain oversight functions • AFI RSOO strategy study recommendations adopted for implementation by States/RSOOs 	The recommendations of the RSOO study including the strategy and roadmap will be presented to this meeting as DP 04.

<p>Provide Safety Inspectors training courses</p>	<p>Coordinate delivery of training for Safety Inspectors focusing on States with CE4 <50%:- and other Safety related Seminar/Workshops</p> <ul style="list-style-type: none"> • Safety Management for Practitioners Virtual Course • Aviation Safety Risk Management for CAA virtual courses • Safety management online, and • Public health corridor online courses 	<ul style="list-style-type: none"> • Provide training for 33 LDC States in the AFI Plan network 	<p>Training provided to 104 trainees from 26 countries. Out of the remaining 7 States with internet connection challenges training provided to 2 namely, Burundi and Niger under a pilot project entitled ‘Increased Access to Training (IaT)’. Training will be provided to the remaining 5 States before the end of the year 2022</p> <p>One PHC iPACK Training with support of an SME identified by HQ conducted for Angola and Mozambique</p>
<p>Aviation professional capacity building</p>	<p>Develop sustainable aviation professional capacity to carry out effective regulatory and oversight responsibilities</p>	<ul style="list-style-type: none"> • Study report, Implementation plan and budget 	<p>A consultant has been engaged to carry out the study. Update to be provided to this SC meeting as DP-05</p>
<p>Focus Area 2 - Direct support to States to resolve identified deficiencies</p>			
<p>Initiative</p>	<p>Activity</p>	<p>Deliverables</p>	
<p>ICAO Plans of Action for the remaining States in the AFI region</p>	<p>Updating of existing ICAO Plans of Action and Development of ICAO Plans of Action for 6 remaining States.</p>	<p>ICAO Plans of Action updated and developed for the remaining 6 States</p>	<p>All ICAO Plans of Action for the remaining States were developed but delayed for presentation due to COVID-19. These Plans of Action will be communicated/presented to the concerned States in the 3rd quarter of 2022.</p>
<p>Assist States to resolve SSC(s) and prevent new ones</p>	<ul style="list-style-type: none"> • Continue implementation of State tactical plans for resolution of existing SSCs in one State (Eritrea). 	<ul style="list-style-type: none"> • No SSC (one existing SSC resolved; emergence of new ones prevented). 	<p>Continued efforts to support Eritrea to resolve its SSC. High level mission to State to be followed by ROST mission scheduled to be conducted in the 3rd Quarter of 2022.</p>

<p>Assist States to improve EI</p>	<ul style="list-style-type: none"> • Assist States scheduled for USOAP Audits / ICVMs and those with high safety risk assessments through ROST activities, in order to address potential SSCs and mitigate risks in time. • Assist States in the implementation of CAPs through ROST activities • Follow up on the implementation of revised/existing ICAO Plans of Action with greater focus on States with EI<50% 	<p>65 % of African States achieving EI above 60% EI</p>	<p>Due to the current COVID-19 situation virtual assistance provided to States, including CAP and PQ self-assessment reviews as well as collaborative engagements with State NCMCs. 31 States (60% of Audited States) achieved EI greater than 60%.</p>
<p>Assist States to certify all international Aerodromes</p>	<ul style="list-style-type: none"> • Continue implementation of the Aerodrome Certification Projects for 17 States, including newly eligible States (60% EI) • Update the Aerodrome Certification Project Document 	<ul style="list-style-type: none"> • 45 % of international aerodromes certified • Aerodrome Certification Project Document updated 	<p>14 Aerodromes in 13 States certified since the inception of the Project.</p> <p>The project document revised and presented to this meeting as DP -02</p>
<p>Assist all States that meet the criteria established by the SSP Project to implement SSP</p>	<ul style="list-style-type: none"> • Continue implementation of SSP Project for 25 States (including newly eligible States) • Update the SSP Project Document 	<ul style="list-style-type: none"> • Increased number of States implementing SSP • SSP Project Document updated 	<p>Eligible States supported in the implementation of SSP through the Gap Analysis and the review of Foundation PQs.</p> <p>The SSP project document revised and presented to this meeting as DP-02</p>
<p>Assist States to establish effective SAR organization</p>	<ul style="list-style-type: none"> • Continue implementation of SAR Projects for 30 States • Update the SAR Project Document 	<ul style="list-style-type: none"> • Continue the implementation of SAR Project • SAR Project Document updated 	<p>Support provided to eligible States under SAR Project</p> <p>The SAR project document is under revision and will be presented to next steering Committee meeting</p>

Focus Area 3 – Enhance aviation safety culture and information exchange among African States and service providers			
Initiative	Activity	Deliverables	
<p>Aviation Service Providers to Develop and Implement their Respective Safety Management System (SMS)</p>	<p>International Airlines and Airports</p> <ul style="list-style-type: none"> • Coordinate and follow up with IATA assistance on IOSA/ISSA (IATA Operational Safety Audit/IATA Standard Safety Assessment – for small airlines) Certification • Conduct joint ICAO-ACI airport visits and assist States in implementation of recommended actions 	<ul style="list-style-type: none"> • Adoption of proposed regulatory text for IOSA/ISSA • International Carriers are IOSA/ISSA certified • APEX review reports with recommendations • SMS implementation facilitated 	<p>AFCAC to monitor implementation of the revised Abuja Safety Targets and Air Navigation Targets and a report will be presented to this meeting by AFCAC</p> <p>As of March 2022, 6 APEX reviews have been completed at the following airports:</p> <ul style="list-style-type: none"> • Blaise Diagne International Airport, Sénégal: 02-05 November 2021 • Bouake Airport, Côte d’Ivoire: 30 November-03 December 2021 • Félix Houphouët Boigny International Airport, Côte d’Ivoire: 06-09 December 2021 • Lomé Tokoin International Airport, Togo: 07-11 March 2022 • Malabo International Airport, Equatorial Guinea: 29 March – 01 April 2022

			Robert Gabriel Mugabe International Airport, Harare Zimbabwe 1-5 November 2021
Assist to establish and implement ANS peer review mechanism	<ul style="list-style-type: none"> • Continue implementation of ANSP peer review Project • Update the ANSP Project document 	<ul style="list-style-type: none"> • Enhanced membership of the ANSP Peer Review Programme • Increased number of ANSP Peer Reviews • ANSP Project document updated 	<p>The peer review mechanism established, pilot peer review conducted and the membership increased to 35.</p> <p>ANSP Peer Review project document updated and will be presented to this SC meeting for consideration and approval.</p>
Implementation of AFI Safety / ANS Targets	<ul style="list-style-type: none"> • Incorporation of revised AFI safety / ANS targets in ICAO Plans of Action • Support States in implementation of regional targets 	<ul style="list-style-type: none"> • AFI Safety/ANS targets incorporated in ICAO Action Plans • Increased compliance with ICAO safety, ANS capacity and efficiency SARPs 	<p>The ICAO Plans of Actions incorporating the revised Targets developed and presented..</p> <p>Coordinated implementation plan for 2021/22 among various partners (RSOO, RECs, AFCAC..)</p> <p>During the 5th meeting of the African ANSPs held in Lomé from 28 March to 1st of April 2022, updates on the AFI ANSPs Peer Review Phase I were provided.</p>

			Some pioneer Peer Review sessions were successfully conducted by ASECNA in Madagascar, ATNS (South Africa), Botswana CAA, Eswatini CAA, GCAA (Ghana), NAMA (Nigeria) and the Roberts FIR
Focus Area 4 – Aviation Infrastructure Gap Analysis			
<ul style="list-style-type: none"> • Improve the Aviation Infrastructure planning Practices 	<ul style="list-style-type: none"> • Second Phase of the Aviation Infrastructure Gap Analysis for Africa Study • Coordinate a platform for sharing the results of the Infrastructure Gap Analysis for Africa Study 	<ul style="list-style-type: none"> • Launch of the Aviation Infrastructure Gap Analysis for Africa Study • Shared information on Key Aviation Infrastructure Gaps in Africa. 	<ul style="list-style-type: none"> • Information shared with various stakeholders. • Discussion to be held on the implementation of the various recommendations of the Infrastructure Gap Analysis during the joint Multidisciplinary meeting between AU-ICAO to avoid duplication of efforts.