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# *19<sup>th</sup> AFI PLAN STEERING COMMITTEE MEETING*

*(Gaborone, Botswana, 23 May 2017)*

*Presentation of Secretariat's Discussion Papers*

*By: Mam Sait Jallow  
ICAORD, Dakar  
Secretary, AFI Plan SC*





## Agenda and List of Discussion Papers

### Agenda 1

Progress Report on the implementation of the AFI Plan since the 18<sup>th</sup> meeting of the Steering Committee and Stakeholders' activities

DP 01

- Progress Report on the implementation of the AFI Plan since the 18<sup>th</sup> meeting of the Steering Committee and 2017 Work Programme

DP 02

- Review of the Status of Implementation of AFI Plan Projects

DP3

- Report on the proposed revised Abuja Safety Targets and Incorporation of Air Navigation Services Performance Indicators and Targets

DP4

- Progress report on the Review of the African Aviation Training Road map

DP5

- Briefing on the African Flight Procedure Programme (AFPP)



## Agenda and List of Discussion Papers

### Agenda 1

Oral report

- Outcomes of the Global Aviation Training and TRAINAIR Plus Symposium (11-13 April 2017)

PPT

- Presentations by Partners (SSFA , FAA, Turkey, EASA.....)

DP6

- Outcomes of the Forum on RSOOs for Global Aviation Safety, 22-24 March 2017

PPT

- Presentations by Partners (Cont'd)

### Agenda 3

PPT

- Outcomes of the 4<sup>th</sup> AFI Aviation Safety Symposium, Gaborone, 22 May 2017

### Agenda 4

- Any other Business



## AGENDA ITEM 1 DISCUSSION PAPER 01

*This paper presents the status of implementation of Decs & Recs of the AFI Plan SC/18 Meeting, Montreal , 30 November 2016 and the 2017work programme.*

**Action:** *The Steering Committee is invited to:*

- *Note the information contained in the paper;*
- *Note the related information contained in Discussion Papers **02** , **03**, **04**, **06** and other Presentations;*
- *Provide instructions and guidance for the continued implementation of the Decisions and Recommendations of the 17<sup>th</sup> meeting considering the status of implementation of **Attachment A** (Column 7 ) to DP 01 ; and*
- *Provide further instructions and guidance for the continued implementation of the 2017 Work Programme considering the status of implementation indicated in **Attachment B** (Column 4) to DP 01.*



Decision/Recommendation Reference	Text	Status as at 20 May 2017
<p><i>SC18/Dec 01</i></p> <p>Establishment and Strengthening of Regional Safety Oversight Organizations (RSOOs)</p>	<p><i>The AFI Plan Secretariat to individually request the Seven Partner States to communicate their official position vis-à-vis membership of an RSOO and encourage those that have not yet done so to join an already established RSOO of their choice;</i></p> <p><i>b) the AFI Plan Secretariat to prepare a Working Paper for the Global RSOO Forum (Swaziland, March 2017) to be developed in consultation with the ICAO Secretariat, AFI Group, AFCAC, and Partner States, in order to propose solutions to the challenges of sustainability and effectiveness of RSOOs in the AFI Region, and to provide feedback on the outcome of the Conference to the SC/19 meeting.</i></p>	<p>Discussions were held with some of the Seven Partner States at the Global RSOO forum held in Swaziland, 22 - 24 March 2017.</p> <p>The <b>dialog will continue</b> and the formal communication will follow before the end of 2017 <b>within the context of the Global Strategy and action plan to improve RSOOs endorsed by African Ministers</b> responsible for aviation at Ezulwini, Swaziland (Ezulwini Declaration)</p> <p>A <b>paper was presented</b> by AFI Plan Secretariat on the Challenges of sustainability and effectiveness of RSOOs in the AFI Region.</p> <p>A <b>Ministerial Declaration was prepared for and adopted by African Ministers</b> responsible for Aviation to strengthen and sustain RSOOs in the AFI region.</p> <p>The Outcomes of the Global Forum including the AFI Ministerial meeting will be presented in <b>DP 06.</b></p>



Decision/ Reference	Recommendation Text	Status as at 20 May 2017
<p><i>SC18/Dec 02</i></p> <p><i>Review of the Status of Implementation of AFI Plan Projects</i></p>	<p>a) <i>the AFI Plan secretariat to continue coordinating and monitoring implementation of the projects</i></p> <p>a) <i>AFI Plan Secretariat to coordinate with AFCAC and key partners on the dates for the regional high level SAR Conference proposed to be held by AFCAC in 2017, to avoid conflict with other events, allow sufficient progress in States and promote the event to the targeted high level participants.</i></p>	<p><b>Status of Implementation Presented in DP/02</b></p> <p><b>The High Level SAR Conference</b> organized by AFCAC in cooperation with ICAO, was held in Lomé, Togo from 10 to 12 April 2017. <b>Ministerial Declaration and Plan of Action for improvement of SAR services in Africa adopted. AFCAC to implement SAR project for Africa in coordination with AFI Plan and other similar initiatives.</b></p>



Decision/ Recommendation Reference	Text	Status as at 20 May 2017
<p><i>SC18/Rec 03</i></p> <p>Aviation Safety Implementation Assistance Partnership (ASIAP)</p> <p><i>SC18/Rec 04</i></p> <p>Implementation of Abuja Safety Targets</p>	<p><i>Encouraged States and International Organizations providing technical assistance to AFI States to support and join the ASIAP.</i></p> <p>a) <i>AFCAC to urge States to provide accurate and sufficient information in order to prepare comprehensive report on the status of implementation of Abuja safety targets</i></p> <p>b) <i>the AFI Plan Secretariat in collaboration with ICAO Secretariat, AFCAC, RASG-AFI, APIRG, and Key Partners coordinate the preparation of a proposed set of revised targets for consideration by the SC/19 meeting.</i></p>	<p><b>AFCAC and South Africa have joined ASIAP.</b></p> <p>48 States have designated Focal Points to collect and provide safety data to AFCAC</p> <p>AFCAC in conjunction with ICAO and other Stakeholders prepared a <b>consolidated set of revised safety targets including the AFI Air Navigation Performance Indicators and emerging safety issues</b>, during the RASC/3 meeting held in Dakar, Senegal from 19 to 21 April 2017. <b>Draft Revised Abuja Safety Targets will be presented to AFI Plan SC/19 as DP 03</b></p>



Decision/ Recommendation Reference	Text	Status as at 20 May 2017
<p><b>SC18/Rec 05</b></p> <p>Programmes and activities of aviation safety partners in Africa</p>	<p>the meeting called for continued and higher collaboration between sister programmes working to improve Aviation Safety in Africa,</p>	<p><i>Reflected in the 2017 work programme and information will be provided by Partners (SSFA, FAA, EASA etc) during this meeting.</i></p>
<p><b>SC18/Rec 06</b></p> <p>Aviation Training Roadmap for Africa</p>	<p>a) AATO to coordinate the review of the draft Road map in collaboration with the AFI Plan Secretariat, GAT, AFCAC and Partners for finalization and submission to the SC/19 meeting .</p> <p>b) The AFI Plan Secretariat to reflect the review and finalization of the Aviation Training Road Map for Africa in its 2017 Work Programme.</p>	<p><i>AATO will inform the meeting of progress made so far (DP 04).</i></p> <p><i>The AFI Plan Secretariat facilitated a meeting at Addis Ababa, Ethiopia among partners and stakeholders to review the Roadmap.</i></p>



Decision/ Recommendation Reference	Text	Status as at 20 May 2017
<p><i>SC18/Dec 07</i></p> <p><i>Update the AFI Plan document and ROST- TOR</i></p> <p><i>SC18/Dec 08</i></p> <p>Implementation of ICAO Plans of Action</p>	<p><i>The AFI Plan Secretariat in collaboration with the ICAO Secretariat, AFI Group, RASG-AFI, APIRG and key Partners to review and finalize the draft for presentation at the SC/19 meeting.</i></p> <p><i>The AFI Plan Secretariat is to develop a strategy and assist not only States with low EIs and SSCs but also encourage those States with acceptable levels of EI to sustain what has been achieved so far.</i></p> <p><i>The Regional Office Safety Team (ROST) and AFI-CIS missions be continued so as to further assist States in the implementation of their Corrective Action Plans (CAPs) to specifically address SSCs and improve EIs in low performing States.</i></p>	<p><b>Review not completed</b> as most of the stakeholders had several overlapping commitments during the last few months. The review is to continue and the final report will be presented at the 20th SC meeting.</p> <p>In January 2017 a coordination meeting were conducted among the ESAF, WACAF ROs and AFCAC to formulate a strategy to support States for attainment of the annual AFI Goals. <b>34 ICAO Plans of Action</b> accepted and are being implemented (include States with EIs &gt;60%.)</p> <p>The Regional Safety Team (ROST) missions conducted to 7 ESAF States (Angola, Malawi, Burundi, Djibouti, Rwanda, Swaziland and Comoros) and <b>11 WACAF States</b> (namely; Benin, Cameroun, Chad, Cote. D'Ivoire, Congo, DRC, Equatorial Guinea, Gabon, Gambia, Guinea and Togo)</p>



Decision/Reference	Recommendation	Text	Status as at 20 May 2017
<p><i>SC18/Rec 09</i></p> <p><i>High-level support in addressing States' aviation safety deficiencies</i></p>	<p><i>That the ICAO Council President and the Secretary General should attend AFI regional meetings and continue their efforts to engage, at the highest level, those States that are not cooperating and/or sufficiently advancing in addressing their aviation safety deficiencies.</i></p>	<p><b>The President of the Council</b> met States during:</p> <ul style="list-style-type: none"> <li>• Global RSOO forum held in Swaziland,</li> <li>• Visit to Malawi on SSC resolution,</li> <li>• 2<sup>nd</sup> Sustainable Development of Air Transport in Africa meeting, Accra, and</li> <li>• High Level SAR conference, Lomé.</li> </ul> <p><b>The Secretary General</b> also met with:</p> <ul style="list-style-type: none"> <li>• States and AUC to discuss ways of improving safety in Africa during</li> <li>• GAT, TRAINAIR PLUS Symposium held in Addis Ababa Ethiopia</li> </ul>	



Decision/ Reference	Recommendation	Text	Status as at 20 May 2017
<p><i>SC18/Dec 10</i></p> <p>Proposed Work Programme of AFI Plan for 2017</p>	<p>a) <i>The meeting considered the proposed 2017 AFI Plan work programme and requested the Secretariat to incorporate in it additional activities as recommended during the course of the meeting, and to circulate the amended version of the 2017 work programme together with the SC/18 report.</i></p> <p>b) <i>The AFI Plan secretariat to implement the work programme and report the progress at the SC/19</i></p>	<p>The 2017 Work programme was <b>revised and circulated to Members of the SC</b> with the 18<sup>th</sup> SC meeting report.</p> <p>Implementation of the 2017 work programme is ongoing and the progress presented as <b>Attachment B</b></p>	
<p><i>SC18/Dec 11</i></p> <p>Utilization of AFI Plan funds</p>	<p><i>The AFI Plan Secretariat to develop additional project proposals to utilise the available AFI Plan funds</i></p>	<p><b>Draft Project documents have been developed. The Secretariat will present the final documents to the 20<sup>th</sup> SC meeting.</b></p>	



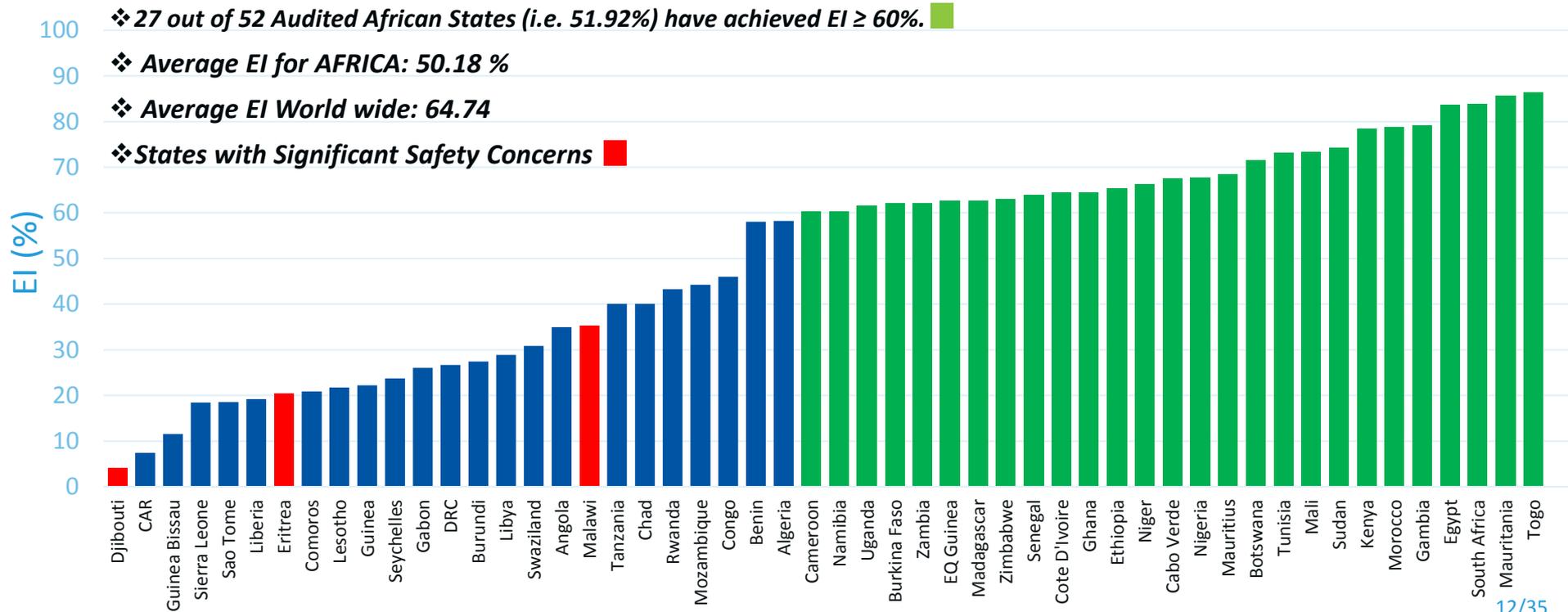
## 2017 AFI Plan Goals and Activities

- ❖ *80 % African States to achieve 60% EI and above*
  - *27 out of 52 Audited African States (i.e. 51.92%) have achieved EI ≥ 60%.*
  - *Average EI for AFRICA: 50.18 %*
  - *Average EI World wide: 64.74*
- ❖ *All Significant Safety Concerns to be removed*
  - *1 out of 3 SSCs resolved; 3 SSCs remaining in 3 States*
- ❖ *45% of International Airports to be Certified*
  - *Aerodrome certification assistance project ongoing in 18 States (Details contained in DP2)*
- ❖ *Implementation of the 20 17 Work programme*
  - *ongoing/Progressing*



## Safety Oversight Effective Implementation in African States Implementation of Abuja Aviation safety Targets, May 2017

- ❖ 27 out of 52 Audited African States (i.e. 51.92%) have achieved EI  $\geq$  60%.
- ❖ Average EI for AFRICA: 50.18 %
- ❖ Average EI World wide: 64.74
- ❖ States with Significant Safety Concerns





## 34 State Specific ICAO Plans of Action in AFI Region, May 2017

- ✓ Angola
- ✓ Benin
- ✓ Botswana
- ✓ Burkina Faso
- ✓ Burundi
- ✓ Cameroun
- ✓ CAR
- ✓ Chad
- ✓ Comoros

- ✓ Congo
- ✓ Cote D'Ivoire
- ✓ Djibouti
- ✓ DRC
- ✓ Eritrea
- ✓ Gambia
- ✓ Gabon
- ✓ Guinée
- ✓ Guinée Bissau

- ✓ Guinée Equa.
- ✓ Lesotho
- ✓ Liberia
- ✓ Madagascar
- ✓ Malawi
- ✓ Mali
- ✓ Mozambique
- ✓ Niger
- ✓ Nigeria

- ✓ Rwanda
- ✓ Sao Tome
- ✓ Senegal
- ✓ Sierra Leone
- ✓ Swaziland
- ✓ Togo
- ✓ Zambia



## AGENDA ITEM 1 DISCUSSION PAPER 02

*This paper presents information on the status of implementation of AFI Plan projects approved by the 17th Steering Committee meeting (June 2017).*

**Action:** *The Steering Committee is invited to:*

- Note the information contained in this paper;
- Urge States that are making slow progress to strengthen their commitment and cooperation; and
- Provide further instruction and guidance as deemed necessary



## AFI Plan Projects

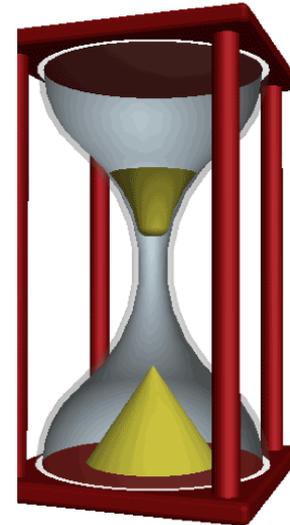
*Approved 30 June 2016 and on-going*

Aerodrome Certification

SAR Organization

African ANSP Peer Review Programme

SSP / SMS Implementation



**START**

**PROJECT**

**FINISH**



# AFI Plan Project Implementation – Aerodrome Certification

## 18 Beneficiary States / Airports

STATE	CITY/AIRPORT	STATE	CITY/AIRPORT
Burkina Faso	Ouagadougou	Angola	Luanda
Cameroon	Yaounde	Botswana (Cost recovery)	Gaborone
Cote d'Ivoire	Abidjan	Mozambique	Maputo
Gambia	Banjul	Namibia	Windhoek
Mali	Bamako	Seychelles	Victoria
Niger	Niamey	Swaziland	Manzini
Nigeria	Abuja / Lagos	Uganda	Entebbe
Senegal	Dakar/Diass	Zambia	Lusaka
Gabon (Cost recovery)	Libreville	Rwanda	Kigali



# Aerodrome Certification -ESAF

Accomplished

On-going

Pending

Launching meeting

23 August 2016

Submission of Action Plans to ICAO

21 Sep/Effective 14 Nov 2016

Preparedness review for certification

23 Nov 16 to 14 Feb17

ICAO wrap up visit in each State

8 May to 6 Sep 17

workshop national staff/  
Familiarization of Experts

24-26 August 2016

Monitoring of the implementation of the Action Plans

1 Nov 16 to 2 March 17

On-site assistance in conduct of certification audits

10 Feb to 17 Jun 17



# Aerodrome Certification -WACAF

Accomplished

On-going

Pending

**Launching meeting**  
*Aug. 2016*

**Submission of the action plans to ICAO**  
*Nov. 2016*

**Preparation for certification**  
*Jan. – Apr. 2017*

**Issuance of certificates**  
*Apr.- Jul. 2017*



**Familiarization of Experts and technical personnel**  
*Oct. 2016*

**Implementation of the action plans**  
*Nov. - Mar. 2017*

**Conduct of certification audits**  
*Feb. – Jun. 2017*





# AFI Plan Project Implementation – State Safety Programme

## 24 Beneficiary States

<b>Botswana</b>	<b>Kenya</b>	<b>Nigeria</b>
<b>Burkina Faso</b>	<b>Madagascar</b>	<b>Senegal</b>
<b>Cape Verde</b>	<b>Mali</b>	<b>South Africa</b>
<b>Cameroun</b>	<b>Mauritania</b>	<b>Sudan</b>
<b>Cote D'Ivoire</b>	<b>Mauritius</b>	<b>Togo</b>
<b>Ethiopia</b>	<b>Morocco</b>	<b>Tunisia</b>
<b>Gambia</b>	<b>Namibia</b>	<b>Uganda</b>
<b>Ghana</b>	<b>Niger</b>	<b>Zimbabwe</b>



# AFI Plan Project Implementation - SSP

## Accomplished

Notification to States and nomination of SSP/SMS experts :  
23 Nov. 2016 -

## On-going

SSP Gap Analysis and Implementation Assistance Missions  
*Apr. 2017 - Dec. 2017*  
15% Accomplished

## Pending

Part 2 – Safety Management Training for Practitioners (SMxP) Nairobi  
*Oct. 2017*

Monitoring of SSP Implementation Plans  
*Jan 2018 -*

Voluntary Assessments  
*Dec. 2018 -*

Enrolment of Experts in Part 1 - Online Safety Management Training  
*April 2017 -*

Part 2 – Safety Management Training for Practitioners (SMxP), Dakar  
*Sept. 2017*

SM Symposia and Regional Seminars  
*Jan. 2018 -*

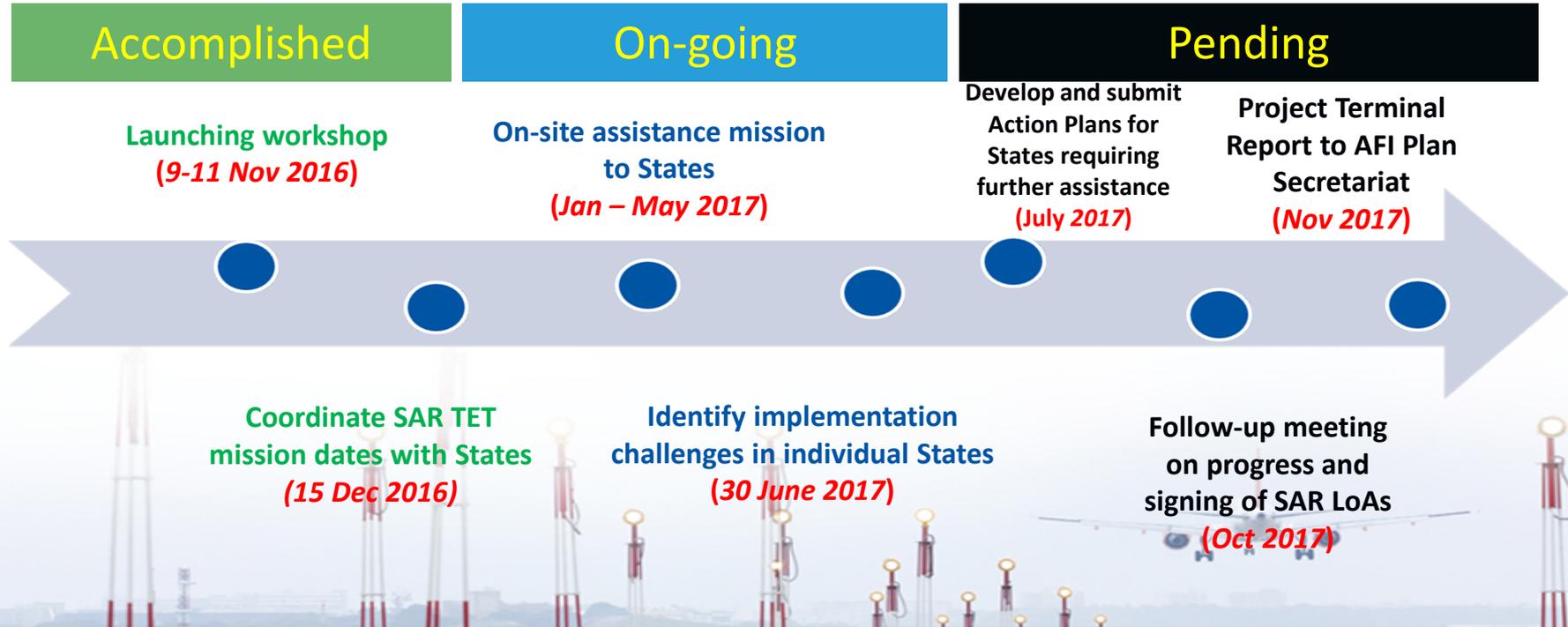
Follow up Assistance Missions  
*Feb. 2018 -*

Wrap up and End of Project Report  
*April 2019*



# AFI Plan Project Implementation – Search and Rescue Organization

## Project Implementation Progress – for 12 ESAF States





# AFI Plan Project Implementation – Search and Rescue Organization

## Project Implementation Progress –for 18 WACAF States

### Accomplished

Notification to States and nomination of SAR experts :

*9 Aug - Nov. 2016*

Adoption of SAR Survey Questionnaire and circulation to States

*2 Dec. 2016*

Establishment of SAR Tech Expert Team

*15 Nov. 2016*

### On-going

States responses to Gap analysis questionnaire

*Feb.-May 2017*

Conduct SAR implementation Gap Analysis

*Apr. 2017*

### Pending

SAR Workshop /States Action Plans

*May - Aug. 2017*

Monitoring of the implementation of the action plans

*Jun. - Sep. 2017*

Mission to States to provide assistance

*May - Sep. 2017*

Wrap up and Project Report

*Oct.. 2017*



# AFI Plan Project Implementation – ANS Peer Review Programme

## *Beneficiaries – ALL African States*

Approval by AFI Plan SC /  
Project promotion /  
Stakeholders sensitization  
*Since 27 June 2016*

Development of Programme  
Reference Framework  
*3-5 May 2017*

*Training of ANSP Personnel on Peer  
Review Manual (New)*  
Preparation & Conduct of 2 Pilot  
ANSP Peer Reviews  
*June –July 2017*

Implementation of  
Recommendations (CAPs)  
*Aug–Oct 2017*



Creation of African  
ANSP Steering Group  
*12 June 2015*

AFI ANSP Meeting:  
Launch of AFI Plan Project +  
Endorsement of Cooperation  
Framework & Roadmap  
*3-5 May 2017*

Establishment of  
Teams of Reviewers  
*May 2017*

Dissemination of review  
reports  
*July 2017*

Wrap up and Project Report  
*Nov 2017*  
*(APIRG/21 & AFI Plan SC/20)*



Launch of African ANSP Peer  
Review Initiative by ICAO  
Council President  
*4 February 2015*



## AGENDA ITEM 1 DISCUSSION PAPER 05

*This paper presents the activities of the African Flight Procedure Programme (AFPP) during Phase I (June 2014 - May 2017) and proposed operations for Phase II..*

**Action:** *The Steering Committee is invited to:*

- Note the information contained in the paper;
- Support the implementation of Phase II of the AFPP; and
- Provide further guidance for effectiveness and sustainability of the AFPP.





# The African Flight Procedure Programme (AFPP)

Phase I, June 2014/ May 2017

## Goal of the AFPP

- Develop State's capabilities in support of PBN implementation

## 30 African Member States

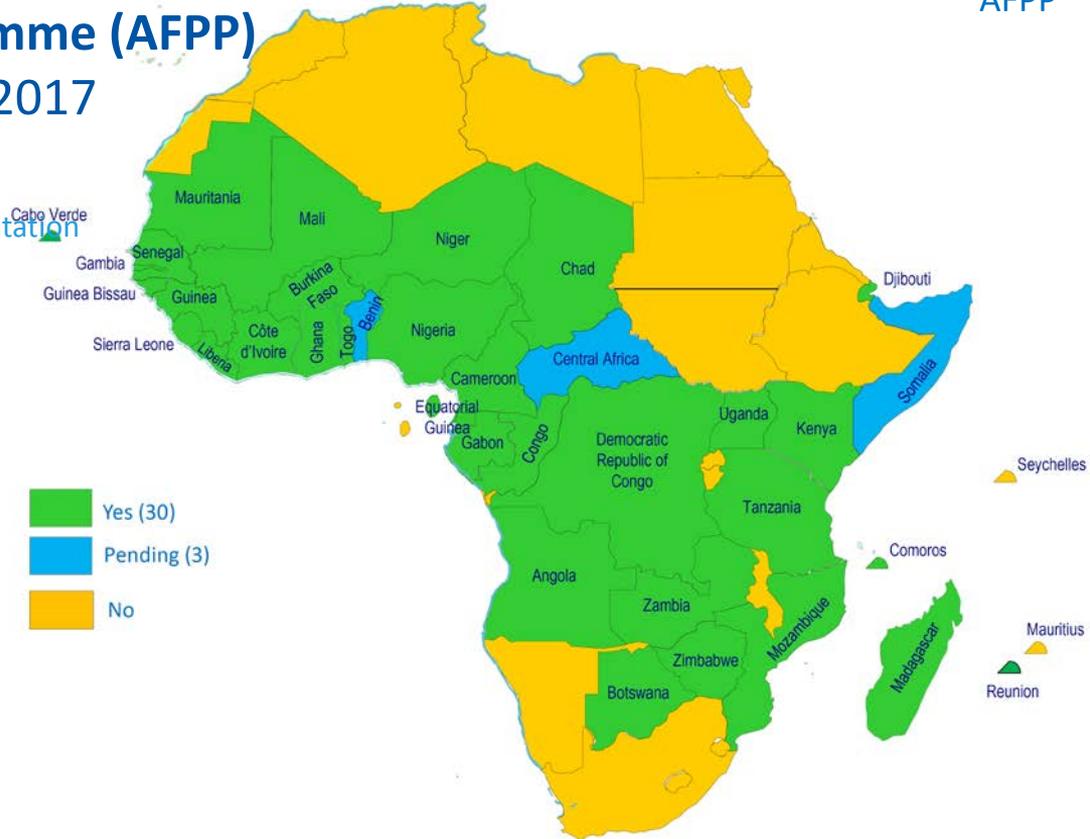
- Steering Committee: Members + ASECNA, AFCAC Donors (France, AIRBUS)

## Programme Budget

- Incomes
  - o Annual Contribution: 10,000 USD
    - ✓ Not paid: (2015) 7/21 States, (2016) 9/24 States
  - o Flight Procedures Design

## Team composed of seconded experts in FPD

- France (Manager)
- ASECNA, Tanzania and Kenya
- Additional expertise, AIRBUS, France, ICAO HQ





## Activities 2014 - 2017

### Workshops, 42 African States

- National PBN Plan
- Quality Assurance for Flight Procedures Implementation
- PBN Airspace Design
- PBN for ATCs
- Aeronautical Data Origination

### Training Courses, 22 African States/Organizations

- PANS OPS conventional and PBN, 25 experts
- PBN OPS Approval, 90 experts
- OJT for Flight Procedures Design, 5 experts

### Assistance

- National PBN Implementation: 9 States (39 African States developed their Plan)
- Instrument Flight Procedures implementation, 7 States
- 35 Conventional and 47 PBN flight procedures designed, in 5 States, at 16 airports
- AIRBUS Showcase, Global PBN Implementation Project in Sierra Leone, Guinea and Liberia
- ICAO/EU CO2 Emissions, Project, CCO/CDO implementation at Libreville and





# The African Flight Procedure Programme (AFPP)

## Phase II, December 2017/ November 2020

AFPP

### Transition period Phase I/Phase II

- June to November 2017

### Programme Budget

#### ■ Incomes:

- Annual Contribution: 10,000 USD (critical for sustainability)
- Flight Procedures Design

#### ■ Expenses:

- Programme Manager's salary
- Allowances to seconded experts

### Activities defined in Programme Document

- Workshops
- Training courses, “train the trainer” courses
- Dedicated assistance to States

### Team composed of seconded experts in FPD

- ASECNA Host administration
- Programme Manager ICAO recruitment
- Permanent seconded experts in Dakar, Senegal: ASECNA, Tanzania
- Seconded experts to conduct activities: ASECNA, Ghana, Kenya and possibly Cote d'Ivoire



## The African Flight Procedure Programme (AFPP)

Phase II, December 2017/ November 2020

### Challenges

#### Programme Budget

- Annual contributions for 2015 and 2016 arrears
- 2017 to 2020 contribution payments

#### Present Team composition:

- Programme Manager ICAO recruitment
- MoU for Permanent seconded experts in Dakar, Senegal: ASECNA and Tanzania
- MoU for seconded experts to conduct activities: ASECNA, Ghana, Kenya and possibly Cote d'Ivoire



## AGENDA ITEM 2 DISCUSSION PAPER 06

**Action:** *The Steering Committee is invited to:*

*This paper presents the outcomes of the ICAO/EASA Forum on RSOOs for Global Aviation Safety, held in Ezulweni, Swaziland, 22-24 March 2017*

- Note the information contained in the paper and its attachments;
- Support the implementation of the Global Strategy and action plan for the Improvement of RSOOs;
- Consider and approve the draft TOR for the development and implementation of a Strategic Plan to support and strengthen RSOOs in the AFI region; and
- Provide further guidance for the implementation of the Ezulwini Declaration on RSOOs.



## Forum on RSOOs for Global Aviation Safety

### BACKGROUND

- **AFI Plan Steering Committee meetings 18 and 19:**
  - *requested the Secretariat to organize a meeting to find solutions to the challenges of sustainability and effectiveness confronting RSOOs in the region;*
  - *Endorsed the joint organization by ICAO and EASA of a Global RSOO Forum*
- **RSOO Forum**
  - *held from 22 to 24 March 2017 in Ezulwini, Swaziland.*
  - *two days of global discussions followed by one day dedicated to the Africa region at Ministerial level.*



## Forum on RSOOs for Global Aviation Safety – Key Outcomes

**Global Session:** approved a global strategy and action plan for the improvement of RSOOs including a cooperation platform

### **AFI Ministerial event:**

Declaration for the strengthening of AFI RSOOs and improvement of aviation safety oversight continent-wide.

### **Ministerial Declaration:**

- ✓ endorsed newly proposed global aviation safety oversight system (GASOS);
- ✓ Approved the global action plan to improve the effectiveness and sustainability of RSOOs;
- ✓ Agreed to a new cooperative platform for RSOOs to facilitate regional collaboration;
- ✓ Agreed to the development of a Strategic Plan for supporting and strengthening RSOOs in the AFI region; and
- ✓ requested ICAO (AFI Plan) to coordinate the funding of the development and implementation of this Strategic Plan in collaboration with AFCAC and partners.



## Draft TOR for Study to develop and implement a Strategic Plan to support and strengthen RSOOs in the AFI region – DP06 Attachment

**General objective:** To develop and establish a regional framework to ensure effective and sustainable implementation and operation of RSOOs in the AFI Region.

### Expected outcomes:

- Optimization of the number and configuration of RSOOs in the Region;
- determination of sustainable financing options and mechanisms;
- Pooling of human resources through harmonized capacity building and standardized training;
- Enhancement of RSOO effectiveness through the development and implementation of suitable work programmes;
- Effective delegation of tasks and functions to RSOOs

**Cost estimate:** US\$ 77,500



# AFI RSOO Strategic Plan Project Schedule

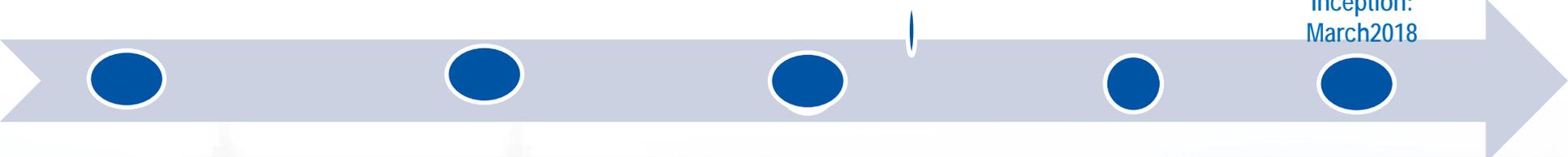
Information and data gathering  
30 Aug 2017

Inception report  
30 Sept 2017

Submission of Draft Strategic plan  
30 Nov 2017

Final Strategic Plan and its approval  
28 Feb 2018

Implementation and Monitoring  
Inception:  
March 2018



Study Period: June to Oct 2017

Review and approvals

Implementation

AFI Ministerial Declaration  
March 2017





ICAO

UNITING AVIATION

NO COUNTRY LEFT BEHIND



ICAO

North American  
Central American  
and Caribbean  
(NACC) Office  
Mexico City

South American  
(SAM) Office  
Lima

ICAO  
Headquarters  
Montréal

Western and  
Central African  
(WACAF) Office  
Dakar

European and  
North Atlantic  
(EUR/NAT) Office  
Paris

Middle East  
(MID) Office  
Cairo

Eastern and  
Southern African  
(ESAF) Office  
Nairobi

Asia and Pacific  
(APAC) Sub-office  
Beijing

Asia and Pacific  
(APAC) Office  
Bangkok



THANK YOU