



ICAO

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

**TWENTY-FIRST AFI PLAN STEERING COMMITTEE MEETING**  
*Niamey, Niger, 17 July 2018*

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**Agenda Item 4: Report on the status of the revised Abuja Safety Targets and Air Navigation Services Performance Indicators and Targets – new implementation Strategy and Approach.**

*(Presented by AFCAC)*

**EXECUTIVE SUMMARY**

This paper describes the revised approach and strategies for monitoring and measurement of progress made by RASG-AFI member States in the implementation of the Abuja Safety Targets.

The revised Abuja Safety Targets include the AFI Air Navigation Services Performance Indicators (ANS PI) and Targets and also take into consideration, the Safety Performance Indicators of the GASP

Action by the meeting is in paragraph 3.

**REFERENCE(S):**

Abuja Declaration on Aviation safety in Africa  
Revised Abuja Safety Targets incorporating AFI ANS Performance Indicators

**Related ICAO Strategic Objective(s):**

GASP  
Doc 10004, Global Aviation Safety Plan (GANP)

**1. INTRODUCTION:**

The “Abuja Safety Targets” were adopted by the African Ministers responsible for civil aviation at the Ministerial Conference on Aviation Safety in Africa, from 16 – 20 July 2012 through the Abuja Declaration on Aviation Safety. In time, it became apparent that

implementation timeframes were no longer relevant as all the set deadlines expired and some targets were not met. New challenges were emerging in other aviation service areas e.g. provision of Air Navigation Services (ANS). The AUC Specialized Technical Committee (STC) meeting on Infrastructure, Transport, Tourism and Energy, held in Lomé, Togo from 13 to 17 March 2017, agreed on the necessity of the revision. AFCAC and ICAO then undertook necessary coordination meetings with the stakeholders to finalize and propose the new Safety Targets, taking into consideration the Global Aviation Safety Plan (GASP), the Global Air Navigation Plan (GANP) and relevant regional safety initiatives.

As a result, 16 safety targets were established and they included (1) revised safety target and (2) new ANS related safety targets (refer to Attachment “A”). In order to accurately measure the level of implementation of the Abuja Safety Targets (ASTs), AFCAC developed a draft implementation and monitoring mechanism for AFI member States. This working paper describes the revised approach and strategies for monitoring and measurement of progress made by RASG-AFI member States in the implementation of the Abuja Safety Targets.

## 2. DISCUSSION:

AFCAC developed a draft monitoring and measuring mechanism for implementation of the ASTs by member States. The mechanism is an information sharing and feedback system to allow member States to implement the ASTs and share information on how much progress was made for a given period. It consists of extensive use of the print and electronic media where AFCAC will publish flyers and website material to publicize the ASTs to member States. It includes a set of questionnaires with a matrix to measure the level of implementation of the ASTs. Results of the feedback information from questionnaires will be published in the form of **percentage implementation** for each State and overall combined performance of the region. For each year an agreed target is set for all States and the baseline for 2018 is 60%.

AFCAC recognizes that member States do not timely respond to requests for information due to a multitude of competing priorities. To overcome this hurdle, the proposed mechanism will include a system of recognizing ASTs champion States duly recognized for high performance. Such States will be used extensively to assist other need States. This will be complimented by publishing the percentage level of compliance for each State.

### **A. Challenges to be addressed by the proposed implementation and monitoring mechanism**

- i. Need to enhance aviation safety for AU member States through monitoring and evaluation of set safety targets;
- ii. Need to develop a mechanism to monitor level of implementation of the revised Abuja Safety Targets;
- iii. Need to produce timely reports showing clear dashboard displays of what was achieved and what is outstanding;

- iv. Need to identify and assist States with deficiencies relating to safety oversight / or address shortfalls encountered in implementing the Abuja Safety Targets;
- v. Need to provide a basis for coordination and collaboration with key stakeholders to address safety gaps identified through this mechanism.

## **B. Strategies Adopted**

Use of the Deming Cycle as a PLAN/ DO/ CHECK/ ACT management tool to monitor and measure progress made by member States and at the same time plan technical assistance where needed;

Re-establish focal points and use revised questionnaires requiring member States to give feedback on ASTs implementation;

Use of dashboard techniques to show level of compliance of each member State in terms of percentage points and overall performance of RASG-AFI States on an annual basis;

Measure feedback given by member States and calculate level of compliance to ASTs as a **percentage** with targets for each progressive year up to 2022;

Share the result with all key stakeholders and publish the results for all member States to appreciate their level of compliance to the ASTs;

Use of flyers and the AFCAC website as a means of communicating ASTs to member States and what is expected of them;

Identify champion States who will take the lead to assist other need States in the implementation of the ASTs;

Use results of the monitoring mechanism to identify need States and offer technical assistance to fast track compliance with ASTs.

## **C. Outcomes expected from the mechanism**

- i. 100% status of compliance to ASTs by AFCAC member States;
- ii. Improved EI above 60% for all AFI States;
- iii. Calculated performance of each AFCAC member States measured in terms of percentage compliance to the ASTs;
- iv. Targeted technical assistance missions to need States. Type of technical assistance shall include **AFI-CIS, ICAO ROST, AFCAC High Level Technical Assistance<sup>1</sup>** or **HRDF**;

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<sup>1</sup> AFCAC High Level Technical Assistance means AFCAC led targeted assistance missions to governments of members States. The missions involve high level strategic issues relating to aviation structure and general administration of civil aviation matters. AFCAC may include partner organisations such as ICAO, IATA, ACI etc to be part of the delegation.

- v. Identification of Champion States for implementation of ASTs.

#### **D. Current Developments**

Consistent with this monitoring mechanism, AFCAC sent out questionnaires to all AFCAC member States in order to assess level of implementation for the first half of 2018. A number of States have not yet responded to this request and telephone follow-ups are being made to ensure that all States respond.

#### **3. ACTION BY THE MEETING:**

- The steering committee is invited to :
- 3.1. Review and improve the concept of the proposed monitoring and measuring mechanism for implementation of the ASTs.
  - 3.2. Urge AFI member States who have not yet responded to the AST Questionnaires to do so by the 31<sup>st</sup> of July 2018 deadline.
  - 3.3. Direct the AFI Plan Secretariat to communicate the reformulated implementation strategy and approach to the APIRG for endorsement;
  - 3.4. Provide further guidance and orientation as necessary.

-END-

**ATTACHMENT**

**ABUJA SAFETY TARGETS QUESTIONNAIRE**

Name of State:		Name of Director General:		
<b>Focal Point - Name :</b>				
<i>Position :</i>				
<i>E-mail address :</i>				
<i>Cell number :</i>				
<b>SAFETY TARGETS</b>		<b>STATUS and MEASURES UNDERTAKEN</b>		
<b>Revised Abuja Safety Targets</b>		<b>Weight</b>	<b>Actual</b>	<b>Rating</b>
	Did your State include implementation of the Abuja Safety Target in its Strategic Plan			<b>Weighted Score</b>
	<i>(Show how many of the 16 Safety Targets were included)</i>			
	Did your State include implementation of the Abuja Safety Targets in its annual plans			
	<i>(show how many of the 16 Safety Targets were included)</i>			
<b>1. Progressively reduce the African accident rate from 8.6 to 2.5 per million departures by the end of 2022, with focus on [ 8% weighted score ]</b>				
<b>a)</b>	Did your State Reduce runway related accidents and serious incidents? By what percent?	3%		
<b>b)</b>	Did your State Reduce controlled flight into terrain (CFIT) related accidents and serious incidents? By what percent?	3%		
<b>c)</b>	Did your State Reduce Loss of Control related accidents/serious incidents? By what percent?	2%		

<b>d)</b>	Out of all the accidents that occurred within the period under review, how many were fatal?	-6%	
<b>2. All States establish and strengthen autonomous Civil Aviation Authorities with independent regulatory oversight, sustainable sources of funding and resources to carry out effective safety oversight and regulation of the aviation industry by 2022. [10% weighted score]</b>			
<b>a)</b>	Did your State establish and strengthen the Civil Aviation Authority with full autonomy? (for example, powers and independence, sustainable sources of funding and resources to carry out effective safety oversight and regulation of the aviation industry).	6%	
<b>b)</b>	Did you delegate your functions and tasks to RSOOs or other African State(s)?	4%	
<b>3. States should resolve ALL identified Significant Safety Concerns by June 2018 [ 8% weighted score ]</b>			
<b>a)</b>	Did your State, resolve ALL identified Significant Safety Concerns if any?	4%	
<b>b)</b>	Did State resolve newly identified SSCs within 6 months from the date of its official publication by ICAO.	4%	
<b>4. States abide by the timelines and provide resources for implementation of ICAO/State Plans of Action by year 2019 [8% weighted score]</b>			
<b>a)</b>	Did the State abide by the timelines and provided resources for the implementation of ICAO/State Plans of Action?	8%	

b)	Any challenges hindering State from the timely completion of ICAO/ State Action Plans?		
<b>5. States should progressively increase the Effective Implementation (EI) percentage under the ICAO USOAP as follows: [ 6% weighted score ]</b> <ul style="list-style-type: none"> <li>▪ EI &lt; 60% attain 60% by 2020;</li> <li>▪ 60% ≤ EI ≤ 70% attain 80% by 2022;</li> <li>▪ 70% &lt; EI attain 95% by 2028.</li> </ul>			
a)	What is the current EI status for the State?		
	• EI < 60%	1%	
	• 60% ≤ EI ≤ 70%	4%	
	• 70% < EI	6%	
b)	Please indicate the year of your last ICAO Audit or ICVM)		
<b>6. States should establish Legislative and Organisational Frameworks and Implement SSP/SMS by 2025 [ 8% weighted score ]</b>			
a)	Did the State have a foundation SSP established, addressing all pre-requisites ?	2%	
b)	Does the State have an effective SSP with appropriate maturity level established ?	2%	
c)	Does the State contribute information on safety risks, including SSP SPIs, to the RASG-AFI ?	2%	
d)	Does the State have a <b>positive safety margin</b> , and an effective SSP, to actively engage in RASG-AFI safety risk management activities (analysis of safety risks, design and implementation of risk mitigation actions) ?	1%	

e)	Do All Service Providers use globally harmonized SPIs as part of their SMS?	1%	
f)	Please indicate the new EI of ICAO SARPs, if there was an evolution.		
<b>7. All International Aerodromes to be certified by 2022. [ 6% weighted score ]</b>			
a)	Did your State certify all International Aerodromes? (Please indicate number of International Aerodromes)	2%	
b)	If not how many International Aerodromes were certified and how many were not?	1%	
c)	Are All airport operators participants in the ICAO-recognized industry assessment programme for airports (APEX) by end of 2022?	2%	
d)	How many international aerodromes in your State have established a Runway Safety Team (RST)?	1%	
<b>8. States must put in place requirements for all African airlines to obtain an IATA Operational Safety Audit (IOSA) certification by 2022. [ 6% weighted score ]</b>			
a)	Did your State establish an appropriate framework for recognition of IATA Operational Safety Audit (IOSA) certificates?	2%	

<b>b)</b>	Did all your airlines obtain an IATA Operational Safety Audit (IOSA) certificate? If not how many did and how many did not?	4%	
<b>9. All States to establish an effective and operational SAR organization by year 2019. [ 6% weighted score ]</b>			
<b>a)</b>	Did State develop a National SAR Plan?	2%	
<b>b)</b>	Did State conclude SAR Agreements/ MoUs with all neighboring States ? How many were concluded ?	2%	
<b>c)</b>	Is there in place or plan for an Organisation of multi-agency, multi-State and combined Regional SAR exercises to test SAR systems in place involving as many SAR units as practicable ?	2%	
<b>10. All States to implement the transition from AIS to AIM by year 2022 [ 6% weighted score ]</b>			
<b>a)</b>	Did your State development a National Action Plan for transitioning from AIS to AIM;	3%	
<b>b)</b>	Is the State Implementating the National Action Plan in accordance with the ASBU Block 0 D-ATM ?	3%	
<b>11. All States to implement PBN procedures for all instrument runways by year 2025. [ 5% weighted score ]</b>			
<b>a)</b>	How many Instrument Runways have been designated for PBN procedures ?	3%	
<b>b)</b>	How many Instrument runways have	2%	

	operational PBN procedures ?		
<b>12. All States to progressively reduce the rate of aircraft proximity (AIRPROX) occurrences in their managed airspaces by at least 50% annually from Dec. 2017 baseline, in order to attain and maintain a level of zero (0) Airprox by correspondingly reducing errors in specific contributive factors by year 2020 [ 6% weighted score ]</b>			
<b>a)</b>	Did State put in place measures for co-ordination between ATS Units ?	2%	
<b>b)</b>	Did State put in place more comprehensive measures for Airspace Organization and ATC Procedures ?	2%	
<b>c)</b>	Did State put in place Mobile Communication systems?	1%	
<b>d)</b>	Did State put in place measures to ensure that there are no incidents as a result of Poor Crew Discipline on board aircraft ?	1%	
<b>13. Establishment of seamless Air Navigation Services in the AFI Region by year 2024 [6% weighted score]</b>			
<b>a)</b>	Did your State take steps to ensure provision of harmonized Air Navigation Services in terms of flight separation, interoperability of CNS/ATM systems to reduce airspace complexity and achieve seamless operations along major air traffic flows ?	3%	
<b>b)</b>	Did your State take steps to harmonise initiatives formulated by the Regional Economic Communities (RECs) and ANSPs within the AFI Region ?	3%	

<b>14. All States to implement ASBU B0 Modules [6% weighted score]</b>		
<b>a)</b>	Did your State develop National ASBU Plan by year 2018?	6%
<b>15. All States to develop and implement a National Plan for the reduction of CO<sub>2</sub> emissions due to international civil aviation by year 2022. [5% weighted score]</b>		
<b>a)</b>	Did your State develop a National Plan for CO <sub>2</sub> reduction?	2%
<b>b)</b>	Did your State fully implement the National Plan?	3%
<b>16. All States ensure that their ANSPs effectively participate in the African ANSP Peer Review Programme by year 2022. [6% weighted score]</b>		
<b>a)</b>	Did your State join the programme and have in place an annual African ANSP Peer Review plan of activities?	3%
<b>b)</b>	Did your State develop and implement appropriate corrective action plans to satisfactorily address Peer Review recommendations.	3%