



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

TWENTY- SECOND MEETING OF THE STEERING COMMITTEE

Kampala, Uganda, 15 May 2019

REPORT

**THIS REPORT HAS BEEN APPROVED BY MR. HALIDOU MOUSSA,
CHAIRPERSON OF THE AFI PLAN STEERING COMMITTEE**

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NB: In addition to this report the following meeting related documents are available on the AFI Plan website: <https://www.icao.int/safety/afiplan/Pages/22nd-Steering-Committee.aspx>

1. Discussion Papers (DP01, DP02, DP03, DP04, DP05, DP06, DP7 and relevant Attachments).
2. Reports of the 2019 Aviation Infrastructure for Africa Gap Analysis and its Validation Workshop Presentations by Partners.

PART I – INTRODUCTION

1. VENUE, DATE AND ATTENDANCE

1.1 The 22nd meeting of the Comprehensive Regional Implementation Plan for Aviation Safety in Africa Steering Committee (AFI Plan SC/22) was held on 15th of May 2019 in Kampala, Uganda as part of the 6th AFI Aviation week. The meeting was attended by 298 participants including delegations from ICAO member States, the ICAO Council and the Air Navigation Commission (ANC), officials of invited regional organizations, industry and other partners and stakeholders. The list of participants is provided in Attachment B to this report.

2. OPENING OF THE MEETING

2.1 During the opening session, statements were delivered by Dr. Fang Liu, Secretary General of ICAO and Mr. Halidou Moussa, Chairperson of the AFI Plan Steering Committee. In their remarks, both speakers expressed their gratitude to the authorities of Uganda for accepting to host the 22nd AFI Plan Steering Committee meeting as part of the 6th AFI Aviation Week.

2.2 Dr. Fang Liu, in her opening statement, highlighted areas where improvements have been made including the increased levels of effective implementation (EI) of the Critical Elements of a State safety oversight system; capacity-building for States; the resolution of Significant Safety Concerns; the certification of international Airports; the establishment and strengthening of Regional Safety Oversight and Accident and Incident Investigation Organizations as well as some safety-related training programmes.

2.3 Dr. Liu highlighted the resolution of the long outstanding SSC of Malawi through collaborative efforts and the increase in the number of African States that have achieved safety oversight effective implementation rates above the ICAO global minimum target of 60% to 32, as encouraging. She also pointed out progress made in the implementation of AFI Plan Projects, including Aerodrome Certification–s a result of which 12 international airports in 11 AFI States have been certified.

2.4 In addition, the Secretary General emphasized the need for continued commitment and collaboration of all stakeholders and in particular States, regional and global

organizations, and industry partners, in order to improve aviation safety in Africa. In this regard she commended the renewed pledges and offers of support towards meeting the AFI Plan objectives, made by States and relevant partners.

2.5 Finally, the Secretary General informed the meeting of the end of the term of office of Mr. Mam Sait Jallow as Regional Director of the WACAF Regional Office in September 2019, as well as the end of the term of Mr. Halidou MOUSSA as Chairman of the Steering Committee of the AFI Plan after the 40th Session of the ICAO Assembly, in October 2019. Consequently, the Secretary General paid a well-deserved tribute to both for the results achieved in the implementation of the AFI Plan and for their permanent commitment to safety of aviation in Africa. She also invited the audience to a round of applause to greet Mam Sait Jallow and Halidou Moussa.

2.6 The Chairperson of the AFI Plan SC, Mr. Halidou Moussa, in his opening statement thanked the ICAO Secretary General and her staff for the continued strong support and guidance provided over the years in the effective implementation of the AFI Plan Work Programmes which has resulted in and yielded a positive impact on aviation safety in Africa.

2.7 Mr. Moussa finally expressed appreciation for the participation and support of African States, the ICAO Council Members and State Representatives to ICAO and all partners present; and requested for their continued commitment to the improvement of Aviation Safety in Africa.

PART II – REPORT ON AGENDA ITEMS

3. ADOPTION OF THE AGENDA

3.1 The meeting reviewed and adopted the provisional agenda and work programme presented by the AFI Plan Secretariat, as shown below.

AGENDA AND WORK PROGRAMME

Opening Remarks	• Secretary General and AFI Plan Chairperson • Adoption of the Agenda Session
Agenda Item 1	Follow up actions on the Decisions and Recommendations of the twenty-first meeting of the AFI Plan Steering Committee and the Status of Implementation of the 2018 AFI Plan Work Programme.
Agenda Item 2	Review the Implementation Status of ongoing AFI Plan Projects and consideration of new Proposals.
Agenda Item 3	Report on the 2019 AFI Plan Aviation Infrastructure for Africa Gap Analysis
Agenda Item 4	Implementation status of the revised Abuja Safety Targets and Air Navigation Services Performance Indicators
Agenda Item 5	AFI CIS implementation Status report
Agenda Item 6	Consideration of the African Aviation Training Roadmap
Agenda Item 7	Presentations by Partners on contributions towards AFI Plan goals
Agenda Item 8	Integrated Staffing and Training Roadmap for Inspectors (iSTRI)
Agenda Item 9	Consideration of the 2019 AFI Plan work programme and Budget
Agenda Item 10	Outcomes of the 6th Aviation Safety Symposium, Kampala , Uganda, 14 May 2019
Agenda Item 11	• Any Other Business • Date and venue of next meeting

4. DELIBERATIONS ON THE AGENDA

4.1 AGENDA ITEM 1: *Follow up actions on the Decisions and Recommendations of the Twenty-first meeting of the AFI Plan Steering Committee and the Status of Implementation of the 2018 AFI Plan Work Programme*

4.1.1 The AFI Plan Secretary presented Discussion Paper 01 and its attachments (A and B) providing detailed information on the implementation status of the Recommendations and Decisions of the 21st SC meeting held on 17 July 2018 in Niamey, Niger, and the 2018 work programme respectively.

4.1.2

The attention of the meeting was drawn to the following specific issues:

- *The removal of the SSC in Malawi and the progressive improvements made in Effective Implementation (EI) of the ICAO Standards and recommended Practices (SARPS) in the region,*
- *The progress made on the preparation of the Strategic plan for supporting and strengthening Regional Safety Oversight Organizations (RSOOs) in Africa, as per the Ezulwini Declaration;*
- *The progress made so far in developing and implementing the State-Specific ICAO Plans of Action;*
- *Progress in capacity building, including development of the Government Safety Inspector (GSI) courses in AGA and ANS by GAT as well as delivery of two sessions of GSI-OPS training under the aegis of the AFI Plan in 2018;*
- *The support provided by partners and stakeholders towards the attainment of some of the AFI Plan objectives and goals;*
- *the support provided to the Association of African Aviation Training Organizations (AATO) to finalize the aviation training roadmap; and*
- *The high level engagements with States that are not cooperating with ICAO and/or sufficiently advancing in addressing their aviation Safety deficiencies.*

DECISIONS (DEC) AND RECOMMENDATIONS (REC) ON AGENDA ITEM 1

SC22/Dec01: Establishment and Strengthening of Regional Safety Oversight Organizations

The AFI Plan Secretariat requested:

- a. to complete recruitment of a consultant and coordinate implementation of the Study to develop a Strategic Plan for supporting and strengthening RSOOs in Africa, as per the approved TORs and project document; and
- b. organize a stakeholders meeting to validate the final draft strategic plan and its submission to the 23rd SC meeting for consideration.

SC22/Dec 02: Implementation of ICAO Plans of Action for States

- a. Noted the positive progress made in the development and implementation of the State-specific ICAO Plans of Action and in particular, the removal of the SSC in Malawi and increasing average EIs of AFI States; and
- b. Requested that 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) and to specifically address the only remaining SSC in the region and improve performance in low EI States.

SC22/Rec 03: Developing GSI Courses in AGA and ANS

The ICAO GAT office is encouraged to continue working with the FAA to finalize the development of GSI Courses in AGA and ANS.

SC22/Rec 04: High-level support in addressing States' aviation safety deficiencies

The ICAO Council President and the Secretary General are encouraged, especially during visits and regional meetings, to continue engaging high level Authorities of those States that are not cooperating with ICAO and/or sufficiently advancing in addressing their aviation safety deficiencies.

4.2 AGENDA ITEM 2: Review the Implementation Status of ongoing AFI Plan Projects and consideration of new Proposals.

4.2.1 In addition to reviewing progress on previously approved and on-going projects on Aerodrome Certification, Air Navigation Service Provider (ANSP) Peer Review Programme, State Safety Programme (SSP) Implementation, Search and Rescue (SAR) Organization, Accident and Incident Investigation (AIG) and Fundamentals of Safety Oversight (FSO), the 21st SC meeting also approved an amount of USD 60,000.00 to cover the shortfall for the Sierra Leone SAFE project.

4.2.2 The Secretariat presented Discussion Paper 02 and provided updates on the progress made in the implementation of the above projects. Furthermore, the Secretariat presented an additional Aeronautical Information Management (AIM) project proposal for consideration by the Steering Committee.

DECISIONS (DEC) ON AGENDA ITEM 2

SC22/Dec 05: *Implementation of the AFI Plan Projects*

- a) The AFI Plan Secretariat, in coordination with States and partners, is requested to continue to implement AFI Plan Projects on Aerodrome Certification, SSP, ANS Peer review, SAR, FSO and AIG;
- b) The ANS peer review Steering Committee is to coordinate the review of Ghana and Madagascar ANSPs based on the manual adopted in Freetown, Sierra Leone and report the result to the 23rd AFI Plan SC Meeting;
- c) The Secretariat is to follow up on the implementation of the Sierra Leone SAFE Fund project and provide information on the progress to the next SC meeting; and
- d) Include Sierra Leone, South Sudan and Somalia in the list of beneficiary States of the AFI Plan FSO Project.

SC22/Dec 06: Consideration of New Project Proposals

The Steering Committee approved:

- a) The AIM Results Based Implementation Support (RBIS) project proposal with its associated budget of USD 98,000.00; and
- b) The conduct of two workshops each on the Implementation of a National Aviation Safety Plan (NASP) to be included and implemented in the 2019 work programme.

4.3 AGENDA ITEM 3: *Report on the 2019 AFI Plan Aviation Infrastructure for Africa Gap Analysis*

4.3.1 The Aviation Infrastructure for Africa Gap Analysis was conducted in response to ICAO Council Decision, C-DEC 24/7, on the implementation of the Declaration and Framework for a Plan of Action for Development of Aviation Infrastructure in Africa, and at the request of the AFI Plan Steering Committee.

4.3.2 Accordingly, the Gap Analysis exercise covering Airports, Air Navigation Services, and Aircraft fleet capacity and equipment were coordinated by the AFI Plan Secretariat and its outcome validated through a workshop held in Abuja, Nigeria, from 19 to 21 March 2019. The Workshop was attended by the President and Representatives of the ICAO Council, Air Navigation Commission, with 173 delegates from 22 States and various stakeholder organizations.

4.3.3 The AFI Plan Secretariat presented Discussion Paper (DP/03) and provided information on the process, results and recommendations of the validated Aviation Infrastructure for Africa Gap Analysis report.

4.3.4 The Steering Committee commended the Secretariat for the good work done related to the Aviation Infrastructure for Africa Gap Analysis and adopted the following, based on the key Conclusions and Recommendations proposed by the Secretariat.

DECISIONS (DEC) AND RECOMMENDATIONS (REC) ON AGENDA ITEM 3

SC22/Rec 07: Aviation Master Plan Guidance Material

The Steering Committee requested the ICAO Secretariat to expedite the development of the guidance material on Aviation Master Plans.

SC22/Rec 08: Results of the Aviation Infrastructure Gap Analysis

The Steering Committee recommends that:-

- a) States and Regional Economic Communities (RECs) utilize the ICAO guidance material and the Gap Analysis results for national and regional master plan initiatives;
- b) APIRG finalizes the remaining part of the AFI ANP and continuously monitor AGA and ANS, including SAR, AIS/AIM deficiencies to assist prioritizing projects; and
- c) The Gap assessment methodology be aligned with the one for SSP in the ICAO online tool, with a baseline and indicator of level of progress.

SC22/Dec 09: Results of the Aviation Infrastructure Gap Analysis

That:

- a) the results of the GAP analysis be presented to the ICAO Council, and shared with AFCAC, AUC, RECs and other partners for consideration;
- b) a long term GAP analysis based on 25 year projections be conducted and the necessary resources and funding required for bridging the identified gaps be determined and mobilized; and
- c) regional and national programmes/ projects to ensure that the identified gaps are properly addressed be developed and implemented.

4.4 AGENDA ITEM 4: *Implementation status of the revised Abuja Safety Targets and Air Navigation Services Performance Indicators*

4.4.1 AFCAC presented DP 04 and provided information on the status of implementation of the revised Abuja Safety targets and ANS Performances Indicators by States and Operators, including ANSPs for the ASBU modules.

4.4.2 AFCAC has developed a monitoring mechanism to gather and analyze information from member States. The report presented to the Steering Committee was based on information gathered from States and supplemented by relevant information from ICAO databases and industry partners. However, it was noted that there is a need to establish and promote sufficient data collection tools consistent with the Mechanism set for Monitoring Implementation of Safety Initiatives.

RECOMMENDATIONS (REC) ON AGENDA ITEM 4

SC22 /Rec 10: Monitoring implementation of the Abuja Safety Targets and Air Navigation Services Performance Indicators

The meeting noted the information provided and requested AFCAC to:

- a) encourage and follow up with its member States to provide the requested data for monitoring and reporting on the status of implementation of the Abuja Safety Targets and ANS indicators;
- b) coordinate with ICAO so that the latter could assist in the development of the IT tools for the collection and analysis of data received from African States; and
- c) devise a mechanism to regularly coordinate with partners to obtain and share information captured from the various Regional and State specific implementations.

4.5 AGENDA ITEM 5: *AFI CIS Status report*

4.5.1 AFCAC Presented DP 05 and provided information on the implementation of the AFI CIS Programme which has been supporting AFI States to enhance their effective implementation of ICAO Standards and Recommended Practices (SARPs). The AFI CIS has proven to be an effective tool to resolve identified safety deficiencies within a reasonable period. The Scheme provides African States with an opportunity to share the limited human resources as they collaboratively promote aviation safety. Since its inception in 2012, twenty-eight (28) assistance missions were conducted, and these contributed to the resolution of SSCs and increase of State EIs.

4.5.2 The challenges, including funding, faced in the implementation of the programme were highlighted. The meeting was informed that AFCAC has signed an Aide Memoire with the African Development Bank (AfDB) in order to fund AFI-CIS missions to States that are party to the Single African Air Transport Market (SAATM) and currently register low levels of Effective Implementation (EI).

RECOMMENDATION (REC) ON AGENDA ITEM 5

SC22 /Rec 11: Implementation of AFI CIS

The meeting noted the information provided and requested AFCAC to prioritize and support African States as well as encourage States to delegate suitable Inspectors to join the AFI CIS Scheme.

4.6 AGENDA ITEM 6: *Consideration of the Draft African Aviation Training Roadmap*

4.6.1 The Association of African Aviation Training Organizations (AATO) presented Discussion Paper 06 on the progress made so far in preparing the Aviation Training Roadmap for Africa. The meeting was informed that on the basis of the recommendation of the 21st Steering Committee meeting, the draft Roadmap was presented to stakeholders for final review during a meeting jointly organized by the AFI Plan Secretariat, GAT and AATO and hosted by Qatar Aeronautical College, back to back with the 5th Global Aviation Training Symposium on 12th December 2018, in Doha, Qatar.

4.6.2 AATO further informed the meeting that the Training Roadmap was reviewed and finalised based on the information and guidance received during the stakeholders meeting.

DECISION (DEC) ON AGENDA ITEM 5

SC22 /Dec 12: *The African Aviation Training Roadmap*

The Steering Committee:

- a) approved the draft Aviation Training Roadmap for Africa, prepared and submitted by the Association of African Aviation Training Organizations (AATO), and requested the Association, in collaboration with the ICAO Global Aviation Training Office (GAT) and other key stakeholders, to implement and continuously update the roadmap; and
- b) requested the AFI Plan Secretariat to continue supporting AATO when necessary.

4.7 AGENDA ITEM 7: Presentations by Partners

European Union Commission

4.7.1 The Director for Aviation of the European Union Commission in his remarks highlighted the strong relationship with and support provided to Africa. He also emphasised the European Commission's commitment to continue to support Africa and provided information on current and future support activities related to the African Union (AU) flagship project, SAATM, as well as aviation safety in general.

4.7.2 The Steering Committee noted the information with appreciation and commended the continuing support provided by the European Union Commission to complement continental efforts towards opening the air transport market and improvement of aviation safety.

European Aviation Safety Agency (EASA)

4.7.3 EASA made a presentation on its activities in the Region and the support provided enabling States to establish and maintain an effective and sustainable safety oversight system, strengthening the Regional Safety Oversight Organizations (RSOOs) and

assisting AFCAC to continue with the implementation of AFI CIS in support of its member States.

4.7.4 The Steering Committee noted the information and expressed its appreciation for the continued support provided by the EASA to improve aviation safety in Africa.

U.S. Federal Aviation Administration (FAA)

4.7.5 The US FAA stated that aviation safety has always been its first and foremost priority in Africa. Accordingly, it has been assisting the region to enhance aviation safety performance over the years. Information was provided to the Steering Committee on its assistance and activities performed since the last SC meeting held in Niamey, Niger.

4.7.6 Innovation, especially in the area of drones, and global collaboration and a willingness to forge consensus in the development and adoption of the CORSIA Standards and Recommended Practices (SARPs) were pointed out as important elements for consideration in the regional and global stages.

4.7.7 The Steering Committee noted the information and expressed its appreciation for the continued support provided by the FAA to improve aviation safety in Africa.

United Arab Emirates (UAE)

4.7.8 The UAE representative to the ICAO Council made a presentation on the assistance and support provided to improve Aviation Safety and security in Africa through Fellowships, including Women empowerment programmes.

4.7.9 The Steering Committee noted the information and expressed its appreciation for the continued support provided by UAE to improve aviation safety in Africa.

Civil Aviation Authority of Malaysia

4.7.10 The CEO, Civil Aviation Authority of Malaysia, in his statement expressed Malaysia's aspiration to develop meaningful co-operation so as to promote the safe, secure, efficient and sustainable development of civil aviation. Accordingly, Malaysia has been

providing assistance to African States in accordance with the Memorandum of Cooperation (MOC) signed with AFCAC and through the ICAO No Country Left Behind (NCLB) initiative.

4.7.11 The Steering Committee noted the information provided and expressed its appreciation to Malaysia for the support provided to improve aviation safety and security in Africa.

Ministry of Land, Infrastructure and Transport, Republic of Korea

4.7.12 The Ministry of Land, Infrastructure and Transport of the Republic of Korea, represented by the Director General of Aviation Policy, provided information on the status and development of aviation in the Republic of Korea as well as the support and assistance provided to African States through direct fellowship and under the ICAO NCLB initiative.

4.7.13 The Steering Committee noted the information provided and expressed its appreciation to the Republic of Korea for the support provided to improve aviation safety and security in Africa.

Turkish DGCA

4.7.14 The Deputy Director General of the Turkish Directorate General of Civil Aviation (DGCA) made a statement indicating his country's willingness to continue to support ICAO's efforts for the enhancement of aviation safety in Africa.

4.7.15 The Steering Committee noted the information and expressed its appreciation for the continued support provided by Turkish DGCA to improve aviation safety in Africa.

Civil Air Navigation Service Organization (CANSO)

4.7.16 CANSO made a presentation on the activities of the organization focusing on the role of Collaborative Decision-Making (CDM) and Air Traffic Flow Management (ATFM) in achieving seamless operations in air traffic management (ATM), and provided information on the Mombasa ATFM Roadmap, developed to enhance the effectiveness and efficiency of Air Navigation Services in Africa.

4.7.17 The Steering Committee noted the information and expressed its appreciation to CANSO for the effort made to coordinate and enhance the seamless operation of Air Navigation Services in Africa.

RECOMMENDATION (REC) ON AGENDA ITEM 7

SC22/Rec 13: *Programmes / Activities of aviation safety partners in Africa*

The meeting recognized and commended the various support activities of partners and encouraged all partners 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.

4.8 AGENDA ITEM 8: *Integrated Staffing and Training Roadmap for Inspectors (iSTRI)*

4.8.1 The AFI Plan Secretariat made a presentation on ICAO's Integrated Staffing and Training Roadmap for Inspectors (iSTRI) tool, developed to provide a methodology and a model to estimate the number of staff required for CAAs and requested the Steering Committee to fund two dedicated workshops to familiarize States with the tool through hands-on training sessions.

DECISION (DEC) ON AGENDA ITEM 8

SC22/Dec 14: *Integrated Staffing and Training Roadmap for Inspectors (iSTRI)*

The Steering Committee decided that two workshops on the Integrated Staffing and Training Roadmap for Inspectors (iSTRI) tool of ICAO, be included in and funded under the 2019 AFI Plan work programme.

AGENDA ITEM 9: *Consideration of Proposed 2019 AFI Plan Work Programme Activities and Budget*

4.9.1 Under this Agenda Item, the Secretariat presented the programme of activities proposed for the year 2019 taking into account outstanding items in the previous year's work programme, the 2019 work programme also includes training courses and activities as recommended in the EAO AFI Plan Evaluation report.

4.9.2 The annual work programme was presented with its associated total budget estimate of USD 878,150.00, 23.5% of which i.e. US\$267,000 had been implemented so far.

DECISION (DEC) ON AGENDA ITEM 9

SC22/Dec 15: *Proposed 2018 AFI Plan Work Programme Activities and Budget*

The Steering Committee approved the proposed work programme for 2019 and the associated budget and requested the AFI Plan Secretariat to report on progress at the 23rd SC meeting.

4.10 AGENDA ITEM 10: OUTCOMES OF THE 6TH AVIATION SAFETY SYMPOSIUM, KAMPALA, UGANDA, 14 MAY 2019

4.10.1 The Sixth African- Indian Ocean (AFI) Aviation Safety Symposium was held in Kampala, Uganda, on the 14th of May 2019, a day prior to the 22nd Steering Committee meeting and as part of the 6th AFI Aviation week. The Symposium discussed and evaluated implementation of the various ICAO safety initiatives for Africa, shared success stories and challenges, and came up with relevant outcomes to further enhance safety in the region. The consolidated outcomes of the AFI Safety Symposium were shared with the AFI Plan SC.

DECISION (DEC) ON AGENDA ITEM 10

SC22 /Dec 16: *Outcomes of the 6th Aviation Safety Symposium, Kampala, 14 May 2019*

The Steering Committee requested the AFI Plan Secretariat to incorporate the relevant outcomes of the sixth AFI Aviation Safety Symposium in the AFI Plan work programme for implementation.

4.11 AGENDA ITEM 11: ANY OTHER BUSINESS AND CLOSING CEREMONY

4.11.1 As it was the last meeting of Mr. Mam Sait Jallow in his capacity of Secretary of the AFI Plan, the Chairperson gave the floor to many Delegates to say few words of thanks and congratulations to him. The meeting recognized all the efforts and endeavors of Mam Sait as Regional Director of WACAF and wished him all the best in his future life, expecting that he will stay in the Air Transport industry to continue serving Africa. The meeting paid a well-deserved tribute to him.

4.11.2 **Date and Venue of the next AFI Plan SC meeting:** It was agreed that the next AFI Plan Steering Committee meeting would take place in Montreal, Canada in October immediately following the 40th ICAO Assembly. Information on the exact dates would be transmitted by the AFI Plan Secretary following consultations with the Chairperson and ICAO Secretary General.

4.11.3 **Training for Aviation Leadership and Executive Capacity Building:** Recognizing the need for the enhancement of aviation leadership capacity, the SC requested that, in addition to the traditional safety related technical training workshops and seminars, the AFI Plan considers inclusion of Executive management training in its future work programme.

4.11.4 **Closing:** In closing the meeting, the AFI Plan Chairperson expressed his appreciation to all participants for their active participation and acknowledged the sound deliberations that took place and the important Decisions and Recommendations of the meeting for future actions. He also expressed gratitude for the continued support and assistance that the Programme obtained from the donor States and Organizations and adjourned the meeting.

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Attachment A

AFI Plan SC/22 Decisions and Recommendations Action Plan

Decision/ Recommendation Reference	Title	Text	Deadline	Deliverable(s)	Responsibility
SC22 /Dec 01	Establishment and Strengthening of Regional Safety Oversight Organizations	a) The AFI Plan Secretariat to complete recruitment of a consultant and coordinate implementation of the study to develop a Strategic Plan for supporting and strengthening RSOOs in Africa, and b) Organize a stakeholders meeting to validate the final draft strategic plan and its submission to the 23 rd SC meeting for consideration.	Oct 2019	Strategic Plan for supporting and strengthening RSOOs in Africa	AFI Plan Secretariat and ESAF/WACAF Regional Offices
SC22 /Dec02	Implementation ICAO Plans of Action for States	Requested that the Regional Office Safety Team (ROST) and AFI-CIS missions be continued so as to further assist States in the implementation of their USOAP Corrective Action Plans (CAPs) and to specifically address the only remaining SSC in the region and improve performance in low EI States.	Dec 2019	Effective Implementation of 2019 Work Programme	AFI Plan Secretariat, ICAO ESAF and WACAF Regional Offices
SC22 /Rec 03	Develop GSI Courses in AGA and ANS	Encourage the ICAO GAT office to continue working with the FAA to finalize the development of GSI Courses in AGA and ANS.	Dec 2019	GSI Course materials in AGA and ANS	GAT in collaboration with FAA

Decision/ Recommendation Reference	Title	Text	Deadline	Deliverable(s)	Responsibility
SC22 /Rec04	High-level support in addressing States' aviation safety deficiencies	The ICAO Council President and the Secretary General are encouraged to continue to engage with, at the highest level, especially during State visits and regional meetings, Authorities of those States that are not cooperating with ICAO and/or sufficiently advancing in addressing their aviation safety deficiencies.	Continuous	Increased high level meetings and engagements; Attend important meetings in the AFI Region	ICAO SG, Council President and African Group Members
SC22/Dec 05	Implementation of the AFI Plan Projects	The AFI Plan Secretariat in coordination with States and partners continues to implement all ongoing AFI Plan Projects and report to the SC/23 meeting	Oct 2019	Monitoring and Implementation Progress Report	AFI Plan Secretariat
SC22 /Dec 06	Consideration of New Project Proposals	The proposals for an AIM Results Based Implementation Support (RBIS) project and two workshops on Implementation of a National Aviation Safety Plan (NASP) are approved.	Oct 2019	Monitoring and Implementation Progress Report	AFI Plan Secretariat

Decision/ Recommendation Reference	Title	Text	Deadline	Deliverable(s)	Responsibility
SC22 /Rec 07	Aviation Master Plan Guidance Material	The Steering Committee requested the ICAO Secretariat to expedite the development of the guidance material on Aviation Master Plans.	Dec 2019	Aviation Master Plan Guidance Material	ICAO Secretariat.
SC22/Rec 08	Results of the Aviation Infrastructure Gap Analysis	a) States and Regional Economic Communities (RECs) are to utilize the guidance material and the Gap Analysis results for national and regional master plan initiatives.	Continuous	Utilization of guidance material and the Gap Analysis result	States, RECs, etc.
		b) APIRG is to finalize the remaining part of the AFI ANP and continuously monitor AGA and ANS issues including SAR and AIS/AIM deficiencies to assist prioritizing projects.	Dec 2020	Final AFI ANP	APIRG Secretariat
		c) The Gap assessment methodology be aligned with the one for SSP in the ICAO online tool with a baseline and indicator of level of progress.	Dec 2020	Baseline data base and progress indicators	AFI Plan Secretariat , ICAO HQ
SC22/Dec 09	Results of the Aviation Infrastructure Gap Analysis	a) That the results of the GAP analysis be presented to the ICAO Council, and shared with AFCAC, AUC, RECs and other partners for consideration;	Dec 2019	Present the results of the study to ICAO Council and Partners	AFI Plan Secretariat

Decision/ Recommendation Reference	Title	Text	Deadline	Deliverable(s)	Responsibility
		b) Long term GAP analysis based on 25 year projections be conducted and determine and that the necessary resource and funding required to bridge the gaps be mobilized; c) That regional and national programmes / projects be developed to ensure that the identified gaps are properly addressed.	Dec 2020 Dec 2021	Comprehensive Aviation Infrastructure Gap analysis and need assessment study National and Regional aviation infrastructure development and master plan	AFI Plan Secretariat and Partners AFI Plan Secretariat and Partners
SC 22/Rec10	Monitoring the Abuja Safety Targets and Air Navigation Services Performance Indicators	AFCAC is requested to: a) encourage and follow up with its member States to provide the requested data for monitoring and reporting on the status of implementation of the Abuja Safety Targets and ANS indicators , b) coordinate with ICAO so that the latter can assist in the development of the IT tools for the collection and analysis of data received from African States, c) devise a mechanism to regularly coordinate with partners to obtain and share information captured from the various Regional and State	Dec 2019 May 2020 Dec 2020	Monitor and report progress achieved IT tool developed and implemented Effective Mechanism developed to regularly share safety information	AFCAC AFCAC & ICAO AFCAC

Decision/ Recommendation Reference	Title	Text	Deadline	Deliverable(s)	Responsibility
SC 22/Rec 11	Implementation of AFI CIS	AFCAC to prioritize and support African States as well as encourage States to delegate suitable Inspectors to join the AFI CIS.	Dec 2019	Capable and enough Inspectors joined the AFI CIS	AFCAC
SC 22/Dec 12	The African Aviation Training Road map	The Steering Committee: a) Approved the draft Aviation Training Roadmap for Africa, prepared and submitted by the Association of African Aviation Training Organization (AATO), and requested the Association, in collaboration with the ICAO Global Aviation Training Office (GAT) and other key stakeholders, to implement and continuously update the roadmap; and b) requested the AFI Plan Secretariat to continue supporting AATO as and when necessary.	Continuous Dec 2020	Monitoring Implementation of the Roadmap Supporting AATO when necessary.	AATO, GAT, AFI Plan Secretariat ,ESAF and WACAF ROs AFI Plan Secretariat & ESAF RO
SC22/Rec13	Programmes/ activities of aviation safety partners in Africa	The meeting recognized the various support activities of partners and recommended continued and stronger collaboration between sister programmes to continuously improve aviation safety in Africa.	Dec 2019	Integrated 2020 AFI Plan work Programme	AFI Plan Secretariat and Partners

Decision/ Recommendation Reference	Title	Text	Deadline	Deliverable(s)	Responsibility
SC22/Dec14	Integrated Staffing and Training Roadmap for Inspectors (iSTRI)	The steering Committee decided that the requested two workshops on Integrated Staffing and Training Roadmap for Inspectors (iSTRI) be included and funded under the 2019 AFI Plan work programme.	Dec 2019	Two workshop to be conducted	AFI Plan Secretariat, ICAO HQ
SC22/Dec15	Proposed 2018 AFI Plan Work Programme Activities and Budget	The Steering Committee approved the proposed AFI Plan work programme and the associated budget for 2019 and requested the AFI Plan Secretariat to report on progress at its 23 rd meeting.	Dec 2019	Implementation, monitoring and progress report	AFI Plan Secretariat
SC22/Dec16	Outcomes of the 6th Aviation Safety Symposium, Kampala, 14 May 2019	The AFI Plan Secretariat is to incorporate the relevant outcomes of the sixth AFI Aviation Safety Symposium in the AFI Plan work programme for implementation.	Dec 2019	Integrated planning , Implementation, monitoring and progress report	AFI Plan Secretariat
SC22/Dec17	Training to the for Executive management members of Aviation	For the enhancement of aviation leadership capacity and in addition to the traditional safety related technical training workshops and seminars, the AFI Plan is requested to consider inclusion of Executive management training in its future work programme.	Dec 2020	Training and workshop/seminar organized for executives	AFI Plan Secretariat and GAT



INTERNATIONAL CIVIL AVIATION ORGANIZATION (ICAO)

Attachment B

6TH AFI AVIATION WEEK (Kampala, Uganda, 14-17 May 2019)

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