



**COMPREHENSIVE REGIONAL IMPLEMENTATION PLAN FOR AVIATION SAFETY
IN AFRICA (AFI PLAN) - UPDATED FOR THE PERIOD 2021-2024**

JULY 2021

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1. EXECUTIVE SUMMARY

1.1. The Comprehensive Regional Implementation Plan for Aviation Safety in Africa (AFI Plan) was adopted in September 2007 by the 36th Session of the ICAO Assembly (under Resolution A36-1), in response to the elevated rate of accidents and incidents and the overall weakness in the aviation safety oversight capabilities of States in the AFI Region. The programme was formally launched in 2008 under the AFI Comprehensive Implementation Programme (ACIP) for an initial period of four years (2008-2011).

1.2. The AFI Plan was designed with three key focus areas of delivery namely; provision of infrastructure and capacity building for a sustainable safety oversight system, assistance to States to resolve identified safety oversight deficiencies, and enhancement of aviation safety culture of aviation service providers. The main activities undertaken by the AFI Plan included; provision of aviation safety related training, delivery of assistance including through the Regional Office Safety Teams (ROSTs), co-ordination with other implementing partners through the AFI Plan Steering Committee, and facilitation of the establishment of Regional Safety Oversight Organizations and Regional Accident and Incident Investigation Organizations (RSOOs/RAIOs).

1.3. In 2009, the ICAO Council decided that the Programme activities should be integrated into the ICAO Regional Offices' regular work programme as of January 2010. Despite the fact that the activities are integrated to the Regional Offices, the work activities, the programme initiated by AFI Plan continues to function as a specific Africa-wide ICAO project since 2010.

1.4. Over the years, significant progress has been achieved in enhancing aviation safety in Africa as a result of considerable work and activities undertaken by ICAO through the AFI Plan. Nonetheless, many States continue to face challenges in the implementation of ICAO Standards and Recommended Practices (SARPs).

1.5. In March 2013, the AFI Plan was expanded to include the additional areas of air navigation services (ANS), aerodromes and ground aids (AGA) and aircraft accident and incident investigation (AIG), while maintaining primary focus on the traditional areas of personnel licensing (PEL), operation of aircraft (OPS) and airworthiness of aircraft (AIR), with an effort to ensure the alignment of the Plan with the Abuja Declaration and Safety Targets established in July 2012. Assembly Resolution A38-7 supported the expansion and continuation of the AFI Plan through 2016 and beyond.

1.6. An evaluation of the AFI Plan conducted in 2015 concluded that the programme is a relevant mechanism for the improvement of aviation safety capability in the region and recommended that the programme be continued beyond 2016 at least for the next triennium in order to build on the results achieved so far and to ensure sustainability. The report of the evaluation and recommendation on the extension of the AFI Plan for the next triennium were subsequently approved and endorsed by the ICAO Council respectively.

1.7. Accordingly, the Programme document was updated and approved by the Steering Committee to serve as a guiding document from 2017-2020 in response to the recommendation of the evaluation report.

1.8. As the current programme-planning period already elapsed by the end of 2020, it is necessary to review the AFI Plan document with a view to maintaining its relevance in line with the continuation of the programme through the year 2024. Accordingly, the revised document contains the activities to be carried out by the programme to support aviation safety in Africa with priorities and targets set at regional level. The revised Programme document is based on the results of a careful review of progress made on aviation safety oversight in the region

2. BACKGROUND AND CONTEXT

2.1. Comprehensive Regional Implementation Plan for Aviation Safety in Africa

2.1.1. The Comprehensive Regional Implementation Plan for Aviation Safety in Africa (AFI Plan) was endorsed by the 36th Session of the ICAO Assembly and established by the Secretary General on 1st January 2008 to address civil aviation safety deficiencies in the Africa- Indian Ocean (AFI) region. The programme has since been providing assistance to States with a focus on the establishment and implementation of effective and sustainable safety oversight systems; resolution of identified safety deficiencies; and fostering of aviation safety culture in Africa.

2.1.2. On the basis of the focus areas of the AFI Plan and in accordance with its annual work programme, many assistance activities were conducted by the Regional Office Safety Teams (ROSTs), thus laying the groundwork for the development of ICAO Plans of Action for priority States: identified with significant safety concerns (SSCs) and listed with the ICAO Monitoring and Assistance Review Board (MARB), and with low levels of effective implementation (EIs) of the Critical Elements of a State safety oversight system.

2.1.3. Over the years, significant progress has been achieved in enhancing aviation safety in Africa as a result of the considerable work and activities undertaken by ICAO through the AFI Plan. The programme continues to register significant gains towards the attainment of the Abuja safety targets including the improvement of Effective Implementation (EI) of the Critical Elements of a State safety oversight system, resolution of significant safety concerns (SSCs), establishment and strengthening of regional safety oversight and accident and incident investigation organizations (RSOOs/RAIOs); and building of capacity through various training activities.

2.1.4. Specific assistance activities envisaged under the ICAO Plans of Action have been carried out jointly by the ROSTs, the Africa and Indian-Ocean Cooperative Inspectorate Scheme (AFI-CIS) of the African Civil Aviation Commission (AFCAC), Cooperative development of Operational Safety and Continuing Airworthiness Programmes (COSCAPs), RSOOs and similar entities. ICAO, through AFI Plan, has played a lead role in coordinating these activities in order to avoid duplication of efforts and waste of resources, including the regional prioritization and coordination of all regional safety-related initiatives by the Regional Aviation Safety Group of the AFI region (RASG-AFI).

2.1.5. The AFI Plan has been providing necessary support to States through the establishment and strengthening of RSOOs and RAIOS throughout Africa. The African Ministers responsible for Civil Aviation met in Ezulwini, Kingdom of Eswatini in 24 March

2017 at the Forum on Regional Safety Oversight Organizations (RSOOs) for Global Aviation Safety and undertook to alleviate the major challenges of sustainability and effectiveness confronting RSOOs. In this meeting Ministers agreed to the development of a Strategic Plan for supporting and strengthening RSOOs in the region and requested ICAO through the AFI Plan and in collaboration with AFCAC and partners, to coordinate the funding of the development and implementation of this Strategic Plan. Accordingly, the Strategic Plan for the strengthening of RSOO in Africa started on 1st July 2021. Furthermore, the programme supported the establishment of the Association of African Aviation Training Organizations (AATO) aimed at ensuring harmonization and standardization of aviation training in Africa.

2.1.6. Apart from the traditional State support mechanism, the AFI Plan has adopted a project-based approach over the past four years by developing and launching specific projects. Since 2016, eight Projects were developed and approved by the AFI Plan SC and have been implemented in the areas of Aerodrome Certification, Search and Rescue (SAR), Air Navigation Service Providers (ANSPs) peer review, SSP-SMS implementation, Accident Investigation (AIG), the Fundamentals of Safety Oversight (FSO) and Aeronautical Information Management (AIM), to further assist States in achieving a sustainable aviation safety. Currently, all projects under the AFI Plan are reviewed and updated to ensure their alignment with the programme document.

2.1.7. To further enhance the technical capabilities of States through increased number of qualified technical staff, the AFI Plan has been conducting numerous training activities including seminars and workshops in various safety-related fields. Over 2,260 aviation personnel from many African States have benefited from these training activities conducted from 2008 to date. In addition, the Plan has been facilitating and coordinating with States and training centers on planning and organization of aviation safety training provided at selected ICAO-endorsed training centers across Africa

2.1.8. For stakeholders' representatives who are members of the Steering Committee and represented in the AFI Plan SC meetings, the AFI Plan provides a co-ordination platform for their programmes, projects and initiatives alongside those of ICAO. In addition, the safety initiatives and annual operational targets of RASG-AFI and APIRG are also aligned with the targets of the AFI Plan. In line with this, the Plan has been coordinating an annual AFI coordination meeting among RSOOs, AFCAC, RECs and the Regional Offices of ICAO to coordinate and avoid duplication of efforts.

2.1.9. In general, the design and subsequent revision of the AFI Plan Programme Document was based on sound and credible results as evidenced by the increasing progress in the improvement of aviation safety in Africa whilst taking into account policy and environmental changes since its inception.

2.2. Elements considered in updating the AFI Plan Document

2.2.1. Although significant progress in enhancing aviation safety in Africa has been achieved as a result of the considerable work and actions undertaken through the AFI Plan and aviation partners, it is broadly recognized and agreed that additional efforts, resources and time are required, not only to achieve the revised regional safety and air navigation targets (Revised Abuja Safety and Air Navigation Services Targets) including resolution of the remaining Significant Safety Concerns (SSCs) and other safety deficiencies in the region, but also to retain this momentum and thus ensure sustainability. Achievement of the Abuja Safety Targets is critical to attain the GASP objectives at the AFI regional level. Therefore, there is a need for continued assistance to States through the AFI Plan in collaboration with aviation safety partners, particularly to ensure that all aviation safety-related activities are included in the programme and carried out in an effective and timely fashion.

2.2.2. To this end, the originally identified focus areas of the AFI Plan including the provision of assistance to States whilst focusing on the establishment and implementation of effective and sustainable safety oversight systems; resolution of identified safety oversight deficiencies; and fostering of aviation safety culture in Africa are still relevant. In addition, key recommendations related to aviation infrastructure gap analysis are included in the updated planning period.

2.2.3. The revision of the programme document also considers policy and operational changes such as the introduction of the ICAO Training Policy and integration of the AFI Plan activities into the work programme of the ICAO Regional Offices, etc. It is also intended to introduce specific measurable targets with milestones consistent with the GASP and the revised Abuja safety and air navigation services (ANS) targets as well as a monitoring and reporting schedule and responsibilities under the AFI Plan.

2.2.4. The COVID-19 pandemic has imposed an enormous human, social and financial toll on the world and civil aviation. Consequently, in order to protect the health and safety of personnel of entities in the aviation supply chain, including civil aviation authorities, aviation industry and ICAO, the vast majority of personnel have been working remotely since early March 2020. Stakeholders have as a result been compelled to implement unprecedented public health risk mitigation measures thus affecting the implementation of the AFI Plan Programme.

2.2.5. It would be recalled that implementation of the AFI Plan Programme is guided by clear set of goals established by the Steering Committee. This set of goals paved the way for development and implementation of AFI Plan Annual Work programme whilst taking into account the activities of the various AFI Plan projects. Traditionally, implementation of work programme requires some travel and face-to-face interactions with stakeholders.

2.2.6. The prevailing situation due to COVID-19, has significantly eroded the implementation of the AFI Plan programme. Nevertheless, various efforts have been made including delivery of remote assistance and online training since March 2020.

2.3. Objectives of the Plan

2.3.1. The Four main /key objectives of the Plan are:

- a) Enabling States to establish, implement and maintain effective, resilient and sustainable safety oversight systems;
- b) Assisting States to resolve identified safety oversight deficiencies within a reasonable time;
- c) Assisting States to establish and implement effective State Safety Programme (SSP) and to ensure service providers implement effective Safety Management Systems (SMS); and
- d) Assisting States in improving the aviation infrastructure planning

2.3.2. Specific objectives

- a) To strengthen civil aviation authorities with respect to their safety oversight capabilities;
- b) To increase compliance with ICAO SARPs and industry's best practice;
- c) To increase the number of qualified personnel both in the industry and regulatory oversight levels;
- d) To improve the competence of inspectors and other civil aviation staff through training;
- e) To ensure establishment of an independent accident and incident investigation process which is administered by an independent authority;
- f) To enhance regional cooperation;
- g) To enhance capacity of regional and sub-regional safety oversight systems;
- h) To promote and assist States in the implementation of State Safety Programmes (SSP);
- i) To ensure effective implementation of aviation safety management systems for airports, air navigation services providers, airlines, relevant stakeholders;
- j) To improve assistance in oversight to least developed States;
- k) To disseminate and share knowledge within the reach of the targeted States and in the region; and
- l) To enhance State capacity on aviation infrastructure gap analysis methodology and planning

2.3.3. Long-term Goals

- a) To increase credibility of States and regional organizations, attracting investors and customers for the industry;
- b) To increase relevance of the global SARPs development and implementation process to the region, as well as the participation of States in the SARPs development process;
- c) To heighten transparency into the region's aviation oversight activity, enabling more rapid problem resolution and regionally prioritized action;
- d) To provide a structured and coordinated approach for active participation of all stakeholders in the effort to increase aviation safety in the Africa- Indian Ocean

- Region, allowing efforts to be driven not only by States but also by all stakeholders involved in the air transport system;
- e) To establish coordination and cooperation in training activities to be undertaken in the AFI Region; and
 - f) Enhance Capacity of States on infrastructure gap analysis and long term Planning based traffic growth, operational and capacity / regulatory requirements, and demand for aviation professionals

2.4. Link between the AFI Plan and ICAO's Strategic Objectives

2.4.1. The objectives of the Plan are closely linked to two Strategic Objectives of ICAO namely: A: Safety – Enhance global civil aviation safety and Strategic Objective and B: – Increase the capacity and improve the efficiency of the global civil aviation system.

2.5. Expected results of the Plan

2.5.1. The results of the Plan will be measured, to the extent possible, against the performance indicators/metrics contained in the Global Aviation Safety Plan (GASP), Global Air Navigation Plan (GANP) and the revised Abuja Safety Targets (ASTs) and the AFI ANS Performance Indicators as well as other metrics derived from ICAO Standards. These include:

- Reduced accidents to an acceptable level;
- improved aviation safety record for the whole AFI region;
- Coordinated implementation actions linked to high-level decisions, action plans and programmes e.g. Libreville Plan of Action and the revised Abuja Safety and ANS Targets, Ezulwini Declaration on Regional Safety Oversight Organization in Africa, AFI SECFAL, HRDF and the Plan of Action for Development of Aviation Infrastructure in Africa;
- Coordinated actions of all stakeholders providing assistance to States in the AFI region; and
- Efficient and safer air transport system for the general public in the AFI Region.

The Plan will also lead to:

- empowerment of the ICAO Regional Offices to implement the Plan ;
- improved coordination and collaboration with industry; and
- a structured programme management approach to activities undertaken by ICAO and other stakeholders in the AFI Region.

3. PROGRAMME MANAGEMENT AND IMPLEMENTATION

3.1.1. Under the Plan, every action taken within the AFI Region will benefit from a disciplined, metrics-based programme management approach. Although ICAO will not be directly responsible for implementing all activities in the region, it has been proven that the AFI Plan played a crucial role in serving as the coordinating platform for all similar activities performed by different partners. Regional

Office personnel responsible to coordinate the programme will therefore need to be extensively trained in programme management disciplines, and the activities must be aligned with and guided by the global planning activities of ICAO Headquarters.

3.2 Role of the ICAO Secretariat

3.2.1 The Secretary General is responsible for the overall management and execution of the AFI Plan and the ICAO Regional Directors of Africa are responsible for their part of the Plan.

3.2.2 The ICAO WACAF Regional Director in Africa shall be responsible for the overall supervision of the activities of the Plan. The Director serves as the Secretary of the AFI Plan Steering Committee assisted by an AFI Plan Programme Officer.

3.2.3 Other members of the Secretariat will attend meetings of the SC by the invitation of the Secretary General.

3.3 Role and composition of the Steering Committee

3.3.1 The AFI Plan Steering Committee is responsible for overseeing and providing advice and guidance to the Secretary General related to the ICAO AFI Plan implementation activities. It has an approved TOR by the Secretary General that outline its composition and duties.

3.3.2 As outlined in the TORs, the role of the AFI Comprehensive Regional Implementation Programme (AFI Plan) Steering Committee is to:

- guide and oversee the proper implementation of the *Comprehensive Regional Implementation Plan for Aviation Safety in Africa* and achieve predetermined measurable outcomes and targets;
- approve the policy, procedures and performance criteria related to the management of the Programme developed to implement the AFI Plan;
- monitor, evaluate, review implementation of the Programme in a timely manner and periodically report progress to the deliberative bodies of ICAO;
- act as a catalyst in stimulating action to encourage implementation of appropriate measures to rectify identified safety deficiencies and shortcomings;
- act as a catalyst in gathering the financial, human and technical resources required to achieve the objectives of the AFI Plan;
- ensure that the relevant plans, strategies and programmes aimed at enhancing aviation safety in Africa are linked and coordinated with the AFI Plan;
- promote the sharing and dissemination of lessons learned and the exchange of information;
- review aviation safety projects identified through the Programme and encourage their effective implementation;
- approve the prioritization of such projects and monitor the progress of the implementation of the projects;

- review progress reports and other requested documents and make recommendations to improve implementation;
- undertake related tasks as may be requested by the Secretary General and/or the ICAO Council from time-to-time;
- Support ICAO efforts in the provision of capacity building and leadership for sustained implementation of the AFI Plan; and
- Review the resources allocation, working method and management of budget stream of the programme to ensure that it achieves its objectives.

3.4 **Steering Committee composition**

Membership

3.4.1 Members of the Steering Committee are appointed by the Secretary General. Other stakeholders may participate in and contribute to the work of the Steering Committee on an ad hoc basis at the invitation of the Secretary General. Members will be drawn from States, the ICAO Council, the Air Navigation Commission (ANC), international organizations, the donor community and other stakeholders.

3.4.2 All African States represented on the Council of ICAO and Representatives to ICAO may nominate a member to the Steering Committee. African members of the Air Navigation Commission nominated by States will serve on the Steering Committee. The President of the Air Navigation Commission also serve as a member of the SC . Other States on the Council may be invited by the Secretary General to nominate their Representative or Government Official to serve on the Steering Committee.

Chairperson

3.4.3 The Steering Committee shall be chaired by a Chairperson elected by the members of the Committee.

Working languages of the Steering Committee

3.4.4 The working languages of the AFI Plan Steering Committee will be in English and French, with simultaneous interpretation provided by ICAO. All documentation will be available in English only. As far as practical, all meetings will be held in a paperless environment.

Reporting to the ICAO Council

To monitor and measure the status of implementation in the AFI Region, the Chairperson of the Steering Committee will report periodically on the activities and progress of the AFI Plan implementation to the ICAO Council.

4. PROGRAMME DEVELOPMENT AND IMPLEMENTATION

4.1. The Comprehensive Regional Implementation Plan for Aviation Safety in Africa has been developed following the steps outlined in the Global Aviation Safety Plan, to include identification of key stakeholders, determination of the safety strength enablers, identification of risks, performance of a gap analysis and development of prioritized recommended actions.

4.2. The programme document has been updated within the framework of the original AFI Plan document with clearly defined objectives, outputs, activities and metrics. This process will also include continuous monitoring and evaluation.

4.3 The following table outlines the management and implementation of the Plan in terms of its immediate objectives outputs and activities. In this step, performance measurements (metrics) and the expected levels of performance (targets) have been developed to track both Programme and operational progress and presented in following table.

PERFORMANCE MEASURE AND TARGETS FOR AFI PLAN PROGRAMME ACTIVITIES 2021-2024

			TARGET			
KEY OBJECTIVES	INITIATIVE	MEASUREMENT	2021	2022	2023	2024
Enabling States to establish and maintain effective and sustainable safety oversight systems	<ul style="list-style-type: none"> • Support at least 20 States to establish the Fundamentals of Safety Oversight (FSO) system (CE1-CE5) 	Number of States assisted with established FSO System	Revised and approved project	8 States to be supported to establish FSO System	8 States to be supported to establish FSO System	4 States to be supported to establish FSO System
	<ul style="list-style-type: none"> • Support the establishment, strengthening and integration of RSOOs/RAIOs for effective and sustainable functioning 	Develop and implement the AFI RSOO Strengthening Strategy	Final Approved Strategy	Implementing the RECs of the Strategy	Implementing the RECs of the Strategy	Implementing the RECs of the Strategy
Assist States to Resolve Identified Deficiencies within a reasonable time	<ul style="list-style-type: none"> • Assist States to improve EI 	% of States above 60% EI	61 %	70%	83%	95%
		% of States above 75% EI	21%	31%	42%	52%
	<ul style="list-style-type: none"> • Assist States to resolve SSC(s) 	No. of States with SSC(s)	One	Zero	Zero	Zero
	<ul style="list-style-type: none"> • Assist States to certify all international Aerodromes 	% international Aerodrome Certified	45% (Each State to be assisted at least to certify one Int'l Aerodrome)	55%	65%	75%

			TARGET			
KEY OBJECTIVES	INITIATIVE	MEASUREMENT	2021	2022	2023	2024
	☐ Assist 17 States to establish independent Aircraft Accident and	% States with independent Aircraft accident and incident	Revised and approved project	50% of the States to be assisted	80% of the States to be Assisted	100% of the States to be assisted
	<ul style="list-style-type: none"> • Serious Incident Investigation mechanism • Assist 21 States to Implement effective SSP • Assist States to establish effective SAR organization • Assist States to build aviation professionals capacity • Assist States in implementing CART recommendations 	<p>investigation entity</p> <p>% of state implementing SSP</p> <p>States with Effective SAR operational implementation</p> <p>No. Assisted States and professionals in various area of profession</p>	<p>Revised and approved project</p> <p>Revised and approved project</p> <p>Final and Approved Study</p> <p>Online and virtual Safety related Trainings that support implementation of CART Recommendations</p>	<p>33% of States assisted</p> <p>75% States with SAR Manuals developed/updated.</p> <p>Implement the Rec of the Study</p>	<p>66% of States assisted</p> <p>50% States with signed SAR Agreements</p> <p>Implement the Rec of the Study</p>	<p>100% of States assisted</p> <p>Implement the Rec of the Study</p>

			TARGET			
KEY OBJECTIVES	INITIATIVE	MEASUREMENT	2021	2022	2023	2024
Enhance aviation safety culture and information exchange among African regulators and service providers	<ul style="list-style-type: none"> • Assist to conduct ANS peer review mechanism 	Peer reviews supported	Revised and approved Project	Facilitate a peer review among members		Facilitate a peer review among members
	<ul style="list-style-type: none"> • Conduct annual aviation safety conference in the region 	No. of Safety Conference	1	1		1
	<ul style="list-style-type: none"> • Publish and disseminate safety Report 	No. of safety Reports	1	1	1	1
Assist States in aviation infrastructure Planning	<ul style="list-style-type: none"> • Assist States in using the results of the gap analysis to prepare national and regional Aviation Master Plans. • Develop a tool and indicators that shows the overall level of progress of States. 	Organize workshops /seminars Tool and indicators developed and available to states		1 100%	1	1

5. FINANCIAL REQUIREMENTS AND MANAGEMENT

5.1. The financial requirements and voluntary contributions associated with the Plan will be managed by the Secretary of the Plan. The Secretary is also responsible for the overall management of the Plan and coordination with various stakeholders under the direction of the Steering Committee.

6. TIMELINE AND SCHEDULE OF ACTIVITIES

6.1. In line with the objectives and goals of the original AFI Plan Programme Document and the subsequent updates since its inception, the revised timeline and schedule of activities is envisaged to run for another four years, through the year 2024.

7. STAKEHOLDER INVOLVEMENT

7.1. The Stakeholders in the civil aviation sector are States, ICAO, airlines/operators, airports, air navigation service providers, aircraft and equipment manufacturers, maintenance and repair organizations, regional organizations, international organizations and industry representatives.

7.2. The ICAO partners will work to achieve the objectives of the Plan and will be consulted at each stage of its implementation as most of them are represented at the Steering Committee. The AFI Plan Secretary should work closely to coordinate the various parallel initiatives of partners and stakeholders in order to avoid duplication of effort and enhance efficiency in implementing the programme.

8. SAFETY STRENGTHS AND ENABLERS

8.1. ICAO has the broad mandate, experience and capability to achieve long-term growth and stability within the region. Other strengths underpinning the effective implementation of the Plan may include those already suggested in the Global Aviation Safety Roadmap. In this respect, the ICAO Regional Offices in Africa are expected to continue to play a leading role as enablers of the Plan. The Regional Offices have direct contact with the States in their respective areas of accreditation and can therefore contribute to assistance delivery to the States. To address the activities at the user level, IATA through IOSA process, airline, airports and air navigation service providers will play a significant role. Other enablers may include: World Bank, African Airlines Association (AFRAA), IATA Partnership for Safety Initiative, US FAA, US Safe skies for Africa, ACI, various EU initiatives implemented through EASA and Regional Economic Communities, etc.

9. COORDINATION WITH OTHER RELEVANT PROGRAMMES AND PLANS

8.2. As already indicated above, there are a number of other programmes and plans being implemented in the AFI region. To avoid duplication of effort, all aviation initiatives in the region will

be coordinated within the framework of the AFI Plan. Coordination will be effected at various levels to include, Regional Offices, ICAO Headquarters and the AFI Plan Steering Committee.

10. RESOURCE REQUIREMENTS

10.1. The execution of the Comprehensive Regional Implementation Plan for Aviation Safety in Africa falls within the general mandate of the Dakar and Nairobi Regional Offices. As it is clear that these offices do not have the resources required to effectively support the Plan, there is a need to complement the resources already provided under the Regular Programme. It is, therefore, envisaged that the necessary resources required to effectively carry out the programme activities will be made available through support from Voluntary contributions.

11. MONITORING AND EVALUATION

11.1. The Steering Committee will continue to monitor and evaluate the implementation of the Plan and report to Council on the results achieved.

Output	Individual responsible	Individual or group reported to	Reporting Date
AFI Plan Programme activities and reports	RD/Secretary of AFI Plan	Steering Committee, ANC and Council	Twice a year – one Virtual
Programme Reports Council Reports	RD/Secretary of AFI Plan	Chairperson of the Steering Committee	Every six months
Report to 41 st Session of the ICAO Assembly	RD/Secretary of AFI Plan	Steering Committee, Council and Assembly	3 Years (2022)
Report to DGCA-AFI	RD/Secretary of AFI Plan	DGCA-AFI	2 Years
Report for APIRG and RASG-AFI	RD/Secretary of AFI Plan	RASG-AFI and APIRG	once annually

12. BUDGET AND FUNDING ARRANGEMENTS

11.2. The Plan will be funded through regular budget and voluntary contributions during the planning period (2021-2024).

APPENDIX A KEY PLAYERS/ PARTNERS

The following organizations are considered partners for the implementation of the AFI Plan.

International State Authorities/ Organizations

- African Development Bank
- Aviation authorities/safety agencies (US FAA, French DGAC, Eurocontrol, etc.)
- European Union (including EASA)
- World Bank

Regional State Authorities/ Organizations/ Groups/ RECs

- African Union (AU)
- African Civil Aviation Commission (AFCAC)
- Agence pour la Sécurité de la Navigation Aérienne en Afrique et à Madagascar (ASECNA)
- Arab Maghreb Union (AMU)
- Association of African Aviation Training Organization (AATO)
- Central African Economic and Monetary Community (CEMAC)
- Common Market for Eastern and Southern Africa (COMESA)
- Community of Sahel-Saharan States (CEN-SAD)
- East African Community (EAC)
- Economic Community of Central African States (ECCAS-CEEAC)
- Economic Community of West African States (ECOWAS-CEDEAO)
- Intergovernmental Authority on Development (IGAD)
- Southern African Development Committee (SADC)
- Union Économique et Monétaire Ouest Africaine (UEMOA)
- United Nations Economic Commission for African (UNECA)

Regional Safety Oversight Organizations (RSOOs)

- African and Malagasy Civil Aviation Authorities (AAMAC);
- Agence Communautaire pour la Supervision de la Sécurité et de la Sûreté de l'Aviation Civile (ACSAC-UEMOA)
- Agence pour la Supervision de la Sécurité Aérienne en Afrique Centrale (ASSA-AC);
- Banjul Accord Group (BAG) Accident Investigation Agency (BAGAIA)
- Banjul Accord Group Aviation Safety Oversight Organization (BAGASOO);
- East African Community Civil Aviation Safety and Security Oversight Agency (CASSOA);
- SADC Safety Oversight Organization (SASO)

Industry Organizations

- African Airlines Association (AFRAA)
- International Coordinating Council of Aerospace Industries Associations (ICCAIA)
- Airports Council International (ACI) Africa
- Civil Air Navigation Services Organization (CANSO)
- International Air Transport Association (IATA)
- International Federation of Airline Pilots Associations (IFALPA)