



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

**EXTRAORDINARY- AFI PLAN STEERING COMMITTEE MEETING**

*Montreal, Canada, 03 October 2019*

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**Agenda Item 01: Proposed 2020 AFI Plan Programme of Activities and Budget**

(Presented by the AFI Plan Secretariat)

**EXECUTIVE SUMMARY**

This paper presents information related to the proposed programme of activities and required budget under the AFI Plan for the year 2020.

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

- a) Note the information contained in the paper; and
- b) Consider and approve the proposed 2020 AFI Plan Work Programme and budget.

**1. INTRODUCTION**

1.1 This paper presents the proposed work programme of activities and budget under the AFI Plan for the year 2020. The programme was prepared considering the status of implementation in 2019, the initiatives and targets set for 2020 and in accordance with the proposed updated Programme Document following approval for continuation of the AFI Plan beyond 2016.

**2. SUMMARY OF PROGRESS -2019**

2.1 During its 22<sup>nd</sup> meeting, the Steering Committee reviewed the progress made in the implementation of the programme of activities that have been conducted under the AFI Plan for the year 2019. Since then some progress has been made and further implementation of activities expected to be made during the 4<sup>th</sup> quarter of 2019. The key activities that have been implemented in 2019 and the progress made reviewed under the presentation of the Chairperson with the deferment of some activities to 2020.

### **3. PROPOSED WORK PROGRAMME FOR 2020**

3.1 The formulation of the 2020 AFI Plan work programme takes into account the 39<sup>th</sup> Assembly decision which extended the implementation of the programme beyond 2016 and the expansion of the programme activities to include AIG, AGA and ANS. It also took in to account the progress made in achieving the annual targets set for 2019 relating to the removal of all Significant Safety Concerns (SSCs), increase of EI levels and certification of International airports. The programme also includes implementation of the revised regional Safety and Air Navigation targets. The details of the activities, the associated budget and specific targets to be achieved by the end of 2020 under each focus area, are provided as Attachment A to this Discussion Paper.

3.2 In terms of assistance to States, efforts towards development and effective implementation of ICAO Plans of Action are to be maintained with continued support by the Regional Office Safety Teams (ROSTs), coupled with working visits by States to the Regional Offices. Assistance delivery by AFI-CIS, TCB Projects, COSCAPs/RSOOs and other partner programmes will also be coordinated and conducted within the framework of the ICAO Plans of Action.

3.3 In response to Decision C-DEC 24/7 of the 213<sup>th</sup> and 214<sup>th</sup> Sessions of the ICAO Council that ICAO activities relating to the Declaration and Framework for a Plan of Action for Development of Aviation Infrastructure in Africa should be implemented under the AFI Plan. The 2020 work programme includes activities to create an appropriate forum in order to provide information to partners and stakeholders on the results the Aviation Infrastructure for Africa Gap Analysis. All on-going AFI Plan projects including those approved at the 22<sup>nd</sup> AFI Plan SC meeting incorporated in the 2020 work plan to ensure their effective implementation.

3.4 With regards to Regional Safety Oversight Organisations (RSOOs) and Regional Accident Investigation Organizations (RAIOs), the engagement of a consultant to develop a Strategic Plan for supporting and strengthening RSOOs in the Region, as per the Ezulwini Declaration of 2017, is being finalized following guidance received from the 21<sup>st</sup> SC meeting. Activities related to this study, which are expected to be started in the course of the 4<sup>th</sup> quarter of this year, also feature in the proposed programme of 2020.

3.5 On the basis of the Recommendation of the Report on the Evaluation of AFI Plan, it is proposed to continue to facilitate the delivery of inspector training and related safety courses in the areas of Operations, Airworthiness, and Personnel Licensing, Aerodromes and Ground Aids, and Air Navigation Services, in close collaboration with GAT and the Human Resource Development Fund (HRDF) for Africa as well as the ICAO Endorsed training institutions in Africa. Accordingly, various training, workshop and/or seminars proposed for the year 2020. The detail is provided as Attachment A to this discussion paper.

3.6 The AFI Plan, as part of its activities of 2020 will also continue to serve as a coordination platform for the programs, projects and initiatives of Partners.

## Proposed 2020 AFI Plan Work Programme Activities

### Focus Area 1 – Enabling States to establish and maintain an effective and sustainable safety oversight system

Initiative	Activity	Deliverables
<b>Support the integration and enlargement of RSOOs/RAIOs for effective and sustainable functioning</b>	Study for strengthening of AFI RSOOs <ul style="list-style-type: none"> <li>• Develop Strategic Plan for supporting and strengthening RSOOs</li> <li>• RSOO coordination meeting</li> <li>• Assistance to States, RSOOs, RAIOs for implementation of study decisions and recommendations</li> </ul>	<ul style="list-style-type: none"> <li>• Study report &amp; Strategic Plan</li> <li>• Approved Strategic Plan</li> <li>• Ezulwini Declaration Implemented</li> </ul>
<b>Support relevant States to establish the Fundamentals of Safety Oversight (FSO) system (CE1-CE5)</b>	Implementation of Fundamentals of Safety Oversight (FSO) assistance project <ul style="list-style-type: none"> <li>• Continue the assistance through ROST, RSOOs and AFI CIS to States with EIs&lt;40%</li> </ul>	<ul style="list-style-type: none"> <li>• At least 10 AFI States assisted to establish safety oversight systems</li> </ul>
<b>Encourage at least half of African States to delegate certain oversight functions to RSOOs (Ref AFI DGCA/6)</b>	<ul style="list-style-type: none"> <li>• Regional Offices to continuously engage States and Champion DGs on this subject</li> <li>• High level engagements</li> </ul>	<ul style="list-style-type: none"> <li>• MOUs / Agreements between States &amp; RSOOs on delegation of certain oversight functions</li> <li>• AFI RSOO strategy study recommendations implemented</li> </ul>
<b>Provide Safety Inspectors training courses</b>	Coordinate delivery of training for Safety Inspectors focusing on States with CE4 <40%:- and other Safety related Seminar/Workshops <ul style="list-style-type: none"> <li>• GSI Airworthiness Inspector Course</li> <li>• GSI Operations Inspector courses.</li> <li>• 2 Workshops on Integrated Staffing and Training Roadmap for Inspectors (iSTRI)</li> <li>• One Aerodrome certification Workshop/Seminar</li> <li>• 2 Workshops on Implementation of National Aviation Safety Plan (NASP)</li> </ul>	<ul style="list-style-type: none"> <li>• Personnel of priority needy States with CE4 &lt;40% and EI &lt;30% assisted build capacity through AFI Plan training sponsorship.</li> </ul>
<b>Facilitate Executive Courses</b>	<ul style="list-style-type: none"> <li>• Coordinate an Executive training/workshop/seminar</li> </ul>	Enhance the Civil Aviation Executives Capacity

Focus Area 2 - Direct support to States to resolve identified deficiencies		
Initiative	Activity	Deliverables
<p><b>ICAO Plans of Action for the remaining States in the AFI region</b></p> <p><b>Assist States to resolve SSC(s) and prevent new ones</b></p> <p><b>Assist States to improve EI</b></p> <p><b>Assist States to certify all international Aerodromes</b></p> <p><b>Assist all States above 60% to start Implementing SSP</b></p> <p><b>Assist States to establish effective SAR organization</b></p>	<ul style="list-style-type: none"> <li>• Development of ICAO Plans of Action for 6 remaining States.</li> <li>• Continue implementation of State tactical plans for resolution of existing SSCs in one States (Eretria)</li> <li>• Assist States scheduled for USOAP Audits / ICVMs through ROST activities, in order to address potential SSCs in time.</li> <li>• Assist States in the implementation of CAPs through ROST activities</li> <li>• Follow up on the implementation of revised/existing ICAO Plans of Action with greater focus on States with EI&lt;40%</li> <li>• Continue implementation of the Aerodrome certification Projects for 17 States, including newly eligible States (60% EI)</li> <li>• Continue implementation of SSP Project for 25 States (including newly eligible States)</li> <li>• Continue implementation of SAR Projects for 30 States</li> </ul>	<p>ICAO Plans of Action developed and presented to 6 additional States</p> <p>No SSC (1 existing SSCs resolved; emergence of new ones prevented)</p> <ul style="list-style-type: none"> <li>• 80 % of African States above 60% EI</li> <li>• 45 % of international Airports certified</li> <li>• Experts from 25 States to be trained in SSP;</li> <li>• States' implementation maturity level increased</li> <li>• 30 States to develop effective national SAR plans SAR Agreements / MOUs signed between neighbouring States</li> </ul>

**Focus Area 3 – Enhance aviation safety culture and information exchange among African States and service providers**

Initiative	Activity	Deliverables
<ul style="list-style-type: none"> <li>• <b>Aviation Service Providers to Develop and Implement their Respective Safety Management System (SMS)</b></li> <li>✓ International Airlines</li> <li>✓ Support ACI APEX Airport Reviews</li> <li>• <b>Assist to establish and implement ANS peer review mechanism</b></li> <li><b>Implementation of revised AFI Safety / ANS Targets</b></li> </ul>	<ul style="list-style-type: none"> <li>• Coordinate and follow up with IATA assistance on IOSA/ISSA (IATA Standard Safety Assessment – for small airlines) Certification</li> <li>• Conduct joint ICAO-ACI airport visits and assist States in implementation of recommended actions</li> <li>• Continue implementation of ANSP peer review Project</li> <li>• Incorporation of revised AFI safety / ANS targets in ICAO Plans of Action</li> <li>• Annual (2020) AFI Plan Goals</li> <li>• Support States in implementation of regional Targets</li> </ul>	<ul style="list-style-type: none"> <li>• Adoption of proposed regulatory text for IOSA/ISSA</li> <li>• 75 % International Carriers are IOSA/ISSA certified</li> <li>• APEX review report with recommendations</li> <li>• SMS implementation facilitated</li> <li>• Peer review mechanism established</li> <li>• Enhance membership of the ANSP Peer Review Programme</li> <li>• Written commitment of States to regional aviation safety and ANS targets</li> <li>• Increased compliance with ICAO safety, ANS capacity and efficiency SARPs</li> </ul>

**Focus Area 4 – Aviation Infrastructure Gap Analysis**

<ul style="list-style-type: none"> <li>• <b>Improve the Aviation Infrastructure planning Practices</b></li> </ul>	<ul style="list-style-type: none"> <li>• Coordinate a platform for sharing the results of the Infrastructure Gap Analysis for Africa Study</li> </ul>	<p>Shared information on Key Aviation Infrastructure Gaps in Africa.</p>
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**2020 AFI Plan Programme Budget Estimates**

<b>Budget Item</b>	<b>Activity</b>	<b>Venue / Date</b>	<b>Cost Items</b>	<b>Estimate (US\$)</b>	
<b>I.</b>	Annual Coordination meeting : · 2 days - ESAF/WACAF strategy and work programme · 2 days – coordination with RSOOs / RECs on annual priorities and activities	Nairobi / January 2020	WACAF Team Travel and DSA (RD, DRD, 2 ROs)	<b>25,000.00</b>	
<b>II</b>	AFI RSOO Study · Development of Strategic Plan for supporting and strengthening RSOOs	AFI Wide	· Expert fees;	<b>80,000.00</b>	
	· 2 days- workshop with RSOOs	WACAF/ESAF	· Facility, Local transport, 4 tea and coffee breaks, etc.; and · RD and 2RO's Transport and DSA	<b>15,000.00</b>	
<b>III</b>	Coordinate delivery of training /workshop and seminar  · GSI Airworthiness Inspector Course · 2 Workshops on Integrated Staffing and Training Roadmap for Inspectors (iSTR1) · 2 Workshops on Implementation of a National Aviation Safety Plan (NASP) · One Aerodrome certification Workshop/Seminar · Civil Aviation Executive programme	ESAF/WACAF	16 participants per course at \$3700 per participant \$30000 .00 per workshop	<b>59,200.00</b> <b>30,000.00</b> <b>20,000.00</b> <b>20,000.00</b> <b>30,000.00</b>	
	<b>IV</b>	Develop and Continue implementation of ICAO Plans of Action:  · Development and presentation of ICAO Plans of Action for 6 States	6 States / Jan – Dec 2020	Average transport cost to 6 States and 3 days DSA for 2RO's to develop the Plans of Action and RD and RO follow up mission to present the Plan to States.	<b>25,000.00</b>
		· Implementation through ROST activities in 10 States scheduled for CMAactivities (Audits, ICVMs, IVAs etc) in ESAF / WACAF regions)	10 States Jan – Dec 2020	3-5 days for each State: Average Transport and DSA for 2/3 RO's to 10 States	<b>70,000.00</b>
	<b>V</b>	<b>Implementation of AFI Plan Projects</b>  · Continue implementation of the Aerodrome certification Projects for 17 States including newly eligible States	Jan - Dec	Assistance missions by Aerodrome Certification Team of Regional Experts and RO/AGA	<b>20,000.00</b>
· Continue Implement SSP Project for 25 States		Jan - Dec	Assist states to analyse their gaps and provide SSP training	<b>20,000.00</b>	
· Continue implementation of SAR Projects for 30 States		Jan - Dec	Workshop, Seminar and Assistance missions by SAR Technical Experts Team	<b>30,000.00</b>	
· Establishment of African ANS Peer Review Mechanism			Coordinate the ANS peer review exercises	<b>20,000.00</b>	

Budget Item	Activity	Venue / Date	Cost Items	Estimate (US\$)
	· Implementation of new FSO assistance project	10 States Jan – Dec	Assistance missions in coordination with AFI CIS, COSCAPs and RSOOs to implement the project	<b>25,000.00</b>
	· Implementation of AIM Project	AFI States Jan – Dec		<b>70,000.00</b>
VI	Briefings to ICAO Council and coordination of 2020 work Pro	Jun / Sept	2, 3 day missions by AFI Plan Secretary, RD/WACAF	<b>15,000.00</b>
	· 23rd AFI Plan SC meeting	Mar/Dec	Part of AFI week in WACAF region. Travel/DSA for ESAF/WACAF teams (5 Days)	<b>75,000.00</b>
	<b>Aviation Infrastructure Gap-Analyses</b>	Jan - Dec	Supporting APIRG AND RASG activities related to Infrastructure gap analysis	<b>20,000.00</b>
<b>Total</b>				<b>669,200.00</b>