Support to the Improvement of Aviation Safety in Africa (SIASA)

Progress Report - 3

Grant Contract 2012/299-316

November 2014

This project is funded by the European Union and implemented by EASA
Description

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| Name of Beneficiary                      | European Aviation Safety Agency (EASA) |

| Title of the Action                      | Support to the Improvement of Aviation Safety in Africa |

| Contract number                          | 2012/299-316 |

| Start and end date of the reporting period | 13/05/14 – 21/11/2014 |

| Target countries or regions              | The beneficiary region is Sub-Saharan Africa with some potential components in the Caribbean and Pacific regions |

| Final beneficiaries &/or target groups   | Regional and National Aviation Safety Oversight Organisation and their personnel |

| Countries in which the activities take place | In addition to the target countries/regions mentioned above, activities may also take place in EU Member States |

**Authorisation:**

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1 Introduction

The grant contract between the Secretariat of the African, Caribbean and Pacific Group of States (ACP Group) and the European Aviation Safety Agency (EASA) related to the "Support to the Improvement of Aviation Safety in Africa" (SIASA) entered into force on 6 November 2012. The contract implementation start date was on 15 January 2013 for a duration of 36 months.

The beneficiaries are aviation authorities of Sub-Saharan Africa and more specifically the Regional Safety Oversight Organisations (RSOO) and Cooperative Development of Operational Safety and Continuing Airworthiness Programmes (COSCAP) of the region and national Civil Aviation Authorities (CAA).

The objective of this project is as follows:

- Support to regional regulatory convergence and standardisation in line with international civil aviation Standards and Recommended Practices (SARPs);
- Support the air transport sector integration at regional level through institutional assistance and capacity building actions.

The purposes of the SIASA project are as follows:

- To ensure the development of common regional safety standards and procedures meeting the international requirements in civil aviation (ICAO standards) and eventually the EU aviation safety rules;
- To contribute to the establishment of effective and sustainable RSOOs via institutional assistance and training of staff.

A first report was produced in March 2013 at the end of the inception period which was discussed during the first steering committee meeting which adopted the proposed action provided some minor amendment be made to the proposed assistance to states with State Safety Concerns (SSC).

A second report was issued in October 2013 containing an overview of the activities carried out during the first six months of the implementation phase. It also included a description of the activities planned for the second semester of the implementation phase.

A third report was issued in May 2014 containing an overview of the activities carried out during the previous six months of the implementation phase. It also included a description of the activities planned for the upcoming semester of the implementation phase.

This report will focus on the activities implemented since May 2014 and the planning for the coming six months of the implementation phase.

The main issues regarding implementation of activities are presented in the chapter devoted to the second semester.
2 Past semester’s activities follow-up

The past semester analysis covers the timeframe between April and November 2014. During this period of time the activities implemented concerned the five categories of activities identified in the inception report validated during the first steering committee meeting:

- Assistance to States with SSCs
- Regulation and guidance material activities
- Workshop organisation
- Training activities
- Organisational activities

The work done in each of these categories is described below.

2.1 Assistance to States with safety concerns

During the last steering committee meeting, EASA presented the State selection methodology developed to determine the countries which would benefit from bilateral assistance. A list of 10 countries (output of the methodology) was presented. The steering committee agreed to target the first 6 countries of the list, namely:

- Sierra Leone
- Congo (Brazzaville)
- Mozambique
- Guinea (Conakry)
- Liberia
- Benin

EASA wrote to all 6 states to secure their approval and their commitment to allocate the necessary resources. EASA also wrote to each respective RSOO, to make sure regional support would be available throughout the assistance provided by the agency. Answers from 5 out of the 6 countries were received (nothing received from Liberia) as well as from 2 RSOOs (BAGASOO and COSCAP-SADC).

Past 6 months have been marked by the Ebola crisis in Western Africa and no further action toward the three countries concerned have been undertaken. Initially the option was to postponed the activities for Western Africa until the crisis was over. However since it lasts and does not seem to decrease significantly, it is now envisaged to reallocate the resources to the next three countries of the approved list. This would mean replacing assistance to Sierra Leone, Guinea (Conakry) and Liberia with assistance to the following States:

- Swaziland
- Gabon
- Chad

EASA will request the approval of the Steering Committee during its next meeting on this issue.

Regarding Congo (Brazzaville), Mozambique and Benin, contacts have been established. EASA together with these countries is in the phase of defining the scope of the assistance. We still need to secure the support from COSCAP-UEMOA for Benin. As for Congo (Brazzaville), the current regional RSOO, ASSA-AC does not have the man power in place to provide the support requested. However this should not prevent the project from providing the assistance to this country.
In order to have all the available safety information about the different countries, EASA has also contacted the regional offices of ICAO and AFCAC. Some reports have already been provided by these entities.

It is foreseen that the definition phase will be completed by the end of 2014, and the on-site assistance will start in 2015.

2.2 Regulation and guidance material activities

Out of the three working groups initially foreseen in this domain of activities, two have met for the first time during the past period: PANS-Ops procedure approval and ANS. The third working group did not meet. During the last steering committee meeting, EASA shared the information that ICAO had issued an “Air Operator Certification and Surveillance Handbook” in May 2014. After analysis by EASA, it was deemed redundant to activate the working group on Flight OPS Inspector manual.

Once more EASA would like to emphasise the fact that it will be up to the national authorities and/or regional organisations to adopt at their level the outcome of these working groups. EASA will make sure that the results of the working groups are shared with all the stakeholders and available on the project website. The newsletter will also be used to inform about the availability of the document once produced.

2.2.1 PANS-Ops procedure approval guidance material

Following the recommendation made by ASECNA during the first steering committee meeting, EASA contacted the newly established AFI Flight Procedures Programme (AFPP) office in Dakar, Senegal. The working group for the development of guidance material for the approval of PANS-Ops procedure was established.

EASA send a letter to ICAO WACAF regional office to secure the involvement of the AFPP programme manager to the activities of the working group. The regional office replied indicating that this activity corresponds to the one to be delivered by the AFPP in the provision of support and training to the States. As such the collaboration was welcomed. However the Regional Director pointed out that the process of developing and adopting guidance material required initiation and endorsement through the AFI Planning and Implementation Regional Group (APIRG) mechanism. The two letters can be found in Annex B.

Even if in theory this endorsement by the APIRG would be necessary, the calendar of the SIASA project which ends in January 2016 does not allow such approach. The project will make all its efforts to liaise with the APIRG to inform the group about the SIASA activities and participate to its next meeting. The last meeting took place late October 2013 in Dakar, Senegal but the date of the next meeting is not known, even if the information in our possession indicates a tentative date for June 2015.

The project team therefore decided to keep moving forward with the development of the guidance material. The first meeting took place in Dakar, Senegal in September 2014. The minutes of this meeting can also be found in Annex B. The Working group is expected to meet 2 to 3 more time in the course of 2015.

2.2.2 ANS regulation

Regarding the elaboration of the ANS regulation, the Autorités Africaines et Malgache de l’Aviation Civile (AAMAC) and ASECNA have designated their participants to the Working Group. The first meeting took place in Dakar, Senegal from 29 September till 3 October 2014.
The working group used the work of the meeting between the French DGAC and Mauritania, attended by the SIASA project manager in March 2014 in Paris, France (see progress report 2 for more detail on this meeting).

The objective of the working group is to develop a regulation proposal on Air Navigation Service Provider (ANSP) oversight in the context of the AAMAC/ASECNA States based on the European Commission Implementing Regulations (EU) N°1034/2011 and 1035/2011. The working group highlighted the fact that the scope of ASECNA went further than just an ANSP and covers more than ANS. The working group indicated that the proposal developed would need to be completed by other regulation proposals to address the issues not covered like PANS-OPS, Rescue and Firefighting Services, wildlife hazard prevention, etc. The Working Group also emphasised the need to have implementation procedures and guidelines developed once the regulation is available. The minutes of this first meeting is available in Annex C. The list of participants to this first meeting can be found in the minutes. Bear in mind, that the working group is working in the French language, the minutes are therefore written in that language, however an executive summary is provided in English.

To the request to translate the Regulation proposal from French to English, EASA decided not to use the earmarked EUR 90,000 from the TA programme budget line to cover this type of expense. It was deemed more efficient, since the regulation proposal will be based on 2 European regulations for which the translation in English exists, to ask the working group coordinator to carry out this translation task.

2.3 Workshop organization

2.3.1 Technology evolution - Impact on airworthiness

The introduction of new technology aircraft in Africa generates some difficulties for the aviation authority technical personnel. A workshop with initial and continuing airworthiness experts from EASA and the European manufacturer Airbus to discuss this issue was organised from 23 till 24 September 2014. Initially programmed for April, the workshop had to be postponed due to approval and logistical reason.

The workshop was addressed mainly to NAA. The invitation was extended to Industry airworthiness personnel also following the decision from the Project Steering Committee during its meeting of June 2014. The objective was to raise awareness to the need of adapting the oversight activity to the impact of new technologies and concepts. Maintenance program evolution, modification control and process review have to be accounted for in an environment that is challenging because of external dependence on maintenance organizations. Maintenance control/Continuing Airworthiness management therefore is not clearly perceived as an operator function in the countries that either have an outdated Primary/Secondary Legislation or follow ICAO/FAA MCAR, which do not have it as clearly stated as in EU regulation.

Feedback from the participants and comments were positive, with an average of 86% satisfaction rate. In general the comments congratulated the project for the initiative and the balance between the regulatory and the manufacturer point of views. In fact, the general feeling was that the information was eagerly absorbed by the audience. The less appreciated topics were the length of the initiative (too short). Requests for more activities of this type were expressed. In many feedback forms, it was requested to have activities focusing on supporting the Maintenance Program approval and oversight functions within the civil aviation authorities. This item should be further explored with the COSCAP/RSOO.
One has however to report that attendance was limited because of travel restrictions from some countries due to the Ebola crisis and fear generated by this issue. The venue location was also critical due to the fact that for most countries outside the SADC region a Visa was required and not so easy to obtain. The Ebola situation combined with the venue location generated a rather high number of cancellations cutting expected attendance by almost a third down to 42 people. More information can be found in Annex D.

2.3.2 Participation to the International Cooperation Forum – 4th edition

EASA organised its fourth International Cooperation Forum (ICF) in Cologne, Germany, on the 10th and 11th of June. The purpose of the ICF is to offer a platform through which partner Civil Aviation Authorities and Regional Air Navigation and Safety Oversight Organisations interested in EU civil aviation safety regulations can evaluate the latest challenges in regulatory oversight, provide feedback to EASA, and exchange information on the practical implementation of EU regulations in non-EU countries.

The forum centred across four different themes:

- EASA update: European Aviation Safety Policy, EASA gearing up to new challenges, Implementing ICAO Annex 19, Overview on New EASA Regulations.
- Implementing the basics: Transition to a Regional Safety Oversight Organisation, Managing States with Limited Resources, Metric for CAA institutional strength, The Regional Dimension as a solution, Complicated Basics for a Sustainable CAA.

More information about the forum can be found in Annex E.

Some 28 participants from Sub-Saharan Africa attended the forum, 18 of which were supported through the SIASA project.

EASA took the opportunity of this Forum to organise a side meeting with the RSOOs present, namely CASSOA, BAGASO, COSCAP-UEMOA. The activities of the SIASA project were reviewed. The minutes of the meeting can be found after the ICF report in Annex E. Due to the flight schedule, COSCAP-SADC had to leave earlier, however another side meeting took place during the workshop.

2.4 Training activities

2.4.1 Train the trainer course for OPS Inspectors (French speaking)

In the past semester EASA has been active on the organisation of this subject. As it was discussed during past steering committee meetings, the intent was to collaborate with the ICAO and combine this activity with the OPS inspector training course in development by Morocco in the framework of the AFI Plan. However during the last AFI Plan steering committee meeting held in October 2014 in Montreal, it was announced that the training will not take place until 2015.

In the meantime, the project team was informed that the French DGAC was organising for its own personnel an OPS inspector training (in December 2014 and January 2015). The SIASA project was offered 4 seats for this training as well as the tuition fees. After coordination with
the French DGAC, we decided to offer these seats to Cameroon, Côte d'Ivoire, Madagascar and Mauritania, for which the project is covering the travel and accommodation costs. EASA was also informed that another training session was scheduled by the French authority for mid-2015 where the SIASA project could benefit from additional seats. In total the project could have as much as 10 OPS Inspectors trained.

The second phase of this activity is to train the trainer. Based on the outcome of the training carried out by the French authority, the project will select the candidate with the highest potential to become trainer. We would then register them to the Training Instructors Course (TIC) of ICAO. To that effect the SIASA project manager has met Mr. Mostafa Hoummady from ICAO Headquarter. ICAO is already delivering this course in English and Spanish and is planning to offer it in 2015 in French. The purpose of the course is to enable participants to methodically conduct training courses in accordance with ICAO’s instructor competencies and develop the required training strategies for course delivery.

The TIC is composed of two parts.
- 30 hours (Content and examinations are available online, via the JAATO eLearning Platform, through unique confidential login credentials)
- 5 days (Classroom)

After having successfully completed the TIC, the trainees will be able to:
- prepare a training environment including facilities, equipment and instructional material;
- manage the trainees by using effective training strategies;
- conduct training with a variety of instructional methods as required for the training;
- perform trainee assessments appropriately, objectively, and correctly; and
- perform course evaluations effectively.

2.4.2 AOC OPS specific approvals training

The Air Operator Certificate (AOC) Operations Specifications (OPS Specs) approval training has been delivered 5 times from February till October 2014:
- BAGASOO - in Accra, Ghana between Feb 17th to February 21st
- ECCAS - in Douala, Cameroon from Mar 17th to March 20th
- CASSOA - in Entebbe, Uganda between 15-18 September
- SADC - in Gaborone, Botswana from 20 till 23 October
- SADC - in Lilongwe, Malawi from 27 till 30 October (in cooperation with the EU funded IASOM project)

The purpose of this training was to enhance the knowledge of national and regional inspectors of the region for the approval of Air Operator Certificate (AOC) Operations Specifications according to the latest ICAO SARPS and Documents. The first training session allowed for some improvement of the teaching material as highlighted in the previous progress report. Overall this training has been very well appreciated by the participants.

2.4.3 Human Factors for authorities

This activity was launched during the second semester and the terms of reference and activity file developed to match the regional organisation expectations. Being almost unknown to the majority of the authorities in Sub-Saharan Africa, this course is set at an introductory level and is addressed to authority inspectors from the AIR, OPS, AGA, PEL and ANS domains.
material is based in ICAO documentation. Find the activity file in Annex E. The target regions are UEMOA and CASSOA, possibly BAGASOO.

The training reflects the latest developments in the flight operations, airworthiness, ATM, airport operations, safety management and authority requirements from ICAO. Three sessions are foreseen and will be performed under the same scope and conditions. The first session took place in Manzini, Swaziland from 17 till 21 November 2014. The initial feedback received is very positive. A debriefing of this first session will soon take place to adapt the course material where needed, prior to launching the following sessions.

2.5 Support to Organisations

2.5.1 SOFIA implementation

The project was not in a position to implement all the missions foreseen for the past period due to procurement issues. Only one mission out of the four scheduled were done. This mission was carried out in Uganda in September 2014. The plan is to now catch up with the initial planning in the upcoming semester (see paragraph 3.5.1 below).

2.5.2 RSOO organisational assistance

The organisational assistance provided to RSOO is on request from the organisations. The meeting held with the RSOOs on the side of the ICF 4th meeting was an opportunity to collect some of those requests. As mentioned earlier the minutes of this side meeting can be found after the ICF report in Annex E. The project team is also available to receive spontaneous request. The COSCAP-SADC has done this.

The SIASA project has positively answered a request from this COSCAP to participate to two workshop meetings on the future SASO Financial Sustainability. EASA was able to send one of its financial officer. The first meeting took place on 9 and 10 October 2014 and the report can be found in Annex F. The second meeting took place on 24 November 2014.

COSCAP-SADC expressed another need for a SAFA/TCO workshop to be organised in Southern Africa. It was not possible to organise in 2014. It is now programme for January 2015.
3 Next semester activities

3.1 Assistance to states with SSCs

During the ICF 4, side meetings were arranged with the regional organisations to launch the missions. The expert availability and mission scope will be defined, building on the knowledge of the regional organisations oversight experience.

After this data gathering phase, to occur in June, the final schedule and activity file will be rolled out.

3.2 Regulation and guidance material development

3.2.1 PANS-Ops procedures approval guidance material

The first meeting of the working group in charge of the development of the PANS-Ops procedure approval guidance material allowed the elaboration of the main structure of the guidance material. The next meeting will focus on developing the content of the guide.

The SIASA project will continue to work as closely as possible with the AFPP and its manager. The French DGAC has already indicated its willingness to second experts if need be.

The next meetings of the working group are scheduled for the first semester of 2015. The draft guidance material should be available by this date.

3.2.2 ANS regulation

The second meeting of the ANS working group will take place the second week of December 2014. It is foreseen to have available at the end of this second meeting a first draft of the regulation. The ASECNA Board meeting taking place the following week, an AAMAC meeting is also scheduled. The team leader will be in a position to present the result of the working group results.

Should additional meetings be necessary, the SIASA project will cover the cost of a maximum of 2 more meetings in 2015. Once elaborated in French, the regulation will be translated in English by the Working group team leader.

3.3 Workshop organization

2014 saw the participation of SIASA beneficiaries to two workshops: the 4th edition of ICF and the Airworthiness workshop. A third workshop within the scope of the SIASA project is foreseen for 2015 at the beginning of the second semester regarding the Aviation Training Organisation Certification.

Initial exchanges have taken place with the Association of African Aviation Training Organisations (AATO) and ICAO on the subject. Both organisation have expressed an interest on the subject. The agenda will be elaborated during the first semester of 2015. The venue will be coordinated between the different stakeholders during the same period.
3.4 Training activities

3.4.1 Train the trainer course for OPS Inspectors

The coordination with the French DGAC and ICAO will be pursued in 2015: with the French DGAC to benefit from extra training slots, with ICAO to set up the launch of the Training Instructors Course in French. In both cases the SIASA project will cover the travel and accommodation costs for the trainees. In addition to these, the tuition fees for the TIC will also be covered by the SIASA project.

The selection process of the beneficiary of the TIC will be establish and prerequisite drafted. This will in particular take into account the feedback received from the OPS Inspector training provided by DGAC France as well as the experience and potential of the candidates.

3.4.2 Human factors training

Two more human factors training will take place in the first semester of 2015. The first one is scheduled to take place in the UEMOA region in March. The next one will be organised possibly in BAGASOO in the course of the second quarter 2015. Should the Ebola crisis still be ongoing, the possibility will be studied to organise the training in CASSOA and invite BAGASOO member states.

Prior to these two training, an analysis of the feedback received from the first training session will be done and the course material will be improved to take this feedback into account.

A fourth training session will take place in Central Africa in February 2015. But this one will be financed by the EU funded Central Africa Aviation Safety Project (CAASP). The Republic of Congo has already accepted to host this training.

3.4.3 ANSP Oversight training

A new training will be delivered in 2015. It will focus on the oversight of Air Navigation Service Providers (ANSP). It will be based on the outcome of the ANS working group. This training will be first delivered in the AAMAC region, then once the regulation will be available in English in the rest of Africa.

This training will provide some guidelines on how to set up such a surveillance programme, the difficulties and the challenges faced in doing so.

3.5 Support to Organisations

3.5.1 SOFIA implementation

A few more missions are scheduled for CASSOA in the first quarter 2015. Starting on the second quarter 2015, the focus will be on the UEMOA region and its already identified country: Togo.

Indeed Togo has, since 2013, approached EASA to be able to benefit from this tool. The UEMOA regional agency will be invited to take an active role in the implementation in this country. Should the regional entity express is willingness to extend this tool to the region further missions will be scheduled accordingly.
3.5.2 RSOO organisational assistance

From 21 till 22 January 2015, EASA will organise in cooperation with the COSCAP-SADC a workshop on Safety Assessment of Foreign Aircraft (SAFA) and Third Country Operator (TCO) for the SADC region, two tools that Europe is using to evaluate the safety level of non-EU air carrier coming to the European airspace.

This workshop will also give an opportunity to discuss the initiative in this domains taken by the different Member States of the region.

Should other regions request the assistance from EASA in the course of 2015, the project team will try to organise it as long as it fits within the scope of the SIASA project.

3.5.3 ECCAIRS assistance

In 2014 as part of the AFI Plan action plan, ICAO has delivered Train-the-trainer courses on ECCAIRS targeted at both end-user level and technical level. The SIASA project plans in 2015 to complement this with additional training for those states/regional organisations that have started implementing the tool but face some difficulties in drawing the full benefit from it due to the quality of the data recorded or the inexperience in analysing. Often this prevents the production of safety reports. EASA will favour the regional approach every time this is possible, since the quantity of data collected will statistically make more sense.
4 Visibility

Various visibility tools (externally and internally) are used in order to promote the SIASA project. A fact-sheet and several newsletter have been produced so far.

Within the Communication & Visibility framework contract with GOPA-Cartermill S.A. signed with ACP and DG DEVCO, EASA was able to benefit from a series of communication tools:

- High quality printout of already produced newsletters
- Banners (horizontal and vertical roll-up) for the Airworthiness workshop
- SIASA generic banners (horizontal and vertical roll-up)
- USB sticks

Pictures of the last three items of the list can be found in Annex G. The newsletter produced earlier were made available in the previous progress report (annex D). The latest newsletter can also be found in Annex G.

Furthermore, the SIASA project team is regularly communicating internally in the EASA highlights as well as on a dedicated SIASA project page in the EASA Intranet.

With regard to the joint website (http://aviation-africa.eu/), there we have tried to update it and have worked on the translation in French of the website.
## Annex A. Acronyms and definitions

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<th>Acronym</th>
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<tr>
<td>AAMAC</td>
<td>Autorités Africaines et Malgache de l’Aviation Civile</td>
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<td>AATO</td>
<td>African Aviation Training Organisations</td>
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<td>ACP</td>
<td>African, Caribbean, and Pacific Group of States</td>
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<td>AFCAC</td>
<td>African Civil Aviation Conference</td>
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<td>AFI</td>
<td>African and Indian Ocean (ICAO region)</td>
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<td>AFPP</td>
<td>AFI Flight Procedures Programme</td>
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<td>AGA</td>
<td>Aerodromes and Ground Aids</td>
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<td>Airworthiness</td>
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<td>AOC</td>
<td>Air Operator Certificate</td>
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<td>AFI Planning and Implementation Regional Group</td>
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<td>Air Traffic Management</td>
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<tr>
<td>ASECNA</td>
<td>Agence pour la Sécurité de la Navigation Aérienne en Afrique et à Madagascar</td>
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<td>Civil Aviation Safety and Security Oversight Agency</td>
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<td>COSCAP</td>
<td>Cooperative Development of Operational Safety and Continuing Airworthiness Programmes</td>
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<td>European Aviation Safety Agency</td>
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<tr>
<td>ECCAIRS</td>
<td>European Coordination Centre for Accident and Incident Reporting Systems</td>
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<tr>
<td>ECCAS</td>
<td>Economic Community of Central African States</td>
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<td>ECOWAS</td>
<td>Economic Community Of West African States</td>
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<td>ESAF</td>
<td>Eastern and Southern African office (ICAO)</td>
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<td>Extended Range Twin Operations</td>
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<td>Federal Aviation Administration (USA)</td>
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<td>Model Civil Aviation Regulations</td>
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<td>Improvement of Aviation Safety Oversight in Malawi</td>
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<td>International Civil Aviation Organisation</td>
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<td>International Cooperation Forum</td>
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<td>Joint Aviation Authorities Training Organisation</td>
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<td>OPS</td>
<td>Operations</td>
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<td>OPS Specs</td>
<td>Operations Specifications</td>
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<td>PANS-OPS</td>
<td>Procedures for Air Navigation Services Aircraft Operations</td>
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<td>PEL</td>
<td>Personnel licencing</td>
</tr>
<tr>
<td>RSOO</td>
<td>Regional Safety Oversight Organisation</td>
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<tr>
<td>SAFA</td>
<td>Assessment of Foreign Aircraft</td>
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<td>SADC</td>
<td>Southern Africa Development Community</td>
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<td>Acronym</td>
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<td>SARPs</td>
<td>Standards and Recommended Practices</td>
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<td>SOFIA</td>
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<td>Training Instructors Course</td>
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<td>Union Economique et Monétaire Ouest Africaine (WAEMU in English)</td>
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<td>WACAF</td>
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Annex B. Activity R1 – PANS-OPS Guidance Material

In this annex you will find the following documents:

- Letter send to ICAO WACAF Regional Office to secure the involvement of the AFPP in the elaboration of the guidance material as suggested by the Steering Committee
- Letter received from ICAO WACAF Regional Office
- ToR define for this activity
Subject: PANS-OPS Guidance Material development in the framework of the SIASA project

11 July 2014

Dear Mr Jallow,

The EU funded project SIASA (Support to the Improvement of Aviation Safety in Africa), within the framework of the EU-Africa Strategic Partnership, which is developing a set of activities aimed at increasing the level of Safety in Sub-Saharan Africa.

In this framework, EASA has to develop guidance material for flight procedures regulatory approval according to Annex 15 and related ICAO Docs, in English and possibly in French. During the first steering committee meeting of the SIASA project in Brussels, Belgium on 18 and 19 April 2013, it was suggested that EASA contacted the newly appointed manager of the ICAO African FPP. Once the contact details had been provided, EASA started to exchange about this activity with Mr Frederic Legrand.

Following our discussion, it seems that this activity would be beneficial to both the African FPP, relating to the flight procedures regulatory approval as part of the African FPP’s activity, and the SIASA project. The Project Working Group will be composed of EASA and African State EASA representatives. I therefore write to you to ask for the official involvement of the ICAO African FPP in this activity.

I look forward to reaching you.

Yours sincerely,

Yves Koning
Mr. Yves Koning  
Technical Cooperation Regional Manager –Africa  
Executive Directorate EASA  
Johannesburg  
South Africa

Subject: PANS-OPS Guidance Material development in the framework of the EU SIASA Project

Dear Mr. Koning,

I acknowledge receipt of your letter ref. 2014 (D) 53155 dated 11 July 2014, with keen interest on the information you provided concerning the EU funded SIASA Project to develop a set of activities aimed at increasing the level of Safety in Sub-Sahara Africa.

It is well noted that this SIASA project activity consisting of the development of a PANS-OPS Guidance Material in order to assist States in the approval process of flight procedures, corresponds to the activities to be delivered carried out by the AFPP in the provision of support and training to States. We therefore welcome your proposal for such collaboration.

I wish to however point out that the process of developing and adopting guidance material for Flight Procedures Regulations approval in the region, as intended in both the SIASA Project and AFPP activities, will require initiation and endorsement through the AFI Planning and Implementation Regional Group (APIRG) mechanism and in line with the laid down procedures.

APIRG will review/determine the terms of reference and membership of the Working Group to be tasked with the development of the PANS-OPS Guidance material which will be an APIRG product to be endorsed by all AFI States.

Eventually, after the PANS-OPS Guidance material has been developed through the APIRG Mechanism, it will be adopted and used in AFPP activities. The relevant, APIRG Subsidiary body is scheduled to meet in the very near future and the AFPP Manager is tasked to bring up the proposal and follow up the process for its adoption and implementation.

Please accept, Sir, the assurances of my highest consideration.

Cc: ICAO R&D, ESTC

Mam Sait Jallow  
Regional Director

Aéroport International Léopold Sédar Senghor  
Boîte postale 38 050 DAKARYOFF  
Yoff  
Dakar, Sénégal  
Tel.: +221 33 869 24 24  
Télécopie: +221 33 820 32 29  
Courriel: saisocaf@dockar.icao.int  
www.sisio.int/wocaf
SIASA project
Support to the Improvement of Aviation Safety in Africa

This project is funded by the European Union and implemented by EASA.

MINUTES OF MEETING
Subject: PANS OPS Guidance Material
Date: 02 to 04 September 2014
Location: Dakar Senegal

Organised by: Miguel Vaz Pinto, SM3.2

List of Participants

<table>
<thead>
<tr>
<th>Attendees</th>
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<tbody>
<tr>
<td>Miguel Vaz Pinto (MVP, International Cooperation Expert, EASA)</td>
</tr>
<tr>
<td>Frederic Legrand (FLG, ICAO AFI-FPP Manager, ICAO)</td>
</tr>
<tr>
<td>Paul Assomou Kok (PAK, Directeur de Securite Aerienne, ANAC Cameroun)</td>
</tr>
<tr>
<td>Sidiki Ouldi Sidi (SID, Directeur de Service vie, ANAC Mauritanie)</td>
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<tr>
<td>Edward Kimotho (EKI, Flight Procedure Designer, KCAA Kenya)</td>
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</table>

| Apologies | |
|-------------------------|
| Macaulay Onyeneke (MON, Flight Procedure Designer, NCAA Nigeria) |

AGENDA

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2. Approval of Minutes | 2
3. Adoption of Agenda | 2
4. Terms of Reference Development | 2
5. Designer approval and Designer Training School Acceptance Criteria | 3
6. TFP Approval Process | 3
7. Next Meeting | 3
8. A.O.B | 3
9. Closing | 4

MoM Distribution:

Yves Koning [EASA, SIASA Project Manager]
Miguel Vaz Pinto (MVP, EASA, International Cooperation Expert)
Frederic Legrand (FLG, ICAO, AFI-FPP Manager)
Paul Assomou Kok (PAK, CAA Cameroon, Air Safety Director)
Sidiki Ouldi Sidi (SID, ANAC Mauritania, Air Navigation Safety Director)
Edward Kimotho (EKI, KCAA Kenya, Flight Procedure Designer)
Macaulay Onyeneke (MON, NCAA Nigeria, Flight Procedure Designer)
José Luis Garcia Chico (ILGC, EASA, Expert to replace MVP in next meeting)

MoM prepared by: Miguel Vaz Pinto
Date 28/10/2014
Signature

MoM reviewed by: Yves Koning
Date 05/11/2014
Signature

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**MINUTES OF MEETING**

**Subject**  
PANS OPS Guidance Material

**Date**  
02 to 04 September 2014

**Location**  
Dakar Senegal

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1. **Opening and Welcome**

   *Presented by: Miguel Vaz Pinto (MVP) / Frederic Legrand (FLG)*

   The Chair welcomed the attendees. MVP presented the SIASA project with its activities and explained EASA involvement in the activities coordinated with ICAO's organizations in the area, namely WACAF, ESAR, COSCAP and AFAC, and also with RSQO. The objectives for this particular activity were explained by MVP and FLG. For presentation see Attachment 1. Presentation of the meeting participants:

   1. Edward Kioniyo PANS-OPS office set up in the framework of CASSOA EAC, from Kenya
   2. Sicil Mohammed Siddi, Air Navigation Safety Director, Focal point ANS, PANS-OPS Mauritania
   3. Frederic Legrand ICAO FP program manager. Luncheon last June with 20 active states in the program.

   FL described the framework, status and intentions for the next phases of the project. As for the specifics, several additional actions are foreseen like secondment of national experts to attend specific designer training and to also enhance capacity in terms of ATC-OPS training. The design of national PBN implementation plans and training-workshops to build capacity to design procedures and to improve the operational approval process are also foreseen.

   4. Paul Assomou, Koki, Air Safety Director, CCAA Cameroon.

2. **Approval of Minutes**

   First Meeting, no previous meeting minutes to approve.

3. **Adoption of Agenda**

   *Presented by: MVP*

   Proposed agenda was adopted as per Attachment 2. In the course of the meeting FLG proposed to focus on the Structure of the procedure first and this was adopted. As a general remark the assumptions about the maturity stage of the states to adapt the guidance material to be produced during these sessions has to be taken very carefully. Ideally, some workshops-trainings should follow the material issue. To be coordinated with SIASA project manager.

   **Conclusion/Action:** Agenda adopted. Coordinate possible follow on with project manager

   **Action owner:** MVP

   **Due date:** 31-10-2014

4. **Terms of Reference Development**

   *Presented by: Miguel Vaz Pinto*

   Development of Terms of Reference. Proposed structure similar to EASA, ToR developed and approved by presents. Final review after meeting to be performed. Edward showed some of the material produced by KCAA and described the approval circuit in Kenya.

   **Conclusion/Action:** Developed Terms of Reference draft/Attachment 3 to be circulated for review

   **Action owner:** MVP

   **Due date:** 31-10-2014

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Proprietary document. Copies are not controlled. Confirm revision status through the EASA Internet/Intranet.
## MINUTES OF MEETING

### Subject
PANS OPS Guidance Material

### Date
02 to 04 September 2014

### Location
Dakar Senegal

### 5. Designer approval and Designer Training School Acceptance Criteria

**Presented by:** Miguel Vaz Pinto

Criteria for designer approval, concept design school approval, check IAA site and IAA documents, CAP285 and definition of approved course. Reference list to be checked against CAO or NAA material. Group to decide on task distribution. PAK considers this important from the Authority standpoint.

**Conclusion/Action:** Developed initial requirement/guidelines for approval/ to be reviewed on last meeting

**Action owner:** Group

**Due date:** June 2015

### 6. IFP Approval Process

**Presented by:** Frederic Legrand

Instrument Flight Procedure Process review and approval, using ICAO Doc 9906 Vol I, II and V. Followed ICAO Checklist and Table from phase 1 to 2, see attachment 4 for draft document.

Initial discussion on authorities current procedure. Both Kenya and Mauritania provided examples for their own documentation. Their respective procedures discussed, whereas Mauritania works closely with the ANS provider ASECNA, KCAA has the more classical setup of independent oversight and design bureaus on the same public institution. Both procedures followed essentially what is stated in Doc 9906 Vol I.

**Conclusion/Action:** Developed basic structure and followed Doc 9906 Table with an extra column and actions. The draft document is attachment 4.

**Action owner:** Group

**Due date:** June 2015

### 7. Next Meeting

**Presented by:** MVP

Next Meeting to be scheduled in January, Mauritania offered to host, but EASA is unable to support FL travel expenses, so Dakar will be the venue for next meeting.

**Conclusion/Action:** Meeting to be held in Dakar, January 2015

**Action owner:** MVP EASA to coordinate

**Due date:** 15-Nov-2014

### 8. A.O.B

**Presented by:** MVP

Meeting minutes circulation, draft meeting report and material to be sent to group. Macauley Onyeneke from Nigeria included.

**Conclusion/Action:** Circulate draft meeting minutes, ToR and draft document.

**Action owner:** MVP

**Due date:** 31-10-2014

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9. Closing

Presented by: MVP

The Chair thanked everyone for attending.
The meeting closed at 17.00 hrs on 04/Sept/2014.

Additional documents:
- CAA:AC-ANS004B Construction of Visual and IFP KCAA Kenya
- CAA:AC-ANS008B Training program for FPD KCAA Kenya
- Règlement Technique PANS-OPS 01 Agrément de Concepteur de procédures de vol et leur approbation ANAC Niger

List of actions:

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<th>Deadline (When)</th>
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<td>All</td>
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<tr>
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<td>MVP</td>
<td>15-12-2014</td>
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</table>

Next meeting:
The next meeting is to be arranged for /Jan/2015 in Dakar/Senegal
Annex C. Activity R3 – ANS regulation

SIASA project
Support to the Improvement of Aviation Safety in Africa

MINUTES OF WORK SHOP
Subject: SIASA ANS Regulation Development Activity
Date: From 29/9/14 to 3/10/14
Location: Dakar, Senegal

List of Participants
Attendees

Nadine ANATO – ANAC Gabon
N’ZEBO Oi N’ZEBO Sylvain – ANAC Côte d’Ivoire
Papa Dibocor SENE – ANACIM Sénégal
Saraaoubye TRAOGUINGUE – ADAC Tchad
MOHAMED HASSANI ALI – ANACIM Comoros
KONE Hassane Ibrahim – ANAC Burkina Faso
TIORO Bakary - ASE CNA
ABDEL Fetah Mohamed El Moctar – ANAC Mauritania
MOHAMED BATTA CHEIKH – ANAC Mauritania
SAMAKE Wodiaba – ASE CNA
MAI GA Alassane Amadou - ASE CNA
DIACK Madior - ASE CNA
BOU KARY MALAM Moustapha - ASE CNA
MORAES Iuan - EASA
Jean Claude COULARDOT – EGIS Avia

AGENDA
1. Executive summary .............................................................................................................. 2
2. Les tâches du groupe de travail .......................................................................................... 3
3. L’analyse des missions de l’ASE CNA ................................................................................ 4
5. Conclusions ....................................................................................................................... 7
6. Annexes ............................................................................................................................. 8

Related links/ Documents:

MoM prepared by Jean Claude COULARDOT Date 06/11/2014
MoM reviewed by Yves Koning Date 21/11/2014

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**Executive summary**

In the framework of the EU SASA project coordinated by EASA, a Regulation Working Group was established in order to develop a proposal for a harmonized regulation for AAMAC member states in the field of ATM and ANS. The proposal should be based on the Commission Implementing Regulations (EU) N°1034/2011 and (EU) N°1035/2011. The working group constituted of experts from Member States, AAMAC and ASECNA. State participation was coordinated by AAMAC.

The working group met in Dakar from 28 September to 3 October 2014.

The mandate of the working group is limited to the transposition of the Commission Implementing Regulations (EU) N°1034/2011 and (EU) N°1035/2011, in the context of members AAMAC States. After review, these regulations do not cover all the activities of ASECNA, since they are limited to air navigation services. It will then be necessary to complete the elaborated regulation by other ones addressing PANS-OPS and flight check safety oversight. Other ASECNA services (technical standards for Rescue and Firefighting Services on airports, the lighting of runways, the power plant of the wildlife hazard prevention...) are in fact covered by the aerodrome certification regulations, as requested for each state by ICAO Annex 14.

During the working sessions, the Regulation Working Group questioned whether there were concept definition differences between the European Union and AAMAC members States regarding certain services of Air Navigation.

The participants of the working group were emphasized their satisfaction with the delivered transposition work and strongly recommend the organisation of similar activities for the development of procedures and/or guidelines.

ASECNA representatives recognized the efficiency of the working group as well as the urgent need of implementation procedures definition.

The next meeting should be able to be before the Board of ASECNA to finalize the draft of the regulations transposed and present them to the AAMAC President from 8 to 12 December 2014.
**SIASA project**
*Support to the Improvement of Aviation Safety in Africa*

This project is funded by the European Union and implemented by EASA.

**MINUTES OF WORK SHOP**
*Subject: SIASA ANS Regulation Development Activity*
*Date: From 29/9/14 to 3/10/14*
*Location: Dakar, Senegal*

<table>
<thead>
<tr>
<th>2. Les tâches du groupe de travail</th>
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<td><em>Animé par: J.C. Coujarrot</em></td>
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En accord avec les Termes de Référence pour le développement de l’activité de réglementation dans les services de la navigation aérienne pour réaliser l’implémentation du projet SIASA, un groupe de travail animé par un « expert » a été constitué, coordonné par l’EASA, avec l’objectif de développer une proposition de réglementation harmonisée pour les Etats membres des AAMAC dans le cadre de la supervision des domaines de l’ATM et de l’ANS, en s’appuyant sur les règlements d’exécution (UE) n°1034/2011 et (UE) n°1035/2011 de l’Union européenne. Ce groupe de travail est constitué d’experts des Etats membres des AAMAC et de l’Asecoa. La participation des Etats a été coordonnée par les AAMAC.

Le groupe de travail s’est réuni à Dakar du 29 septembre au 3 octobre 2014.

Au vu des règlements précédents le groupe de travail s’est interrogé de savoir s’il n’existait pas des différences entre l’Union européenne et les Etats membres des AAMAC, quant aux définitions de certains concepts attachés aux services de la navigation aérienne.

C’est ainsi qu’il s’est trouvé dans la réglementation européenne l’ATFCM et l’ASM (schéma ci-dessous), alors que l’OACI les incorpore. Toutefois, cette différence n’est pas de nature à compromettre le travail de transposition du groupe de travail des réglementations consécutives.

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ATFCM (Air Traffic Flow and Capacity Management)
ASM (Air Space Management)

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MINUTES OF WORK SHOP
Subject: SIASA ANS Regulation Development Activity
Date: From 29/9/14 to 3/10/14
Location: Dakar, Senegal

3. L’analyse des missions de l’ASECNA

Animé par: JC. Couillard

L’analyse des missions de l’ASECNA devrait permettre de savoir celles qui seront prises en compte par les réglementations transposées des réglementations européennes, et les missions qui devront, si nécessaires, faire l’objet de réglementations complémentaires.

Les activités Communautaires

Régie par la Convention de Dakar du 25 octobre 1974, l’ASECNA exerce à titre principal les activités communautaires prévues en son Article 2. Elle gère également, aux titres des Articles 10 et 12, les activités dites nationales au bénéfice des États membres pris individuellement ainsi que des États et organismes tiers (Articles 11 et 12).

L’Agence a à sa charge un espace aérien étendu, couvert par six régions d’information en vol :

1. Antananarivo,
2. Brazzaville,
3. Dakar Océanique,
4. Dakar Terrestre,
5. Niamey,

Elle y assure :

- Le contrôle de la circulation aérienne,
- La transmission des messages techniques et de trafic,
- L’information en vol, ainsi que le recueil des données,
- La prévision et la transmission des informations météorologiques.

Ces prestations couvrent aussi bien la circulation en route que l’approche et l’atterrissage. Elle assure les aides terminales sur les 27 aéroports principaux (classés dans l’Article 2) des 17 États africains et malgache membres, à travers :

1. Le contrôle aérien,
2. Le contrôle d’approche,
3. Le guidage du roulement des aéronefs au sol,
4. L’aide radio et visuelle à l’approche et à l’atterrissage,
5. Les transmissions radio, les prévisions météorologiques,
6. Le bureau de piste et d’information aéronautique,
7. Les services de sécurité incendie.

Elle a en charge à ce titre la maintenance de l’ensemble des installations nécessaires à la mise en œuvre de ces différentes prestations (mais non des pistes). Pour le contrôle en vol périodique des aires radiocommunications en route et des aires à l’atterrissage, l’ASECNA dispose d’un ATR 42 équipé d’un banc de calibrage.
Les activités Nationales

Au titre des Articles 10 et 12 de la Convention de Dakar, l’Agence peut se voir confier par chacun des États signataires :

- La gestion ou l’entretien de toute exploitation d’utilité aéronautique ou météorologique,
- L’exécution d’études et le contrôle de travaux d’aéroports ou d’installations techniques ainsi que leur maintenance.

Les services rendus par l’ASECNA

AIM : Air Information Management/Gestion de l’information aéronautique
ATS : Aeronautical Information Services/Services d’Information Aéronautique
ALT : Alerting Service/Service d’alerte
ANS : Air Navigation Services/Services de Navigation Aérienne
ASM : Air Space Management/Gestion de l’espace aérien
ATC : Air Traffic Control Service/Service du contrôle du trafic aérien
ATFCM : Air Traffic Flow and Capacity Management/Gestion des flux de trafic et de la capacité
ATM : Air Traffic Management/Gestion du trafic aérien
ATS : Air Traffic Services/Services de la Circulation Aérienne
CNS : Communication Navigation Surveillance
RIS : Right Information Service/Service d’Information de vol
MET : Meteorological Services for Air Navigation/Services Météorologiques Aéronautiques

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En outre, l’ASECNA est également en charge :

1. de produire les procédures d’approche aux instruments, selon les recommandations du DOC 8168-OPS/611 Vol II de l’OACI, aussi appelé PANS-OPS ;

L’ensemble de ces activités ci-dessus décrites devraient faire l’objet de certificats et/ou d’agrément, et crier lieu, à une surveillance de la sécurité par les autorités compétentes.


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<tr>
<td>Préparé par: JC Coularier</td>
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<tr>
<td>En annexes sont développés les projets de transposition des règlements précités :</td>
</tr>
<tr>
<td>1. Projet de transposition du règlement d’exécution (UE) 1034/2011 de la Commission du 17 octobre 2011 au contexte AAMAC</td>
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<tr>
<td>2. Projet de transposition du règlement d’exécution (UE) 1035/2011 de la Commission du 17 octobre 2011 au contexte AAMAC</td>
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Les textes surقوات en jaune correspondent à des points ouverts à traiter lors de la prochaine réunion du groupe de travail.
5. Conclusions

Les participants du groupe de travail se sont déclarés satisfaits des travaux de transposition et poussent d'ailleurs dans une étape ultérieure à la définition des procédures et/ou des guidelines.

L'AECNA, quant à elle, reconnaît l'efficacité du groupe de travail et souligne également que la définition des procédures de mise en œuvre est urgente.

Une prochaine réunion devrait pouvoir se situer avant le Conseil d'administration de l'AECNA afin de finaliser les projets des réglementations transposées et de les présenter au président des AAMAC entre le 8 au 12 décembre 2014.

Next workshop:

La prochaine réunion du groupe de travail sera organisée du 8 au 12 décembre à Dakar au Sénégal.
Annex D. Activity W1 – Airworthiness workshop

MISSION REPORT

Mission to Workshop “Technology Evolution – Impact on Airworthiness”

Date 23-24.09.2014

Location Windhoek, Namibia

Subject Workshop on Technology Evolution – Impact on Airworthiness

Organised by EASA in cooperation with Airbus, Logistical support from COSCAP-SADC and Namibia DCA

Ref. [Status]

Date of Report 30.10.2014

Participants AMI, YKO, FIO, SWA

Mission Report Distribution List

- Yves Konig YKO SM3.2
- Anabel Miralles AMI SM3.2
- Simon Waite SWA CT1.1
- Francis Jouyard FIO FS1.5

Background

- The SIASA project has a schedule for training/workshops/regulation development/organizational support and technical missions according to the plan approved by the project Steering committee. The present workshop was addressed mainly to NAA and Industry airworthiness personnel and the objective was to raise awareness to the need of adapting the oversight activity to the impact of new technologies and concepts. Maintenance program evolution, modification control and process review have to be accounted for in an environment that is challenging because of external dependence on maintenance organizations. Maintenance control/Continuing Airworthiness management therefore is not clearly perceived as an operator function in the countries that either have an outdated Primary/Secondary Legislation or follow ICAO/FAA MCAR, which do not have it as clearly stated as in EU regulation.

Outcome:

- The basis for this analysis are the questionnaire answers received. Feedback from 26 participants and comments were positive, with an average of 86%. The highest average topics were:
  a) Presented by Yannick Dumillard: “A320 Fly by Wire Case” and “Airbus training solutions for CAW”
  b) Presented by Charles Delmas: “Operator Maintenance Program Implementation”
- General comments congratulate EASA for the initiative and the balance between the regulatory and the manufacturer angles.
- The less appreciated topics were the length of the initiative (too short) and requests for more activities of this type. In fact, the general feeling was that the information was eagerly absorbed by the audience.

The most important issues can be summarised as follows

- Attendance was limited because of travel restrictions from some countries on the account of Ebola.
- The venue location was also critical due to the fact that for most countries outside the SADC region a Visa is required and not so easy to obtain, as Namibia consulates are scarce and the visa application requires applicant to do it in person.
- The Ebola situation combined with the venue location generated a rather high number of cancellations cutting expected attendance by almost a third to 42 people.
- Focus on supporting the Maintenance Program approval and oversight functions in the authorities recurrently requested in the feedback forms. This item should be further explored with the COSCAP/RSOD
Conclusions for the Agency

- Venue should in the future be chosen taking into account not only the PSC requests but the logistical difficulties. For events of this size and type, Johannesburg, or even Cologne should have been the ideal spot. It would be less costly and attendance maximized.
- Very good coordination with Airbus. The quality of the presentations and presenters was widely appreciated. The impact of involving industry was huge (possibly extend to European Operators in future occasions).
- The audience revealed a fair knowledge but resented the low frequency of this type of initiative. They would like to have a more regular update on these matters.
- For projects like SIASA, the main regulatory framework is ICAO, who has been aggressively striving for the implementation of FAA based model regulations in the area, which is somewhat less compatible with the African reality than a EASA based system (the ideal would be the old JAA). This effectively hampers EASA participation on the regulatory side and limits the scope of EASA contribution.

Actions by the Agency

- Discuss and explore possibilities of Maintenance program oversight/development with RSOO/COSCAP for next year activity plan.
- Check OSI AW course as delivered by ICAO to check contents of Maintenance Program/CAW oversight modules as a preparation for further AW initiatives.

Copies:
Annex E. Activity W2 – International Cooperation Forum

Fourth EASA International Cooperation Forum

Date: 10–11 June 2014
Location: Hyatt Hotel, adjacent to EASA premises, Cologne, Germany
Participants: 106 participants from national and regional aviation authorities worldwide

Purpose

The purpose of the EASA International Cooperation Forum is to offer a platform through which partner Civil Aviation Authorities and Regional Air Navigation and Safety Oversight Organisations interested in EU civil aviation safety regulations can evaluate the latest challenges in regulatory oversight, provide feedback to EASA, and exchange information on the practical implementation of EU regulations in non-EU countries.

This event was the fourth such meeting and was conducted adjacent to EASA headquarters in Cologne, Germany.

Agenda

The forum centred across four different themes:

- **EASA update**: European Aviation Safety Policy, EASA gearing up to new challenges, Implementing ICAO Annex 19, Overview on New EASA Regulations.
- **Implementing the basics**: Transition to a Regional Safety Oversight Organisation, Managing States with Limited Resources, Metric for CAA institutional strength, The Regional Dimension as a solution, Complicated Basics for a Sustainable CAA.
- **ATM new challenges**: The technological challenge, Regulating ATM: Safety and performance, Global Seamless Sky, how to achieve it.

The event was opened by Mr Thaddeus Sulocki, EASA Head of International Cooperation, and the introduction was made by Mr Erick Fernandez, EASA Technical Cooperation Programmes Section Manager.
EASA update

The panel was facilitated by Dr Nibert Lohi, EASA Certification Director.

- Mr Peter Sorensen, Policy Officer within DG Mobility and Transport at the European Commission, presented the European Aviation Safety Policy.
- Mr Jean-Marc Cluzeau, Head of Flight Standards with EASA, presented EASA’s new organisational structure, geared to adapt EASA to the challenges of the next 10 years.
- Mrs Régine Hamelijnck, EASA Rulemaking Officer, presented EASA’s response to the new ICAO Annex 19 on Safety Management.
- Mr Jules Knapkens, EASA Rulemaking Director, presented an overview of the new and upcoming EASA regulations.

The principle objective of EU regulatory cooperation is to establish and maintain a high uniform level of civil aviation safety. In the European Union a multi-layered safety system works with clear separation between the technical level and the political level.

The transfer of responsibility from states was a long process and only possible through a strong common framework (the European Economic Community). The transfer only occurs in areas where centralisation is deemed an advantage.

After phased extensions, EASA now covers all domains of aviation safety. The organisation is being restructured to match the challenges of the next ten years. The new structure will provide a single point of contact for stakeholders by domain.

The sharing of safety data, from accident investigation, occurrence reporting and the SAFA programme, is an important component of the system.

Future challenges will include:

- the development of implementing rules for occurrence reporting;
- the entry into force of the new Third Country Operator authorisation regulation;
- the move towards a more proactive, evidence-based, risk and performance oriented safety system;
- modernising the regulatory approach to safety and the governance of the EASA system;
- developing rules for Remotely Piloted Aircraft Systems;
- intensifying cooperation with third countries and enhancing the EU’s role in international relations.

Annex 19 has brought a new challenge as new performance based regulations must integrate with existing prescriptive rules. Critical success factors are data and safety intelligence, and developing a new approach to regulatory oversight.

EASA promotes an integrated approach to safety management. The starting point for the performance based model will be the ATM performance scheme.
Fourth EASA International Cooperation Forum 10-11 June 2014

Member States and EASA need to work together to enact their State Safety Plans. The European Aviation Safety Plan (EASP) has been setup to support the implementation of State Safety Programmes within EU Member States.

An adapted approach has been developed for General Aviation regulations, given the specific risk categories associated and accepted by the community.

Conclusions

- In the European Union a multi-layered safety system works with a clear separation between the technical level and the political level. The transfer of responsibility from states was only possible through a strong common framework.
- EASA’s new structure will provide a domain-based single point of contact for stakeholders.
- Annex 19 brings a new challenge as new performance based regulations must integrate with existing prescriptive rules. Intelligence from Safety data and a new approach to regulatory oversight are required, plus implementation support for states.
- The new EASA regulations for General Aviation follow an adapted approach, reflecting the different risk categories accepted by the General Aviation community.

Implementing the basics

The panel was facilitated by Mr Vladimir Cebotari, Vice Minister of Transport in Moldova.

- Mr Emmanuel Akatue, Executive Director of BAGASGO, gave a presentation on Transition to an RSOO.
- Dr Omar Kacidouha, Flight Safety Director of DGCA Lebanon, made a presentation on Managing States with Limited resources.
- Mr Oscar Quezada, Deputy Director of ICAO SAM Regional Office, gave a presentation on Metrics of CAA institutional strength.
- Mr William Hotchkiss, Director General of CAA Philippines, presented the Regional Dimension as a solution.
- Ms Tamara Archucadze, Deputy Director of CAA Georgia, presented Complicated Basics for a Sustainable CAA.

Many countries are facing problems in implementing the basics for a sustainable Civil Aviation Authority. In most cases these problems are recurrent, meaning where countries are unable to overcome issues, there may experience available in how to overcome these problems. There are limited resources overall, which has direct effect on aviation systems.

The proper set up and functioning of Regional Safety Oversight Organisation (RSOOs) presents challenges. The pooling of regional resources creates both opportunities and threats.

Strategic decision making is a tool for managing states with limited resources, and a prerequisite for regional cooperation and the pooling of resources.
Fourth EASA International Cooperation Forum 10-11 June 2014

The measurement of institutional strength is supported by many ICAO protocol questions. The regional dimension provides a solution to building the strength of Civil Aviation Authorities.

RSOs are often unable to ensure financial stability because states are not in the position to contribute. Implementing a system of passengers fees can be one possible source of financing.

RSOs should preferably be established as agencies or larger bodies. Before exploring the possibilities and benefits of forming RSOs, countries should consider whether the structure of their NAAs are compatible and sustainable with this.

A joint body, such as EASA, allows for common regulations, certification, recognition of certificates, and so on.

Many countries would like to have more support on the possible ways for transposition and implementation of EASA regulations.

Some countries have ramp inspection and data analysis systems based on similar principles to the EU SAFA programme, such as FASA.

Accident investigation is a prime area for the pooling of resources, but for other areas there are more difficult prerequisites to be met, e.g.: the need to have similar regulatory frameworks, procedures, qualification requirements, etc.

The option of using industry to support the functioning of certain RSOs is difficult, since many operators in those regions are on the air safety list, impacting their financial capabilities. In addition there is a potential conflict of interests, therefore employing experts from industry is a more sustainable approach.

There is a need to raise the issue of the autonomy of civil aviation authorities in front of governments. In most cases governments are only react when confronted with ICAO Significant Safety Concerns, the EU safety list, or being downgraded to Category 2 by the FAA.

The Philippines underlined the importance of EU projects being led by EASA.

Conclusions

- Governments are not always aware of the need to have effective and independent Civil Aviation Authorities.
- In the absence of human and financial resources, it is essential to have a simple, practical and workable management system.
- Where there is an evident lack of financial resources, regional assistance may be the best way forward.
- Pooling of resources between states is sometimes an option, but this requires a solid basis in order to work effectively.
ATM new challenges

The panel was facilitated by Mr Levan Karanadze, Deputy Director CAA Georgia.

- Mr José Calvo Fresno, SESAR JU Chief Regulatory Affairs, presented the Technological Challenge.
- Mr Jussi Mylärniemi, EASA Head of ATM/ANS and Aerodromes, made a presentation on Regulating ATM: Safety and Performance.
- Mr Vargas, COCESNA Executive President, gave a presentation on How to achieve the Global Seamless Sky.

The SESAR project is Europe’s main response to the challenge of modernising ATM. The international dimension of the project is important to ensure interoperability. The next phase of SESAR will focus on deployment of the solutions developed.

Enhancing predictability and accuracy of traffic movements is a major objective. A higher level of automation will also be needed to realise new efficiencies. Humans should focus on decision making in highly complex situations where they can add value best.

For future systems it will be important that all entities are connected; be it airlines, air navigation service providers (ANSPs) or airports. Collaborative network planning needs to be based on fast, accurate and reliable information, which will be realised through the System Wide Information Management (SWIM) concept.

The next phase of SESAR, up to 2024, will concentrate on applied research to test new technology and methodologies. Large scale demonstration projects will be implemented, which will also be open to the participation of airlines, ANSPs and airports.

New SESAR projects will start from 2015. Interested parties should contact SESAR now.

Principles for interoperability need to be agreed. For airspace users the result should be seamless.

The same performance targets should apply for everyone, while anyone should be free to offer their own solutions on how to reach the targets. ICAO ASBs plays a critical role in this respect.

The technical regulations for safety should be written in a way to provide for interoperability. There is a clear link between technical requirements and safety objectives.

Following the Air France accident a one year project has been initiated by SESAR on flight tracking. This can be done through ADS-B, where available. It could be possible that research on this topic will be taken up again.

The EU situation can be well compared to that of a Regional Safety Oversight Organisation (RSOO). Safety aspects differ compared to those at a country level because in Europe and for RSOOs the responsibility is for a whole region. Europe should not be seen in parallel or competing with ICAO. There is a clear link between EASA rulemaking tasks and the ICAO regulatory structure.
Fourth EASA International Cooperation Forum 10-11 June 2014

With regards to SESAR the regulatory objectives are clear: there should be a seamless system to increase capacity while at the same time maintaining safety. An area for improvement are stand-alone safety performance indicators. Based on experience these have not proven to be very effective as there is a close interdependence between economic and capacity/performance factors. More work on indicators should be done to better take this into account. SESAR is a regulatory challenge. EASA needs to have a good understanding of the novelties to be introduced before it is deployed.

SESAR requires the separation of oversight and provision of services. Provision of services is open to competition. In many cases the state remains the main ANSP, while oversight is organised independently. A robust regulatory framework is essential for this. It is essential to ensure proportionality when regulating at regional level to be able to accommodate small private or state owned companies in the same regulation.

COCESNA provides an example of how a group of countries can enhance air navigation services (ANS) efficiency based on the concept of a seamless airspace. Starting small with the provision of training at regional level COCESNA now gives advice to its members on how to comply with ICAO requirements. Characteristics of the seamless sky are that operations are standardised [e.g. definitions, procedures, navigation performance requirements, etc.]; that they are harmonised, meaning they respond to flight performance schemes and are based on air traffic flow; and that they are interoperable [e.g. ATM automation systems are closely linked to ICAO requirements and regional goals correspond to these]. A progressive strategy is required in line with national and regional needs, which complies with the global planning framework. Most important is that an agreement about how to move forward with modernisation is reached as a group and supported by the individual members through their commitment to implementation and realisation of activities.

Funding should not be the main concern when considering ATM modernisation projects. Instead an assessment should be done of how much value-added a modernisation project can potentially deliver to users through improving efficiency. It is also important to provide legal certainty to investors. ATM modernisation projects at regional level are particularly attractive in this respect, as they can provide economies of scale.

Conclusions

- SESAR JU is busy working on the future of Air Traffic Management, with more than 300 projects employing more than 3000 people worldwide.
- Working with global partners is essential for global compatibility. The EU ATM Master Plan is good basis as it closely maps ICAO ASBs.
- Cooperation between the development of SESAR and EASA regulations is necessary to realise deployment, efficiency and safety objectives.
- A key objective of COCESNA is to achieve efficiency whilst maintaining safety. There is a need to agree as a group on future plans and upgrade priorities.
- Global cooperation between regulators, developers and industry should continue based on ICAO ASBs.
Interim Progress Report
November 2014

European Aviation Safety Agency Technical Cooperation Programmes Section

Fourth EASA International Cooperation Forum 10-11 June 2014

- SESAR JU will be open to new members and provide new opportunities for cooperation: there will be new SESAR 2020 projects by summer 2015.
- Regulators should further improve indicators to better link safety with economic and capacity factors.

Future challenges

The panel was facilitated by Captain Gustavo Barba Roman, Manager Regulations & Policies, UAE GCAA.

- Mr Jean-Pierre Arnaud, EASA Rulemaking Officer, gave a presentation on Performance Based rules.
- Mr Gian Andrea Bancieri, EASA Standardisation Team Leader, made a presentation on Moving towards Risk Based Oversight.
- Captain Joachim Wirths, Head of Operations at CAA Qatar, presented Using human performance and safety culture as tools for performance and risk based oversight.
- Ms Elisabeth Dalo, Director of International Cooperation at DGAC France, delivered a presentation on Contribution of a Member State to International Cooperation.

A prescriptive regulation is a regulation that specifies requirements for mandatory methods of compliance. A performance based regulation is a regulatory approach that focuses on desired, measurable outcomes.

Effective regulatory compliance is the driver for safety performance. Performance based regulations focus on facts, rather than belief, as you cannot manage what you cannot measure. Some areas are more suited to this than others.

Performance-based regulations complement rather than replace prescriptive rules. They mean seamless integration of the eight ICAO critical elements and SSP framework under the approach of the Deming cycle.

Performance based rules still need to be proven. The need to correctly manage risk is becoming greater with reduction of budgets and an increasing scarcity of resources. Oversight should focus on what matters. EASA is beginning a “better regulations” project accordingly.

SMS allows areas not covered by regulations to be identified and addressed.

Statistics are difficult to compare across different cultures. The collection of data could be brought into more systematic order by ICAO. Use of a single system such as ECCAIRS could help synchronise data. Trained risk managers are required. National culture and systems have to be taken into account. The difference between accountability and responsibility has to be understood.

Understanding the context of an authority is essential to shape a true partnership between assisting and assisted authorities. International cooperation has to be part of the organisation’s roadmap. This has to avoid duplication of efforts.
The assisting authority is an only advisor, responsibility for implementation remains with the assisted authority. The essential elements for effective technical cooperation are competence, customisation and mutual confidence.

Conclusions

- Effective regulatory compliance is the driver for safety performance. Performance based regulations focus on desired measurable outcomes.
- Performance-based regulations complement rather than replace prescriptive rules. They mean seamless integration of the eight ICAO critical elements and SSP framework under the approach of the Deming cycle.
- Understanding the regional context of the authority is essential to shape a true partnership between the assisting and assisted authorities.
- The essential elements for effective technical cooperation are competence, customisation and mutual confidence.

Close and Actions

Dr Norbert LoHL, EASA Certification Director closed the ICF 4 after presentation of main conclusions. An initial follow-up action list will be distributed very soon and will be implemented before next ICF.

Attachments

The participants list, presentations and all related documents to the ICF 4 are available through the EASA ICF SINAPSE platform and EASA website: http://www.easa.europa.eu/newsroom-and-events/events/4th-international-cooperation-forum-ICF-4
European Aviation Safety Agency

MINUTES OF MEETING

Subject: SIASA Project Meeting with COSCAP/RSOO
Date: 11-06-2014
Location: EASA Room 10.19

Organised by: E8.2 AMI/MVP
              MVP, E.8.2

List of Participants

<table>
<thead>
<tr>
<th>Attendees</th>
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<tbody>
<tr>
<td>Barry Kashambo (BK), Executive Director, CASSOA</td>
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<td>Emanuel Akatue (EA), Executive Director, BAGASOO</td>
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<tr>
<td>Irène Gnassou Seka, Directeur des Transports aériens, Coordonnateur Régional Projet COSCAP-UEMOA</td>
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<td>Laurent Christophe Kielwasser, Team Leader, COSCAP-UEMOA</td>
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<tr>
<td>Jacques Kragb Douka, Regional Personnel Licensing Inspector, COSCAP-UEMOA</td>
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<tr>
<td>Anabel Miralles (AMI), Technical Cooperation Project Assistant, EASA</td>
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<tr>
<td>Miguel Vaz Pinto (MVP), Operational Manager SIASA, EASA</td>
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<tr>
<th>Apologies</th>
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<tr>
<td>James Danga, Regional Flight Safety Inspector/Airworthiness, COSCAP-SADC project, had to leave on an earlier flight.</td>
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<tr>
<td>Suzette Nieuwoudt Regional Flight safety Inspector/ Operations, COSCAP-SADC Project was ill and could not make it to Cologne.</td>
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AGENDA

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2. Coordination issues with RSOO/COSCAP 2
3. Training schedule 2
4. Launch of SSC Activity: Support Missions 3
5. Output of Regulation development activities distribution 3
6. Support Activities to RSOO 3
7. ECCAIRS Program 4
8. Closing 4

Related Links/ Documents:

1. Meeting Agenda

MoM Distribution:

Barry Kashambo, Emanuel Akatue, Irène Gnassou Seka, Laurent Christophe Kielwasser, Jacques Kragb Douka, James Danga, Suzette Nieuwoudt, Paul Mendouga, Ernest Ilang’Ikwa, Aristide de Souza, Yves Koning (YKO)

MoM prepared by: Miguel Vaz Pinto  
Date: 12/06/2014

MoM reviewed by: Anabel Miralles  
Date: 26/06/2014

[International Cooperation Department] [Meeting: COSCAP/RSOO from SIASA] [Date: 11/06/2014]
## 1. Opening and Welcome

**Presented by:** Miguel Vaz Pinto

The Chair welcomed the attendees, the agenda was distributed. The context of the meeting was explained and approved. The objective is to follow up on previous training sessions and other activities, collecting the input from the COSCAP/RSOO for next year planning. New ideas and suggestions are to be openly proposed and priorities should be established. The second phase will be discussion with the PSC to approve eventual proposals.

## 2. Coordination issues with RSOO/COSCAP

**Presented by:** Anabel Miralles

Background, the setup of activities is done via the regional organisations that coordinate the invitations to the beneficiary countries. Based on space available or budget constraints, a limited number of places is available per region. The discussion focused on the best way to coordinate the handling of beneficiaries. On one hand, EASA must coordinate the travel and lodgement of the beneficiaries, on the other hand the visibility of the COSCAP/RSOO (C/R) is reduced if the communication is done directly with the States. Commitment to timeframe is essential as trip cost turns more expensive daily for short notice reservation or cancellations. Coordination with other training activities within the region is done by C/R.

**Conclusion/Action:** EASA will issue the invitation letter to C/R copying the states, with the amount of places available for the region. C/R will ensure all registrations are received before deadline.

All requests from States directly to EASA will be diverted to C/R.

**Action owner:** Anabel Miralles

**Due date:** Immediate

## 3. Training schedule

**Presented by:** Miguel Vaz Pinto

The current training schedule was presented and request for availability for next course in CASSOA, BAGASOO and UEMOA. The training activities were presented for the currently active AOC OPS SPECS and HF course for 2014 and the ANSP Oversight and ATO Certification for 2015. As to possible locations, UEMOA suggested Lomé or Abidjan, CASSOA Entebbe and BAGASOO insisted on the reinstatement of Abuja as a possible training venue. As for the schedule, BAGASOO could have the first HF course in August while the others suggested from September on.

For further training activities, MVP suggested the nomination of local trainers that could work with EASA to expand further the usage of the materials of the AOC OPS SpeCS Course and possibly participate in train the trainer activity, if this comes into next year’s planning.

**Conclusion/Action:** Schedule HF action in Accra/Abuja for August

**Action owner:** Miguel Vaz Pinto

**Due date:** July 2014
<table>
<thead>
<tr>
<th>4. Launch of SSC Activity: Support Missions</th>
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<tr>
<td>Presented by: Miguel Vaz Pinto</td>
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<tr>
<td>The methodology for SSC countries support missions was presented and comments requested from the participants. The type of mission, scope and format was further discussed. For BAGASOO, with 3 candidate countries, Sierra Leone, Liberia and Guinea, the state that could have least response is Liberia, due to the poor training level and scarce resources. EASA suggested maybe some basic training activities. As for Guinea, he comments on the overall lack of a standard inception training program, referring to the GSI course as too general and mostly related to the FAA environment when it comes to the administrative procedures and internal regulations, so he suggested we looked into further developing an introductory level course and indoctrination material. EASA suggested also to team up Guinea with UEMOA or CEMAC countries as they are French speakers.</td>
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<td>Conclusion/Action: MVP to discuss with YKO possible course of action</td>
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<td>Action owner: Miguel Vaz Pinto</td>
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<td>Due date: Before next PSC</td>
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<tr>
<th>5. Output of Regulation development activities distribution</th>
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<td>Presented by: Miguel Vaz Pinto</td>
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<td>The 2 current regulatory activities were discussed. The follow up of this activity requires that a proper channel for the deliverables distribution to be set up. For the PANS OPS guidance material this should be done via the RSOO-COSCAP. BK supported the regional approach and suggested the setup of a workshop to explain and discuss the material. He added that he might request an expert from EASA at that time to deliver this.</td>
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<td>For the ANS regulation proposal, AAMAC will probably do that with the material developed within that group. This item has to be discussed with AAMAC.</td>
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<td>Conclusion/Action: Coordinate with ICAO and the group manager the final step for the PANS OPS and set it in the ToR for the ANS regulation proposal.</td>
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<td>Action owner: Miguel Vaz Pinto</td>
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<td>Due date: 31 July 2014</td>
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<th>6. Support Activities to RSOO</th>
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<tr>
<td>Presented by: Miguel Vaz Pinto</td>
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<td>Regarding this, actions to support SASO (COSCAP SADC) and other are in the pipeline, once the new Executive Director is nominated.</td>
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<td>BAGASOO described their main projects and the need for support in:</td>
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<tr>
<td>1. Implementing FASAP (SAFA system equivalent). OJT, financial support and train the trainer</td>
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<td>2. ITS implementation support</td>
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<td>CASSOA presented their present concerns:</td>
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<tr>
<td>1. Integration of STORI with the exam tracking software. States are interested.</td>
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<td>2. Support to expand their question database for the AIR/FCL Licensing. Currently the priorities are ECCAIRS, SOFIA, harmonization and AIR-FCL examination system. For FCL they have local expertise for CPL and PPL but not for ATPL and AML.</td>
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<td>UEMOA</td>
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<td>1. Participation in the FASAP to evaluate implementation</td>
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<td>2. Support in defining the set of available tools (ITS, SOFIA, FASAP,...) to decide on what to use in the region, and currently are assessing the states capability.</td>
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<td>Conclusion/Action: Discuss options with YKO and get back to RSOO-COSCAP.</td>
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<tr>
<td>Action owner: Miguel Vaz Pinto</td>
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<td>Due date: August 2014</td>
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### 7. ECMAIRS Program

Presented by:

All referred to the lack of understanding of ICAO taxonomy and practical implementation problems in the field, namely the level of understanding of the people that input data and the quality of the same data. BK referred to 1 week train the trainer courses in APCAC and that ECMAIRS is mostly being implemented on a regional basis. However, most SSP implementation is delayed and this means that for most countries the viable timeframe for ECMAIRS implementation is 2015. UEMOA referred that all the states received initial SSP and SMS training but that not a single one was able to stick to the original implementation plan. They see a need to restart anew.

**Conclusion/Action:** Continue with scheduled missions to UEMOA/Togo, discuss the need to support UEMOA and keep contact for whenever country assessment is completed, to discuss with UEMOA possible support options.

**Action owner:** YKO/MVP

**Due date:** End of August 2014

### 8. AOB

**Presented by:**

COSCAP SADC (From a previous meeting with James Danga):

1. COSCAP SADC requested a workshop on TCO/SAPA system in the EU, no beneficiary costs, just the trainers. If possible to be setup in Sep-Oct in Gabonore.
2. For 2015, we were asked to consider a SMS implementation workshop, with a progress report and hands-on experience.
3. Angola has made a formal request of assistance in preparation for their ICVM (due in Sep 2014). We were asked to provide the Commission contact for Safety Mission request to get an update on Angola status. Case handler in the commission is Jorge Grazina. James also suggested to approach Angola for a AOC OPS SPECs course for them and advised us to use Suzette as the OPS contact.

BAGASO/UEMOA/CASSOA

I forward my impressions on the fact that it is very hard to secure any cooperation from the States to share the logistical costs. As a general remark, all ED-Team leaders agreed that we should propose no cost coverage for the beneficiaries and concentrate on finding the venues ourselves, this would shorten the setup time as approval cycle in most States is very long. General remarks on training, a good distance learning platform is needed, inception training for personnel, ITS refresher course has been asked for several times from CASSOA to the FAA. They agreed to concentrate next year in the training and PEL activities and suggested that the new model of not covering costs be applied next year.

**Conclusion/Action:** Project Team discussion about course of action.

**Action owner:** YKO

**Due date:** Before December 2014

### 9. Closing

**Presented by:** Miguel Vaz Pinto

The Chair thanked everyone for attending.
The meeting closed at 18:30 hrs on 11/06/2014.

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**Next meeting:**

Not scheduled, proposal of monthly confcalls with (C/R).
Annex F. Activity O1 – SASO Financial Sustainability

SASO Financial Sustainability Brainstorming Session
Mission Report

1. Mission Report by: Omphile Mononga
2. Date: 27 October 2014

3. ICAO Representation: ICAO ESAF Regional Director (Acting)

4. Session Chairperson: Director General, Swaziland Civil Aviation Authority


6. Place of Mission: South African Civil Aviation Authority Head Office, Midrand, Johannesburg, South Africa

7. Objective of Mission

I. Objective
   1. Identify Funding Sources for SASO;
   2. Devise Strategies for Implementation of SASO Funding Sources, and
   3. Establish partnerships with aviation stakeholders.

II. Expectations
   All participants in the meeting are stakeholders in the SADC Region and are considered prospective strategic partners of the future SASO. Forging long-term relationships with the Organisations invited will support the SASO in offering Member States an opportunity to receive high quality services at a benefit to the States, both financially and otherwise.

   The expectations from this Mission and in accordance with the SASO Charter (SASO Charter, Article 7 – Functions of SASO) and SASO Business Plan (Year 1 Business Plan) were to:

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International Cooperation Department

Page 42 of 51
1. Mobilise and solicit technical and financial resources from external sources.
   - Improve SASO’s fundraising capacity and also generate new revenue sources not already considered;
   - Devise effective ways of implementing existing proposals as SASO funding sources, taking into consideration the recommendations of the CAC.

2. Develop Strategic partnerships with CAs and other international organisations.
   - Familiarise SASO with aviation stakeholders in the region;
   - Develop a platform to partner with other Organisations to form a combined resource pool to achieve reputable safety standards; and
   - Establish a working relationship between these stakeholders and SASO.

3. Predict the impact of SASO on the short and long-term development plans of the involved stakeholders.

4. Increase an understanding of the relationship between the airlines and the civil aviation regulating authorities.

5. Satisfy and engage the airlines in playing their part in the establishment, development and existence of the SASO.

### B. Invited Stakeholders and Their Relevance

<table>
<thead>
<tr>
<th>Organisation</th>
<th>Represented By</th>
<th>Relevance</th>
</tr>
</thead>
<tbody>
<tr>
<td>COSCAP-SADC Project</td>
<td>1. Suzette Nieuwoud</td>
<td>Organisers</td>
</tr>
<tr>
<td></td>
<td>2. Omphile Mononga</td>
<td></td>
</tr>
<tr>
<td></td>
<td>3. Silahlwe Mthethabe</td>
<td></td>
</tr>
<tr>
<td>COSCAP-SADC IWG Financial Subgroup</td>
<td>4. Monti Tagge (Absent)</td>
<td>Organisers with the COSCAP-SADC Project</td>
</tr>
<tr>
<td></td>
<td>5. Phila Kewana</td>
<td></td>
</tr>
<tr>
<td>ICAO</td>
<td>6. Prosper Zo’o Minto‘o</td>
<td>As the Project Manger for COSCAP-SADC, ICAO has collective information on funding mechanisms that have worked in the past for similar organisations. Also, the Organisation likely has carried studies the world over in development of civil aviation and results of such studies could be beneficial to the development of SASO Financial Sustainability Plan.</td>
</tr>
<tr>
<td>SACAA</td>
<td>7. Poppy Khosa</td>
<td>The COSCAP-SADC Institutionalisation Working Group (IWG) Financial Subgroup needed experts from South African in the areas of:</td>
</tr>
<tr>
<td></td>
<td>8. Raan Myburgh (Absent)</td>
<td>- Air Transport Economics;</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Financial Planning, and</td>
</tr>
<tr>
<td></td>
<td>9. Monica Sonjani</td>
<td>- Business Development,</td>
</tr>
<tr>
<td></td>
<td>10. Mmanare Mambolo</td>
<td>to assist in generating new ideas to finance the SASO. Furthermore, these experts were expected to bring a different approach to implementing the currently existing ideas in a manner that would ensure viable potential.</td>
</tr>
<tr>
<td>SWACAA</td>
<td>11. Solomon Dube</td>
<td>South Africa as the host state for this meeting was given an opportunity to contribute to the SASO Financial Sustainability Plan in this regard.</td>
</tr>
<tr>
<td></td>
<td>12. Nifiso Msizi</td>
<td></td>
</tr>
<tr>
<td>Airline Association of Southern</td>
<td>13. Vivendra Lochan</td>
<td>This Organisation, as the custodian of the Airlines in the SADC Region, will provide much needed information on how the Airlines and SASO can benefit</td>
</tr>
</tbody>
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<th>International Cooperation Department</th>
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### COSCAP-SADC MISSION REPORT

ICAO AP Safety Symposium, Dakar, Senegal.  
Suzette Ntezruburwe - COSCAP-SADC

<table>
<thead>
<tr>
<th>Africa (AASA)</th>
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</table>
| Each other. The meeting will bring to the attention of the Airline Association the inevitable existence and Mandate of SASO and solicit information from the Airline Association on how SASO can be of benefit to the Airlines.  
By engaging the Association, commercial airline perspective will be taken into consideration in development of the SASO Financial Sustainability Plan. It is the expectation that the outcome of the meeting will be a relationship with the airlines that will encourage generation and implementation of some viable funding sources for SASO. |

<table>
<thead>
<tr>
<th>International Air Transport Association</th>
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<tbody>
<tr>
<td>14. Sidy Gueye</td>
<td>The International Air Transport Association is a trade association of the world’s airlines. The services of SASO to Member State Civil Aviation Authorities (CAAs) will benefit the airlines by improving the functioning of the CAAs. IATA as a representative body would provide information on how the SASO Financial Sustainability Plan can be tailored to benefit each airline, who are as affected by the funding mechanisms of SASO as the Member States themselves.</td>
</tr>
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</table>

<table>
<thead>
<tr>
<th>Air Traffic &amp; Navigation Services (Absent)</th>
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<tbody>
<tr>
<td>15. Dumisane Sangweni (Absent)</td>
<td>ATNS is the company responsible for approximately 10% of the world’s airspace. The services of this Organisation include and go beyond air traffic control service, as it also provides vital aeronautical information used for all flight planning purposes. ATNS is of importance to the SASO Financial Sustainability Plan (FSFP) as one of the proposed funding sources is En-Route Navigational Charges. Since ATNS primarily provides this service to some SADC Member States, and seeks to expand its services to more States, it would benefit the Project to understand ATNS and how its services will filter into the development and execution of the SASO Financial Sustainability Plan.</td>
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<table>
<thead>
<tr>
<th>Airbus</th>
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<tbody>
<tr>
<td>16. Maury Sekk (Absent)</td>
<td>The Project has held seminars with Aircraft manufacturers (Boeing and Airbus), and are considered strategic partners. Furthermore, the Project would like to engage these Organisations in line with their financing that has been done all over the world for States and Regions alike.</td>
</tr>
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<table>
<thead>
<tr>
<th>Boeing</th>
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<tr>
<td>17. Chamsou, DAndjoum (Absent)</td>
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</table>

<table>
<thead>
<tr>
<th>European Aviation Safety Agency</th>
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<tbody>
<tr>
<td>18. Victor Cantineanu</td>
<td>EASA has shown interest in the development of the aviation industry in Africa. COSCAP-SADC determined that the SADC Region would benefit from first hand information from EASA on their financing. EASA is also a regional aviation body that SASO would like to emulate in the future. For this reason, SASO could engage EASA on the financing mechanisms of EASA on what is likely to work and what funding sources would be future.</td>
</tr>
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</table>

<table>
<thead>
<tr>
<th>The World Bank</th>
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</thead>
<tbody>
<tr>
<td>19. Dr. Charles Schnumberger</td>
<td>Financing of air transportation is brought out on the World Bank’s website as one of its functions. The Project, through this brainstorming session, sought to</td>
</tr>
</tbody>
</table>
### COSCAP-SADC MISSION REPORT

**ICAO AIP Safety Symposium, Dakar, Senegal.**

Suzette Ncube/South COSCAP-SADC

<table>
<thead>
<tr>
<th>Airport Council International</th>
<th>20. Tebelelo Moliseh (Absent)</th>
</tr>
</thead>
<tbody>
<tr>
<td>South African Department of Transport</td>
<td>21. Zakhele Thwala</td>
</tr>
</tbody>
</table>

South Africa as the host state for this meeting was given an opportunity to contribute to the SASO Financial Sustainability Plan.

## 9. Discussion Areas

I. **What is the SASO?**
II. SASO Business Plan and Budget Overview
III. IWG and Financial Subgroup
IV. Short-Term Funding Plan
V. Long Term Funding (SASO Financial Sustainability Plan)
VI. Stakeholder Presentations
VII. Discussions – Sources of Funding
VIII. Discussions – Funding Sources Implementation Strategies

## 10. Decisions and Actions

### 1. As per the Agenda

<table>
<thead>
<tr>
<th>AGENDA ITEM</th>
<th>DECISIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1. STAKEHOLDER PERSPECTIVES: SASO FINANCIAL SUSTAINABILITY</strong></td>
<td>Present stakeholders were each invited to make a 10 minute presentation. The focus was on these three areas: a. What the Organisation does, in brief. b. How they make money. c. How they think SASO would be able to make money – suggest funding sources. This would be where funding ideas for SASO are recommended, to be discussed in detail in a latter section of the programme. Presentations were then made from: a. European Aviation Safety Agency b. International AIP Transport Association c. Airline Association of Southern Africa</td>
</tr>
</tbody>
</table>

### 2. BRAINSTORMING: SASO FUNDING SOURCES

The meeting, based on the discussion papers, brainstormed some funding ideas for SASO.

Funding Sources Discussed and Agreed on:
- Member State Contributions
- Passenger Safety Levy
- Seconderment of Staff
- Long-Term Donations
- Fees for Specific Services
- Conferences, Seminars and Training Fees
- Publications
- Government Funds

### 3. DISCUSSION: After generating some funding ideas above, some implementation strategies for those funding ideas, and for presentation to the IWG and the CAC.

<table>
<thead>
<tr>
<th>SOURCES</th>
<th>IMPLEMENTATION STRATEGIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Member State Contributions</td>
<td>Identify which Member States are self-sustainable; Have ICAO re-emphasise the importance of aviation (and Member Obligations) to national governments; Determine ways to enforce payment by Member States.</td>
</tr>
</tbody>
</table>
## COSCAP-SADC MISSION REPORT

**ICAO AF Safety Symposium, Dakar, Senegal.**

Suzette Nieuwoudt - COSCAP-SADC

<table>
<thead>
<tr>
<th>Passengers Safety Levy (Based on ICAO Doc 9682)</th>
<th>Determine the amount to be levied per passenger; Check how States oversight systems work (the differences); Set up a team to investigate applicability of this source; Investigate the same model as was developed by CASSA. SASO to develop the long term budget; Request SADC Member States to second staff for 3-year periods; Executive Director and Corporate Services Manager (Finance Officer) Not to be seconded. COSCAP-SADC and IWG to identify possible donors; ED to implement; To be related to specific projects and items.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Secondment of Staff</td>
<td></td>
</tr>
<tr>
<td>Donations (Long-Term)</td>
<td></td>
</tr>
<tr>
<td>Fees for Specific Services</td>
<td>SASO to charge on specific (to be determined) services; Determine services to be provided for a fee; Determine services to be provided at no fee; As a complementary source; To be spearheaded by ED.</td>
</tr>
<tr>
<td>Conferences, Seminars and Training Fees</td>
<td>As a fundraising model ED to spearhead</td>
</tr>
<tr>
<td>Publications</td>
<td>Produce documents to be made available at a charge; As a complementary source; To be spearheaded by ED.</td>
</tr>
<tr>
<td>Government Funds</td>
<td>SASO ED to pursue</td>
</tr>
</tbody>
</table>

### I. Overall Outcome of the Mission

The meeting agreed that a plan should be developed, proposing the funding sources, for recommendation by IWG to CAC. Meeting Decisions are in the attached document, “Record of Meeting”.

### II. Way Forward

Date of Next Meeting for Monday 24 November, 2015

Engaging aviation stakeholders and the industry in developing the SASO financial sustainability plan is an action recommended by ICAO. It is seen as a leap forward in that the aviation industry played a role, and supported the funding sources for SASO. This means that the implementation of these funding sources reduces the probability of its surprising stakeholders; and consequently will face very little, if any resistance from other Organizations affected.

### 12. Report Compiled by:

Omphile Mononga – Regional Air Transport Economist, ICAO COSCAP-SADC

### 13. Report seen by:

Suzette Nieuwoudt – Acting Project Coordinator, ICAO COSCAP-SADC.
Annex G. Communication items

Horizontal banners

SIASA project presents
with the support of Airbus,
ICAO COSCAP SADC Project and
the Namibian Department of Civil Aviation

Workshop
Technology Evolution – Impact on
Airworthiness
in Windhoek, Namibia from 23 to 24 September 2014

Funded by the European Union and implemented by EASA. SIASA - Support to the Improvement of Aviation Safety in Africa

SIASA project
Support to the Improvement
of Aviation Safety in Africa

EASA led aviation safety component of the EU funded programme
“Support to the Air Transport Sector and Satellite Service Applications in Africa”
within the framework of the EU-Africa Strategic Partnership.

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Funded by the European Union and implemented by EASA SIASA - Support to the Improvement of Aviation Safety in Africa
USB stick

Newsletter 3
(see below)
We are delighted to present the 3rd issue of “SIASA Info” which is published twice a year in French and English. Since the last newsletter, a Steering Committee Meeting took place in Brussels, Belgium on 11 and 12 June 2014. The progress of the SIASA project was presented. Among other things, the list of countries that will benefit from bilateral assistance has been agreed upon (see over).

A new Steering Committee Meeting is planned for 17-18 December 2014.

For those who have known him, we would like to inform you that our colleague, Miguel Vaz Pinto, is no longer the Operational Project Manager. Unfortunately he had to leave the team to go back to his home country Portugal. We would like here to thank him for his contribution.

In this issue of SIASA Info we will present the activities carried out during the past months as well as an outlook of the upcoming activities in 2015.

Through this newsletter we are committed to keeping you informed about developments in the SIASA project.

We hope you will enjoy reading it and invite you to play a part in its development. We will take note of any comments you wish to make.

The participative approach we have adopted so far will be pursued during the implementation of the project.

**Project Background**

In November 2012 the European Aviation Safety Agency (EASA) signed a contract with the Secretariat of the African, Caribbean and Pacific (ACP) Group of States for the Improvement of Aviation Safety in Africa, as one of the components of a broader project called SADA. The project will run for 36 months with a budget of €2.7 million dedicated to aviation safety. The project has an overall objective of helping sub-Saharan African States meet ICAO Standards. Assistance will mainly be provided at regional level.

**Regulation and guidance material**

AN4 regulations

The first meeting of the working group took place in Dakar, Senegal from 29 September to 3 October 2014. It has been organised in cooperation with ASCENA and AAMAC. The working group is composed of experts from 8 beneficiary countries (Côte d’Ivoire, Congo Brazzaville, Mauritius, Burkina Faso, Senegal, Gabon, Cameroun and Chad), from ASCENA and European experts. The second meeting is taking place from 8 to 12 December 2014.

**Workshops**

Airworthiness workshop

The workshop “Technology Evolution – Impact on Airworthiness” organised with the support of Airbus, DCA Namibia and COSCAP-SADC took place in Windhoek, Namibia from 23 to 24 November 2014. This workshop focused on current and future developments of technology, along with associated new requirements, and the impact thereof on type certification, training, operations and continuing airworthiness processes. It was attended by the RSOOs (Regional Safety Oversight Organisation) and COSCAP as well as all Civil Aviation Authorities (CAA) of the Sub-Saharan Africa and the airline industry.

**ATO Certification workshop**

In 2015, another workshop will be organised within the SIASA project. It is scheduled to take place in September 2015. This workshop will focus on Aviation Training Organisation (ATO) Certification. Contacts have already been established with IATA and ICAO.

**Support to Organisations**

Upon request of the COSCAP-SADC, a financial support from EASA provided support during the SADG Financial Sustainability Meetings in Johannesburg, South Africa. The first one took place from 9 to 10 November 2014. Further support will be provided to the COSCAP-SADC region in the Safety Assessment of Foreign Aircraft (SAFE) and Third Country Operators (TCO) domains. The project will send senders to a workshop on SAFE/TCO to be held in Johannesburg, South Africa, 21-22 January 2015.

Other RSOOs are invited to share their needs.

**SOFIA**

The EASA software will be further deployed in Sub-Saharan Africa in 2015. After efforts focused on the East African Community, the focus will go to the UEMOA region with its “launch customer” Togo.

**ECCAIS**

Assistance on ECCAIS usage will also be provided in 2015, preferably at a regional level.
Trainings

AGC OPS Spec Approval
The Air Operator Certificate (AGC) Operations Specifications (OPS Spec) approval training has been delivered 5 times from February till October 2014:
- IAG-AGCDG
  Accra, Ghana, 17-21 Feb 2014
- CEAC
  Douala, Cameroon, 17-21 Mar 2014
- EAC-CASSA
  Entebbe, Uganda, 15-18 Sep 2014
- SADC

(*in cooperation with the ASoM project)

Those training sessions have been well appreciated by the participants. If need be an additional training session may be organized towards the end of the project.

Human Factors

Being almost unknown to the majority of the authorities in Sub-Saharan Africa, this course is set at an introductory level and is addressed to authority inspectors from the AIR, OPS, ASA, PEL and ANS domains. The material is based in ICAO documentation. The targeted regions are EAC, SADC and UEMOA, possibly EAS.

The first session took place in Manzini, Swaziland from 17 till 21 November 2014. The initial feedback received is very positive. A debriefing of this first session will soon take place to adopt the course material where needed, prior to launching the following sessions.

Train the Trainer - OPS Inspectors (in French)
During the last AFI Plan steering committee meeting held in October 2014 in Montreal, it was announced that the training developed by Morocco will not be available until 2015. The SIASA project offered 4 seats in an OPS Inspector training organised by the French DGA for its own personnel. After coordination with the French authority, it was decided to offer these seats to Cameroon, Côte d’Ivoire, Madagascar and Mauritania, for which the project is covering the travel and accommodation costs. DGA at France offering the training fee. EASA was also informed that another training session was scheduled by the French authority for mid 2015 where the SIASA project could benefit from additional seats. In total the project could have as much as 10 OPS inspectors trained.

The second phase of this activity is to train the trainee. Based on the outcome of the training carried out by the French authority, the project will select the candidate with the highest potential to become trainers.

ANSP oversight
A new training will be delivered in 2015. It will focus on the oversight of Air Navigation Service Providers (ANSP). It will be based on the outcome of the ANS working group. This training will be first delivered in the NAMAC region, then once the regulation will be available in English in the rest of Africa.

Assistance to States
During the June Steering Committee Meeting, EASA presented the State selection methodology developed to determine the countries which would benefit from bilateral assistance. A list of 10 countries (output of the methodology) was presented. The steering committee agreed to target the first 6 countries of the list, namely:
- Sierra Leone
- Congo (Brazzaville)
- Mozambique
- Guinea (Conakry)
- Liberia
- Benin

EASA wrote to all 6 states to secure their approval and their commitment to allocate the necessary resources. EASA also wrote to the respective RSOO, to make sure regional support would be available throughout the assistance provided by the agency.

The past 6 months have been however marked by the Ebola crisis in Western Africa and no further action toward the three countries concerned have been undertaken. Initially the option was to postpone the activities for Western Africa until the crisis was over. However since it lasts and does not seem to decrease significantly, it is now envisaged to reallocate the resources to the next three countries of the approved list. This would mean replacing assistance to Sierra Leone, Guinea (Conakry) and Liberia with assistance to the following states:
- Swaziland
- Gabon
- Chad

EASA will request the approval of the Steering Committee during its next meeting on this issue. Regarding Congo (Brazzaville), Mozambique and Benin, contacts have been established. EASA together with these countries is in the phase of defining the scope of the assistance. It is foreseen that the definition phase will be completed by the end of 2014 for the first three countries, and the on-site assistance will start in 2015.

Nice to know
The SIASA project is the safety component of the SATA programme: Support to the Air Transport Sector and Satellite Service Application in Africa. It consists of 4 components: aviation safety, aviation security, satellite navigation services for all regions, training for Envis in Africa.

Further information can be found here: http://www.aviation-africa.eu