



**THE AFRICA – INDIAN OCEAN AIR NAVIGATION SERVICES
SUMMIT WORK@Lab no.#1**

SUMMARY OF DISCUSSION

(Bela Bela - Limpopo, Republic of South Africa, 2-7 June 2024)

PART I: HISTORY OF THE WORKSHOP

1. PLACE AND DURATION

1.1 The First WORK@Lab hosted by ATNS was held in Bela Bela, Limpopo, in the Republic of South Africa from 2 to 7 June 2024.

1.2 During the opening session of the workshop, the Chairperson of the APIRG and the ICAO Secretariat joined through virtual connection.

2. OPENING

2.1 Ms. Lehlogonolo Mashiteng, Director of Airports and Airspace, Department of Transport opened the workshop on behalf of the Ministry of Transport for South Africa. Ms. Nozipho Mdawe, the ATNS Chief Executive Officer and Mr. Josia Manyakoana, the ATNS Chief Operations Officer accompanied Ms. Mashiteng.

2.2 In her opening speech, Ms. Mashiteng thanked the organizers of the WORK@Lab no.1 workshop for setting up such an opportunity to address the problem of harmonizing the process of implementation of a seamless Air Navigation Services system. She reminded the participants that the ICAO Member States are responsible for the development and implementation of the AFI air navigation plan and as such responsible to ensure the harmonization and alignment with the global air navigation plan. She went on to recall that APIRG in its workplan expects the technical team of experts working at the Lab to come up with the strategies, procedures and policies for the implementation of the regional plan. The outcome of the workshop will also be feeding into the work of APIRG/27 which will be hosted by South Africa.

2.3 Ms. Nozipho Mdawe, the ATNS Chief Executive Officer (CEO) in her address, welcomed the participants to the WORK@Lab workshop, stating that the venue was specifically chosen for its natural beauty and warmth to allow the participants work without distraction even as they enjoy the nature. She went on to recall that the economies of the African States are growing and therefore there is need to tap on it specifically keeping in mind that the younger generation is focused on technology. For the region to rise above the demography and political differences to enable it to increase the air traffic operations, all must cooperate; the journey of trying to implement the seamless air navigation system has been difficult, thus the reason for the WORK@Lab workshop. The region needs to look at how to integrate all efforts and programmes to harmonise their implementation towards a seamless interoperable air traffic management system. She concluded her remarks by encouraging the team of experts to work and ensure that the goal for the week is achieved as well as ensure to determine and identify the knowledge and skills that are required to deliver the task including the monitoring and evaluation process.

2.4 Ms. Paule Assoumou Koki, the APIRG Chairperson, joined the participants during the opening session via virtual means. In her speech, she expressed her pleasure that the conclusion of APIRG 26 is being realized and that the group of experts gathered in Johannesburg would provide information that would form part of the report to be presented to the next APIRG for implementation.

2.5 The ICAO WACAF Regional Director and Secretary to APIRG, Mr. Prosper Zo'o Minto'o provided guidance to the participants, reminding them of all the APIRG conclusions that lead to the need for an AFI Summit with the purpose to address the implementation challenges in the region. Mr. Zo'o Minto'o reminded the participants that there are a number of strategies that the region had already developed that the discussions at the Lab need to rely on as it develops the master document. Mr. Zo'o Minto'o emphasized that as the team works, the ICAO Global Air Navigation Plan (GANP) should remain at the center of the deliberations.

3. ATTENDANCE

3.1 The meeting was attended by a total of thirty-one (31) participants from twelve (12) States and six (6) organizations. The list of participants is at **Attachment A**.

4. OFFICERS AND SECRETARIAT

4.1 Mr. Protus Seda, Assistant Director ATM and Infrastructure, IATA, coordinated the work of the Laboratory. Ms. Keziah A. Ogutu, ICAO ESAF Regional Officer - Air Traffic Management and Search and Rescue, Mr. Sinaly Bagayoko from AFRAA, Mr. George Mbugua from Kenya CAA and Mr. Seboseso Machobane provided the technical support for the meeting.

4.2 Mr. Sandile Maphanga from the South African CAA (SACAA) provided the logistical support for the workshop.

5. OBJECTIVE

5.1 The objective of the WORK@Lab no.#1 workshop was to develop structure, format and outline an African ANS implementation master strategy:

- 5.1.1 Define the problem statement and suggest solutions for harmonized and interoperable ANS system for Africa.
- 5.1.2 Identify and list projects for the implementation of Seamless African Sky to support the implementation of the Single African Air Transport Market (SAATM) initiative.
- 5.1.3 Develop milestones, activities, tasks, workflow, schedule, and budget for each of the identified projects.
- 5.1.4 Assign duties and responsibilities of each member of the Team of Experts (TOEs).
- 5.1.5 Identify critical improvement areas required for the region to support safety, efficiency, resilience, and sustainability.
- 5.1.6 Prioritize projects based on the Africa Infrastructure Gap Analysis draft report.

6. LANGUAGE

6.1 Discussions were conducted in the English language and documentation was issued in the same language.

7. BACKGROUND

7.1 The need to have the Regional Air Navigation priorities and targets reflected in an AFI Region Air Navigation Implementation Strategy had been noted by APIRG. This strategy should be reviewed regularly to ensure it is aligned with the global air navigation plan (GANP) and Regional Air Navigation priorities. APIRG had noted that the Region had a responsibility to implement a plan that meets the needs of the region while remaining aligned with the global plans. It was also noted that the States on the other hand have a responsibility to implement a plan that addresses their respective needs in the provision of service delivery while remaining aligned to the general and specific regional requirements.

7.2 APIRG/26, Decision 26/24, therefore called on IATA and ICAO, to coordinate a Team of Experts composed of all the stakeholders to review existing Air Navigation related frameworks, consolidate initiatives, and expected outcomes, including the ongoing AUC/AFCAC/ICAO Aviation Infrastructure Gap Analysis for Africa against the applicable regional Air Navigation Plans requirements. The team of experts are to develop, and compile costed regional projects, and identify specific preparatory activities with clear objectives, timelines and responsibilities of each involved stakeholder toward the successful conduct of the ANS Summit as recommended by APIRG 22 Conclusion 22/35.

7.3 AFI ANS Summit 2024 is a collaboration with all strategic aviation stakeholders, with the goal to deliver a fully harmonized, interoperable seamless air navigation services towards Single Africa airspace and architecture. The objective of the summit is to endorse the African ANS Implementation Master Strategy for the region, which if implemented, will ensure a single, seamless African sky.

PART II

8 ADOPTION OF AGENDA

8.1 The workshop adopted the following work Agenda:

Agenda Item No.	ITEM
1	Opening Session
2	WORK@Lab rules, setting the scene
3	Break out session – developing the Africa ANS implementation Master Strategy and Initiatives
4	Discussions and conclusion
5	Closing session

9. AGENDA ITEM 3 – DEVELOPING THE AFRICA ANS IMPLEMENTATION MASTER STRATEGY AND INITIATIVES

9.1 The participants were divided into six working groups (AIM, AOPs, ATM, CNS, PANS-OPS, and SAR). The aim was to identify the gaps in the Regional Air Navigation plan and regional initiatives and provide solutions for the harmonization of the implementation plan. The participants resolved to embrace a unifying document that supports implementation of the Regional Plan. The participants also developed draft objectives and proposals within every domain that addresses specific and

critical requirements for the region. The outcomes of the group work are detailed as at **Appendix 1** to this report.

9.2 A standard CANVAS was developed that would guide the different teams in documenting the Regional vision, objective strategies, documentation of the strengths, weaknesses, opportunities, and threats (SWOT) as well as the implementation road map.

10. DISCUSSIONS AND CONCLUSIONS

10.1 *Draft Implementation Strategy*

10.1.1 The workshop (Lab) developed a draft implementation strategy that will guide the work of the technical team of experts going forward. The draft strategy will be improved further using the output from the infrastructure gap analysis.

10.1.2 The various teams will continue the work on the respective thematic areas and are expected to have a draft strategy by 15 July 2024 to be used as the working document for the WORK@Lab no.2.

10.1.3 The TOEs were tasked to put in place a coordination mechanism to guide the completion of the African ANS implementation strategy and the review and consolidation of the identified priority projects.

10.1.14 The thematic teams were requested to collect already existing implementation strategies on the continent as a reference to the development of the ANS Implementation Master Strategy. There is already significant work done at Regional Economic Communities (RECs) and State level that can be useful.

10.2 *The Terms of Reference of the Steering Committee*

10.2.1 The workshop refined the terms of reference of the ANS Summit steering committee. The reviewed TORs are as at **Appendix II** to this report.

10.3 *Consolidated 'Agulurized' project approach*

10.3.1 The workshop adopted the consolidated one-pot approach '**Agulu**' for the delivery of a list of costed bankable projects. The "Agulurized" projects would:

- a) Have clear objectives, goals & timelines
- b) Be costed projects with budget estimates
- c) Ensure non-duplication of projects by stakeholders (Agulurize)

10.3.2 In reviewing and consolidating the projects, the teams shall consider all existing projects being undertaken by the two ICAO sub-groups i.e., the IIM SG and AAO SG, the existing projects by different States and Organizations, the RECs, RSOOs, previous APIRG discussions and regional initiatives.

10.3.3 Specifically, the teams shall consider the outcomes of the Infrastructure Gap Analysis for Africa undertaken by AUC/AFCAC/ICAO as a baseline in consolidating and prioritizing the projects. This work shall be done in consultation and collaboration with all the relevant stakeholders.

11. ANY OTHER BUSINESS

11.1 The workshop noted that while the invitation had been circulated to the States as required, some key stakeholders had been left out causing the outcome of the work done by the TOEs to be limited. To mitigate this, the ICAO Secretariat was requested to include all relevant stakeholders in the subsequent WORK@Lab sessions.

11.2 The next session of the WORK@Lab was proposed to take place on 29 July – 2 August 2024, hosted by ASECNA.

11.3 ICAO to facilitate a round table team meeting before the October 2024 Summit.

11.4 A coordination mechanism is necessary to guide the completion of the ANS implementation master strategy. ICAO would take the lead with support from IATA, AFRAA and other identified stakeholders from ATNS, ASECNA, AFCAC, and members of the Team of Experts (Program Management Office - PMO).

12. CLOSING

12.1 The meeting was officially closed by Protus Seda, Assistant Director Operations, ATM and Infrastructure – Africa & Middle East, IATA.

APPENDIX I:

GROUP OUTCOMES

Thematic Area	AIM
Identified performance objectives/Ambition	Vision: To evolve into generic Information Management which is the full implementation of System Wide Information Management (SWIM). Information Management will fully include AIM while also encompassing all other ATM information management functions not already incorporated in AIM. The vision is seamless provision of digital AFI AIM.
	a) Procedures <ul style="list-style-type: none"> • AFI regional AIM implementation Plan • Define Standards of AIM service for the AFI region. • Develop AFI AIM Process and Procedures to support Operations Harmonization (technical guidance material)
	b) Implement AFICAD <ul style="list-style-type: none"> • Connect to the regional Database. • Implement your own AIXM database
	c) Implement AIM dataset. <ul style="list-style-type: none"> • AIP Dataset • Terrain dataset • Obstacle dataset • AMDB dataset • Flight Procedure Dataset
	d) Training & Skill development <ul style="list-style-type: none"> • Implement standardized training methodology and Licensing
	e) AFI data exchange <ul style="list-style-type: none"> • FF-ICE • SWIM
Proposal: A roadmap for transitioning from AIS to AIM as follows;	Phase 1 of the transition from AIS to AIM is ongoing, in the AFI Region. The current focus should be the implementation of Phase 2 of the roadmap for the transition from AIS to AIM to prepare further transition to Phase 3 in a timely manner. Accordingly, States should take into consideration the following “AFI Region AIM Implementation Roadmap” in planning for the transition from AIS to AIM in a prioritized manner. Roadmap for Phase 1 and Phase 2 was completed.
Key element to success of the strategy	Definition of the stakeholders’ roadmaps (airspace users, ANSPs, CAA, Airport Operators).
Thematic Area	ATM

<p>Identified performance objectives/Ambition</p>	<p>To address the emerging challenges and threats and to exploit opportunities within the dynamic field of aviation and emerging technological trends to benefit social development and economic progress within Africa. The goal is to have a safe, secure, efficient, inter-operable and sustainable air navigation system. Developments should limit the impact of aviation on climate change utilizing agreed performance-based standards with interoperable and scalable systems.</p> <p>a) Airspace organization: All airspace is organized in a flexible and dynamic way. Dynamic, four-dimensional, user-preferred trajectories are accommodated, and the air traffic services (ATS) route structure is mainly performance-based.</p> <p>b) Airspace management: A special process should be adopted to balance the needs of different airspace users.</p> <p>c) Aerodrome operations: Airport infrastructure per se is not an ATM component but airport capacity has a direct bearing on ATM capacity, at least when the former is strained.</p> <p>d) Demand-capacity balancing: ATFM should be considered as a part of a centralized flow management unit. Balancing will be made for the entire AFI airspace. Technical support tools have enabled the airspace to be used equitably by all users.</p> <p>e) Traffic synchronization (TS):</p>
	<p>TS will be made on the day of operation and fully integrated with demand-capacity balancing and conflict management. Arriving traffic will be sequenced by very narrow timeslots being part of the dynamic trajectory. Sequencing between flights can be delegated to a flight deck to optimize runway throughput.</p> <p>f) Airspace user operations: An integrated part of ATM where real-time data is always available. Aircraft capabilities allow user-preferred 4-D trajectories.</p> <p>g) Conflict management (CM): CM will have a negotiated trajectory approved well in advance. It should be conflict-free, meaning no further separation provision should be needed (strategic deconfliction). Requirements for separation provision will be primarily handled by the airspace users.</p> <p>h) Service delivery management: The future role of ATC will move from a managerial role to a more monitoring one, where airspace users will assume an increased ATM role.</p>
<p>Proposal: A roadmap for Airspace organization and Flow management that balances</p>	<p>Airspace organization and management (AOM): It comprises the following seven components:</p> <ul style="list-style-type: none"> • Flexible use of airspace (FUA), • Reduced vertical separation minimum (RVSM), • Harmonization of level systems, • Alignment of upper airspace classifications, • Dynamic and flexible air traffic services (ATS) route management,

<p>capacity and airspace user requirements</p>	<ul style="list-style-type: none"> • Collaborative airspace design and management, • Terminal area design and management. <p>Air traffic flow and capacity management: It comprises the following components:</p> <ul style="list-style-type: none"> • Demand and capacity balancing (DCB), • Traffic synchronization (TS), • Conflict management (CM), • Airspace user operations (AUO)
<p>Key element to success of the strategy</p>	<p>Standardization of applications & regulatory requirements, conduct of a cost benefit analysis and comprehensive roadmap that considers Stakeholders (airspace users, ANSPs, CAA, Airport Operators).</p>
<p>Thematic Area</p>	<p>CNS-MET</p>
<p>Identified performance objectives/Ambition</p>	<p>Communication: Migration of aeronautical communication from voice communications toward data-driven communication Navigation: Migration to Performance Based Navigation (PBN) as opposed to conventional ground-based navigation Surveillance: Migration towards global harmonization and interoperability including industry strategies for the regional civil aviation surveillance applications</p>
<p>Report Overview</p>	<p>In order to produce the results expected from the CNS & MET team, the team completed a number of actions as follows.</p> <ol style="list-style-type: none"> a) Conducted SWOT Analysis of COM, NAV, SURV and MET Infrastructure & Systems to identify the strengths and weaknesses of the ANS provision, as well as the opportunities available to the ATM stakeholders and the threats that could impact the ATM stakeholders’ activities. b) Discussed performance ambitions that would meet the expectations of the aviation community, fundamentally in areas of safety & security, efficiency, resilience, and economic and environmental sustainability. Based on what we know about the future opportunities and challenges, the African air navigation system should meet certain performance ambitions to overcome the known critical deficiencies. c) Conducted PESTEL analysis to help ATM stakeholders analyse the external environment, such as the Political, Economic, Socio-cultural, Technological, Environmental and Legal factors that can affect their respective business. d) Discussed development and deployment of solutions that will achieve an interoperable air traffic management system across the region and that will support the performance ambitions identified. Each essential project will be associated with a delivery scenario indicating the start and end dates for achieving all the benefits.

Thematic Area	PANS OPS
Identified performance objectives/Ambition	<p>The Team recognized that PBN offers significant benefits, but successful implementation requires addressing challenges and capitalizing on opportunities available for the provision of PANS-OPS services. Improving the development of competence for the provision of PANS-OPS services is therefore crucial for ensuring safe and efficient implementation of the ASBU elements in accordance with the global vision.</p> <p>The Regional Vision therefore is to advance PBN implementation in Africa, fostering collaboration among Civil Aviation Authorities (CAAs), air navigation service providers (ANSPs), and other stakeholders. Realization of this will ensure that PANS-OPS procedures are universally understood, rigorously followed, and contribute to the highest levels of flight safety.</p>
Proposal: A roadmap for Airspace organization and Flow management that balances capacity and airspace user requirements	<ul style="list-style-type: none"> a) Develop adequate expertise and capacity across the AFI Region in the domain of PANS-OPS. b) Foster collaboration between States aimed at pooling resources towards effective PANS-OPS service provision.
Key element to success of the strategy	Harmonization of specifications and implementation roadmap
Thematic Area	SAR
Identified performance objectives/Ambition	The Team went through the process of identification and analysis of AFI regional SAR organization, carried out AFI SAR strengths, weaknesses, opportunities and threats.
Proposals	<ul style="list-style-type: none"> a) AFI regional SAR plan Update the AFI SAR plan and raise awareness among States in order to promote its effective implementation
	<ul style="list-style-type: none"> b) English language proficiency for SAR in the AFI Region Eliminate language barriers and enable fluid communications for greater efficiency during SAR operations
	<ul style="list-style-type: none"> c) SAR information sharing system of the AFI Region Enable the sharing of important SAR information to improve rapidity and efficiency
	<ul style="list-style-type: none"> d) Aeronautical/maritime SAR coordination in the AFI Region

	<p>Strengthen coordination between aeronautical and maritime SAR through the creation of joint SSRs and joint RCCs/RSCs where applicable</p>
	<p>e) Funding of SAR activities in the AFI Region Enable effective and sustainable financing of SAR activities in the AFI region</p>
<p>Key element to success of the strategy</p>	<p>a) Regulation</p> <ul style="list-style-type: none"> • existence of SAR legislation in each State. • existence of a national SAR plan in each State. • harmonization through a regional SAR plan
	<p>b) Organization</p> <ul style="list-style-type: none"> • existence of a national SAR committee. • existence of an operational RCC in each search and rescue region (SRR); • existence of a SAR point of contact for the receipt of COSPAS-SARSAT distress data. • existence of SAR units suitably located and equipped for SAR operations in each State;
	<p>c) Coordination</p> <ul style="list-style-type: none"> • Effective aeronautical/maritime SAR coordination • Effective civil/military SAR coordination • Effective coordination with other agencies • SAR agreements signed with all neighboring States • Publication of SAR information
	<p>d) Equipment and communications</p> <ul style="list-style-type: none"> • Availability and use of international systems that assist SAR, e.g., Amver, COSPAS–SARSAT, computer-assisted search planning • Availability of rapid and reliable means for communications between RCCs, RSCs, MCCs, alerting posts and SRUs (e.g. AFTN, Internet (email), FAX, telephone...) • Availability of SAR assets • Effective implementation of the GADSS • Proficiency in the English language for RCC personnel, especially those involved in the conduct of radiotelephony communications
	<p>e) Personnel and training</p> <ul style="list-style-type: none"> • Availability of sufficient number of trained SAR Mission Coordinators • Existence of a comprehensive training programme that includes SAR training for SAR Coordinators and SRU staff • Organization of regular SAR exercises to test and evaluate coordination procedures, data and information sharing and SAR responses
	<p>f) Funding</p>

	<ul style="list-style-type: none"> • Existence of a sustainable mechanism for financing SAR activities in each State • Existence of a sustainable mechanism for financing SAR activities at the regional level <p>g) Operational procedures</p> <ul style="list-style-type: none"> • Existence of detailed plans of operation (operations manual) in each rescue coordination center (RCC) for the conduct of SAR operations within its search and rescue region (SRR) • Existence of operational plans and procedures for SRUs • Availability of a statistical database on SAR events <p>h) Safety oversight</p> <ul style="list-style-type: none"> • Effective safety oversight over the RCC/RSC in each State • Existence of a mechanism/system with time frame for elimination of deficiencies identified by SAR inspectorate staff
Thematic Areas	AOP
Identified performance objectives/Ambition.	<p>The primary purpose of developing a strategic plan for the Aerodrome Operational Planning (AOP) is to streamline and enhance operational efficiency. Aerodrome operations encompass various critical activities such as aircraft handling, passenger services, security, and maintenance. Developing a strategic plan for the Aerodrome Operational Planning is essential for ensuring efficient, compliant, and sustainable operations. It provides a structured approach to managing resources and achieving long-term growth. By aligning the aerodrome’s activities with its strategic goals, the plan ensures a cohesive and proactive approach to addressing current challenges and future opportunities, thereby contributing significantly to the vision of a seamless and integrated African airspace.</p>
Proposals	<p>a) ACDM implementation To ensure the implementation of ACDM at all international Airports in the AFI region. In the near term, the region shall number and where ACDM shall be implemented by Dec 2027</p> <p>b) Aerodrome certification To ensure the certification of all international aerodromes. The region will target to have 100% certified airports in the AFI region by 2027</p> <p>c) Apron management and apron safety management (ground handling operations) To ensure that ground handling operations are carried out in compliance with regulations and safety rules. The region shall define the percentage reduction of apron safety events (Reduction per 1000 movements by the year 2028)</p> <p>d) Removal of disabled aircraft To minimize the high risks of prolonged runway closure</p>

<p>Key element to success of the strategy</p>	<ul style="list-style-type: none">i. Definition of the stakeholders' roadmaps.ii. Encourage partnership of States and funding Agencies in the procurement of ACIS systems,iii. Review the Project document on aerodrome certification to address regional challenges that states face in AFI region, include solutions and cascade assistance missions in Aerodrome certification to RSOOs.iv. Effective regulation of ground handling operations
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APPENDIX II:

Steering Committee AFI ANS Summit 2024 | Terms of Reference (TOR)

1. AFI ANS Summit 2024 | Background

The AFI Air Navigation Services (ANS) Summit 2024 is planned for Q4 of 2024 as per the APIRG Conclusion 26/24 which confirms APIRG conclusion 22/35 calling for improvements in seamless air traffic flow in the region and the hosting of an AFI ANS Summit by 2024.

AFI ANS Summit 2024 is a collaboration with all strategic aviation stakeholders, with the goal to deliver a fully harmonized, interoperable seamless air navigation services towards Single Africa airspace and architecture. The objective of the summit is to endorse the African ANS Implementation Master Strategy for the region, which if implemented, will ensure a single, seamless African sky. This will be achieved through a Program that consolidates all the aviation infrastructure development initiatives and work plans championed by various organizations in the region as well as oversee the implementation, monitoring and evaluation of these initiatives.

It is envisaged that the Summit deliverables will be attained through a team comprising of all the strategic aviation stakeholders, a steering committee, project champions, technical core team, team of experts, project management office and the Secretariat. The (culmination) work of the aforementioned teams i.e., the African ANS implementation Master Strategy will be presented at the AFI ANS Summit 2024 and will be endorsed by the Directors-General of the Civil Aviation Authorities in the region and subsequently by APIRG.

2. Problem Statement

The AFI Region has seen significant efforts in the past decades aimed at, not only effective functionality of the ANS systems that are at par with international standards, but at achieving global and regional goals. However, these have not been effectively coordinated and implementation remains fragmented, particularly when it comes to the execution of the various initiatives. This negatively impacts on:

- a) the exchange of information (uncoordinated, fragmented approach)
- b) exchange of expertise and other resources (limited experts, funding, and other resources)
- c) coordinated planning and implementation (limited CDM, interagency gaps and overlaps)
- d) effective project management approach through a fully established Program Management Office (PMO)
- e) the exploitation of synergies and economies of scale.
- f) optimization of available resources through duplication of efforts.
- g) timely and efficient implementation
- h) focused attention and strategy
- i) effective collaboration
- j) regional implementation performance

At the center of the limited coordination of resources is the duplication of material resources and expertise which, inevitably stretches the demands and resources of individual States. State-level officials and experts are often required to attend multiple program/activities with conflicting or unsynchronized schedules. Which, though is not a challenge on resources, is unsustainable.

3. Intervention | Mitigation

A collaborative approach to develop and endorse a single African ANS implementation master strategy which will guide and direct implementation of regional, sub-regional and State National Aviation Development Plans in the fields(areas) of Communication, Navigation, Surveillance (CNS), Air Traffic Management (ATM), Meteorology (MET), Aeronautical Information Management (AIM), Search and Rescue (SAR), Airport Operations (AOP) and Procedures for Air Navigation Services-Aircraft Operations (PANS-OPS) in order to achieve a seamless Air Navigation Services towards Single Africa Sky under the African Union.

The African Union, Development partners, ICAO, States, strategic aviation stakeholders and Users through a coordinated approach, will drive these interventions and shall take into consideration:

- a) common interpretation and harmonization of the various strategies,
- b) common interpretation of the objectives and goals,
- c) establishment and monitoring of performance frameworks and parameters,
- d) common interpretation and setting of priorities and the critical path to implementation,
- e) strategic allocation of resources,
- f) coordinated regional scheduling of planning and implementation activities and
- g) project management approach through an effective Program Management Office (PMO)
- h) harmonized evaluation mechanisms post project implementation.

4. Scope or Work.

- a) Oversee the development of African ANS implementation master strategy.
- b) Provide leadership, guidance, direction, methodology, and required resources for the delivery of the Program.
- c) Coordinate with Round Table Teams (RTT), Project Team Champions (PTCs), Technical Core Team (TCT), Team of Experts (TOEs) and other aviation stakeholders to ensure a collaborative approach in the development of the consolidated list of projects and the African ANS Master Strategy.
- d) In coordination with Technical Core Team (TCT), review projects in the air navigation-related frameworks defined by the responsible PIRGs.
- e) Oversee the successful implementation of continental air navigation related initiatives within the Program.
- f) Develop a funding mechanism in consultation with RTT, The PTC, International Civil Aviation Organization (ICAO), Africa Union (AU), United Nations (UN), development partners and other aviation stakeholders.
- g) Identify specific challenges that may impede delivery and incorporate solutions thereto in the establishment of the consolidated projects.
- h) Define goals and objectives (SMART) of the Program and set up functional structures and their modus operandi to attain them.
- i) Establish criteria and types of expertise required for delivery of the Program and facilitate nomination of experts.

- j) Identify organizations that will contribute required expertise and where feasible, specific experts to participate in the Technical Core Team (TCT), Team of Experts (TOEs) and the Project Management Office (PMO).
- k) Develop and coordinate the communication strategy with the aviation stakeholders, the secretariat, and the PMO.
- l) Schedule periodic meetings with RTT, PTCs, TOEs & PMO and other external international organizations to ensure delivery of the team objectives. Invite other relevant experts from time to time and as whenever required.
- m) Develop projects funding policy and strategy.
- n) Identify possible sources of funding for project implementation.

5. Timelines, Quality & Budget

- a) In coordination with the Program Management Office (PMO) ensure goals & objectives are achieved within defined budget, time & quality.
- b) In coordination with the PMO identify specific activities, set timelines, milestones, workflow and workplan.
- c) In coordination with the PMO set quality standards, roles & responsibilities and coordinate with stakeholders.
- d) Together with the Project Team Champions and the Technical Core Team (TCT) periodically review projects.
- e) In coordination with the Technical Core Team (TCT) and the PMO, track progress, achievement & provide timely periodic reporting to stakeholders (in accordance with the communication strategy).

6. Risk management

- a) Identify, evaluate, and manage risk,
- b) Review and address unexpected events and
- c) Ensure successful African ANS Implementation Master Strategy & Summit 2024 delivery outcomes.

7. Deliverables

- a) Delivery of a consolidated list of costed projects with clear objectives, timelines, and funding strategy for synergistical implementation to avoid duplication of efforts as per APIRG Conclusion 26/24.
- b) Deliver the African ANS implementation master strategy for endorsement by the Directors-General of Civil Aviation Authorities of African States at the AFI ANS Summit 2024 in Q4 of 2024 and APIRG.
- c) Submit a roadmap and handover plan, for the adoption of the African ANS implementation master strategy by the AU/AUC and States in collaboration with relevant aviation specialized bodies.
- d) Deliver Implementation plan(s) of the African ANS implementation master strategy in the short term, medium term, and long term as applicable, with clear objectives and timelines for each State, to ensure harmonized ANS for Africa.

- e) Recommend a list of ANS prioritized projects for implementation in Africa, based on the ICAO Global Air Navigation Plan and the Aviation System Blocks Upgrade (ASBU) framework, and the results of the AU/AFCAC/ICAO Gap analysis for Africa, to address safety, efficiency, resilience, and sustainable aviation.

8. The Structure

- Round Table Teams – consist of all strategic aviation stakeholder (global and local)
- Steering Committee (SC-AFI ANS Summit 2024)
- Technical Core Team (TCT)
- Team of experts (TOEs)
- Secretariat & Editorial team (ICAO, IATA, AFRAA & selected SMEs)
- Program Management Office (PMO)
- AFI ANS Summit 2024 Champions (IATA, AFRAA, ASECNA, ATNS, AFCAC, RECs, States)

9. Meeting Venue (s)

- Virtual (Zoom, Microsoft Teams)
- Face to Face (F2F) as per schedule and as require by the teams. (e.g., ATNS, Safair),

Appendix 1: Meetings & WORK@Labs proposals

1. Round Table Teams (RTT)

- a) Two (2) meetings: **x1 virtually** (ICAO). X1 F2F (Wings of Change Focus Africa- Joburg. 2-3 July)
- b) Periodic newsletters as per communication strategy to be developed by SC.

2. Steering Committee (SC)

- a) Monthly Meetings
- b) 7-8 February 2024 ICAO ESAF, Nairobi. Annual ICAO ESAF-WACAF Regional Offices/AFCAC Coordination Meeting with Regional Aviation Organizations and Partners.
- c) 25-29 March 2024: Presentation & delivery of **APIRG Conclusion 26/24** to ICAO ESAF/WACAF
- d) As required by the SC

3. Project Team Champions (PTC)

- a) Tasks: Develop TORs. **Deliver tasks as per APIRG Conclusion 26/24 timeframe.**
- b) Meet as required by the SC, PTC, TCT and TOEs

4. Technical Core Team (TCT)

- a) Tasks: Develop TORs for the Core team. **Deliver tasks as per APIRG Conclusion 26/24 timeframe.**
- b) Meet as required by the SC, PTC, TCT and TOEs

5. Team of Experts (TOEs)

- a) Meet as required by the SC, PTC, TCT and TOEs virtually.
- b) F2F as per below WORK@Labs schedule. **Deliver tasks as per APIRG Conclusion 26/24 timeframe.**

6. WORK@Labs & workflow

- a) Week 6-10 May: WORK@Labs 1 (Sponsor e.g., [ATNS*](#), ASECNA, AFRAA, ICAO, RECs, CANSO, IATA)
- b) Week 16-22 Jun: WORK@Labs 2 (Sponsor ATNS, [ASECNA*](#), AFRAA, RECs ASECNA, ICAO, CANSO, IATA)
- c) Week 11-17 Aug: WORK@Labs 3 (Sponsor ATNS, ASECNA, [AFRAA*](#), RECs ASECNA, ICAO, CANSO, [IATA*](#))
- d) Week 15-20 Sep: WORK@Labs 4 (Sponsor ATNS, ASECNA, AFRAA, [ICAO](#), [RECs*](#), [CANSO](#), IATA)
- e) **Week 14-18 Oct:** Special Meeting to present the AFI ANS Implementation Master Strategy for AFI ([ICAO ESAF/WACAF*](#))

AFI ANS Summit 2024

- f) 31 October – 1 November 2024, South Africa

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