

**AFRICAN CIVIL AVIATION POLICY (AFCAP)**

**AFRICAN UNION**

**الاتحاد الأفريقي**



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**AFRICAN CIVIL AVIATION POLICY**

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**Part One**

**General Provisions**

**CHAPTER ONE**

**1.0 BACKGROUND**

**1.1. EVOLUTION OF INTERNATIONAL CIVIL AVIATION**

1.1.1. Following the end of World War 2, the International Civil Aviation Organization (ICAO) was created with the signing of the *Convention on International Civil Aviation* (the Chicago Convention), on 7 December 1944. The objective of ICAO, now a specialized agency of the United Nations, is to promote the development of a safe, secure, regular, efficient and economical international civil aviation. ICAO issues Standards and Recommended Practices (SARPs) for the regulation of the industry which contracting States are obliged to implement. Almost all African States are contracting States of ICAO.

1.1.2 In addition to the SARPs, there are other international Air Law Instruments including Conventions, Treaties and Protocols adopted in the field of civil aviation that are to be ratified, domesticated and complied with by ICAO Contracting States. These are listed in the Appendix 2.

1.1.3 In accordance with Article 55 of the Chicago Convention, ICAO established regional commissions namely African Civil Aviation Commission (AFCAC), Latin American Civil Aviation Commission (LACAC), Arab Civil Aviation Commission (ACAC) and European Civil Aviation Conference (ECAC). During the Organization of African Union (OAU) Kampala Summit of 1975, AFCAC was adopted as the specialized Agency of African Union in the field of civil aviation.

1.1.4 Since the creation of ICAO, international civil aviation has sustained impressive growth in terms of number of airlines and their route networks, passengers and cargo transported as well as better safety records and quality of service. Traditionally the governments owned the airlines until the 1970s when USA initiated the ideology of de-regulation to remove restrictions and encourage competition in civil aviation. In the 1980s, many more countries embraced the idea of liberalisation and privatisation of air services and access to air transport markets and this attracted private sector participation with injection of further capital into the industry. Liberalisation and privatisation have catalysed the emergence of mega carriers, and alliances among airlines thereby enhancing their capacity to compete favourably.

## 1.2 DEVELOPMENT AND CHALLENGES OF CIVIL AVIATION IN AFRICA

- 1.2.1 Africa is the world's second-largest and second most-populous continent, after Asia. Africa has a large land mass of about 30.37 million km<sup>2</sup> (11.7 million sq mi) including adjacent islands. It covers 6% of the Earth's total surface area and about 20.4% of the total land area, with about one (1) billion people (as of 2009) which accounts for about 14.72% of the world's population.
- 1.2.2 Africa is endowed with vast natural resources. In terms of percentages it accounts for 90% of cobalt, 90% of platinum, 50% of gold, 98% of chromium, 70% of tantalite, 64% of manganese and 33% of uranium and large reserves of diamond and bauxite.
- 1.2.3 Notwithstanding the abundant resources, most African countries are still relatively poor and the Continent continues to record poor development statistics. Whilst many adverse historical politico-economic reasons could be advanced for its unsatisfactory performance, much higher socio-economic indicators could be achieved if African States joined their efforts to forge and implement common strategies for the harnessing of the continent's potentials.
- 1.2.4 Like many other sectors in Africa, civil aviation lags behind and operates well below its share of the international civil aviation market. African airlines are generally under-capitalised; operate narrow route networks and small and ageing aircraft fleet. They are weak and unable to compete with the global mega carriers. To reverse this trend and facilitate the growth of its civil aviation, Africa's leadership must continue to create enabling and conducive environment that attracts private sector capital investment in the industry. This underscores the urgent need for African States to forge a common approach to civil aviation.
- 1.2.5 Although over the past decade, African air transport has increased by 6.6%, making it the most rapid growth region after the Middle East, the absolute traffic figures remain relatively very low because of the small base. For instance in 2008, Africa accounted for only 3% of the global traffic. However, with its GDP expected to grow at the rate of 4.5% in 2011, compared with the world average rate of 3.7%, Africa potential is undeniable, but to realise the full potential there are many challenges to overcome.
- 1.2.6 Of the numerous and complex problems faced by Africa's civil aviation, safety remains the most critical in most of the states because of ineffective safety oversight mechanisms, deficiencies in airport and air navigation systems, etc which collectively lead to accident rates that are many times higher than the global average. The safety problem is compounded by disturbing incidence of flags of convenience among other malpractices which call for immediate and harmonized corrective measures.

1.2.7 Africa grapples with aviation security challenges especially due to limited systems to mitigate the new and emerging threats against civil aviation. At the same time measures have to be initiated to minimize the impact of air transport on the environment, as tighter international standards are being imposed. Furthermore there is a growing insufficiency in qualified personnel that is worsened by attrition to other markets commonly referred to as “brain drain” and high turnover of middle and senior managers particularly in government owned institutions.

1.2.8 A close analysis of the civil aviation problems in Africa indicates commonality in almost all the States leading to the conclusion that collaboration and coordination among African States would result in the optimisation of the scarce resources.

### **1.3 ECONOMIC CONTRIBUTION OF CIVIL AVIATION**

1.3.1 Air transport is an innovative industry that drives economic and social progress. It connects people, countries and cultures; provides access to global markets and generates trade and tourism. Aviation provides the only rapid worldwide transportation network, which makes it essential for global business and tourism thus facilitating economic growth, particularly in developing countries.

1.3.2 Some 2,000 airlines around the world operate a total fleet of 23,000 aircraft. They serve some 3,750 airports through a route network of several million kilometres managed by around 160 air navigation service providers. Air carriers transport over 2.2 billion passengers annually. However the airports serve about 4 billion passengers annually which include departing, arriving and transiting passengers. The total value of goods transported by air represents 35% of all international trade. Over 40% of international tourists now travel by air.

1.3.4 The air transport industry directly generates 5.5 million jobs globally and directly contributes USD 408 billion to global GDP. The industry contributes USD 1.1 trillion to world GDP through its direct, indirect and induced impacts – equivalent to 2.3 % of world GDP.

1.3.5 The air transport industry, in 2008, generated a total of 32 million jobs globally, through direct, indirect, induced and catalytic impacts. Aviation’s global economic impact (direct, indirect, induced and catalytic) is estimated at USD 3,560 billion, equivalent to 7.5% of world Gross Domestic Product (GDP). With regards to Africa, in 2006, the air transport industry generated around 430,000 jobs in Africa and contributed more than USD 9.2 billion to African GDP (direct, indirect and induced impacts). If catalytic impacts are included, the number of jobs increases to 3.3 million and GDP to USD 67 billion. Worldwide, Africa represents 10% of total jobs and 2% of GDP generated by the air transport industry, including catalytic impacts.

## 1.4 GLOBAL TRENDS IN CIVIL AVIATION

- 1.4.1 Liberalisation and competition have permeated all aspects of the aviation industry and helped elevate awareness, expectations and choice at the same time protecting consumer rights. Healthy competition has promoted security, safety, efficiency quality of service and to some extent the protection of environment.
- 1.4.2 Needless to say, that liberalization and privatisation have led to steady reduction of state control of aviation business. States are limiting themselves to setting of policies, enforcement of regulations, ensuring public and consumer protection as well as enactment of enabling and pragmatic policies to facilitate healthy competition.
- 1.4.3 Many more States are collaborating among themselves through the establishment of regional, inter-regional and other strategic partnerships based on common economic interests. This encourages harmonisation of regulations, integration and management of assets, pooling of resources, etc. which enhance the growth of civil aviation, thus benefiting the agencies involved and consumers.

## 1.5 STRUCTURE OF CIVIL AVIATION IN AFRICA

### 1.5.1 AFRICAN UNION/GOVERNMENTS

- 1.5.1.1 The African Union (AU) is an organisation of African States formed to:
- accelerate the political and socio-economic integration of the continent;
  - to promote and defend African common positions on issues of interest to the continent and its peoples;
  - to achieve peace and security in Africa; and
  - to promote democratic institutions, good governance and human rights.
- 1.5.1.2 The AU is responsible for formulating policies for the aviation industry in Africa. The AU Assembly, made up of all the Heads of State or Government of Member States, is the highest decision-making organ of the AU.
- 1.5.1.3 The Council of Ministers is made up of the Ministers responsible for Civil Aviation and is responsible for recommending major policy decisions to the AU Summit.
- 1.5.1.4 African Civil Aviation Commission (AFCAC) is the specialised agency of the AU responsible for coordinating aviation activities in Africa and is also the Executing Agency of the Yamoussoukro Decision (YD).

1.5.1.5 Regional Economic Communities (RECs) bring together countries in sub- regions for economic integration. Currently, there are eight RECs recognized by the AU, each established under a separate regional treaty. They are:

- Arab Maghreb Union (UMA)
- Common Market for Eastern and Southern Africa (COMESA)
- Community of Sahel-Saharan States (CEN-SAD)
- East African Community (EAC)
- Economic Community of Central African States (ECCAS)
- Economic Community of West African States (ECOWAS)
- Intergovernmental Authority on Development (IGAD)
- Southern Africa Development Community (SADC)

1.5.1.6 The membership of many of the RECs overlaps and creates coordination and harmonisation challenges. However the RECs have played a key role in the implementation of major civil aviation decisions including the YD.

## 1.5.2 **REGULATORS**

1.5.2.1 Civil Aviation Authorities (CAAs) are vested with the regulatory and oversight responsibility of the aviation industry. The CAAs ensure compliance by the industry with national policies and ICAO SARPs.

1.5.2.2 Some States have pooled their resources together to form Regional Safety Oversight Organisations (RSOOs) in order to increase their regulatory and oversight capabilities, such as the Civil Aviation Safety and Security Oversight Agency (CASSOA) of the EAC and the Banjul Accord Group Aviation Safety Oversight Organisation (BAGASOO).

## 1.5.3 **AIRLINES**

1.5.3.1 Airlines in Africa are major stakeholders in the aviation industry and are in the business of providing scheduled and non-scheduled air services within and outside the Continent.

1.5.3.2 Many African Airlines are members of the African Airlines Association (AFRAA), an association responsible for protecting the general interest of member airlines. AFRAA works in close collaboration with the International Air Transport Association (IATA), an association of international airlines whose mission is to represent, lead and serve the global airline industry.

## 1.5.4 **AIRPORTS**

1.5.4.1 Airports Authorities in Africa are responsible for the development and management of airports. Most of the airports authorities are members of Airports Council International (ACI Africa) an arm of the ACI which is a non- profit organization, whose objective is to advance the interests of



airports and to promote excellence in airport management and operations.

#### 1.5.5 **AIR NAVIGATION SERVICES PROVIDERS**

1.5.5.1 Airspace Agencies are responsible for the provision of air navigation services (ANS) and facilities (en-route and airport), air traffic services, Aeronautical Information Services (AIS) and in some cases coordination of aeronautical search and rescue. These services in most countries are provided by departments within Civil Aviation Authorities.

1.5.5.2 Some States have formed groups to provide joint air navigation services such as Agency for Aerial Navigation Safety in Africa and Madagascar (ASECNA) which is based in Dakar with a membership of 17 countries and Roberts FIR providing services for Guinea, Liberia and Sierra Leone.

1.5.5.3 Airspace agencies are members of Civil Air Navigation Services Organisation (CANSO), a global association which represents the interests of ANS Providers worldwide.

#### 1.5.6 **OTHER STAKEHOLDERS**

1.5.6.1 Other stakeholders include Aviation Training Organisations, Aircraft Maintenance Organisations, ground handling companies, catering companies, leasing companies, etc.

1.5.6.2 Numerous Professional Associations also play major roles in the development of the industry in Africa. They include the International Federation of Airline Pilots' Association (IFALPA), International Federation of Air Traffic Controllers' Association (IFATCA), and International Federation of Air Traffic Services Engineers' Association (IFATSEA), etc.

#### 1.5.7 **PRIVATE SECTOR PARTICIPATION**

1.5.7.1 With the advent of liberalisation and increasing demands on governments' resources from other more sensitive sectors of national economies and social services coupled enormous requirement of funds for aviation infrastructure, involvement of Private Sector in aviation businesses became inevitable. In addition to capital investment, the private sector brings expertise into the industry.

1.5.7.2 Involvement of private sector may take the form of Public Private Partnership (PPP), full commercialisation, corporatisation, concessionaire, privatisation, etc.

#### 1.6 **AFRICAN INTEGRATION**

1.6.1 The desired unity is also to promote cooperation in all fields of human endeavour in order to raise the standard of African people, maintain

and enhance economic stability, foster close and peaceful relations among member states and contribute to the progress, development, and economic integration of the continent; and finally, to harmonize policies among the existing RECs and other economic groupings.

- 1.6.2 These regional economic groupings have provided good platforms for cooperative efforts towards solving the safety challenges in the African. These include the implementation of the Cooperative Operational Safety and Continuing Airworthiness Development Programmes (COSCAPs) of the Central African Economic and Monetary Community (CEMAC), West African Economic and Monetary Union (UEMOA), SADC, Banjul Accord Group, EAC Air Safety Projects and the COMESA Communication, Navigation and Surveillance/Air Traffic Management (CNS/ATM) Project.

## **1.7 CIVIL AVIATION INITIATIVES IN AFRICA**

- 1.7.1 There have been some joint aviation initiatives in Africa though implementation has been minimal. Some of the recent and current initiatives are discussed below.
- 1.7.2 The Yamoussoukro Declaration on a new African Air Transport Policy of 1988, was aimed at progressive amalgamation of African airlines into larger, more efficient and competitive entities through joint activities and operations.
- 1.7.3 The Yamoussoukro Decision (YD) relating to the implementation of the Yamoussoukro Declaration through the Liberalization of Access to Air Transport Markets. The objective of YD was to harmonize air transport policies and free exchange of traffic rights in the intra-African market.
- 1.7.4 Several Resolutions, Declarations and Action Plans were adopted by various conferences of African Ministers of Civil Aviation. Notably among these were: -
- Sun City, South Africa, 2005; follow up of the implementation of the YD.
  - Libreville, Gabon, 2006; adoption of the Libreville Plan of Action which set targets for accident rates and considered an African external policy for negotiation with third parties.
  - The 2007 Addis Ababa Declaration on civil aviation security in Africa.
  - The 2010 Abuja Joint Declaration and a Road map to counter the new emerging threat to civil aviation adopted through collaboration of AU, AFCAC, ICAO and other non Africa ICAO member States.

1.7.5 Almadies (Senegal) and Gauteng (South Africa) Declarations adopted by African Air Traffic Services providers for collaboration in CNS/ATM operations including the Single Sky concept.

1.7.6 There were also other initiatives developed for and implemented in Africa by other States and organizations, such as; ICAO African Regional Comprehensive Implementation Plan and COSCAPs, IATA IOSA and ASET, World Bank Project for Sustainable Air Transport in Africa, US Safe Skies for Africa Initiative , the EU etc.

### 1.7.7 **ICAO AFI Plan**

1.7.7.1 The Comprehensive Regional Implementation Plan for Aviation Safety in Africa (AFI Plan) was adopted by the 36th ICAO Assembly to address the aviation safety deficiencies in Africa. The AFI Plan is being implemented through three focus areas:

1. Enabling States to establish and maintain effective and sustainable safety oversight systems;
2. Assisting States to resolve identified deficiencies within a reasonable time; and
3. Enhancing aviation safety culture of African aviation service providers.

1.7.7.2 The implementation of the AFI Plan has been integrated into the programme of activities of ICAO and its Africa Regional Offices.

## 1.8 **THE NEED FOR AN AFRICAN CIVIL AVIATION POLICY**

1.8.1 Despite the numerous initiatives and good efforts to improve civil aviation in Africa, overall success has been too little and too slow mainly because of lack of political will as well as institutional and procedural constraints. The initiatives are generally not well coordinated and usually have differing perspectives and objectives, which present attendant insurmountable implementation challenges. To formulate well thought out and implementable policies there is need for a coherent policy framework which inter alia outline and solicit the necessary political commitment.

1.8.2 Africa should therefore have an African Civil Aviation Policy (AFCAP) which provides a framework and the platform for the formulation, collaboration and integration of national and multinational initiatives/programmes in various aspects of civil aviation

1.8.3 AFCAP should be an overarching framework document that enlists and consolidates the political commitment of African States to work together through agreed roadmap with the purpose of positioning Africa's air transport in the global economy. The policy must provide for the appropriate empowerment of national and regional technical bodies to enable them carry out their responsibilities effectively.

- 1.8.4 National policy decision-makers will use the AFCAP as a guide for the development of national and regional policies thereby fostering harmonisation. It will assist Africa to respond to the intricacies of globalisation by forging a paradigm shift in focus, from national to common regional market; from inter-state to intra-African operations; from regional competition to global competition.
- 1.8.5 The policy document should address, inter alia, the following issues:
- a. The vision and strategic objectives for African civil aviation
  - b. Specific targets to bring Africa at par with the rest of the world, particularly in safety, air traffic and economic statistics
  - c. Common objectives, policy statements and strategies for the management of the various aspects of civil aviation: - safety, security, airspace management, air transport, etc.
  - d. Linkage with other socio-economic sectors, e.g. tourism, trade, to enhance demand for air transport
  - e. Common approach to external relations and foreign operations
  - f. Procedure for periodic review and monitoring of implementation of the policies and adoption of regulations and Action plans as may be required.
  - g. Delegation of authority from Heads of Government to conference of Ministers, AU commission, AFCAC as appropriate, etc.

## **CHAPTER TWO**

### **OBJECTIVES OF CIVIL AVIATION IN AFRICA**

#### **2.0 PREAMBLE**

2.0.1 The Air Transport Industry has become strategically important to Africa. This is because Africa depends mostly on air transport to link people with each other over its vast and complicated terrain as well as the rest of the world. A Safe, Secure and efficient Aviation Industry is therefore crucial in the support of business, trade, tourism, cultural, and social activities which significantly contribute to Africa's economic growth and prosperity.

2.0.2 The primary roles of AU, AFCAC and Member States in civil Aviation are to provide enabling environment for growth of the industry and safe operations through the:

- Adoption of policies that will encourage dynamic growth;
- Enhancement of safety oversight through cooperative and collaborative mechanisms;
- Prudent management of Airports and Aviation Security;
- Efficient airspaces management;
- Human resources development;
- Infrastructural development; and
- Increased participation of the private sector, etc.

## 2.1 VISION FOR AFRICAN CIVIL AVIATION

2.1.1 The vision for African Civil Aviation shall be:

“To foster a safe, secure, efficient, cost effective, sustainable and environmentally friendly civil aviation industry in Africa”

## 2.2 THE POLICY THRUST OF AFRICAN CIVIL AVIATION

2.2.1 The desire of Member States is to have an African Civil Aviation Policy for the promotion of a harmonised approach to manage the various aspects of civil aviation including safety, security, efficiency and environmental protection, etc.

2.2.2 The African Union shall adopt policies that will foster cooperative and collaborative arrangements for the sustainable development of civil aviation in the continent.

2.2.3 All Civil Aviation Policies in Member States and RECs shall be consistent with the provisions of the AFCAP.

2.2.4 To achieve these objectives, the following shall be accomplished:

- (i) Member States shall harmonize their respective National Civil Aviation Policies and those of the Regional Economic Communities with the provisions of this Policy.
- (ii) AFCAC shall put in place necessary machinery for the periodical review of this Policy to ensure that it is consistent and responsive to the contemporary developments in the industry.
- (iii) AFCAC shall establish the necessary forum to facilitate regular exchange of ideas and experiences to cultivate and strengthen the relationship and interface between AFCAC, RECs, RSOOs and other stakeholders.

## 2.3 STRATEGIC OBJECTIVES

2.3.1 The strategic objectives of Civil Aviation in Africa shall be as follows:

- A. To foster sustainable development of Air transport in Africa.
- B. To enhance civil aviation safety in Africa.
- C. To enhance civil aviation security in Africa.
- D. To ensure sustainable human resources development for African aviation
- E. To strengthen the Rule of Law in African Aviation.

## 2.4 KEY PERFORMANCE AREAS AND INDICATORS

2.4.1 The key performance indicators for African civil aviation shall be as follows:

2.4.1.1 Safety Performance Indicators:

1. Number of accidents and major incidents;
2. Number of fatalities;
3. Accident rate in the AFI Region as compared to the global average;
4. Safety Management Maturity Level; and
5. Oversight capabilities of Civil Aviation Authorities

2.4.1.2 Air Traffic Performance Indicators:

1. Aircraft movement – arrivals and departures
2. Passenger and cargo traffic
3. International market share
4. Average load factor for the African air carriers
5. African city pairs

## 2.5 TARGETS AND STRATEGIES

2.5.1 Based on the key performance areas and indicators, AFCAC in collaboration with States shall periodically establish measurable targets to be achieved by African civil aviation. These targets shall be included in schedules to be annexed to this policy.

2.5.2 AFCAC shall monitor, review and report on the achievement of the targets to its Plenary and to the Committee of Ministers responsible for civil aviation.

2.5.3 The following strategies shall be adopted:

- (i) Strengthening of regulatory and safety oversight capabilities of Member States through the creation of effective autonomous CAAs and /or establishment of RSOOs;
- (ii) Development, training and retention of qualified aviation personnel;
- (iii) Strengthening of service providers and air carriers through creation of enabling environment; and
- (iv) Strengthening and empowering AFCAC to enable it assist States to comply with ICAO SARPs and enforce the full implementation of this policy, the YD and any other resolutions passed by the AU.

## 2.6 KEY PRINCIPLES

2.6.1 The following key principles shall underpin the African Civil Aviation Policy in guiding the development, management and operations of the African Aviation Industry:

2.6.1.1 Aviation safety and security shall take first priority.

2.6.1.1.1 Aviation safety and security constitute the bedrock upon which the success of the aviation industry is built and therefore shall receive top priority.

2.6.1.2 Liberalization of the African air transport industry shall be progressively pursued.

2.6.1.2.1 Liberalization of air services within Africa shall be strongly and continuously pursued due to its potential to enhance capacity, connectivity, service quality and choice as well as encourage competitive fares. Schedules coordination among African airlines shall respond to the lack of connectivity on routes which are economically unworthy.

### **2.6.1.3 Necessity of harmonization, coordination and cooperation**

2.6.1.3.1 By its international nature, aviation requires to be coordinated in order to enhance its efficiency, safety, security and regularity. Regional cooperation is imperative as a means to promote the harmonization of aviation policies, regulations and procedures; optimization of scarce resources; and integration of aviation systems.

### **2.6.1.4 Necessity of regenerating aviation**

2.6.1.4.1 A significant proportion of revenues generated by aviation need to be ploughed back into the industry to ensure its regeneration and growth. Furthermore, all financing options shall be pursued, including state funding, public-private partnerships, private investment and development assistance in order to adequately finance safety oversight, infrastructural provision, human resource development, airline capitalization to mention a few.

### **2.6.1.5 Reciprocity in international relations**

2.6.1.5.1 In conducting international civil aviation relations, the exchange of opportunities, obligations, rights and privileges shall be on a reciprocal basis and as guided by the African Union.

### **2.6.1.6 The human resource is key to aviation efficiency, safety, security and regularity.**

2.6.1.6.1 The human resource is the greatest asset for any nation, sector or enterprise. In aviation, the human resource is particularly critical to the achievement of efficiency, safety, security and regularity, and therefore shall receive due attention. Training and retraining of professionals in quality and quantity in order to address various challenges of the aviation industry shall be permanently pursued and their retention in the African aviation shall be guaranteed.

**2.6.1.7 Necessity of protecting the environment**

2.6.1.7.1 Aviation contributes to environmental degradation; therefore African States shall contribute to its protection under the guidance of ICAO.

2.6.1.8 ICAO shall be the primary source of guidance on the establishment of regional and national aviation regulatory and institutional frameworks

2.6.1.8.1 All aviation laws, regulations and practices shall be based on the Chicago Convention, air law instruments and guidance provided by ICAO.

2.6.1.9 The need to strengthen sectoral synergies and intermodal integration.

2.6.1.9.1 Need for synergies between air transport and other sectors such as trade, tourism, energy, etc. There is further need for integrated intermodal system for seamless movement of passengers and cargo.

**2.6.1.10 Necessity of regular stakeholder consultations**

2.6.1.11 The smooth implementation of the African regional aviation policy requires regular consultations between key stakeholders, primarily the AU Commission (as policy driver), AFCAC (as policy implementer), member states (given their primary responsibility over safety and security oversight) and regional economic groups (as regional coordinators) and trade and tourism sectors (as air transport beneficiaries). Stakeholder consultations need to be cascaded to regional and national levels as appropriate.

**CHAPTER THREE**  
**INSTITUTIONAL FRAMEWORK FOR IMPLEMENTATION,**  
**REVIEW AND AMENDMENT OF AFCAP**

**3.0** AFCAP is a concise overarching policy framework document, which forms the basis of which African Regional Programmes, Action Plans and common Rules, Regulations and Guidelines.

**3.1** The following institutions are stakeholders in the implementation of the AFCAP:-

**3.1.1 SUMMIT OF HEADS OF GOVERNMENT**

3.1.1.1 The summit of Heads of Government of the African Union has the ultimate political authority for the adoption of the AFCAP, on the recommendation of the Committee of Ministers responsible for Civil Aviation.



**3.1.2 COMMITTEE OF MINISTERS**

3.1.2.1 The Committee of Ministers shall approve the AFCAP and adopt amendments thereto. The Committee shall consider reports on the implementation of the AFCAP at its regular sessions. The Committee shall also ensure full review of the AFCAP at least once every 10 years. The Action Plans adopted by the Ministers shall be in conformity with the AFCAP.

**3.1.3 AFRICAN UNION COMMISSION**

3.1.3.1 AUC has functional responsibility to advise the Committee of Ministers regarding the development, review and amendment of AFCAP with the technical advice of AFCAC. It is the responsibility of the AUC to ensure that there is harmony between the AFCAP and the Constitutive Acts and other Transport policies adopted by AU, RECs and Member States. AU will also ensure that other economic sectors do not adopt policies that have detrimental effect on the growth of civil aviation.

**3.1.5 AFRICAN CIVIL AVIATION COMMISSION (AFCAC)**

3.1.5.1 AFCAC as the specialised agency of the AU shall serve as the technical adviser to the AUC and the Committee of Ministers on all matters pertaining to the review and implementation of the AFCAP. In this regard, AFCAC shall coordinate with States, RECs and other groups of stakeholders and present regular reports on the status of implementation of AFCAP to the Committee of Ministers and AFCAC Plenary. AFCAC's Work Programmes, Action Plans and harmonised Regulations shall be in conformity with the AFCAP.

**3.1.6 MEMBER STATES**

3.1.6.1 Member States shall ensure implementation of the AFCAP at the national level and in their bilateral and multilateral civil aviation activities. The AFCAP should serve as guidance for States in the development of national civil aviation policies. States shall therefore review their existing policies and formulate future policies in accordance with the provisions of AFCAP.

**3.1.7 REGIONAL ECONOMIC COMMUNITIES (RECS)**

3.1.7.1 RECs shall coordinate the implementation of the AFCAP within their regions. The AFCAP should serve as guidance for those RECs that wish to adopt regional policies in civil aviation. RECs shall therefore review their existing and future policies, Action Plans and regulations in the field of civil aviation to ensure that they are in conformity with the AFCAP.

**3.1.8 OTHER REGIONAL BODIES**

3.1.8.1 Proliferation of Regional Organisations in the field of Civil Aviation should be discouraged, and to the extent possible, AFCAC should be empowered as the responsible agency for all technical matters in civil aviation. However where other regional bodies e.g. NEPAD/NPCA and UNECA, are involved in civil aviation matters, their activities should be coordinated with AFCAC to avoid overlaps and confusion. Such activities shall be in conformity with the AFCAP.

**3.1.9 CIVIL AVIATION SERVICE PROVIDERS**

3.1.9.1 All civil aviation service providers shall promote effective implementation of the AFCAP in their areas of activities and ensure that the spirit of the AFCAP is adhered to.

**3.1.9.2 AIRLINES**

3.1.9.2.1 The African Airlines Association (AFRAA) shall coordinate the activities of the African Airlines with respect to the AFCAP and be their spokesperson with respect to their views, interests and challenges in the implementation of the AFCAP.

**3.1.10 AIRPORTS**

3.1.10.1 African Airports Operators are encouraged to come together preferably under one Pan-African umbrella organisation (Association) to advance interests of Airport Operators and to facilitate harmonised implementation of the AFCAP. In the interim, airports may coordinate their regional activities through the ACI-Africa.

**3.1.11 AIR NAVIGATION SERVICE PROVIDERS (ANSPS)**

3.1.11.1 ANSPs are encouraged to come together preferably under one Pan African umbrella organisation/association to coordinate their views and interests and foster harmonised implementation of the AFCAP. In the interim ANSPs may coordinate their regional activities through the CANSO-Africa.

**3.2 REVIEW AND AMENDMENT OF THE AFCAP**

3.2.1 The aviation is a highly dynamic and complex international industry. Hence AFCAP is not designed to be a static document. Many critical developments will necessitate periodic review and amendment of the AFCAP. The following developments may necessitate a review of the AFCAP:-

- a) Political developments and new policies adopted by the African Union that have impact on civil aviation.
- b) New developments in international civil aviation that have impact on African civil aviation

- c) New policies adopted by ICAO and other international organizations to which African States are parties.
- d) When a need is identified for more detailed policies to guide States, regulate or delineate competencies in specific aspects of civil aviation.
- e) When a need is identified for establishment of any new regional agencies in the field of civil aviation.
- f) Periodic comprehensive review to incorporate decisions, resolutions and other policies adopted by the Committee of Ministers

### **3.3 PROCEDURE FOR REVIEW AND AMENDMENT OF AFCAP**

- 3.3.1 A review and/or amendment of AFCAP may be undertaken by the directives of the Committee of Ministers on the recommendation of the AUC and/or AFCAC
- 3.3.2 States and RECs may request a review of the Policy. The AUC and AFCAC shall provide advice with respect to such requests.
- 3.3.3 Other aviation Stakeholders may propose amendments to AFCAP. However, such proposals shall be considered by AFCAC who shall provide a technical advice on the proposed amendments.

### **3.4 PERIOD FOR COMPREHENSIVE REVIEW AND AMENDMENT OF AFCAP**

- 3.4.1 A comprehensive review of the AFCAP shall be undertaken at least once in every ten years.

## **Part Two** **Technical Provisions**

### **CHAPTER FOUR**

#### **AVIATION LEGISLATION AND REGULATORY FRAMEWORK**

#### **4.0 PREAMBLE**

- 4.0.1 The Chicago Convention and its Annexes form the primary international air law regulating the conduct of international civil aviation. In addition, other instruments such as Conventions and Protocols have been concluded for specific areas including Aviation Security, Passenger and third party liabilities etc.
- 4.0.2 At the national level, every ICAO Member State is expected to enact its Primary aviation legislation that empowers the conduct and oversight of civil aviation activities within its territory. This comprehensive and effective aviation law should be consistent with the environment and complexity of the State's aviation activity and compliant with the requirements contained in the Chicago Convention. Member States

should also domesticate other international air law instruments to which they are parties.

- 4.0.3 States shall also adopt adequate regulations to address, at a minimum, national requirements emanating from the primary aviation legislation and providing for standardized operational procedures, equipment and infrastructures including safety management and training systems as well as enforcement mechanisms, in accordance with ICAO SARPs. These Regulations in generic terms cover all instructions, rules, edicts, directives, and sets of laws, requirements, policies, and orders.

#### **4.1 LEGISLATION**

##### **4.1.1 OBJECTIVE**

- 4.1.1.1 The objective of Member States is to put in place Primary Aviation Legislations enacted by their respective Parliaments and consistent with international aviation laws, rules and regulations.

##### **4.1.2 POLICY STATEMENT**

- 4.1.2.1 Member States shall have powers to make code of air Navigation Regulations and the respective CAAs shall have the powers to develop, issue and revise operating regulations and rules consistent with the code of Air Navigation Regulations which should be in conformity with the States' Primary Aviation Legislations.

##### **4.1.3 STRATEGIES**

- 4.1.3.1 To achieve its objective, the following shall be accomplished:
- (i) All existing Civil Aviation Legislations in Member States shall be reviewed and amended to incorporate current ICAO SARPs;
  - (ii) Member States shall ratify all international air law instruments on Aviation and incorporate their provisions into the National Laws;
  - (iii) Member States shall empower their CAAs to implement and enforce all international conventions, protocols, and resolutions
  - (iv) Member States shall ensure that all legislations in their Aviation industry are reviewed and revised to be in conformity with this policy;
  - (v) Members States shall ensure the timely implementation of AU and AFCAC Resolutions.

#### **4.2 REGULATORY FRAMEWORK**

##### **4.2.1 OBJECTIVE**

- 4.2.1.1 The objective of Member States is to establish and/or enhance an effective civil aviation regulatory system.

4.2.2 **POLICY STATEMENT**

4.2.2.1 Member States shall establish effective and sustainable regulatory oversight systems.

4.2.3 **STRATEGIES**

4.2.3.1 To achieve the above objective, the following shall be accomplished:

- (i) Member States shall establish autonomous CAAs with full regulatory powers for enforcement and oversight over the industry without any interference.
- (ii) Member States shall ensure adequate funding for CAAs.
- (iii) AFCAC shall work with and support Member States in the establishment of autonomous Civil Aviation Authorities.
- (iv) Members States shall have collaborative forms of Regional Safety Oversight Organisations in order to strengthen their oversight capabilities through optimisation of resources.
- (v) All AU and AFCAC Resolutions, Rules and harmonised Regulations shall be adopted by Member States and RECs for effective implementation.

**CHAPTER FIVE**

**AIR TRANSPORT MATTERS**

**5.0 PREAMBLE**

5.0.1 Globally, air transport has become the engine for sustainable economic development and growth. This is being done through tourism and trade, generation of jobs, improvement of living standards, alleviation of poverty and increasing of revenue generation. Air transport is often the only means of transportation to/from remote areas, and promotes social inclusion by connecting those living in such communities with the rest of their country.

5.0.2 The trend all over the world is the liberalization of air transport businesses and services. The purpose of liberalisation is to reduce and eventually eliminate unnecessary restrictions in order to allow more players in the industry, permit free access to the markets. Removal of restrictions creates enabling environment for alliances and/or mergers among service providers, enhances the flight interconnectivity thus giving the users more choice and encouraging the use of air services.

5.0.3 In Africa, with the advent of the Yamoussoukro Decision 1999 there is increasing liberalization of access to air transport markets, harmonization of air transport policies and free exchange of traffic rights.

## **5.1 LIBERALISATION OF AIR TRANSPORT INDUSTRY**

### **5.1.1 OBJECTIVES**

5.1.1.1 The objective of member States is to develop a liberalised and competitive air transport industry that responds promptly to the dictates of the market, technological developments and global trends; and also establish a common African air transport market through the full implementation of the Yamoussoukro Decision.

### **5.1.2 POLICY STATEMENT**

5.1.2.1 There shall be a liberalised, competitive and common air transport market in Africa.

### **5.1.3 STRATEGIES**

5.1.3.1 To achieve the above objectives, the following shall be accomplished:

- (i) Member States shall ensure full implementation Of the Yamoussoukro Decision
- (ii) AFCAC as the Executing Agency of the Yamoussoukro Decision (YD) shall work with the States and Regional Economic Communities (RECs) to ensure the full implementation of the YD;
- (iii) Member States shall ensure that all Air Transport Policies are consistent with the Yamoussoukro Decision.
- (iv) Member States shall remove and/or relax all barriers like Immigration, Customs etc, for free movement of people and goods within the continent
- (v) Member States shall encourage cooperation among African Airlines
- (vi) Member States shall encourage Private Sector investments, partnership and full participation in Air Transport business.
- (vii) Member States shall ensure infrastructural development to address the current and anticipated traffic growth.
- (viii) Fares and tariffs among member States shall be liberalised. The respective Civil Aviation Authorities shall ensure that airlines do not engage in anti-trust and predatory practices.

## **5.2 AIR SERVICES AGREEMENTS**

### **5.2.1 OBJECTIVE**

5.2.1.1 The objective of member States is to be active participants in international air transportation and allied services.

5.2.2 **Policy Statement**

5.2.2.1 The negotiation of air services agreements with third countries shall be guided largely by economic consideration and the principles of reciprocity that will ensure fair and equal opportunities.

5.2.3 **STRATEGIES**

5.2.3.1 In pursuance of this objective, the following shall be ensured:

- (i) Air Services Agreement negotiation amongst member States shall be in accordance with YD and this AFCAP
- (ii) Air Services Agreement negotiation by member States with Third Countries shall be in accordance with the African Union Guidelines on External Negotiation.
- (iii) In order to ensure fair and equal opportunities for African airlines, all Air Services Agreement signed with Third Countries should include Option 2 of the ICAO guidelines on Slot Allocation which states that:

“Each Party shall facilitate the operation of the agreed services by the designated airlines of the other party, including granting the necessary landing and take-off slots, subject to the applicable national and international rules and regulations, and in accordance with the principle of fair and equal opportunity, reciprocity, non-discrimination and transparency”.

“Both Parties shall make every effort to resolve any dispute over the issue of slots affecting the operation of the agreed services, through consultation and negotiation in accordance with the provisions of Article x (Consultation) or through the dispute resolution provisions of Article Y (dispute settlement)”.

5.3 **AIR TRANSPORT LICENSING**

5.3.1 **OBJECTIVE**

5.3.1.1 The objective of member States in granting Air Transport Licences and Permits will be to promote growth and healthy competition while balancing the interests of the aviation industry, travelling passengers and the continent as a whole.

5.3.2 **POLICY STATEMENT**

5.3.2.1 Member States shall only grant Air Transport Licences and Permits to Air Carriers that fulfill the eligibility criteria set forth in the

Yamoussoukro Decision and any other conditions that may be set by AFCAC.

### 5.3.3 **STRATEGIES**

5.3.3.1 To achieve the above objective, the following shall be accomplished:

- (i) Airlines to be designated shall comply with the eligibility criteria set by the Yamoussoukro Decision.
- (ii) The air carrier shall also possess an Air Operator's Certificate duly issued in accordance with ICAO SARPs.
- (iii) A member State may designate an air carrier from another member State to operate air services on its behalf.
- (iv) A member State shall have the right to designate a multinational air Carrier owned and controlled by it and/or other State Parties to the YD to operate air services on its behalf.

## 5.4 **COMPETITION AND CONSUMER PROTECTION**

### 5.4.1 **OBJECTIVES**

5.4.1.1 The objectives of member States are:

- (i) To encourage fair competition and protect the rights of consumers as well as increase their confidence in aviation services in the Continent; and
- (ii) To create level playing field for all aviation stakeholders in order to ensure a strong and sustainable African aviation industry that is competitive in a global and liberalized environment.

### 5.4.2 **POLICY STATEMENTS**

5.4.2.1 Aviation Authorities and service providers shall establish consumer service units to enlighten consumers of aviation services of their responsibilities and rights as well as address their grievances.

5.4.2.2 All aviation service providers must avoid all forms of predatory pricing and other anti-competitive behaviours

### 5.4.3 **STRATEGIES**

5.4.3.1 In pursuance of these objectives:

- (i) Member States shall facilitate the establishment of an Aviation Consumers Council. The Council shall be made up of industry stakeholders, including users.
- (ii) Civil Aviation Authorities shall monitor the activities of Airlines, Travel Agents, Cargo Consolidators, Ground Handling Companies and other service providers to ensure compliance



with regulations governing their operations and protection of the consumers of their services.

- (iii) AFCAC shall put in place adequate rules of competition in Air Transport services and dispute resolution mechanisms.
- (iv) AFCAC shall ensure that the competition rules put in place adequately cover third countries and third country companies whose activities may have the effect of distorting competition

## **5.5 INSURANCE**

### **5.5.1 OBJECTIVE**

5.5.1.1 The desire of member States is to ensure that Air Carriers and other aviation service providers put in place adequate insurance coverage for their operations.

### **5.5.2 POLICY STATEMENT**

5.5.2.1 The air carriers' insurance liability required for hull, passenger, crew, baggage and third party as well as insurance liability for other service providers and third party shall be in conformity with International Standards and best practices.

### **5.5.3 STRATEGIES**

5.5.3.1 In pursuance of this objective, the following shall be ensured:

- i) Passenger, cargo, third party liability limits and Airlines crew and personnel, aircraft training instructors & trainees' insurance cover shall be regulated.
- ii) Insurance Liability Regime for designated air carriers shall be applied based on ICAO published limits or as expressly provided for by AFCAC.
- iii) Air Carriers wishing to go on international operations shall adopt the liability limits set at the Montreal Convention of 1999; as follows:
  - (a) Compensation in case of death or injury of passengers: 100,000 Special Drawing Rights (SDR) for each passenger;
  - (b) Damage caused by delay: 4,150 SDR for each passenger;
  - (c) Destruction, loss, damage or delay of baggage: 1,000 SDR for each passenger; and
  - (d) Destruction, loss, damage or delay of cargo: 17 SDR per kg.

**NOTE: 1 SDR = USD \$1.4**

- i. Member States shall adopt harmonised liability limits for domestic operations. The limits shall be determined by AFCAC in consultation with States and included in a schedule to this Policy (AFCAP).
- ii. Service providers in the aviation industry including Airports' and Air Navigation Operators shall put in place adequate third party insurance cover.
- iii. Member States shall carry out periodic risk assessment/survey of airports, air navigation and other service providers and their operating environment to identify deficiencies and mitigate the risks.
- iv. Member States shall sign and ratify all relevant Conventions and Protocols relating to risks to civil aviation.

## **5.7 AVIATION TARIFFS AND CHARGES**

### **5.7.1 OBJECTIVE**

- 5.7.1.1 The objective of member States is to ensure that all aviation tariffs and charges are in accordance with ICAO policy and guidelines.

### **5.7.2 POLICY STATEMENT**

- 5.7.2.1 The aviation service providers shall fix tariffs and charges in consultation with the users of their services and in accordance with ICAO policy and file those tariffs and charges with the regulatory authority.

### **5.7.3 STRATEGIES**

- 5.7.3.1 In pursuit of this objective, the following shall be complied with:

- i) Member States shall ensure that aviation charges are only applied to services rendered.
- ii) All user charges shall be in accordance with ICAO policy and guidelines and international practices.
- iii) Aviation tariffs and charges shall be reviewed from time to time in accordance with the realities in the industry and in consultation with the users of the services.
- iv) All aeronautical charges shall be filed with the Civil Aviation Authorities for the purpose of anti-trust and consumer protection.
- v) Civil Aviation Authorities shall ensure that tariffs and charges are determined on the basis of sound accounting principles and may reflect, as required, other economic principles, provided that these are in conformity with of the *Convention on International Civil Aviation* and this Policy (AFCAP).
- vi) Civil Aviation Authorities shall ensure that tariffs and charges are not imposed in such a way as to discourage the use of facilities and services necessary for safety.

**5.8 ECONOMIC REGULATION OF AIRPORTS AND AIR NAVIGATION SERVICES**

**5.8.1 OBJECTIVE**

5.8.1.1 The objective of member States is to ensure safety and security of operations, development of infrastructure, promotion of competition and fair access of users to airports and air navigation services at rates and charges consistent with ICAO policies and guidelines and the AFCAP

**5.8.2 POLICY STATEMENT**

5.8.2.1 Civil Aviation Authorities of member States shall regulate the economics of their respective airports and air navigation services in line with international practice.

**5.8.3 STRATEGY**

5.8.3.1 In pursuance of this objective of member States:

- i) Civil Aviation Authorities shall put in place necessary machinery to regulate the economics of their respective airports and air navigation.
- ii) Member States and their airports and ANSPs shall make use of ICAO's policies on charges (Doc 9082) and guidance material regarding infrastructure financing (*Airport Economics Manual* (Doc 9562) and *Manual on Air Navigation Services Economics* (Doc 9161) refer).
- iii) Member States should ensure that revenues generated by the civil aviation sector are re-invested in this sector in accordance with ICAO's policies on charges (Doc 9082), while refraining from imposing taxes for the sale or use of international air transport (Doc 8632).
- iv) Member States and their airports and Air Navigation service Providers shall pay particular attention to ICAO's policies on charges (Doc 9082) when considering prefunding of an infrastructural project.
- v) Civil Aviation Authorities and airports and Air Navigation Service Providers shall ensure that airport and air navigation services charges are only applied towards defraying the costs of providing facilities and services for civil aviation, and that service providers consult users on such charges.

**5.9**            **FACILITATION**

**5.9.1**           **OBJECTIVE**

5.9.1.1        The desire of member States is to provide for smooth and easy flow of traffic through their airports and territories in accordance with Annex 9 (facilitation) of the Convention on International Civil Aviation.

**5.9.2**           **POLICY STATEMENT**

5.9.2.1        Member States shall ensure effective facilitation of traffic through their airports and territories.

**5.9.3**           **STRATEGIES**

5.9.3.1        In pursuit of this objective, the following shall be accomplished:

- i)            National Facilitation Committees and the Airports Facilitation Committees shall be set up by member States in accordance with ICAO Annex 9 and Facilitation Manual.
- ii)           All member States shall implement the ICAO Standard on the use of Machine Readable Travel Document (MRTD)
- iii)          Member States shall endeavour to implement E-Passports and E- MRTD and join the ICAO Public Key Directory (PKD) programme.
- iv)          Passenger and Cargo clearances shall be automated at all airports in the continent. Therefore, baggage x-ray machine, passport screening machines, and other necessary equipment shall be provided at all international airports in the Continent.
- v)            Member States shall put in place appropriate machinery to enhance coordination and consultations between the Customs, Immigration, Aviation Security (AVSEC) and other relevant government agencies.
- vi)          African States shall consider easing immigration requirements and formalities among themselves in order to facilitate expeditious movement of persons between them, thereby promoting economic activities, investments and integration of the African continent.

**5.10**           **PANDEMICS AND EMERGENCIES**

**5.10.1**        **OBJECTIVE**

5.10.1.1       The desire of member States is to establish well-coordinated aviation emergency plans in preparation for outbreak of communicable diseases posing a public health risk and/or public health emergency.

**5.10.2**        **POLICY STATEMENT**

5.10.2.1       Member States response to threat of possible pandemic shall be timely, robust, coordinated and well harmonized in accordance with policies and guidelines of ICAO and World Health Organisation (WHO).

5.10.3 **STRATEGIES**

5.10.3.1 In pursuit of this objective, the following shall be accomplished:

- i) Member States shall have national aviation emergency response plans on outbreak of communicable diseases in accordance with ICAO Annexes 9, 11 and 14.
- ii) Airports operators in member States shall adopt the Airports Specific Guidelines on outbreak of communicable diseases as developed by Airports Council International (ACI).
- iii) African Airlines shall adopt Airlines Specific Guidelines on outbreak of communicable diseases as developed by International Air Transport Association (IATA).
- iv) AU and AFCAC shall support member States to respond to outbreak of communicable diseases posing a public health risk or public health emergency.

5.11 **STATISTICS, FORECASTING AND PLANNING**

5.11.1 **OBJECTIVE**

5.11.1.1 The objective of member States is to establish up to date data base on aviation activities and operations in order to facilitate forecasting and planning for the orderly development of air transport.

5.11.2 **POLICY STATEMENT**

5.11.2.1 Member States shall establish systems to gather and process data and information on all aviation activities and operations in their States which shall be easily accessible for use by industry and other stakeholders.

5.12.3 **STRATEGIES**

5.12.3.1 In pursuance of the objective, member States shall:

- i) Set up the necessary system to capture, process, analyse and publish industry data
- ii) Set up data collection and processing systems.
- iii) Make statistical returns to AFCAC, ICAO and other international organisations as may be required.

**5.12 EFFECTIVE PARTICIPATION IN REGIONAL AND INTERNATIONAL ORGANISATIONS**

**5.12.1 OBJECTIVE**

5.12.1.1 The objective of member States is to continue to actively participate and be represented in regional and international aviation organizations in order to keep abreast of developments and participate in the policy making process to safe guard the interest of the region.

**5.12.2 POLICY STATEMENT**

5.12.2.1 Member States shall continue to participate actively in regional and international aviation organisations to pursue their national interest and those of the Continent.

**5.12.3 STRATEGIES**

5.12.3.1 In pursuance of this objective:

- i) Member States shall encourage their Aviation personnel and agencies to be members of regional and international Associations.
- ii) Member States shall promote the employment of African citizens in regional and international organisations.
- iii) Members States shall timely pay their contributions and dues to regional and international organisations especially AFCAC and ICAO.
- iv) Member States shall actively participate in the activities of regional and international organisations including attendance of meetings, seminars and conference.
- v) AFCAC shall coordinate and facilitate participation of member States and RECs in international aviation organisations.
- vi) AFCAC shall promote the interest of African States in its relationship with other States, ICAO and sister organisations like ECAC, LACAC, ACAC etc.

## **CHAPTER SIX**

### **AIRPORTS**

#### **6.0 PREAMBLE**

6.0.1 The responsibility to develop, maintain and manage airports, including the provision of security, rescue and firefighting services and facilities, among others, are vested in the Airports Operators. , Government of member States continue to give full support in the area of security. However in line with the trend all over the world, the airport system in the continent should be liberalised and commercialised with increased private sector participation.

6.0.2 The airports should therefore be developed in accordance with ICAO guidelines, which provide for self-sustenance and discourages the use of funds generated from one airport system to fund other airports.

#### **6.1 AIRPORT DEVELOPMENTS AND MAINTENANCE**

##### **6.1.1 OBJECTIVE**

6.1.1.1 The objective of member States in developing and maintaining airports and associated infrastructure shall be to ensure safe, secure, functional, cost effective and user-friendly airport System.

##### **6.1.2 POLICY STATEMENTS**

6.1.1.2 Member States shall ensure that their airports and associated infrastructure are properly developed and managed taking into consideration the interests of all stakeholders and the National economy.

##### **6.1.3 STRATEGIES**

6.1.3.1 In pursuance of this objective:

- i) All airports developments shall be in accordance with respective Airport's Master Plans and land use plans as approved by the Civil Aviation Authorities.
- ii) Public/private partnership will be encouraged in the development and maintenance of airports.
- iii) The Airports Authorities shall ensure that adequate consultations with all stakeholders are carried out all through period of conception, planning process and implementation.

## **6.2 AIRPORT OPERATIONS AND MANAGEMENT**

### **6.2.1 OBJECTIVES**

6.2.1.1 The objectives of member States are:

- i) To have, autonomous, competitive and commercialized/privatized airport system.
- ii) To ensure adequate security and safety within their airport and associated facilities.
- iii) To ensure that airports effectively play their role in promoting sustainable growth of air transport
- iv) To co-operate with other countries outside the Continent and international organisations in ensuring security and safety in international civil aviation.

### **6.2.2 POLICY STATEMENTS**

6.2.2.1 Member States shall ensure that their airports systems provide enough capacity that will foster strong and sustainable air transport development.

6.2.2.2 Member States shall encourage private sector participation in the development and maintenance of airports

6.2.2.3 Airports in member States shall be certified by the Civil Aviation Authorities in accordance with ICAO SARPs.

6.2.2.4 Member States shall take all necessary measures to prevent unlawful interference with aircraft and civil aviation facilities and equipment within its territory, assist in preventing similar occurrence in other countries and co-operate in terminating any unlawful interference with aircraft when the need arises.

### **6.2.3 STRATEGIES**

6.2.3.1 In pursuance of these objectives:

- i) Member States shall commercialise their airport system and provide enabling environment for private sector participation in the development and operations of airports.
- ii) Member States shall ensure adequate funding of Aviation Security and Safety in accordance with ICAO policies.
- iii) Civil Aviation Authorities shall put in place appropriate machinery for the certification and licensing of all airports.



- iv) Member States shall enact appropriate laws to deal decisively with airports offences including problems like touting, vandalising airport facilities, pilfering/poaching of baggage, land encroachment and other misdemeanours.
- v) Member States shall establish Airport Emergency Plans and well-equipped Emergency Operating Centres (EOCs in line with international standards and also put in place procedures to handle unlawful interference with aircraft and civil aviation facilities and equipment.

### **6.3 DEVELOPMENT OF NON-AERONAUTICAL FACILITIES AND SERVICES**

#### **6.3.1 OBJECTIVE**

6.3.1.1 The desire of member States is for Airports' Operators to have well developed non-aeronautical facilities and services in order to expand the revenue base and generate adequate revenue.

#### **6.3.2 POLICY STATEMENT**

6.3.2.1 Member States shall ensure that Airports' Operators continuously take measures to increase generation of non-aeronautical revenues and minimise dependency on aeronautical revenues.

#### **6.3.3 STRATEGIES**

6.3.3.1 In pursuit of the objective of member States, the following shall be ensured:

- i) Airports Authorities shall adopt "Single Till" revenue policy.
- ii) Airports Authorities shall adopt Public/Private partnership in the development and collection of non-aeronautical revenues.

### **6.4 AVIATION SUPPORT SERVICES**

#### **6.4.1 OBJECTIVE**

6.4.1.1 The objective of member States is to have adequate, efficient, competitive and liberalised Aviation Support Services with opportunities for private sector participation.

#### **6.4.2 POLICY STATEMENT**

6.4.2.1 Member States shall encourage the development of efficient Aviation Support Services.

6.4.3 **STRATEGIES**

6.4.3.1 In pursuit of this objective, the following shall be ensured:

- i) Member States shall liberalise aviation support services and create enabling environment for effective private sector participation.
- ii) All Aviation Support Services will not only conform to international standards, but shall meet the standards and requirements set by the Civil Aviation Authorities and the operating procedures of the airports' operators.
- iii) The operators/owners of airports shall decide on the number of Aviation Service Providers at each airport. However, the Civil Aviation Authorities shall ensure that the policy against monopoly and anti-trust is not compromised.
- iv) Civil Aviation Authorities shall ensure that any company licensed to carry out Aviation support services has adequate resources and facilities for optimal and efficient services.

**CHAPTER SEVEN**

**AIR NAVIGATION SERVICES AND METEOROLOGY**

**7.0 PREAMBLE**

7.0.1 Air Navigation Services entails the provision of Communication, Navigation, Surveillance / Air Traffic Management (CNS/ATM) facilities and services for the efficient management of the airspace. The services include air traffic control, aeronautical communications, navigation/landing aids and calibrations, aeronautical search and rescue coordination and aeronautical information services.

7.0.2 The major challenge facing member States in the provision of these services is insufficient funds to implement the CNS/ATM System and maintenance of existing facilities. Various cooperative initiatives have been made to ensure that air navigational services in the continent meet international standards.

7.0.3 African States have continued to participate in the activities of ICAO particularly through the AFRIRAN and APIRG meetings and are expected to implement their recommendations.

**7.1 AIR TRAFFIC MANAGEMENT**

**7.1.1 OBJECTIVES**

7.1.1.1 The objectives of member States are:

- (i) to provide safe, orderly and expeditious flow of air traffic within their airspace and to co-operate and co-ordinate the flow of air traffic with the aeronautical authorities of adjacent airspaces. .
- (ii) to have a single/seamless African sky with a coordinated air traffic management system.

#### 7.1.2 **POLICY STATEMENT**

7.1.2.1 Member States shall collaborate to ensure effective and efficient Air Traffic Management System in Africa.

7.1.2.2 African Union and AFCAC shall facilitate the establishment of a single African Sky with a well-coordinated Air Traffic Management System.

#### 7.1.3 **STRATEGIES**

7.1.3.1 In pursuance of these objectives, the following shall be ensured:

- i) Member States shall ensure that ATM is planned, developed and managed in accordance with ICAO SARPs and AFIRAN recommendations.
- ii) Member States shall ensure the availability of adequate funds for the implementation of proven modern technologies in the provision of Air Traffic Management such as the PBN, GNSS, etc
- iii) AU and AFCAC shall make concerted efforts towards the establishment of a single African Airspace.
- iv) AFCAC shall facilitate collaboration among African Air Navigation Service Provider to expedite the establishment of a single/seamless airspace.
- v) Member States shall take necessary measures including the enforcement of regulatory provisions to ensure the implementation of effective Safety Management Systems
- vi) CAAs shall ensure that air traffic incident investigation and reporting is done in accordance with ICAO SARPs and AFIRAN recommendations.
- vii) Member States shall actively participate in AFIRAN & APIRG meetings and establish mechanisms for effective implementation of their recommendations/resolutions.
- viii) Member States shall ensure that their national air navigation plans are in line with the continent's regional plans and performance based approach
- ix) Member States should work with their Air Navigation Services Providers and the Militaries to formulate and implement policy and operational measures to enhance Civil/Military co- operations.

## **7.2 COMMUNICATIONS NAVIGATION SURVEILLANCE (CNS)**

### **7.2.1 OBJECTIVES**

7.2.1.1 The objective of member States is to continue to provide Communication Navigation surveillance (CNS) which are in compliance with ICAO SARPs for the safety, regularity and efficiency of flight operations in African and adjacent airspace in a collaborative manner.

### **7.2.2 POLICY STATEMENT**

7.2.2.1 Member States shall continue to enhance the implementation of CNS in accordance with ICAO SARPs and the recommendations of AFIRAN, APIRG.

### **7.2.3 STRATEGIES**

7.2.3.1 In pursuit of these objectives, the following shall be ensured:

- i) Member States shall develop national action plans, aligned with the regional performance objectives for the implementation of Performance Base Navigation (PBN) and elimination of deficiencies in order to achieve the goals set by ICAO.
- ii) Member States shall ensure regular calibration of air navigation and landing aid facilities.
- iii) Member States Shall collaborate to establish interoperable systems to ensure emergence of a seamless CNS system in the Continent.
- iv) Member States should encourage their Air Navigation Services providers expand the use of Very Small Apprentice Technology (VSAT) ensure proper coordination of the Installation of VSAT and Satellite Communication networks within and among adjacent States.
- v) Member States shall implement the language proficiency provisions with a high level of priority and ensure that flight crews, air traffic controllers and aeronautical station operators involved in international operations maintain language proficiency at least at ICAO Operational Level 4.

## **7.3 AERONAUTICAL INFORMATION MANAGEMENT (AIM)**

### **7.3.1 OBJECTIVES**

7.3.1.1 The objective of member States is to ensure availability of adequate comprehensive navigation data and aeronautical charts at all times for the safe performance of flight operations.

### **7.3.2 POLICY STATEMENT**

7.3.2.1 Member States shall ensure that aeronautical information/data and aeronautical charts are provided for the safety, regularity and efficiency of flight operations.

### **7.3.3 STRATEGY**

7.3.3.1 In pursuance of these objectives, the following shall be ensured:

- i) Member States shall ensure the full implementation of a common reference coordinate system - World Geodetic System -1984 (WGS 84) in Africa.
- ii) Member States shall have a quality system for the origination, production, maintenance and efficient distribution of aeronautical information.
- iii) Member States shall develop and introduce an ICAO conceptual information data model for the storage, retrieval and exchange of aeronautical data.
- iv) Member States shall ensure compliance with the provision of ICAO Annex 15 in the provision of Aeronautical Information Service.
- v) Member States shall develop national plans, performance goals and achievable milestones to implement the transition from AIS to AIM in accordance with the ICAO roadmap.

## **7.4 SEARCH AND RESCUE (SAR) COORDINATION**

### **7.4.1 OBJECTIVE**

7.4.1.1 The objective of member States is to establish effective Search and Rescue Mechanisms to ensure timely, expeditious and co-ordinated response to aircraft incidents and accidents.

### **7.4.2 POLICY STATEMENTS**

7.4.2.1 Member States shall ensure that their agencies responsible for Air Navigation Services effectively collaborate and co-ordinate with other relevant agencies in aeronautical search and rescue activities within their States as well as adjacent States.

### **7.4.3 STRATEGY**

- 7.4.3.1 In order to accomplish this objective the following measures shall be undertaken:
- (i) Member States shall establish well-coordinated, well equipped and well-funded Search and Rescue mechanism.
  - (ii) AFCAC shall put in place necessary machinery to assist member States develop cooperative and collaborative approaches and agreements to Search and Rescue.
  - (iii) Members States with the support from RECs and AFCAC shall enter into Search and Rescue agreements with neighbouring States.
  - (iv) Member States shall establish updated agreements and detailed procedures among aviation, maritime and other rescue coordination Centers, for effective coordination and the optimization of resources.
  - (v) Member States shall endeavour to be party to COSPAS-SARSAT as providers of ground segments or as user States.

## **7.5 AERONAUTICAL METEOROLOGY SERVICES**

### **7.5.1 OBJECTIVE**

- 7.5.1.1 The objective of member States is to ensure that accurate and timely weather information for air navigation is available at all times for the safety of aircraft operations.

### **7.5.2 POLICY STATEMENT**

- 7.5.2.1 Member States shall ensure that their Meteorological Agencies provide accurate and timely weather information required for safe aircraft operation.

### **7.5.3 STRATEGIES**

- 7.5.3.1 In order to achieve this objective:

- i) The provision of weather information shall be in accordance with ICAO SARPs.
- ii) Meteorological Agencies shall be well funded and their services shall be provided on cost recovery basis.
- iii) Member States shall develop metrological performance objectives for the implementation of SIGMET and quality management systems.

## **CHAPTER EIGHT**

### **AVIATION SAFETY**

#### **8.0 PREAMBLE**

8.0.1 Safety is the cornerstone of international civil aviation and the integral part of the strategic objective of ICAO. All member States have statutory responsibility to ensure and enhance aviation safety

8.0.2 Aviation Safety Oversight is a means of ensuring safety in civil aviation through effective implementation of the Safety-related Standards and Recommended Practices (SARPs) and relevant provisions of the Convention.

8.0.3 Effective and autonomous civil aviation authorities are essential for achieving safe and secure air transport in the continent. In order to optimise resources, States collaborate to establish Regional Safety Oversight Organisations (RSOOs) and Regional Accident Investigation Agencies (RAIAs).

8.0.4 Safety Management is the responsibility of the State regulators and industry service providers

#### **8.1 SAFETY REGULATIONS AND OVERSIGHT**

##### **8.1.2 OBJECTIVE**

8.1.2.1 The objective of member States is to ensure a high level of safety in civil aviation operations through compliance with ICAO SARPs.

##### **8.1.3 POLICY STATEMENT**

8.1.3.1 Member States shall ensure that Civil Aviation Authorities have full powers and independence to carry out effective safety oversight and regulation of the aviation industry.

##### **8.1.4 STRATEGIES**

8.1.4.1 In pursuance of these objectives:

- i) Autonomous Civil Aviation Authorities and RSOOs shall be established and/or strengthened with adequate resources to carry out their responsibilities.
- ii) Civil Aviation Authorities shall have oversight responsibilities on all service providers in the industry, including aircraft operators, maintenance and repair organisations, Airports/Aerodrome and Air Navigation Service Providers, Aeronautical Meteorology,

Aviation Training Organisations, handling companies, aviation fuel suppliers, among others.

- iii) All aircraft operators, maintenance organisations, aviation licensed personnel, flight training organisations and airstrip/aerodrome operators/owners etc shall comply with relevant regulations.
- iv) Civil Aviation Authorities shall work out modalities for the licensing of various categories of personnel in the industry.
- v) AU and AFCAC shall encourage member States to create Regional/Sub-Regional Aviation Safety Oversight Organisations (RSOOs).
- vi) AU and AFCAC shall encourage Regional Economic Communities (RECs) to implement cooperative safety initiatives.
- vii) African Union and AFCAC should ensure the implementation of all safety resolutions while exploring new initiatives to enhance aviation safety in the Continent.
- viii) Member States shall ensure that the safety inspectors receive adequate training

## **8.2            SAFETY MANAGEMENT**

### **8.2.2           OBJECTIVES**

- 8.2.2.1        The objective of member States is to ensure that the culture of Safety Management is inherent in all civil aviation activities

### **8.2.3           POLICY STATEMENTS**

- 8.2.3.1        Member States shall ensure that all aviation stakeholders including the Civil Aviation Authorities and service providers exhibit high safety culture in their operations.

### **8.2.4           STRATEGY**

- 8.2.4.1.        In pursuance of these objectives, the following shall be accomplished:
  - i)            Civil Aviation Authorities of member States shall establish State Safety Programmes in accordance with the ICAO Safety Management Manual
  - ii)           Civil Aviation Authorities of member States shall ensure that all aviation service providers have in place Safety Management System.



- iii) Civil Aviation Authorities of member States and all aviation Stakeholders shall develop and imbibe safety culture in their operations
- iv) RSOOs should collaborate with their member States to develop Regional Safety Programme (RSP) and States Safety Programmes (SSPs)
- v) AFCAC should collaborate with member States and RSOOs to organise ICAO's Train the Trainers course programmes for regulators and service providers and to implement
- vi) Seminars, Workshops and Conferences should be organised for all stakeholders to sensitize and enlighten them on the benefits of imbibing safety culture.

### **8.3 ACCIDENT INVESTIGATION & PREVENTION**

#### **8.3.2 OBJECTIVES**

- 8.3.2.1 The objective of member States is to ensure timely thorough investigation of all accidents and major incidents with a view of preventing future occurrences.

#### **8.3.3 POLICY STATEMENT**

- 8.3.3.1 Member States shall establish autonomous Accident Investigation and Prevention Agencies at the national and/or regional level for the investigation of aircraft accidents and major incidents.

#### **8.3.4 STRATEGIES**

- 8.3.4.1 In order to accomplish this objective:

- i) Accident Investigation and Prevention Agencies shall be independent to guarantee thorough and impartial investigations and reports.
- ii) Accident Investigation Agencies shall be provided with necessary resources including qualified and experienced professionals.
- iii) Accident Investigation Committee, where established in special circumstances shall be constituted in line with Annex 13 of the Chicago Convention.
- iv) Accident Investigation Agencies shall endeavour to issue Accidents Reports within time frame in a manner consistent with the provision of Annex 13.
- v) AU and AFCAC shall encourage member States and RECs to Establish Regional Accident Investigation Agencies..

## **CHAPTER NINE**

### **AVIATION SECURITY**

#### **9.0 PREAMBLE**

9.0.1 States are responsible for ensuring the implementation of adequate security measures at airports pursuant to the provisions of ICAO Annex 17 to the *Convention on International Civil Aviation*. States may delegate the task of providing individual security functions to such agencies as airport entities, air carriers and local police.

9.0.2 States may determine in which circumstances and the extent to which the costs involved in providing security facilities and services should be borne by the State, the airport entities or other responsible agencies

#### **9.1 AVIATION SECURITY MANAGEMENT**

##### **9.1.1 OBJECTIVES**

9.1.1.1 The objective of member States is to have well-coordinated and effective Aviation Security Management Systems which will ensure Prevention of unlawful interference against civil aviation.

##### **9.1.2.1 POLICY STATEMENT**

9.1.2.1 Member States in cooperation with international partners, will take all necessary actions, consistent with applicable laws, statutes, and international agreements and ICAO SARPs, to enhance aviation security.

##### **9.1.3. STRATEGIES**

9.1.3.1 In order to accomplish this objective:

- i) Member States shall ratify and domesticate all international Conventions and Protocols on Aviation Security.
- ii) Member States shall develop and put in place National Aviation Security Programme and National Aviation Security Committees respectively in their States.
- iii) Member States shall deploy all available technology, equipment, methodologies and procedures to prevent and counter new and emerging threats to civil aviation e.g. Man Portable Air Defense System (MANPADS) and Liquids, Aerosols and Gels (LAGs) etc.
- iv) AVSEC Departments in Civil Aviation Authorities will be strengthened and manned by qualified professionals to ensure proper regulatory oversight on Aviation Security Services.

- (v) AVSEC Personnel in member States shall be well trained, properly equipped and adequately remunerated.
- (vi) Member States shall co-operate with other countries and international organisations to ensure the security of international civil aviation.

## **9.2 AIRPORTS SECURITY MANAGEMENT**

### **9.2.1 OBJECTIVE**

9.2.1.1 The objective of member States is to ensure adequate security at their airports in accordance with Annex 17 taking into consideration the—Facilitation needs in accordance with Annex 9.

### **9.2.3.1 POLICY STATEMENT**

9.2.3.2 Member States shall ensure that airports are provided with adequate security mechanisms and resources.

### **9.2.3.3 STRATEGIES**

9.2.3.4 In pursuit of this objective, the following shall be ensured:

- i) Airports shall develop Airports Security Programme and put in place Airports Aviation Security Committees and Airports Emergency Plans;
- ii) The Airports Aviation Security Committees shall operate in consultation and coordination with Airports Facilitation Committees;
- iii) Airport Security Agencies shall have adequate AVSEC personnel at the airports who will be well trained personnel that will operate in accordance with the Airports Security Rules and procedures and relevant ICAO SARPs.

## **9.3 AIRLINES/OPERATORS SECURITY MANAGEMENT**

### **9.3.1 OBJECTIVES**

9.3.1.1 The objective of member States is to ensure that airlines play effective role in ensuring security of their operations.

### **9.3.3 POLICY STATEMENT**

9.3.3.1 Member States shall ensure that Airlines put necessary security measures in place to enhance the security of their flight operations and comply with set rules and regulations.

### **9.3.4 STRATEGIES**

9.3.4.1 In pursuit of this objective, the following shall be ensured:

- i) Airlines shall operate in accordance with their Security Manuals duly approved by their respective Civil Aviation Authorities.
- ii) Airlines may conduct secondary security passenger screening at the airports.

## **CHAPTER TEN**

### **ENVIRONMENT**

#### **10.0 PREAMBLE**

10.0.1 Environmental protection has become a major issue in international aviation. There have been concerted efforts through ICAO for a global approach to mitigating the impact of aviation on the environment including:

- (a) Limiting or reducing the number of people affected by significant aircraft noise;
- (b) Limiting or reducing the impact of aviation emissions on local air quality; and
- (c) Limiting or reducing the impact of aviation greenhouse gas emissions on global climate.

10.0.2 ICAO has adopted a Balanced Approach to Aircraft Noise Management that consists of four principal elements, namely reduction at source (quieter aircraft), land-use planning and management, noise abatement operational procedures and operating restrictions, with the goal of addressing the noise problem in the most cost-effective manner.

10.0.3 Due to the increasing amount of residential development surrounding airports and the continued growth of commercial air travel, air pollution surrounding airports has become a significant concern for local/ regional governments as contaminants emitted by aircraft and airport sources can affect human health and the environment.

10.0.4 In recent years, the scope of ICAO's policy-making to address the environmental impact of aircraft engine emissions has been expanded to include the impact of aircraft engine emissions during flight on climate

change. Total CO<sub>2</sub> aviation emission is approximately 2% of the Global Greenhouse Emissions but it is expected to grow around 3-4 per cent per year.

- 10.0.5 Significant progress has been made over the years by ICAO in addressing these environmental issues through the work of its Committee on Aviation Environmental Protection (CAEP) and by the industry. This includes the adoption of noise restriction and emissions standards, technological improvement in aircraft engines and fuel operational efficiency and introduction of market based measures. Market-based measures include emissions trading, emission related levies - charges and taxes, and emissions offsetting.
- 10.0.6 The United Nations Framework Convention on Climate Change (UNFCCC) principle of common but differentiated responsibilities requires the developed countries to take the lead in addressing climate change while providing necessary support to developing States in their voluntary actions through different mechanisms such as the Clean Development Mechanism (CDM).
- 10.0.7 The Kyoto Protocol (Article 2.2), which was adopted by the Conference of the Parties to the UNFCCC calls for developed countries (Annex I Parties) to pursue limitation or reduction of greenhouse gases from “aviation bunker fuels” (international aviation) working through ICAO. The ICAO 37<sup>th</sup> Assembly resolved that States and relevant organizations will work through ICAO to achieve a global annual average fuel efficiency improvement of 2 per cent until 2020 and an aspirational global fuel efficiency improvement rate of 2 per cent per annum from 2021 to 2050, calculated on the basis of volume of fuel used per revenue tonne kilometre performed.

## **10.1 ENVIRONMENTAL PROTECTION**

### **10.1.1 OBJECTIVE**

- 10.1.1.1 The objective of member States is to ensure the sustainable development of an environmentally friendly civil aviation industry

### **10.1.2 POLICY STATEMENT**

- 10.1.2.1 Member States shall take necessary measures to ensure continuous development and growth of civil aviation with minimal adverse impact on the environment.

### **10.1.3 STRATEGIES**

- i.1.3.1 In pursuit of this objective:

- i) Member States shall implement applicable ICAO SARPs on aircraft noise and engine emissions.

- ii) Member States shall support ICAO efforts to achieve global annual fuel efficiency improvement, and develop action plans as applicable.
- iii) Member States shall ensure adherence to the UNFCCC principle of common but differentiated responsibilities and implement mechanisms to reduce aircraft emissions and limit the impact on environment.
- iv) Member States shall take into cognisance ICAO guiding principles when designing and implementing their Market Based Measures (MBMs).
- v) Member States shall ensure that commercial aircraft operators from States below the *de minimis* threshold of 1 per cent of total global revenue ton kilometres shall qualify for exemption for application of MBMs that are established on national, regional and global levels.
- vi) Member States shall ensure that Airport Operators comply with the environmental protection programme approved by the Civil Aviation Authorities.
- vii) Member States shall encourage their operators to acquire and use modern, quieter and more fuel efficient aircraft. In this regard States should ratify the Cape Town Convention on International Interest on Mobile Equipment and Aircraft protocol in order to facilitate cheaper aircraft financing.
- viii) Member States shall accelerate the development and implementation of fuel efficient routings and operational procedures to reduce aviation emissions.
- ix) Member States shall accelerate efforts to achieve environmental benefits through the application of satellite-based technologies that improve the efficiency of air navigation.
- x) Member States shall reduce legal, security, economic and other institutional barriers to enable implementation of the new ATM operational concepts for the environmentally efficient use of airspace.
- xi) Member States shall develop policy actions to accelerate the appropriate development, deployment and use of sustainable alternative fuels for aviation.
- xii) Member States shall work together through AFCAC, ICAO and other relevant international bodies, to study, identify, develop and implement processes and mechanisms to facilitate the provision of technical and financial assistance, as well as facilitate access to existing and new financial resources, technology transfer and

capacity building, to developing countries, and to exchange information on best practices.

## **CHAPTER ELEVEN**

### **HUMAN RESOURCES DEVELOPMENT**

#### **11.0 PREAMBLE**

11.0.1 Human Resource Development is a continuous process to ensure the development of employees' competencies, dynamism, motivation and effectiveness in a systematic and planned way. Aviation, being a specialised industry requires the services of professionals and highly trained and skilled personnel to achieve high level of safety, security and efficiency in air operations.

11.0.2 The shortage of skilled personnel in the African aviation industry and in African regulatory bodies had been a cause of serious concern for many years. African civil aviation faced additional problems due to the migration of aviation experts looking for better opportunities overseas. This was exacerbated by the high turnover of aviation professionals in government owned institutions.

11.0.3 The training capacity within Africa is limited. The available training institutions are few and have not always kept pace with the advancements in civil aviation and training technology. As a result, training frequently had to be performed outside of the continent at high cost to government and industry.

11.0.4 African Training institutions should therefore make harmonized and coordinated efforts towards training professionals and other personnel required by the aviation industry. The ICAO TRAINAIR Programme is an effective means to standardize training materials and facilitate coordination and cooperation among training centres.

#### **11.1 AVIATION TRAINING**

##### **11.1.1 OBJECTIVES**

11.1.1.1 The objectives of member States are:

- i) To have adequate number of highly trained and skilled personnel in charge of the aviation industry in Africa in order to have safe and secure industry; and
- ii) To ensure that training institutions in Africa constitute centres of excellence, so that Certificates issued by the institutions command respect, recognition and wide acceptability in the international community.

11.1.2 **POLICY STATEMENT**

11.1.2.1 Member States shall encourage the development of institutions for basic, advanced and refresher trainings to meet the current and future needs of the African aviation industry

11.1.3 **STRATEGIES**

11.1.3.1 In pursuance of these objectives:

- i) Member States, African Union, AFCAC and REC's shall provide necessary incentives to facilitate private sector investments in the establishment of aviation training organisations especially for the training of Pilots, Engineers, Cabin Crew and other aviation professionals.
- ii) The Instructional System Development (ISD) methodology Of ICAO TRAINAIR programme shall be used in Aviation Training Organisations (ATOs) in Africa.
- iii) The procedures, competency requirements and approval processes for the establishment of Aviation Training Institutions/Organisations in Africa shall be harmonised and administered by Civil Aviation Authorities.
- iv) Member States shall promote and facilitate close co-operation amongst aviation training organizations in Africa to ensure the harmonization and implementation of standards for quality assurance, standardization of courses and the development of "train the trainers" programme.
- v) AFCAC should collect data, maintain a database on aviation training needs and capacities in Africa, and publish report on the state of aviation training in Africa.
- vi) AFCAC should establish criteria for mutual recognition of credits, certificates, diplomas or degrees issued by Aviation Training Institutions in Africa.

11.2 **AVIATION HUMAN RESOURCE MANAGEMENT**

11.2.1 **OBJECTIVE**

11.2.1.1 The objective of member States is to ensure capacity building in the aviation industry managed by qualified professionals through the training, recruitment and retention of highly qualified staff,

11.2.2 **POLICY STATEMENT**

11.2.2.1 Member States shall ensure the development of human resources to effectively manage the aviation industry.



11.2.3 **STRATEGIES**

11.2.3.1 In pursuit of this objective:

- i) Member States shall ensure that aviation professionals are well motivated and remunerated to forestall brain drain.
- ii) Member States shall remove all physical barriers to free movement of personnel among African States through favourable labour policies.
- iii) AFCAC shall establish data base of aviation professionals in Africa.
- iv) Member States shall implement policies that promote transparency, fairness and merit in the recruitment professionals.

**CHAPTER TWELVE**

**AVIATION FINANCING**

12.0 **PREAMBLE**

- 12.0.1 The global trend is that governments are increasingly transferring the responsibility of financing airports and air navigation services to the private sector or to financially autonomous public or semi-public bodies. Where airports and air navigation services have been operated by autonomous entities their overall financial situation and managerial efficiency have generally tended to improve. They are able to implement new financing schemes to improve facilities and provide additional capacity.
- 12.0.2 In many countries, Government provides direct funding of the civil aviation administration's regulatory functions, while charges and fees of the administration go into Government coffers. In majority of cases such administrations are poorly funded and are ineffective due to competing priorities of Government in the social sectors such as health and education.
- 12.0.3 An autonomous CAA can be a mechanism for reducing or resolving funding problems. The CAA's costs are met from its licensing, certification and approval fees and charges on those whom it regulates. Some CAAs also generate fund from surcharges levied on passengers and consignees.
- 12.0.4 In a small traffic State, it may be cost efficient for the autonomous CAA to combine in its structure, a separated regulatory function, and the provision of airport and/or air navigation services.
- 12.0.5 Regional Safety Oversight Organisations (RSOOs) is also a cost effective and efficient mechanism for regulatory oversight due to inherent economies of scale in the use of resources.

**12.1 FINANCING OF INFRASTRUCTURE**

**12.1.1 OBJECTIVE**

12.1.1.1 The objective of member States is to have adequate and modern airports and air navigation infrastructural facilities that meet ICAO SARPs and other international standards

**12.1.2 POLICY STATEMENT**

12.1.2.1 Member States shall put in place appropriate policies and laws to encourage Public – Private Partnership in the financing and management of airports and air navigational infrastructural facilities.

**12.1.3 STRATEGIES**

12.1.3.1 In pursuit of this objective:

- (i) Member States shall establish autonomous agencies and implement commercialisation, corporatisation and privatisation in the provision of airports and air navigation services.
- (ii) Member States shall encourage Airports and air navigation service providers to implement innovative financing scheme to modernise their infrastructure and increase capacity.
- (iii) Airports and air navigation service providers shall put in place effective cost and revenue accounting system, sound methodology for determining the cost basis for charges, internationally recognized cost recovery policies and effective mechanism for the collection of charges in order to attract Private sector financing.
- (iv) Airports Authorities shall adopt “Single Till” revenue policy.
- (v) Airports Authorities shall adopt Public-Private partnership in the development and collection of non-aeronautical revenues.
- (vi) Service Providers may consider the use of pre-funding fees as a means of financing long-term, large-scale investment provided there is effective and transparent economic oversight of user charges and the related provision of services, including performance auditing and benchmarking.

## **12.2 FINANCING OF REGULATORY FUNCTIONS**

### **12.2.1 OBJECTIVE**

12.2.1.1 The objective of member States shall be to have effective Civil Aviation Authorities that are adequately funded to carry out their regulatory oversight responsibility.

### **12.2.2 POLICY STATEMENT**

12.2.2.1 Member States shall ensure that Civil Aviation Authorities are adequately funded and have statutory sources of revenues.

### **12.2.3 STRATEGIES**

12.2.3.1 In pursuit of this objective:

- i) Regulatory oversight functions shall be funded through a percentage Sales Charge on cost of tickets sold in member States or a percentage of other aviation charge(s) as may be deemed fit by member States.
- ii) CAAs shall charge statutory fees for inspections, Certifications, registrations and issuance of Licences, Certificates, Permits, Approvals, etc.
- iii) The Civil Aviation Authorities shall retain all their revenue to ensure sustainability of continuous efficient oversight activities.
- iv) Where necessary, member States shall provide subventions and budgetary allocations to the Civil Aviation Authorities without compromising their regulatory independence.
- v) Member States shall encourage the establishment of RSOOs to facilitate pooling of resources and to achieve economies of scale.

## **PART THREE OTHER PROVISIONS**

### **CHAPTER THIRTEEN**

#### **INTERMODAL TRANSPORT SYSTEMS**

### **13.0 PREAMBLE**

13.0.1 Transport is an indispensable tool in facilitating the creation of a single socio-economic space that would lead to free movement of goods and persons in Africa. For transport to play its full role and have an effective impact on the integration of the continent, there is a need for physical integration of networks; operational integration; user-service provider

interface; convergence of policies; joint planning and development of transport facilities and systems; harmonization of standards; and joint cross-border investments.

- 13.0.2 Competitions between the different modes of transportation have tended to produce a transport system that is segmented and un-integrated. Each mode has sought to exploit its own advantages in terms of cost, service, reliability and safety. However, recent developments have made it imperative to both the service providers and the policy makers that the linkages of the different modes of transportation are necessary for achieving seamless movement of persons and goods.
- 13.0.3 Air passengers' expectations include rapid and direct transfer from city centre to Airport, easy connection between airport terminals when transiting, quick and convenient transfer of passengers and their baggage from international to domestic terminals, as well as availability of specialized (Air terminal) for check-in in the city centre and provision of special services for persons with reduced mobility.
- 13.0.4 In the Continent, there are very few examples of intermodal cooperation, and in many cases the infrastructure that would enable effective intermodal travel is either non-existent or insufficient.

### **13.1 INTEGRATING CIVIL AVIATION WITH OTHER MODES OF TRANSPORTATION**

#### **13.1.1 OBJECTIVE**

- 13.1.1.1 The objective of member States shall be to have a well-integrated transport system which will link air transportation to other modes of transport for seamless movement of passengers and cargo.

#### **13.1.1.2 POLICY STATEMENT**

- 13.1.1.3 Member States shall ensure easy and good access to their airports and between airport terminals through well integrated road and rail transportations systems.
- 13.1.1.4 Aviation development in the Continent shall be consistent with the Strategic Framework and Priority Action Plan of Programme for Infrastructure Development for Africa (PIDA) for 2010 -2040

### **14.3 STRATEGIES**

- 13.3.1 In pursuit of this objective:

- i) Member States shall have convergence of policies; joint planning and development of transport facilities and systems; and operational integration for linkage and connectivity between air transportation and other modes of transport.

- ii) Member States shall put in place appropriate policies and laws that will promote cross border investments in intermodal transportation.
- iii) Member States shall formulate appropriate policies and laws that ensures that airports, road and rail infrastructure providers implement inter linkages and common information and distribution system across the airline, road and railway system

## **CHAPTER FOURTEEN LINKAGE OF CIVIL AVIATION WITH OTHER SOCIO-ECONOMIC SECTORS**

### **14.0 PREAMBLE**

- 14.0.1 Civil aviation includes air transport (commercial carriage by air), general aviation, commercial aerial works (such as aerial crop dusting photography and surveying), infrastructure (such as airports and air navigation facilities) and manufacturing and maintenance (such as for aircraft, engines, and avionics). Air transport is at the core of civil aviation business.
- 14.0.2 Air transport has traditionally experienced higher growth than most other industries. Demand for air transport is closely linked with economic development; at the same time air transport is a driver in an economy. The contribution of air transport and related civil aviation industries to local, regional or national economies includes the output and jobs directly attributable to civil aviation as well as the multiplier or ripple effect upon other industries throughout the economy.
- 14.0.3 Air transport is however highly sensitive to, and dependent on, economic developments in other sectors. This was evident during recent global economic crises. In this regard there are various factors that impact the health of Air Transport including:
  - 14.0.3.1 Economic and socio-political factors:
    - a) Growth; Recession; and Inflation
    - b) Civil unrest and wars
  - 14.0.3.2 Natural hazards:
    - a) Adverse weather or climatic events (e.g. hurricanes, winter storms, droughts, tornadoes, thunderstorms, lightning, heavy rain, snow, winds and restrictions on visibility and wind shear);
    - b) Geophysical events (e.g. earthquakes, volcanoes, tsunamis, floods and landslides);

- c) Geographical conditions (e.g. adverse terrain or large bodies of water);
- d) Environmental events (e.g. wildfires, wildlife activity, and insect or pest infestation); and/or
- e) Public health events (e.g. epidemics of influenza or other diseases).

14.0.4 The following socio-economic sectors have significant impact on the growth and health of the Air Transport Industry:

14.0.4.1 **Trade:** The Air Transport industry is a prime mover of international trade. Majority of passengers transported by air are business travellers and tourists while most goods particularly perishable and high value items are transported predominantly by air. So also are mails and parcels.

14.0.4.2 **Tourism:** Africa boasts of many tourist attractions and destinations and Tourism in the main stay of the economy of many African States. Majority of air travellers from outside the continent are tourists. However a significant portion of the tourist market is dominated by foreign carriers. Furthermore there is little of intra-African tourism.

14.0.4.3 **Immigration:** The YD promotes the integration of African States however its implementation is hampered as there are currently significant restrictions to movement of persons and goods among many States. This includes in particular the stringent requirements for entry and transit visas for citizens of other African States. This negatively impacts the business of African airlines and constitutes significant impediment to air travel and trade within Africa.

14.0.4.4 **Customs:** Air transport is often erroneously treated as a cash cow thereby resulting in the imposition of prohibitive custom tariffs and taxes for cargo, aircraft and aviation equipment and services. Invariably those costs are passed on to the consumers leading to prohibitive costs of air travel, reduced passenger and cargo traffic and unsustainable airline business. The situation is further compounded by complicated customs and foreign exchange regulations and procedures.

14.0.4.5 **Information and Communication Technology:-** Information and communication technology (ICT) provides the technological backbone for air transport. All logistics for the processing and movement of aircraft, passengers and cargo are impossible without efficient and effective ICT architecture and operation. A disruption to ICT infrastructure in a State has adverse impact on the safety and efficiency of air transport operations.

14.0.4.6 **Power:-** Civil aviation is a very high tech industry that operates on the basis of precision equipment. The airport and air traffic management facilities, ground and aircraft communication, navigation and surveillance equipment all depend on uninterrupted power supply to function. The incidence of epileptic power supply may lead to catastrophic consequences for the safety and efficiency of flights.

14.0.4.7 **The Aviation Fuel Industry:** Aviation Fuel constitutes over 40% of the cost of operation of airlines. Therefore the aviation industry is highly susceptible to fuel price escalations. Within the African region the problem has been are compounded by erratic supply, imposition of prohibitive taxes and monopolies in the supply of fuel at airports. African airlines being significantly weaker than their foreign competitors are more impacted by these challenges.

14.0.4.8 **Research and Development:** Ever since the beginning of orderly development of international civil aviation, Africa's focus had been mainly on the operations aspect of the industry, and that could partly be blamed for her minimal performance and share of the industry. In order to ensure sustainable growth and participation in civil aviation, African States need to be more involved in aviation research and development.

14.0.5 At the operational level Air Transport requires the active cooperation of other ministries or agencies, such as:

- Immigration, Passport/visa issuing
- customs and Quarantine
- Environment Public and Port Health
- Security and narcotics control
- Tourism issuing authorities
- Foreign Affairs authorities

#### 14.1 **OBJECTIVE**

14.1.1 The objective of member States is to continuous promotion and use of air transport as the engine and driver of their economies.

#### 14.2 **POLICY STATEMENT**

14.2.1 Member States shall promulgate laws and policies that ensure that other socio-economic sectors facilitate the sustainable growth of air transport and enable play its role overall national and continental development.

#### 14.3 **STRATEGIES**

14.3.1 In pursuit of this objective:

- i) Member States shall adopt and implement policies that will promote increased trade among them in order to increase air traffic;
- ii) Member States shall put in place policies that will encourage their citizens to patronise tourism destinations in Africa as a way of increasing air travel in the continent;
- iii) Tour organisers and African airlines should collaborate more to enable the African air transport industry increase its share of the global tourism into Africa;

- iv) Airport Operators should ensure that their airports are provided with robust ICT support and implement dedicated supply of ICT services to airports and aviation support systems;
- v) Member States shall ensure the provision of dedicated adequate and uninterrupted power supply to airports and air navigation facilities since civil aviation is a very high tech industry that operates on the basis of precision equipment;
- vi) Member States shall review their immigration policies and regulations which will encourage intra African travel through:
  - Removal/relaxing of entry visa requirements for African citizens;
  - Issuance of entry visas at their international airports; and
  - Abolition of visas for transit through their airports.
- vii) Member States shall implement favourable custom policies and tariff regimes for:
  - Aircraft and spares
  - Cargo imports and exports
  - Foreign currency exchange
- viii) Member States shall ensure uninterruptible supply of petroleum products to airports and airlines as well as fair protection of airline from unjustifiable high pricing and sharp practices in the distribution and sales of aviation fuel;
- ix) Member States shall ensure that disruptions to international flights are kept, to the extent possible, minimum and that where this occurs; airlines and passengers are compensated when it is due to socio-political matters;
- x) Member States shall support their airlines in getting favourable insurance rates and where possible provide guarantees to cover the socio-political risks;
- xi) Member States should take measures to establish Research and Development institutions focusing on civil aviation at national and regional levels;
- xii) Member States should facilitate and assist the civil aviation training centres to engage in collaborative arrangements with both national and international universities and research institutes to keep abreast with the technological advancements in the industry;



- xiii) Member States should integrate aviation in higher institutions of learning as part of Curriculum for the graduate and postgraduate students.

**APPENDIX 1: ABBREVIATIONS**

ACI	-	Airports Council International
AIS	-	Aeronautical Information Services
ACIP	-	African Comprehensive Implementation Programme
AFCAP	-	African Civil Aviation Policy
AFCAC	-	African Civil Aviation Commission
AFI	-	African
AFRAA	-	African Airlines Association
AMU	-	Arab Maghreb Union
ANR	-	Air Navigation Regulation
AOC	-	Air Operator's Certificate
ASECNA	-	Agency for Aerial Navigation Safety in African and Madagascar
ASET	-	African Safety Enhancement Team
AUC	-	African Union Commission
AVSEC	-	Aviation Security
AU	-	African Union
BASA	-	Bilateral Air Services Agreement
BSP	-	Bill Settlement Plan
CAAS	-	Civil Aviation Authorities
CAEP	-	Committee on Aviation Environmental Protection
CEN	-	SAD–Community of Sahel Sonora States
CNS / ATM	-	Communication Navigation Surveillance/Air Traffic Management
COMESA	-	Common Market for Eastern and Southern African
COSCAP	-	Cooperative Operational Safety and Continuing Airworthiness Development Program
EAC	-	East African Community
ECOWAS	-	Economic Community of West African States
EOC	-	Emergency Operating Centres
ECCAS	-	Economic Community of Central African States
EU	-	European Union
GDP	-	Gross Domestic Product
GNSS	-	Global Navigation Satellite System
IFATCA	-	International Federation of Air Traffic Controllers Association
IFATPA	-	International Federation of Airline Pilots Association
ISSG	-	Industry Safety Strategy Group
ICT	-	Information Communication Technology
ICAO	-	International Civil Aviation Organisation
IGAD	-	Intergovernmental Authority on Development
IGHC	-	International Ground Handling Council
IATA	-	International Air Transport Association
JAR	-	Joint Aviation Requirements
LAGS	-	Liquids Aerosols and Gels
MANPADS	-	Man Portable Air Defence System
MASA	-	Multilateral Air Services Agreement
MBM	-	Market Base Measure
MRTD	-	Machine Readable Travel Document

NEPAD	-	New Partnership for Africa Development
PTA	-	Preferential Trade Area
PBN	-	Performance Base Navigation
PPP	-	Public Private Partnership
REC	-	Regional Economic Community
RSOOS	-	Regional Safety Oversight Organisations
SADC	-	Southern African Economic and Monetary Union
SDR	-	Special Drawing Rights
SARPS	-	Standard and Recommended Practices
SSFA	-	Safe Skies for Africa Program
WAEMU	-	West African Economic and Monetary Union
WHO	-	World Health Organisation
YD	-	Yamoussoukro Decision

## **APPENDIX 2: LIST OF INTERNATIONAL AIR LAW INSTRUMENTS**

- Warsaw Convention (1929) Rules for international carriage by air
- Convention on International Civil Aviation (1944)
- International Air Transport Agreement (1944)
- International Air Services Transit Agreement
- Geneva Convention (1948) Recognition of rights in aircraft
- Rome Convention (1952) Damage to third parties on surface
- The Hague Protocol (1955). Amending Warsaw Convention of 1929
- Guadalajara Convention (1961) Supplementing Warsaw Convention of 1929
- Tokyo Convention (1963) Offences and other acts committed on Board Aircraft.
- Hague Convention (1970). Unlawful seizure of aircraft
- Guatemala City Protocol (1971) Amending Warsaw Convention of 1929 as amended by The Hague Protocol of 1955
- Montreal Convention (1971) Unlawful acts against the safety of civil aviation
- Additional Protocol No. 1 (1975) Amending Warsaw Convention of 1929
- Additional Protocol No. 2 (1975) Amending Warsaw Convention of 1929 as amended by The Hague Protocol of 1955
- Additional Protocol No. 3 (1975) Amending Warsaw Convention of 1929 as amended by The Hague Protocol of 1955 and Guatemala City Protocol of 1971
- Montreal Protocol No. 4 (1975) Amending Warsaw Convention of 1929 as amended by The Hague Protocol of 1955
- Montreal Protocol (1978) Amending Rome Convention of 1952
  
- Protocol relating to an Amendment to the Convention on International Civil Aviation [Article 83 bis] Lease, charter or interchange
- Protocol relating to an Amendment to the Convention on International Civil Aviation [Article 3 bis] Non-use of weapons against civil aircraft in flight
- Montreal Supplementary Protocol (1988) Acts of violence at airports
- COSPAS-CARSAT Agreement (1988) International satellite system for search and rescue
- Convention on the Marking of Plastic Explosives (1991)

- Montreal Convention (1999) Rules for International carriage by air
- Convention on International Interests in Mobile Equipment (Cape Town Convention 2001)
- Protocol to the Convention on International Interests in Mobile Equipment on Matters specific to Aircraft Equipment (Cape Town Protocol on Aircraft Equipment 2001)
- Convention on Compensation for Damage to Third Parties, Resulting from Acts of Unlawful Interference Involving Aircraft 2009
- Convention on Compensation for Damage Caused by Aircraft to Third Parties (General Risks Convention (2009)
- Convention on the Suppression of Unlawful Acts Relating to International Civil Aviation (Beijing Convention 2010)
- Protocol Supplementary to the Convention for the Suppression of Unlawful Seizure of Aircraft (Beijing Protocol 2010)
- The United Nations Framework Convention on Climate Change (UNFCCC)

### **APPENDIX 3: SCHEDULE ON TARGETS**

The Appendix 3 which shall constitute the basis of implementation and oversight of this policy will be developed by AFCAC.

Done in Luanda, on 24 November 2011.

**PLAN OF ACTION ON RAILWAY TRANSPORT**

**AFRICAN UNION**

**الاتحاد الأفريقي**



**UNION AFRICAINE**

**UNIÃO AFRICANA**

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**SECOND SESSION OF THE CONFERENCE  
OF AFRICAN MINISTERS  
OF TRANSPORT  
21 – 25 NOVEMBER 2011  
LUANDA, ANGOLA**

**AU/TPT/EXP/PI.Ac. FT (II)**

**PLAN OF ACTION  
RAILWAY TRANSPORT  
2012 - 2015**

No.	Objectives	Activities and Actions	Verification Sources	Leading Institutions	Involved Institutions	Time frame
<b>A</b>	<b>A) Policy and Strategy in Railway Transports</b>					
A.1	Connectivity of African railway network	Speed up PIDA PAP implementation	Report	AU	ADB ECA NEPAD UAR STATES	2012-2020
A.2	Develop of ICTs within the railway sub-sector	<ul style="list-style-type: none"> <li>Drawing up policies aiming at a bigger exploitation of NTIC for upgrading the trade management and financial cost-effectiveness</li> <li>Create database on the management of networks in RECs and UAR for monitoring the railways sub-sector</li> </ul>	Study report	AU	AUC  RECs ECA STATES	2012-2015
A.3	Improve of the security and safety in railway transports	Implementing modern technologies for securing the railway traffic in the event of major railways accident	Study report	STATES	AU AUC RECs	2012-2013
A.4	Develop railway industries	Carrying out studies for the creation of railway industries and manufactures appropriate to the needs of the African market.	Study report	STATES	AUC	2012-2040
A.5	Take into account the environmental impact of the railway transport system	Performing environmental impact studies of railway transport. Ensuring environment-friendly operations.	Study report	STATES	AUC	2012-2015 2008-2010

No.	Objectives	Activities and Actions	Verification Sources	Leading Institutions	Involved Institutions	Time frame
<b>B</b>	<i>Management systems</i>					
B.1	Draw up an African guide for restructuring railway companies	Assessing the restructuring and privatisation process on the economic, financial, technical and social levels.	Assessment report and guide	AU	RECs, AUC	2012-2015
B.2	Elaborate a follow-up mechanism for African railway activities	<ul style="list-style-type: none"> <li>• Elaborate policies aiming to promote the use of modern management tools of personnel for improving personnel productivity</li> <li>• Set up a database for the exchange of experiences</li> <li>• Encourage the exchange of information for better management of railways companies</li> <li>• Set up network of exchange of systems of management and information (website)</li> </ul>		AUC	AU RECs	2012-2015
<b>C.</b>	<i>Capacity-building of human resources and expertise management</i>					
C.1	Assess training capacities in the railways sub-sector	<ul style="list-style-type: none"> <li>• Drawing up a program for the restoration of training schools and centres according to the market needs.</li> <li>• Rebuilding African resources for training skills in the railway area</li> </ul>	Study report	AU	STATES AUC, RECs	2012-2015



No.	Objectives	Activities and Actions	Verification Sources	Leading Institutions	Involved Institutions	Time frame
<i>D</i>	<i>Financing of railway transport</i>					
D.1	Resource mobilization for railway infrastructures	<ul style="list-style-type: none"> <li>• Setting up of mechanisms for the creation of investment funds of railway and studying different options for its financing</li> <li>• Raising awareness among donors to increase intervention means in favour of the program</li> <li>• Promoting good governance of States to attract private funds.</li> </ul>		STATES	AU RECs Donors	2008-2010
<i>E</i>	<i>Conception and updating of databases</i>					
E.1	Setting up of a railway database	<p>Conceive the settlement of a database. Supply the railway actors and all those involved in this activity with the relevant information. Making available all the elements for measuring and comparing the performance of the networks and sharing management experiences.</p>		AUC	RECs STATES	2008-2010