NIGERIAN CIVIL AVIATION AUTHORITY
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OFFICE OF THE DIRECTOR GENERAL

ALL OPERATORS LETTER (DG 07/22)

Ref : NCAA/DG/AIR/II/16/341

Date : 31st October 2022

To : All Relevant Stakeholders

From : Nigeria Civil Aviation Authority

Subject: **REVIEW OF 2013 NATIONAL CIVIL AVIATION POLICY**

Following the passing and signing into law of the Civil Aviation Act 2022, the Honourable Minister of Aviation has deemed it necessary to review the 2013 National Civil Aviation Policy to create a policy document for the sustainable growth and development of the aviation industry as part of the Aviation Roadmap. Please find attached a copy of the 2013 National Civil Aviation Policy.

The review of the 2013 National Civil Aviation Policy will be a consultative process with industry and non industry stakeholders whose functions/activities have a direct and or indirect bearing on the aviation industry.

All stakeholders are strongly encouraged to participate in this process by submitting position papers on or before Friday 18th November 2022 to the undersigned for collation and analysis to produce a draft National Civil Aviation Policy. The draft document will be shared with all stakeholders for review at a Stakeholders Conference to be convened at a later date. The final document will be submitted for adoption and approval by the Federal Executive Council as the new National Civil Aviation Policy.

You may kindly submit your Position Paper/Input to the undersigned through:

Abdulrahman Abbas
Email: abbas.abdulrahman@ncaa.gov.ng
Cell: 08032917021

Captain Musa S. Nuhu
Director General of Civil Aviation

FEDERAL GOVERNMENT OF NIGERIA

National Civil Aviation Policy

April, 2013

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Honourable Minister's Foreword

In November, 2012, the Federal Ministry of Aviation, in line with the Transformation Agenda **of President Goodluck Ebele Jonathan GCFR** inaugurated a technical review committee to develop a sustainable policy framework for the Nigerian Aviation Sector. The technical committee was composed of seasoned technocrats and experts drawn from the public and private sectors broad spectrum of the Aviation Sector. The goal of Government is to put in place an Aviation Sector that delivers significant socio-economic benefits to Nigerians.

Since 2001 when the National Civil Aviation Policy (NCAP) was last reviewed, the global aviation industry, including that of Nigeria, has witnessed new safety and security challenges, as well as technological developments in the industry. Some aspects of the 2001 NCAP therefore became out of tune with contemporary challenges and developments. It therefore became necessary to review the old NCAP.

The policy review exercise clearly showed that the Government's vision for a dynamic, self-sustaining air transport system is achievable. It was also evident from the review that the Nigerian Aviation Sector should be restructured to enable it drive economic growth in Nigeria, while remaining globally competitive. These objectives can be most effectively achieved through greater participation of the private sector in the Nigerian aviation industry. The Federal Ministry of Aviation is therefore repositioning the industry to be largely driven by the private sector. The main thrust of the 2013 NCAP is to develop broader strategic plan to build a stronger, dynamic and liberalized aviation sector that will meet the present and future challenges.

The Federal Government of Nigeria is conscious of the fact that sustainable implementation of this policy would require the collective participation of all stakeholders in the Nigerian Aviation Sector. It is therefore my singular honour and privilege to present the 2013 National Civil Aviation Policy for adaptation and implementation by all stakeholders.

Princess Stella Adaeze Oduah, OON
Honourable Minister of Aviation

EXECUTIVE SUMMARY

The Nigerian Civil Aviation Policy was last reviewed in July 2001 and since then; there have been numerous changes in the economic, political, safety, security and technological climates at global and national levels.

2. Also, prior to the development of the Aviation Sector Master Plan and the implementation of the transformation programme, a number of critical steps were taken:

These steps include:

(i) Collaboration with the World Bank to carry out a detailed diagnostic review of the sector;
(ii) Consultations with stakeholders and various arms of government;
(iii) Assessment of existing institutional, legal and regulatory framework for aviation sector agencies;
(iv) Analysis of the economic regulation provision and potentials.

3. One critical recommendation that featured prominently in the outcomes of these exercises was the need to reshape the policy environment so as to make it adaptable to changes in the sector at global and national levels, relate with other policies seamlessly and respond to future development.

4. Based on the above therefore, it has therefore become necessary to review the NCAP so as to realign it to the demands of the Transformation Agenda (2011), the new Vision and Mission, as well as the Master Plan of the Aviation Ministry. The review is necessary to make the NCAP responsive and adaptable to the new safety, security and technological dynamics of the global aviation industry. It is also required to strengthen the regulatory framework, facilitate the growth of domestic airlines, the setting up of the National Carrier and development of Aerotropolis. Towards this end, series of consultations were held with key interested stakeholders on the review of the 2001 policy in early 2013.

5. The foregoing therefore necessitated the review of the National Civil Aviation Policy. The major thrust of the 2013 Policy is the promotion of a harmonized approach to achieve international standards on safety, security and comfort of the passengers. The emphasis is to position the aviation industry to become pivotal to the economic growth in Nigeria as envisioned in the present administration's Transformation Agenda. The Major thrust of the 2013 Policy is highlighted below:

Part I of the policy deals with the historical background of the aviation sector in Nigeria which started with the first flight into the country in 1925 and the establishment of the Nigeria Airways Limited in 1958. This part also looks at the early governance structure of the Nigerian Aviation industry with emphasis on the Civil Aviation Department (CAD) and its integration into the Federal Ministry of Transportation in 1965. **Part I** further reviewed the Aviation Reforms of 1995 and the Aviation Policy of 1989 which eliminated the need for the

Federal Civil Aviation Authority (FCAA) and Nigerian Airports Authority (NAA), and realigned their functions leading to the establishment of Federal Airports Authority of Nigeria (FAAN) and Nigerian Civil Aviation Authority (NCAA). It also referred to the dynamic changes in the global aviation industry, the globalization and government's privatization policies which necessitated the review of the 1998 National Civil Aviation Policy (NCAP) in July 2001. The need for the review of 2001 NCAP is driven by the demand of the current Government's Transformation Agenda, the new vision, mission and Aviation Master Plan of the Federal Ministry of Aviation.

Part II which addresses Civil Aviation in Nigeria presents an overview of the strategic goals, objectives, Management and the Institutional Framework of the Aviation Industry in Nigeria. It addresses the present governance structure of the sector and highlights the current challenges facing the industry. Part II further reviewed the economic and social contribution of the aviation sector to the Nigerian economy either directly through contribution to the GDP, employment or aviation supply chain. It advocates how aviation industry in Nigeria can further be enhanced through private sector participation and foreign direct investment.

Part III highlights the importance of Aviation Financing with emphasis on the development of a sustainable aviation financing mechanism through Public Private Partnership (PPP). It also stipulates the financing of the regulatory functions for better regulatory oversight of Airports and Air Navigation Services. Furthermore, Part III seeks ways to improve efficiency and transparency in the aviation sector by the establishment of an autonomous Nigerian Aviation Regulatory Unit to superintend the economic, commercial and financial practices of the aviation service providers through an automated collecting system.

Part IV deals with aviation training with special focus on improving Nigerian College of Aviation Technology (NCAT) as a centre of excellence as well as developing other aviation training institutions such as the Regional Training Centres for Meteorological personnel for high quality aviation related human capital development to meet the current and future needs of the Nigerian aviation industry. It also discussed the validation of foreign crew licenses of foreign pilots to curtail the shortage of local flight crew emphasizing the need to validate foreign crew licences for the purpose of overcoming identified shortages in qualified Nigerian flight crews and aviation instructors.

Part V of the 2013 NCAP addresses the merits of Aviation Safety and Security which it lists as an integral part of the strategic objective of ICAO Policy. The section deals with Safety Regulation and Oversight, Safety Management as well as Accident Investigation and Prevention in the Aviation sector with emphasis on the continuous autonomy of the Accident Investigation Bureau (AIB) to ensure timely and thorough investigation of all accidents and major incidents. This part also dealt with enhancement of Aviation Security to ensure adequate

security at all airport while preventing unlawful interference against civil aviation in Nigeria.

Part VI focuses on Air Transportation, removal of restriction and creation of enabling environment for alliances (through Route Dispersal Guidelines, RSOP and code-sharing) among airlines. It reviewed the importance of Air Cargo Services, the Carriage of Pilgrims by Air and development of Policies in line with international standards and best practices. Part VI also looks at development of modern air ports and infrastructure, the creation of airport cities (Aerotropolis) with multi-modal access and aviation-linked commercial infrastructure using a private sector driven approach. It advocates the establishment of aerodromes, helipads and heliports by interested stakeholders and private sectors to facilitate connectivity within Nigeria. This part also addressed the issues of the Air Navigation Services and Management with the establishment of an independent directorate for Search and Rescue Operations, the strengthening of Aeronautical Meteorological Services and Environmental protection.

Part VII deals with General Aviation (GA) which operates in the shadow of commercial airlines as there are no dedicated policy, regulatory framework and adequate infrastructure to support it all of which created oversight challenges for the NCAA. The part also reviews the deficiency in controlling and monitoring of all non-scheduled flights operations in Nigeria especially foreign non-scheduled flight. It advocates the establishment of a dedicated unit within the NCAA equipped with the right human and material resources to superintend the operations of General Aviation and the provision of properly maintained helideck facilities (structure and equipment) for helicopter operations, including airworthiness of the aircraft and the safety of flight operations.

Part VIII focuses on International relations such as Bilateral and Multilateral Air Services Agreements (BASA/MASA). This part advocates that air service agreements should be negotiated not only on the principles of reciprocity but also on economic consideration with emphasis on providing maximum opportunities for Nigerian airlines to grow and compete successfully.

Part IX deals with Aviation Allied Support Services, Intermodal Transport Systems, Facilitation of Passengers, Goods and Services, Pandemics and Emergency Response.

Part X reaffirms the continual Monitoring and Review of the Ministry and its Agencies to align the Ministry's strategic goals, policies and procedures and move the aviation sector to an internationally acceptable operational level. Part X also advocates the key deliverables (Aviation Performance Bond) upon which the Ministry and its Agency will be measured on a quarterly basis with a consolidated report produced annually. To this end, it is expected that this Policy would be reviewed every five (5) years or as and when necessary.

6. In conclusion, the NCAP 2013 is designed to provide a platform for the way forward and future prospects of the aviation industry, set new paradigms in air travel standards which will provide consumers with appropriate protections without affecting the ability of airlines to set service levels in a competitive market.

PART I
INTRODUCTION

1.1 EVOLUTION OF INTERNATIONAL CIVIL AVIATION

The International Civil Aviation Organization (ICAO) was created with the signing of the *Convention on International Civil Aviation at* 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, regulated, efficient and economical international civil aviation. Consequently, ICAO issues Standards and Recommended Practices (SARPs) for the regulation of the aviation industry which contracting States are obliged to implement

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 Appendix 1. Nigeria like most other African States is a contracting State of ICAO.

Since the creation of ICAO, international civil aviation has recorded and sustained impressive growth in terms of number of airlines, route networks, passengers and cargo transported, safety records and quality of service The ICAO In accordance with Article 55 of the Chicago Convention, established four 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) to oversee regional aviation operations in the listed regions.

AFCAC which is the regional commission for Africa was adopted as the specialized Agency of Africa Union in the field of civil aviation, during the Organization of African Union (OAU) Kampala Summit of 1975.

1.2 HISTORICAL OVERVIEW OF NIGERIA CIVIL AVIATION

On a global scale, ownership of airlines was the prerogative of respective governments until the 1970s when the United State government initiated the ideology of de-regulation to remove restrictions and encourage competition in civil aviation. By the 1980s, more countries embraced the idea of liberalization and privatization of air services and access to air transport markets. This development triggered the involvement of private sector participation like the British Overseas Airways Corporation (BOAC) and Imperial Airlines of UK.

The first recorded flight into Nigeria was in 1925. However, commercial aviation services between Nigeria and UK commenced in 1935 with flights operated by Imperial Airlines of UK to serve the British West Africa Colonies. This development was further

boosted with the advent of the Second World War, which led to the completion of all the aerodromes and airports that had been planned for Nigeria by 1940.

In 1946 the BOAC stopped operations and in 1957 Ghana gained independence and formed its own airline. Subsequently the Nigerian Government, BOAC and another airline Elder Dempster formed the WAAC (Nig.) Limited, which was later re-named Nigeria Airways Limited (NAL) in 1958 after the Federal Government bought over shares of the BOAC and Elder Dempster.

1.3 GOVERNANCE STRUCTURE OF AVIATION EARLY DAYS IN NIGERIA

In the early days of aviation in Nigeria, the control and administration of Civil Aviation was vested in the Director of Public Works, who applied the British Air Navigation Order (ANO) as the legislative instrument. Rapid growth in air transport activities in the country necessitated the establishment of a Nigerian Civil Aviation Department (CAD). The CAD remained a separate entity until it was integrated into the Federal Ministry of Transport in 1965. The CAD was later to be a Department in the Ministry of Aviation and was responsible for formulating policies, regulating the industry and the provision of aeronautical facilities and air traffic control services before the creation of the Federal Civil Aviation Authority (FCAA) in 1990.

The Aviation Reforms of 1995 scrapped the Federal Civil Aviation Authority (FCAA) and realigned some of its functions with those of the Ministry of Aviation and former Nigerian Airports Authority (NAA). This realignment led to the establishment of the Directorate of Safety Regulation and Monitoring (DSRAM), and the Directorate of Economic Regulation and Monitoring (DERAM) in the Ministry and the creation of the Federal Airports Authority of Nigeria (FAAN) as a parastatal of the Ministry. This structure turned out to be at variance with the recommendation of the approved Aviation Policy, the International Civil Aviation Organization (ICAO) and other international organizations. Developments in the domestic and international aviation such as the increasing activities of Handling Companies, Cargo Consolidators, Tour Operators and the implementation of a new Africa Air Transport Policy (Yamoussoukro Declaration) further created the need for the review of the 1989 Civil Aviation Policy in 1998

The major highlights of the reviewed 1998 policy were the recommendations for the creation of the Nigerian Civil Aviation Authority (NCAA) [out of DSRAM and part of DERAM in the Ministry] for the safety and economic regulation of the aviation industry and the Nigerian Airspace Management Agency (NAMA) [out of the Federal Airports Authority of Nigeria (FAAN)] to provide navigational facilities, air traffic services, aeronautical information services among others, while a restructured FAAN continues to be responsible for airport development and management.

The 1998 reviewed policy like the 1989 policy, was expected to last ten (10) years. However, certain developments in the industry including government privatization and liberalization policies, the unified insurance liability scheme (the 1999 Montreal Convention), the Yamoussoukro Decision of 14th November, 1999, the Banjul Accord Group Agreement to liberalize air transport in West Africa, the Open Skies Agreement Nigeria signed with the United States of America and the desire of foreign carriers to operate into multiple points in Nigeria necessitated the review of the 1998 Civil Aviation Policy in July 2001. The overall objectives of the 2001 review were to ensure that developments in the international and domestic aviation industry were incorporated in the policy.

1.4 NEED TO REVIEW THE NATIONAL CIVIL AVIATION POLICY

Since the 2001 National Civil Aviation Policy (NCAP) review, there have been numerous changes in the economic, political, safety, security and technological climates at global and national levels. A typical example is the Transformation Agenda of the Federal Government which was introduced in 2011, ten years after the last review of the NCAP. Since the Aviation industry is recognized as an integral part of the socio-economic system of the country and plays a critical role in national economic development, its policies must be tailored to address the contemporary socio-economic development program of Government. To the extent that such policy must be responsive to the existing political, social, economic, legal and technological environment in the country.

Furthermore, since 2001 security and safety issues that were hitherto unknown have emerged at global and national levels. These challenges were not contemplated at the time the 2001 NCAP was reviewed and was not designed to be responsive to these emerging challenges.

To this end and in line with the expectations of the Transformation Agenda, the Federal Ministry of Aviation in 2012, evolved a new Vision and Mission which is targeted at the provision of safe, secure, comfortable and self-sustaining air transport industry that is pivotal to socio-economic development of Nigeria. The Ministry also drew up an Aviation Sector Master Plan to drive the attainment of the new vision and mission.

Prior to the development of the Aviation Sector Master Plan and the implementation of the transformation programme, a number of critical steps were taken:

These steps include:

(v) Collaboration with the World Bank to carry out a detailed diagnostic review of the sector;
(vi) Consultations with stakeholders and various arms of government;
(vii) Assessment of existing institutional, legal and regulatory framework for aviation sector agencies;
(viii) Analysis of the economic regulation provision and potentials.

One critical recommendation that featured prominently in the outcomes of these exercises was the need to reshape the policy environment so as to make it adaptable to changes in the sector at global and national levels, relate with other policies seamlessly and respond to future development.

It has therefore become necessary to review the NCAP so as to realign it to the demands of the Transformation Agenda, the new Vision and Mission, as well as the Master Plan of the Aviation Ministry. The review is necessary to make the NCAP responsive and adaptable to the new safety, security and technological dynamics of the global aviation industry. It is also required to strengthen the regulatory framework, facilitate the growth of domestic airlines, the setting up of a National Carrier and development of Aerotropolis. Towards this end, series of consultations were held with key interested stakeholders on the review of the 2001 policy in early 2013.

PART II

CIVIL AVIATION IN NIGERIA

Preamble

Like the rest of the developing nations, Air Transport Industry has become strategically important to Nigeria. Air transportation provides a vital, cost effective and timely link for moving both people and cargo over its vast terrain as well as to other destinations around the globe. A safe, secure and efficient Aviation Industry is therefore critical for the support of business, trade, tourism, cultural, and social activities which significantly contribute to the country's economic growth and prosperity.

The Federal Government's role in Civil Aviation is to provide policies, legal framework and an enabling environment for the growth of the industry through:

- Adoption of policies that will encourage dynamic growth
- Enhancement of safety oversight through collaborative mechanisms
- Prudent management of Airports and Aviation Security;
- Efficient airspace management
- Human resources development
- Infrastructural development
- Increased participation of the private sector
- Establishment of a private sector driven national carrier
- Development of a hub for passenger and cargo operations
- Development of aerotropolises (airport cities) in strategic cities in Nigeria

2.1 THE VISION

The vision for Nigerian Civil Aviation is *"To be a world class provider of safe, secure and comfortable air transport sector that is self-sustaining and pivotal to socio-economic growth"*

2.2 THE MISSION

The Mission of Nigerian Civil Aviation is *"To transform the aviation industry into an efficient, profitable, self-sustaining, effective and a preferred mode of transportation"*

2.3 STRATEGIC GOALS

The Federal Government is desirous of a National Civil Aviation Policy that promotes a harmonized approach to the management of the various aspects of civil aviation such as safety, security, efficiency, environmental protection and standards, human capital development and job creation.

In pursuance of this idea, the Federal Government shall emplace policies and programs that will foster cooperative and collaborative arrangements for the sustainable development of civil aviation in Nigeria. To this end the policy framework will be geared towards the:

(i) Harmonization of its National Civil Aviation Policy with those of the African region.

(ii) Establishment of the necessary forum to facilitate regular exchange of ideas and experiences with local and international stakeholders thereby cultivating and strengthening the relationship and interface.

(iii) Putting 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 aviation industry.

(iv) Entrenchment of ICAO as the primary source of guidance on the establishment of national aviation regulatory and institutional frameworks

(v) Review of all aviation laws, regulations and practices based on the air law instruments and guidance provided by ICAO.

(vi) Develop private sector and demand driven programs and projects around the existing and proposed aerodromes for job creation

(vii) Establish local and international institutional linkages for Human Resources and Human Capital Development

2.4 STRATEGIC OBJECTIVES

The strategic objectives of the Federal Government of Nigeria would be as follows:

- To Institutionalize world-class safety and security standards
- To Develop world-class infrastructure
- To Reform institutions, develop capacity and increase professionalism
- To Transform key airports into a network of domestic and international hubs
- To Grow domestic airlines and ensure their financial stability
- To Develop Airport Cities
- To minimize the adverse effects of civil aviation activities on the environment.
- To have zero accident rates in the aviation industry

2.5 MANAGEMENT AND INSTITUTIONAL FRAMEWORK

The Federal Ministry of Aviation is responsible to the government of the Federal Republic of Nigeria for all matters concerning civil aviation. The Minister of Aviation is in charge of policy formulation and overall management of the aviation industry (see figure 1 based on functions). The Minister shall ensure review of the NCAP at least

once every 5 years or as at when necessary.

Ministry of Aviation

The Ministry has six (6) departments comprising of two technical departments and four common services departments as well as four (4) units namely with their core functions as follows:

Safety and Technical Policy Department

- Co-ordination, formulation and review as well as monitoring of the implementation of aviation technical policies with emphasis on the promotion of safety and security of civil aviation in Nigeria in accordance with international standards and best practices.

- Supervision of the design, construction and maintenance of Federal Government owned airstrips and aerodromes including other non-revenue generating facilities of the aviation industry.

- Execution of technical projects of the Ministry with a view to sustaining the implementation of national and international standards.

Department of Air Transport Management

- Responsible for overseeing air transportation, airport development and maintenance, aviation infrastructure service and other needs of the aviation industry.

- Responsible for bilateral and multilateral relations between Nigeria and individual countries as well as regional and international agencies

Legal Services Department

- Responsible for advising the Ministry on all legal related matters

Finance and Accounts Department

- Handles the Ministry's finance matters including budgeting, record keeping of all financial transactions, bank transactions and the rendition of returns on all accounts to the Office of the Accountant General of the Federation

- Implements all Government policies on financial matters as may be released from time to time in form of Circulars and regulations.

Human Resources Management Department

- In charge of staff recruitment, promotion, discipline, training, welfare amongst others.

Planning, Procurement Analysis and Research Department

- Planning, research and policy development of the Ministry's activities;
- Monitoring and evaluation of projects of the Ministry and Parastatals;
- Coordination of Public Procurement Matters and Due process;
- Coordination of International Agencies programmes;

Units of the Ministry are as follows:-

- Internal Audit
- Public Relation
- Service Compact (SERVICOM)
- Economic Regulation

Parastatals

The Ministry also has six (6) parastatals with their core functions as follows:

Nigerian Civil Aviation Authority (NCAA)
NCAA is vested with the responsibility for safety oversight of the aviation industry in accordance with all international conventions and agreements, government policies and ICAO Standards and Recommended Practices (SARPs).

Nigerian Airspace Management Agency (NAMA)
NAMA is responsible for the provision of air navigation services, air traffic services, aeronautical telecommunication services and aeronautical search and rescue in accordance with Nigeria Civil Aviation Regulations (NCARs).

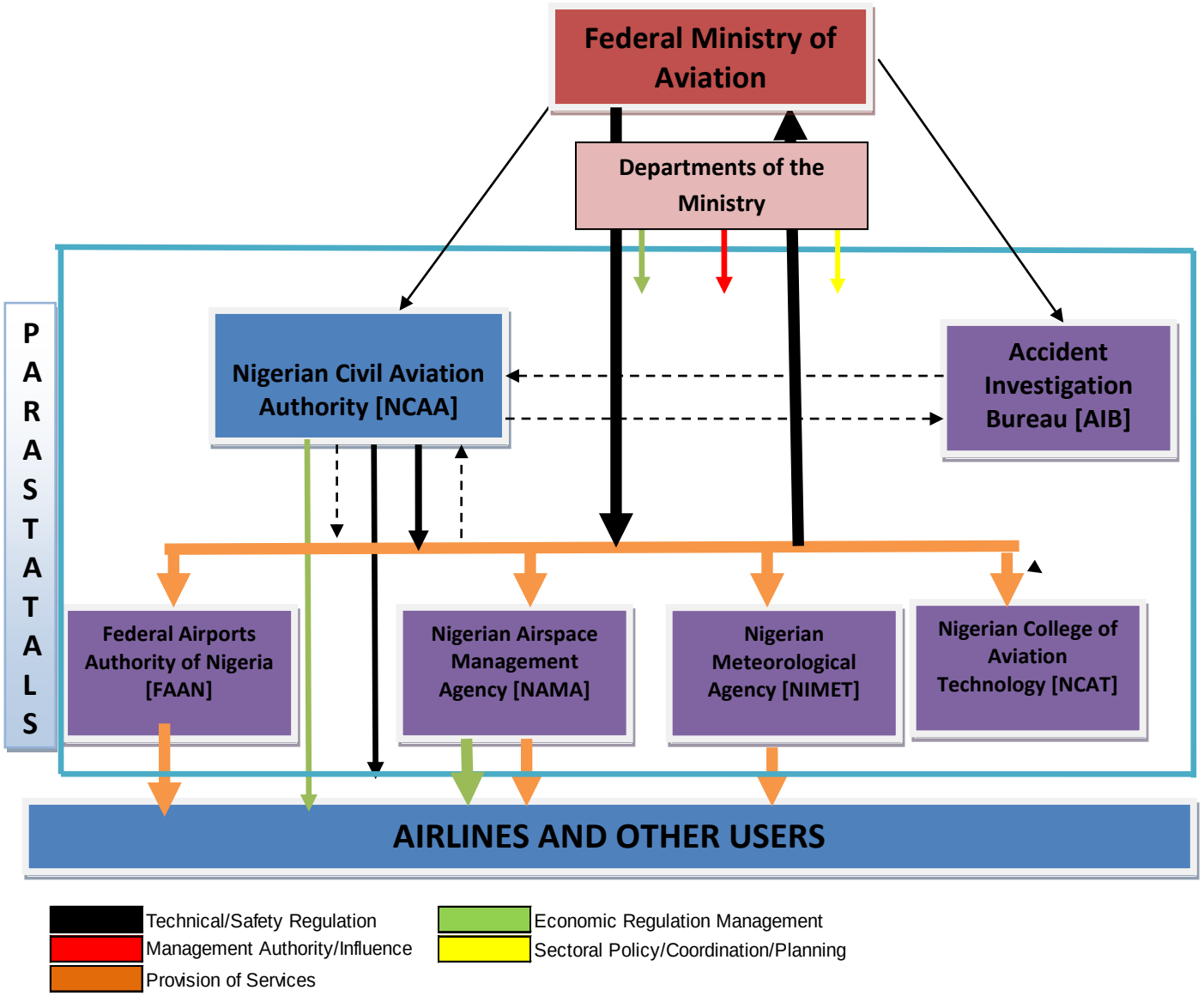
The Federal Airports Authority of Nigeria (FAAN)
FAAN is responsible for airports development and management.

The Nigerian College of Aviation Technology (NCAT)
NCAT provides Aviation Related Training, Research and Consultancy Services for Air Transport Service Providers and Allied Businesses.

The Nigeria Meteorological Agency (NIMET)
NIMET is responsible for the provision of meteorological services to the aviation industry. The Agency is also responsible for providing services to the marine, energy, agriculture and water resources industries, as well as preparing and interpreting government policy on meteorological and climate services.

The Accident Investigation Bureau (AIB)
AIB is responsible for accident prevention, investigation of any accident or incident arising out of or in the cause of air navigation and occurring in or over Nigeria or occurring to Nigerian aircraft elsewhere in accordance with ICAO Annex 13. It also has responsibility of family assistance for victims of air accidents and incidents.

FIGURE 1: ORGANOGRAM OF NIGERIA CIVIL AVIATION INSTITUTIONAL STRUCTURE



Apart from the Federal Ministry of Aviation and the above named agencies, there are other interested stakeholders such as airline operators, (private and commercial airline operators), civil aviation service providers which includes amongst others handling companies, Cargo consolidators, Tour Operators, Maintenance and Repair Organizations providing various services to the industry.

- **Airline Operators**

  The National Aviation Safety Committee shall coordinate the activities of the Nigerian Airlines with respect to the NCAP and be the spokesperson with respect to industry views, interests and challenges in the implementation of the NCAP.

- **Civil Aviation Service Providers:**

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

2.6 AVIATION PERFORMANCE BOND

In line with the performance bond signed between the present administration and the Ministry of Aviation, the assessment of the Key Performance Indicators (KPIs) of the Ministry will focus on the achievement of the under-listed deliverables:

- Safe and Secure Air Transport System
- Improvement of passengers comfort
- Creating An Efficient and Professional Air Transport System
- Building a Robust Air Transport Industry that is Pivotal to Nigeria's Socio-Economic Development
- Provision of Effective Policy and Administrative Services Frame Work

Details are stated in Part 10.1 – Monitoring and Review

2.7 AVIATION LEGISLATION AND REGULATORY FRAMEWORK

Preamble

The Chicago Convention and its Annexes forms 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.

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. The Civil Aviation Act of 2006 together with regulations made by the NCAA constitutes the primary law regulating civil aviation in Nigeria.

Objective

The objective of government is to ensure the periodic review of policies, aviation laws and regulations in consonance with the dynamics of the aviation industry.

Strategies

To achieve its objective, government will accomplish the following:

- All existing civil aviation legislations in Nigeria will be reviewed and amended to incorporate current ICAO SARPs

- Subject to National interest, government will ratify, and or accede to all international air law instruments on Aviation and incorporate their provisions into the national laws

- Empower all the Departments and Agencies under the Ministry of Aviation to implement and enforce relevant international conventions, protocols, and resolutions;

- Ensure the timely implementation of Regional and International Resolutions subject to national interest.

- Relationship/interface between the Federal Ministry of Aviation, its Agencies, and the National Assembly will be cultivated and strengthened through regular exchange of ideas and information between them.

- Professionalism in the technical departments of the Federal Ministry of Aviation and its agencies will be strengthened to ensure continuity and retention of the expertise in the Ministry.

- Ensure that all legislations in its aviation industry are reviewed and revised to be in conformity with this policy.

2.8 CURRENT SECTOR CHALLENGES

The current challenges to aviation growth and development together with its major constraints are listed as follows:

Infrastructure

- Inadequate airport infrastructure investment over many years
- Poor maintenance of the existing airport infrastructure
- Obsolete plant and equipment across the aviation sector

Human Resource Management

- Ageing technical human resources and manpower (air traffic controllers, pilots, aeronautical engineers)
- Inadequate threshold of poor technical staff to meet set industry manning standards

Power Supply

- Total neglect and decades of dilatory power assets
- Inadequacy of diesel power as the only sustainable power solution
- Federal Aviation Department and Agencies focused on power supply instead of outsourcing

Regulation and Enforcement

- Absence of a clear policy to determine tariffs
- Inadequate participation by the private sector
- A lack of clarity in roles of government, public enterprises, operators and regulators
- Overlaps in functions of Departments and Agencies of Federal Ministry of Aviation.

2.9 OPPORTUNITIES IN CIVIL AVIATION INDUSTRY

Air transportation can be a key cause and facilitator of economic growth. Not only is the aviation industry a major industry in its own right, employing large numbers of highly skilled workers, but more importantly it is an essential input into the rapidly growing global economy.

Greater connections to the global air transport network can boost the productivity and growth of economies by providing better access to markets, enhancing links within and between businesses and providing greater access to resources and to international capital markets. Between 2000 and 2011 air operations by Nigerian Airlines have expanded by 100% and is expected to grow at an annual rate of 9-10% reaching the level of 15 to 20 million passengers by 2020.

The Aviation Master plan provides tremendous investment opportunities and economic benefits with the development of 22 airports and the Aerotropolis project in Abuja, Lagos Kano and Port Harcourt, 25 airstrips and 220 helipads and helidecks. The direct and indirect impact of the aviation sector in Nigeria could be employment for over 600,000 people by 2020.

2.9.1 Contributions of the Sector to the Nigerian Economy

Contribution to Nigerian GDP

A report published by Oxford Economics in 2010 stated that the aviation sector contributed NGN 119 billion (0.4%) to Nigerian GDP. This total comprises of:

- N59 billion directly contributed through the output of the aviation sector (airlines, airports and ground services);
- N34 billion indirectly contributed through the aviation sector's supply chain; and
- N27 billion contributed through the spending by the employees of the aviation sector and its supply chain.
- In addition there are N78 billion in catalytic benefits through tourism, which raises the overall contribution to N198 billion or 0.6% of GDP.

Major Employer

The aviation sector supported 159,000 jobs in Nigeria comprising:

- 44,000 jobs directly supported by the aviation sector;
- 64,000 jobs indirectly supported through the aviation sector's supply chain; and
- 51,000 jobs supported through the spending by the employees of the aviation sector and its supply chain.

In addition there were further 130,000 people employed through the catalytic (tourism) effects of aviation.

Air transport is crucial for the distribution of high value to weight products. Air freight may only account for 0.5% of the tonnage of global trade with the rest of the world, but in value terms it makes up around 34.6% of the total.

Approximately 181,000 tonnes of goods were freighted within and outside Nigeria while over 15,200 scheduled international flights departed Nigeria, destined for 32 airports in 30 countries and domestically; more than 66,800 flights were operated within 18 airports local airports, accounting for over 8.3 million passengers annually.

On payment made to airlines, Nigerian shippers received nearly 60% (NGN 22 billion) based on an expenditure of NGN 37 billion for the annual freight of 181,000 tonnes of goods amounting to NGN 89 billion

The income generation from 8.3 million passengers amounted to NGN 866 billion (inclusive of tax), with Nigerian 4.2 million local passengers contributing NGN 438 billion of the total sum. Furthermore, calculations by Oxford Economics Report also suggested that the value of the benefit to travellers from flying, in excess of their expenditure, was worth NGN 785 billion a year (NGN 397 billion for Nigerian residents).

2.9.2 Enabling long-term economic growth

In 2010 there were 48 routes connecting Nigeria to urban agglomerations around the world. On average there were 3 outbound flights per day along these routes. A total of 11 of these routes were connecting Nigeria to cities of more than 10 million inhabitants, with 4.8 outbound flights per day available to passengers.

Frequencies were higher to the most economically important destinations. For example, passengers benefited from 30 outbound flights per day from Abuja to Lagos Airport, and from 13 flights per day from Port Harcourt to Lagos Airport, providing high speed access for business and leisure purposes throughout the day. Many of these city-pair connections are only possible because of the traffic density provided by hub airports. The sector can further enhance Nigeria's integration into the global air transport networks by:

- Opening up foreign markets to Nigerian exports;
- Lowering transport costs, particularly over long distances, helping to increase competition because suppliers can service a wider area and potentially reduce average costs, through increased economies of scale;
- Increasing the flexibility of labour supply, which should enhance allocative efficiency and bring down the natural rate of unemployment;

- Encouraging Nigerian businesses to invest and specialise in areas that play to the economy's strengths;
- Facilitating the adoption of new business practices, such as just-in-time-inventory management that relies on quick and reliable delivery of essential supplies;
- Raising productivity and hence the economy's long-run supply capacity. It is estimated that a 10% improvement in connectivity relative to GDP would see a NGN 20 billion per annum increase in long-run GDP for the Nigerian economy.

PART III

AVIATION FINANCING AND ECONOMIC REGULATION

3.1 AVIATION FINANCING

Preamble

The global trend today 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.

In countries where Government provides direct funding of the civil aviation administration's regulatory functions such administrations tend to be poorly funded and are ineffective due to competing priorities of Government.

3.1.1 Financing of Infrastructure

Policy Statement

Government will encourage Public – Private Partnership in the financing and management of airports and air navigational infrastructural facilities.

Objective

The objective of Government is to have adequate funding for the development of world-class airports, air navigation, meteorological and training infrastructure facilities that meet ICAO SARPs and all International best practices.

Strategies

In pursuit of this objective, the government will accomplish the following:

- Encourage commercialization and privatization of airports and air navigation services.
- All Aviation Agencies shall implement innovative financing schemes to modernise their infrastructure and increase capacity.
- All Aviation Agencies to 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 partnership and financing in the development and collection of aviation services revenues.

- Service Providers should be encouraged to 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.

3.1.2 Financing of Regulatory Functions

Policy Statement

Government will continue to ensure that the NCAA is adequately funded.

Objective

The Government's objective is to have an effective Civil Aviation Authority that is adequately funded to carry out its regulatory oversight responsibility.

Strategies

In pursuit of this objective, government will accomplish the following:

- Regulatory oversight functions will be funded through a percentage Sales Charge on cost of tickets sold in Nigeria and also percentage of other aviation charge(s) as may be deemed fit.

- NCAA will continue to charge statutory fees for inspections, certifications, registrations and issuance of Licenses, Certificates, Permits, and Approvals.

- NCAA will continue to have adequate financial resources to ensure sustainability of continuous efficient oversight activities.

- When necessary, Government shall provide subventions and budgetary allocations to the NCAA to further enhance their regulatory functions.

- Government will continue to support BAGASOO to facilitate pooling of resources and to achieve economies of scale.

3.1.3 Insurance

Policy Statement

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 ICAO SARPs.

Objective

The Government would ensure that Air Carriers and other aviation service providers put in place adequate insurance coverage for their operations.

Strategies

In pursuit of this objective, government will accomplish the following:

- Passenger, cargo, third party liability limits and Airlines crew and personnel, aircraft training instructors & trainees' insurance cover shall be regulated.

- Insurance Liability Regime for designated air carriers shall be applied based on ICAO published limits.

- Airlines wishing to go on international operations will adopt the liability limits set at the Montreal Convention of 1999

- Domestic operations will adopt harmonized liability limits. The limits will be determined by NCAA in consultation with Federal Ministry of Aviation and other relevant stakeholders

- Service providers in the aviation industry including Airports' and the Air Navigation Operators will put in place adequate third party insurance cover.

- In the case of accident, relevant agency shall provide immediate assistance to the family of, while awaiting

- 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.

- Sign and ratify all relevant Conventions and Protocols relating to risks to civil aviation.

3.2 ECONOMIC REGULATION OF AIRPORTS AND AIR NAVIGATION SERVICES

Preamble

The aviation industry has changed significantly over the last twenty five years with growing trend for the commercialisation of the sector, shifting from their roots as government organisations towards quasi or fully independent entities that operate on the basis of a commercial business. In countries like USA, UK, South Africa and India, an independent Economic Regulatory Unit with a Single Till System has been introduced as a way of improving the efficiency of operations and investment whilst reducing losses from the anticipated economic benefits.

The single provider nature of aviation services in Nigeria has contributed to leakages, lack of transparency and inefficiency. There is the need to strengthen synergy between the Ministry of Aviation, its Agencies and the private sector towards the timely delivery of an efficient world class and financially sustainable aviation industry. Airport charges which are pre-determined may become detrimental to consumer and investors' interests. It is therefore necessary that the service quality of all activities at airports and the charges levied by Aviation Agencies on the passengers, either directly or through the airlines are regulated with due prudence using an autonomous automated collecting system whilst ensuring that passengers' interests are balanced with enabling environment for investment in this sector.

There is also the need to balance the interests of aviation service providers, airline operators and passengers in view of the air transport importance and its influence in fostering economic, cultural and social development in Nigeria.

Policy Statement

To minimize the potential misuse of market power by aviation service providers by fostering a competitive, efficient and fair commercial environment where passengers receive quality services at reasonable prices, the Federal Government will establish an autonomous Economic Regulatory Unit under the office of the Honourable Minister that will become an Agency with time.

Tariff of aviation service providers are to be regulated by the Economic Regulator in accordance with ICAO policy and in consultation with interested stakeholders of the services.

Objective

The objectives of Federal Government are to:

- Establish an autonomous Nigerian Aviation Economic Regulatory Unit to regulate the economic, commercial and financial practice of the aviation service providers.

- Remove leakage and ensure transparency of all financial data required to determine the basis for charges

- Assess and encourage efficiency and efficacy in the operation of providers

- Monitor and encourage investments to meet future demand

- Ensure users views and interest are adequately taken into account.

- Ensure safety and security of operations, development and maintenance of infrastructure, promotion of competition and fair access of users to airport and air navigation services at rates and charges consistent with ICAO policies and guidelines and the NCAP

- Ensure that all aviation tariffs and charges are in accordance with ICAO policy and guidelines.

Strategy

In pursuance of the above objectives, government will ensure the following:

- Put in place necessary machinery to regulate the economics of respective airports and air navigation services.

- Facilitate the establishment of an autonomous Aviation Economic Regulatory Unit.

- Revenues generated by the civil aviation sector are re-invested in this sector in accordance with ICAO's policies on charges (Doc 9082).

- Aviation charges are only applied to services rendered and in accordance with ICAO policy and guidelines and international best practices.

- Aviation tariffs and charges are reviewed from time to time in accordance with the realities in the industry and in consultation with interested stakeholders.

- All aeronautical charges are to be filed with the Nigerian Aviation Economic Regulatory Unit for the purpose of anti-trust and consumer protection.

- Nigerian Aviation Economic Regulatory Unit oversees, intervene and mediate in case of predatory pricing/ practices in the interest of the traveling public.

- Put in place adequate rules of competition in Air Transport services and dispute resolution mechanisms that cover third countries and companies whose activities could affect and or distort competition.

- Increase market access and allow for competition with all international airports developed as economic hubs in line with the Aerotropolis concept.

- Facilitate a single window clearing system for an efficient and quick transit of services.

PART IV

HUMAN RESOURCES DEVELOPMENT

Preamble

Aviation being a specialized industry requires the services of professionals and highly trained and skilled personnel to achieve high level of safety, security and efficiency in air operations. Shortage of skilled personnel in the industry has been a cause of serious concern to the government. Also, Aviation training capacity within Nigeria as in the rest of Africa is limited. The available training institutions are few and have not always kept pace with the advancements in civil aviation and training technology. It is worthy of note that currently, non-scheduled flights are undertaken by foreign registered aircraft in Nigeria and are operated by foreign pilots. Therefore there is the urgent need to reverse this trend.

4.1 AVIATION TRAINING

Policy Statement

Aviation training institutions in Nigeria to become centres of excellence for the development and growth of aviation in Nigeria

Objectives

The Government objectives for Aviation Training are:

- To have adequate number of highly trained and skilled personnel in charge of aviation in Nigeria, in order to have a safe and secure industry; and
- To develop NCAT as a centre of excellence for high quality aviation related human capital development to meet the current and future needs of the Nigerian aviation industry
- To encourage the development of other training institutions including flying schools for basic, refresher and advanced trainings.

Strategies

In pursuance of these objectives, government will accomplish the following:

- Provide necessary incentives to facilitate private sector investment in the establishment of Aviation Training Organisations (ATOs).

- Ensure that NCAT develops institutional infrastructural requirements and state of the art technologies to meet world-class standards.

- Encourage NCAT to establish satellite training centres in major cities in Nigeria

- Develop regional training centres for Meteorological personnel for high quality Aviation related personnel to meet the current and future needs of the Nigerian aviation industry

- Ensure that Instructional System Development (ISD) methodologies of ICAO TRAINAIR programme are used in ATOs in Nigeria.

- Harmonize the procedures, competency requirements and approval processes for the establishment of ATOs and other Institutions in Nigeria

- Promote and facilitate close co-operation amongst ATOs in Africa to ensure the harmonization and implementation of standards for quality assurance, standardization of courses and the development of "train the trainers" programme.

- Maintenance of database by NCAA on aviation training needs and capacities in Nigeria, and publish periodic report on the state of aviation training in Nigeria.

4.2 VALIDATION OF FOREIGN CREW LICENSES

Preamble

Non-scheduled flights are currently undertaken by foreign registered aircraft in Nigeria and are operated by foreign pilots and most often their licences are not revalidated. This is as a result of the fact that most relevant government agencies are not made aware of the requirement for revalidation of foreign crew licenses for foreign registered aircraft. Henceforth all foreign flight crew are to have an independent and comprehensive re-evaluation of their licenses.

Also, in view of the shortage of local type rated flight crew, it is important for all Nigerian operators who are bringing foreign registered aircraft to induct expat pilots when required, until adequate Nigerian crew are trained, in order to increase the capacity of our local crew.

As a result of the acquisition of more aircraft into Nigeria today, this policy directives are to complement the restriction on Validation of Foreign Flight Licenses and to provide the flexibility of training adequate Nigerian crew.

Policy Statement

The validation of foreign crew licenses will be considered for increasing qualified Nigerian flight crew, aviation instructors for flying schools and clubs.

Objective

The objective of Government is to encourage the validation of foreign crew licenses for the purpose of overcoming identified shortages in qualified Nigerian flight crew for flight operations and aviation instructors for flying schools and clubs.

Strategies

In pursuance of the above objective, the following will be accomplished:

- Operators seeking validation of foreign flight crew should provide to the NCAA full justification for the request, including detailed practical programmes for training Nigerian flight crew and phasing-out the foreign crew. This programme will be carefully reviewed for compliance every 90 days by the Director General, NCAA.
- Prior to validation, foreign flight crew will submit to appropriate examinations administered by the NCAA, designed to confirm amongst other things the professional qualifications and English-language proficiency (ICAO Level 4) of the crew. The crew will also require necessary security clearances from the relevant security agencies.
- The NCAA upon satisfaction will issue a flight crew validation certificate within 5 working days which will be valid for an initial period of 90 days. The certificate can be extended for up to 12 months (inclusive of the initial 90 days) by the Director General, NCAA upon full justification by the operator seeking extension, and subject to such conditions as may be prescribed.
- A validation certificate will be immediately nullified where the flight crew to whom it relates ceases to be employed by the Nigerian operator. The operator must immediately notify the NCAA upon such cessation of employment
- The NCAA reserves the right to withdraw the validation certificate of any flight crew at any time in the interest of the public.
- The NCAA will permit a Nigerian air transport operator to employ flight crew holding valid foreign licenses issued by the competent authority in a contracting ICAO State, to operate Nigerian-registered aircraft until local flight crew are adequately trained to obtain appropriate NCAA licenses, ratings and acquire necessary experience.

PART V

AVIATION SAFETY AND SECURITY

5.1 AVIATION SAFETY

Preamble

Safety is the cornerstone of international civil aviation and an integral part of the strategic objective of ICAO. Nigeria as an ICAO member has the responsibility to ensure and enhance aviation safety.

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.

An effective and autonomous civil aviation authority is essential for achieving safe and secure air transport in the country. In order to optimise resources, States collaborate to establish Regional Safety Oversight Organisations (RSOOs) and Regional Accident Investigation Agencies (RAIAs) such as BAGASOO and BAGAIA.

Nigeria has promulgated a legislative framework and specific regulations to ensure compliance with international standards that define how the NCAA will oversee the management of safety in the country.

This includes the NCAA's participation in specific activities related to the management of safety in the State, and the establishment of the roles, responsibilities, and relationships of organizations in the system. The safety standards will be periodically reviewed to ensure they remain relevant and appropriate to the country.

5.1.1 Safety Regulations and Oversight

Policy Statement

NCAA will continue to have powers and independence to carry out effective safety oversight and regulation of the aviation industry to ensure that the safety regulatory regime of Nigeria meets the ICAO 8 critical elements of a safety oversight system.

Objective

The objective of Government is to ensure a high level safety in civil aviation operations through compliance with ICAO SARPs and NCARs.

Strategies

In pursuit of this objective, government will accomplish the following:

- Ensure NCAA continues to be autonomous and be strengthened with adequate resources to carry out its responsibilities.

- The safety oversight responsibilities on all service providers in the industry will continue to reside with NCAA.

- Ensure NCAA work out modalities for the licensing of various categories of personnel in the industry.

- Partner with other member States to create Regional/Sub-Regional Aviation Safety Oversight Organisations (RSOOs).

- Encourage ECOWAS States to implement cooperative safety initiatives.

- Safety inspectors to continue to receive adequate training.

5.1.2 Safety Management

Policy Statements

Government will ensure that all aviation stakeholders exhibit high safety culture in their operations.

Objectives

The objective of Government is to ensure that the culture of Safety Management is inherent in all civil aviation activities

Strategy

In pursuance of these objectives, the following will be accomplished:

- NCAA will establish State Safety Programmes in accordance with the ICAO Safety Management Manual

- NCAA will ensure that all aviation service providers have in place Safety Management System (SMS). The SMS will be monitored continuously by NCAA and periodically reviewed.

- NCAA and all aviation Stakeholders will develop and imbibe safety culture in their operations

- The Government will collaborate with member States within the region to develop Regional Safety Programme (RSP) and States Safety Programmes (SSPs)

- The Government will collaborate with international establishments to organise ICAO's Train the Trainers course programmes for NCAA and aviation service providers to implement SMS

- Seminars, Workshops and Conferences will be organised for all stakeholders to sensitize and enlighten them on the benefits of imbibing a safety culture.

5.1.3 Accident Investigation and Prevention

Policy Statement

Nigeria will continue to have an autonomous accident investigation and prevention agency (Accident Investigation Bureau-AIB) for the investigation of aircraft accidents and major incidents. AIB will continue to have the responsibility of family assistance for victims of air accidents and incidents.

Objective

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

Strategies

In order to accomplish this objective:

- The AIB will continue to be independent to guarantee thorough and impartial air accident investigations and reports.

- The Government will provide AIB with necessary resources including adequate funding and qualified and experienced professionals.

- AIB will endeavor to issue Accident Reports within the time frame and in a manner consistent with the provision of Annex 13 of the Chicago Convention.

- The Government will work with ECOWAS member states to establish a Regional Accident Investigation Agency.

5.1.4 Communications Navigation and Surveillance (CNS)

Policy Statement

Government will continue to enhance the implementation of CNS in accordance with ICAO SARPs.

Objective

The objective of Government is to continue to provide Communication Navigation Surveillance (CNS) which complies with ICAO SARPs for the safety, regularity and efficiency of flight operations in Nigeria, and adjacent airspaces in a collaborative manner.

Strategies

To achieve the above objective, government will:

- Develop national action plans, aligned with the regional performance objectives for the implementation of Performance Based Navigation (PBN) and elimination of deficiencies in order to achieve the goals set by ICAO.

- Ensure regular calibration of air navigation and landing aid facilities.

- Collaborate with other airspaces to establish interoperable systems to ensure emergence of a seamless CNS system in Nigeria as well as in the region.

- Ensure NAMA expand the use of Very Small Aperture Technology (VSAT) and ensure proper coordination of the Installation of VSAT and Satellite Communication networks within and among adjacent States.

- Implement the language proficiency provisions with a high level of priority to 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.

5.2 AVIATION SECURITY

Preamble

Nigeria has a responsibility under Annex 17 *to* the *Convention on International Civil Aviation* to ensure the implementation of adequate security measures at all airports, airstrips, helideck/helipads.

Policy Statement

Nigeria 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.

Objective

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

Strategies

In order to achieve the above objective, government will:

- Ratify and domesticate all international Conventions and Protocols on Aviation Security.

- Develop and put in place a National Aviation Security Programme and National Aviation Security Committees respectively.

- Deploy all available technology, equipment, methodology and procedure to prevent and counter new and emerging threats to civil aviation.

- Strengthen the AVSEC Department in NCAA to ensure proper regulatory oversight.

5.2.1 Airports Security Management

Policy Statement

The Government will ensure that airports are provided with adequate security mechanisms and resources.

Objective

The objective of Government is to ensure adequate security at its airports in accordance with Annex 9 and 17 of ICAO.

Strategies

In pursuit of this objective, government will accomplish the following:

- Develop Airports Security Programme and put in place Airport Aviation Security Committees and Airport Emergency Plans;

- Airports Aviation Security Committees will operate in consultation and coordination with Airports Facilitation Committees;

- All Airport Security Agencies will work with AVSEC personnel at the airports.

5.2.2 Airlines/Operators Security Management

Policy Statement

To enhance the security of their flight operations, government will ensure that Airlines and private operators put necessary security measures in place and comply with set rules and regulations.

Objective

Government's objective is to ensure that airlines and private operators play effective roles in ensuring security of their operations.

Strategies

In pursuit of this objective, the following will be accomplished:

- Airlines and private operators will operate in accordance with Security Manuals duly approved by the NCAA

- Airlines will conduct secondary security passenger screening at the airports.

PART VI

OPERATIONS

6.1 LIBERALIZATION OF AIR TRANSPORT INDUSTRY

Preamble

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 one of many means of transportation to/from remote areas, and promotes social inclusion by connecting those living in such communities with the rest of the country.

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.

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.

Policy Statement

The Government will encourage a liberalized, competitive and common air transport market in Nigeria promoting scheduled commuter and charter operations by Nigerian registered aircraft.

Objective

The Government's objective is to develop a liberalized and competitive air transport industry that responds promptly to the dictates of the market, technological developments and global trends. Government objective is also to collaborate in the establishment of a common African air transport market through the full implementation of the Yamoussoukro Decision (1999).

Strategies

To achieve the above objective, government will accomplish the following:

- Liberalise the market structure by strengthening the current domestic, regional and intercontinental routes for the benefit of consumers

- Scheduled commuter services by Nigerian charter operators will be encouraged on domestic routes on which Regular scheduled Passenger Transport operators are not operating.

- Capacity unutilized by an airline for two scheduling periods (two IATA seasons)

will be allocated to another Nigerian airline desirous of utilizing it unless the airline is in a force majeure situation.

- Wherever possible charters will only be approved/allowed for operators engaging Nigerian pilots and Engineers.

- International Charters originating from Nigeria will be allowed to Nigerian operators only.

- Round trip passenger group charters will be allowed on all international routes irrespective of the scheduled operations.

- On routes adequately served by scheduled operators, Charter operators would be allowed one way international passenger charter services.

6.1.1 Public Service Obligations

Policy statement

The Government through support provided to airline operators will ensure Nigerians in remote and underserved communities have reasonable access to air services to major cities and other key centres, including routes that are not commercially viable.

Objective

It is the desire of Government to ensure adequate air transportation to states which are currently underserved by airline operators due to social and economic reasons.

Strategies

The Government will support the above objective by:

- Ensuring the use of Route Dispersal Guidelines (RDGs) to achieve maximum connectivity with all airports in the country in the most efficient and economical way by adopting market discovered pricing mechanism.

- Using Scheduled Operator Permit (SOP) to achieve connectivity and increase regional market reach by domestic operators while decongesting major airport terminals.

- Liberalizing code-share agreements between Nigeria Carriers (including Private Carriers) to encourage airline operators develop their route network and have connectivity to multiple destinations (domestic and international).

6.1.2 Air Transport Licensing

Policy Statement

The Federal Government of Nigeria will only grant Air Transport Licenses and Permits to Air Carriers that fulfill the eligibility criteria set forth in NCARs.

Objective

The objective of Federal Government of Nigeria in granting Air Transport Licences and Permits is to promote growth and healthy competition while balancing the interests of the aviation industry, travelling passengers and the country as a whole.

Strategies

To achieve the above objective, government will accomplish the following:

- Air carriers will possess an Air Operator's Certificate duly issued in accordance with NCARs and ICAO SARPs.

- The Federal Government may partner with another airline to operate air services.

- The minimum paid-up capital requirement for Domestic Airline Transport license shall be N500million Naira and will be reviewed periodically. All current operators having paid-up capital of less than N500million Naira will be required to increase their capital within a period of two years from the date of this policy.

- The minimum paid-up capital requirement for Regional Airline Transport license shall be a minimum capital requirement of N1billion Naira and will be reviewed periodically. All current operators having paid-up capital of less than N1billion will be required to increase their capital within a period of two years from the date of this policy.

- The minimum paid-up capital requirement for Intercontinental Airline Transport license shall be N2Billion Naira and will be reviewed periodically. All current operators having paid-up capital less than N2billion will increase their capital within a period of two years from the date of this policy.

- The minimum fleet size for Domestic Air Transport license holder shall be 3 airworthy aircraft of similar configuration. For both Regional and Intercontinental operations, this will be 5 airworthy aircraft of similar configuration.

- There will be no permanent addition to fleet capacity by inducting foreign registered aircraft on wet lease other than for cargo aircraft. Temporary induction of foreign registered aircraft on wet lease may be permitted under

extra ordinary circumstances for a short period subject to a maximum of 90 days.

6.1.3 Competition and Consumer Protection

Policy Statement

The Consumer Service Units will be established by all relevant agencies under the Federal Ministry of Aviation, and other service providers in order to enlighten consumers of their rights and responsibilities.

Objectives

The Government's objectives are:

- To encourage fair competition and protect the rights of consumers as well as increase their confidence in aviation services in the country, and

- To create a fair and conducive environment for all aviation stakeholders in order to ensure a strong and sustainable aviation industry that is competitive in a global and liberalized environment.

Strategies

o To achieve of the above objectives, government will establish an Aviation Consumers Council, made up of industry stakeholders including users.

6.2 CARGO OPERATIONS

Preamble

Air cargo services have become increasingly important in economic development and world trade. According to corroborating sources, in 2011, the total goods carried worldwide by air represent about 2 per cent of global trade by volume, but around 40 per cent by value. A majority of high value goods rely on transport by air. Forecasts suggest that over the next 20 years, the global air cargo will expand at an annual rate of 5.2%, reflecting increased trade through liberalization of the markets.

The market for cargo trade in Africa in 2010 stood at N300bn (US$1.53bn) with 0 % share of that market for Nigeria. Global Air Freight forecast suggests an average annual growth rate of 5.3 % for Africa over the next ten years, therefore an efficient air cargo and logistics operation is vital for competitive trade and investment.

The Transformation Agenda of the Federal Government provides a platform for a dynamic Aviation sector with an integrated Aviation Master Plan to develop Aerotropolis, Cargo Villages initially at ten (10) airport locations, and four (4) Free Export Processing Zones in Nigeria in order to maximize the economic potentials of the nation's goals of

being a leading emerging economy in 2020. As air cargo and logistics operations are vital for competitive trade and investment in Nigeria, there is the need to critically review these operations in line with the Government's Transformation Agenda.

Policy Statement

To facilitate efficient air cargo and logistics operations, which are vital for competitive trade and investment in line with ICAO guidance, there should be a liberalization of air cargo services.

Objective

The Government's objective on Air Cargo supply chain is to facilitate safe, secure and efficient air cargo operations. It calls for ICAO, in collaboration with other international organizations, to take the lead role to continue improvements in the security of the global air cargo supply chain with the commitment of its member states.

Strategies

In pursuance of the above objectives, government will accomplish the following:

- Provide infrastructure for Air Cargo villages which will include multi-modal transport, cargo terminals, cold storage centers, automatic storage and retrieval systems, mechanized transport of cargo, dedicated express cargo terminals with airside and city side openings, computerization and automation.

- Establish cargo villages on a Public-Private Partnership at major international airports and promote Lagos, Abuja, Port Harcourt and Kano as transshipment hubs

- Air cargo will be encouraged as scheduled or non-scheduled operations.

- Air cargo operators will operate services to destinations within and outside Nigeria. For operations outside Nigeria, operators will seek permission from the Minister of Aviation demonstrating their ability to conduct such operations in accordance with ICAO SARPs.

- All cargo operators will comply strictly with all local and international regulations relating to cargo operations in particular obtaining security clearance when conveying arms, ammunition, munitions of war and explosives by air to, from, within or over Nigeria.

- Aircraft for use in cargo operations will be registered in Nigeria and hold a Certificate of Airworthiness for cargo operations. Any pressurized aircraft to be imported for air cargo operations will not be more than 22 years in age or have completed 75 percent of its designed life cycles.

- No aircraft requiring major checks within three months or 300 hours from the date of proposed importation will be permitted for cargo operation.

- The airway bill for air transportation of cargo issued by air cargo operators will be in accordance with the provisions of the Civil Aviation Act and any other requirements which may be prescribed by NCAA.

6.3 CARRIAGE OF PILGRIMS BY AIR

Preamble

To ensure the airworthiness, safety of flight operations and timely evacuation of the pilgrims as well as the encouragement of domestic scheduled operators for carriage of pilgrims, the Government recognizes the need to develop a policy on Carriage of Pilgrims by Air in line with international standards and best practices.

Policy Statement

The Federal Government of Nigeria in the interest of international best practices will provide a conducive environment for passengers and all Airline Operators that operate pilgrimage flights whether designated by provisions of a Bilateral Agreement, or purposely for seasonal flights.

Objective

The present administration is desirous of growing and utilizing domestic airlines for the carriage of pilgrims, therefore domestic operators are encouraged to partner with both scheduled and non-scheduled foreign operators in conducting pilgrimage flights.

Strategies

In pursuance of the above objective, the following will be accomplished:

- The NCAA shall observe strict adherence of ICAO SARPs on all foreign aircraft operators conducting pilgrimages. As part of this oversight function, the NCAA will issue annually, six (6) months before the pilgrimage season, guidelines for the transportation of pilgrims by air in compliance with Nigerian Civil Aviation Regulations.

- Domestic operators will be encouraged to partner with both scheduled and non-scheduled foreign operators in conducting pilgrimage flights.

- For safety and convenience of pilgrims, all governmental Agencies and private sector involved in the carriage of pilgrims will work together in both out- bound

and in-bound phases.

- NCAA to ensure that air operators who have no regular flight operations to Nigeria under any of the bilateral or commercial agreements and desire to operate pilgrimage flights shall submit the required Bank Guarantee in favour of the relevant Pilgrims Board.

- Government will hold all air pilgrim operators and their Agents responsible for implementing this policy. Any air pilgrim operator that does not conform to these guidelines will be subjected to exclusion and appropriate measures and penalties will be taken against the operators.

6.4 CONTINUAL DEVELOPMENT OF AIRPORT INFRASTRUCTURE AND MANAGEMENT

Preamble

Well-planned, efficiently operating, modern airports are important national assets. As demand for air travel and on-airport services grow, it is essential that airport infrastructural development continue to bring investors and experts with operational capabilities who are familiar with aviation laws, regulations as well as operating procedures to the forefront of new developments in airport operations

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, Federal Airports Authority of Nigeria (FAAN) or private sector participants.

Airports will be made safer & user friendly while ensuring world-class airport infrastructure in accordance with demand, ensuring maximum capacity utilization and efficient management by involving private sector.

Airports will 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.

As Nigeria has the potential to be an MRO hub due to growing aircraft fleet, location advantage and availability of technical manpower, the government recognises the need for developing strategies to have more MRO facilities at various airports - where land is available.

Policy Statement

For an efficient Airport operation and management government will provide professionals at developing, managing and operating the airports to meet all global

safety and certification standards.

Objective

The Government's objectives in developing and maintaining airports and associated infrastructure will be:

- To ensure safe, secure, functional, cost effective and user-friendly airport system and to provide critical capacity for air transport growth.

- To encourage the establishment of Maintenance, Repair and Overhauling (MRO) / AMO facilities at various airports where land is available.

Strategies

In pursuance of this objective, the government will accomplish the following:

- All airport developments will be in accordance with respective Airport's Master Plans and land use plans as approved by FAAN and the Nigerian Civil Aviation Authority.

- Encourage Public Private Partnership (PPP) in the development and maintenance of airports.

- Adequate consultations will be encouraged with all interested stakeholders throughout the period of planning and implementation.

- Encourage MRO facility at various airports where land is available.

- Provide enabling environment such as tax incentives that favour future domestic MROs.

- Sustain the waiver on import duties and spare parts for commercial and private operators

- Establish Airport Emergency Plans and Emergency Operating Centers (EOCs) in line with international standards and also put in place procedures to handle unlawful interference with aircraft and civil aviation facilities and equipment.

- Improve operational efficiency, implementation of Airport Collaborative Decision Making (A-CDM) by FAAN at National level while ensuring minimization of flight delays.

6.4.1 Development of Aerodromes in States in Nigeria

Policy Statement

In the States, the Federal Government shall encourage the development of aerodromes, helipads and heliports by interested stakeholders and private sector in accordance with ICAO SARPs.

Objectives

In order to enhance air transportation of goods and services in Nigeria, the promoters shall be encourage to develop world class aviation infrastructure with passenger comfort in focus and efficient facilities for cargo handling as well maintenance and repair operations.

Strategies

In pursuance of this objective, the government will accomplish the following:

- Encourage interested stakeholders and private sector to finance the development of aerodromes, helipads and heliports after obtaining approval from the Federal Government and in line with ICAO SARPS.
- Encourage the project facilitators and promoters to partner with private sectors in the creation and management of airport infrastructure with the overall objective of ensuring safety, security and commercial viability of the airports that they operate.
- Airports shall be classified and designated based on access to the development and evacuation of allied resources and other General Aviation needs.
- In areas with low passenger load factor, necessary subsidies based on Public Service Obligations (PSO) shall be encouraged to improve passenger load factor with a view to make operations on these route commercially viable.

6.5 NIGERIA AEROTROPOLIS (AIRPORT- CITY) DEVELOPMENT

Preamble

The concept of Aerotropolis which will encompass all commercial functions of a modern metropolitan city, facilitating rapid commercial development around major airports to make the area leading urban growth generator and transform the airports into airport cities, is adopted as a private sector driven approach to support the current administration’s Transformation Agenda and to actualize the new vision and Master Plan of the Federal Ministry of Aviation.

Policy Statement

Government will develop airport cities around major international airports through a multi-modal access and aviation-linked commercial infrastructure development.

Objective

The Government objectives are as follows:

- Develop Nigeria's major commercial airports and surrounding Aerotropolis into efficient, profitable, self-sustaining, commercial hubs of an effective aviation industry.

- Change in the business model of Nigeria's airports into a self-sustaining model through increased private sector investment in the airports.

- Maximise the contribution of airports and Aerotropolis to the socio-economic development of the Nigerian economy through increased trade, in-flow of foreign direct investment, growth of local industry and the creation of jobs.

- Consolidate on Nigeria's potential as Africa's largest market and facilitate ease of entry and investment into the economy.

Strategies:

To accomplish the above objectives, government will accomplish the following:

- Develop the enabling environment (legal, regulatory and fiduciary framework) to attract investments and encourage rapid commercialisation within the airport cities.

- Facilitate the construction and expansion of the airport infrastructure to attract financing for the development of viable infrastructure, industry clusters in key commercial airports in Nigeria.

- As a key driver to enhance development of non-airport linked business.

- Development of 'free trade' and 'export processing' zones within the airport cities.

- Development of multimodal, multi-functional commercial nexus anchoring aviation-enabled trade in goods and services.

6.6 AIR NAVIGATION SERVICES AND MANAGEMENT

Preamble

Air Navigation Services entail 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.

The major challenge facing Nigeria 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 country meet international standards.

6.6.1 Air Traffic Management

Policy Statement

The Federal Government will facilitate the establishment of a Single Sky concept countrywide with a well-coordinated Air Traffic Management System.

Objectives

The objectives of Government are:

- To provide safe, orderly and expeditious flow of air traffic within its airspace and to co-operate with the aeronautical authorities of adjacent airspaces to co-ordinate the flow of air traffic.

- To have a single/seamless African sky with a coordinated air traffic management system.

Strategies

To accomplish these objectives, government will:

- Plan, develop and manage ATM in accordance with NCARs ensuring all operators intending to conduct foreign non-scheduled flights into or within Nigeria obtain prior approval and flight clearance from NCAA which will be valid for a period of 48 hours. Any flight delayed beyond 48 hours within Nigeria for any reason will require a fresh clearance from the Director General, NCAA and effected by MD NAMA

- Make available adequate funds for the implementation of proven modern technologies in the provision of Air Traffic Management such as the PBN and GNSS –move to air traffic navigation.

- Support the collaboration among African Air Navigation Service Providers to expedite the establishment of a single/seamless airspace.

- National air navigation plans are in line with regional plans and adopt performance based approach.

6.6.2 Aeronautical Information Management (AIM)

Policy Statement

Government will ensure that aeronautical information/data and aeronautical charts are provided for the safety, regularity and efficiency of flight operations.

Objectives

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

Strategy

In order to achieve these objectives, government will:

- Ensure the full implementation of a common reference coordinate system - World Geodetic System -1984 (WGS 84).

- Make available a quality system for the origination, production, maintenance and efficient distribution of aeronautical information.

- Develop and introduce an ICAO conceptual information data model for the storage, retrieval and exchange of aeronautical data.

- Ensure compliance with the provision of ICAO Annex 15 in the provision of Aeronautical Information Service (AIS).

- Develop national plans, performance goals and achievable milestones to implement the transition from AIS to AIM in accordance with the ICAO roadmap.

6.6.3 Search and Rescue and Medical Operations

Policy Statement

A directorate of Search and Rescue Operations shall be established as an independent quick response unit to effectively collaborate and co-coordinate with other relevant agencies in aeronautical search and rescue activities within Nigeria as well as in adjacent States.

Objectives

The objective of Government is to establish an independent effective Search and Rescue Mechanisms to ensure timely, expeditious and co-ordinated response to aircraft incidents and accidents.

Strategy

In order to achieve the above objective, government will:

- Establish a properly coordinated, equipped and funded Search and Rescue directorate.
- Put in place necessary machinery to develop cooperative and collaborative approaches and agreements to Search and Rescue with neighboring states.
- Furnished the directorate with all the necessary Search and Rescue equipment that can be deplored quickly for strategic requirements to deal with emergency situations.
- The directorate shall operate from the six (6) geo-political zones.
- Update all agreements and detailed procedures among aviation, maritime and other rescue coordination Centers, for effective coordination and optimization of resources.
- In case of medical evacuation, encourage medical insurance companies to formulate appropriate packages to include the costs of such evacuations.
- Continue to be party to COSPAS- SARSAT as providers of ground segments or as user country.

6.7 AERONAUTICAL METEOROLOGICAL SERVICES

Preamble

It is estimated that up to thirty percent (30%) of aviation accidents and incidents worldwide are related to weather. Accurate and timely meteorological information is therefore vital for achieving safety in the airspace. The Nigerian Meteorological Agency (NIMET) was established by the Federal Government of Nigeria to provide aeronautical meteorological services as part of its statutory responsibilities. Annex 3 to ICAO Convention requires that each contracting State should designate a Meteorological Authority to provide meteorological services for safe air navigation. NIMET is the designated Meteorological Authority for Nigeria.

Policy Statement

This policy is aimed at further strengthening NIMET to continuously and sustainably provide accurate and timely weather services for safe air navigation in the Nigerian airspace, and for other weather sensitive sectors.

Objective

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

Strategies

In order to achieve this objective, government will accomplish the following:

- Ensure that NIMET is properly funded.
- NIMET provide Meteorological Services and recover costs incurred in providing meteorological services to all users.
- NIMET create a portal for charges for the provision of meteorological services to service providers in the oil & gas industry.
- ICAO and WMO provide the guidelines for the recovery of costs associated with meteorological services.
- NIMET will ensure that weather information is in accordance with ICAO SARPs.
- Develop metrological performance objectives for the implementation of SIGMET and quality management systems.
- Operators comply with all ICAO requirements regarding weather forecasts and other meteorological information, which shall be provided by NIMET.
- Operators in conjunction with NIMET and other relevant agencies, establish the weather minima for local and international flights.
- All offshore operations must obtain meteorological information from NIMET.

6.8 ENVIRONMENTAL PROTECTION

Preamble

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.

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.

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.

The ICAO 37th 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.

Policy Statement

Nigeria will take necessary measures to ensure continuous development and growth of civil aviation with minimal adverse impact on the environment in line with ICAO SARPs.

Objective

Nigeria's objective is to ensure the sustainable development of an environmentally friendly civil aviation industry

Strategies

In pursuit of this objective, the government will accomplish the following:

- Implement applicable ICAO Eight Critical Elements on aircraft noise and emissions control.

- Support ICAO efforts to achieve global annual fuel efficiency improvement and shall develop action plans as applicable.

- Ensure adherence to the United Nations Framework Convention on Climate Change (UNFCCC) principle of common but differentiated responsibilities and implement mechanisms to reduce aircraft emissions and limit the impact on

environment.

- Take into cognisance ICAO guiding principles when designing and implementing its Market Based Measures (MBMs).

- Ensure that commercial aircraft operators from States below the *de minims* threshold of 1 per cent of total global revenue to kilometres qualifies for exemption for application of MBMs that are established on national, regional and global levels.

- Ensure that Airport Operators comply with the environmental protection programme approved by the NCAA.

- Encourage operators to acquire and use modern, quieter and more fuel efficient aircraft. In this regard Nigeria will continue to support the Cape Town Convention's International Interest on Mobile Equipment and Aircraft Protocol in order to facilitate cheaper aircraft financing.

- Accelerate the development and implementation of fuel efficient routings and operational procedures to reduce aviation emissions.

- Accelerate efforts to achieve environmental benefits through the application of satellite-based technologies that improve the efficiency of air navigation.

- Remove legal, security, economic and other institutional barriers to enable implementation of the new ATM operational concepts for the environmentally efficient use of airspace.

- Put in place appropriate measures to accelerate the appropriate development, deployment and use of sustainable alternative fuels for aviation.

- Work together with ICAO and other relevant international bodies to identify, develop and implement processes and mechanisms for the provision of technical and financial assistance to developing countries.

- Provide health, safety and environment information to all interested stakeholders.

- Consult with the stakeholders on matters of environmental issues and corporate social responsibility.

PART VII

GENERAL AVIATION AND OFFSHORE HELICOPTER OPERATIONS

7.1 GENERAL AVIATION

Preamble

General Aviation (GA) which currently has approximately 80 aircraft with the potential of growing to 500 by 2020 could emerge as a key driver of regional connectivity and economic development. Hitherto, GA has largely been ignored and has operated in the shadow of commercial airlines as there has been no dedicated policy, regulatory framework, infrastructure or services to support it. There has been limited consideration for GA requirements in air traffic management planning and in the development of dedicated infrastructure at airports other than Lagos and Abuja.

The multiplicity of aircraft types, fragmentation of operators and evolving technology have undoubtedly created problems for the NCAA. There is deficiency in quality and safety audit system due to shortage of personnel to develop, monitor and enforce regulations in GA. GA could also be used as training ground for future airline pilots and employees in other skilled occupations, thereby making an important contribution to the skills requirements of the wider aviation industry. The sheer resource requirements to address these issues may necessitate the establishment of a dedicated division within the NCAA or even a restructuring of the Authority.

Policy Statement

The new airport master plan shall seek ways to increase capacity and flexibility for GA including ensuring adequate parking and hangar space, allowing MRO and Fixed Based Operation (FBO) activities at the airports (e.g. the new GAT facility in Abuja) whilst developing ATC procedures capable of accommodating increased small aircraft movement.

Objective

Government objective is to extend the aviation network beyond scheduled operations between cities and intends to introduce appropriate incentives for domestic operators operating aircraft seating less than 80 passengers.

Government will also encourage the establishment of flying schools as training ground for pilots, aviation technicians and air traffic controller to alleviate the shortage of skilled personnel in the aviation industry.

Strategies

In pursuance of this objective, the government will accomplish the following:

- Serious consideration will be given to the development of disused or low traffic secondary airports for GA. This will provide seedbed opportunities for aviation in areas where it is not yet significant such as in Akure, Makurdi, Minna, Yola and Jalingo among others. The State governments will be encouraged to partner with Federal Government to become active in reviving smaller airports, particularly for air taxi operations for business, tourism and cargo (Free Trade Zones) which could benefit domestic, regional air transport, and economic development.

- Access to the airspace will be equitable to facilitate the effective operation of GA instead of the current practice where GA traffic is controlled in the same airspace as commercial jets.

- The NCAA will adopt a clean-sheet approach to introduce and structure a new regulatory framework that would allow Nigeria to develop a safe, modern and efficient GA sector.

7.2 NON-SCHEDULED FLIGHT OPERATIONS IN NIGERIA

Preamble

As a signatory to the Chicago Convention, the Government of Nigeria permits non-scheduled flights by foreign registered aircraft into or overflying the national territory. The Government also recognises for safety and security reasons, the need to control and monitor all non-scheduled flights operations in Nigeria – especially foreign non-scheduled flight.

Policy Statement

For reasons of safety and security, non-scheduled flight operations within the territorial waters of Nigeria will be monitored and controlled.

Objective

The Government's objective is to strengthen the control and monitoring of non-scheduled flights into or over Nigeria.

Strategies

- For security and safety reasons, foreign non-scheduled aircraft flying into and within Nigeria and capable of air-dropping will attract detailed scrutiny and appropriate checks, and as such it may not be possible to clear these flights within the usual notice period. In such situation, the Director General, NCAA will extend the period of notice provided that the operator seek the special permission of the Minister of Aviation before conducting the flight.

- Foreign non-scheduled flights will not be permitted to pick up passengers or cargo in Nigeria for carriage for subsequent disembarkation at any other location in Nigeria. Overflying Nigerian territory with aircraft capable of air-dropping will also not be permitted and the technical landing at an international airport located nearest to the international border will be mandatory in such situation.

- Any foreign non-scheduled aircraft intending to land at military airfields must obtain the requisite clearance from the relevant military authority in addition to the authorization reference number clearance obtained from NAMA.

- Retention of foreign registered aircraft in Nigeria will not be permitted beyond a period of 15 days from date of entry. However, the Minister of Aviation may in certain circumstances grant the extension of this period for up to 60 days. Such circumstances may include:
    a) Aircraft arriving in Nigeria to participate in a National or International Air Show for which the duration of the show is more than 15 days.

    b) Aircraft allowed into Nigeria for specific scientific purposes, including weather research, geophysical surveys and mineral explorations.

    c) Aircraft allowed into Nigeria for the purpose of national or international sport events, exhibitions as well as aircraft fully equipped for medical purposes or humanitarian relief work in Nigeria.

    d) Aircraft on multiple-leg tourist charter flights covering different points within Nigeria or a private aircraft carrying foreigners visiting different parts of the country as part of tour packages and

    e) Aircraft brought into the country for the purpose of demonstration to prospective buyers, maintenance in Nigeria at an Approved Maintenance Organization (AMO) or Maintenance, Repair and Overhaul (MRO) facilities.

- The operator of a foreign non-scheduled aircraft will be required to seek special permission from the Minister of Aviation in each of the following cases:

    a) Operation in Nigeria of an aircraft registered in a non ICAO member state.

    b) Passenger charter flights to Nigeria not covered by Tourist or Pilgrimage Charter guidelines.

- NCAA will grant clearance applications forwarded by Government Ministries, Departments or Agencies, Nigerian missions abroad and by missions of concerned countries, through normal diplomatic channels, notwithstanding the foregoing policy guidelines.

- Approval or clearance from the Director General, NCAA will not be required in the following cases:

a) Operating a flight with changed equipment to an airport where crew training will be carried out, provided the flight is a non-revenue flight.

b) Operating a relief flight with engineers and material for grounded aircraft within the country provided that there will be no disruption to approved scheduled flights caused by the operation of such relief flight.

c) Re-routing flights to a station for picking up stranded passengers due to technical problems of another aircraft, provided such flights are given a suffix as ‘R' to be identified as a re-routed flight. Operators must inform each passenger of such re-routed flights so that any inconvenience is known to them in advance.

- Approval or clearance from the Director General, NCAA will not be required from Nigerians operating non-revenue flights with appropriate insurance policies in the following cases:

    a) For private aircraft owned or leased by individuals, only the family members of the owner / lessee of the aircraft will be permitted on board as passengers.

    b) For private aircraft owned or leased by companies or corporate entities only the employees and members of the Board of Directors of the Company will be permitted on board as passengers.

    c) For aircraft belonging to non-scheduled or scheduled operators, only the employees and members of the Board of Directors of the company or the corporation may be permitted on board as passengers.

    d) All operators will declare the identities of all passengers on non-revenue charter flights in the appropriate General Declaration Forms prior to obtaining ATC clearance.

- Nigerian carriers operating revenue passenger charter flights will be required to have a current non-scheduled or scheduled Operator Permit with Operations Manual that contains flight duty time limitations which will be strictly monitored on regular basis.

- Nigerian carriers operating international non-scheduled flights will comply with the following:

    a) Operators will be required to obtain the appropriate clearance from the NCAA and comply with applicable regulations of the relevant regulatory authorities at the destination countries prior to the operation of international flights.

    b) Where scheduled operators engage in international charter flight operations, they will give an undertaking to the NCAA confirming the non-disruption of their scheduled flights.

7.3 HELICOPTER OFFSHORE OPERATION TO INSTALLATIONS

Preamble

The helicopter's evolution, since the early 1960s, into a routine offshore 'workhorse' has inevitably brought its operational support activities into sharper focus. The harsh operating environment, some serious and fatal incidents and the introduction of goal-setting offshore safety requirements have all contributed to a greater awareness concerning the problems associated with operating helicopters in a marine environment.

Technologically, helicopters have advanced significantly during the last 30 years. However, despite these technical improvements, aircraft designers, maintenance engineers, aircrews and helicopter operators continue to seek ways to improve flight safety and aircraft reliability.

The Installation Operators and vessel owners are entirely responsible for the helideck facilities they provide offshore. Therefore, they should also recognise and understand the need to ensure that high standards of operating management and hardware are maintained.

Policy Statement

Government will strengthen offshore helicopter safety standards and NCAA will be encouraged to delegate the function for inspection and acceptance of all helidecks operating in Nigeria to NCAA certified Inspection Companies.

Objective

The objective of government is to introduce enduring policies that will ensure the safety of Nigerian offshore helicopter operations.

Strategies

To achieve its objective, the government will accomplish the following:

- The provision of 'fit for purpose' and properly maintained helideck facilities (structure and equipment) are provided on the Installation.

- Ensure that NCAA liaise with the Department of Petroleum Recourses (DPR) to regulate the safety of offshore Installations and related activities including arrangements for dealing with emergencies and ensuring that its Inspectors enforce these regulations.

- The NCAA will regulate the safety of the helicopter and the competence of the offshore helicopter operators including all regulatory aspects of the areas concerning airworthiness of the aircraft and the safety of flight operations to enable operators to meet requirements for the safe transportation of passengers.

- A reputable Inspection Company on Helidecks will act as a focus for the assessment of the design and performance of offshore helidecks. The company will make assessments of helidecks and, where appropriate, will apply operational limitations or restrictions published in the Helideck Limitations List (HLL).

- Ensure that NCAA develops an Offshore Helicopter/Helidecks Regulations as well as carrying out regular audit.

PART VIII

INTERNATIONAL ASSOCIATIONS AND RELATIONS

Preamble

Aviation is, of its nature, an international sector. The Convention on International Civil Aviation (the "Chicago" Convention) adopted in 1944, established a framework of rules and best practices for the operation of civil aviation internationally, It also established the International Civil Aviation Organisation (ICAO), an agency of the United Nations charged with coordinating and regulating international air transport.

A bilateral air service agreement is concluded between two contracting countries while multilateral air services agreement involves more than two contracting states and the liberalization of commercial civil aviation services between those countries. These air services agreements allow the designated airlines of those countries to operate commercial flights that cover the transport of passengers and cargos between the countries. Also they normally regulate frequency and capacity of air services between countries, pricing and other commercial aspects.

8.1 AIR SERVICES AGREEMENTS

Policy Statement

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

Objective

The Government's objective is to enter into mutually beneficial Air services agreements, which is of mutual respect, cooperation and adheres to the principles of consultation and participation in all aspects relating to the Air services Agreement.

Strategies

In pursuance of this objective, the following will be accomplished:

- Air Services Agreement negotiation amongst member States will be in accordance with Yamoussoukro Decision and NCAP.

- Air Services Agreement negotiation by Nigeria with third Countries in air transportation will be in accordance with the Guidelines on External Negotiation.

- Slot Committees shall be established at airports with high density activities.

- To ensure fair and equal opportunities for Nigerian airlines, all Air Services Agreements signed with third Countries should include Option 2 of the ICAO guidelines on Slot Allocation which states that:

  a) "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".

  b) "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)".

8.1.1 Bilateral and Multilateral Air Services Agreement (BASA/MASA)

Policy Statement

Nigeria will proactively pursue opportunities to negotiate more liberalized agreements for international scheduled air transportation that will provide maximum opportunity for passenger and all-cargo services to be added according to market forces

Objectives

The objectives of Government are:

- Provide a framework that encourages competition and the development of new and expanded international air services to benefit travellers, shippers, and the tourism and business sectors.

- Provide opportunities for Nigerian airlines to grow and compete successfully in a more liberalized global environment.

- Support and facilitate Nigeria's international trade objectives.

- Support a safe, secure, efficient, economically healthy and viable Nigerian air transportation industry

Strategies

In pursuance of these objectives, the government will accomplish the following:

- In conducting the Bilateral and Multilateral agreements the exchange of opportunities, obligations, rights and privileges will be on a reciprocal basis and as guided by international standards and best practices.

- Incorporate multiple airlines designation clause and article on code-share in new Air Service Agreements (ASAs).

- Liberalize bilateral arrangements on reciprocal basis with our bilateral partners to provide service from/to Abuja, Lagos, Kano and Port Harcourt to destinations in Africa, Europe, North /South America and Asia/Middle East.

- Actively participate in international meetings and establish mechanisms for the effective implementation of recommendations / resolutions.

PART IX

AVIATION ALLIED SUPPORT SERVICES

9.1 AVIATION SUPPORT SERVICES

Preamble

The National Aviation Policy affirms Government's commitment to setting high standards of service through stakeholder's feedback for the continuous improvement of Civil Aviation service delivery. The role of Aviation Support Services such as maintenance facilities amongst others is very important, as they are the backbone of Civil Aviation Services. These services should be available in state-of-art condition in adequate supply and in accordance with demand. As Government's vision is for a dynamic, self-sustaining air transport system, there is the need to emphasize the role of private sector involvement in the Aviation and Allied Support Services.

Policy Statement

The Government will encourage the development of a private sector driven Aviation Support Services that is competitive and efficient

Objective

The objective of Government is to create a conducive environment for the creation of an efficient, competitive and liberalized Aviation Support Services with ample opportunities for private sector participation.

Strategies

In pursuit of this objective, the government will accomplish the following:

- Enlarge the policy space to liberalise aviation support services and create the enabling environment for effective private sector participation.

- Strengthen institutional and regulatory capacity to monitor and ensure that all Aviation Support Services meet international procedures, standards and requirements set by the Civil Aviation Authority and the airport operator.

- Strengthen institutional, regulatory and legal capacities of operators/owners of airports to regulate the number of Aviation Service Providers at each airport and for the NCAA to promote policies against monopoly and anti-trust.

- Strengthen the capacity of the NCAA to monitor the human, financial and

technical health of any licensed Aviation support services provider with a view to ensuring that it renders optimal and efficient services always.

9.1.1 Development of Non-Aeronautical Facilities and Services

Policy Statement

The Government will ensure that Airport Operators continuously take measures to increase generation of non-aeronautical revenues and minimise dependency on aeronautical revenues

Objective

The objective is to harness hidden potentials of the huge investment in airport infrastructure to expand the revenue base and create jobs through non-aeronautical facilities and services at the airports.

Strategies

In pursuit of the objective of Nigeria, the government will ensure that:

- FAAN or any Airport operator will adopt " Single Till" revenue policy
- FAAN will adopt Public/Private partnership in the development and collection of non-aeronautical revenues.

9.2 INTERMODAL TRANSPORT SYSTEMS

Preamble

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. 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 as in the aerotropolis concept.

Air passengers' expectations include rapid and direct transfer from city centre to Airport, quick and convenient transfer of passengers and their baggage from international to domestic terminals when transiting, 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.

Integrating Civil Aviation with Other Mode of Transportation

Policy Statement

Government will ensure good and easy access to and between its airports terminals through well integrated road and rail transportation systems consistent with the National Integrated Infrastructure Master Plan as well as the Strategic Framework and Priority Action Plan of Programme for Infrastructure Development for Africa (PIDA) for 2010 - 2040

Objective

The objective of Federal Government is to have a well-integrated transport system which will link air transportation to other modes of transport for seamless movement of passengers and cargo.

Strategies

In pursuit of this objective, the government will:

- Promote a convergence of policies, joint planning and development of transport systems for linkage and connectivity between air transportation and other modes of transport.

- Strengthen the policy, legal and institutional framework that will support an integrated transportation system that links air, road and rail infrastructure and also mandate providers to share common information and plans.

- Put in place appropriate policies and laws that will promote cross border investments in intermodal transportation.

9.3 FACILITATION OF PASSENGERS, GOODS AND MAILS

Preamble

Facilitation provides the guidance material pertaining specifically to the formalities for clearance of aircraft and passengers, goods and mail, with respect to the requirements of customs, immigration. It provides a frame of reference for planners and managers of international airport operations, describing the obligations of industry as well as the minimum facilities to be provided by governments.

Policy Statement

The Government will specify methods and procedures for carrying out clearance operations in such a manner as to achieve compliance with States' laws while enabling maximum productivity for the air transport operators, airports and inspection agencies involved.

Objective

The desire of the Federal Government of Nigeria is to facilitate smooth and easy flow of traffic through her airports and territories in accordance with ICAO Annex 9 and other international obligations.

Strategies

In pursuit of the above objective, the government will accomplish the following:

- Establish National Facilitation Committees and Airports Facilitation Committees in accordance with ICAO Annex 9 and NCARs.

- Facilitate and implement the ICAO Standard on the use of Machine Readable Travel Document (MRTD)

- Implement E-Passports and E- MRTD and join the ICAO Public Key Directory (PKD) programme.

- Update and provide state-of-the-art technology for automated passenger and cargo clearances at all airports in the country ensuring baggage x-ray machines, passport screening machines, and other necessary equipment are provided at all international airports in the Country.

- Put in place appropriate machinery to enhance coordination and consultations between the Customs, Immigration, Aviation Security (AVSEC) and other relevant government agencies.

- Facilitate expeditious movement of passengers and cargo, thereby promoting economic activities, investments and the integration of the African region.

9.4 PANDEMICS AND EMERGENCY RESPONSE

Preamble

The impact of SARS (Severe Acute Respiratory Syndrome) in China (Hong Kong) 2002 and 2003, Canada 2003 and the H1N1 outbreak in Mexico in the spring of 2009 will serve as a deterrent for the government to put in place prevent measures and to compel

all levels of government to be closely aligned as information is shared and travel policy decisions are made in response to such pandemics.

Policy Statement

Nigeria's response to threat of possible pandemic will be timely, robust, coordinated and well harmonized in accordance with policies and guidelines of ICAO and World Health Organisation (WHO).

Objective

The desire of Nigeria 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.

Strategies

In pursuit of this objective, the government will:

- Develop a national aviation emergency response plan on outbreak of communicable diseases in accordance with ICAO Annexes 9, 11 and 14.

- Ensure FAAN finalise and adopt the Airports Pandemic Preparedness Plan on outbreak of communicable diseases in line with Airports Council International (ACI).

- Adopt Airlines Specific Guidelines on outbreak of communicable diseases as developed by International Air Transport Association (IATA).

- Seek collaborative support of AU and AFCAC among others in responding to possible outbreak of communicable diseases that could pose a public health risk or public health emergency.

- Create a "Feedback Forum" that enables the travel community to comment on the effectiveness of local, state and federal government decisions during a pandemic.

PART X

MONITORING REVIEW AND PLANNING

10.1 MONITORING AND REVIEW

Preamble

Monitoring which include detecting safe and unsafe conditions is used in many ways for enforcing Civil Aviation regulations, retargeting inspection activities, and informing new safety standards and regulations. The ability of the safety oversight system to use monitoring information is a key element of its ongoing process.

Monitoring is carried out in a diversity of ways by multiple programmes within the safety oversight system, including surveillance, audit, investigation and the support of outside programmes that provide additional monitoring information to the safety oversight system.

Policy Statement

Monitoring and review is at the heart of the Aviation business and should therefore be continually reviewed in line with every strategic decision, policy and procedure that has been developed to move the aviation sector to an internationally acceptable operational level. To this end the monitoring and review framework would be reviewed annually to reflect the dynamics of the Nigerian Aviation sector.

Objective

The objective of the Monitoring and Review is to establish a compliance plan driven by key performance indicators (KPI) that are time-lined to be consistent with the overall expectations of the new Aviation Policy and the establishment for remedies for non-compliance**.** It is critical that standards are enforced and penalties imposed when laws, agreement and regulation are broken.

Strategies

In pursuit of this objective, the under listed will be accomplished

- Develop performance management framework that are practicable with set targets.
- Develop KPI that are measurable, achievable, time-lined and consistent with the new Aviation Policy.
- Adoption of a management and administration mechanism for monitoring and

reviewing the provisions of the Aviation Policy.

Key Performance Indicators

In line with the expectation of the Performance Bond and the approved performance agreement template by the National Planning Commission for the Ministry and its Agencies, the following are some of the key deliverables used for determining the attainment of the National Civil Aviation Policy.

The five main clusters listed below are key areas under which the Federal Ministry of Aviation will be measured towards achieving its overall strategic goals while the subs represent the indices to be measured. The key to success and the attainment of the National Civil Aviation Policy by the Ministry and its Agencies will be to increase all the positive indices at the same time reducing the negative indices using data from the previous year as a baseline.

A. Safe and Secure Air Transport System

- ✓ Number of Aerodromes Certified and Licensed by NCAA
- ✓ Number of IOSA Certified airlines
- ✓ Total VHF Coverage of Nigeria Airspace (%)
- ✓ Level of AIS Automation (%)
- ✓ Number of runways built and/or resurfaced
- ✓ Number of airports with airfield lighting
- ✓ Number of Air traffic Movement
- ✓ Surveillance and Ramp Inspections of Airlines
- ✓ Re-Certification of Airlines
- ✓ Number of Compliance to Safety recommendations made from Accidents Investigated
- ✓ Number of Occurrence of Air Incidents
- ✓ Number of Fatal Air Accidents
- ✓ Number of Weather Related Incidents and Accidents
- ✓ Number of ATS Incidents

B. Improvement of Passengers Comfort

- ✓ Number of airports remodeled
- ✓ Passenger Experience Index %
- ✓ Level of Compliance with Passenger Statement of Rights %
- ✓ Number of Passenger Complaints
- ✓ Time taken to resolve passenger complaint (hours)

C. Creating An Efficient and Professional Air Transport System

- ✓ Number of operational domestic airlines

- ✓ Number of airworthy aircrafts
- ✓ Number of flight delays and cancellation
- ✓ Recertification of NCAT as an Aviation Training Organisation (ATO)
- ✓ Number of Aviation Professionals Trained and engaged by airlines

D. Building a Robust Air Transport Industry that is Pivotal to Nigeria's Socio-Economic Development

- ✓ Number of Bilateral Air Services Agreements (BASA) reviewed
- ✓ Number of Cargo Terminals Built
- ✓ Growth of airlines business in Nigeria (%)

E. Provision of Effective Policy and Administrative Services Frame Work

- ✓ Number of Policy Articulated
- ✓ Number of Policy Initiatives Implemented
- ✓ Number of Existing Policies Reviewed
- ✓ Number of Stake Holders Engagement Conducted
- ✓ Number of Monitoring and Evaluation (M &E) Reports Produced
- ✓ Number of M&E Reports Disseminated

As continual improvement is the overall enhancement of the operating system, the above deliverables will be measured by the Ministry and its Agencies quarterly and a consolidated report produced annually.

The policy will be reviewed every five (5) years or as and when necessary.

10.2 PLANNING, FORECASTING AND STATISTICS,

Policy Statement

The Government will establish institutional structure and systems to gather and process data and information on all aviation activities and operations in the country which will be easily accessible for use by the aviation industry and other stakeholders.

Objective

Government's objective is to establish a reliable data base on aviation activities and operations in order to facilitate forecasting and planning for the orderly development of air transport.

Strategies

In pursuance of this objective, the government will accomplish the following:

- Strengthen existing inter-agency structure and system to capture, process, analyse and publish industry data

- Make statistical returns to ICAO and other international organisations as may be required.

- Ensure seamless aviation information performance and safety data to all stakeholders.

This National Civil Aviation Policy (NCAP 2013) would encourage the collective participation of all relevant Government Ministries/Departments/Agencies (MDA), private sectors and interested stakeholders, and ensure its sustainable implementation and development of broad strategic plans for a, safer, secured, comfortable, self-sustaining, dynamic and liberalized aviation sector in Nigeria.

APPENDIX 1: ABBREVIATIONS

ACI	-	Airports Council International
AIS	-	Aeronautical Information Services
ACIP	-	African Comprehensive Implementation Programme
AFCAC	-	African Civil Aviation Commission
AFI	-	African India Ocean
AFRAA	-	African Airlines Association
AMU	-	Arab Mareb Union
ANR	-	Air Navigation Regulation
AOC	-	Air Operator's Certificate
AVSEC	-	Aviation Security
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
EOC	-	Emergency Operating Centres
EU	-	European Union
FAAN	-	Federal Airports Authority of Nigeria
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
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
NAMA	-	Nigerian Airspace Management Agency
NCAA	-	Nigerian Civil Aviation Authority
NCAP	-	National Civil Aviation Policy
NEPAD	-	New Partnership for Africa Development
NIMET	-	Nigerian Meteorological Agency
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 of1971
- ✓ 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)