



INTERNATIONAL CIVIL AVIATION ORGANIZATION

SECOND MEETING OF THE STEERING COMMITTEE OF THE AFI PLANS

Centurion South Africa, 3-4 December 2025

Agenda Item 2: Review and approval of the 2026 AFI Plans work programme and budget

(Presented by the Secretariat)

SUMMARY	
<p>This Working Paper presents the proposed 2026 AFI Plans work programmes and budgets for review and approval by the Steering Committee. It reflects updates to activities and projects, considered during the first meeting of the AFI Plans SC at the Victoria Falls, Zimbabwe, in May 2025. Detailed programme elements are provided in Attachments A, B and C to this Working Paper.</p> <p>Action by the Steering Committee is proposed under Paragraph 3.</p>	
References:	AFI Plans and HRDF Programme Document
Strategic Objectives	Safety Efficiency and Capacity Security and Facilitation

1. INTRODUCTION

1.1 The First Meeting of the AFI Plans Steering Committee (SC) held in Victoria Falls, Zimbabwe, on 28 and 29 May 2025, approved the activities, projects and budget of the AFI Plan and AFI SECFAL Plan for 2026 and requested that HRDF activities be presented at the next SC meeting. Considering recent developments in States' needs, regional priorities and budgetary constraints, the Secretariat developed the Work Programmes accordingly.

1.2 The 2026 AFI Plan and AFI SECFAL Plan work programmes aim to continue providing targeted support to States, in line with identified priorities. Similarly, the 2026 HRDF work programme has been developed based on the outcomes of the *Aviation Professional Capacity Building in Africa study*, and extensive consultations with the African Civil Aviation Commission (AFCAC) and the Association of African Aviation Training Organisations (AATO).

1.3 The 2026 activities and projects for the AFI Plan, AFI SECFAL Plan and HRDF are presented in Attachments A, B and C of this Working Paper, respectively.

2. DISCUSSION

2.1 In 2026, the AFI Plans, will continue to serve as a coordination platform for ICAO, States and partners, ensuring alignment of programmes, projects and capacity-building initiatives.

2.2 Activities planned for 2026 include continued support to: States: (i) with Significant Safety Concerns (SSCs), (ii) with low Effective Implementation (EI) of the eight Critical Elements (CEs), and (iii) scheduled for USOAP CMA activities. Other priorities are aerodrome certification, the implementation of State Safety Programmes, peer reviews of air navigation service providers, and the development of National Safety and Air Navigation Plans. Support will also be provided to address Regional High-risk Categories of Occurrences (R-HRCs), particularly Loss of Control In-flight (LOC-I) and Controlled Flight into Terrain (CFIT), which are equally Global High-risk Categories of Occurrences (G-HRCs).

2.3 Furthermore, the Work Programme includes collaboration with the African Union Commission (AUC) and AFCAC to develop projects that will assist States in addressing infrastructure gaps. Training activities in safety, security and air navigation will continue as outlined in the submitted programme.

2.4 Proposed AFI SECFAL Plan activities include unimplemented elements from the 2025 Work Programme as well as Steering Committee approved clusters approach: (i) States with Significant Security Concerns (SSeCs), (ii) States with Effective Implementation of the Critical Elements of State Oversight System (EI) below 40%, (iii) States with EI above 50% but below 65% and (iv) States with EI above 65%,

2.5 In addition to States with SSeCs, particular focus will be placed on preventing new SSeCs, by providing support ahead of and after USAP-CMA activities to ensure timely implementation of Corrective Action Plans (CAPs), as well as capacity building, addressing emerging threats and strengthening border controls in accordance with UNSCR 2309 (2016) and relevant ICAO Assembly resolutions.

2.6 The proposed budget was developed taking into consideration realistic implementation capacity and the new governance framework which aims to improve planning, implementation monitoring and programme efficiency.

2.7 As at 30 November 2025, the status of the AFI Plans funds (in USD) from unearmarked contributions on is as follows:

	Funds balance	Budget estimate	Gaps
AFI Plan	124,628.00	552,100.00	427,472.00
AFI SECFAL Plan	59,471.60	346,000.00	286,528.40
HRDF	353,665.00 ¹	651,897.00	298,232.00

2.8 These figures indicate funding shortfalls that require continued resource mobilization and partner contributions. The AFI Plans Secretariat remains committed on implementing approved activities while intensifying efforts alongside the SC for resource mobilization.

3. ACTION BY THE STEERING COMMITTEE

3.1 The Steering Committee is invited to:

- a) Note the information contained in this Working Paper.
- b) Review and approve the revised proposed AFI Plans activities and budget for 2026 as provided in Attachments A, B and C;
- c) Commend States and Partners for their continued support to the AFI Plans, including financial support and release of experts for technical support missions; and
- d) Provide guidance as deemed necessary.

- END -

¹ HRDF was largely idle until late 2025 and accumulated a temporary surplus that will be fully utilized under the 2026 programme

ATTACHMENT A

2026 AFI Plan Programme Activities and Budget Estimates					
Budget Item	Activity	Target Group	Deliverables	Estimate (US\$) 2025/26	KPI
I.	AFI RSOO Study RSOO Strategy, Roadmap and feasibility Study Implementation	AFI Wide	Support in self-assessment for AAMAC & ASSA-AC provided	10,000.00	Completion status of self-assessment for AAMAC & ASSA-AC (Target: Self-assessment conducted)
II.	Aviation professional capacity building Implementation of the Aviation Capacity Building Study Airworthiness Inspector Course (GSI-AIR) Personnel Licensing Inspector Course (GSI-PEL)	AFI Wide	<ul style="list-style-type: none"> Provide Training for 16 Inspectors on GSI -AIR Provide Training for 16 Inspectors on GSI -PEL 	To be supported under HRDF	Number of States' inspectors trained (Target:32 inspectors)
III.	ROST Assistance Activities Support three SSC States	AFI Wide	ROST Assistance to SSC States (DRC, Liberia, Zimbabwe)	20,000.00	Status of SSCs (target: SSCs resolved)
	Support States scheduled for a USOAP CMA Activity		ROST Assistance for 6 States	80,000.00	EI improvement in supported States (Target: increased to least four States reach EI of at least 75%)

IV.	Implementation of AFI Plan Projects				
	Implementation of the Revised Aerodrome certification Project for eligible States	AFI Wide	Support to States by Aerodrome Certification Team of Regional Experts to carry out Inspection Assistance support and RO/AGA to monitor	80,000.00	Number of International Airports Certified (Target: Eight International Airports certified) Bangui (CAR), Conakry (Guinea), Douala (Cameroon), Kinshasa and Lubumbashi (DRC), Malabo (Equatorial Guinea). Augustino Neto Airport (Angola) and Lilongwe (Malawi)
			Awareness Workshops on: ACR/PCR	40,000.00	Number of workshops delivered (Target: Three workshops conducted)
			Wildlife hazard management	10,000.00	
			Obstacle control, evaluation and management	25,000.00	
	Implementation of the revised SSP Project for eligible States	AFI Wide	Assist States to conduct SSP gap analyses and develop implementation Plans	25,000.00 25,000.00	Number of States completing SSP Gap Analysis and Implementation Plan (Target: 9 additional (5 ESAF and 4 WACAF) additional States). WACAF - Guinea-Bissau, Guinea Burkina Faso and Benin ESAF - Djibouti, Namibia, Tanzania, Uganda and Zambia.

			Provide capacity-building support to State experts responsible for SSP implementation	29,100.00 21,000.00	Number of training courses delivered (Target: One SSP iPack delivered and One SMS assessment training conducted)
	Implementation of the revised African ANS Peer Review Mechanism Project	AFI Wide	Meetings, Training and coordination Peer Review Mechanism Among African ANSPs	30,000.00	(Target: Identify the AFI air navigation Peer Reviewers from State nominees, provide training for Reviewers and at least conduct one peer review in collaboration with partners (CANSO)) Number of peer reviewers trained (target: 30) Number of peer reviews conducted (Target: 1)
V.	Establishment and Implementation of National Aviation Safety Plans (NASPs) for States	AFI Wide	Conduct a NASP Development Workshop to support States in developing/implementing their NASPs. The Regional Offices will continue to monitor and provide guidance to the targeted 6 States developing their NASPs	40,000.00	Number of additional States establishing NASP (Target: Six States (3 ESAF and 3 WACAF))
VI.	Implementation of the Safety Enhancement Initiatives (SEIs) identified in the Regional Aviation Safety Plan for Africa-Indian Ocean (AFI-RASP) in mitigating Controlled Flight Into Terrain (CFIT) related risks.	AFI Wide	Conduct a Workshop on CFIT	15,000.00	Number of initiatives conducted: (Target: one CFIT Workshop Conducted)
VII.	Organize an annual workshop on LOC-I and UPRT	AFI Wide	Conduct an annual workshop on LOC-I and UPRT	25,000.00	Number of initiatives conducted: (Target: one Workshop on LOC-I and UPRT conducted)

VIII.	Aviation Infrastructure Gap Analysis	AFI Wide	Coordinate and provide technical support on development for bankable projects for the aviation infrastructure gap identified in the region	25,000.00	Participation and support level in the Technical Working Group established by AUC (Target: actual participation and support)
IX.	AFI Plan SC/ AASPG Meetings		Coordinate and support the SC and AASPG meetings	52,000.00	Convening and participation in SC and AASP meetings Target: effective participation and coordination
Total				552,100.00	

ATTACHMENT B

AFI SECFAL PLAN WORK PROGRAMM FOR 2026

AFI SECFAL PLAN ACTIVITIES AND PROJECTS FOR 2026				
S/N	OBJECTIVES	TASKS /PROJECTS	ACTIVITIES AND DELIVERABLES	COST ESTIMATE (USD)
1	All assistance activities in the African Region are actively coordinated to meet the ICAO requirements at a minimum.	Adequate coordination Provided through Plan SC, RASFALF AFI and other forums. Enhance collaboration and coordination with EU, ACI, AUC, AFCAC, AFRAA, IATA, RECs RSOOs, UNOCT, INTERPOL, EU, Partners and donors through sharing of information and programs and participation in activities of mutual interest.	<ul style="list-style-type: none"> Convene the 3rd SC Meeting and Support the RASFAL AFI 14th Meeting. 	16,000
			<ul style="list-style-type: none"> Coordinate and implement at least one technical support Mission to a targeted State jointly with CASSOA. 	3,000
2	Enhance political will needed for States to prioritize Civil aviation to national development	Presentation of the Plan in regional meetings and engagement with Regional Economic Communities (RECs) and AU Secretariat for necessary endorsements and updates.	<ul style="list-style-type: none"> At least two presentations /interactions/missions made to regional activities and necessary endorsements obtained from States, RECS and African Union (AU), on Aviation Security and Facilitation. 	2,000
		Perform activities and high-level missions to promote aviation security and facilitation.	<ul style="list-style-type: none"> High-level Missions to two priority States as identified (ESAF/WACAF) to enhance the political will needed for States to prioritize Civil aviation to national levels. 	18,000
		Participate in regional activities and highlight the relevance and importance of Aviation security and facilitation and coordinate the implementation of the Windhoek Declaration and Targets	<ul style="list-style-type: none"> Interact with States in High level Meetings to highlight the relevance and importance of Aviation security and facilitation to implementation of the Windhoek Declaration and Targets. 	1,000

AFI SECFAL PLAN ACTIVITIES AND PROJECTS FOR 2026				
S/N	OBJECTIVES	TASKS /PROJECTS	ACTIVITIES AND DELIVERABLES	COST ESTIMATE (USD)
	All AFI States have promulgated Regulations, detailed national programmes, procedures, and practices consistent with current Annex 17, that include sufficient Inspector qualifications and training, enforcement powers, coordination mechanism, identification of critical information, communication systems.	Outreach and awareness campaign and support projects under the AFI SECFAL Plan and aviation security and facilitation culture provided.	<ul style="list-style-type: none"> Develop/Implement Four State Specific Projects as prioritized (Madagascar, Namibia, Guinea Bissau and Central Africa Republic) Develop and implement State specific projects for Comoros, Libya and Malawi, to be executed by AFCAC 	80,000 60,000
3	All AFI States to have a functional National Civil Aviation Security Committee (NCASC) and a National Civil Air Transport Facilitation Committee (NATFC)	State Specific projects and iPacks developed and implemented. Tailored Trainings, workshops and coaching provided.	<ul style="list-style-type: none"> Deliver two Annex 9 FAL Courses for AFI States, One in ESAF (English) and One in WACF (French) to support states in need to develop and implement NATFPs. 	40,000
4	Appropriate Authorities for Aviation Security and Facilitation are clearly defined and have the resources specifically assigned to these areas	Support to States still in need of developing national legislation, regulations and NCASPs provided. In-house/State Training capacity Reinforced through Workshops, courses, and ad-hoc support.	<ul style="list-style-type: none"> Conduct four technical support activities to support implementation of USAP-CMA Corrective Action Plans after an audit to targeted States (two in ESAF and two in WACAF). 	16,000

AFI SECFAI PLAN ACTIVITIES AND PROJECTS FOR 2026				
S/N	OBJECTIVES	TASKS /PROJECTS	ACTIVITIES AND DELIVERABLES	COST ESTIMATE (USD)
		Organization of train-the-trainers' courses on a local, sub-regional and regional basis, state-specific and at ASTCs.		
		Develop/implement State Specific projects to address (CEs 1 through 5).	<ul style="list-style-type: none"> State Specific projects developed and implemented. 	N/A
5	Resolution of existing and prevention of new SSeCs and facilitate timely implementation of USAP-CMA Corrective Action Plans	Existing SSeCs resolved, new ones prevented/resolved.	<ul style="list-style-type: none"> Follow up activities on implemented/ongoing State -specific projects to six SSeC States. 	10,000
		Assistance and validation missions conducted, and projects developed and implemented.		
		Support timely development and implementation of AFI States' corrective action plans following USAP-CMA Audits.	<ul style="list-style-type: none"> Conduct technical support missions on implementation of USAP-CMA Corrective Action Plans after an audit to four targeted States (two in ESAF and two in WACAF). 	N/A
6	All African States have National Air Transport Facilitation Programmes (NATFPs) and NATFCs in place	Support to States in need to develop and implement NATFP, through follow-ups, Seminars, iPacks, trainings and workshops at the Regional, State and airport levels, mentoring; and ad-hoc support.	<ul style="list-style-type: none"> Deliver two Annex 09 FAL Courses for AFI states, One in ESAF (English) and One in WACAF (French) to support States in needs to develop and implement NATFPs. 	N/A

AFI SECFAI PLAN ACTIVITIES AND PROJECTS FOR 2026				
S/N	OBJECTIVES	TASKS /PROJECTS	ACTIVITIES AND DELIVERABLES	COST ESTIMATE (USD)
7	Enhance risk awareness and assessment with robust risk and crisis management procedures established in all AFI States	Support to States in need of developing and implementing risk management and crisis management procedures.	<ul style="list-style-type: none"> Deliver at least two regional Risk Management Workshops or other as prioritized to enhance capacity building for AFI, one in WACAF- French, another in ESAF - English 	10,000
		Keep global and regional threats picture under regular review and enhance dissemination of threat and risk advice.	<ul style="list-style-type: none"> Deliver at least two regional Crisis Management Workshops or other as prioritized to enhance capacity building for AFI, one in WACAF - French, another in ESAF - English. 	10,000
		<p>Deliver trainings, workshops, seminars, coaching, etc. on risk management, insider risk, and crisis management at regional, national and airport levels.</p> <p>Mentoring/coaching to States in need of developing and implementing risk management and crisis management procedures.</p> <p>Improve current screening arrangements and application of security measures in light of national risk assessments, emerging threats, MANPADs, RPAS, cyber security, insider threat and landside security.</p>	<ul style="list-style-type: none"> Deliver at least two Cyber Security webinars/ Workshops for AFI, one in WACAF- French, another in ESAF-English. 	10,000
8	Improve Oversight processes and Quality Assurance for sustainable and effective aviation security	Analyze AFI USAP-CMA results and data to identify root causes and implementation issues that are systemic and require attention.	<ul style="list-style-type: none"> Deliver at least two QC Workshops for AFI (One in WACAF and One in ESAF). 	10,000
			<ul style="list-style-type: none"> Deliver at least two National Inspectors Course for AFI (One in WACAF and One in ESAF). 	10,000

AFI SECFAL PLAN ACTIVITIES AND PROJECTS FOR 2026				
S/N	OBJECTIVES	TASKS /PROJECTS	ACTIVITIES AND DELIVERABLES	COST ESTIMATE (USD)
		Promote collaboration, peer review and sharing of information amongst African States on best practices, security programs, technical expertise, guidance materials and tools, fostering optimum utilization of AVSEC resources and expertise within the African region.		
		Conduct QC Workshops (QCWs) and National Inspectors Courses to build capacity and raise awareness on QC to AFI States.		
9	Strengthening Border Controls through Implementation of ICAO TRIP Strategy, implementation of UNSC Resolution 2309 (2016) and Issuance of machine readable “Convention Travel Documents” to refugees and stateless persons.	Support AFI States to implement all the Annex 9 Standards related to the ICAO TRIP Strategy, including use of INTERPOL databases, development/establishment of rules and procedures for STLDs and e-links with INTERPOL reporting stolen, lost and revoked travel documents, issuing MRCTDs and implementing an API /PNR systems. Promote membership of the ICAO (PKD) through seminars/conferences and State missions.	<ul style="list-style-type: none"> Organize at least one seminar in the AFI on API /PNR /PKD /SLTD to assist States’ compliance with Annex 9 Standards related to the ICAO TRIP Strategy. Continued Liaison with ATB to support the African ePassport project to ensure compliance with Doc 9303 specifications to enable full interoperability at the borders. 	6,000 1,000
		Conduct capacity building on ICAO TRIP Strategy at Regional and State levels and promote awareness of benefits of API and provide guidance on implementation API /PNR systems.	<ul style="list-style-type: none"> Deliver one ICAO TRIP Strategy Courses for AFI States in French language hosted by WACAF to promote awareness of benefits of API and provide guidance on implementation API /PNR system. 	30,000
10	All African Region States have ratified relevant international Legal instruments	Promote ratification of all relevant international instruments and assist States in their implementation, through legal seminars and during technical missions and high-level	<ul style="list-style-type: none"> One legal Seminar conducted for AFI to enhance interaction with States on ratification of international Legal instruments. 	3,000


AFI SECFAL PLAN ACTIVITIES AND PROJECTS FOR 2026				
S/N	OBJECTIVES	TASKS /PROJECTS	ACTIVITIES AND DELIVERABLES	COST ESTIMATE (USD)
		interactions and meetings.		
12	Develop Security Culture and establish Sustainable aviation security and facilitation training capability and adequate human resources policies within the States	<p>Coordinate the conduct and organization of appropriate trainings courses and seminars on security culture in collaboration with GAT, ISD-SEC, FAL, ASTCs, partners, sponsors and donors such as AFCAC, ACI-APEX, ECAC CASE, etc.</p> <p>Promote security culture (SC) by delivering relevant trainings and seminars, webinars, and supporting state-specific activities. Promote awareness and security culture targeting high government stakeholders/officials.</p>	<ul style="list-style-type: none"> Conduct a least two trainings/workshops on security culture, one in English (ESAF) and another in French (WACAF) and continually encourage / provide support and guidance to States in need of developing security culture. 	10,000
TOTAL ESTIMATED COST(USD)				346,000

ATTACHMENT C

Proposed Schedule of Courses by ICAO and AFCAC Under HRDF in 2026

No.	Course Title	ATO to conduct the training	State/City/Venue	Course Dates	Class size	Price per Trainee	Total in USD	Status by ATO
1.	ICAO Aviation Training and Capacity-building Roadmap Workshops	WACAF, ESAF, MID, EUR/NAT	TBD	TBD	TBD	Delivery of four (4) ICAO Aviation Training and Capacity-building Roadmap Workshops	126,964 USD	TBD
2.	ICAO Safety Management System and Monitoring (SASAM Course)	TBD	TBD	TBD	20	2,775 USD	55,500 USD	TBD
3.	Managing Air Transport Facilitation (MATF FR)	TBD	TBD	TBD	24	1,350 USD	32,400 USD	TBD
4	ICAO Government Safety Inspector -GSI AIR	TBD	TBD	TBD	16	3,800 USD	60,800 USD	TBD
5	ICAO Government Safety Inspector – GSI PEL	TBD	TBD	TBD	16	3,800 USD	60,800 USD	TBD
6.	ICAO Government Safety Inspectors Train-the-Trainer Course (PEL, OPS, AIR)	TBD	TBD	TBD	15	3,800 USD	57,000 USD	TBD
7	On the Job Training (OJT) Training Instructor	CATC	TBD	TBD	16	2,525 USD	40,400 USD	TBD
8	CORSIA implementation and Verification Course	EAMAC, ATNS, UATS, ETAU	TBD	TBD	20	1,250 USD	25,000 USD	TBD
9	CORSIA Overview	ETAU	TBD	TBD	20	1,250 USD	25,000 USD	TBD
10	CORSIA Eligible Fuels; and	ETAU	TBD	TBD	20	1,250 USD	25,000 USD	TBD
	CORSIA Eligible Emissions Units.	ETAU	TBD	TBD	20	1,250 USD	25,000 USD	TBD

No.	Course Title	ATO to conduct the training	State/City/Venue	Course Dates	Class size	Price per Trainee	Total in USD	Status by ATO
11	Search and Rescue Coordinator Course	EASA, GATA, ATNS, UATS	TBD	TBD	TBD	TBD	TBD	TBD
12	Certification of Aviation Security Personnel (Screeners, Supervisors, and Instructors) with a focus on incorporating Technology Best Practices	ERNAM, UATS	TBD	TBD	20	1,250 USD	25,000 USD	TBD
13	ICAO Annex – Facilitation Assistance to Aircraft Victims	ATNS, ERNAM, UATS	TBD	TBD	30	450 USD	13,500 USD	TBD
14	ATO GSI Course	EASA, GATA, ATNS, UATS	TBD	TBD	25	1,725 USD	43,125 USD	TBD
15	Remote Pilot Aircraft Systems Training (Unmanned Aviation Fundamentals EN)	GATA, ATNS, TCATC	TBD	TBD	24	1,350 USD	32,400 USD	TBD
16	Risk-based safety oversight (SRMF EN: Virtual classroom)	EASA, GATA, UATS	TBD	TBD	16	250.5	4,008 USD	TBD
Total							651,897.00 USD	

 AFCAC proposals are highlighted in grey