



INTERNATIONAL CIVIL AVIATION ORGANIZATION

SECOND MEETING OF THE STEERING COMMITTEE OF THE AFI PLANS

Centurion, South Africa, 3-4 December 2025

Agenda Item 1: Progress Report on the Implementation of the 2025 AFI Plans Work Programme

(Presented by the Secretariat)

SUMMARY	
<p>This Working Paper presents the status of implementation of the 2025 AFI Plans and HRDF work Programme, covering activities carried out from January to December 2025, as approved by the 27th AFI Plan and the 13th AFI SECFAL Plan SCs meetings held in 2024 in Libreville, Gabon; and the 1st AFI Plans SC meeting held in Victoria Falls, Zimbabwe, from 28 and 29 May 2025.</p> <p>While several activities benefited from partner support and ICAO-managed funding mechanisms, sustainable and predictable funding remains a challenge and is addressed in further detail under WP/01E.</p> <p>Action by the meeting is proposed in Paragraph 4. Further details are provided in Attachments A and B.</p>	
References:	AFI Plans Programme Documents
Strategic Objectives	Safety Efficiency and Capacity Security and Facilitation

1. INTRODUCTION

1.1 The 27th AFI Plan and the 13th AFI SECFAL Plan SCs meetings held in 2024 in Libreville, Gabon; and the 1st AFI Plans SC meeting held in Victoria Falls, Zimbabwe, from 28 and 29 May 2025, approved the activities, projects, and budget of the AFI Plans for 2025. Prior to the Victoria Falls meeting, the Chairperson of the AFI Plan SC authorized the continuation, early in 2025, of activities under the approved 2024 Work Programme.

1.2 Activities in 2025 were implemented based on the priorities approved by the Steering Committee. Development of the projects was guided by needs assessments and analysis undertaken by the Secretariat. A summary of activities implemented, ongoing or pending is provided as Attachment A (AFI Plan and HRDF) and Attachment B (AFI SECFAL Plan).

2. DISCUSSION

2.1 *Implementation of AFI Plan and HRDF:* most of the planned activities and projects under AFI Plan and HRDF for 2025 were implemented. These include support to States to strengthen their oversight systems and resolve SSCs, assistance for aerodrome certification, delivery of HRDF-funded training, follow up activities on the outcomes of the study for RSOOs, and technical support for the infrastructure gap analysis. Details are provided in attachment A.

2.2 *Implementation of the AFI SECFAL Plan:* In 2025, the AFI SECFAL Plan implemented most of approved activities, largely funded by ICAO through its regular budget or other funds such as the No Country Left Behind resources with additional support from partners such as the European Civil Aviation Commission (ECAC), the International Organization for Immigration (IOM) and Transport Canada. Details are provided under Attachment B. Other activities were implemented using voluntary contributions of the AFI SECFAL Plan, while some activities have been classified as pending and have been incorporated in the 2026 approved Work programme.

2.3 A summary of the 2025 available funds, commitments, contributions and remaining balances for 2026 are provided below.

	Available funds for 2025	Committed	New Contribution	Available fund for 2026
AFI Plan	217,005.00	140,564.00	48, 187.00	124,628.00
AFI SECFAL Plan	47,430.18	34,458.58	46,500	59,471.60
HRDF	538,600.00	184,935.00	-	353, 665.00

Currency expressed in US Dollars.

2.4 The meeting may wish to commend States and Partners for their continuous support to the plans, including financial support and the release of experts for the implementation of AFI Plans activities while noting that sustainable funding remains a challenge and is addressed under WP/01E.

3. ACTION BY THE STEERING COMMITTEE

3.1 The Steering Committee is invited to:

- a) Note the information contained in this paper; and
- b) Provide further instructions and guidance for the continued implementation of the AFI Plan Work Programmes.

Implementation Status of the 2025 AFI Plans and HRDF Programme Activities

Activity	Target Group	Deliverables	KPI	Implementation Status -November 2025
1. AFI RSOO Study <ul style="list-style-type: none"> Coordinate a follow-up High Level Meeting on Ezulwini Declaration with stakeholders and partners RSOO Strategy and RoadMap Support AAMAC & ASSA-AC 	States, RSOOs	<ul style="list-style-type: none"> Coordinate the high-level meeting and follow up on the outcomes. RSOO strategy and Roadmap Implementation Support self-assessment for AAMAC & ASSA-AC conducted 	<p>Convening a High level RSOO meeting</p> <p>Status of the Feasibility study for the implementation of strategic plan and priority actions (Target: Feasibility study conducted and priority actions defined)</p> <p>Status of Self-assessment for AAMAC & ASSA-AC (Target: Self-assessment conducted)</p>	<p>Completed - The Second RSOO Forum on Global Aviation Safety was jointly organized by ICAO and the European Union Aviation Safety Agency (EASA) in Nairobi, Kenya, in October 2023.</p> <p>Completed - With the support of EASA, the follow up RSOO strategy feasibility study was conducted and validated in a workshop held in Kampala, Uganda, in April 2025. During the workshop, a special task force was established to evaluate the study's recommendations and update the roadmap for implementing the AFI RSOO Strategic Plan. This roadmap uses a three-phase approach (consolidation, maturation and optimization) and covers the timeframe until 2035.</p> <p>Pending - Support for the AAMAC and ASSA-AC self-assessments has been postponed due to significant ongoing changes to the Regional Safety Oversight Organizations and Regional Aircraft Accident Investigation Organizations (RRAP) Assessment Questionnaire (AQ).</p>
2, Aviation professional capacity building	AFI States	Provide Training in GSI-AIR, GSI-OPS and GSI PEL	Number of State experts trained on Government Safety Inspector on AIR, OPS and PEL (Target: 48)	In progress - 9 inspectors from 8 States trained in GSI OPS under the HRDF in South Africa (ATNS). Additional GSI AIR and PEL Courses are scheduled for 2026.

<p>3.ROST Assistance Activities</p> <ul style="list-style-type: none"> Support two SSC States Support States scheduled for USOAP CMA 	<p>AFI States</p>	<ul style="list-style-type: none"> ROST Assistance to SSC States Liberia and DRC ROST Assistance for 6 States 	<p>SSCs resolution status (Target: All SSCs resolved)</p> <p>EI level (Target: Increased EI to 75% for at least for four States)</p>	<p>In progress: High-level dialogue and assistance missions conducted in Zimbabwe and Liberia. which helped reengage States authorities advance corrective actions to resolve the existing Significant Safety Concerns (SSCs) and to strengthen the aviation system. The SSCs are yet to be resolved</p> <p>Remote and on-site assistance were also provided to Liberia in collaboration with AFCAC and BAGASOO.</p> <p>Further ROST assistance missions were conducted in Congo (USOAP CMA audit conducted in October 2025); Cameroon (USOAP CMA audit scheduled in October 2026); Nigeria (scheduled for an ICVM in April 2026), Lesotho (USOAP CMA audit scheduled in Sep. 2025 and postponed), Mauritius (USOAP CMA conducted in from in August 2025), Senegal (Audit and ICVM conducted in October 2025). Also, Guinea-Bissau and Chad were assisted in 2025, under the Fundamentals of Safety oversight (FSO) project.</p> <p>These contributed to the EI Senegal increase to 88.35%. According to the interim reports, the EI in Congo and Mauritius have decreased to 53.72%. and 55.74 respectively.</p>
<p>4.Implementation of AFI Plan Projects</p> <ul style="list-style-type: none"> Aerodrome certification Project 	<p>AFI States</p>	<p>Assistance missions States by Aerodrome Certification Team of Regional Experts and RO/AGA</p>	<ul style="list-style-type: none"> Number of International Airports Certified (Target: at least 5 Airports) 	<p>In progress - Aerodrome certification workshop delivered for ESAF States with emphasis on those that have no certified international Aerodromes. Participants drawn from Malawi, Kenya, Lesotho, South Sudan, Mozambique, Eswatini, Zambia. Accordingly, Malawi developed a roadmap for Certification of Kamuzu International Airport.</p>

				<p>Also support provided to six airports in the certification process: Bangui (CAR), Conakry (Guinea), Douala (Cameroon), Kinshasa and Lubumbashi (DRC), Malabo (Equatorial Guinea).</p> <p>One International airport, The Pointe-Noire International Airport (Congo) was certified in 2025 with the Project's support.</p>
<ul style="list-style-type: none"> SSP Project 	AFI States	Assist States to conduct SSP gap analyses, conduct workshops, develop plans and SSP implementation	<ul style="list-style-type: none"> Additional Number of States with an SSP Implementation Plan defined (Target: At least 5 States) Number of States with SSP Self-Assessment on USOAP-CMA OLF (Target: At least 5 States) 	<p>In progress - Assisted Mauritania with SSP implementation to follow up on the development of the SSP implementation plan and update the ISTARS GAP analysis. Reviewed the SSP implementation requirements in Nigeria and provided recommendations to address the identified gaps.</p> <p>Similarly support provided to Zimbabwe to address SSP implementation gaps and create a detailed action plan. Training covered key SSP topics, ICAO safety tools, and Generic AFI Plan SSP generic documents for customization.</p>
<ul style="list-style-type: none"> ANS Peer Review Project 	AFI States	Meetings, Training and Conducting Peer review Mechanism Among African ANSPs	<ul style="list-style-type: none"> Identification of the AFI Peer Reviewers from State nominees (Target: AFI Peers reviewers identified). Re-launch the Peer Review programme - Training of the Reviewers <p>(Target: Review programme relaunched and reviewers trained).</p>	<p>In progress - The ICAO Regional Offices, CANSO Africa and ASECNA expedite the remaining activities for the effective launch of the Peer review programme.</p> <p>The Peer Review Manual was revised, translated into French. The Team continues to provide practical guidance and templates for planning, conducting, and reporting reviews. Two questionnaires were also updated and aligned with the 2024 USOAP CMA Protocol Questions and the latest CANSO standards.</p> <p>ICAO invited nominations for peer review experts, receiving 116 nominations from 17 States and</p>

			<ul style="list-style-type: none"> Conduct Peer Reviews (Target: peer reviews conducted) 	<p>organizations. 50 operational ANSP experts were selected for the peer reviewers training.</p> <p>Training material was developed, and a peer reviewer training workshop is scheduled for early 2026. The programme will transition to full implementation, starting with a pilot peer review in the year 2026 validating tools and processes.</p>
<ul style="list-style-type: none"> Establishment and Implementation of National Aviation Safety Plans (NASPs) for States (Six States to be targeted every year) 	AFI States	Assist and train States to establish NASP	<ul style="list-style-type: none"> Number of Additional States establishing NASP (Target: 4 more States) 	<p>In progress - Support and guidance provided to The Gambia in developing its NASP and supported its validation workshop in September 2025. The NASP 2026–2028 edition, aligned with GASP, is expected to be published and registered with ICAO by December 2025.</p> <p>As of 30 November 2025, eight WACAF States (Benin, Cabo Verde, Chad, Cote d'Ivoire, Ghana, Senegal, Sierra Leone and Togo) and seven ESAF States (Botswana, Ethiopia, Kenya, Namibia, Rwanda, Tanzania and Uganda) had developed and registered their NASPs with the ICAO NASP Online Community.</p>
<ul style="list-style-type: none"> 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 occurrences. 	AFI States	Conduct Workshop on CFIT	<ul style="list-style-type: none"> Conduct of CFIT Workshop (Target: workshop Conducted) 	<p>Completed - A CFIT Workshop was conducted in October 2025. The AFI Region registered a 3.59% improvement rate (i.e. from 69.36% in 2023 to 72.95% in 2024) in the implementation of the SEIs identified to mitigate CFIT related risks.</p>
Aviation Infrastructure Gap Analysis	African States/Regional and international org	Technical support on development for bankable projects	<ul style="list-style-type: none"> Participation and support to the technical working Group (Target: actual participation and 	<p>Completed - Technical support provided includes reviewing the proposals as well as developing a tool to estimate the cost of bankable projects developed.</p>

			support provided to the TWG)	
HRDF	African States	Provide 6 Trainings to build Technical and managerial capacity in the region	<ul style="list-style-type: none"> Number of trainings delivered in 2025 (Target : 6 training courses delivered) 	<p>In progress - In collaboration with AFCAC, four (4) training courses were conducted at regional training institutions, covering the following areas:</p> <ul style="list-style-type: none"> Civil Aviation Master Plan (CAMP): 23 participants from 16 States State Safety Programme (SSP): 17 participants from 16 States Government Safety Inspector – Operations (GSI OPS): 9 participants from 8 States and Managing Air Transport Facilitation (MATF): 20 participants from 8 States

Attachment B**STATUS OF IMPLEMENTATION OF THE AFI SECFAI PLAN APPROVED ACTIVITIES FOR 2025****(DECEMBER 2025)**

NO.	ACTIVITY	VENUE	DATES	FUNDING	STATUS
1.	Convene the 14th SC Meeting	Victoria Falls, Zimbabwe	28 May 2025	Plan Fund	Completed
2.	Support the RASFALG AFI 13th Meeting	Virtual	28 March 2025	Plan Fund	Completed
3.	Risk Management Workshop	Harare, Zimbabwe	8 to 11 July 2025	Plan Fund	Completed
4.	Technical support mission to Zimbabwe	Harare, Zimbabwe	14 to 18 July 2025	Plan Fund	Completed
5.	Technical support mission to Sao Tome	São Tomé, São Tomé and Príncipe	4 to 6 June 2025	Plan Fund	Completed
6.	Technical support mission to Guinea	Conakry, Guinea	3 to 7 November 2025	Plan Fund	Completed
7.	Technical support activities to Zambia	Lusaka, Zambia	3 to 7 February 2025	Plan Fund	Completed
8.	Technical support mission to Central African Republic	Bangui, Central African Republic	17 to 21 March 2025	Plan Fund	Completed
9.	Technical support mission to Guinea Bissau	Bissau, Guinea Bissau	31 March to 4 April 2025	Plan Fund	Completed
10.	Technical support mission to Equatorial Guinea	Malabo, Equatorial Guinea	21 to 25 April 2025	Plan Fund	Completed
11.	AVSEC Risk Management Workshops for Congo	Brazzaville, Congo	17 to 21 November 2025	Plan Fund	Completed
12.	AVSEC Risk Management Workshop	Lusaka, Zambia	25 to 29 August 2025	Plan Fund	Completed

NO.	ACTIVITY	VENUE	DATES	FUNDING	STATUS
13.	AVSEC Crisis Management Workshops for Togo	Lome, Togo	1 to 5 September 2025	Plan Fund	Completed
<i>Budget USD 62,000</i>					
<i>(15%)</i>					
14.	AVSEC Supervisors Course	Mahe, Seychelles	13 to 17 October 2025	NCLB	Completed
15.	AVSEC Certification Systems Workshop	Mahe, Seychelles	20 to 24 October 2025	NCLB	Completed
16.	AVSEC Risk Management Workshop	Mahe, Seychelles	16 to 20 February 2026	NCLB	On track
17.	Security Culture Workshop	Mahe, Seychelles	23 to 27 February 2026	NCLB	On track
18.	AVSEC Basic 123 Course	Lilongwe Malawi	14 to 18 July 2025	NCLB	Completed
19.	AVSEC Basic 123 Course	Lilongwe Malawi	21 to 25 July 2025	NCLB	Completed
20.	AVSEC Quality Control Programme Workshop	Lilongwe Malawi	11 to 15 August 2025	NCLB	Completed
21.	ICAO Security Culture Workshop	Lilongwe Malawi	18 to 22 August 2025	NCLB	Completed
22.	AVSEC Risk Management Workshop	Lilongwe Malawi	22 to 26 September 2025	NCLB	Completed
23.	AVSEC Basic 123 Course	Mogadishu, Somalia	21 to 25 July 2025	NCLB	Completed
24.	ICAO National Inspectors Course	Mogadishu, Somalia	28 July to 5 August 2025	NCLB	Completed
25.	ICAO National Civil Aviation Quality Control Programme Workshop	Mogadishu, Somalia	6 to 12 August 2025	NCLB	Completed
26.	AVSEC Basic 123 Course	Mogadishu, Somalia	17 to 21 November 2025	NCLB	Completed
27.	AVSEC Certification Systems Workshop	Mogadishu, Somalia	24 to 28 November 2025	NCLB	Completed

NO.	ACTIVITY	VENUE	DATES	FUNDING	STATUS
28.	AVSEC National inspectors' course and OJT for Mali	Bamako, Mali	4 to 15 Aug 2025	NCLB	Completed
29.	NCASTP Workshop	Banjul, Gambia	5 to 9 May 2025	NCLB	Completed
30.	Insider Risk Workshop	Banjul, Gambia	11 to 15 August 2025	NCLB	Completed
31.	AVSEC Behaviour Detection Course	Banjul, Gambia	4 to 8 August 2025	NCLB	Completed
32.	AVSEC Managers Course	Banjul, Gambia	21 to 29 July 2025	NCLB	Completed
33.	AVSEC Crisis Management Workshop	Banjul, Gambia	3 to 7 November 2025	NCLB	Completed
34.	ICAO Security Culture Workshop	Banjul, Gambia	10 to 14 November 2025	NCLB	Completed
35.	AVSEC Cargo and Mail Course	Malabo, Equatorial Guinea	11 to 15 August 2025	NCLB	Completed
36.	AVSEC National Inspectors OJT	Malabo, Equatorial Guinea	18 to 22 August 2025	NCLB	Completed
37.	Technical mission to assess Phase 1	Malabo, Equatorial Guinea	6 to 9 October 2025	NCLB	Completed
38.	NCASP Provisions Workshop	Malabo, Equatorial Guinea	3 to 7 November 2025	NCLB	Completed
39.	AVSEC Certification Systems	Malabo, Equatorial Guinea	10 to 14 November 2025	NCLB	Completed
40.	Technical mission to assess Phase 2	Malabo, Equatorial Guinea	15 to 19 December 2025	NCLB	Completed
Budget USD 133,031					
(33%)					
41.	AVSEC Crisis Management Workshop	Bujumbura, Burundi	5 to 16 May 2025	ISD-SEC	Completed
42.	Crisis Management Workshop	Addis Ababa, Ethiopia	16 to 20 July 2025	ISD-SEC	Completed

NO.	ACTIVITY	VENUE	DATES	FUNDING	STATUS
43.	AVSEC National Inspectors Course	Addis Ababa, Ethiopia	23 July to 1 August 2025	ISD-SEC	Completed
44.	AVSEC Quality Control Programme Workshop	Gaborone, Botswana	25 to 29 August 2025	ISD-SEC	Completed
45.	AVSEC National Inspectors Couse	Gaborone, Botswana	1 to 9 September 2025	ISD-SEC	Completed
Budget USD 30,000					
(7%)					
46.	Deliver a Cyber Security - Conflict Zones webinars/ Workshops for AFI, one in WACAF-French	Rabat, Morrocco	10 to 11 April 2025	ECAC	Completed
47.	Deliver a Cyber Security - Conflict Zones webinars/ Workshops for AFI, one in ESAF - English	Nairobi, Kenya	23 to 25 June 2025	ECAC	Completed
Budget USD 10,000					
(2.5%)					
48.	One seminar in the AFI on API /PNR /PKD /SLTD	Nairobi, Kenya	5 to 7 August 2025	IOM/Transport Canada	Completed
Budget USD 6,000					
(1.5%)					
49.	Presentation /interaction/missions to regional RECS, AU), on Aviation Security and Facilitation (ESAF)	TBD	TBD	No Funding	Rescheduled
50.	Interaction with RECS, AU), on AVSEC/FAL (WACAF)	TBD	TBD	No Funding	Rescheduled
51.	High-Level missions to Guinea Bissau	Bissau, Guinea Bissau	TBD	No Funding	Rescheduled
52.	High-Level missions to Somalia	Mogadishu, Somalia	TBD	No Funding	Rescheduled
53.	Review of Windhoek Declaration and Targets	TBD	TBD	No Funding	Rescheduled

NO.	ACTIVITY	VENUE	DATES	FUNDING	STATUS
54.	Deliver relevant FAL iPack, for Libya	Virtual	TBD	No Funding	Rescheduled
55.	Deliver Annex 9 FAL Courses for AFI States in ESAF (English)	TBD	TBD	No Funding	Rescheduled
56.	Deliver Annex 9 FAL Courses for AFI States in ESAF (French)	TBD	TBD	No Funding	Rescheduled
57.	ASTCs train-the-trainers' workshops/seminars or webinars (WACAF)	TBD	TBD	No Funding	Rescheduled
58.	ASTCs train-the-trainers' workshops/seminars or webinars (ESAF)	TBD	TBD	No Funding	Rescheduled
59.	Deliver QC Workshops for AFI (WACAF)	TBD	TBD	No Funding	Rescheduled
60.	Deliver a National Inspectors Course for AFI (WACAF)	TBD	TBD	No Funding	Rescheduled
61.	Liaise with ATB to support of African ePassport project	TBD	TBD	No Funding	Rescheduled
62.	Deliver two back-to-back ICAO TRIP Strategy	TBD	TBD	No Funding	Rescheduled
63.	One Legal Seminar conducted for AFI (ESAF)	Dar es Salaam, Tanzania	December 2025	Regular Programme	On hold
64.	Seminar to promote the use of appropriate technology, including human factors considerations.	TBD	TBD	No Funding	Rescheduled
65.	Deliver training/workshop on security culture in French (WACAF)	TBD	TBD	No Funding	Rescheduled
66.	Implement State Specific Project (Guinea Bissau)	TBD	TBD	No Funding	Rescheduled
67.	Implement State Specific Project (Central Africa Republic)	TBD	TBD	No Funding	Rescheduled
Budget USD 166,000					
(41%)					

NO.	ACTIVITY	VENUE	DATES	FUNDING	STATUS
-----	----------	-------	-------	---------	--------

Total budget utilised – USD 241,031 - 59%

DEFICIT - USD 163, 033 -41%

TOTAL BUDGET FOR 2025 – USD 404, 364

Financial Report Summary

#	Fund	Amount (USD)	Percentage
1.	AFI SECFAL Fund	62,000	15%
2.	NCLB	133,031	33%
3.	ISD-SEC	30,000	7%
4.	ECAC	10,000	2.5%
5.	Transport Canada	6,000	1.5%
6.	Unfunded	163,033	41%

NB:

Total approved - \$404,364

Unfunded - \$163,033