

**COMPREHENSIVE REGIONAL IMPLEMENTATION PLAN  
FOR AVIATION SAFETY IN AFRICA (AFI PLAN)**

**DRAFT**

**UPDATED FOR THE EXTENDED PERIOD  
(1 JANUARY 2025 TO 31 DECEMBER 2030)**

1. **Programme Title:** COMPREHENSIVE REGIONAL IMPLEMENTATION PLAN FOR AVIATION SAFETY IN AFRICA (AFI PLAN)
2. **Executing Agency:** International Civil Aviation Organization (ICAO)
3. **Eligible States:** All African States
4. **Programme Duration:** 66 Months (June 2025-Dec 2030)
5. **Revised Estimated Budget:**
6. **Strategic Objectives:** A – Safety and B- Air Navigation Capacity and Efficiency

**Brief Description:** This proposal is a revision of the existing AFI Plan Programme Document. The purpose of the Plan, which has been extended through the 2025–2030 planning cycle, is to continue to be implemented through coordination among key stakeholders in the region and beyond, including multilateral donor organizations. The aim is to enhance safety oversight capacity in the region in a sustainable manner with ICAO supporting and facilitating joint efforts and regional cooperation.

The Comprehensive Regional Implementation Plan for Aviation Safety in Africa (AFI Plan) was launched by ICAO in 2008 to address safety deficiencies across the Africa-Indian Ocean (AFI) region. The AFI Plan has remained a dedicated ICAO project focused on building sustainable safety oversight systems, resolving safety concerns, and promoting a strong aviation safety culture. Independent evaluations conducted in 2015 and 2022 reaffirmed its relevance and recommended updating the programme to align with evolving aviation dynamics.

Since 2016, the AFI Plan has expanded its scope through a project-based approach, supporting States in areas such as aerodrome certification, aircraft accident investigation (AIG), and State Safety Programme (SSP) implementation. These initiatives have contributed to notable progress in improving safety oversight, addressing significant safety concerns, and enhancing regional cooperation through RSOOs and RAIOS.

Sustaining this progress and achieving Global Aviation Safety Plan (GASP) and Global Air Navigation Plan (GANP) targets requires continued investment and coordination. Acknowledging this, the ICAO Council and the 41st ICAO Assembly endorsed the continuation of the AFI Plan beyond 2024, with an expanded scope to include aviation infrastructure planning. The updated 2025–2030 Programme Document reflects this vision and incorporates revised governance, monitoring mechanisms, and priority actions to ensure long-term aviation safety improvements across the region.

## **1. Context**

The air transport sector in Africa is the least developed, but one of the fastest growing in the world. The continent has unique geographic and economic factors that shape the air transport development. The main factors determining the roles of air transport are described below.

### **1.1 Large Size and Population**

1.1.1 Africa's large geographic size (20.3 percent of the world's land area), ragged terrain, and uneven population distribution, where 90 per cent of the population are concentrated in less than 21 per cent of the land surface, have resulted in sparse demand. As a result, despite being home to more than 1.3 billion people (i.e., 15 percent of the world's population) and having 47 cities with populations of more than one million, Africa accounts for less than 3 per cent of the world's air transport demand. Sparse demand and thin routes have put Africa's air transport demand at the bottom of the world.

### **1.2 Low Average Income**

1.2.1 The positive relationship between air transport demand and income also applies to Africa. An analysis shows that there is a positive correlation between GDP growth and air transport in the continent. Prior to the COVID-19 pandemic, the global total seat capacity has grown over a decade at a roughly similar pace to the GDP (in real terms) by a compound annual growth rate (CAGR) of 3.6 per cent. Similarly, the average capacity in Africa grows though its pace differs regionally and by market segment.

1.2.2 According to the World Bank Report, on COVID 19 Pandemic and Africa aviation Policy Note -2022, the pandemic has put Africa into its first recession in 25 years and has been particularly hard on travel- and tourism-dependent island states. The low average income of the continent coupled with the pandemic had a significant impediment for the growth and development of aviation. However, according to the African Airline Association (AFRAA), the performance of air transport in 2023 is better than pre-COVID-19. Accordingly, since November 2023, traffic carried by African airlines exceeded the 2019 level. In January 2025, African airlines RPKs grew by 15.0% year-on-year (YoY), further accelerating and returning to a double-digit, with an estimated 98 million passengers carried by African airlines in 2024.

1.2.3 Despite the encouraging growth and positive correlation between air transport demand and income, Africa's share of the air transport market remains less than 3 per cent. This is mainly because the average annual per capita disposable income in Africa is still very low. Though there are of course a very small, wealthy sector and a growing middle class, most Africans cannot yet afford to travel by air.

### **1.3 Substantial Trade and Tourism Potential**

1.3.1 During the decade prior to COVID-19, trade and investment have grown significantly in Africa. The volume of trade will continue to increase, which requires better logistic support, of which air transport capacity enhancement is an important factor.

1.3.2 Africa has immense potential for tourism due to its diverse cultures, stunning landscapes, and unique wildlife. The continent is home to many natural wonders such as the Sahara Desert, the Nile River, the Serengeti Plains, and Victoria Falls. It also boasts rich cultural heritage, with many distinct ethnic groups and languages.

1.3.3 The average number of tourists in Africa has been growing over the years however, the sector faces challenges such as inadequate infrastructure, political instability in some regions, and limited marketing.

Efforts are being made to overcome these obstacles, with many countries investing in tourism infrastructure and promoting sustainable tourism practices, including expansion of air transport services and airport infrastructure.

1.3.4 With the right strategies and investments, Africa has the potential to become a major player in the global trade and tourism, contributing significantly to economic growth, job creation, and cultural exchange.

1.3.5 In the above context, air transport plays an indispensable role for the development and growth of the continent. Although the relatively high cost of air transport is beyond the individual reach of most of the population, a safe, effective, efficient, and balanced network of air services is essential to the continent's overall economic development. In these observations, the operative adjectives are safe, effective, efficient, and equitable. As an extension of the AFI Plan, the key emphasis of this programme is to propose a clear objective and set of initiatives with deliverables within the planning period from 2025 to 2030 to improve and sustain aviation Safety in Africa.

## **2. Air Transport Policy Framework**

### **2.1 Global Air Transport Policy**

2.1.1 The Convention on International Civil Aviation establishes the basic principles to be followed by governments to ensure that international air transport services may be developed in an orderly, regular, efficient, economical and harmonious manner. It is therefore one of the purposes of ICAO to support principles and arrangements in order that international air transport services may be established on the basis of equality of opportunity, sound and economic operation, mutual respect of the rights of States and taking into account the general public interest.

2.1.2 Inconsistence to the above principle and considering the development of global air transport services over the years, the International Civil Aviation Organization (ICAO) advocates for the liberalization of air transport through various policies and agreements. The key aspects of ICAO's policy on air transport liberalization encourages States to open their air transport markets to foreign airlines, allowing them to compete on routes and services in order to promote competition, which can lead to lower airfares and increased choices for passengers. It also advocates for fair competition in the air transport industry. This includes measures to prevent anti-competitive practices, such as predatory pricing or unfair subsidies, which can distort the market and harm consumers. To this end, ICAO provides guidance on creating a regulatory framework for air transport that is transparent, non-discriminatory, and in line with international standards. This helps create a level playing field for airlines and promotes a safe and efficient air transport system.

2.1.3 In general, ICAO's long-term vision for air transport liberalization aims to create a globally harmonized and economically viable aviation system, fostering greater connectivity and economic growth for all stakeholders. This vision focuses on continuously liberalizing international air transport, ensuring safety, security, and fair opportunities for all.

### **2.2 Air Transport Policy in Africa**

2.2.1 The Yamoussoukro Decision (2000) remains Africa's key air transport liberalization policy, aiming to remove barriers to intra-African traffic rights and promote a more open aviation market.

2.2.2 To accelerate its implementation, the African Union launched the Single African Air Transport Market (SAATM) under Agenda 2063 in 2018. Thirty-seven States have signed the solemn commitment, with the objective of enhancing connectivity and supporting broader socio-economic development.

2.2.3 Studies, including the InterVISTAS assessment, confirm that liberalization stimulates traffic growth, trade, tourism, and investment across the continent.

2.2.4 While progress is visible, continued market opening must be matched by strengthened safety oversight, security, and accident investigation systems to ensure that liberalization benefits are sustainable and public confidence is maintained.

### **3. The Comprehensive Regional Implementation Plan for Aviation Safety in Africa (AFI Plan)**

#### **3.1 Programme Description- Background**

3.1.1 The Comprehensive Regional Implementation Plan for Aviation Safety in Africa (AFI Plan) was endorsed by the 36th ICAO Assembly and established by the ICAO Secretary General on 1 January 2008 to address civil aviation safety deficiencies in the Africa-Indian Ocean (AFI) Region. The AFI Plan supports States in establishing effective safety oversight systems through the implementation of the eight Critical Elements (CEs) and by fostering a robust safety culture in Africa.

3.1.2 In 2009, the ICAO Council (C-DEC 188/11) decided that AFI Plan activities should be integrated into the regular work programme of ICAO Regional Offices as of 2010. While integration was achieved, the AFI Plan has continued to function as a dedicated regional implementation support programme with its own governance, reporting mechanisms, and Africa-wide scope.

3.1.3 Evaluations carried out by the ICAO Office of Internal Oversight (OIO) in 2015 and 2022 assessed the relevance, design, governance, and performance of the programme. Both evaluations confirmed the AFI Plan's significant contribution to improvements in aviation safety across Africa and validated the programme's continued relevance in addressing systemic safety oversight challenges.

3.1.4 The aviation infrastructure gap analysis conducted in response to ICAO Council Decision 214/7, together with the subsequent collaborative study undertaken in 2023 by AUC, AFCAC, ICAO and partners, provided additional background insights into the structural limitations that affect safety oversight, including infrastructure capacity constraints. This information supports the rationale for aligning infrastructure, safety oversight and air navigation priorities in AFI Plan interventions.

#### **3.2 Milestones achieved by the Plan from the Inception, 2008 – 2024**

3.2.1 Significant progress has been achieved in enhancing aviation safety in Africa through AFI Plan interventions, complemented by other ICAO initiatives and partner-supported programmes. Improvements include higher Effective Implementation (EI) scores, the resolution of most Significant Safety Concerns (SSCs), increased aerodrome certification, strengthened RSOOs and RAIOS, and capacity-building in safety oversight and technical areas.

3.2.2 Since 2016, the AFI Plan adopted a project-based approach. Seven projects were approved covering Aerodrome Certification; Search and Rescue (SAR); ANSP Peer Review; State Safety Programme (SSP) implementation; Aircraft Accident and Incident Investigation (AIG); Fundamentals of Safety Oversight (FSO); and Aeronautical Information Management (AIM). These projects help States achieve sustainable oversight capability aligned with ICAO objectives and timelines.

3.2.3 USOAP-CMA validation results demonstrate the impact of AFI Plan and others' activities: African States above 60% EI increased from 14 (2012) to 31 (2024). SSCs decreased from 20 to zero by 2022,

though five new SSCs have since emerged, mainly related to calibration of navigational aids and validation of flight procedures.

3.2.4 Targeted projects have produced measurable outcomes. The Aerodrome Certification Project has facilitated the certification of 18 international airports in 17 States, with more certifications under development as national capacity expands.

3.2.5 In Air Navigation Services (ANS), the African ANSP Safety and Quality Assurance (ASQA) Programme launched in 2015 introduced a peer-review mechanism to strengthen safety and quality. Supporting documentation—including a Programme Reference Manual, Cooperation Framework and Implementation Roadmap—was developed. Thirty-five States now participate in the peer review mechanism.

3.2.6 To sustain progress, the AFI Plan launched a capacity-building project for aviation professionals aimed at strengthening national competencies across ICAO strategic objectives. Since 2008, more than 2,300 aviation professionals have been trained through AFI Plan activities. During the COVID-19 pandemic, a dedicated initiative enabled 110 participants from 28 States—primarily LDCs—to access ICAO online courses.

3.2.7 In line with the Ezulwini Ministerial Declaration and ICAO's 2017 RSOO assessment, the AFI Plan undertook a study to enhance the sustainability of African RSOOs. A feasibility study supported by EASA was completed and is guiding ongoing implementation efforts.

3.2.8 In response to ICAO Council Decision C-DEC 214/7, the AFI Plan conducted a comprehensive aviation infrastructure gap analysis to assess States' implementation of required infrastructure against global, regional, and national needs, considering current traffic levels and future demand. A subsequent study in 2023—carried out collaboratively by the AUC, AFCAC, ICAO, and partners under the Technical Working Group (TWG)—deepened this assessment. ICAO played a leading role in designing the methodology, collecting and analysing data, and preparing the consolidated report. The outcomes of these analyses provide a robust evidence base for developing a prioritized portfolio of investment-ready national and regional projects capable of generating the interest of development partners and financial institution, addressing critical infrastructure gaps and ensuring that future development aligns with ICAO SARPs and supports safe and efficient growth of air transport in Africa.

### 3.3 Theory of Change

3.3.1 Despite notable achievements, the AFI Region's safety oversight performance remains below the global average of 70.5%. As of November 2025, the regional average EI is 61.5%, and 18 out of 54 States remain below 60% EI. Persistent deficiencies continue to affect implementation of core oversight functions..

3.3.2 Roots causes/Systemic constraints

- *Institutional and human resource constraints (CEs 3–4):* insufficient staffing, high turnover, and limited access to structured training.
- Weak implementation of licensing, certification, surveillance, and corrective action processes (CEs 6–8).
- Slow updates of primary legislation and regulations (CEs 1–2) due to lengthy approval processes.
- Fragmented and uneven performance of RSOOs/RAIOs.
- Infrastructure capacity gaps limiting the ability to support modern safety oversight and ANS operations.

3.3.3 The AFI Plan's interventions for the 2025–2030 cycle will directly address these shortcomings through five focus areas:

1. Consolidating legal and regulatory frameworks (CE 1–2) by supporting States in continuously updating aviation legislation and national regulations in line with ICAO SARPs amendment and sector developments.
2. Maintaining and reinforcing institutional capacity (CE 3–4) through targeted training programmes, leveraging regional institutions and capacity-building opportunities.
3. Enhancing operational oversight (CE 6–8) via state's needs-based specific projects including Aerodrome Certification, AIG, AIM, MET, SSP, SAR, and ANS peer reviews, ensuring consistent application of risk-based surveillance and effective closure of safety findings.
4. Implementing the AFI RSOO Strategic Plan and its associated roadmap to strengthen the capacity of the Regional Safety Oversight and Investigation Organizations (RSOOs/RAIOs) to allow effective delivery of sustainable services to their Member States while reducing duplication of effort at national level.
5. Integrating infrastructure and air navigation priorities in line with ICAO Council Decision C-DEC 214/7 and the APIRG/26/27 Conclusions, ensuring that infrastructure development keeps pace with safety oversight capacity.

#### *Expected outcomes*

3.3.4 These targeted actions will help in achieving the following:

1. Increased number of States achieving EI above 60% and strengthened performance in weaker audit areas.
2. Reduction of SSCs to zero and enhanced mechanisms to prevent recurrence.
3. Stronger RSOOs/RAIOs delivering sustainable oversight and investigation services.
4. Improved risk-based surveillance, licensing, and certification processes across States.
5. Infrastructure development more closely aligned with safety oversight and ANS requirements.
6. Enhanced coordination and resource efficiency across ICAO, AU, AFCAC, EASA, AfDB, and other partners.

3.3.5 Targeted, data-driven interventions focusing on the weakest Critical Elements—supported by strengthened institutional capacity, improved regional cooperation, and alignment of safety oversight with infrastructure and ANS development—will lead to measurable and sustainable safety improvements, higher compliance with ICAO SARPs, and a more resilient and competitive African aviation sector.

## **4. Description of the Plan**

### **4.1 Plan Overview**

4.1.1 The AFI Plan was officially launched in 2008 under the AFI Comprehensive Implementation Programme (ACIP) for an initial four-year period (2008–2011). Its aim was to build sustainable safety oversight capacity in cooperation with States, regional bodies and industry, under ICAO's leadership. The Plan has since evolved and been extended through the 2025–2030 cycle, maintaining strong coordination among regional and global stakeholders, including multilateral donor organizations.

4.1.2 During the new cycle, emphasis will remain on resolving existing and preventing emerging SSCs, ensuring timely implementation of USOAP-CMA Corrective Action Plans (CAPs), and strengthening both national oversight capabilities and Regional Safety Oversight Organizations through targeted projects.

4.1.3 Activities will continue to prioritize direct assistance tailored to States' specific needs and risk profiles, focusing resources on those with the greatest deficiencies but demonstrable commitment to

improvement. This targeted approach ensures optimal use of available resources and maximizes the overall impact of the AFI Plan in enhancing safety oversight capacity across the region.



## 4.2 Objectives of the Plan

4.2.1 The overall objective of the AFI Plan is to enhance aviation safety and safety oversight capacity in Africa in a sustainable and measurable manner, through a structured and coordinated approach engaging States, regional organizations, industry and development partners.

4.2.2 In line with the challenges and priorities identified in and Theory of Change, the Plan focuses on addressing persistent deficiencies in safety oversight (particularly in CEs 1–4 and 6–8), strengthening institutional capacity, and ensuring that infrastructure and human resources development are aligned with ICAO's global and regional frameworks

### *Specific Objectives and strategies*

- I. Assist States in strengthening their safety oversight and safety management capacity

**Problem linkage:** Persistent deficiencies in CEs 1–4 and 6–8; 18 States below 60% EI; emerging SSCs related to ANS calibration and procedure validation.

#### **Expected Results / Outputs:**

- Average regional EI increased from 61% to  $\geq 72\%$  by 2030.
- Zero SSCs recorded in the region by 2030.
- 70% of international aerodromes certified by 2030.
- At least 80% of States implementing SSP in accordance with ICAO provisions.

#### **Strategy:**

- Conduct targeted ROST missions and CAP follow-up activities to close safety findings.
- Implement and scale up State Safety Programme (SSP) and Aerodrome Certification projects.
- Promote peer review and mentoring mechanisms among CAAs.
- Provide political and on-site and technical assistance for the resolution of SSCs and improvement of oversight functions

- II. Support regional safety oversight organizations (RSOOs) and regional aircraft accident investigation agencies (RAIOs).

**Problem linkage:** Weak institutional and financial capacity of RSOOs/RAIOs; limited harmonization and shared services.

#### **Expected Results / Outputs:**

- Implementation of the RSOO/RAIO Feasibility Study and Roadmap completed.
- Regular joint planning and coordination mechanism established among RSOOs, RAIOs, ICAO and AFCAC.

#### **Strategy:**

- Implement recommendations for the RSOO/RAIO Strategy and Feasibility Study in collaboration with EASA and AFCAC.
- Provide assistance for governance, financing and harmonization.

- III. Assist States in long-term planning, especially with regards to infrastructure.

**Problem linkage:** Limited integration of infrastructure planning with safety and ANS priorities; need for data-driven investment guidance.

**Expected Results / Outputs:**

- Outcomes of the Aviation Infrastructure Gap Analysis embedded in ANS Summit documentation and national aviation master plans.
- Regional infrastructure development roadmap endorsed by AASPG and ICAO governing bodies.
- At least 15 States supported in developing or updating national aviation master plans aligned with ASBU/BBB frameworks.

**Strategy:**

- Provide technical assistance for master planning.
- Translate gap analysis findings into project portfolios for States and regions.
- Coordinate with AUC, AFCAC and AfDB to integrate infrastructure priorities into national and regional plans.

## IV. Support States enhancing implementation capacity.

**Problem linkage:** Shortage and high turnover of qualified technical personnel (CE 4); uneven access to training resources.

**Expected Results / Outputs:**

- CE 4 scores improved by an average of 10 percentage points across AFI States.
- Increased participation of LDCs in online learning and mentoring programmes.

**Strategy:**

- Conduct targeted Global Safety Initiatives (GSI) inspectors training and HRDF-supported programmes.
- Launch a mentorship and mobility scheme between CAAs.
- Facilitate access to ICAO e-learning and blended training opportunities to ensure sustainability

## 4.3 Implementation Strategy

6.3.1 The achievement of these objectives will be pursued through a project-based implementation approach. Each project is designed to address a specific thematic area—such as State safety oversight, aerodrome certification, AIM, AIG, SAR, SSP implementation, and capacity building—within the AFI Plan’s six-year framework (2025–2030). These projects collectively form the operational platform through which the AFI Plan delivers measurable results. Key actors and their roles:

Stakeholder	Main contribution
ICAO Regional Offices (WACAF/ESAF)	<i>Programme Officer:</i> Responsible for day-to-day coordination, programme management, and consolidation of reports from Regional Offices and partners. Ensuring implementation progress is tracked and reported to the Steering Committee and ICAO Council. Supports resource mobilization and project alignment with ICAO Strategic Objectives
	<i>ROST:</i> Coordination, technical assistance, and monitoring via the Implementation Support Group (ISG) platform
	<i>Regional Directors:</i> Provide overall leadership and strategic guidance for the implementation of the AFI Plan in the Region. Chair internal coordination meetings, ensures inter-office collaboration, and represents ICAO in high-level engagements with States and partners. Oversee alignment of AFI Plan activities with regional and global ICAO priorities.

RSOOs/RAIOs	Technical support, data sharing, and joint safety initiatives.
AFCAC / RECs	Policy coordination and liaison with African Ministers of Transport; Member of the Steering Committee (SG AFCAC).
States	Implementation of CAPs, expert secondment for ROST missions, workshops and peer reviews, provision of data, and infrastructure planning.
Industry Partners	Apply safety and quality management practices, share operational data and best practices for peer-review processes, contribute to the implementation of SSP/SMS and aerodrome certification initiatives.
Development Partners (AfDB, World Bank, EASA, FAA, DGAC etc.)	Co-finance or implement projects under the AFI Plan framework, support studies such as the Aviation Infrastructure Gap Analysis and capacity-building initiatives.
Implementation Support Platform	Serves as the interface for States and partners to propose, co-finance, or join projects; Ensures transparency, coordination, and alignment between national priorities and regional objectives.

4.3.2 Coordination will be ensured through biannual joint planning meetings between ICAO, AFCAC, RSOOs, and partners to ensure complementarity and avoid duplication.

#### 4.4 Link between the AFI Plan and ICAO's Strategic Objectives

6.4.1 The objectives of the Plan are closely linked to three Strategic Objectives of ICAO A: Safety – Enhance global civil aviation safety; Strategic Objective B: – Increase the capacity and improve the efficiency of the global civil aviation system, to the ICAO Business Plan and GASP GANP as described below:

AFI Plan Objective	Linked ICAO Strategic Objective (SO)	Relevant ICAO BP 2023-2025 reference	GASP / GANP Alignment
I. Strengthen States' safety oversight and safety management capacity	SO 1 – Safety	<i>SAF 2</i> Enhanced capacity of the aviation community to proactively manage aviation safety	GASP Goal 1,2 & 3 – Reduce operational safety risks, Strengthen safety oversight and SSP/SMS implementation.
II. Strengthen and integrate RSOOs and RAIOS	SO 1 – Safety	<i>SAF 3</i> Increased regional harmonization and cooperation in regulatory oversight. <i>SAF 7</i> Strengthened safety of civil aviation at the regional level	GASP Goal 4 – Increase collaboration at the regional level.
III. Integrate infrastructure and ANS planning	SO 2 – Air Navigation Capacity and Efficiency	<i>CAP 7</i> Enhanced efficiency and increased capacity at the regional level	GASP Goal 6 - Ensure the appropriate infrastructure is available to support safe operations GANP Objectives 1 & 2 – Optimize capacity and efficiency through ASBUs and BBB maturity.

IV. Build human and institutional capacity •	Crosscutting (SO 1, SO 2)	SAF 8/ CAP 8 Enhanced, accessible and guided ICAO training in safety to Member States to achieve and maintain competency of aviation personnel in compliance with the ICAO Civil Aviation Training Policy.	GASP Goal 2- Strengthen States' safety oversight capabilities
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## 4.5 Risks and Contingency Plan

4.5.1 The general risks which affect all AFI Plan projects are described in **Appendix B** to this document. These risks will be included in the individual project documents and described in more detail, in particular with regards to impact and response.

## 4.6 Lessons learned

4.6.1 The AFI Plan holds substantial potential to significantly enhance aviation safety across Africa by fostering stronger partnerships and collaboration with key stakeholders such as the African Civil Aviation Commission (AFCAC), Regional Safety Oversight Organizations (RSOOs), the African Aviation Training Organization (AATO), and others. To fully harness this potential, it is essential for the AFI Plan to focus on building the institutional and technical capacity of these organizations. Establishing joint programs and aligning efforts can foster synergy, avoid duplication of efforts, and enhance the overall effectiveness of safety initiatives on the continent.

4.6.2 Recognizing that Member States determine their level of commitment to aviation safety based on political will and available resources, it is vital that AFI Plan activities be planned in close consultation with these States. This approach ensures alignment with national priorities, secures buy-in, and increases the likelihood of sustained implementation. Although the AFI Plan has undoubtedly contributed to safety improvements in Africa, the insufficient results-based management (RBM) framework has limited its ability to attribute specific measurable achievements directly to its interventions. Implementing a strategic planning and monitoring system grounded in RBM principles would not only enhance transparency and accountability but also provide a clear linkage between activities and measurable outcomes.

## 5. Programme Management and Implementation<sup>1</sup>

5.1 AFI Plan played a crucial role in serving as the coordinating platform for all similar activities performed by different partners.

5.2 The governance of the Plan involves the ICAO Council, the Steering Committee, and the ICAO Secretariat whose roles and responsibilities are described in the Governance Framework of the AFI Plan, AFI SECFAL and HRDF. Ref. as **Appendix B**.

5.3 The planning, implementation and monitoring of the Programme will be coordinated by the Programmes Officer. The programme will be implemented through the application of programme management principles with clearly defined objectives, output, activities and metrics. This process will also include continuous monitoring and reporting.

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<sup>1</sup> This section is consistent with the AFI Plan, AFI SECFAL Plan and the HRDF Governance structure

5.4 The table in **Appendix A** to this document outlines the management and implementation process of the Programme. Time-bound targets and performance indicators were developed and included to track and measure outputs.

## **6. Programme Timeline**

6.1 In line with the broad and specific objectives and key deliverables of the AFI Plan, the updated programme timeline is envisaged to cover a six-year period (2025–2030). Within this framework, implementation will continue to be carried out through a project-based approach, which has proven effective in translating strategic goals into measurable results. Each individual project constitutes a distinct workstream under the AFI Plan, designed to address identified priorities.

6.2 The timelines of these projects may vary according to their specific scopes, activities and resource requirements. While most projects planned for the 2026 biennium have already been identified and presented to the Steering Committee at SC/1, the AFI Plan will remain a dynamic implementation platform. Through the Implementation Support Platform (ISG), States, regional organizations and partners may submit additional project proposals for support and offer resources or technical assistance to implement approved initiatives.

6.3 A summary of the current and planned individual projects, including their focus areas, specific objectives and indicative timelines, is presented in Appendix C – AFI Plan Project Portfolio (2025–2030).

## **7. Stakeholders Involvement**

7.1 Building on the stakeholder framework presented in Section 6.3, the implementation of the AFI Plan relies on the active participation of States, regional and industry partners, and development institutions. Their engagement—guided by ICAO coordination and the principles set out in Section 6.4—is operationalized through the Plan’s project-based approach and the Implementation Support Platform

7.2 States are the primary stakeholders and beneficiaries of the AFI Plan. Their active engagement—both as recipients of technical assistance and as contributors of expertise and resources—is essential to achieving sustainable improvements in aviation safety oversight. The commitment of participating States ensures ownership, accountability, and collective progress toward the Abuja and GASP targets.

7.3 The development and implementation of AFI Plan projects are based on a consultative and demand-driven process. States’ priorities are identified through continuous dialogue and coordination with ICAO Regional Offices, from project inception to completion, to ensure that all interventions respond to real operational needs and are fully embedded in national plans and strategies.

7.4 Regional and industry partners—including AFCAC, RSOOs, RAIOS, AATO, airlines, airports, ANSPs, and other organizations—play a vital role in implementing and supporting the Plan. Through the ICAO Implementation Support Platform, these partners are encouraged to propose or co-finance projects, share expertise, and coordinate efforts to avoid duplication and promote synergies across the region.

7.5 The ICAO Programme Officer, in close coordination with the relevant Regional Officers, ensures coherence among ongoing activities, alignment with other ICAO initiatives, and the optimization of resources and partnerships to maximize impact.

## **8. Role of ICAO and Coordination mechanisms**

8.1 As outlined in Section 6.3, ICAO serves as the overall coordinating entity of the AFI Plan. This section further explains ICAO’s institutional leadership and the coordination mechanisms through which it harmonizes partner activities and ensures alignment with the Organization’s global strategic framework described in Section 6.4.

8.2 ICAO, with its global mandate and technical leadership, serves as the cornerstone of the AFI Plan’s implementation. Its frameworks—particularly the Global Aviation Safety Plan (GASP) and Global Air Navigation Plan (GANP) - provide the strategic foundation upon which the AFI Plan’s activities are built.

ICAO ensures that all regional initiatives remain consistent with global standards, fosters international cooperation, and mobilizes expertise and resources to strengthen aviation safety across Africa.

8.3 The ICAO Regional Offices for WACAF and ESAF play a central role as strategic coordinators and enablers of the AFI Plan. Through direct engagement with States and partners, they tailor assistance to national contexts, facilitate project development, and ensure the alignment of support provided under the Plan with other ICAO initiatives and global objectives.

8.4 Collaboration with key regional and industry partners—including AFCAC, RSOOs, RAIOS, AATO, AFRAA, ACI, IATA, EASA, the African Development Bank, the World Bank, and other development partners—is fundamental to the Plan’s success. ICAO provides the platform for these stakeholders to align priorities, pool technical and financial resources, and deliver coordinated implementation support to States.

8.5 At the operational level, the engagement of airlines, airports, and air navigation service providers under the leadership of their respective Civil Aviation Authorities and Associations ensures that safety initiatives are effectively translated into day-to-day operational improvements and measurable performance outcomes.

8.6 Established coordination mechanisms, including annual ICAO–AFCAC–RSOOs stakeholder meetings, bilateral consultations, and regional coordination fora, will continue to be used to share information, monitor progress, and avoid duplication. These mechanisms ensure coherence, transparency, and the efficient delivery of assistance across the region.

## **9. Resources**

9.1 The execution of AFI Plan activities and individual projects is carried out under the overall responsibility of the ICAO Regional Offices within their regular mandates. However, given the limited Regular Programme resources available to support implementation, the Plan requires complementary funding and technical inputs from partners and donors. It is therefore envisaged that the resources necessary to deliver the expected results will be mobilized through a combination of voluntary financial contributions, in-kind support, and partnerships with States, regional organizations, and development institutions. The required estimated financial resources corresponding to the activities/Projects are indicated in Appendix C to this document.

9.2 The Implementation Support Group Platform (ISG) functions as the Plan’s technical coordination platform. It brings together ICAO experts, States, and partners to review technical progress, identify priorities, and recommend projects for Steering Committee (SC) consideration. Although the ISG does not itself mobilize or manage resources, its technical guidance helps ensure that funding efforts focus on sound, results-oriented activities.

9.3 The Steering Committee (SC) provides strategic guidance and oversight for the Plan, including endorsement of priority areas for resource mobilization. Under its direction, the ICAO Programmes Officer will assist in the development of a Resource Mobilization Strategy to secure predictable and diversified support. The strategy will outline key funding sources, partnership modalities, communication and visibility measures, and accountability mechanisms.

9.4 While voluntary contributions remain essential, they may not be sufficient. In-kind contributions—such as expert secondments, training, hosting of missions, or provision of technical services—will continue to complement financial inputs and help maintain programme momentum.

9.5 Estimated financial requirements for the 2025–2030 period, corresponding to planned activities and projects, are provided in Appendix C of this document.

## **10. Monitoring and Reporting**

10.1 Implementation of the AFI Plan will be tracked through a results-based monitoring framework aligned with the Programme’s objectives, Key Performance Indicators (KPIs), and deliverables.

The ICAO Regional Offices (WACAF and ESAF) will monitor progress through continuous data collection and analysis using the Implementation Support Group (ISG) Platform.

10.2 Each project and activity will be linked to specific indicators—such as Effective Implementation (EI) levels, number of SSCs resolved, aerodrome certifications completed, and training outputs—to enable objective performance measurement.

#### *Monitoring Responsibilities and Frequency*

10.3 Implementers: ICAO Regional Officers, AFCAC, RSOOs, RAIOS, and other partners will monitor their respective projects on an ongoing basis, updating key data in the ISG Platform and associated SharePoint monitoring file.

10.4 Programme Officer: Consolidates project data, validates progress against targets, and prepares quarterly performance summaries.

10.5 Regional Offices: Conduct quarterly internal performance reviews to assess achievements, identify challenges, and recommend corrective actions.

10.6 Data Collection: Quantitative data (EI, SSP, ASBU, AIG metrics) and qualitative feedback (mission reports, workshop outcomes) will be collected quarterly and validated annually through the Steering Committee process.

#### *Reporting Mechanism*

10.7 Each implementing entity will submit a Quarterly Implementation Report in a standardized format to the Programme Officer for consolidation. The consolidated Annual Progress Report will be presented to the Steering Committee (SC) for review and approval in line with the SC work programme

#### *Review and Evaluation*

10.8 The SC, supported by ICAO Regional Offices, will conduct an annual performance review based on the consolidated data, indicators, and feedback from States and partners. The SC's conclusions and recommendations will inform programme adjustments and will be summarized in the Annual AFI Plan Report to the ICAO Council as well as other bodies as summarized in the table below:

<b><i>Output</i></b>	<b><i>Individual responsible</i></b>	<b><i>Individual or group reported to</i></b>	<b><i>Frequency of Reporting</i></b>
AFI Plan Programme activities and Reports	Programmes Officer	Steering Committee	Twice a year – one Virtual
Programme Implementation Reports to the Council	Programmes Officer / Chairperson of the Steering Committee	ICAO Council	Every year
Report to the ICAO Assembly	Programmes Officer / Chairperson of the Steering Committee	ICAO Assembly	Every 3 Years
Report to the African Ministers of Transport	Chairperson of the Steering Committee / AFCAC	African Ministers of Transport	Every 2 Years
Report to DGCA-AFI	Programmes Officer / Chairperson of the Steering Committee	DGCA-AFI	Every 2 Years
Report for AASPG	Programmes Officer	AASPG	Annually

10.9 Risks affecting programme delivery—operational, institutional, financial, or related to coordination—will be monitored continuously by the Regional Offices and the Programme Officer. A Risk Register will be maintained and updated quarterly, capturing key risks, their likelihood and impact, mitigation measures, and responsible entities. Emerging risks identified through missions or project reports will be incorporated promptly. The Programmes Officer will compile a Quarterly Risk Update to inform internal reviews and guide timely corrective actions.



MANAGEMENT AND IMPLEMENTATION (OBJECTIVES, OUTPUTS AND ACTIVITIES<sub>w</sub>)

AFI-Plan Objectives	Target outcomes by 2030	Performance Indicators	Reporting Frequency	Responsible Entity	Baseline 2024	Target Values					
						2025	2026	2027	2028	2029	2030
1. Assist states in strengthening their safety oversight and safety management capacity	1.1 Enhance the level of implementation of safety oversight and safety management	AFI-PI 1.1.1: % EI increase of States receiving USOAP-CMA activity <i>(min of 15% increase 4 audited States)</i>	Annual	ESAF	ESAF:61.7%	ESAF:65%	ESAF:67%	ESAF:69%	ESAF:71%	ESAF:73%	ESAF:75%
				WACAF	WACAF:59%	WACAF: 61.50%	WACAF: 64%	WACAF: 66%	WACAF: 68%	WACAF: 70%	WACAF: 72%
				MID	MID:	MID:	MID:	MID:	MID:	MID:	MID:
				EUR/NAT	EUR/NAT:	EUR/NAT:	EUR/NAT:	EUR/NAT:	EUR/NAT:	EUR/NAT:	EUR/NAT:
		AFI-PI 1.1.2: Number of SSCs (CAPs)	Annual	ESAF	ESAF:1	ESAF:0	ESAF:0	ESAF:0	ESAF:0	ESAF:0	ESAF:0
				WACAF	WACAF:4	WACAF:0	WACAF:0	WACAF:0	WACAF:0	WACAF:	WACAF:0
				MID	MID:	MID:	MID:	MID:	MID:	MID:	MID:
				EUR/NAT	EUR/NAT:	EUR/NAT:	EUR/NAT:	EUR/NAT:	EUR/NAT:	EUR/NAT:	EUR/NAT:
		AFI-PI 1.1.3: Percentage certified international aerodromes	Annual	ESAF	ESAF:42%	ESAF:47%	ESAF 53%	ESAF: 58%	ESAF: 63%	ESAF: 70%	ESAF: 76%
				WACAF	WACAF:33.3%	WACAF:38%	WACAF:42%	WACAF:47%	WACAF:55%	WACAF:63%	WACAF:70%
				MID	MID:	MID:	MID:	MID:	MID:	MID:	MID:
				EUR/NAT	EUR/NAT:	EUR/NAT:	EUR/NAT:	EUR/NAT:	EUR/NAT:	EUR/NAT:	EUR/NAT:
		AFI-PI 1.1.4: : % of States having completed their SSP PQ self-assessment, using the ICAO Online Framework (OLF)/ GAP analysis, with a defined Implementation Plan (Corrective action plan)	Annual	ESAF	ESAF:58 %	ESAF:66.6%	ESAF:70%	ESAF:75%	ESAF:79%	ESAF:83%	ESAF:87%
				WACAF	WACAF:0	WACAF:58	WACAF:63	WACAF:68	WACAF:75	WACAF:80	WACAF:85
				MID	MID:	MID:	MID:	MID:	MID:	MID:	MID:
				EUR/NAT	EUR/NAT:	EUR/NAT:	EUR/NAT:	EUR/NAT:	EUR/NAT:	EUR/NAT:	EUR/NAT:
		AFI-PI 1.1.4: Number of States that have established an SSP	Annual	ESAF	ESAF:1	ESAF:1	ESAF:3	ESAF:5	ESAF:8	ESAF:10	ESAF:12
				WACAF	WACAF:0	WACAF:1	WACAF:2	WACAF:3	WACAF:4	WACAF:6	WACAF:8
				MID	MID:	MID:	MID:	MID:	MID:	MID:	MID:
				EUR/NAT	EUR/NAT:	EUR/NAT:	EUR/NAT:	EUR/NAT:	EUR/NAT:	EUR/NAT:	EUR/NAT:
2. Support regional safety oversight organizations (RSOs) and regional aircraft accident investigation agencies (RAIOs)	2.2 Enhance the coordination and planning of assistance activities	AFI-PI 2.2.1: Number of coordinated activities conducted in targeted States	Annual	ESAF	ESAF:7	ESAF:7	ESAF:6	ESAF:5	ESAF:3	ESAF:2	ESAF:1
				WACAF	WACAF: 2	WACAF:4	WACAF:5	WACAF:6	WACAF:7	WACAF:8	WACAF:9
				MID	MID:	MID:	MID:	MID:	MID:	MID:	MID:
				EUR/NAT	EUR/NAT:	EUR/NAT:	EUR/NAT:	EUR/NAT:	EUR/NAT:	EUR/NAT:	EUR/NAT:
		AFI-PI 2.2.1: Number of initiatives to support the RSOs/RAIOs establishment, strengthening and integration	Annual	ESAF	ESAF:2	ESAF:2	ESAF:2	ESAF:1	ESAF:1	ESAF:1	ESAF:1
				WACAF	WACAF:4	WACAF:4	WACAF:4	WACAF:4	WACAF:4	WACAF:4	WACAF:4
				MID	MID:	MID:	MID:	MID:	MID:	MID:	MID:
				EUR/NAT	EUR/NAT:	EUR/NAT:	EUR/NAT:	EUR/NAT:	EUR/NAT:	EUR/NAT:	EUR/NAT:

3. Assist States' in long-term planning, especially with regard to infrastructure	3.1 Increase the level of implementation of BBBs in States	AFI-PI 4.1.1: Level of implementation of USOAP-CMA Protocol questions linked to BBBs	Annual	ESAF	ESAF:50%	ESAF:60%	ESAF:70%	ESAF:75%	ESAF:80%	ESAF:85%	ESAF:90%
				WACAF	WACAF:46.2%	WACAF: 50%	WACAF:54%	WACAF:59%	WACAF:63%	WACAF:57%	WACAF 70%
				MID	MID:	MID:	MID:	MID:	MID:	MID:	MID:
	3.2. Increase the level of ASBU implementation	AFI-PI 4.2.1: Level of implementation of ASBU elements	Annual	EUR/NAT	EUR/NAT:	EUR/NAT:	EUR/NAT:	EUR/NAT:	EUR/NAT:	EUR/NAT:	EUR/NAT:
				ESAF	ESAF:43%	ESAF:48%	ESAF:53%	ESAF: 58%	ESAF:65%	ESAF: 75%	ESAF:85%
				WACAF	WACAF: 41%	WACAF:50%	WACAF:55%	WACAF:60%	WACAF:65%	WACAF:70%	WACAF:75%
				MID	MID:	MID:	MID:	MID:	MID:	MID:	MID:
				EUR/NAT	EUR/NAT:	EUR/NAT:	EUR/NAT:	EUR/NAT:	EUR/NAT:	EUR/NAT:	EUR/NAT:

## GENERAL RISKS

ID	Description	Cause	Probability	Impact	Monitoring	Response	Owner	Comments
R-001	Lack of funding	Unavailability of funds; delays in transfer of funds	Medium	Delays in project implementation; outputs not delivered	ICAO will continuously monitor the implementation of the project budgets and submit requests for funding within the Organization's resource mobilization framework	Project activities will be rescheduled, or the project scope adapted to the available level of funding	ICAO	Funding is made available in the context of ICAO's resource mobilization framework.
R-002	Lack of available Regional Office staff	Insufficient staffing; high workload; conflicting priorities	Medium	Delays in project implementation, outputs not delivered	The AFI Plan activities will be included in the CPMR and Regional Officers' PACE reports; project progress reports will document implementation progress and highlight root causes for delays.	Regional Officers will review and discuss priorities with their supervisors; if required, project scope and/or timelines will be revised	ICAO	ICAO's own capacity may be easily overlooked in the risk assessment, however the number of different activities and necessary adaptation to unforeseeable events (SSCs, incidents, State requests for assistance, etc.) are likely to impact Regional

ID	Description	Cause	Probability	Impact	Monitoring	Response	Owner	Comments
								Officers' availability and delay project implementation.
R-003	Unavailability of sufficient number of suitably qualified counterparts	Lack of staff; staff qualifications not sufficient	Medium	Delays in project implementation, outputs not delivered	Issues resulting from the unavailability of counterparts will be reported through the project progress reports.	Project activities will be rescheduled, or the project scope adapted to reflect feasible achievements	States	
R-004	Unavailability of suitably qualified seconded experts	Lack of staff, or staff qualifications not sufficient	Medium	Delays in project implementation, outputs not delivered	Issues resulting from the unavailability of seconded experts will be reported through the project progress reports.	Project activities will be rescheduled, or the project scope adapted to reflect feasible achievements	States	The individual projects rely, in part heavily, on experts who are seconded from Member States at no cost to the AFI Plan.
R-005	Delay in deploying experts for on-site activities	Administrative delays, unavailability of suitable experts	Medium	Delivery of outputs is delayed	Identified seconded experts will be contacted as soon as possible to ensure their availability.	ICAO will identify as many potential seconded experts as possible who are available at the agreed deployment dates. In case no suitable expert is available, ICAO will coordinate with the States to reschedule the activities.	ICAO	

<b>ID</b>	<b>Description</b>	<b>Cause</b>	<b>Probability</b>	<b>Impact</b>	<b>Monitoring</b>	<b>Response</b>	<b>Owner</b>	<b>Comments</b>
R-006	Political instability	State-specific	Project- and State-specific	Delays in project implementation due to cancellation or rescheduling of on-site activities; unavailability of counterparts due to personnel changes	ICAO will monitor the political situations and their impact on project activities in the respective States; if necessary, project scope and/or timelines will be adapted.	Project plans will be developed so that there is a balance between high- and low-risk States; where possible, high-level advocacy will be undertaken to reduce the impact of political instability in a given State on project activities, e.g. to obtain support which may result in higher availability of counterparts or in the implementation of recommendations.	States	
R-007	State Ownership	Lack of State Commitment	Medium	Delays in project implementation, outputs not delivered	Regular monitoring and reviewing the commitment and engagement level	Project activities will be rescheduled, or the project scope adapted to reflect feasible achievements	State	

**APPENDIX C**

<b>Item</b>	<b>Activity</b>	<b>Estimate 2025</b>	<b>Estimate 2026</b>	<b>Estimate 2027</b>	<b>Estimate 2028</b>	<b>Estimate 2029</b>	<b>Estimate 2030</b>
<b>I</b>	<b>AFI RSOO Strategic Plan</b>						
	- Coordinate a follow-up meeting on Ezulwini Declaration with stakeholders and partners - High Level Meeting	16,000					
	- Monitoring of the implementation of the AFI RSOO Strategy and Roadmap		15,000	15,000	15,000	15,000	15,000
	- Support to RSOO/RAIO in the conduct of their Self-assessment (RRAP)						
	AAMAC & ASSA-AC	10,000			10,000		
	BAGAIA		3,000			3,000	
	BAGASOO		5,000			5,000	
	URSAC		4,500			4,500	
	CASSOA		5,000				
	SASO		5,000				
<b>II</b>	<b>Aviation professional capacity building</b>						
	- Airworthiness Inspector Course (GSI-AIR)	80,000	80,000	80,000	80,000	80,000	80,000
	- Personnel Licencing Inspector Course (GSI-PEL)	80,000	80,000	80,000	80,000	80,000	80,000
	- Operations Inspector Course (GSI-OPS)	80,000	80,000	80,000	80,000	80,000	80,000
	- Training for aerodrome inspectors		60,000	60,000	60,000	60,000	60,000
	- Qualification & Training Management Software procurement	40,000	10,000	10,000	10,000	10,000	10,000
	- Training for ANS inspectors		60,000	60,000	60,000	60,000	60,000

Item	Activity	Estimate 2025	Estimate 2026	Estimate 2027	Estimate 2028	Estimate 2029	Estimate 2030
III	<b>ROST Assistance Activities</b>						
	- Support to States with SSCs	45,000	45,000	20,000	20,000	20,000	20,000
	- ROST Assistance activities to States	60,000	60,000	60,000	60,000	60,000	60,000
IV	<b>Implementation of AFI Plan Projects</b>						
	- Implementation of the Aerodrome certification Project	60,000	60,000	60,000	60,000	60,000	70,000
	- Implementation of the SSP Project	90,000	90,000	90,000	90,000	90,000	90,000
	- Implementation of the revised African ANS Peer Review Mechanism Project	40,000	40,000	40,000	40,000	40,000	40,000
	- Implementation of specific projects for low performing States (Central African Republic, Chad, Guinea Bissau, Liberia, Lesotho Djibouti, Eswatini, Comoros, Somalia and South Sudan)	400,000	400,000	400,000	400,000	400,000	10,000
	- AIM Result-Based Implementation Support (RBIS)	78,000	62,000	78,000	68,500		
	- Implementation Support in Data Set Information Services (IDIS)	50,500	26,500	42,000	38,000		
	- Implementation of OPMET Project on the improvement of the availability of OPMET data at airports States	72,000	96,500	102,500	66,500	19,000	
	- Establishment and Implementation of National Aviation Safety Plans (NASPs) for States (Six States to be targeted every year)	60,000	60,000	60,000	60,000	60,000	30,000
	- 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.	15,000	15,000	15,000	15,000	15,000	15,000
	- Implementation of the SAR Project	95,700	123,000	134,300	104,700	80,300	

Item	Activity	Estimate 2025	Estimate 2026	Estimate 2027	Estimate 2028	Estimate 2029	Estimate 2030
	- States ATM contingency planning and management	29,700	73,645	8,800	-	78,430	
V	<b>Support to the Aviation Infrastructure Gap Analysis related activities</b>	60,000	30,000	15,000			
VI	<b>AFI Plan SC / APIRG &amp; RASG-AFI Meetings</b>	26,000	26,000	26,000	26,000	26,000	28,600
<b>Total</b>		<b>1,487,900</b>	<b>1,615,145</b>	<b>1,536,600</b>	<b>1,443,700</b>	<b>1,346,230</b>	<b>748,600</b>

The estimates are provided in US dollars

#### **Basic Assumptions for Estimating Programme Implementation Costs**

All activities under the programme and associated projects relate to ROST missions, technical support, training, and workshops aimed at strengthening States' safety oversight capabilities. Accordingly, the budgets proposed for each activity and project in the table above have been determined based on the following assumptions:

The Rost and technical Assistance to States	<p><b>a) Missions per Targeted State:</b></p> <p>Each State will receive one on-site assistance mission and one follow-up mission. The cost estimates include average airfare, DSA, and terminal allowances.</p> <p><b>b) Mission Duration:</b></p> <p>Initial on-site mission: 5 working days, plus travel time.</p> <p>Follow-up mission: 3 working days, plus travel time.</p> <p>Costing includes average airfare, DSA, and terminal allowances.</p> <p><b>c) No of Average experts on a ROST and Technical Assistance</b></p> <p>4 participants for ROST missions; and</p> <p>2 participants for technical assistance</p>
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Capacity Building Initiatives/activities	<p><b>a) Workshops/Seminars outside the duty station:</b> Cost estimates include average 5-day DSA, airfare, and terminal allowances for Facilitators. Facility and Catering provided by host State</p> <p><b>b) Workshop/Seminar at the ICAO regional office Facilities</b> Costs are based on average venue and catering rates in Nairobi and Dakar.</p> <p><b>c) iPACKs and Training Packages:</b> Costs are based on the standard rates indicated in the GAT training catalogue.</p>
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