



INTERNATIONAL CIVIL AVIATION ORGANIZATION

Ninth Meeting of the AASPG Airspace and Aerodrome Operations Sub-Group (AAO/SG9)

Nairobi, Kenya, 13-17 July 2026

Agenda Item 3: Achievements in AOP and ATM/SAR

UPDATE ON THE AFI ATFM PROJECT

(Presented by AFI ATFM Project Management Team)

SUMMARY

This paper provides an overview of the initial milestone achieved through the formal launch of the AFI Air Traffic Flow Management Project Management Team (AFI ATFM PMT) and sets forth the immediate regional implementation strategy.

Action by the Meeting is in paragraph 3

REFERENCE(S)

1. *AASPG Handbook*
2. *AAO/SG8 Report*
3. *Doc 9750, Global Air Navigation Plan*
4. *Doc 4444 – PANS-ATM*
5. *APIRG/27 Report*

Related ICAO Strategic goal(s):

- (a)- *Every Flight is Safe and Secure*
- (b)- *Aviation Delivers Seamless, Accessible, and Reliable Mobility for All*

1. INTRODUCTION

1.1 Regional background. The implementation of Air Traffic Flow Management (ATFM) in the AFI region is guided by regional decisions aimed at optimizing airspace capacity, improving demand and capacity balancing, and enhancing overall flight efficiency. **Conclusion 24/43 of APIRG/24** on the **Mombasa Roadmap** provides the basis for a coordinated regional ATFM approach.

1.2 Implementation approach. To advance this initiative, APIRG/27 agreed that regional implementation should build on existing industry experience rather than duplicate previous efforts. The strategy will therefore leverage the CANSO ATFM initiative and draw on relevant ATFM practices successfully implemented in other ICAO regions.

1.3 Mandate and decision. To formalize the implementation mechanism, the AFI Planning and Implementation Regional Group adopted **APIRG/27 Conclusion 27/04**, which mandated the following action:

“Establishment of an Air Traffic Flow Management implementation project team”.

1.4 Project governance. In accordance with this directive, an ATFM Project Management Team (PMT) has been established under the leadership of a designated Project Coordinator.

To define the scope, governance, and responsibilities of this team, comprehensive Terms of Reference (ToR) and a core Project Document were developed and endorsed.

2. DISCUSSION

Formal Launch and Project Governance

2.1 The AFI ATFM Project Team was officially launched by the ICAO ESAF and WACAF Regional Offices on June 3, 2026. Project activities are structured around a collaborative governance model where work is strictly coordinated among project team members, the Project Coordinator, and ICAO WACAF and ESAF Regional Offices.

2.2 The primary mechanism for regular coordination will be teleconferences, supplemented by targeted seminars, workshops, and physical meetings scheduled in alignment with specific work programme milestones. To maintain agility, the Project Coordinator, in coordination with ICAO secretariat, retains the flexibility to co-opt additional technical experts as warranted by evolving tasks.

Implementation Strategy and Roadmap

2.3 The Project Team has adopted a rigorous, five-phase execution methodology to ensure a systematic and harmonized rollout across the region:

- a) **Phase 1: Project initiation** – Focuses on the development of project document and Terms of Reference and the formal constitution and establishment of the Project Team, which was successfully achieved during the 3rd of June kickoff meeting.
- b) **Phase 2: Project Study** – Involves conducting comprehensive opportunity and feasibility studies to assess regional readiness and baseline capabilities.
- c) **Phase 3: Project Planning** – Dedicated to mapping out detailed activities, deliverables, milestones, timelines, resource allocation, and robust risk management strategies.
- d) **Phase 4: Project Implementation** – Encompasses operational execution, including specialized training, capacity-building workshops, coordination meetings, regulatory documentation amendments, operational trials, and final deployment.
- e) **Phase 5: Project Post-Implementation Assessment** – Focuses on continuous oversight, including Air Traffic Services (ATS) incident reviews, operational procedure adjustments, and targeted retraining programs.

Note: The initial project roadmap is attached to this Working Paper as **Appendix B**, detailing the comprehensive project activities alongside their target periods of completion and current operational status.

Responsibilities and Tasks of PMT Members

2.4 To drive the project through these phases effectively, the Project Management Team (PMT) members are charged with executing the following core tasks:

- a) **Project Catalogue Development (Urgent):** Develop the AFI ATFM Project Catalogue as a matter of priority, with a strict deadline of **31 August 2026**, to support

the strategic preparation for the upcoming **AFI Air Navigation Services (ANS) Summit**.

- b) **Capacity Calculation Domestication:** Facilitate and support to States that have not yet done so, to domesticate the recommended methodology for calculating Air Traffic Control (ATC) and airport capacity;
- c) **Guidance Material Development:** Assist States in developing national guidance material, including ATC capacity assessment and declaration guides, inspectorate forms, and other essential operational documentation;
- d) **Regional Gap Analysis:** Conduct a comprehensive regional gap analysis against existing baselines to evaluate the current level of capacity assessment and ATFM implementation across the AFI region;
- e) **Inter-Regional Benchmarking:** Gather and evaluate operational data from similar ATFM initiatives in other ICAO regions to extract and share lessons learned for continuous improvement;
- f) **Technical Toolkits:** Develop specific tools and regional guidance material directly supporting the practical rollout of ATFM capabilities in the AFI region;
- g) **Information Sharing Framework:** Establish a structured information-sharing framework to foster a highly coordinated, transparent, and seamless regional ATFM network;
- h) **Institutional Coordination:** Coordinate closely with other APIRG contributory bodies and parallel regional initiatives to ensure synergetic ATFM implementation and prevent the duplication of resources;
- i) **Baseline Consolidation:** Consolidate and build upon existing frameworks, notably the *CANSO ATFM Mombasa Road Map*, to fast-track and expedite regional implementation.

Project Management Team (PMT) Composition and ToR Compliance

2.5 In accordance with the adopted project Terms of Reference (ToR), the ATFM PMT is designated as a multidisciplinary team composed of experts from the AOP, ATM, AIM, CNS, and MET domains. The composition of the project team members is attached to this working paper as **Appendix A**.

2.6 These subject matter experts are sourced from States and regional organizations, with provisions to summon additional specialists as specific operational needs arise.

2.7 However, a review of the current team roster reveals that CNS, MET, and critical industry stakeholders such as IATA and AFRAA are not represented. To ensure full alignment with the ToR requirements and to enrich the team's operational expertise, it has been proposed to extend the current membership list to formally include these vital stakeholders.

Project Lifecycle and Targets

2.8 The active implementation lifecycle of the project is strictly bound to a predefined timeframe, commencing from the official launch on June 3, 2026, and concluding on the target date of December 31st, 2029.

2.9 Upon the successful deployment of ATFM capabilities across all targeted airspace and airports and following the completion of the Phase 5 post-implementation assessment, the project shall be formally closed on the sunset date of December 31, 2029 or as guided by

AASPG decision.

2.10 To measure performance and ensure accountability, the project timeline is governed by the following strict regional targets:

- a) **June 2026:** Formal establishment and full mobilization of the ATFM Project Management Team (Achieved);
- b) **31 August 2026:** Delivery and finalization of the AFI ATFM Project Catalogue in support of the AFI ANS Summit;
- c) **February 2027:** Complete development and regional endorsement of the comprehensive ATFM Implementation Framework;
- d) **31 December 2029:** Full deployment, ensuring that 100% of participating States of the AFI region have successfully implemented operational ATFM capabilities; and
- e) **Post-Implementation Phase:** Attainment of high-level network safety, where less than 10% of total recorded ATS incidents are related to ATFM operations.

3. ACTION BY THE MEETING

3.1 The meeting is invited to:

- a) **Note** the successful formal launch of the ICAO AFI ATFM Project Team on June 3, 2026, pursuant to **APIRG/27 Conclusion 27/04**;
- b) Endorse the list of selected PMT Members;
- c) **Endorse** the five-phase implementation strategy, the specific PMT core tasks (including the delivery of the AFI ATFM Project Catalogue by 31 August 2026), the coordination governance framework, and the project roadmap attached in **Appendix B**; and
- d) **Urge States and ANSPs** to adhere to the project implementation plans with the regional targets detailed in Section 2.10 to ensure full compliance at the project closure deadline of December 31st, 2029.

No.	State / Organisation	Name	Role in the Project	Current Position
1	ASECNA Senegal	Thioune Moustapha	Project Coordinator	ACC manager – Dakar ACC
2	Uganda	Twesigye Ronald	Deputy Coordinator #1	Manager, Aerodrome Engineering Planning and development
3	Kenya	Peter Rugu Njoroge	Deputy Coordinator #2	Chief Air Traffic Control Officer
4	CANSO	Stuart Ratcliffe	Team Member	Co-Chair for CANSO ATFM/A-CDM Workgroup and Product Manager at Aireon LLC
5	ASECNA	ESONO MBUY Arturo Nieto	Team Member	Chief ATS ASECNA-HQ
6	ASECNA	NGARHORBAYE Dieudonne	Team Member	Unit Chief Aeronautical Telecommunication
7	Cabo Verde	Micael Delgado Lima Moreno	Team Member	Civil Aviation Safety Inspector - Personnel Licensing
8	Cabo Verde	Hermes Duarte	Team Member	Aviation Surveillance And Code Compliance Officer
9	CAR	Liliane Thesia Zoungarani	Team Member	Chief Aerodrome ANSP ops unit
10	Cote d'Ivoire	Kouame Dongo Edgar	Team Member	AGA Inspector
11	Gabon	Dan Dastier Manfoumbi	Team Member	ATS Staff, ANAC Gabon
12	Republic of Guinea	Abdoul Karibou Diallo	Team Member	
13	Mauritania	Mbodji Ibrahima Saidou	Team Member	ACC Manager-Nouakchott ACC
14	Namibia	Christopher Riley Buys	Team Member	Chief ATC
15	Roberts FIR	Osman J Kamara	Team Member	ACC Supervisor & OJTI
16	RVA-DRC	Billy Diabasenga Kusuamina	Team Member	Chief Air Navigation Section
17	Togo	Koffi Badjina	Team Member	ATS Inspector
18	Uganda	Wabomba Moses	Team Member	Principal Planning and Training

APPENDIX B - AFI ATFM PROJECT INITIAL ROADMAP AND STATUS

Project Activity	Target period	Status	Comment
Selection of project team experts	W4 April 2026	Completed	Coordinate with States and Organizations for the nomination of subject matter experts possessing the required qualifications and experience to compose the project team
Project launching webinar	W1 June 2026	Completed	Organize an initial webinar with the project team members to launch the activities of the project.
Conduct awareness workshops/seminars on ATFM	Q2 2027 & Q4 2027	Not started	Conduct an awareness webinar on ATFM for all potential stakeholders, including ATCOs, pilots, ATM inspectors, Military
Development of project study framework	Q3 2026 – Q4 2026	Not started	Identify all action items, milestones, deliverables and timelines and develop the feasibility and opportunity studies flow and associated action plan
Meeting for the Validation of project study framework	Q4 2026	Not started	Organize a Meeting for the validation of project study framework and action plan.
Conduct of opportunity study	Q4 2026 – Q1 2027	Not started	Collect and process data and information based on the study guide.
Conduct of feasibility study	Q4 2026 – Q1 2027	Not started	Collect and process data and information based on the study guide.
Meeting for the pre-validation of outcomes of studies	Q2 2027	Not started	Conduct the pre-validation meeting to analyse the outcomes of opportunity and feasibility studies and formulate recommendation of strategies for the timely and effective implementation ATFM
Development of project implementation roadmap	Q2 2027	Not started	Identify all action items, milestones, deliverables and timelines and develop the implementation flow and associated action plan
Workshop for the pre-validation of project studies reports and the project implementation roadmap	Q2 2027	Not started	Develop the studies report and the implementation roadmap and organize a pre-validation meeting.
Validation of project studies report and the project implementation roadmap	Q3 2027	Not started	Submit the pre-validated report of opportunity and feasibility studies and the tentative implementation roadmap for validation by AAO SG/10
Review and approval of the of studies report	Q3 2027	Not started	Submit the validated studies report and the implementation roadmap for review and approval by PRCC/3
Establish list of participating areas through FIRs and airport clusters formation	Q4 2027	Not started	Identify participating areas and form clusters based on agreed grouping criteria such as REC organization, subregional coordination groups etc.
Assist States in developing required implementation documentation on ATFM	Q4 2027	Not started	Assist States in identifying and develop implementation generic documentation relating to ATFM.
Conduct a physical validation workshop of generic documentation	Q1 2028	Not started	Conduct a physical workshop for the validation of generic documents to support the harmonized and effective deployment of

			ATFM in all relevant FIRs.
Assist States in the customization and approval of ATFM implementation documents	Q2 2028 – Q3 2028	Not started	Assist States/ANSPs in the customization and approval process of all required documents for the implementation of ATFM in each participating FIR
Develop and validate the safety risk assessment framework per clusters	Q2 2028	Not started	Develop and validate the safety risk assessment framework including methodology and process for risk identification, risk classification, risk evaluation and risk control/elimination
Conduct safety risks assessment	Q3 2028	Not started	Conduct the safety risk assessment for each cluster and develop associated corrective action plan for each FIR including selected airports.
Implement corrective action plan per FIR	Q4 2028	Not started	Implement the corrective action plan to address all safety risks prior to the start of pre-implementation step.
Assist States in training operational staff on ATFM application	Q3 2028	Not started	Assist States in the training of operational staff such as ATCOs, Pilots, military, airport operations staff on the application of ATFM in daily operations
Conduct a 3-month ATFM trials in each cluster	Q4 2028	Not started	Coordinate a trials for three months in each FIRs cluster to ensure consistent and harmonious transition to ATFM application across AFI FIRs.
Conduct a trials evaluation meeting	Q1 2029	Not started	Conduct the post-trials evaluation and address gaps.
Publish the AIP SUP on full deployment of ATFM in AFI	Q1 2029	Not started	Publish the AIP SUP on the full implementation of ATFM based on selected AIRAC Date
Deploy ATFM in all participating States as per the published AIP SUP	At Published AIRAC Date in Q1 2029	Not started	Start the application of ATFM in all Participating airspaces and airports at the published AIRAC date with coordinated monitoring at ICAO WACAF and ESAF Regional Offices
Monitor ATS and airport operations in all participating FIRs and airports	Q1-Q3 2029	Not started	Develop and use a monitoring tool to collect ATS events following implementation of ATFM in FIRs and airports
Assess the status of ATS and airport operations	Q3 2029	Not started	Conduct the analysis of ATC events recorded after ATFM deployment to identify the potential impact
Implement improvement plans	Q3 2029	Not started	Develop and implement improvement plans based on the results of post-implementation analysis in each participating FIR and airport.
