

**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. 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

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 1.2 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

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.

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 2023, African airlines RPKs were 2.06 per cent above the level of the same month in 2019 while ASKs were 7.1 per cent higher, with an estimated 98 million passengers carried by African airlines in 2024.

Despite the encouraging growth and positive correlation between the 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 is 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

During the decade prior to COVID-19, trade and investment has 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.

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.

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.

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.

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 places it 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

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.

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.

In general, ICAO's policy on air transport liberalization aims to promote a more open, competitive, and efficient global air transport system, which benefits both airlines and the traveling public/passengers.

2.2 Air Transport Policy in Africa

The Yamoussoukro Decision (YD) which was adopted in 2000 by heads of African States to progressively liberalize air transport within the continent is the most important regional air transport policy document. The decision was signed in Yamoussoukro, Côte d'Ivoire, and was expected to progressively eliminate all non-physical barriers relating to the granting of traffic rights, particularly the 5th freedom traffic right, the capacity of aircrafts, tariff regulation, designation of airlines and air freight operations.

Under the Agenda 2063, the African Union has established a flagship programme called the Single African Air Transport Market (SAATM) with the aim to create a single unified air transport market as well as the liberalisation of civil aviation in Africa as an impetus to the continent's economic integration agenda. SAATM is to be attained through the immediate implementation of the YD. Currently, 37 countries subscribed to the SAATM solemn commitment. The benefits of air liberalization are not just confined to employment and GDP related impacts. The increased air service and connectivity resulting from liberalization has the potential to enhance and support a wide range of activities and opportunities that improve the quality of life in local communities, as well as throughout each State. In addition, an expedite implementation of SAATM would provide an affordable, reliable, and fast transportation system to support the continent achieving other priority areas of the African Union's Agenda 2063 and the United Nations' Sustainable Development Goals (SDGs).

Various studies conducted by Regional Economic Communities including the Inter VISTAS study on the impacts of liberalising the air market in Africa considering 12 countries (Algeria, Egypt, Tunisia, Ethiopia, Kenya, Uganda; Angola, Namibia, South Africa, Ghana, Nigeria and Senegal) showed that the impact of liberalising the air transport market extends beyond the benefits to the travelling public and cargo shippers, it also has a progressive impact on enhancing trade and tourism, attracting new businesses, encouraging investment increasing productivity and stimulating the economic growth of the continent at large.

Despite the challenges, the deliberate policy measures and efforts to liberalize the air transport market in Africa are producing positive outcomes. It is reasonable to assert that African airlines now enjoy increased market access and offer more extensive networks, providing passengers with better options than in previous years. Though few, the increased market access creates an opportunity for African airlines to better position and compete globally attracting more passengers and shippers that contribute to the development of the continent. In this context, it is important to emphasize that the effort to fully liberalize the continent's air transport sector should continue without pause, as it holds the promise of even greater economic and social benefits.

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

3.1 Programme Description- Background

The Comprehensive Regional Implementation Plan for Aviation Safety in Africa (AFI Plan) was endorsed by the 36th Session of the ICAO Assembly and established by the Secretary General on 1 January 2008 to address civil aviation safety deficiencies in the Africa-Indian Ocean (AFI) region. The programme has since been providing assistance to States with a focus on the establishment of effective and sustainable safety oversight systems through the implementation of the eight critical elements and fostering of aviation safety culture in Africa.

In 2009, the ICAO Council decided (C-DEC 188/11) that the programme activities should be integrated into the ICAO Regional Offices' regular work programme as of January 2010. Although the activities are integrated into the Regional Offices' activities, the programme activities and its management continues to function as a specific Africa-wide ICAO implementation support programme since 2010.

In 2015 and 2022, the ICAO Office of Internal Oversight (OIO) evaluated the AFI Plan with a view to providing an independent review of the programme performance in accordance with the set targets and deliverables of the original and revised programme documents. The evaluation looked at the relevance, design, management, and governance of the programme since its inception and made several recommendations to ensure effective and continued implementation of the programme. One of the key findings during both evaluations confirmed that the AFI Plan has contributed significantly to improvement in aviation safety in Africa and has therefore remained relevant.

3.2 Milestones achieved by the Plan from the Inception, 2008 – 2023

Over the years, significant progress has been achieved in enhancing aviation safety in Africa as a result of the considerable efforts undertaken by ICAO through the AFI Plan. The programme continues to register significant gains towards the attainment of the Global Aviation Safety Targets and the Regional Abuja Aviation Safety Targets, including the improvement of the level of EI of the critical elements of States' safety oversight systems, the resolution of SSCs, the certification of aerodromes used for international operations, the establishment and strengthening of regional safety oversight and accident and incident investigation organizations (RSOOs)/regional accident and incident investigation organizations (RAIOs), and the capacity building through various training activities.

In addition to the traditional States' support mechanism, the AFI Plan has adopted a project-based approach over the past eight years by developing and launching specific projects. Since 2016, seven projects were presented and approved by the AFI Plan SC and are currently being implemented. These projects are related to aerodrome certification, search and rescue (SAR), air navigation service providers (ANSPs) peer review, state safety programme (SSP) implementation, aircraft accident and incident investigation (AIG), the fundamentals of safety

oversight (FSO) and aeronautical information management (AIM), the objective being to assist States in achieving a sustainable aviation safety oversight level in the region. These projects were revised and aligned with the scope and timeframe of the programme to help achieve the broad and specific programme objectives.

Efforts made over time in achieving sustainable safety improvements have already shown tangible results. Following the USOAP-CMA validation activities, many States have registered significant improvements in their safety oversight systems as evidenced by the increase in their EI scores. Between July 2012 and March 2024, the number of States throughout the AFI region with a level of EI of 60 per cent and greater increased from 14 to 31, and the number of States with SSC declined from 20 to none by October 2022, although it increased recently to five.

The various project implementation activities have also supported States to enhance their safety oversight capacity in specific areas. The aerodrome certification project so far enabled to certify 18 international airports in 17 States. Some of these States, including their airport operators and industry, have been able to build capacity and are in the process of certifying additional international airports within their territory.

With respect to ANS, the AFI Plan developed an implementation project to support the African ANSP Safety and Quality Assurance (ASQA) Programme through a peer review mechanism established in 2015. The main goal of this initiative is to assist ANSPs to continuously improve the safety and quality of air navigation services in view of the limited ANS regulatory oversight in the African region. Accordingly, a programme reference manual as well as a cooperation framework and a roadmap were developed and endorsed to govern the implementation of the African ANSP peer review programme, among other cooperation activities in air navigation services. Within the established cooperation framework and in accordance with the ANSP roadmap, a Memorandum of Cooperation (MoC) was signed among ANSPs for the improvement of air navigation services on the African continent. This positive development enhanced the membership of the African ANSP peer review programme significantly. Currently, 35 States fully support activities pertaining to the attainment of the global and regional targets through the peer review mechanism. Various direct supports to states and workshop and seminars has been provided under the SAR, SSP and AIG projects to enhance the safety oversight capacity of States.

In addition to the ongoing projects, a new project on capacity building for aviation professionals in the AFI region was initiated to develop sustainable professional personnel to carry out effective regulatory and oversight responsibilities in each ICAO Strategic Objectives.

In support of States requiring more qualified technical staff, the AFI Plan has conducted numerous activities including seminars and workshops in various safety-related fields. Over 2300 personnel from African States have benefited from these activities since 2008. Furthermore, another project was initiated during the COVID-19 pandemic to increase online training enrolments of aviation professionals from Civil Aviation Authorities (CAAs) in Least Developed Countries (LDCs) in Africa to sustain the knowledge, skills and overall competencies of relevant CAA staff on a number of key operational and/or technical areas. Accordingly, over 110 participants from 28 States were trained under this initiative.

The Ezulwini Ministerial Declaration on Regional Safety Oversight Organizations in Africa called for the conduct of a specific study for supporting and strengthening AFI RSOOs. In

accordance with this Declaration and taking into account results of the global RSOO evaluation conducted by ICAO in 2017, a study was conducted under the AFI Plan to enhance the organizational capacity of the AFI RSOO's. Currently, in collaboration with the European Aviation Safety Agency (EASA), a feasibility study to implement the proposed strategy in the study is being initiated. The implementation of this strategy is expected to enhance the effectiveness and sustainability of the RSOOs in the region.

The aviation infrastructure for Africa gap analysis was conducted in response to ICAO Council Decision (C-DEC 214-7) at its 214th Session, on the implementation of the Declaration and Framework for a Plan of Action for Development of Aviation Infrastructure in Africa. The objective of the gap analysis was to carry out a State-by-State evaluation and determine the current status of implementation of aviation infrastructure based on global, regional and national requirements, taking into account existing traffic levels, demand and capacity in the African region. The gap analysis is to serve as a basis and provide inputs for the preparation of regional and national aviation plans and ensure that the development of aviation infrastructure complies with ICAO Standards and Recommended Practices and responds adequately to traffic and capacity demands. A follow-up study was initiated by the African Union Commission (AUC) and is progressing well. ICAO is playing a critical role in this study to design a questionnaire and collect information, conduct the analysis and issue the report. This study expected to involve all African States and covered aspects related to airports, ANS, and aircraft fleet capacity and equipage. The gap analysis and future infrastructure demand will be conducted within the context of operationalizing the Single African Air Transport Market (SAATM), a flagship project of the Agenda 2063 of the African Union (AU).

3.3 Problem Analysis/Relevance of the Programme Extension

Although significant progress in enhancing the aviation safety in Africa has been achieved as a result of the considerable efforts undertaken through the AFI Plan in collaboration with aviation partners, it is evident that the current situation demands additional efforts, resources and time not only to maintain the achievements attained so far, but also to enhance these achievements through provision of additional assistance to States to strength their safety oversight capacities. Considering the key aviation safety indicators, the African aviation safety performance still needs improvement including in the following areas:

- To resolve the existing SSCs and prevent occurrences of new ones;
- Enhance the Effective implementation of the ICAO SARPs;
- Enhance qualified aviation personnel in the region;
- Support aerodrome certification in States;
- Support and strengthen regional Safety oversight organizations (RSOOs) and Regional Accident and Incident Organizations (RAIOs), and
- Improve regional and State aviation infrastructure planning and implementation.

There is a need to build on the achievements obtained so far to the attainment of the GASP and GANP goals in the region. Therefore, there is a need for continued assistance to States through the AFI Plan in collaboration with aviation safety partners, particularly to ensure the

inclusion of all aviation safety and air navigation capacity and efficiency-related activities, including infrastructure planning.

In view of the above context, the continuation of the AFI Plan beyond the current planning horizon of the end 2024 and the extension for the period from 2025 to the end of 2030 is therefore considered essential and supported by ICAO Council and the 41st ICAO General Assembly.

4. Description of the Plan

4.1 Plan Overview

The plan, from its inception, designed to implement various initiatives in collaboration among regional organizations, State authorities and industry aimed enhancing safety oversight capacity in the region in a sustainable manner through the guidance and leadership of ICAO. The implementation of the plan for the 2025-2030 planning cycle will continue through coordination among key stakeholders in the region and beyond, including multilateral donor organizations.

Focus will be put on the prevention and resolution of Significant Safety Concerns (SSC) and the timely implementation of USOAP-CMA Corrective Action Plans (CAPs). Concurrently enhancing State safety oversight capacity and strengthening Regional Safety Oversight Organizations will also be provided through specific projects designed to address objectives within the States or group of States' safety oversight system.

The plan prioritized direct support activities to enhance safety oversight capacity in the region, focusing on meeting the specific needs of States and associated risks. This prioritization is based on examining the available resources and the targeted State's ability to absorb the assistance objectives. States with a high level of deficiencies in their system and a demonstrated commitment to improve will receive priority with particular focus to address critical deficiencies.

4.2 Objectives of the Plan

The broad objective of the AFI Plan is to enhance aviation safety in Africa in a sustainable manner as well as to provide a structured and coordinated approach for participation of all stakeholders in the effort to increase aviation safety in the region, allowing efforts to be driven not only by States but also by all stakeholders involved in the air transport system. In this context, the specific objectives of the Plan are:

Through ROST assistance, specific projects, capacity building activities, studies and other activities:

- I. Assist states in strengthening their safety oversight and safety management capacity through
 - a. Increase the level of implementation of safety oversight in the region

- b. Increase the certification of aerodromes used for international operations
 - c. Increase the level of Implementation of the State Safety Program
 - II. Support regional safety oversight organizations (RSOOs) and regional accident investigation agencies (RAIOs)
 - a. Support the establishment, strengthening and integration of RSOOs/RAIOs for effective and sustainable functioning
 - b. Enhance the coordination and planning of assistance activities
 - III. Assist States in long-term planning, especially with regard to infrastructure
 - a. Increase the level of implementation BBBs in States
 - b. Increase the level of ASBU implementation

4.3 Implementation Strategy

The plan employs several key strategies for implementation, including the development of specific projects aimed at addressing deficiencies in States. Furthermore, country-focused State projects will be developed to assist specific States. Another crucial strategy involves collaboration and coordination with other organizations, to provide support to States. The proposed activities and projects are attached in Appendix C.

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

The objectives of the Plan are closely linked to two Strategic Objectives of ICAO A: Safety – Enhance global civil aviation safety and Strategic Objective and B: – Increase the capacity and improve the efficiency of the global civil aviation system.

4.5 Risks and Contingency Plan

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

5. Programme Management and Implementation

Provisions under development.

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

5.1 Role of the ICAO Secretariat

Provisions under development.

More details are provided in the definition of the AFI Plan Governance Structure.

5.2 Role and composition of the Steering Committee

Provisions under development.

6. Programme Manager

Provisions under development.

7. Programme Timeline

In line with the broad and specific objectives and key deliverables, the updated programme timeline is envisaged to run for another six years, through the year 2025- 2030. The timelines of individual projects may be shorter.

8. Stakeholders Involvement

The stakeholders in the civil aviation sector include States, airlines/operators, airports, air navigation service providers, aircraft and equipment manufacturers, maintenance and repair organizations, regional organizations, international organizations and industry representatives.

These stakeholders will work to achieve the objectives of the Plan and will be consulted in its planning and implementation. The Programme Manager, in coordination with assigned Regional Officers, will ensure the coordination of the various parallel initiatives in order to avoid duplication of efforts and enhance efficiency in implementing the programme.

9. Safety Strengths and Enablers

ICAO has the broad mandate, experience and capability to support the region to achieve long-term growth and stability in aviation. Other strengths underpinning the effective implementation of the Plan may include those already suggested in the Global Aviation Safety Roadmap. In this respect, the ICAO Regional Offices in Africa are expected to continue to play a leading role as enablers of the Plan coordinating key regional organizations. The Regional Offices have direct contact with the States in their respective areas of accreditation and can therefore contribute to assistance delivery to the States. To address the activities at the user level, IATA through the IOSA process, airlines, airports and air navigation service providers will play a significant role. Other enablers may include partners such as AFCAC, the World Bank, the African Airlines Association (AFRAA), the US FAA, ACI, various EU initiatives implemented through EASA and Regional Economic Communities, etc.

10. Resources

The execution of the individual projects of the AFI Plan falls within the general mandate of the Regional Offices. As these Offices do not have the required resources to effectively support the Plan, there is a need to complement the resources already provided under the Regular Programme. It is, therefore, envisaged that the necessary resources required to effectively carry out the programme activities will be made available through voluntary and in-kind contributions. To this end, it is envisaged to develop specific projects in various areas of the key deliverables in order to mobilize resources effectively. The required estimated financial resources corresponding to the activities/Projects are indicated in Appendix C.

It has to be highlighted that voluntary contributions alone are likely insufficient to implement the individual projects. In-kind contributions in the form of experts who work for the projects at no cost to the AFI Plan are also necessary.

- 11. Monitoring and Reporting**
- a) Provisions under development.

Appendices

MANAGEMENT AND IMPLEMENTATION (OBJECTIVES, OUTPUTS AND ACTIVITIES)

AFI-Plan Objectives	Targets 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 through	1.1 Enhance the level of implementation of safety oversight	AFI-PI 1.1.1: % EI increase of States receiving USOAP-CMA activity (min of 15% increase 4 audited States)	Annual	ESAF	ESAF:70%	ESAF:75%	ESAF:80%	ESAF:85%	ESAF:90%	ESAF:95%	ESAF:100%
				WACAF	WACAF:59%	WACAF: 61.50%	WACAF: 64%	WACAF: 66%	WACAF: 68%	WACAF: 70%	WACAF: 72%
				MID	MID:	MID:	MID:	MID:	MID:	MID:	
				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
AFI-PI 1.1.3: Percentage certified international aerodromes	Annual	WACAF	WACAF:4	WACAF:0	WACAF:0	WACAF:0	WACAF:0	WACAF:0	WACAF:0	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 1.1.4: Number of States that have implemented the L4 of SSP	Annual	ESAF	ESAF:1	ESAF:1	ESAF:2	ESAF:3	ESAF:4	ESAF:6	ESAF:8		
		WACAF	WACAF:0	WACAF:1	WACAF:2	WACAF:4	WACAF:5	WACAF:6	WACAF:7		
		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 accident investigation agencies (RAIOs)	2.2 Enhance the coordination and planning of assistance activities	AFI-PI 2.2.1: Number of coordinated activities to targeted States	Annual	ESAF	ESAF:7	ESAF:7	ESAF:6	ESAF:5	ESAF:3	ESAF:2	ESAF:1
				WACAF	WACAF:	WACAF:4	WACAF:5	WACAF:6	WACAF:7	WACAF:8	WACAF:9
	AFI-PI 2.2.1: Number of initiatives to support the RSOs/RAIOs establishment, strengthening and integration	Annual	MID	MID:	MID:	MID:	MID:	MID:	MID:	MID:	
			EUR/NAT	EUR/NAT:	EUR/NAT:	EUR/NAT:	EUR/NAT:	EUR/NAT:	EUR/NAT:	EUR/NAT:	
			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				
3. Assist States' in long-term planning, especially with regard to infrastructure	4.1 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	MID	MID:	MID:	MID:	MID:	MID:	MID:	MID:
				EUR/NAT	EUR/NAT:	EUR/NAT:	EUR/NAT:	EUR/NAT:	EUR/NAT:	EUR/NAT:	EUR/NAT:
				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%
	4.2. Increase the level of ASBU implementation	AFI-PI 4.2.1: Level of implementation of ASBU elements	Annual	ESAF	ESAF:30%	ESAF:35%	ESAF:40%	ESAF: 45%	ESAF:55%	ESAF: 60%	ESAF:65%
WACAF				WACAF: 23.4%	WACAF:30%	WACAF:35%	WACAF:40%	WACAF:45%	WACAF:50%	WACAF:55%	
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 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	Project activities will be rescheduled, or the project scope adapted	States	The individual projects rely, in part heavily, on experts

ID	Description	Cause	Probability	Impact	Monitoring	Response	Owner	Comments
					seconded experts will be reported through the project progress reports.	to reflect feasible achievements		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	
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	

Appendix C

Item	Activity	Estimate 2025	Estimate 2026	Estimate 2027	Estimate 2028	Estimate 2029	Estimate 2030
I	AFI RSOO Strategic Plan						
	- 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					
II	Aviation professional capacity building						
	- 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
III	ROST Assistance Activities						
	- 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	Implementation of AFI Plan Projects						

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

The estimates are provided in US dollars.