INTERNATIONAL CIVIL AVIATION ORGANIZATION

AFI COMPREHENSIVE REGIONAL IMPLEMENTATION PLAN FOR AVIATION SECURITY AND FACILITATION IN AFRICA (AFI SECFAL PLAN)

11TH AFI SECFAL STEERING COMMITTEE MEETING

Report on the Status of Implementation of the 2021 AFI SECFAL Plan Work Programme and Approval of the 2022 Work Programme

(Presented by the AFI SECFAL Plan Secretariat)

EXECUTIVE SUMMARY	
This Working Paper presents information related to the status of implementation of the AFI SECFAL Plan Work Programme for the year 2021 and a Work Programme for activities planned for the year 2022, proposed for approval by the Steering Committee. Action by the Meeting is proposed under **Paragraph 3.**	
Strategic Objectives	**Strategic Objective C Aviation Security and Facilitation**

1 INTRODUCTION

1.1 This paper contains information related to the status of implementation of the AFI SECFAL Plan Work Programme for the year 2021 **(Attachment A)** and Planned activities to support States based on their individual needs as assessed, leading to development of State specific projects as approved by the SC meeting (**Attachment B**). All activities were prepared mainly based on the Plan term activities (Long- Term 2021-2023) that considers the Plan Work Programme as aligned with GASeP and Windhoek Targets. The ultimate and collective aspirational target for all activities is to achieve Ninety (90) per cent of States in the region reach above 80% of Effective Implementation (EI) of the Critical Elements (CEs) of State aviation Security Oversight System. Other factors considered into the 2022 Work Programme was to carry over, activities that could not be completed during 2021 due to the Covid 19 travel restrictions.

2. DISCUSSION

2.1 Since last reporting at the 10th SC Meeting in July 2021 where the AFI SECFAL Work Plan 2021 Work Programme was retrospectively approved, progress has been made in the implementation of the activities, including the ICAO Council Aviation Recovery Task Force (CART), the African High-Level Task Force on Post-COVID-19 Recovery Strategy for the African Civil Aviation Sector and activities carried over from the 2020 Plan work Programme.

2.2 Achieved during the period include the continued execution of activities through enhanced coordination mechanism amongst the AFI SECFAL Plan partners and other implementation modalities such as the use of remote tools (webinars, workshops, and meetings), increased regional cooperation and support. Other areas of focus implemented was the support to the implementation of activities and programmes related to the Year of Security Culture (YOSC 2021), strengthening of border controls, enhanced risk awareness and assessment, improved oversight and quality control activities, establishment of sustainable funding mechanism and the implementation of priority projects based on State needs.

2.3 In addition to the aforesaid, several milestones have further been achieved to include, but not limited to the following:

a) The implementation of State Specific Projects based on common areas of deficiencies as determined through individual state needs assessment continued to be carried out, however with limited scope due to travel restrictions caused by COVID-19 Pandemic. Related projects include Djibouti, where two Phases out of four, were implemented and completed remotely in 2021. The two remaining phases for state have been planned to be completed during the 2022 Work Programme. Other similar projects include the State specific project onsite for Guinea Bissau (Phase 3) and remote implementation for the Central African Republic (CAR) which were completed while that of Mali is ongoing. Technical support missions to follow up on progress of implementation of concluded projects was also conducted and this included the Kingdom of Lesotho and Mozambique.

b) The ICAO Annex -9 Facilitation virtual classroom course aimed at developing competencies to relevant staff from Civil Aviation Authorities, and border control authorities to deal collectively in an inter-agency manner, with Annex 9 facilitation provisions and support development and implementation of a National Air Transport Facilitation Programme (NATFP), National Air Transport Facilitation Committee (NATFC) and Airport Facilitation Committee was very successfully implemented. So far, 41 out of 54 States have participated with over 300 participants benefitting.

c) Implementation of projects and activities to resolve existing SSeCs continued to be implemented with significant progress. It has been planned that with the current reopening and lifting of travel restrictions caused by Covid -19, increased physical support initiatives will impact more on the efforts to resolve the SSeCs ahead of necessary ICAO validation missions for further guidance.

d) With respect to support to States on timely implementation of USAP Corrective Action Plans (CAPs), the Secretariat continued using its remote support tool to virtually support States through review of status of implementation an alternative to physical missions curtailed due to Covid -19 travel restrictions. As of April 2022, thirteen (13) States have been supported under the initiative, namely Zimbabwe, Botswana, Rwanda, Uganda, Namibia, Chad, Equatorial Guinea, Gabon, Gambia, Guinea, Zambia, and Sao Tome.

e) The implementation of the Council report on Aviation Recovery Task Force (CART) and the associated “Take-off” guidance document as aligned with the respective implementation packages (i-Packs) for the Restart and the Resilience of Civil Aviation continued in the year 2021, where FAL I-packs were provided for Gambia, Sierra Leone. Malawi and Eswatini. More so, AVSEC i-packs for Cameroun, Ghana and Burundi were implemented, while the one for Madagascar is ongoing.

f) Measuring the impact of the lined-up support initiatives, the current AFI overall average EIs has continued to steadily increase from 53.06% per cent at inception of the Plan in 2015 to

61.90%. per cent as of 31st December 2021. More increase is expected by end of the year 2022, after–completion the of USAP-CMA activities for Benin, Guinea, Cote d'Ivoire, Kenya, Mozambique, South Africa and Lesotho scheduled for audits in the year 2022.

g) The AFI Security and Facilitation Collaborative Experts Scheme (CES), supported administratively by the African Civil Aviation Commission (AFCAC) and established to deliver assistance projects using local experts, has continued to support execution of various AFI SECFAL Plan work Programme, such as implementation of i-packs, States specific projects and other technical support missions.

h) In collaboration with the ICAO Secretariat and relevant UN Agencies, the Plan has provided continuous support to the African Union Commission (AUC) and AFI States towards the development of the African e-passport in support of the free movement of people under the AUC agenda 2063, and operationalization of Advance Passenger Information (API) and Passenger Name Record Data (PNR) systems and the Threat Assessment Methodologies(TAM] While membership to ICAO Public Key Directory (PKD) has increased from 1 to 15 States. With regards to API, 4 States on the final stages, only 5 States are implementing API while one State PNR.

i) In coordination with partners, joint activities continued to be undertaken and planned with partners such as Airports Council International (ACI), the European Union (EU) through its CASE Project in Africa (implemented by the European Civil Aviation Conference (ECAC)), International Organization for Migration (IOM) and the United Nations Counter Terrorism Executive Directorate (UNCTED) through its counter-terrorism Programme on the implementation of AP/PNR.

2.4 On the planning of the 2022 Work Programme, the AFI SECFAL Plan has prioritized its activities based on the Long-term 2021-2023, as aligned with GASeP, detailing its deliverables geared at meeting the term target, to reach AFI average of 80% of Effective Implementation (EI) of the Critical Elements (CEs) by end of 2023 (**Attachment B)**.

2.5 Key activities in the 2022 Plan Work Programme include those that will be executed through enhanced coordination mechanism and implementation modalities collaborating with partners. The Work Programme also identifies activities to be supported by the Regional Aviation Security and Facilitation Group (RASFALG-AFI) and other regional organisations, this being some of the key objectives of the AFISECFAL Plan. Other activities included is the implementation of Windhoek Declaration and targets as revised and aligned with GASeP and AFI SECFAL Plan Work Programme, with particular emphasis to resolution of existing, new, and potential SSeCs. Further, the Work Programme highlights continuities of promotion of Security Culture, capacity building, Sustainable aviation security and facilitation training capability, adequate and motivated human resources, and support to appropriate HR policies within the States.

2.6 The Plan will continue to embrace strengthening of political will and promote awareness on role of aviation security to national development, strengthening border controls through implementation of the ICAO TRIP Strategy, implementation of UNSC Resolution 2309 (2016) and Issuance of machine readable "Convention Travel Documents" to refugees and stateless persons. Other priorities considered include enhancement of risk awareness and Risk Management and establishment of robust crisis management procedures in all States, improvement of State oversight and quality control and utilization of technological resources and promotion of innovation.

3. ACTION BY THE STEERING COMMITTEE

3.1 The Steering Committee is invited to:

a) Note information contained in the paper, and in particular the implementation of the 2021 Plan Work Programme as highlighted in **Attachment A** to this Working Paper;
b) Consider and approve retrospectively, the proposed 2021 AFI SECFAL Plan Work Programme, submitted as **Attachment B** to this Working Paper; and
c) Commend the job well done by Partners and States for their continued support to the AFI SECFAL Plan, in terms of provision of both human and financial resources.

ATTACHMENT A - 2021 AFI SECFAL PLAN WORK PROGRAMME

Priority/Objective	Activities	Deliverables
Plan Coordination Mechanism and Implementation modalities.	• Convene the 10th Steering Committee (SC) meeting. • Enhance collaboration and coordination with EU, ACI, AUC, AFCAC, AFRAA, IATA, RECs RSOOs, Partners and donors through sharing of information and programmes and participation in activities of mutual interest.	• *10th SC Meeting Convened* • *Harmonized Work Programmes and activities with Partners and donors to assist and support States implemented and establishment of AVSEC/FAL implementation database initiated.*
Regional Aviation Security and Facilitation Group (RASFALG-AFI) Operational	• Liaise and coordinate with AFCAC on RASFALG-AFI activities and execution of the group and Plan Work Programme and monitor the effectiveness of the group and AFI- CES and report to every SC meeting. • Identify State needs for projects to be implemented by AFI/CES. • Solicit States, International Organizations and Partners to enhance in kind and financial support to AFI-CES.	• *Progress of RASFALG-AFI work Programme and Meetings and AFI CES reported every SC Meeting.* • *State specific projects to be implemented by RASFALG-AFI/ CES identified/ implemented.*
Increase Regional Cooperation and Support **Review the implementation of the resource mobilisation strategy** **Enable the key security objectives achieved more quickly and efficiently.**	• Enhance awareness and urge member States, International Organizations and Partners to support the plan activities and projects through contribution (in kind and financial) towards the establishment of a sustainable Plan funding mechanism. • Provide financial status report to the SC in collaboration with Chief FIN. • Explore /identify and utilize new and potential resource opportunities from industry and international financial institutions, such as African Development Bank AfDB. UN, World Bank, States, etc. • Support and encourage stakeholders peer reviews, knowledge transfer, and sharing of aviation security processes, and technologies	• *Secure funding and voluntary contributions from Member States, Partners and International Organizations.* • *Financial status report of the Plan provided to SC.* • *Needs, priorities and funding sources identified.*

Priority/Objective	**Activities**	**Deliverables**
	• Publicize UNSC Resolution 2309 (2016) and GASeP's objectives/Roadmap to local entities involved in AVSEC. • Encourage States that have resources to provide assistance and commit to long-term engagement, ascertain own level of expertise, ensure transfer of knowledge and target assistance based on risk profile. • Deploy risk-based assessment tools to target assistance taking into account needs assessment methods to identify root causes for States' deficiencies; target assistance taking into account needs assessment methods to identify root causes for States' deficiencies; risk-based prioritizing of needs within States, between States and regions; risk-based targeting for assistance, corresponding to the ICAO Risk Context Statement (RCS) and national risk assessments. • Explore opportunities for increased short-term subject-matter expert (SME) deployments to ICAO to close the SME gaps. • In liaison with AFCAC, to explore introduction of voluntary scheme to be supported by AFI States through reduced PDMs and rebate tickets by African Airlines for experts' missions. • Support implementation of ICAO CART report and Take-Off guidance document and the AUC HLTF recommendations, aimed at recovery of aviation sector and building resilient aviation security and facilitation systems. • Support the deployment of AVSEC and FAL i-packs to States.	- *States reviewed and updated the list of experts available to the Plan.* - *Support provided to the implementation of CART by providing information through CRRIC, and the online framework.* - *FAL and AVSEC iPacks delivered.* - *Annex 9 FAL course delivered.*
Revised Windhoek Declaration and targets (in line with the aligned AFI SECFAL Plan	• Collaborate with AFCAC to revise the Windhoek targets in line with the aligned AFI SECFAL Plan Work Programme targets.	• *AFCAC supported to secure AU endorsement of the Revised Windhoek Declaration and target done in June 2021.*

Priority/Objective	Activities	Deliverables
Work Programme with GASeP), endorsed by the AU	• In coordination with the African Civil Aviation Commission (AFCAC), present and secure the endorsement by the relevant AU organs of the Plan targets aligned with GASeP.	
Resolution of existing, new and potential SSeCs.	• Perform States missions by support teams as identified from RASFALG AFI or as requested by the State. • Assistance Technical Missions and validation missions.	• *Activities to resolve existing SSeCs in the region implemented at limited scope due to travel restrictions, no potential or new SSeCs reported.*
DEVELOP SECURITY CULTURE **Capacity building, Sustainable aviation security and facilitation training capability and adequate human resources policies within the States are established** **Existence of a well-trained, motivated and professional work force**	• Coordinate the conduct/ organization of trainings courses and seminars as appropriate in collaboration with GAT, ISD-SEC, FAL, partners, sponsors and donors such as AFCAC, ACI-APEX, AU-CASE, etc. • Monitor the development of relevant AVSEC/FAL training programmes and certification systems by GAT • Provide assistance and support to States to develop human resources (HR) policies for sustainable aviation security and facilitation. • promote year of security culture (YOSC) by delivering relevant trainings and seminars, webinars, and supporting State specific activities. • Promote awareness and security culture targeting high government stakeholders/officials. • Develop/review national training programmes, taking account of risk in collaboration with ASTCs. • Support States in development of baseline requirements/minimum qualification for personnel involved in security.	• *Two trainings and seminars (one English and another French) related to promotion of security culture and human resources (HR) policies delivered by end of 2021*. • *Increased number of states with appropriately developed strategies and plans for the attraction, development and retention of human resources by the end of 2021.* • *Increased number of States with NCASTPs embracing security culture* • *Number of states with Sustainable aviation security and facilitation training capacities increased.* • *Increased awareness and Security incidents reduced and promptly reported as when they occur.* • *Increased capacity and awareness in Travel Documents (border control procedures) verification.* • *New AVSEC/FAL training programmes and certification systems adopted and*

Priority/Objective	Activities	Deliverables
		implemented at national level in collaboration with ASTCs. • *Increased local security culture awareness and campaigns by high government stakeholders'/ officials.*
Promote awareness on role of aviation security to national development and strengthened political will.	• Promote aviation security and facilitation as part of agenda of high-level missions especially those performed by President of the Council, Secretary General and Regional Directors.	• *Increased/strengthened high-level political commitment and will to promote aviation security and facilitation.*
Report to ICAO Assembly	• AFI SECFAL Plan Chairman to present oral report to ICAO Council. • ICAO SECGEN to brief Council on AFI SECFAL Plan implementation.	• *Reaction, observations and response to AFI SECFAL Plan progress report by ICAO Council received as appropriate.* • *Support of the Council enhanced.*
STRENGTHENING BORDER CONTROLS **Implementation of ICAO TRIP Strategy and Encourage implementation of UNSC Resolution 2309 (2016)** **All States issue only machine readable "Convention Travel Documents" to refugees and stateless persons.**	• Support AFI States to implement all the Annex 9 Standards related to the ICAO TRIP Strategy, including improved use of INTERPOL databases, mainly reporting stolen, lost and revoked travel documents in the INTERPOL SLTD database, issuing MRCTDs and implementing an API system. • Support African States in the implementation ICAO (TRIP) strategy, including the promotion of membership of the ICAO (PKD) and implementation of (API) through workshops/seminars/conferences and State missions. • Encourage states to develop /establish rules and procedures for STLDs and e links with INTERPOL. • Liaise with ATB to continue monitoring the African ePassport project to ensure that it meets the Doc 9303 specifications in order to enable its full interoperability at the borders.	• *Increased membership to PKD by 20% and implementation of API by 20% by the end of 2021.* • *At least 6 workshop/seminar/conference on ICAO TRIP, PKD and API in collaboration with AFCAC Convened.* • *Number of AFI States that have procedures for SLTDs and e-links with INTERPOL increased.* • *Convene seminar to promote the target of all AFI States issuance of only machine readable "Convention Travel Documents" to refugees and stateless persons.* • *AU supported on its efforts towards issuance of the African e-Passport to ensure compliance with the specifications of Doc 9303.*

Priority/Objective	Activities	Deliverables
	• Support AFI States that have not done so to immediately establish a National Air Transport Facilitation Programme (or equivalent) and associated Committees in accordance with relevant provisions of Annex 9.	• *strengthened border and travel document security, passenger screening procedures and biometric information systems.* • *Increase the number of States implementing a national strategy or framework related to evidence of identity* • *90% of States to have NATFPs and NATFCs established with specific roles during public health crisis.* • *Increased AFI States' respective Annex 9 Compliance Checklist (CC) completed in the EFOD system.*
ENHANCE RISK AWARENESS AND ASSESSMENT **Risk management procedures are established in all States**	• Identify gaps and vulnerabilities, which can then be urgently addressed in the most practical way possible, and with optimal use of resource • Conduct Risk Management Workshops to identified/priority States by ASTCs for States in ESAF and WACAF Region.	• *Convene at least four Workshops on Risk Management (2 for ESAF and 2 for WACAF) by 4th quarter of 2021.* • *Increase in number of AFI States that implement /apply threat and Risk Management/ Assessment methodology.* • *60% of AFI States to have a risk management methodology established by Dec 2021.* • *Risk based security measures relating to cyber security, MANPADS, RPAS and Landside security incorporated in National AVSEC policies in States increased/strengthened.*
Sound crisis management procedures are established in all States	• Provide support to States in needs to develop and implement Crisis management procedures. • Organize/Conduct Crisis Management Workshops at ASTCs in ESAF and WACAF Region.	• *at least two Workshops on Crisis management (one in ESAF and another in WACAF) delivered by 4th Quarter of 2021.* • *Increase in number of AFI States that implemented crisis management*

Priority/Objective	Activities	Deliverables
		procedures (crisis management plans, contingency plans and security and emergency instructions) by Dec 2021.
IMPROVE OVERSIGHT AND QUALITY CONTROL **States in the African region reach above 80% EI of the CEs by end of 2021;**	• Based on analysis of USAP results, identify key areas of deficiencies in States and develop prioritized clusters for targeted technical support activities for 2021. • Conduct timely technical support missions to States eligible for USAP-CMA as prioritized. • Recommend necessary interventions to include implementation of onsite State Specific Projects as necessary. • Provide guidance and Seminars on USAP-CMA Methodology, signing of MoU, specific state obligations in the audit process and development and implementation of USAP-CMA Corrective Action Plans (CAPs). • Promote collaboration and sharing of information amongst African States. • Helping States to develop their national audit Programme as needed. • Monitor progress of the State specific project. beneficiary States to ensure sustainability of the outcomes.	• *At least 8 prioritized States and those eligible for USAP-CMA supported.* • *At least 8 States implementing USAP-CMA CAPs supported.* • *At least one USAP-CMA seminars (French) conducted by December 2021.* • *80% EI of the CEs achieved by at least 60% of audited states by December 2021.* • *Sharing of QC information between government agencies and industry on peer review audit activities amongst African States is enhanced.* *4 priority State Specific projects (2 WACAF, 2 ESAF) developed in 2021 and implementation initiated.* *4 (2 WACAF, 2 ESAF) concluded State Specific Projects followed up and monitored for sustainability.*
All African Region States have ratified relevant international instruments	• Promote ratification of all relevant international instruments and assist States in their implementation. • Assist and monitor ratification of relevant International Instruments in liaison with ICAO Legal Affairs and External Relations Bureau.	• *One legal Seminar convened in (WACAF/ESAF to promote ratification of all relevant international instruments towards increasing international instrument ratification in AFI States.*

Priority/Objective	**Activities**	**Deliverables**
Improve Technological Resources and encourage innovation	● Support application of technological solutions and innovative techniques that provide the tools for enhancing security effectiveness while ensuring operational efficiency. ● Encourage innovative techniques and technologies by States and industry. Support increased use of appropriate technology for screening and facilitation. ● Support States to implement tools to transmit in a timely manner passengers' information prior to takeoff to effectively support screening at the destination airport, while preserving their individual rights, as well as to develop and improve compatible systems for the collection and use of API and PNR information.	• *Increased information sharing between States on equipment requirements and specifications.* • *Increased efficiencies and operational performance improvements in line with GASeP roadmap.* • *Adapt compatible systems for the collection and use of API and PNR information improved.*

ATTACHMENT B - 2022 AFI SECFAL PLAN WORK PROGRAMME

Priority/Objective	Activities	Deliverables
Enhance Plan Coordination Mechanism and Implementation modalities.	• Convene the 11th Steering Committee (SC) meeting • Enhance collaboration and coordination with EU, ACI, AUC, AFCAC, AFRAA, IATA, RECs RSOOs, Partners and donors through sharing of information and programmes and participation in activities of mutual interest.	• *11th SC Meeting Convened.* • *Harmonized Work Programmes and activities with Partners and donors to assist and support States and their efforts to enhance implementation of ICAO SARPs.* • *Initiate the consolidation of AVSEC/FAL implementation database.*
Regional Aviation Security and Facilitation Group (RASFALG-AFI) operationalization	• Liaise and coordinate with AFCAC on RASFALG-AFI activities, execution of the group Plan Work Programme and monitor the effectiveness of the group. • Support the AFI- CES and report progress to the SC. • Identify State needs for intervention support by AFI/CES. • Mobilize States, International Organizations and Partners in kind and financial support to AFI-CES.	• *Effective and progressive RASFALG-AFI work Programme and AFI CES advancement reported every SC Meeting.* • *Increased and sustainable RASFALG and AFI-CES support to State specific projects as approved by the SC.*
Increase regional cooperation and support **Review the implementation of the Resource Mobilisation strategy**	• Promote and enhance awareness and urge member States, International Organizations and Partners support the plan activities and projects through contribution (in kind and financial) towards the establishment of a sustainable Plan funding mechanism. • Provide financial status report to the SC in collaboration with Chief FIN. • Explore /identify and utilize new and potential resource opportunities from industry and international financial institutions, such as African Development Bank AfDB. UN, World Bank, States, etc.	• *Secure voluntary contributions and funding from Member states, donors Partners and International Organizations.* • *Financial status report of the Plan provided to SC.* • *Needs, priorities and funding sources identified.*
Expedite and enable achievements of the key security objectives.	• Support and encourage stakeholders peer reviews, knowledge transfer, sharing of aviation security processes, and embracing new technologies.	• *Increase implementation of assistance and peer review process and Follow-up actions.*

Priority/Objective	**Activities**	**Deliverables**
	• Publicize UNSC Resolution 2309 (2016) and GASeP's objectives/Roadmap to all AVSEC stakeholders. • Encourage resources sharing and provision of assistance for long-term engagement, capacity building, and information sharing and risk management. • Deploy risk-based assessment tools to target assistance captured through needs assessment, identified deficiencies and root causes corresponding to the ICAO Risk Context Statement (RCS) and national risk assessments. • Collaborate with AFCAC and States in the AFI Region to support AFI SECFAL Plan projects through Short Term Expert (STEs) arrangements. • In liaison with AFCAC, to explore introduction of voluntary scheme supported by AFI States through cost effective mission methods such as reduced allowances and rebate tickets by African Airlines. • Support implementation of ICAO CART report and Take-Off guidance document and the AUC HLTF recommendations, aimed at recovery of aviation sector and building resilient future. • Support the deployment of AVSEC and FAL i-packs	• *Increased and effective deployment of short-term SMEs.* • *Restart and recovery of aviation sector and implementing strategy for building resilient aviation security and facilitation systems.* • *Introduction of cost-effective experts mission approach with reduced allowances and rebate tickets offered by African Airlines.*
Implementation of Windhoek Declaration and targets as revised and aligned with GASeP and AFI SECFAL Plan Work Programme	• Collaborate with AFCAC and relevant stakeholders to implement the Windhoek targets as revised and ensure the alignment with GASEP and AFI SECFAL Plan Work Programme.	• *Timely attainment of Windhoek targets and coordinated activities by all relevant parties.*
Resolution of existing, new and potential SSeCs	• Coordinate, monitor and support State specific Projects as necessary to resolve the existing SSeCs and prevent potential SSeCs. • Perform States missions by ICAO/AFCAC/RASFALG AFI teams as identified or at the requested of States. • Assistance Technical Missions and validation missions.	• *Existing SSEC resolved and potential SSeC mitigated/prevented especially for States to undergo USAP CMA audit in 2022, in collaboration with AFCAC and in line with implementation of Windhoek Declaration and target.*

Priority/Objective	Activities	Deliverables
Develop Security Culture	• Coordinate the conduct and organization of appropriate trainings courses and seminars on security culture in collaboration with GAT, ISD-SEC, FAL, partners, sponsors and donors such as AFCAC, ACI-APEX, AU-CASE, etc. • Promote year of security culture(YOSC) by delivering relevant trainings and seminars, webinars, and supporting State specific activities. • Promote awareness and security culture targeting high government stakeholders/officials.	• *At least two trainings and seminars (one English and one in French) related to security culture/ human resources (HR) policies delivered by end of 2022.* • *Increased number of States with NCASTPs embracing security culture together with enhanced awareness.* • *Security incidents reduced and promptly reported as when they occur.* • *Increased local security culture awareness and campaigns by high government stakeholders'/ officials.*
Capacity building, Sustainable aviation security and facilitation training capability, adequate and motivated human resources and appropriate HR policies within the States	• Monitor the development of relevant AVSEC/FAL training programmes and certification systems by GAT. • Coordinate the conduct/ organization of trainings courses and seminars as appropriate in collaboration with GAT, ISD-SEC, FAL, partners, sponsors and donors such as AFCAC, ACI-APEX, AU-CASE, etc. • Monitor the development of relevant AVSEC/FAL training programmes and certification systems by GAT • Provide assistance and support to States to develop human resources (HR) policies for sustainable aviation security and facilitation.	• *Increased number of states with appropriately developed strategies and plans for the attraction, development and retention of human resources by the end of 2022.* • *Number of states with Sustainable aviation security and facilitation training capacities increased.* • *Increased capacity and awareness in Travel Documents (border control procedures) verification.* • *New AVSEC/FAL training programmes and certification systems adopted and implemented at national level in collaboration with ASTCs.*
Strengthened political will and promote awareness on role of aviation security to national development	• Perform activities and high-level missions to promote aviation security and facilitation. • Participate in regional activities and highlight the relevance and importance of Aviation security and facilitation.	• *Heightened political will and* • *Prioritization of aviation security and facilitation at national level.*
Report to ICAO Assembly	• AFI SECFAL Plan Chairman to present oral report to ICAO Council.	• *Reaction, observations and response to AFI SECFAL Plan progress report by ICAO Council received as appropriate.*

Priority/Objective	Activities	Deliverables
	• ICAO SECGEN to brief Council on AFI SECFAL Plan implementation.	• *Support of the Council enhanced.*
Strengthening Border Controls through Implementation of ICAO TRIP Strategy, implementation of UNSC Resolution 2309 (2016) and Issuance of machine readable "Convention Travel Documents" to refugees and stateless persons.	• Support AFI States to implement all the Annex 9 Standards related to the ICAO TRIP Strategy, including use of INTERPOL databases, development /establishment rules and procedures for STLDs and e-links with INTERPOL reporting stolen, lost and revoked travel documents, issuing MRCTDs and implementing an API system. • Promote membership of the ICAO (PKD) and implementation of (API) through workshops/seminars/conferences and State missions. • Liaise with ATB to continue support of African ePassport project to ensure compliance with the Doc 9303 specifications to enable full interoperability at the borders. • Support AFI States that have not done so to immediately establish a National Air Transport Facilitation Programme (or equivalent) and associated Committees in accordance with relevant provisions of Annex 9.	• *Improved number of State with procedures for SLTDs and e-links and basic sources of reliable data reporting information about SLTD for inclusion in the INTERPOL (SLTD) database.* • *Increased membership to PKD by 30% and implementation of API by 20% by the end of 2022.* • *Convene at least 6 workshop/seminar/conference on ICAO TRIP, PKD and API in collaboration with AFCAC by December 2022.* • *All AFI States aware of issuance of only machine readable "Convention Travel Documents" to refugees and stateless persons.* • *AU supported on efforts and process o issue complaint African e-Passport.* • *Strengthened border and travel document security, passenger screening procedures and biometric information systems.* • *90% of States to have NATFPs and NATFCs established with specific roles during public health crisis.* • *Increased AFI States' respective Annex 9 Compliance Checklist (CC) completed in the EFOD system.*
Enhance risk awareness and assessment with Risk management procedures established in all States	• Identify gaps and vulnerabilities, for appropriate mitigation with optimal use of resource. • Conduct Risk Management Workshops and raise awareness in identified/priority States in collaboration with ASTCs for States in ESAF and WACAF Region.	• *Convene at least four Workshops on Risk Management (2 for ESAF and 2 for WACAF) by end of Dec 2022.* • *Increased application of Risk Management/ Assessment methodology by at 60% of AFI States.*

Priority/Objective	Activities	Deliverables
	• Promote incorporation of Risk based security measures relating to cyber security, MANPADS, RPAS and Landside security in nation al policies.	• *Increased incorporation of Risk based security measures relating to cyber security, MANPADS, RPAS and Landside in National AVSEC policies by AFI States.*
Establish robust crisis management procedures in all States	• Provide support to States to develop and implement Crisis management procedures. • Support the conduct of Crisis Management Workshops in collaboration with ASTCs in ESAF and WACAF Region.	• *Convene at least two Workshops on Crisis management (one in ESAF and another in WACAF) delivered by end of Dec 2022.* • *Increased implementation of crisis management and contingency/emergency plan processes in 60% of AFI States by Dec 2022.*
Improve oversight and quality control	• Analyze USAP results to identify key areas of deficiencies in States, develop intervention actions for targeted technical support activities. • conduct technical support missions to States with a focus on the development of national audit Programme especially for states eligible for USAP-CMA. • Coordinate and monitor the implementation onsite State Specific Projects approved by the SC as necessary to ensure sustainability of the outcomes. • Conduct webinars/seminars on USAP-CMA Methodology, relevance of signing of MoU, specific state obligations in the audit process and development and implementation of USAP-CMA Corrective Action Plans (CAPs). • Promote collaboration and sharing of information amongst African States. • Conduct workshops on QC to all ESAF and WACAF States and raise awareness on QC.	• *60% of States in the African region attain 80% and above EI of the CEs by end of 2022.* • *Support all States eligible for USAP-CMA in 2022 at least 8 other states implementing USAP-CMA CAPs in ESAF and WACAF Regions by end of 2022.* • *At least two USAP-CMA seminars conducted in English by December 2022.* • *QC information effectively shared between government agencies and industry on peer review activities.* • *At least 4 (2 WACAF, 2 ESAF) concluded State Specific Projects followed up and monitored for sustainability.*
All African Region States have ratified relevant international instruments	• Promote ratification of all relevant international instruments and assist States in their implementation. • Assist and monitor ratification of relevant International Instruments in liaison with ICAO Legal Affairs and External Relations Bureau.	• *One legal Seminar convened in collaboration with LEB for AFI Region to promote ratification of all relevant international instruments towards increasing international instrument ratification in AFI States by December 2022.*

Priority/Objective	Activities	Deliverables
Improve utilization of technological resources and promotion of innovation	● Support application of technology and innovation to as tools for enhancing security effectiveness, screening and facilitation while ensuring operational efficiency. ● Support States to implement tools to support the implementation of API and PNR and improve compatible systems for the collection and use of information.	• *Increased information sharing between States on equipment requirements and specifications.* • *Increased efficiencies and operational performance improvements in line with GASeP roadmap.* • *Increased States API/PNR implementation and established systems for the collection and use of information.*