ORGANISATION DE L'AVIATION CIVILE INTERNATIONALE

PLAN RÉGIONAL DE MISE EN ŒUVRE COMPLET POUR LA SÛRETÉ ET LA FACILITATION EN AFRIQUE (PLAN AFI SECFAL)

TREIZIÈME RÉUNION DU COMITÉ DIRECTEUR

Présentation du descriptif du programme 2024-2030 du Plan AFI SECFAL et mandat révisé du Comité directeur

(Note présentée par le Secrétariat du Pan AFI SECFAL)

RÉSUMÉ ANALYTIQUE

La présente note de travail contient un aperçu du document-cadre du Plan régional révisé de mise en œuvre complet pour la sûreté et la facilitation en Afrique (Plan AFI SECFAL), et met l'accent sur les grandes étapes du Plan depuis sa conception en 2015, les objectifs, les priorités révisées et les résultats escomptés pendant la période de prorogation de l'échéance du Plan de janvier 2024 à décembre 2030.

La proposition de suite à donner par la réunion figure au **Paragraphe 4.**

Objectifs stratégiques	**Objectif stratégique C — *Sûreté de l'aviation et facilitation***

1 INTRODUCTION

1.1 Le Plan régional de mise en œuvre complet pour la sûreté et la facilitation en Afrique (Plan AFI SECFAL) a été unanimement soutenu par les États et approuvé ultérieurement par la vingt-quatrième session plénière extraordinaire de la Commission africaine de l'aviation civile (CAFAC) tenue à Dakar (Sénégal) du 1er au 4 juillet 2014. Lors de sa 203e session, le Conseil de l'OACI a approuvé le Plan AFI SECFAL en tant que programme de l'OACI et la première réunion du Comité directeur s'est tenue à Maputo (Mozambique) 2015.

1.2 En outre, lors de sa 226e session, le Conseil de l'OACI a approuvé la prorogation de l'échéance du Plan AFI SECFAL de 2024 à 2030 conformément à la feuille de route du Plan pour la sûreté de l'aviation dans le monde (GASeP) et ses futures révisions. Cette prorogation a été entérinée plus tard par la 41e session de l'Assemblée de l'OACI à travers les résolutions A41-17 et 18.

1.3 L'objectif global du Plan AFI SECFAL est de renforcer de manière durable la sûreté de l'aviation et la facilitation en Afrique. Par ailleurs, le Plan s'efforce de coordonner toutes les initiatives de renforcement des capacités et d'assistance technique dans le domaine de la sûreté de l'aviation (AVSEC) et de la facilitation (FAL) entreprises par l'OACI, les États, les organisations régionales et internationales, ainsi que les organisations gouvernementales et non gouvernementales, tout en veillant à la conformité avec les politiques de l'OACI, afin de contribuer à l'objectif global.

2. ANALYSE

2.1 Depuis sa conception à Maputo (Mozambique) en 2015 et malgré les nombreuses difficultés rencontrées, le Plan a enregistré d'importants progrès sous la houlette du Comité directeur et avec l'appui du Secrétariat de l'OACI. À ce jour, voici quelques-unes des grandes étapes franchies par le Plan :

a) Les phases à court et moyen termes du Plan sont arrivées à échéance le 31 décembre 2017 et le 31 décembre 2020, respectivement, et la phase à long terme (2021 à 2023) s'est achevée le 31 décembre 2023. Les cibles ont été largement atteintes en ce qui concerne les activités prévues et les résultats escomptés pour chaque phase, malgré quelques obstacles rencontrés. Parmi les difficultés notables rencontrées figure l'éclatement de la pandémie de Covid-19 au début de l'année 2020. Ces réalisations constituent une bonne base pour la mise en œuvre de la période de prorogation de l'échéance du Plan (2024-2024).

b) Les progrès constants enregistrés dans l'amélioration du taux moyen de mise en œuvre effective (EI) des éléments cruciaux (CE), suscités par la cible ambitieuse du GASeP consistant en l'atteinte, au plus tard, en 2023 d'un taux de mise en œuvre effective de 80 % par 90 % des États. Le taux global d'EI de la région AFI est passé de 53,06 % en 2015 (année de conception du Plan) à 64,59 %, au 31 décembre 2023.

c) Le Plan a bénéficié d'une collaboration et d'une prise de conscience accrues et renforcées des organisations internationales et régionales telles que la Commission de l'Union africaine (CUA), la Commission africaine de l'aviation civile (CAFAC), la Direction exécutive du Comité contre le terrorisme (DECT), Interpol, le Conseil international des aéroports (ACI), l'Union européenne (UE), notamment, permettant ainsi de réduire les doubles emplois, un des objectifs clés du Plan.

d) Le programme de travail du Plan AFI SECFAL, la Déclaration et les Cibles de Windhoek, ainsi que la feuille de route pour la sûreté de l'aviation en Afrique et au Moyen-Orient ont été harmonisés avec le GASeP en 2019.

e) La Déclaration et les Cibles de Windhoek pour la sûreté de l'aviation et la facilitation en Afrique dont le but est de renforcer l'engagement politique pour améliorer la conformité avec les SARP pertinentes de l'OACI ont été révisées et approuvées par la CUA en mai 2021.

f) L'engagement politique ferme, le renforcement des capacités des experts techniques, l'amélioration du taux d'EI des EC des systèmes nationaux de supervision de la sûreté de l'aviation, et le renforcement de la conformité avec les dispositions de l'Annexe 9 — *Facilitation*, et de l'Annexe 17 — *Sûreté de l'aviation*, à travers l'harmonisation des processus, le partage des ressources et de l'information, et l'adoption des meilleures pratiques.

g) Le Groupe régional Afrique-océan Indien pour la sûreté de l'aviation et la facilitation (RASFALG-AFI) a continué à rendre compte de ses activités au Comité directeur, par l'intermédiaire de la CAFAC, et effectué des missions d'assistance dans les États AFI.

h) Grâce à l'appui du Secrétariat de l'OACI, le Président du Comité directeur a régulièrement rendu compte au Conseil de l'OACI, ainsi qu'aux 40e et 41e sessions de l'Assemblée.

i) Quatre groupes de projets prioritaires spécifiques aux États suivant les besoins des États approuvés par le Comité directeur ont été constitués et mis en œuvre avec un accent sur la résolution des SSeC existantes, la prévention de nouvelles SSeC, l'assistance aux États dont les taux d'EI sont faibles et la fourniture d'une assistance ciblée fondée sur les risques.

j) Renforcement des capacités des spécialistes de la sûreté de l'aviation et de la facilitation à travers la formation et l'accompagnement individuel en collaboration avec le Secrétariat de l'OACI, la CAFAC, les États, et les partenaires

k) Mise en place du programme AFI de collaboration des experts en matière de sûreté et de facilitation (AFI-CES) fonctionnel, placé sous les auspices de la CAFAC et créé en tant que groupe d'experts disponibles pour soutenir l'exécution des activités du programme de travail du Plan AFI SECFAL.

l) Mise en place d'une approche de coordination et de liaison continues avec la CUA et les États AFI pour la conception d'un passeport électronique africain et la réalisation de l'objectif de la libre circulation des personnes dans le cadre de l'Agenda 2063 de la CUA.

m) Plaidoyer renforcé pour la promotion de la conformité avec les dispositions de l'Annexe 9 — *Facilitation*, de l'OACI avec un accent sur l'organisation des cours de formation sur la facilitation et la Stratégie TRIP de l'OACI. Ce qui a permis de soutenir l'élaboration des programmes de RPCV et de PNR, et encourager l'adhésion au répertoire des clés publiques (RCP) de l'OACI avec la participation croissante des États AFI dont le nombre est passé de trois (3) membres en 2015 à 19 en juin 2024.

2.2 Il ressort de l'analyse des résultats du Programme universel d'audits de sûreté (USAP) de l'OACI, et des résultats des missions d'assistance technique des bureaux régionaux de l'OACI, ainsi que de l'évaluation des besoins et d'autres sources d'information sur les performances des États AFI que la sûreté de l'aviation et la facilitation dans la région continuent d'être marquées par des difficultés persistantes et systémiques de mise en œuvre. Ces difficultés concernent les cadres réglementaires, les systèmes de supervision, les critères de recrutement du personnel et la formation, l'élaboration des éléments indicatifs, les méthodologies adéquates d'évaluation des risques, les procédures au niveau des aéroports, la cybersécurité, la mise en œuvre des mesures de contrôle de l'accès côté piste, et le contrôle aux frontières.

2.3 Les autres difficultés comprennent les lacunes des législations et politiques nationales (législation aéronautique de base et règlements d'exploitation), le renforcement des capacités des inspecteurs nationaux de la sûreté de l'aviation, le sous-développement des infrastructures de sûreté de l'aviation et des ressources d'assistance, l'insuffisance du financement ou de l'importance accordée aux ressources consacrées à l'aviation, et le manqué du personnel bien formé. Notamment, il ressort de l'analyse des résultats des audits de l'USAP-CMA qu'au 31 décembre 2023, 47 des 54 États membres de l'OACI de la région AFI ont subi un ou plusieurs audits de l'USAP-CMA. Ces audits ont identifié plusieurs aspects liés aux systèmes de supervision de la sûreté de l'aviation pour lesquels les États de la région AFI continuent à faire face à des difficultés, y compris des carences qui présentent des risques immédiats pour la sûreté de l'aviation civile.

2.4 S'agissant des aspects liés au contrôle aux frontières, l'Afrique continue à faire face à des problèmes de facilitation qui affectent négativement l'intégrité des frontières et la qualité des services aériens. Bien que tous les États de la région se soient dotés de programmes nationaux de facilitation du transport aérien (PNFTA) et mis en place des comités nationaux de facilitation du transport aérien (CNFTA/CFA), très peu d'entre eux ont mis en place des systèmes de renseignements préalables concernant les voyageurs (RPCV) et de dossiers passagers (PNR) conformément aux dispositions de l'Annexe 9 — *Facilitation*, et aux résolutions 2178 (2014), 2309 (2016) et 2396 (2017) du Conseil de sécurité de l'ONU relatives aux contrôles aux frontières.

3. PROPOSITIONS DE MESURES À PRENDRE (2024 - 2030)

3.1 En raison des carences persistantes et systémiques auxquelles les États AFI continuent à faire face et des grandes étapes franchies par le Plan pendant la période 2015-2030, le document-cadre et les activités du Plan ont été révisés afin de tenir compte de la prorogation de sept années (2024 à 2030) de son échéance approuvée par le Conseil et l'Assemblée de l'OACI. Le document-cadre du programme et le mandat révisés du Comité directeur figurent en **Pièce jointe A** à la présente note de travail.

3.2 La mise en œuvre du Plan pendant les sept années (2024-2030) de prorogation de son échéance sera exécutée en deux phases. La Phase 1 qui dure quatre ans (2024-2027) sera axée sur la mise en œuvre des projets spécifiques aux États fondés sur les besoins des différents États afin de résoudre les carences persistantes. En outre, un accent particulier sera mis sur la prévention et la résolution des préoccupations significatives de sûreté (SSeC) et la mise en œuvre en temps voulu des plans de mesures correctives (CAP) de l'USAP-CMA.

3.3 La Phase 2 du Plan qui s'étale sur trois ans (2028-2030) sera consacrée aux questions cruciales qui seront identifiées comme persistantes à la fin de la Phase 1, ainsi qu'à d'autres difficultés émergentes. Les obstacles à la réalisation satisfaisante des activités seront surveillés pendant toute la mise en œuvre des deux phases.

3.4 L'assistance en matière de renforcement des capacités sera érigée en priorité afin de répondre aux besoins spécifiques des États et de faire face aux risques connexes, en fonction des ressources disponibles et de la capacité des États ciblés à absorber l'assistance fournie. Les États qui font face à de sérieuses lacunes et qui font preuve d'engagement à améliorer la situation seront prioritaires, et l'accent sera particulièrement mis sur la résolution des causes profondes. Les critères de définition des priorités seront, notamment l'évaluation du niveau de risque, de la menace, et des contraintes de ressources.

3.5 Les résultats attendus des activités de chaque phase ont été définis dans l'**Appendice B** du programme qui figure en annexe à la présente note de travail en tant que **Pièce jointe A**. Les objectifs ultimes du programme sont, notamment, répondre aux priorités du GASeP et aux exigences de l'Annexe, atteindre les cibles de Windhoek et d'autres cibles régionales adoptées et révisées, de temps à autre, et prévenir les actes d'interférence illicite contre l'aviation civile, tout en facilitant la libre circulation des passagers et des biens.

4. SUITE À DONNER PAR LE COMITÉ DIRECTEUR

4.1 Le Comité directeur est invité à :

a) prendre note des informations fournies dans la présente note de travail ;
b) prendre note des progrès enregistrés dans la révision du document-cadre du programme et du mandat du Comité directeur Plan AFI SECFAL pendant la période de prorogation de l'échéance de 2024 à 2030 ;
c) approuver le document-cadre du programme et du mandat du Comté directeur du Plan AFI SECFAL en vue de sa finalisation et de son approbation ultérieures par le Secrétaire général de l'OACI ;
d) fournir des orientations, s'il y'a lieu.

ATTACHMENT A

Updated AFI SECFAL Plan Programme Document (2024-2030) and Steering Committee Terms of Reference

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

UPDATED FOR THE EXTENDED PERIOD
(1 JANUARY 2024 TO 31 DECEMBER 2030)

AFI SECFAL PLAN SUMMARY

The International Civil Aviation Organization (ICAO) is a specialized United Nations (UN) Agency responsible for ensuring that member States apply harmonized civil aviation Standards and Recommended Practices (SARPs) to facilitate the continued growth of aviation. Security and air transport Facilitation are essential for the existence of civil aviation and are key enablers of the rapidly developing global economy.

The African Aviation Security and Facilitation (AFI SECFAL) Plan was unanimously supported by States at the AFI Aviation Security Meeting in Dakar, Senegal, on 28 May 2014. It was subsequently endorsed at the 24th Extraordinary Plenary Session of the African Civil Aviation Commission (AFCAC), held from 1 to 4 July 2014 in Dakar, Senegal. During this Session, the AFI States further requested the Organization to approve the Plan as an ICAO Programme.

The ICAO Council at its 203rd Session (C-DEC 203/2), approved the AFI SECFAL Plan as an ICAO Programme and requested that the Secretary General report on the AFI SECFAL Programme activities and progress to the ICAO Council during the 204th or 205th session, as appropriate.

The ICAO Council at its 226th Session, further approved the extension of the terms of the AFI SECFAL Plan from 2024 to 2030 in line with the Global Aviation Security Plan (GASeP) Roadmap and its future revisions. The extension was subsequently endorsed by the ICAO Assembly, during its 41st Session in 2022, Resolutions A41-17 and A41-18.
The overall objective of AFI SECFAL Plan is to enhance aviation security and air transport facilitation in Africa in a sustainable manner.

REFERENCES

C-WP/14181 *AFI Security/Facilitation Initiative*

C-DEC 203/2 ICAO Council Decision approving the AFI SECFAL Initiative as an ICAO Programme

C-DEC 226/2 Report on the Comprehensive Regional Implementation Plan for Aviation Security and Facilitation in Africa (AFI SECFAL Plan)

C/WP/15378 ICAO Council Decision approving the extension of the term of the AFI SECFAL Plan from 2024 to 2030 in line with the Global Aviation Security Plan (GASeP) Roadmap and its future revisions.

- Working Paper presented by Uganda at the Dakar AFI SECFAL meeting
- Comprehensive Regional Implementation Plan for Aviation Safety in Africa
- Global Aviation Security Plan (GASeP)

- The Africa and Middle East Aviation Security Roadmap
- The ICAO 2023-2025 Business Plan, Version 1.0 - 25 July 2022

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1. BACKGROUND

1.1 Overview

1.1.1 In recent years, the global aviation market has shown strong growth. Passenger traffic in the African region grew by 4.7 per cent in 2019; this trend was expected to continue, in line with the steady economic growth forecasts for the continent, until the disruptions and devastation of Covid-19 Pandemic to the aviation sector effective March 2020. The gradual recovery of the sector reached 76 per cent of the 2019 levels in 2022, but with projection to grow, surpassing the pre-crisis levels at 101 per cent by 2025.

1.1.2 In terms of projected growth in the aviation sector, States' timely implementation of the recommendations of the Facilitation Stream of the High-level Conference on COVID-19 (HLCC 2021) addressed to them will facilitate efficient recovery of aviation from the COVID-19 pandemic, and a resilient aviation system against future pandemics, considering the recommendations address Facilitation operational measures, enhancing national coordination and international cooperation, enhancing digital data sharing to facilitate seamless and contactless travel, future approaches to management of sustainable health-related measures, and other Facilitation issues.

1.1.3 Numerous activities aimed at enhancing aviation security and air transport facilitation in Africa have been sponsored and implemented by various stakeholders, including States, sub-regional, regional and international organizations. Before the inception of the Plan, these activities were largely characterized as independent initiatives that focused on specific components of aviation security and air transport facilitation. Today, a growing number of donor States and lending institutions are being coordinated, allowing policy makers and the donor community to work within a common strategic framework of identified priorities and goals under the ICAO umbrella. Although substantial results have been obtained in the past, enabling an increase in aviation activities, coordination by the Plan will continue to impress sustainability of the achievements recorded.

1.1.4 Analysis of ICAO Universal Security Audit Programme (USAP) findings, as well as ICAO Regional Office technical assistance mission results, needs assessments and other sources of information on the performance of AFI states, indicates that aviation security and facilitation in the region continues to be characterized by persistent and systemic implementation challenges. These challenges relate to regulatory frameworks, oversight systems, personnel selection criteria and training, provision of guidance material, appropriate risk assessment methodologies, airport level procedures, cyber security and the implementation of air side access control measures and border controls.

1.1.5 Challenges include deficient national legislation and policies (primary legislation and operating regulations), empowerment of national aviation security inspectors, underdeveloped aviation security infrastructure and supporting resources, insufficient funding or prioritization of resources in aviation, and lack of appropriately trained personnel. In particular, the USAP-CMA analysis as at 31 December 2023, indicates that 47 out of 54 ICAO Member States from the AFI region, have had one or more USAP-CMA audits. The USAP-CMA has identified a number of aspects related to state aviation security oversight systems, for

which States in the AFI region continue to face challenges. Key areas highlighted as persistent challenges include but not limited to the following:

a) Deficient operating regulations, national programmes, procedures and practices in line with or consistent with current Annex 17, including qualifications for inspectors, enforcement powers, coordination mechanism identification of critical information and communication technology systems.
b) Lack of training programmes for national aviation security inspectors to ensure that personnel carrying out national quality control activities are trained to appropriate standards for these tasks.
c) Inadequate mechanism to oversee training processes for persons implementing security controls, to include a certification system that ensures that all persons who carry out aviation security instructional activities are qualified in the applicable subject matters.
d) Ineffective implementation of national quality control activities associated with deficient procedures, forms, checklists or protocols for their national aviation security inspectors monitoring activities and rectification of deficiencies identified through inspections.
e) Deficient airport level procedures, coordination mechanisms and programmes, lack of supporting resources and facilities for aviation security, ineffective access control measures and land-side security, to include absence of specifications of performance test pieces for security screening equipment used in the screening of persons, baggage, cargo, etc.
f) Inability to implement processes to ensure security programmes for Aircraft Operator Security Programmes, Air Traffic Service Providers and other airport level entities meet the requirements of their NCASP, to include ineffective implementation of in-flight aircraft security checks and searches of originating aircraft and instructions for carriage of carriage of weapons in an area of the aircraft inaccessible to any person during flight time.
g) Absence or deficient airport level procedures for screening, associated with the ineffective implementation of screening and baggage reconciliation requirements.
h) Lack of developed and sufficiently detailed instructions, guidance material or performance criteria for the application of security controls and screening of cargo and mail; and
i) Lack of detailed Contingency Plans, supportive resources, specialized training, regular testing, evaluations to determine weaknesses in response mechanisms and provision of specialized training.

1.1.6 As regards aviation related border control aspect**s,** Africa continues to be confronted with air transport facilitation issues that adversely affect the efficiency and integrity of border management activities and the quality of air services. While not all the 54 States in the Region have developed National Air Transport Facilitation Programmes (NATFPs) and implemented functional National and Airport Air Transport Facilitation Committees (NATFCs/AFCs), only six States have introduced Advance Passenger Information (API) and three have implemented Passenger Name Record (PNR) data systems as of August 2023, in line with Annex 9 to the Chicago Convention and UN Security Council Resolutions - UNSCRs – 2178 (2014), 2309 (2016) and 2396 (2017).

1.1.7 The magnitude of the problem is compounded by the tenuous security environment, conflict zones, political instability, and the growing presence of terrorist, insurgent, and transnational criminal group activities in the continent, thereby leading to many States facing significant challenges relating to compliance with ICAO Standards and Recommended Practices (SARPs).

1.1.8 As the global aviation system transcends national borders, the situation in Africa remains with potential implications that can adversely impact regional and global economies. Over the years, various initiatives and declarations have been made in order to enhance aviation security and air transport facilitation in Africa. These include, *inter alia*:

- Agadir Seminar May 2000, co-sponsored by ICAO and the African Civil Aviation Commission (AFCAC), aimed at creating a unique coordination authority for aviation security at the airport level.
- ICAO, in cooperation with the African Union (AU) and AFCAC, held a conference from 5 to 7 November 2007 in Addis Ababa, Ethiopia, on the development of an African aviation security Roadmap.
- On 13 April 2010, in Abuja, Nigeria, the Ministers in charge of aviation security together with regional and international organizations adopted the Abuja Declaration on Civil Aviation Security in Africa in which they affirmed their commitment to preventing unlawful interference with civil aviation in all forms, with particular attention being placed on countering terrorist threats against civil aviation.
- Following the Abuja Declaration, the AFCAC AVSEC Working Group (10-12 August 2010) was mandated with the implementation of the African Roadmap on Civil Aviation Security. However, the African Roadmap encountered significant implementation challenges and did not achieve its desired outcome.
- At a Regional Conference on aviation security, which took place in Dakar, Senegal, 17 to 18 October 2011, African States acknowledged ICAO's leadership role and agreed to intensify cooperation to enhance aviation security.
- The African Ministers of Transport also met in Luanda, Angola, from 21 to 25 November 2011 to deliberate on aviation security and agreed on the need for a Regional Aviation Security Group to coordinate the implementation of the Abuja Declaration and Roadmap.
- The Economic Community of West African States (ECOWAS), with support from the ICAO Western and Central African (WACAF) Office, organized a seminar in Niamey, Niger, in August 2013 with emphasis on the threat posed to civil aviation by man-portable air defense systems (MANPADS). Participants agreed on 12 Recommendations and a Roadmap for mitigating the MANPADS threat to civil aviation in the Region.
- Several seminars on air transport facilitation took place in Africa (2009: Abuja, Nigeria; 2010: Maputo, Mozambique; 2012: Victoria Falls, Zimbabwe; 2013: Ouagadougou, Burkina Faso; 2014: ICAO Facilitation Regional Seminars, Nairobi, Kenya and Cairo, Egypt).
- African Ministers responsible for Civil Aviation Security and Air Transport Facilitation, met in Windhoek, Republic of Namibia, from 7 to 8 April 2016, organized by ICAO and the African Civil Aviation Commission (AFCAC) under the auspices of the African Union Commission (AUC), and made declaration and targets for aviation security and facilitation in Africa; and

- The Africa and Middle East Aviation Security Roadmap, endorsed by the Ministerial Conference on Aviation Security (Sharm El Sheikh, Egypt, 22 to 24 August 2017) formed the basis for the work to be carried out by the relevant regional AVSEC/FAL Groups, in line with the Global Aviation Security Plan (GASeP).

1.2 Other common obstacles leading to shortcomings in aviation security (AVSEC) and air transport facilitation (FAL) compliance in the African Region

1.2.1 There are several other obstacles and impediments in establishing aviation security and air transport facilitation systems and infrastructures in the continent, which differ from one State to the other. Therefore, careful consideration of these would help to improve compliance of aviation security and air transport facilitation SARPs and GASeP roadmap in the continent, in addition to individual state-root cause needs assessment approach devised by the Plan. The following common obstacles have been identified as priority areas of focus:

a) Lack of political commitment at the national level to prioritize aviation security and air transport facilitation requirements.
b) Lack or inadequate enforcement powers allocated to the designated Appropriate Authority for security.
c) Difficulty in establishing a coordination mechanism for Air Transport Facilitation matters, notably, NATFP/AFP and associated Committees due to the multi-agency nature of air transport Facilitation.
d) Inability to attract, retain and maintain AVSEC and FAL expertise, due to, *inter alia*, the absence of robust employment schemes, training policies, and succession planning.
e) Underdeveloped aviation security and air transport facilitation infrastructure and processes.
f) Lack of Security and Air Transport Facilitation culture and established sustainable aviation security training capability.
g) Difficulty in justifying the resources needed to maintain a national aviation security oversight workforce due to the low volume of air operations.
h) Difficulty in justifying the resources needed to maintain an air transport facilitation oversight workforce due to the low volume of air operations.
i) Lack of coordination, and duplication of capacity-building and assistance efforts; and
j) Unreadiness or inability by some States to resolve existing Significant Security Concerns (SSeC) due to either lack of political will or existing internal political instability or lack of adequate financial resources. .

2. MILESTONES ACHIEVED BY THE PLAN FROM INCEPTION (2015 TO 2023)

2.1 Since its inception in 2015 in Maputo, Mozambique, the Plan has made significant progress under the guidance of the SC with the assistance of the ICAO Secretariat. The AFI SECFAL Plan SC has so far held twelve meetings, by August 2023.

2.2 The short and medium-term phases of the Plan ended on 31 December 2017 and 31 December 2020 respectively, and the long-term phase (2021 to 2023) ended on 31st December 2023. Targets have been largely achieved on the planned activities and deliverables for each phase, despite some challenges. Notable constraints include the outbreak of Covid-

19 Pandemic in early 2020. The achievements form a good foundation for the implementation of the extended period (2024-2030).

2.3 The eight-year period of the Plan (2015 -2023) has recorded enhanced and strengthened collaboration and awareness between International and Regional organizations such as the African Union Commission (AUC), African Civil Aviation Commission (AFCAC), UN Counter-Terrorism Committee Executive Directorate (CTED), Interpol, Airports Council International (ACI), the European Union (EU), among others, thereby mitigating duplication of efforts and resources as one of the key objectives of the Plan.

2.4 Following the alignment of the AFI SECFAL Plan work Programme, the Windhoek Declaration and Targets and the Africa and Middle East Aviation Security Roadmap with the GASeP, the Windhoek Declaration and Targets for Aviation Security and Facilitation in Africa aimed at re-enforcing the political commitment to enhance compliance with the relevant ICAO SARPs were revised and endorsed by the AUC in May 2021.

2.5 Other notable milestones recorded include securing strong political commitment, building technical experts' capacity, elevating Effective Implementation of the Critical Elements of State Security Oversight Systems (EI of the CEs), and enhancing compliance with provisions of Annexes 9 – Facilitation and 17- Security, through harmonization of processes, sharing of resources/information, and embracing best experiences.

2.6 In compliance with the AFI SECFAL Plan objectives, the AFI Regional Aviation Security and Facilitation Group (RASFALG-AFI), through AFCAC, has continued to report its activities to the SC and the ICAO Secretary General and the SC Chairperson have provided regular progress reports to the ICAO Council and subsequently to the ICAO 40th and 41st Assembly.

2.7 Five priority State-specific projects categorized according to the States needs as approved by the SC were implemented with precedence given to resolving existing SSeCs, preventing new SSeCs, States with low EIs and risk-based targeted assistance. The projects successfully increased capacity to Aviation Security and Facilitation professionals through training and coaching in collaboration with ICAO HQ, AFCAC, States, and partners.

2.8 Another milestone was the launch of and currently functional AFI - Collaborative Experts Scheme (AFI-CES) under AFCAC, established as a pool of experts available to support the execution of the AFI SECFAL Plan Work Programme activities. The use of experts to execute the State specific projects is inseparable with the recorded steady progress of average EI of the CEs, to attain the GASeP target of 90% of AFI States to achieve 80% average EI by 2023. The AFI overall average EI (sustainability Indicator) has increased from 56.01% in 2015 (Plan inception) to 64.59 % as at 31st December 2023.

2.9 The Plan enhanced advocacy for visibility and compliance with provisions of ICAO Annex 9 - Facilitation with emphasis on delivery of FAL Training Package and implementation of TRIP Strategy and API/PNR. This approach achieved a slight notable increase of membership of States to ICAO Public Key Directory (PKD) from three (3) in 2015 to 19 in May 2024. In the same vein, the Plan continued to support and liaise with the AUC and AFI States towards the development of the African e-passport and the realization of the goal for free movement of people under the AUC agenda 2063.

2.10 The Plan supported and continues to support the recovery of aviation from the impact of the COVID-19 through coordination of the implementation of ICAO i-Packs, and other four priority activities funded through a specific allocation of CAD 553,000. During the same period, the Plan supported the implementation of the CART Report Recommendations and take-off guidance, AUC - HLTF towards recovery from COVID-19 impact and building a sustainable and resilient future, the elevation of State security EI of the CEs to achieve the Plan.

3. DESCRIPTION OF THE PLAN

3.1 Objectives

3.1.1 The overall objective of the AFI SECFAL Plan is to enhance aviation security and facilitation in Africa in a sustainable manner.

3.1.2 The secondary objective of the AFI SECFAL Plan is to coordinate and align all capacity-building and technical support efforts in the field of AVSEC and FAL by ICAO, States, regional and international organizations, and governmental and non-governmental organizations with ICAO policies, in order to contribute to the overall objective.

3.1.3 The AFI SECFAL Plan will also address the need to strengthen various AVSEC and FAL aspects related to organizational, managerial, institutional, economic, educational, and political factors within the Region.

3.1.4 To achieve the goals and objectives of this Plan, it is essential that African States demonstrate strong political and technical commitment to building capacity, particularly in compliance with Annexes 9 and 17 to the Chicago Convention, and to share resources, experience, expertise, and information amongst themselves.

3.2 Plan Overview

3.2.1 Under ICAO's leadership, the AFI SECFAL Plan calls for collaboration between States authorities and the industry in the implementation of coordinated initiatives aimed at rectifying AVSEC and FAL deficiencies in a sustainable manner. The implementation of the Plan will continue to draw on expertise available in African States under the (AFI -CES) arrangement hosted by AFCAC, ICAO Headquarters, ICAO Regional Offices, and donor States and organizations.

3.2.2 The implementation of the Plan during the extended period of seven years (2024-2030), will be executed in two phases. Phase one covering a period of four years (2024-2027) will focus on the implementation of State Specific Projects based on prioritized individual State needs, taking into account implementation of health-related SARPs in Annex 9 — *Facilitation*, and recommendations of the FAL Stream of HLCC 2021.

3.2.3 Particular focus will also be put on the prevention and resolution of Significant Security Concerns (SSeCs) and the timely implementation of USAP-CMA Corrective Action Plans (CAPs). Phase two of the Plan covering a period of three years (2028-2030), will address key issues that will be identified as persistent by the end of Phase one, and other emerging

challenges. Progress with respect to the satisfactory completion of activities will be monitored throughout the implementation of both phases.

3.2.4 Capacity-building assistance and other AVSEC and FAL resources will be prioritized to meet the specific needs of States and associated risks, based on 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 root causes. The criteria for determining priorities will include an assessment of the level of risk, threat and resource constraints.

3.3 Deliverables and expected results.

3.3.1 Expected deliverables for each activity in each phase have been defined, with the ultimate goal to implement the GASeP and its future revisions, Windhoek and other regional Targets as adopted and as revised from time to time, preventing acts of unlawful interference against civil aviation while facilitating the efficient movement of passengers and goods.

3.3.2 **Phase One *(by 31st December 2027)***

3.3.2.1 In Phase One, priority will be given to the improvement of aviation security and facilitation through the enhanced risk awareness and assessment, develop security culture, strengthen border controls, increase regional cooperation and improve oversight and quality control to raise the level of aviation security such that a minimum ~~90~~ 65 per cent of States in the region reach a minimum 75 ~~80~~ per cent level of effective implementation (EI) of the critical elements (CEs) of a State's aviation security oversight system.

3.3.2.2 At the end of this phase, it is expected that the following action will have been accomplished:

a) Appropriate Authorities for AVSEC and FAL are clearly defined in the national legislative framework, have the resources specifically assigned to these areas and sufficient enforcement powers for inspectors.
b) All States to have functional National Civil Aviation Security Committee (NCASC) and National Air Transport Facilitation Committee (NATFC);
c) All State National programmes: National Civil Aviation Security Programme (NCASP), National Civil Aviation Security Quality Control Programme (NCASQCP), National Civil Aviation Security Training Programme (NCASTP), procedures and policies are consistent with current Annex 17.
d) All assistance activities in the African Region are actively coordinated amongst partners to optimize use of resources and avoid duplication of efforts.
e) Number of States with API implementation, member to the ICAO PKD and those with PNR implementation increase to at least 60% in the AFI States.
f) All AFI States have National Air Transport Facilitation programmes in place.
g) Risk management and sound crisis management procedures are established in all States.
h) Achieve sustainable aviation security and air transport facilitation training capability and adequate human resources policies within the States.
i) Existence of a well-trained, motivated and professional work force in the States.

j) States have effective quality control and oversight processes for sustainable and effective aviation security.

k) Increased State capability to identify gaps and vulnerabilities, which can then be urgently addressed in the most practical way possible, and with optimal use of resources.

l) Increased ability by the AFI region to significantly contribute in enabling the key security objectives achieved more quickly and efficiently by contributing resources to ICAO to enhance ICAO's capability and effectiveness in delivering assistance;

m) All African States to Implement a national strategy or framework related to evidence of identity involving the tracing, linkage and verification of identity against breeder documents to ensure the authenticity of identity and all other elements of the ICAO TRIP Strategy.

n) All African States strengthen border and travel document security, passenger screening procedures and biometric information systems; and

o) All African States report on a regular basis, lost and stolen passports to the INTERPOL Stolen and Lost Travel Documents Database (SLTD).

3.3.3 Phase Two ***(by 31st December 2030)***

3.3.3.1 In Phase Two, the objective is to improve technological resources and encourage innovation, resolve and prevent Significant Security Concerns (SSeCs).

3.3.3.2 At the end of Phase Two it is expected that.

a) ~~All States in the African region reach above 90% EI of the CEs in line with the GASeP aspirational goals~~. 80% of States in the African region reach or surpass above 75% EI of the CEs in line with the new GASeP aspirational goals

b) States apply better technological solutions and innovative techniques that provide the tools for enhancing security effectiveness and facilitating the movement of passengers and goods while ensuring operational efficiency.

c) States have a robust aviation security culture and resources needed to maintain a national aviation security oversight workforce commensurate with the volume of air operations.

d) States have robust coordination and capacity-building capabilities.

e) UNSC Resolution 2309 (2016) is fully implemented.

f) States have sufficient capacity to prevent Significant Security Concerns (SSeCs) or to resolve them as soon as practicable after notification by ICAO following a USAP audit; and

g) Advance Passenger Information (API) and Passenger Name Record (PNR) systems are effectively implemented.

3.3.4 The table at Appendix B outlines Phase One (2024-2027), with objectives, outputs and activities. The Appendix will be revised on completion of Phase One, to outline the objectives, outputs and activities of Phase Two (2028-2030).

3.4 Link between the AFI SECFAL Plan and ICAO's Strategic Objective relating to Aviation Security and Facilitation

3.4.1 ICAO's Strategic Objective: *Enhance global civil aviation security and facilitation* reflects the need for ICAO's leadership in aviation security, cyber security for civil aviation, air transport facilitation and related border security matters. This Plan reaffirms both the ICAO Strategic Objectives and GASeP Objectives and the outlined key activities; by creating a framework through which African States, donor States, Organizations and industry can coordinate their activities with a view to ensuring the effective implementation of aviation security and air transport facilitation.

3.4.2 The Plan is implemented in line with the ICAO Aviation Security Assistance and Capacity Building Strategy, Implementation Support Policy, the ICAO Training Policy, the "*No Country Left Behind*" (NCLB) initiative and other relevant ICAO policies and guidelines. This initiative resolved that ICAO itself should provide more direct assistance to developing countries by playing a more active coordination role between States and by helping to generate the political will needed for States to pool resources, participate in regional efforts, earmark voluntary funds and build capacity. The main goal of this work is to help ensure that SARPs implementation is better harmonized globally so that all States have access to the socio-economic benefits of safe, secure and reliable air transport.

3.5 Link between the AFI SECFAL Plan and GASeP

3.5.1 This Plan is directly linked and interwoven with the Global Aviation Security Plan (GASeP) whose key objective is to help ICAO, States and stakeholders enhance the effectiveness of global aviation security. The GASeP therefore, seeks to unite the international aviation security community and inspire actions in this direction, taking into account that the threats and risks faced by the civil aviation community continue to evolve. It is also intended to achieve the shared and common goal of enhancing aviation security worldwide and to help States come together to fulfil the commitments set out in UNSCR 2309 (2016) and relevant ICAO Assembly Resolutions.

3.6 Constraints and Risks

3.6.1 In order to effectively and efficiently implement the AFI SECFAL Plan in the Region, and to achieve its objectives even within the unlikely events of pandemics such as COVID-19 and recovery processes, a number of constraints and risks have been identified. These are:

- a need for financial and in-kind resources.
- a need for States to be responsive and engaged.
- impact of civil conflicts and health concerns in the Region on assistance activities.
- travel restrictions caused by pandemics and associated impact on aviation sector.

3.6.2 In order to ensure these constraints and risks do not negatively impact the implementation of the Plan, the following mitigating mechanisms need to be implemented:

- establishment of a sustainable source of funding and in-kind resources.
- early warning from Regional Offices to the Steering Committee and to the ICAO Council in cases of "limited responsiveness and engagement by States";

- a need for the Steering Committee to track financial and in-kind contributions to identify potential concerns.
- a need for the Steering Committee to closely track individual projects to identify challenges related to security and health concerns in specific States so as to identify possible solutions.

4. PLAN MANAGEMENT AND IMPLEMENTATION

4.1 Management

4.1.1 In accordance with ICAO Council decision C-DEC 203/2, the AFI SECFAL Plan was established as an ICAO Programme which was further reaffirmed by Assembly resolutions A39-38 and A40-23. African States shall remain responsible for aviation security and air transport facilitation consistent with the obligations under the Chicago Convention and its Annexes. As an ICAO Programme, AFI SECFAL Plan functions as a focal point for the prioritization of state specific projects, coordination of activities, mobilization of political will and resources, and monitoring progress.

4.1.2 The Plan will be implemented through the application of a Programme management process with clearly defined objectives, output, activities and metrics. This process will also include continuous monitoring and evaluation.

4.1.3 The table at Appendix B also outlines the management and implementation process of the Plan. Performance indicators are included for the purpose of measuring output.

4.2 Roles and responsibilities

4.2.1 The Plan is managed by the Regional Director, Eastern and Southern African Region (ESAF), Nairobi, (Programme Executive), who assumes secretariat responsibilities and reports progress to the AFI SECFAL Steering Committee (SC) in close coordination with the Director, Air Transport Bureau. The Secretary General of ICAO reports on the AFI SECFAL Programme activities and progress to the ICAO Council.

4.2.2 The **AFI SECFAL Steering Committee (SC)**, was established by the Secretary General at the inception of the Plan. Members of the SC are drawn from States, the ICAO Council, international and regional organizations, and assistance partners. Other stakeholders may participate in and contribute to the work of the SC on an ad hoc basis at the invitation of the Secretary General in consultation with the SC.

4.2.3 The SC provides support, guidance and oversight of progress related to the AFI SECFAL Plan implementation. SC meetings will meet once a year, ideally during the African Region aviation week (AFI week), usually hosted by African State. Other meetings can be convened during the year depending on the needs and activities of the Plan. The Chairperson of the SC is elected/nominated by the members of the SC. The Chairperson shall serve a three-year term, renewable once.

4.2.4 The mandate of the SC includes approving the Secretariat's work Programme for the four-year period from January 2024 to December 2027 which will also be revised and updated on an annual basis. By December 2027, a three-year work Programme for the period

from January 2028 to December 2030 will be developed and approved and shall similarly be revised and updated on an annual basis. All Work Programmes will detail the identified objectives and outputs, and the activities to be undertaken.

4.2.5 The Steering Committee will monitor the progress of implementation of activities undertaken under the Plan and report to the Secretary General every year. Membership of the Committee will ensure representation of all stakeholders and interested parties, as detailed in Appendix C. The AFI SECFAL Plan Steering Committee Terms of Reference (ToRs) are detailed in a separate document.

4.2.6 Relevant ICAO Secretariat offices (Headquarters and Regional Offices) will contribute to the implementation of the Plan.

4.2.7 As a full member of the SC, the African Civil Aviation Commission (AFCAC) will be involved in the definition of the Plan Strategy and the coordination of its implementation.

4.2.8 A **Regional Security and Facilitation Group for the AFI Region (RASFALG - AFI)**, established under the umbrella of AFCAC, supports the SC in identifying regional security and air transport facilitation issues and helps to increase awareness amongst stakeholders. It also supports the SC in monitoring progress, providing technical expertise and implementing the Plan in order to improve aviation security and facilitation in the region. Under the auspices of AFCAC, the AFI Collaborative Experts Scheme (AFI-CES) serves as a platform for providing technical support and assistance to enable Plan's activities using a pool of experts from the African region.

4.3 Financial requirements and management

4.3.1 The financial requirements and voluntary contributions associated with the Plan will be administered by the ICAO Finance Branch at ICAO Headquarters in coordination with ATB and the Plan secretariat. Furthermore, the Plan secretariat will be responsible for the execution and delivery of the Plan's resource mobilization strategy. The overall management of the Plan will be the responsibility of the ESAF Regional Director (Programme Executive) under the direction of the ICAO Secretary General and the Steering Committee.

4.3.2 Overall coordination of the AFI SECFAL Plan with various stakeholders will be carried out by the Programme Executive with support from ICAO Headquarters.

4.4 Timelines and key Deliverables and Targets

4.4.1 As cited herein under section 3 (*Description of the Plan*), the implementation of the Plan during the extended period from 2024 to 2030 has been broken down into two phases in order to ensure that all stakeholders have a clear view of the expected results and associated indicators. Key deliverables and targets include the following:

a) ~~Ninety~~ Sixty five percent of AFI States have achieved a minimum 75 ~~80~~ percent EI of the CEs by 31 December 2027 and ~~all~~ _80% States to have achieved a minimum of 75 ~~90~~ percent EI of the CEs by 31st December 2030.

b) States have designated the appropriate authority for aviation security and established a National Air Transportation Facilitation Committee, with

sufficient powers, effective coordination mechanisms, and detailed national programmes consistent with Annex 9 and Annex 17;

c) Increased cooperation and support amongst partners to optimize resources and avoid duplication of efforts.

d) Increased number of States implementing API and PNR, ICAO PKD Membership and ICAO TRIP Strategy elements, including enhanced border control and integrity and utilization of the INTERPOL Stolen and Lost Travel Documents Database in the States in the AFI Region.

e) Enhanced and implemented risk awareness and response in the States for application of aviation security measures based on risk, identified gaps and security vulnerabilities.

f) Well-developed, sustainable, strong, and effective security and facilitation culture and human capability, motivated staff, and sound national level human resource policies.

g) Improved oversight and quality control in the States for sustainable and effective aviation security.

h) All existing Significant Security Concerns (SSeCs) resolved and increased ability in States to identify and mitigate potential SSeCs in a timely manner.

i) States apply better technological solutions and innovative techniques for enhancing security effectiveness and operational efficiency; and

j) Implementation of recommendations of the FAL Stream of the High-level Conference on COVID-19 (HLCC) 2021.

4.5 Identification of Stakeholders

4.5.1 At the national level, the Plan aims to bring together stakeholders in the civil aviation sector with other agencies involved in security and air transport facilitation-related matters, such as law enforcement agencies, including the police and State security services, disaster management agencies, immigration, customs, health services, defense forces, etc.

4.5.2 At the regional level, other strengths underpinning the effective implementation of the Plan include the establishment of the RASFALG-AFI and the support of the aviation security and air transport facilitation experts (AFI-CES) with unique local knowledge that are able to implement best practices, as well as African States that are able to lead mentorship programmes.

4.5.3 At an international level, the ICAO partners will work to achieve the objectives of the Plan and will be involved at all stages of its implementation. A non-exhaustive list of international stakeholders can be found in Appendix C.

4.6 Coordination with other relevant programmes and plans

4.6.1 There are a number of other assistance programmes and plans being implemented in the African Region related to aviation security and air transport /facilitation. To avoid duplication of efforts, optimize resources and assure conformity with ICAO’s policy, all aviation security and air transport facilitation activities in the Region will be coordinated and reported to the Steering Committee and the RASFALG-AFI to the extent possible or practicable.

4.7 Communication strategy

4.7.1 An effective communication strategy will be developed and deployed in coordination with relevant ICAO HQ offices, including the Communications Section (COM), and will be maintained and enhanced in order to ensure all implementing partners understand the rationale of the AFI SECFAL Plan and the progress in its implementation.

4.7.2 The communication strategy will be designed to engage all relevant internal and external stakeholders, including all partners, donors and beneficiary States.

4.7.3 The communication strategy will support the collection of feedback on the activities of the Plan which will be used as an input to the monitoring and evaluation mechanism to bring about continuous improvement in the execution of the Plan (see below).

4.7.4 The communication strategy will encourage the coordination of efforts by the organizations and agencies involved in aviation security and air transport facilitation to ensure the success of the Plan.

5. RESOURCE REQUIREMENTS, BUDGET ESTIMATE, AND FUNDING

5.1 Resource requirements

5.1.1 The existing human resources of the ICAO Regional Offices and ICAO Headquarters will continue to be directly involved in the implementation of the AFI SECFAL Plan. These resources include administrative and technical staff. Consideration should be given to adding Programme management staff to structure and support the activities undertaken by the administrative and technical staff.

5.1.2 The current level of ICAO Regular Programme financial resources dedicated to the AFI SECFAL Plan is not adequate to effectively support the Plan and its successful implementation. Consequently, there is a continuing need to supplement the resources provided under the Regular Programme with voluntary contributions through resource mobilization activities to sustain the AFI SECFAL Plan Fund. Budget estimates derived for the activities detailed in Appendix B, for the implementation of the AFI SECFAL Plan during the period 2024-2027, are listed in Appendix D. In summary, it is estimated that USD **1,196,000** is required for the four-year period 2024-2027 or a total of **USD 299,000** per year.

5.2 Funding arrangements

5.2.1 The funding will continue to be provided through the ICAO Regular Programme, voluntary contributions, and other sources of funding as shall be identified.

6. MONITORING AND EVALUATION

6.1 Monitoring and reporting system.

6.1.1 To ensure the achievement of the established objectives and targets of the Plan, progress will be continuously monitored and reported against clear performance indicators. In this regard, a monitoring and reporting system will be developed and implemented.

6.1.2 The AFI SECFAL Plan progress and performance will primarily be measured in terms of effective progress and delivery of its activities and established target deliverables, objectives, recorded milestones, timely resolution of noted deficiencies, impact of training activities, nature of major aviation security incidents and timely mitigation/resolution of identified Significant Security Concerns (SSeCs). The effectiveness of the above-mentioned deliverables of the Plan will further be measured in terms of USAP-CMA findings and increase of AFI average effective implementation (EI) of the Critical Elements of an aviation security oversight system (CEs). It is also envisaged that once validated, the future ICAO aviation security assistance performance indicators will be integrated for use as monitoring tools.

6.1.3 ICAO's Regional Offices and AFCAC will play an important role in achieving progress through their continuous assistance and engagement with the African States and by helping to evaluate the rate of improvement of aviation security and air transport facilitation in coordination with ICAO HQ.

6.1.4 Monitoring and reporting responsibilities are detailed in Appendix E.

6.2 Periodic Review and Evaluation

6.2.1 To assess the implementation and impact of the AFI SECFAL Plan, periodic reviews and evaluations will be done on the activities and deliverables. The first evaluation of the AFI SECFAL Plan will be completed by 31 December 2027. The evaluation will provide a review of the Plan objectives, targets, deliverables, and outcomes aimed at improving the Plan and providing recommendations to stakeholders to inform the way forward. The evaluation will address, amongst other things, how well the AFI SECFAL Plan is continuously adapting to the evolving needs of the States in Africa, the effectiveness of its management, the sustainability in the long term of its outcomes, the identification of core competencies for AVSEC and FAL staff development, opportunities for partnership, and the required sources of sustainable funding.

Date

Secretary General

5. APPENDIX A – ACRONYMS

English	Acronym	Acronyme	Français
Africa	AFI	AFI	Afrique
African Centre for the Study and Research on Terrorism	ACSRT	CAERT	Centre Africain d'Etudes et de Recherche sur le Terrorisme
African Civil Aviation Commission	AFCAC	CAFAC	Commission Africaine de l' Aviation Civile
Agency for the Safety of Air Navigation in Africa and Madagascar	ASECNA	ASECNA	Agence pour la Sécurité de la Navigation Aérienne en Afrique et à Madagascar
Airport Security Programme	ASP	PSA	Programme de sûreté aéroportuaire
ICAO Aviation Security Training Centre	ASTC	ASTC ou CFSA	Centre de Formation à la Sûreté de l'aviation de l'OACI
African Union	AU	UA	Union Africaine
Aviation Security	AVSEC	AVSEC	Sûreté de l'aviation civile
Civil Aviation Authority	CAA	ANAC	Agence nationale de l'aviation civile
Central African Economic and Monetary Community	CAEMC	CEMAC	Communauté Économique et Monétaire de l'Afrique Centrale
East African Community Civil Aviation Safety and Security Oversight Agency	CASSOA	CASSOA	
Critical Elements	CE	CE	Eléments cruciaux
Crisis Management Plan	CMP	PGC	Plan de gestion des crises
	CRASAC	CRASAC	Cellule Régionale d'Assistance à la Sûreté de l'Aviation Civile
Economic Community of West African States	ECOWAS	CEDEAO	Communauté Économique des Etats de L'Afrique de l'Ouest
Effective implementation	EI	EI	Mise en œuvre effective
	ERNAM	ERNAM	Ecole Régionale pour la Navigation Aérienne et de Management
Facilitation	FAL	FAL	Facilitation
ICAO Global Aviation Training	GAT	GAT	
International Air Transport Association	IATA	IATA	Association Internationale du Transport Aérien
International Civil Aviation Organization	ICAO	OACI	Organisation de l'Aviation Civile Internationale
International Organization for Migration	IOM	OIM	Organisation Internationale des Migrations
Lack of Effective Implementation	LEI	LEI	Absence de mise en œuvre effective
Man-portable air-defense systems	MANPADs	MANPAD	Système de défense anti-aérien portable
ICAO Monitoring and Assistance Review Board	MARB	MARB	
National Facilitation Programme	NATFP	PNFTA	Programme national de facilitation du transport aérien
National Civil Aviation Security Programme	NCASP	PNSAC	Programme national de sûreté de l'aviation civile
National Civil Aviation Security Training Programme	NCASTP	PNFSAC	Programme national de formation de sûreté de l'aviation civile
No Country Left Behind (campaign)	NCLB	NCLB	(la campagne) "Aucun pays laissé de côté"
National Civil Aviation Security Quality Control Programme	NCQCP	PNCQ	Programme national de contrôle de la qualité de la sûreté de l'aviation civile
Programme Executive	PE	DP	Directeur de programme
Point of Contact	POC	POC	Point de contact
West and Central Africa Air Transport Safety and Security Program	PRSSTAAOC	PRSSTAAOC	Programme Régional Sûreté et Sécurité des Transports Aériens en Afrique de l'Ouest et Afrique Centrale
Regional Aviation Security and Facilitation Group	RASFG	RASFG	Groupe régional de sûreté de l'aviation et de la facilitation
Standards and Recommended Practices	SARPs	SARP	Normes et pratiques recommandées
Steering Committee	SC	COPIL	Comité de pilotage
Standard Operating Procedures	SOP	PEN	Procédure d'exploitation normalisées
Significant Security Concerns	SSeC	SSeC	Préoccupation significative de sûreté
Terms of Reference	TOR	TDR	Termes de référence
ICAO Traveller Identification Programme	TRIP	TRIP	Programme d'identification des voyageurs de l'OACI
United nations Office on Drugs and Crime	UNODC	ONUDC	Organisation des Nations Unies contre la Drogue et le Crime
ICAO Universal Security Audit Programme	USAP	USAP	Programme universel d'audits de sûreté
ICAO Universal Security Audit Programme - Continuous Monitoring Approach	USAP-CMA	USAP-CMA	Programme universel d'audits de sûreté - méthode de surveillance continue
West African Economic and Monetary Union	WAEMU	UEMOA	Union Economique et Monétaire Ouest Africaine
Wold Bank	WB	BM	Banque Mondiale

6. APPENDIX B – MANAGEMENT AND IMPLEMENTATION (OBJECTIVES, OUTPUTS AND ACTIVITIES)

OUTPUT		KPIS/MEASURE OF DELIVERABLES AND MILESTONES				OUTCOME/KPI
OBJECTIVES	**ACTIVITIES/PROJECTS**	**BY END OF 2024**	**BY END OF 2025**	**BY END OF 2026**	**BY END OF 2027**	**TARGET /IMPACT**
All assistance activities in the African Region are actively coordinated to meet the ICAO requirements at a minimum	Adequate coordination Provided through Plan SC, RASFALG AFI and other forums Enhance collaboration and coordination with EU, ACI, AUC, AFCAC, AFRAA, IATA, RECs RSOOs, UNOCT, INTERPOL, EU, Partners and donors through sharing of information and programmes and participation in activities of mutual interest.	Work Programmes and priorities coordinated and harmonized regularly/annually/ periodically (virtual and one in-person)	Coordinated Work Programmes and priorities regularly updated and implemented (virtual and one in-person)	Coordinated Work Programmes and priorities regularly updated and implemented (virtual and one in-person)	Coordinated Work Programmes and priorities regularly updated and implemented (virtual and one in-person)	increased cooperation and support
		Number of coordinated and Joint activities	Number of coordinated and Joint activities	Number of coordinated and Joint activities	Number of coordinated and Joint activities and non-coordinated activities	Reduced or zero duplication of efforts and resources
Enhance political will needed for States to prioritize Civil aviation to national development	Presentation of the Plan in regional meetings and engagement with Regional Economic Communities (RECs) and AU Secretariat for necessary endorsements and updates	At least two presentations /interaction/missions made to regional activities and necessary endorsements obtained from States, RECS and AU	At least two presentations /interaction/missions made to regional activities and necessary endorsements obtained from States, RECS and AU	At least two presentations /interaction/missions made to regional activities and necessary endorsements obtained from	At least two presentations /interaction/missions made to regional activities and necessary endorsements obtained from	Heightened political will in states to implement ICAO SARPs in AVSEC/FAL

OUTPUT		KPIS/MEASURE OF DELIVERABLES AND MILESTONES				OUTCOME/KPI
OBJECTIVES	**ACTIVITIES/PROJECTS**	**BY END OF 2024**	**BY END OF 2025**	**BY END OF 2026**	**BY END OF 2027**	**TARGET /IMPACT**
				States, RECS and AU	States, RECS and AU	
	Perform activities and high-level missions to promote aviation security and facilitation.	Number of High-level Missions conducted	Number of High-level Missions conducted	Number of High-level Missions conducted	Number of High-level Missions conducted	
	Participate in regional activities and highlight the relevance and importance of Aviation security and facilitation and coordinate the implementation of the Windhoek Declaration and Targets	Increased number of states compliant to or meeting the Windhoek Targets	Increased number of states compliant to or meeting the Windhoek Targets	Increased number of states compliant to or meeting the Windhoek Targets	Increased number of states compliant to or meeting the Windhoek Targets	Increased number of AFI States Prioritized aviation security and facilitation at national level
All AFI States have promulgated Regulations, detailed national programmes, procedures, and practices consistent with current Annex 17, that include sufficient Inspector qualifications and training, enforcement powers,	Outreach and awareness campaign and support projects under the AFI SECFAL Plan and aviation security and facilitation culture Provided	Number of states with detailed programmes consistent to Annex 17 increased by 50%	Number of states with detailed programmes consistent to Annex 17 increased by 60%	Number of states with detailed programmes consistent to Annex 17 increased by 70%	Number of states with detailed programmes consistent to Annex 17 increased by 80%	80% of States have promulgated Regulations, detailed national programmes, procedures, and practices consistent with current Annex 17
		At least six states supported	At least six states supported	At least six states supported	At least six states supported	

OUTPUT		KPIS/MEASURE OF DELIVERABLES AND MILESTONES				OUTCOME/KPI
OBJECTIVES	**ACTIVITIES/PROJECTS**	**BY END OF 2024**	**BY END OF 2025**	**BY END OF 2026**	**BY END OF 2027**	**TARGET /IMPACT**
coordination mechanism, identification of critical information, communication systems.		Four State Specific Projects developed/Implemented	Four State Specific Projects developed/Implemented	Four State Specific Projects developed/Implemented	Four State Specific Projects developed/Implemented	
All AFI States to have a functional National Civil Aviation Security Committee (NCASC) and a National Civil Air Transport Facilitation Committee (NATFC)	State Specific projects and i-Parks developed and implemented. Tailored Trainings, workshops and coaching provided.	Number of state specific projects developed, and states assisted	Number of pilot projects developed and implemented	Number of pilot projects developed	Number of pilot projects developed	Increase in number of AFI States that have functional National Civil Aviation Security Committee (NCASC) and National Civil Air Transport Facilitation Committee (100%)
		Deliver two relevant iPacks, two workshops and two trainings	Deliver two relevant iPacks, two workshops and two trainings	Deliver two relevant iPacks, two workshops and two trainings	Deliver two relevant iPacks, two workshops and two trainings	
		Number of staff trained	Number of staff trained	Number of staff trained	Number of staff trained	
Appropriate Authorities for Aviation Security and Facilitation are clearly defined and have the resources specifically assigned to these areas	Support to States still in needs to develop national legislation, regulations and NCASP's Provided In-house/State Training capacity Reinforced through Workshops, courses, ad-hoc support.	Number of states supported to remedy deficiencies in National Legislative framework (CEs 1 to 5)	Number of states supported to remedy deficiencies in National Legislative framework (CEs 1 to 5)	Number of states supported to remedy deficiencies in National Legislative framework (CEs 1 to 5)	Number of states supported to remedy deficiencies in National Legislative framework (CEs 1 to 5)	Increase in the resources dedicated to AVSEC and FAL demonstrated during USAP-CMA and States reaching the EI of 90% by end of 2027

OUTPUT		KPIS/MEASURE OF DELIVERABLES AND MILESTONES				OUTCOME/KPI
OBJECTIVES	**ACTIVITIES/PROJECTS**	**BY END OF 2024**	**BY END OF 2025**	**BY END OF 2026**	**BY END OF 2027**	**TARGET /IMPACT**
	Organization of train-the-trainers' courses on a local, sub regional and regional basis, state specific and at ASTCs.	Number of trainers and trainees at the national and regional level	Number of trainers and trainees at the national and regional levels	Number of trainers and trainees at the national and regional levels	Number of trainers and trainees at the national and regional levels	
	Develop/implement State Specific projects to address (CEs 1 through 5)	Number of State Specific projects developed and implemented	Number of State Specific projects developed and implemented	Number of State Specific projects developed and implemented	Number of State Specific projects developed and implemented	
Resolution of existing and prevention of new SSeCs and facilitate timely implementation of USAP-CMA Corrective Action Plans	Existing SSeCs resolved, new ones prevented/resolved	Number of resolved SSeCs.	Number of resolved SSeCs.	Number of resolved SSeCs.	Number of resolved SSeCs.	Zero SSeCs in the AFI Region All existing Significant Security Concerns (SSeCs) in the region and any new SSeCs are resolved timely
	Assistance and validation missions conducted, and projects developed and implemented	Number of Mitigated new SSeCs	Number of Mitigated new SSeCs	Number of Mitigated new SSeCs	Number of Mitigated new SSeCs	
	Support timely development and implementation of AFI States' corrective action plans following USAP-CMA Audits	Number of states/projects/missions conducted	Number of states/projects/missions conducted	Number of states/projects/ missions conducted	Number of states/projects/ missions conducted	
All African States have National Air Transport Facilitation	Support to States in needs to develop and implement NATFP, through follow-ups, Seminars, iPacks, trainings and	Number of trainings and States supported	Number of trainings and States supported	Number of trainings and States supported	Number of trainings and States supported	All AFI States have an approved NATFP in line with the latest

OUTPUT		KPIS/MEASURE OF DELIVERABLES AND MILESTONES				OUTCOME/KPI
OBJECTIVES	**ACTIVITIES/PROJECTS**	**BY END OF 2024**	**BY END OF 2025**	**BY END OF 2026**	**BY END OF 2027**	**TARGET /IMPACT**
Programmes (NATFPs) and NATFCs in place	workshops at the Regional, State and airport levels, mentoring; and ad-hoc support	Number of personnel trained in FAL related modules on NATFP	Number of personnel trained in FAL related modules on NATFP	Number of personnel trained in FAL related modules on NATFP	Number of personnel trained in FAL related modules on NATFP	amendments to Annex 9. 90% of States to have NATFPs and NATFCs established with specific roles for public health crises.
Enhance risk awareness and assessment with robust risk and crisis management procedures established in all AFI States	Support to States in needs to develop and implement risk management and crisis management procedures Keep global and regional threat picture under regular review and enhance dissemination of threat and risk advice.	Deliver at least one regional Risk Management Workshop (RMW), one Insider Risk Workshop (IRW), and one Crisis Management Workshop (CMW) to states in need.	Deliver at least one regional RMW, one IRW, and one CMW to states in need	Deliver at least one regional RMW, one IRW, and one CMW to states in need	Deliver at least one regional RMW, one IRW, and one CMW to states in need	Enhanced risk awareness and response in AFI States 80% of States have risk management methodology and crisis management procedures in place. 80% of States implement risk-based security measures, including measures relating to cyber security, MANPADS, RPAS, insider threat and land side security in line with their NCASP
	Deliver training, workshops, seminars, coaching etc. on risk management, insider risk, and crisis management at regional, national and airport levels Mentoring/coaching to States in need to develop and implement risk management and crisis management procedures	Number of personnel trained in risk management, crisis management and cyber security	Number of personnel trained in risk management, crisis management and cyber security	Number of personnel trained in risk management, crisis management and cyber security	Number of personnel trained in risk management, crisis management and cyber security	

OUTPUT		KPIS/MEASURE OF DELIVERABLES AND MILESTONES				OUTCOME/KPI
OBJECTIVES	**ACTIVITIES/PROJECTS**	**BY END OF 2024**	**BY END OF 2025**	**BY END OF 2026**	**BY END OF 2027**	**TARGET /IMPACT**
	Improve current screening arrangements and application of security measures in light of national risk assessments, emerging threats, MANPADs, RPAS, cyber security, insider threat and land side security.					
Improve Oversight processes and Quality Assurance for sustainable and effective aviation security	Analyze AFI USAP-CMA results and data to identify root causes and implementation issues that are systemic and require attention	Annual analysis of the USAP-CMA results to identify root causes and prioritize support activities based on criticality and root causes	Annual analysis of the USAP-CMA results to identify root causes and prioritize support activities based on criticality and root causes updated	Annual analysis of the USAP-CMA results to identify root causes and prioritize support activities based on criticality and root causes updated	Annual analysis of the USAP-CMA results to identify root causes and prioritize support activities based on criticality and root causes updated	Availability of sufficient qualified National Auditors/Inspectors and other personnel in the AFI Region. At least 80% of states in the AFI Region, have improved, effective oversight processes and Quality control for sustainable and effective aviation security in the AFI Region
	Promote collaboration, peer review and sharing of information amongst African States on best practices, security programmes, technical expertise, guidance materials and tools, fostering optimum utilization of AVSEC resources and expertise within the African region	Support missions and projects conducted through use of Short-Term Experts and AFI-CES, co-opted from states with strong oversight systems	Support missions and projects conducted through use of Short-Term Experts and AFI-CES, co-opted from states with strong oversight systems	Support missions and projects conducted through use of Short-Term Experts and AFI-CES, co-opted from states with strong oversight systems	Support missions and projects conducted through use of Short-Term Experts and AFI-CES, co-opted from states with strong oversight systems	

OUTPUT		KPIS/MEASURE OF DELIVERABLES AND MILESTONES				OUTCOME/KPI
OBJECTIVES	**ACTIVITIES/PROJECTS**	**BY END OF 2024**	**BY END OF 2025**	**BY END OF 2026**	**BY END OF 2027**	**TARGET /IMPACT**
	Conduct QC Workshops (QCWs) and National Inspectors Courses to build capacity and raise awareness on QC to AFI States.	At least 40 and 20 personnel trained in QCW and inspectors' course respectively	At least 40 and 20 personnel trained in QCW and inspectors' course respectively	At least 40 and 20 personnel trained in QCW and inspectors' course respectively	At least 40 and 20 personnel trained in QCW and inspectors' course respectively	
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 /PNR systems. Promote membership of the ICAO (PKD) through seminars/conferences and State missions.	Perform at least one seminar in the AFI on API /PNR /PKD /SLTD to assist states' compliance. Continued Liaison with ATB to support of African ePassport project to ensure compliance with the Doc 9303 specifications to enable full interoperability at the borders.	Perform at least one seminar in the AFI on API /PNR /PKD /SLTD to assist states' compliance. Continued Liaison with ATB to support of African ePassport project to ensure compliance with the Doc 9303 specifications to enable full interoperability at the borders.	Perform at least one seminar in the AFI on API /PNR /PKD /SLTD to assist states' compliance. Continued Liaison with ATB to support of African ePassport project to ensure compliance with the Doc 9303 specifications to enable full interoperability at the borders.	Perform at least one seminar in the AFI on API /PNR /PKD /SLTD to assist states' compliance. Continued Liaison with ATB to support of African ePassport project to ensure compliance with the Doc 9303 specifications to enable full interoperability at the borders.	80% of States in AFI invest in improving basic sources of reliable data reporting information about SLTD for inclusion in the INTERPOL (SLTD) database Increased number of states in the AFI, implementing API/PNR systems and joining ICAO PKD (80%) in line with UNSC Resolution 2309 (2016) All AFI States issue only MRCTDs to refugees and stateless persons.
	Conduct capacity building on ICAO TRIP Strategy at Regional and State levels and promote awareness of benefits of API	Conduct ICAO FAL Course (English) and TRIP Course (French) for AFI	Conduct ICAO FAL Course (French) and TRIP Course (English) for AFI	Conduct ICAO FAL Course (English) and	Conduct ICAO FAL Course (French) and	

OUTPUT		KPIS/MEASURE OF DELIVERABLES AND MILESTONES				OUTCOME/KPI
OBJECTIVES	**ACTIVITIES/PROJECTS**	**BY END OF 2024**	**BY END OF 2025**	**BY END OF 2026**	**BY END OF 2027**	**TARGET /IMPACT**
	and provide guidance on implementation API /PNR systems;			TRIP Course (French)	TRIP Course (English) for AFI	
All African Region States have ratified relevant international Legal instruments	Promote ratification of all relevant international instruments and assist States in their implementation, through legal seminars and during technical missions and high-level interactions and meetings	One legal Seminar conducted. Interaction with at least two states on ratification of international Legal instruments	One legal Seminar conducted. Interaction with at least two states on ratification of international Legal instruments	One legal Seminar conducted. Interaction with at least two states on ratification of international Legal instruments	One legal Seminar conducted. Interaction with at least two states on ratification of international Legal instruments	Increase in international instrument ratified by AFI States (80%)
Improve technological resources and foster innovation	Enhance technical advice to States, promote innovative techniques and technologies by States and industry on application of security measures, such as security equipment, appropriate technology for screening and facilitation(Passenger Information) and improve management of security equipment at airports (include site acceptance tests, routing testing and maintenance) Assist states to apply better technological solutions and	Organize and support innovation events such as webinars /seminars and challenges and encourage participation of start-up and entrepreneurial companies. Establish detailed threat item identification for each type of security equipment. Establish initial minimum detection requirement for each	Conduct at **least one** seminar to raise awareness and assist States and industry to conduct outreach activities to promote the use of appropriate technology, including human factors considerations	Conduct **at least one** seminar to raise awareness and assist States and industry to conduct outreach activities to promote the use of appropriate technology, including human factors considerations	Conduct **at least one** seminar to raise awareness and assist States and industry to conduct outreach activities to promote the use of appropriate technology, including human factors considerations	Number of States conducting operational trials and sharing information on such trials Greater information sharing between States equipment information, requirements and specifications. Increased number of states with improved technological resources and foster innovation

OUTPUT		KPIS/MEASURE OF DELIVERABLES AND MILESTONES				OUTCOME/KPI
OBJECTIVES	**ACTIVITIES/PROJECTS**	**BY END OF 2024**	**BY END OF 2025**	**BY END OF 2026**	**BY END OF 2027**	**TARGET /IMPACT**
	innovative techniques that provide the tools for enhancing security effectiveness while ensuring operational efficiency.	type of security equipment				
Develop Security Culture and establish Sustainable aviation security and facilitation training capability and adequate human resources policies within the States	Coordinate the conduct and organization of appropriate trainings courses and seminars on security culture in collaboration with GAT, ISD-SEC, FAL, ASTCs, partners, sponsors and donors such as AFCAC, ACI-APEX, ECAC CASE, etc.	At least two training courses related to security culture/ human resources (HR) policies delivered.	At least two trainings related to security culture/ human resources (HR) policies delivered.	At least two trainings related to security culture/ human resources (HR) policies delivered.	At least two trainings related to security culture/ human resources (HR) policies delivered.	Well-developed security culture and human capability
	Promote security culture (SC) by delivering relevant trainings and seminars, webinars, and supporting State specific activities. Promote awareness and security culture targeting high government stakeholders/officials.	Organize at least one AFI event to encourage / Provide support and guidance to States in needs to develop security culture	Continually encourage / Provide support and guidance to States in needs to develop security culture	Organize at least one AFI event to encourage / Provide support and guidance to States in needs to develop security culture	Continually encourage / Provide support and guidance to States in needs to develop security culture	Existence of a well-trained, motivated and professional work force

OUTPUT		KPIS/MEASURE OF DELIVERABLES AND MILESTONES				OUTCOME/KPI
OBJECTIVES	**ACTIVITIES/PROJECTS**	**BY END OF 2024**	**BY END OF 2025**	**BY END OF 2026**	**BY END OF 2027**	**TARGET /IMPACT**
All assistance activities in the African Region are actively coordinated to meet the ICAO requirements at a minimum	Adequate coordination Provided through Plan SC , RASFALF AFI and other forums Enhance collaboration and coordination with EU, ACI, AUC, AFCAC, AFRAA, IATA, RECs RSOOs, UNOCT, IMTERPOL, EU, Partners and donors through sharing of information and programmes and participation in activities of mutual interest.	Work Programmes and priorities coordinated and harmonized regularly/annually /periodically (virtual and one in-person)	Coordinated Work Programmes and priorities regularly updated and implemented (virtual and one in-person)	Coordinated Work Programmes and priorities regularly updated and implemented (virtual and one in-person)	Coordinated Work Programmes and priorities regularly updated and implemented (virtual and one in-person)	increased cooperation and support
		Number of coordinated and Joint activities	Number of coordinated and Joint activities	Number of coordinated and Joint activities	Number of coordinated and Joint activities and non-coordinated activities	Reduced or zero duplication of efforts and resources
Enhance political will needed for States to prioritize Civil aviation to national development	Presentation of the Plan in regional meetings and engagement with Regional Economic Communities (RECs) and AU Secretariat for necessary endorsements and updates	At least two presentations /interaction/missi ons made to regional activities and necessary endorsements obtained from States, RECS and AU	At least two presentations /interaction/missi ons made to regional activities and necessary endorsements obtained from States, RECS and AU	At least two presentations /interaction/mis sions made to regional activities and necessary endorsements obtained from States, RECS and AU	At least two presentations /interaction/mis sions made to regional activities and necessary endorsements obtained from States, RECS and AU	Heightened political will in states to implement ICAO SARPs in AVSEC/FAL
	Perform activities and high-level missions to promote aviation security and facilitation.	Number of High-level Missions conducted	Number of High-level Missions conducted	Number of High-level Missions conducted	Number of High-level Missions conducted	

OUTPUT		KPIS/MEASURE OF DELIVERABLES AND MILESTONES				OUTCOME/KPI
OBJECTIVES	**ACTIVITIES/PROJECTS**	**BY END OF 2024**	**BY END OF 2025**	**BY END OF 2026**	**BY END OF 2027**	**TARGET /IMPACT**
	Participate in regional activities and highlight the relevance and importance of Aviation security and facilitation and coordinate the implementation of the Windhoek Declaration and Targets	Increased number of states compliant to or meeting the Windhoek Targets	Increased number of states compliant to or meeting the Windhoek Targets	Increased number of states compliant to or meeting the Windhoek Targets	Increased number of states compliant to or meeting the Windhoek Targets	Increased number of AFI States Prioritized aviation security and facilitation at national level
All AFI States have promulgated Regulations, detailed national programmes, procedures, and practices consistent with current Annex 17, that include sufficient Inspector qualifications and training, enforcement powers, coordination mechanism, identification of critical information, communication systems.	Outreach and awareness campaign and support projects under the AFI SECFAL Plan and aviation security and facilitation culture Provided	Number of states with detailed programmes consistent to Annex 17 increased by 50%	Number of states with detailed programmes consistent to Annex 17 increased by 60%	Number of states with detailed programmes consistent to Annex 17 increased by 70%	Number of states with detailed programmes consistent to Annex 17 increased by 80%	80% of States have promulgated Regulations, detailed national programmes, procedures, and practices consistent with current Annex 17
		At least six states supported	At least six states supported	At least six states supported	At least six states supported	
		Four State Specific Projects developed/Implemented	Four State Specific Projects developed/Implemented	Four State Specific Projects developed/Implemented	Four State Specific Projects developed/Implemented	
All AFI States to have a functional National Civil Aviation Security Committee (NCASC)	State Specific projects and i-Parks developed and implemented	Number of state specific projects developed, and states assisted	Number of pilot projects developed and implemented	Number of pilot projects developed	Number of pilot projects developed	Increase in number of AFI States that have functional National Civil

OUTPUT		KPIS/MEASURE OF DELIVERABLES AND MILESTONES				OUTCOME/KPI
OBJECTIVES	**ACTIVITIES/PROJECTS**	**BY END OF 2024**	**BY END OF 2025**	**BY END OF 2026**	**BY END OF 2027**	**TARGET /IMPACT**
and a National Civil Air Transport Facilitation Committee (NATFC)	Tailored Trainings, workshops and coaching provided	Deliver two relevant iPacks, two workshops and two trainings	Deliver two relevant iPacks, two workshops and two trainings	Deliver two relevant iPacks, two workshops and two trainings	Deliver two relevant iPacks, two workshops and two trainings	Aviation Security Committee (NCASC) and National Civil Air Transport Facilitation Committee (100%)
		Number of staff trained	Number of staff trained	Number of staff trained	Number of staff trained	
Appropriate Authorities for Aviation Security and Facilitation are clearly defined and have the resources specifically assigned to these areas	Support to States still in needs to develop national legislation, regulations and NCASP's Provided In-house/State Training capacity Reinforced through Workshops, courses, ad-hoc support.	Number of states supported to remedy deficiencies in National Legislative framework (CEs 1 to 5)	Number of states supported to remedy deficiencies in National Legislative framework (CEs 1 to 5)	Number of states supported to remedy deficiencies in National Legislative framework (CEs 1 to 5)	Number of states supported to remedy deficiencies in National Legislative framework (CEs 1 to 5)	Increase in the resources dedicated to AVSEC and FAL demonstrated during USAP-CMA and states reaching the EI of 90% by end of 2027
	Organization of train-the-trainers courses on a local, sub regional and regional basis , state specific and at ASTCs.	Number of trainers and trainees at the national and regional level	Number of trainers and trainees at the national and regional levels	Number of trainers and trainees at the national and regional levels	Number of trainers and trainees at the national and regional levels	
	Develop/implement State Specific projects to address (CEs 1 through 5)	Number of State Specific projects developed and implemented	Number of State Specific projects developed and implemented	Number of State Specific projects developed and implemented	Number of State Specific projects developed and implemented	

OUTPUT		KPIS/MEASURE OF DELIVERABLES AND MILESTONES				OUTCOME/KPI
OBJECTIVES	**ACTIVITIES/PROJECTS**	**BY END OF 2024**	**BY END OF 2025**	**BY END OF 2026**	**BY END OF 2027**	**TARGET /IMPACT**
Resolution of existing and prevention of new SSeCs and facilitate timely implementation of USAP-CMA Corrective Action Plans	Existing SSeCs resolved, new ones prevented/resolved	Number of resolved SSeCs.	Number of resolved SSeCs.	Number of resolved SSeCs.	Number of resolved SSeCs.	Zero SSeCs in the AFI Region All existing Significant Security Concerns (SSeCs) in the region and any new SSeCs are resolved timely
	Assistance and validation missions conducted, and projects developed and implemented	Number of Mitigated new SSeCs	Number of Mitigated new SSeCs	Number of Mitigated new SSeCs	Number of Mitigated new SSeCs	
	Support timely development and implementation of AFI States' corrective action plans following USAP-CMA Audits	Number of states/projects/missions conducted	Number of states/projects/missions conducted	Number of states/projects/ missions conducted	Number of states/projects/ missions conducted	
All African States have National Air Transport Facilitation Programmes (NATFPs) and NATFCs in place	Support to States in needs to develop and implement NATFP, through follow-ups, Seminars, iPacks, trainings and workshops at the Regional, State and airport levels, mentoring; and ad-hoc support	Number of trainings and States supported	Number of trainings and States supported	Number of trainings and States supported	Number of trainings and States supported	All AFI States have an approved NATFP in line with the latest amendments to Annex 9. 90% of States to have NATFPs and NATFCs established with specific roles for public health crises.
		Number of personnel trained in FAL related modules on NATFP	Number of personnel trained in FAL related modules on NATFP	Number of personnel trained in FAL related modules on NATFP	Number of personnel trained in FAL related modules on NATFP	

OUTPUT		KPIS/MEASURE OF DELIVERABLES AND MILESTONES				OUTCOME/KPI
OBJECTIVES	**ACTIVITIES/PROJECTS**	**BY END OF 2024**	**BY END OF 2025**	**BY END OF 2026**	**BY END OF 2027**	**TARGET /IMPACT**
Enhance risk awareness and assessment with robust risk and crisis management procedures established in all AFI States	Support to States in needs to develop and implement risk management and crisis management procedures Keep global and regional threat picture under regular review and enhance dissemination of threat and risk advice.	Deliver at least one regional Risk Management Workshop (RMW), one Insider Risk Workshop (IRW), and one Crisis Management Workshop (CMW) to states in need	Deliver at least one regional RMW, one IRW, and one CMW to states in need	Deliver at least one regional RMW, one IRW, and one CMW to states in need	Deliver at least one regional RMW, one IRW, and one CMW to states in need	Enhanced risk awareness and response in AFI States 80% of States have risk management methodology and crisis management procedures in place 80% of States implement risk based security measures, including measures relating to cyber security, MANPADS, RPAS, insider threat and land side security in line with their NCASP
	Deliver trainings, workshops, seminars, coaching etc, on risk management, insider risk, and crisis management at regional, national and airport levels Mentoring/coaching to States in need to develop and implement risk management and crisis management procedures Improve current screening arrangements and application of security measures in light of national risk assessments, emerging threats, MANPADs, RPAS, cyber security, insider threat and land side security.	Number of personnel trained in risk management, crisis management and cyber security	Number of personnel trained in risk management, crisis management and cyber security	Number of personnel trained in risk management, crisis management and cyber security	Number of personnel trained in risk management, crisis management and cyber security	

OUTPUT		KPIS/MEASURE OF DELIVERABLES AND MILESTONES				OUTCOME/KPI
OBJECTIVES	**ACTIVITIES/PROJECTS**	**BY END OF 2024**	**BY END OF 2025**	**BY END OF 2026**	**BY END OF 2027**	**TARGET /IMPACT**
Improve Oversight processes and Quality Assurance for sustainable and effective aviation security	Analyze AFI USAP-CMA results and data to identify root causes and implementation issues that are systemic and require attention	Annual analysis of the USAP-CMA results to identify root causes and prioritize support activities based on criticality and root causes	Annual analysis of the USAP-CMA results to identify root causes and priorities support activities based on criticality and root causes updated	Annual analysis of the USAP-CMA results to identify root causes and prioritize support activities based on criticality and root causes updated	Annual analysis of the USAP-CMA results to identify root causes and prioritize support activities based on criticality and root causes updated	Availability of sufficiently qualified National Auditors/Inspectors and other personnel in the AFI Region. At least 80% of states in the AFI Region, have Improved, effective Oversight processes and Quality control for sustainable and effective aviation security in the AFI Region
	Promote collaboration, peer review and sharing of information amongst African States on best practices, security programmes, technical expertise, guidance materials and tools, fostering optimum utilization of AVSEC resources and expertise within the African region	Support missions and projects conducted through use of Short-Term Experts and AFI-CES, co-opted from states with strong oversight systems	Support missions and projects conducted through use of Short-Term Experts and AFI-CES, co-opted from states with strong oversight systems	Support missions and projects conducted through use of Short-Term Experts and AFI-CES, co-opted from states with strong oversight systems	Support missions and projects conducted through use of Short-Term Experts and AFI-CES, co-opted from states with strong oversight systems	
	Conduct QC Workshops (QCWs) and National Inspectors Courses to build capacity and raise awareness on QC to AFI States.	At least 40 and 20 personnel trained in QCW and inspectors' course respectively	At least 40 and 20 personnel trained in QCW and inspectors' course respectively	At least 40 and 20 personnel trained in QCW and inspectors' course respectively	At least 40 and 20 personnel trained in QCW and inspectors' course respectively	

OUTPUT		KPIS/MEASURE OF DELIVERABLES AND MILESTONES				OUTCOME/KPI
OBJECTIVES	**ACTIVITIES/PROJECTS**	**BY END OF 2024**	**BY END OF 2025**	**BY END OF 2026**	**BY END OF 2027**	**TARGET /IMPACT**
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 /PNR systems. Promote membership of the ICAO (PKD) through seminars/conferences and State missions.	Perform at least one seminar in the AFI on API /PNR /PKD /SLTD to assist states' compliance. Continued Liaison with ATB to support of African ePassport project to ensure compliance with the Doc 9303 specifications to enable full interoperability at the borders.	Perform at least one seminar in the AFI on API /PNR /PKD /SLTD to assist states' compliance. Continued Liaison with ATB to support of African ePassport project to ensure compliance with the Doc 9303 specifications to enable full interoperability at the borders.	Perform at least one seminar in the AFI on API /PNR /PKD /SLTD to assist states' compliance. Continued Liaison with ATB to support of African ePassport project to ensure compliance with the Doc 9303 specifications to enable full interoperability at the borders.	Perform at least one seminar in the AFI on API /PNR /PKD /SLTD to assist states' compliance. Continued Liaison with ATB to support of African ePassport project to ensure compliance with the Doc 9303 specifications to enable full interoperability at the borders.	80% of States in AFI invest in improving basic sources of reliable data reporting information about SLTD for inclusion in the INTERPOL (SLTD) database Increased number of states in the AFI, implementing API/PNR systems and joining ICAO PKD (80%) in line with UNSC Resolution 2309 (2016) All AFI States issue only MRCTDs to refugees and stateless persons.
	Conduct capacity building on ICAO TRIP Strategy at Regional and State levels and promote awareness of benefits of API and provide guidance on implementation API /PNR systems;	Conduct ICAO FAL Course (English) and TRIP Course (French) for AFI	Conduct ICAO FAL Course (French) and TRIP Course (English) for AFI	Conduct ICAO FAL Course (English) and TRIP Course (French)	Conduct ICAO FAL Course (French) and TRIP Course (English) for AFI	
All African Region States have ratified	Promote ratification of all relevant international instruments and assist States	One legal Seminar conducted	One legal Seminar conducted	One legal Seminar conducted	One legal Seminar conducted	Increase in international

OUTPUT		KPIS/MEASURE OF DELIVERABLES AND MILESTONES				OUTCOME/KPI
OBJECTIVES	**ACTIVITIES/PROJECTS**	**BY END OF 2024**	**BY END OF 2025**	**BY END OF 2026**	**BY END OF 2027**	**TARGET /IMPACT**
relevant international Legal instruments	in their implementation, through legal seminars and during technical missions and high-level interactions and meetings	Interaction with at least two states on ratification of international Legal instruments	Interaction with at least two states on ratification of international Legal instruments	Interaction with at least two states on ratification of international Legal instruments	Interaction with at least two states on ratification of international Legal instruments	instrument ratified by AFI States (80%)
Improve technological resources and foster innovation	Enhance technical advice to States, promote innovative techniques and technologies by States and industry on application of security measures, such as security equipment, appropriate technology for screening and facilitation(Passenger Information) and improve management of security equipment at airports (include site acceptance tests, routing testing and maintenance) Assist states to apply better technological solutions and innovative techniques that provide the tools for enhancing security effectiveness while ensuring operational efficiency.	Organize and support innovation events such as webinars /seminars and challenges and encourage participation of start-up and entrepreneurial companies Establish detailed threat item identification for each type of security equipment Establish initial minimum detection requirement for each type of	Conduct at **least one** seminar to raise awareness and assist States and industry to conduct outreach activities to promote the use of appropriate technology, including human factors considerations	Conduct **at least one** seminar to raise awareness and assist States and industry to conduct outreach activities to promote the use of appropriate technology, including human factors considerations	Conduct **at least one** seminar to raise awareness and assist States and industry to conduct outreach activities to promote the use of appropriate technology, including human factors considerations	Number of States conducting operational trials and sharing information on such trials Greater information sharing between States equipment information, requirements and specifications Increased number of states with improved technological resources and foster innovation

OUTPUT		KPIS/MEASURE OF DELIVERABLES AND MILESTONES				OUTCOME/KPI
OBJECTIVES	**ACTIVITIES/PROJECTS**	**BY END OF 2024**	**BY END OF 2025**	**BY END OF 2026**	**BY END OF 2027**	**TARGET /IMPACT**
		security equipment				
Develop Security Culture and establish Sustainable aviation security and facilitation training capability and adequate human resources policies within the States	Coordinate the conduct and organization of appropriate trainings courses and seminars on security culture in collaboration with GAT, ISD-SEC, FAL, ASTCs, partners, sponsors and donors such as AFCAC, ACI-APEX, ECAC CASE, etc.	At least two trainings related to security culture/ human resources (HR) policies delivered.	At least two trainings related to security culture/ human resources (HR) policies delivered.	At least two trainings related to security culture/ human resources (HR) policies delivered.	At least two trainings related to security culture/ human resources (HR) policies delivered.	Well-developed security culture and human capability
	Promote security culture(SC) by delivering relevant trainings and seminars, webinars, and supporting State specific activities. Promote awareness and security culture targeting high government stakeholders/officials.	Organize at least one AFI event to encourage / Provide support and guidance to States in needs to develop security culture	Continually encourage / Provide support and guidance to States in needs to develop security culture	Organize at least one AFI event to encourage / Provide support and guidance to States in needs to develop security culture	Continually encourage / Provide support and guidance to States in needs to develop security culture	Existence of a well-trained, motivated and professional work force

APPENDIX C – KEY ROLE PLAYERS – PARTNERS

The following potential role players, have been identified:

INTERNATIONAL PARTNERS / STATE AUTHORITIES / ORGANIZATIONS

- Aviation authorities / aviation security authorities/other relevant technical cooperation department (partner States such as US, UK, France, Belgium, China, Japan, Canada, Spain, Portugal, etc.)
- WB - World Bank
- ICPO-Interpol
- IOM – International Organization for Migration
- UNHCR – UN Refugee Agency
- UNOWA - United Nations Office for West Africa
- UNOCA – United Nations Office for Central Africa
- UNODC – United Nations Office on Drugs and Crime
- UNOCT - United Nations Office of Counter -Terrorism
- UNCTED - United Nations Counter-Terrorism Committee Executive Directorate
- UNCTITF – United Nations Counter-Terrorism Implementation Task Force.
- WCO – World Customs Organization

REGIONAL STATE AUTHORITIES / ORGANIZATIONS / GROUPS

- AU - African Union
- ACAC - Arab Civil Aviation Commission,
- AfDB - African Development Bank
- AMU - Arab Maghreb Union
- CAERT – Centre africain d'étude et de recherche sur le terrorisme
- CEMAC - Communauté Économique et Monétaire des États de l'Afrique Centrale
- EAC - East African Community
- EC - European Commission
- ECAC - European Civil Aviation Conference
- ECCAS – Economic Community of Central African States
- CEN-SAD - Communauté des États sahélo-sahariens
- COMESA - Common Market for Eastern and Southern Africa
- ECOWAS – Economic Community of West African States
- IGAD - Intergovernmental Authority on Development
- INTERPOL -International Police Organization
- SADC – Southern African Development Community
- UEMOA – Union Économique et Monétaire Ouest Africaine
- UNECA – United Nations Economic Commission for Africa

REGIONAL ORGANIZATIONS INVOLVED IN CIVIL AVIATION SECURITY IN AFRICA

- AATO - Association of African Aviation Training Organization
- AFCAC – African Civil Aviation Commission
- ASECNA – Agence pour la Sécurité de la Navigation Aérienne en Afrique et Madagascar
- CASSOA - East African Community Civil Aviation Safety and Security Oversight Agency

INDUSTRY ORGANIZATIONS

- ACI-Africa – Airports Council International – Africa
- AFRAA – African Airlines Association
- IATA – International Air Transport Association
- IFALPA – International Federation of Airline Pilots Associations

ICAO AVIATION SECURITY TRAINING CENTRES

- Cairo
- Casablanca
- Dakar
- Douala
- Dar es Salaam
- Johannesburg
- Lagos
- Nairobi
- Tunis

7. APPENDIX D – FINANCIAL RESOURCES REQUIRED AND COSTING TO SUPPORT THE PLAN (ESTIMATE)

7.1

BUDGET ESTIMATE FIRST 4 YEARS (2024-2027)		
ACTION	**AMOUNT**	**DESCRIPTION**
Coordination of assistance activities in the African Region	USD 160,000	Regular/annually/periodically. Virtual meetings and at least one in-person, including one SC Meeting per annum
Regional meetings and engagement with RECs, AU and high-level missions, Steering Committee and RASFALG-AFI Meetings	USD 48,000	At least two presentations made per annum to regional activities and necessary endorsements obtained from States, RECS and AU to enhance political will, one SC and one RASFALG-AFI Meeting.
State specific project to address SSeCs, enhance aviation security oversight systems focused on the eight Critical Elements of a State Oversight System to states in need as prioritized	USD 480,000	Implementation of phased and needs-based state-specific projects to address root cause of identified challenges through needs assessment missions or USAP-CMA activities, covering at least four States per annum, in four years.
Facilitation of States to have functional NCASC and NATFC	USD 256,000	Delivering two relevant iPacks, two NCASP/NCASQCP workshops and two FAL training courses as appropriate, to address functional NCASCs and NATFCs per annum, in four years.
Enhance risk awareness and assessment with robust Risk and Crisis management procedures established in all AFI States	USD 64,000	Delivering at least one Regional RMW and one CMW to states in need per annum, in four years.
Improve Oversight processes and Quality Assurance for sustainable and effective aviation security.	USD 24,000	Delivering two QC Workshops and one National Inspectors Courses to build capacity and raise awareness on QC to AFI States per annum, in four years.
Support AFI States to implement all the Annex 9 Standards related implementation of UNSC Resolution 2309 (2016)	USD 80,000	Perform at least one seminar in the AFI on API/PNR/PKD/SLTD to assist states' compliance with Annex 9 and provide FAL related training per annum, in four years.

BUDGET ESTIMATE FIRST 4 YEARS (2024-2027)		
ACTION	**AMOUNT**	**DESCRIPTION**
Facilitate and raise awareness for ratification of relevant international Legal instruments	USD 30,000	Conduct one continent-wide Legal Seminar every two years, in four years./
Conducting technical advice to States, promote innovative techniques and technologies by States and industry on application of security measures,	USD 40,000	Organize and support innovation events such as webinars /seminars and challenges and encourage participation of start-up and entrepreneurial companies as necessary.
Coordinating the conduct and organization of appropriate trainings courses and seminars on security culture	USD 40,000	At least two trainings related to security culture/ human resources (HR) policies delivered per annum and at least one event on security culture per annum for promoting of security culture in four years.
Communication	USD 14,000	Sufficient resources should be provided to maintain public relations and communication with States, Donors and Regional organizations. (Plan Banner, Logo, Pamphlet, Advertisement, Web page, etc.)
Total	**USD 1,196,000**	4-year period.
The average amount required per annum is USD 299,000		

BUDGET ESTIMATE FIRST 4 YEARS (2024-2027)		
ACTION	AMOUNT	DESCRIPTION
Coordination of assistance activities in the African Region	USD 160,000	Regular/annually/periodically. Virtual meetings and at least one in-person, including one SC Meeting per annum
Regional meetings and engagement with RECs, AU and high-level missions, Steering Committee and RASFALG-AFI Meetings	USD 48,000	At least two presentations made per annum to regional activities and necessary endorsements obtained from States, RECS and AU to enhance political will, one SC and one RASFALG-AFI Meeting.

BUDGET ESTIMATE FIRST 4 YEARS (2024-2027)		
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Facilitation of States to have functional NCASC and NATFC	USD 256,000	Delivering two relevant iPacks, two NCASP/NCASQCP workshops and two FAL training courses as appropriate, to address functional NCASCs and NATFCs
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Improve Oversight processes and Quality Assurance for sustainable and effective aviation security.	USD 24,000	Delivering two QC Workshops and one National Inspectors Courses to build capacity and raise awareness on QC to AFI States per annum.
Support AFI States to implement all the Annex 9 Standards related implementation of UNSC Resolution 2309 (2016)	USD 80,000	Perform at least one seminar in the AFI on API/PNR/PKD/SLTD to assist states' compliance with Annex 9 and provide FAL related training
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Coordinating the conduct and organization of appropriate trainings courses and seminars on security culture	USD 40,000	At least two trainings related to security culture/ human resources (HR) policies delivered per annum and at least one event on security culture per annum for promoting of security culture
Communication	USD 14,000	Sufficient resources should be provided to maintain public relations and communication with States, Donors and Regional organizations. (Plan Banner, Logo, Pamphlet, Advertisement, Web page, etc.)

BUDGET ESTIMATE FIRST 4 YEARS (2024-2027)			
	ACTION	**AMOUNT**	**DESCRIPTION**
Total		**USD 1,196,000**	4-year period.
The average amount required per annum is USD 299,000			

8. APPENDIX E – MONITORING AND REPORTING RESPONSIBILITIES

Output	Responsible for reporting		
	Individual or group reported to (*)	Reporting time	
Development and delivery of Trainings and materials	GAT/ISD-SEC/ASTCs/FAL	Steering Committee	Every twelve months
Inventory of needs and resources and development of strategies	RD	Steering Committee	
Council	Every twelve months		
Report on progress	Chair of the Steering Committee	Council	Every six months
Increase compliance with the ICAO SARPs on Security and Facilitation	RD/ISD-SEC and FAL (with ASA)	Steering Committee	Every twelve months
Enhance the coordination with donors	RD/ISD-SEC/CDI	Steering Committee	Every twelve months
Enhance availability of sufficient qualified AFI-CES	RD/AFCAC/ISD-SEC	Steering Committee	Every twelve months
Increase the collaboration amongst African States	AFCAC	Steering Committee	Every twelve months
Report to 42nd Session of the ICAO Assembly	RD/ISD-SEC	Assembly	October 2025

* Annual reports on all aspects of the progress in implementing the AFI SECFAL Plan will be provided to Council.

TEERING COMMITTEE TERMS OF REFERENCE

COMPREHENSIVE REGIONAL IMPLEMENTATION PLAN

FOR AVIATION SECURITY AND FACILITATION IN AFRICA

(AFI SECFAL PLAN)

STEERING COMMITTEE TERMS OF REFERENCE

1. MANDATE

1.1. The Comprehensive Regional Implementation Plan for Aviation Security and Facilitation in Africa (AFI SECFAL Plan) is an International Civil Aviation Organization (ICAO) Programme[1]. The AFI SECFAL Steering Committee (SC) is established to support effective and efficient implementation of the AFI SECFAL Plan work programme. The Steering Committee is responsible for providing advice and guidance to the Secretary General of ICAO through the AFI SECFAL Plan Secretariat and in coordination with ATB regarding all aspects of the ICAO AFI SECFAL Plan work programme[2].

2. STEERING COMMITTEE COMPOSITION

2.1 Membership

2.1.1 Members of the Steering Committee are appointed by the Secretary General of ICAO. The Steering Committee consists of a maximum of 56 members, excluding members of the ICAO Secretariat.

2.1.2 Members of the Steering Committee will be drawn from States, the ICAO Council, international and regional organizations, and assistance partners[3]. Other stakeholders may participate in and contribute to the work of the Steering Committee on an ad hoc basis at the invitation of the Secretary General in consultation with the Steering Committee Chairperson.

2.2 Chairperson

2.2.1 The Chairperson of the Steering Committee is elected by the members of the Steering Committee. The Chairperson shall serve a three-year term, renewable once.

3. TECHNICAL SUPPORT TO THE STEERING COMMITTEE

3.1 The Steering Committee may establish working groups and task forces to address specific issues or undertake activities on aviation security (AVSEC) and facilitation (FAL).

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[1] C-DEC 203/2

[2] The objectives, scope and modalities of the AFI SECFAL Plan are outlined in the comprehensive regional implementation plan for aviation security and facilitation in Africa, as approved by the Secretary General of ICAO.

[3] States and Organizations that provide aviation security and facilitation assistance in Africa.

4. ROLE OF THE ICAO SECRETARIAT

4.1 The Secretary General of ICAO is responsible for the execution of the AFI SECFAL Plan work programme. The ICAO Regional Director, Eastern and Southern Africa (ESAF) is the ICAO Secretariat Programme Executive (PE) for the AFI SECFAL Plan and has overall supervisory responsibility.

4.2 The Programme Executive serves as the Secretary of the Steering Committee.

4.3 The ICAO Secretariat will support the Steering Committee.

5. TIME-FRAME AND MEETING

5.1 The Steering Committee will meet once a year, ideally during the African Region aviation week (AFI week) alternating among African State hosts. If necessary, and after consultation with the Steering Committee and the Secretary General, additional meetings, physical or virtual may be convened.

5.2 The Steering Committee may review its Terms of Reference (ToRs) and submit proposed amendments to the Secretary General for approval.

5.3 Decisions of the Steering Committee will be by consensus and, where voting is necessary, by simple majority of the members present.

6. FUNDING

6.1 States, sponsoring organizations and other partners will cover all expenses incurred by members attending the Steering Committee, working group and task force meetings.

6.2 The financial requirements and voluntary contributions associated with the Plan will be administered through the AFI SECFAL Fund by the ICAO Finance Branch at Headquarters in coordination with the Plan Secretariat.

7. WORKING LANGUAGES OF THE STEERING COMMITTEE

7.1 The working languages of the Steering Committee meetings will be English and French, with simultaneous interpretation provided by ICAO, except for working group and task force meetings. Whenever possible, all documentation for Steering Committee meetings will be provided in both languages.

7.2 All meetings will be held in a paperless environment to the extent possible.

8. REPORTING TO THE ICAO COUNCIL

8.1 To monitor and measure the status of implementation of the AFI SECFAL Plan work programme, the Chairperson of the Steering Committee will report every twelve months on the activities and progress of the Plan to the ICAO Council through the Secretary General.

_____

Date

_____

Juan Carlos Salazar
Secretary General

AFI SECFAL PLAN

STEERING COMMITTEE MEMBERSHIP

Chairperson: To be elected by the members of the Steering Committee

Members

- **African States represented on the ICAO Council:**
  - Egypt
  - Ethiopia
  - Equatorial Guinea
  - Ghana
  - Mauritania
  - Nigeria
  - South Africa
  - Zimbabwe

- **African Representatives to ICAO:**
  - Cameroon
  - Kenya
  - Senegal
  - Sudan
  - Uganda

- **Assistance Partners:**
  - Brazil
  - Canada
  - China
  - France
  - Japan
  - Malaysia
  - Qatar
  - Republic of Korea
  - Saudi Arabia
  - Singapore
  - Spain
  - United Arab Emirates
  - United Kingdom
  - United States

- **International and Regional Organizations:**
  - African Airlines Association (AFRAA)
  - African Civil Aviation Commission (AFCAC)
  - African Development Bank (AfDB)
  - African Union (AU)

Agence pour la Sécurité de la Navigation Aérienne en Afrique et à Madagascar (ASECNA)
Airports Council International (ACI)
Arab Civil Aviation Commission (ACAC)
Arab Maghreb Union (AMU)
Centre africain d'étude et de recherche sur le terrorisme (CAERT)
Civil Air Navigation Services Organization (CANSO)*
Civil Aviation Safety and Security Oversight Agency (CASSOA)
Common Market for Eastern and Northern Africa (COMESA)
Communauté des États sahélo-sahariens (CEN-SAD)
Communauté Économique et Monétaire des États de l'Afrique Centrale (CEMAC)
East African Community (EAC)
Economic Community of Central African States (ECCAS)
Economic Community of West African States (ECOWAS)
European Civil Aviation Conference (ECAC)
European Commission (EC)
ICPO-Interpol
Intergovernmental Authority on Development (IGAD)
International Air Transport Association (IATA)
International Federation of Air Line Pilots' Associations (IFALPA)*
Southern African Development Community (SADC)
Union Économique et Monétaire Ouest Africaine (UEMOA)
United Nations Counter-Terrorism Committee Executive Directorate (CTED)
Universal Postal Union (UPU)
World Bank (WB)
World Customs Organization (WCO)

- **International Civil Aviation Organization (ICAO):**

  Secretary General, or his representative, supported by:

  Director, Air Transport Bureau
  Director, Capacity Development and Implementation Bureau
  Regional Director, Eastern and Southern African Region
  (Steering Committee Secretary)
  Regional Director, Western and Southern African Region
  Regional Director, Middle East Region
  Regional Director, European and North Atlantic Region
  Deputy Director, Aviation Security and Facilitation
  Chief, Implementation Support and Development Section - Security
  Chief, Aviation Security Audit Section
  Chief, Aviation Security Policy Section
  Chief, Facilitation Section