INTERNATIONAL CIVIL AVIATION ORGANIZATION

Second Meeting of the Africa - Indian Ocean Aviation System Planning and Implementation Group (AASPG/2)

Livingstone, Zambia, 2 - 6 November 2026

Agenda Item 4: Implementation of safety and air navigation goals, targets, and indicators, including priorities set in the Regional Aviation Safety and Air Navigation Plans

Development of the Uganda National Air Navigation Plan (NANP)

(*Presented by Uganda*)

SUMMARY	
This working paper presents Uganda's experience in the development of the National Air Navigation Plan and highlights the processes and lessons learnt. Action by the meeting is in Paragraph 3.	
Strategic Objectives	a) Every Flight is Safe and Secure b) No Country Left Behind c) Aviation Delivers Seamless, Accessible, and Reliable Mobility for All

1 INTRODUCTION

1.1 The meeting may recall that AAPSG/1 encouraged States to develop National Air Navigation Plans (NANPs) aligned with the Global Air Navigation Plan (GANP) and the AFI Air Navigation Plan. In response to evolving global and regional planning requirements, Uganda embarked on the development of its NANP to ensure alignment with the GANP framework.

1.2 Uganda's air navigation planning efforts were initially guided by a 10-year CNS/ATM Master Plan, which established the foundation for the State's future ATM operational concept. This was subsequently superseded by the Civil Aviation Master Plan (CAMP) 2014-2033, which provided the modernization strategy and implementation framework for ATM, CNS, AIS, SAR, and MET systems and services.

1.3 Following the adoption of the ICAO Global Air Navigation Plan (Doc 9750) for the period 2016-2030, Uganda recognized the need to review and align its existing planning framework with global objectives. To support this effort, Uganda engaged the ICAO Capacity Development and Implementation (CDI) Bureau to assist in the development of the National Air Navigation Plan.

1.4 The project was implemented under a Management Services Agreement between ICAO and Uganda and involved a team of ICAO experts in CNS, ATM, SAR, IFPD, AIM, MET, and AGA working closely with designated national counterparts over a

six-month period, ensuring a collaborative and comprehensive approach to NANP development.

2 DISCUSSION

2.1 Uganda successfully developed and obtained approval for its National Air Navigation Plan (NANP) in November 2025, and the Plan is currently under implementation. The development process included the review of NANP objectives, stakeholder consultations, data collection and analysis, gap analysis, establishment of Key Performance Areas (KPAs) and Key Performance Indicators (KPIs), cost-benefit analysis, economic assessment, development of a five-year implementation plan, and financial planning for implementation.

2.2 A wide range of stakeholders participated in the process, including airlines, general aviation operators, pilots, aerodrome operators, the air navigation service provider, meteorological service providers, instrument flight procedure designers, aeronautical information services, and the military. To support the process, Uganda established a centralized repository of air navigation planning documents and data, which enhanced data availability and quality. Where operational data gaps were identified, targeted workshops, coaching sessions, practical training on ICAO planning tools, and transfer of editable working files were conducted to strengthen national capacity and support sustainable maintenance of the NANP. The final phase of the project focused on aligning the NANP with national development plans and financial budgeting processes.

2.3 Based on its experience, Uganda highlighted several key lessons for States developing their own NANPs. These include treating NANP development as a structured project supported by a readiness assessment; establishing robust governance structures, stakeholder engagement mechanisms, and centralized data repositories; adopting standardized methodologies and quality assurance processes; prioritizing implementation based on verified operational needs and identified deficiencies; integrating NANP initiatives into national planning and budgeting frameworks; providing continuous training for involved personnel; and maintaining close coordination with ICAO and the relevant Regional Office throughout implementation.

3 ACTION BY THE MEETING

3.1 The meeting is invited to:

a) note the progress made by Uganda towards the development of the NANP; and
b) encourage States to take initiatives towards the development of their respective NANP and engage ICAO CDI if necessary.
