

AFI SECFAL Plan Work Programme (to be updated after AFI SECFAL SC/3)

Programme phase	Objectives	Output	Activities	Time-frame	Responsibility	Performance indicators
INCEPTION	1. Establish the Plan coordination mechanisms and implementation modalities	Steering Committee established	TORs refined and approved	April 2015	Secretariat	TORs approved (SG)
			AFI SECFAL Meeting	18 May 2015		Approved work programme
			1st Steering Committee Meeting			
		Regional AVSEC FAL Group (RASFG) established	Consultation ICAO/AFCAC	May-June 2015	RO ESAF and RO WACAF AFCAC	
			1st RASFG meeting	September 2015		
		Established SECFAL Plan budget and funding mechanism	Initiate fundraising	Immediate	Secretary General	Approved budget for the AFI SECFAL Plan Funding strategy in place Adequate funding available to the project
			Identify sustainable funding mechanism	September 2015 Ongoing continuous activity	RD ESAF Secretariat	
		Plan Management team established	Appoint Secretary to the Plan Recruit members ESAF and WACAF	May 2015-September 2015	RO ESAF RO WACAF	Appointed Secretary and staff

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INCEPTION (continued)	2. Develop assistance strategies and a work programme	Existing Training resources and courses identified	Conduct of a training needs analysis in all sub-regions and member States	Completion by June 2016	Regional Offices Secretariat	Training resources and needs mapping available Approved training programmes
		Assistance needs and resources identified (AFI States, Sub-regional organizations, donors)	Conduct of an assistance needs analysis	Completion by March 2016	Regional Offices Secretariat	Assistance needs and resources mapping available
		Approved work programme	Identify objectives, outputs and activities to be undertaken under this Plan.	September 2015	Regional Offices Secretariat	Approved work programme
	3. All assistance activities in the African Region are actively coordinated to meet the ICAO requirements at a minimum	Effective coordination	Regular assessment of objectives, outputs and activities to be undertaken under the AFI SECFAL Plan.	Every 6 months	Regional Offices Secretariat Steering committee	Updated work programme and priorities regularly updated
IMPLEMENTATION (SHORT-TERM)	4. Generate the political will needed for States to participate in regional efforts (Continued)	Political will is secured through a declaration	Organization of a High Level Ministerial meeting on the AFI SECFAL Plan. Presentation of AFI SECFAL Plan to Regional Groups AUC coordination /cooperation on AFI SECFAL Plan	April 2016	Regional Offices Secretariat AUC and AFCAC	Declaration with targets

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IMPLEMENTATION (SHORT-TERM) (continued)			Presentation of the Plan in regional ministerial meetings	Starting in June 2015	Regional Offices Secretariat AFCAC	Initiative endorsed at the regional level. Number of endorsements
			Present AFI SECFAL Plan at AU Head of State Meeting	Starting in June 2016	AFCAC Secretariat	Declaration adopted by December 2017
			5. Establishment of effective AVSEC/FAL oversight systems	All AFI States have approved Primary Legislation and National programmes (NCASP, NCASQCP, NCASTP);	Provide the outreach and awareness campaign on the AFI SECFAL Plan and aviation security and facilitation culture Joint seminars and/or training at the Regional, State and airport levels. Develop two pilot projects Provide assistance to States	December 2017
		All AFI States to establish/reactivate their National Civil Aviation Security Committee (NCASC) and National Civil Air Transport Facilitation Committee (NATFC)	provide training, guidance materials, manuals, scheduled training for establishment of National and Airport SECFAL Committees Develop and test specific pilot projects	May 2015 – December 2017	Regional Offices Secretariat	Committees formed All States compliant with Standards on NCASC and NATFC All States should have NCASC and 50% Programmes should have FAL Programmes

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IMPLEMENTATION (SHORT-TERM) (continued)	5. Establishment of effective AVSEC/FAL oversight systems (continued)	Appropriate Authorities for Aviation Security and Facilitation established roles and have the resources specifically assigned to these areas At least 50% of audited States in the African region achieve at least a 65% EI of the CEs.	Workshops, courses, ad-hoc survey. Provide support to States still in needs to develop national legislation, regulations and NCASP's Provide support to States in needs to correct deficiencies	Immediate - December 2017	Regional Offices Secretariat	Resources dedicated to AVSEC and FAL All States have established Aviation Authorities Legislation and Regulations All States have established effective Aviation procedures 50% of audited States will have achieved 65% EIs
		Reinforce the training capacity	Organisation of train-the-trainers courses on a local, sub regional and regional basis. Further organisation and support of courses and workshops on AVSEC and FAL, including development of courses needed; Support to States or sub-region in needs to go establishing training facilities	Immediate - December 2017	Regional Offices Secretariat	Number of courses Number of personnel trained
		All African States have National Air Transport Facilitation (NATFP) programmes in place	Provide support to States in need to develop and implement NATFP	Completed by December 2020	Regional Offices Secretariat	USAP-CMA Audit results Number of AFI States that have approved NATFP in line with latest amendments of Annex 9

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	5. Establishment of effective AVSEC/FAL oversight systems (continued)	Risk management and sound crisis management procedures are established in all States	Provide support to States in need to develop and implement Risk management and crisis management procedures Seminars and workshops at the Regional, State and airport levels and; mentoring/coaching Crisis management exercises	Completed by December 2020	Regional Offices Secretariat	Number of AFI States that implemented threat and crisis management procedures (crisis management plans, contingency plans and security and emergency instructions) By December 2020, all States have risk and crisis management procedures in place. Increase the preparedness for emergency situations through the development at the national level and for each airport (number of staff trained, number of exercises conducted)
	6. In all AFI States, only Machine Readable Passports are issued and all non-Machine Readable Passports are removed from circulation	Issuance of MRTD Passports by November 2015	Provide support to States that still have not fully implemented Standards 3.10 and 3.10.1 of Annex 9	By 24 November 2015 and beyond	Regional Offices Secretariat AFCAC	All AFI States are fully compliant with Standard 3.10
	7. Resolution of existing and new SSeCs	Existing SSeCs resolved	Assistance missions and validation missions	Immediately	Secretariat	All SSeCs resolved
	New SSeCs timely resolved (within 6 Months).	6 months		AFCAC		

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	8. All African Regional States have ratified relevant international instruments	Status of ratification of international legal instruments by AFI	Promote ratification of all relevant international instruments and assist States in their implementation Seminars, workshops	Completed by December 2020	Regional Offices Secretariat AFCAC	Number of ratified Conventions
IMPLEMENTATION (MID-TERM)	9. Establish an effective Human Resource Capacity Building framework	Human Resource capacity needs analysis framework developed	Support to States in needs to develop human resources (HR) policies Enhance the HR management Seminars, trainings and workshops at the Regional, State and airport levels and; coaching	Completed by December 2020	Regional Offices Secretariat	Increase in number of States having develop human resources (HR) policies Number of staff trained in HR
		Number of ASTCs in the region increased	Reinforce African ASTCs capacity and increase their number	Completed by December 2020	Regional Offices Secretariat	Number and capacities of African ASTCs increased
		Mechanism to ensure timely implementation of AFI States' corrective action plans for resolving security and security-related facilitation deficiencies identified by ICAO Universal Security Audit Programme continuous	Seminars, trainings and workshops at the Regional and State levels.	December 2020	Regional Offices Secretariat	USAP-CMA audits results

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	9. Establish an effective Human Resource Capacity Building framework (continued)	monitoring approach (USAP-CMA).				
		Facilitating the strengthening of a capacity of regional oversight and assure optimum utilization of AVSEC resources and expertise within the African region	Seminars, trainings and workshops at the Regional and State levels.	December 2020	Regional Offices Secretariat	Number of regional oversight activities
		Availability of qualified National Auditors/Inspectors.	Trainings, workshops	December 2020	Regional Offices Secretariat	Increase in the number or Auditors/Inspectors
		Promote collaboration and sharing of information amongst African States	Seminars, workshops	December 2020	Regional Offices Secretariat	Sharing of information mechanisms in place
IMPLEMENTATION (LONG-TERM)	10. Hundred (100) percent of audited States in the Region achieve a 65 percent EI of the CEs	Determined by level of EI	Further provide support to sub-regions/States in need in order to enable them to achieve at least 65% level of EI Misc. activities to be determined by the Steering Committee	December 2023	Steering Committee Regional Offices Secretariat	USAP-CMA Audits results Observed EI

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	11. Seventy five (75) percent of audited States in the Region achieve a 65 percent EI of the CEs	Determined by the level of EI	Further provide support to sub-regions/States in need in order to enable them to achieve at least 65% level of EI	December 2020	Steering Committee Regional Offices Secretariat	USAP-CMA Audits results Observed EI