



INTERNATIONAL CIVIL AVIATION ORGANIZATION

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

8TH STEERING COMMITTEE MEETING

Kampala, Uganda (17th May 2019)

Agenda Item 1.2: Report on the Alignment AFI SECFAL Plan work program with GAsEP, Windhoek Declaration and Targets and AFI-MID Ministerial Roadmap on Security

(Presented by AFI SECFAL Plan Secretariat)

EXECUTIVE SUMMARY

This working paper presents the outcome of the Alignment of the AFI SECFAL Plan work programme with GAsEP, Windhoek Declaration and Targets, and the Africa and Middle East Aviation Security Roadmap. The outcome of the alignment of the above-mentioned Regional plans and targets also synchronises the priorities, tasks, activities, performance indicators and timelines and aspirational targets. The adoption of the GAsEP aspirational Targets as the Plan targets has been found more realistic and relevant and hence recommended for implementation.

Action by the SC is proposed under **Paragraph 4**.

1. BACKGROUND INFORMATION

1.1 The 6th Steering Committee meeting held in Montreal in December 2017, directed the Plan Secretariat to align the AFI SECFAL Plan Work Programme with the Global Aviation Security Plan (GAsEP) endorsed by the ICAO Council in November 2017, Windhoek Declaration and Targets endorsed by the African Union (AU) Summit in July 2017 and the AFI-MID Ministerial Roadmap on Security endorsed by Regional Ministerial Conference on Aviation Security in Sharma El Sheikh, Egypt, on 24 August 2017.

1.2 The alignment of both Global and Regional Plans was considered necessary in order to achieve consolidated priorities, objectives, actions, targets, and deliverables in the Plan

Work Programme and increased levels of effective implementation of the ICAO SARPs, by States as key and overall objective.

2. DISCUSSION

2.1 The AFI SECFAL Plan Work Programme sets various objectives, outputs, timed targets, activities and deliverables in Short Term (2015-2017), Medium-Term (2018-2020) and the Long-Term (2021-2023).

2.2 Meanwhile, the Windhoek Declaration and 15 Targets stipulate various actions, activities, timelines and responsibilities to be realised by African States. The Windhoek aspirational Targets state that a minimum of 50% of states achieve at least global average of EI of the CEs by 2017, 75% achieve this by 2020 and all African States by 2023. Whereas the AFI SECFAL Plan aspirational Targets aimed at for steady improvement of EI, (at least 35% of States achieve 65% of EI by December 2017; 50% of States attain above 65% EI by December 2020 and 90% of States achieve above 65% of EI by 2023). The Windhoek aspirational Target was an ambitious moving target anchored on the prevailing global average EI.

2.3 The GAsEP outlines five major Priority Outcomes of *Enhance risk awareness and response; Develop security culture and human capacity; Improve technological resources and innovation; Improve oversight and quality assurance and Increase cooperation, support, and information sharing* and a roadmap detailing activity priority actions, specific measures specific deliverable indicators and timelines of completion. As regards EI aspirational targets, GAsEP aims at 80% of States attaining above 65% EI by December 2020, 90% of States attaining above 80% EI by 2023; and 100% of States achieve above 90% EI by 2030.

2.4 The Africa and Middle Ministerial roadmap on security endorsed by Regional Ministerial Conference on Aviation Security in Sharma Sheik sets out aviation security actions, tasks, responsibilities, and projected outcomes under six key Priority Actions derived from the GAsEP namely *Risk awareness and assessment; Develop Security Culture; Develop human capacity in security, ICT and innovations, Oversight systems and quality assurance, and Regional Cooperation*. In principal, the roadmap essentially draws collective strategies of the two regions to achieve the GAsEP aspirational global targets, without setting up any new targets.

3. CONCLUSION

3.1 The AFI SECFAL Plan, GAsEP and Windhoek targets share common priorities, objectives, output, tasks, actions, activities, timeframe, responsibility and performance indicators that can be aligned and synchronised. In this regard, the AFI SECFAL Plan Work Programme activities have been reviewed to effect the alignment and eliminate any duplication of tasks, information or inconsistencies.

3.2 As for the aspirational targets, it has been noted that GAsEP targets for the period 2018-2023 are slightly higher than the AFI SECFAL Plan targets and more realistic than the moving Windhoek Targets. Consequently, the adoption of the GAsEP aspirational Targets as the Plan targets has been found more realistic and relevant and hence recommended for implementation. The Aligned AFI SECFAL Plan work program is attached as **Appendix A**.

4. ACTION BY THE COMMITTEE:

4.1 The committee is hereby invited to:

- a) Approve the aligned AFI SECFAL Plan Work Programme that harmonizes the GAsEP, Windhoek and Africa and Middle Ministerial Roadmap Targets and adopts the GAsEP targets corresponding priorities, objectives, activities, actions, timelines and deliverables;
- b) Provide further instruction, guidance and recommendations for the continued effective implementation of the AFI SECFAL Plan work programme.

END

Appendix A

Summary of the Aligned Priorities, Activities and Targets

SHORT TERM (2015 -2017)			
(At least 35% of States in the African region achieve at least a 65% EI of the CEs.			
S/N	PRIORITIES	OBJECTIVES	OUTPUTS/PERFORMANCE INDICATORS
		At least 35% of States in the African region achieve at least a 65% EI of the CEs.	<ul style="list-style-type: none"> • Training capacity reinforced.
		Generate the political will needed for States to participate in regional efforts.	<ul style="list-style-type: none"> • Political will is confirmed. • Outreach and awareness campaign on the AFI SECFAL Plan and aviation security and facilitation culture provided.
		All AFI States have approved Primary Legislation and National Programmes (NCASP, NCASQCP, NCASTP).	<ul style="list-style-type: none"> • Support to States still in needs to develop national legislation, regulations and NCASP's provided.
		All AFI States to establish/reactivate their National Civil Aviation Security Committee (NCASC) and National Civil Air Transport Facilitation Committee (NATFC).	<ul style="list-style-type: none"> • Increase in number of States compliant with Standards on NCASC and NATFC.
		Appropriate Authorities for Aviation Security and Facilitation are clearly defined and have the resources specifically assigned to these areas.	<ul style="list-style-type: none"> • Support to States still in needs to develop national legislation, regulations and NCASP's provided. • Training capacity reinforced.
		In all AFI States, only Machine Readable Passports are issued and all non-Machine Readable Passports are removed from circulation.	<ul style="list-style-type: none"> • Support to States that still have not fully implemented Standards 3.10 and 3.10.1 of Annex 9 provided.
		Resolution of existing and new SSeCs	<ul style="list-style-type: none"> • Existing SSeCs resolved. • New SSeCs timely resolved.

MID TERM (2018 – 2020)			
(At least 80% of States in the African region achieve at least a 65% EI of the by 2020)			
1	ENHANCE RISK AWARENESS AND ASSESSMENT	All African States have National Air Transport Facilitation (NATFP) programmes in place.	<ul style="list-style-type: none"> • Support to States in needs to develop and implement NATFP provided.
		Risk management and sound crisis management procedures are established in all States.	<ul style="list-style-type: none"> • Support to States in needs to develop and implement Risk management and crisis management procedures provided. • Keep global threat picture under regular review and enhance dissemination of threat and risk advice.
		Identify gaps and vulnerabilities, which can then be urgently addressed in the most practical way possible, and with optimal use of resources.	<ul style="list-style-type: none"> • Improve training on risk assessment. • Relevant ICAO Annex 17 provisions and guidance for highest risk areas reviewed. • Up-to-date framework established in each State for conducting national and local risk assessments. • Effective internal mechanisms for communicating information/assessments to those who need it. • Current screening arrangements in light of national risk assessment. reviewed. • Personnel security measures taking into account risk advice and guidance on insider threat reviewed. • Ensure holistic aviation perspective and appropriate impact assessments • Key staff for States in greatest need of risk assessment training and conduct outreach activities to promote awareness and understanding of risk. • Assessment among key staff Identified.
2	DEVELOP SECURITY CULTURE	Sustainable aviation security and facilitation training capability and adequate human resources policies within the States are established	<ul style="list-style-type: none"> • Encourage / Provide support to States in needs to develop human resources (HR) policies. • Enhance the HR management. • Reinforce the training capacity.

			<ul style="list-style-type: none"> • Build and promote security culture. • Develop/review national training programmes, taking account.
		<p>Existence of a well-trained, motivated and professional work force</p>	<ul style="list-style-type: none"> • Professionalize work force and ensure continuous performance. • Develop baseline requirements/minimum qualification for personnel involved in security. • Revise ICAO training material and guidance, focusing on core aviation security skills/needs. • Review and enhance ICAO security-related training activities. • All States develop. • Appropriate strategies and plans for the attraction, development and retention of human resources by the end of 2017. • All States develop. • Sustainable aviation security and facilitation training capacities by the end of 2023.
3	<p>IMPROVE OVERSIGHT AND QUALITY CONTROL</p>	<p>At least 80% of States in the African region achieve at least a 65% EI of the by</p>	<ul style="list-style-type: none"> • Establish a 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 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. • Ensure availability of sufficient qualified National Auditors/Inspectors. • Promote collaboration and sharing of information amongst African States. •

		Effective quality control and oversight processes for sustainable and effective aviation security	<ul style="list-style-type: none"> • Develop regional USAP-CMA targets on the levels of effective implementation of security measures. • Coordinate efforts between States, stakeholders and ICAO on audits and peer review. • Develop and implement rectification plans at national and local levels to address gaps and vulnerabilities identified. • Enhance USAP-CMA to provide reliable information regarding the effective implementation of aviation security measures. • Helping States to develop their national audit programme as needed.
		All African Region States have ratified relevant international instruments	<ul style="list-style-type: none"> • Promote ratification of all relevant international instruments and assist States in their implementation.
4	STRENGTHENING BORDER CONTROLS	Encourage implementation of UNSC Resolution 2309 (2016)	<ul style="list-style-type: none"> • All States only issue (MRPs). • All non-MRPs are removed from circulation.
		All States issue only machine readable “Convention Travel Documents” to refugees and stateless persons b by 2020	<ul style="list-style-type: none"> • All States invest in improving basic sources of reliable data reporting. Information about SLTD for inclusion in the INTERPOL (SLTD) database.
5	INCREASE REGIONAL COOPERATION AND SUPPORT	Enable the key security objectives achieved more quickly and efficiently	<ul style="list-style-type: none"> • Contribute resources to ICAO, States and stakeholders for auditing/peer review. • Provide increased assistance (where possible) for capacity development. • Commitment to enhance effective implementation by recipient States. • Ensure all national entities concerned are actively involved in implementation of measures. • Identify and utilize new funding sources (e.g. UN, World Bank, States, industry, etc). • Enhance ICAO’s capability and effectiveness in delivering assistance. •

LONG-TERM (2021-2023)			
(Ninety (90) per cent of States in the region reach above 80% EI of the CEs)			
6	IMPROVE TECHNOLOGICAL RESOURCES AND ENCOURAGE INNOVATION	Ninety (90) per cent of States in the region reach above 80% EI of the CEs;	<ul style="list-style-type: none"> • Further provide support to sub-regions/ States in need in order to enable them to achieve at least 80% level of EI.
		Apply better technological solutions and innovative techniques that provide the tools for enhancing security effectiveness while ensuring operational efficiency.	<ul style="list-style-type: none"> • Enhance technical advice to States. • Promote innovative techniques and technologies by States and industry. • Promote consistency of technical specifications for security equipment. • Consider minimum technical specifications for security equipment. • Increase use of appropriate technology for screening and facilitation. • Develop and improve the efficiency of certification processes and operational use of security equipment, including human factors. • Consider and evaluate the use of passenger information to inform and assist aviation security • States and industry to improve management of security equipment at • airports (include site acceptance tests, routing testing and maintenance
7	RESOLUTION OF SSECS	Resolve and prevent Significant Security Concerns (SSECs)	<ul style="list-style-type: none"> • As a matter of urgency, appropriate action is immediately taken to address all existing Significant Security Concerns (SSECs) in the region and any new SSECs are resolved.

Appendix A
Aligned AFI SECFAL Plan Work Programme [Management and Implementation (Objectives, Outputs and Activities)]

Priority	Objectives	Output/Tasks/actions	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		Minutes of 1st SC	
			1st Steering Committee Meeting				
		Regional AVSECFAL Group (RASFG) established	Consultation ICAO/AFCAC	May-June 2015	RO ESAF and RO WACAF AFCAC	Minutes of 1st RASFG meeting	
			1st RASFG meeting	September 2015			
		Plan budget and funding mechanism in place	Initiate fundraising	Immediate	Secretary General RD ESAF Secretariat	Approved budget for the first phase. Funding strategy in place Adequate funding available to the project	
			Establish Plan budget and funding mechanism	September 2015 and ongoing activity throughout implementation			
		Plan Management team established	Appoint Plan Team Members	May 2015-September 2015	RO ESAF RO WACAF	Recruitment process completed	
		2. Develop assistance	Existing Training resources and courses	Conduct of a training needs	Completion by September	Regional Offices	Training resources and needs mapping available

Priority	Objectives	Output/Tasks/actions	Activities	Time-frame	Responsibility	Performance indicators
	strategies and a work programme	identified	analysis in all sub-regions and member States	2015	Secretariat	Outline of initial training strategy available.
		Assistance needs and resources identified (AFI States, Sub-regional organizations, donors)	Conduct of an assistance needs analysis	completion by September 2015	Regional Offices Secretariat	Assistance needs and resources mapping available
		work programme Developed	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	Adequate coordination Provided	Regular assessment of objectives, outputs and activities to be undertaken under the AFI SECFAL Plan.	Every 6 months	Regional Offices Secretariat Steering committee	Work programme and priorities regularly updated
SHORT TERM (2015 -2017) (At least 35% of States in the African region achieve at least a 65% EI of the CEs.						
	4. Generate the political will needed for States to participate in regional efforts	Political will is confirmed	Organization of an inter-ministerial meeting on the AFI SECFAL Plan.	November 2015	Regional Offices Secretariat	Declaration adopted
			Presentation of the Plan in regional	Starting in June 2015	Regional Offices	Initiative endorsed at the regional level.

Priority	Objectives	Output/Tasks/actions	Activities	Time-frame	Responsibility	Performance indicators	
			ministerial meetings		Secretariat AFCAC	Number of endorsements	
			Call for an AU Head of State Meeting	Starting in September 2015	AFCAC Secretariat	Declaration adopted by December 2017	
	5. All AFI States have approved Primary Legislation and National programmes (NCASP, NCASQCP, NCASTP); 6. All AFI States to establish/reactivate their National Civil Aviation Security Committee (NCASC) and National Civil Air Transport Facilitation Committee (NATFC)	Outreach and awareness campaign on the AFI SECFAL Plan and aviation security and facilitation culture Provided	Join seminars and/or training at the Regional, State and airport levels.	Starting in June 2015 (ESAF-WACAF-AFCAC meeting in Dakar) December 2017	Regional Offices Secretariat AFCAC	Increase in number of AFI States that have approved National Programmes (aim: 100%) Number of pilot projects developed Number of States involved in assistance activities Number of assistance activities Number of staff trained	
			Specific pilot projects Developed and tested	Training, establishment of oversight systems, coaching, etc. innovative capacity-building solutions and best practices Tests and validation	January 2016 -December 2017	Regional Offices Secretariat	Increase in number of States compliant with Standards on NCASC and NATFC Increase in the resources dedicated to AVSEC and FAL (survey) Increase in number of trainers at the national and regional levels
			support to States still in needs to develop national legislation,	Workshops, courses, ad-hoc support.	Immediate - December 2017	Regional Offices Secretariat	

Priority	Objectives	Output/Tasks/actions	Activities	Time-frame	Responsibility	Performance indicators
	7. Appropriate Authorities for Aviation Security and Facilitation are clearly defined and have the resources specifically assigned to these areas	regulations and NCASP's Provided				
	8. Provide support to States in needs to correct deficiencies	Training capacity Reinforced	Organisation of train-the-trainers courses on a local, sub regional and regional basis.	Immediate - December 2017	Regional Offices Secretariat	
	9. At least 35% of States in the African region achieve at least a 65% EI of the CEs.					
	10. In all AFI States, only Machine Readable Passports are	Support to States that still have not fully implemented Standards 3.10 and 3.10.1 of	Identify non-compliant States and provide ad-hoc support (training, workshops, etc.)	Immediate - By 24 November 2015	Regional Offices Secretariat	All AFI States are fully compliant with Standards 3.10 and 3.10.1 of Annex 9 by 24 November 2015 or have submitted an action

Priority	Objectives	Output/Tasks/actions	Activities	Time-frame	Responsibility	Performance indicators
	issued and all non-Machine Readable Passports are removed from circulation	Annex 9 Provided				plan to ICAO.
	11. Resolution of existing and new SSeCs	Existing SSeCs resolved	Assistance missions and validation missions	December 2017	Secretariat	SSeCs resolved
		New SSeCs timely resolved		12 months after confirmation of the concern		
MID TERM (2018 – 2020) (At least 80% of States in the African region achieve at least a 65% EI of the by 2020)						
	12. All African States have National Air Transport Facilitation (NATFP) programmes in place	Support to States in needs to develop and implement NATFP provided	Seminars and workshops at the Regional, State and airport levels, mentoring; and ad-hoc support.	Completed by December 2020	Regional Offices Secretariat	Increase in number of AFI States that have approved NATFP in line with latest amendments of Annex 9 (aim: 100%)
ENHANCE RISK AWARENESS AND	13. Risk management and sound crisis management procedures are	Support to States in needs to develop and implement Risk management and crisis management procedures Provided	Seminars and workshops at the Regional, State and airport levels and; mentoring/coaching to States in need to	Completed by December 2020	Regional Offices Secretariat States Industry	Increase in number of AFI States that implemented threat and crisis management procedures (number of crisis management plans, contingency plans and

Priority	Objectives	Output/Tasks/actions	Activities	Time-frame	Responsibility	Performance indicators
ASSESSMENT	<p>established in all States</p> <p>14. Identify gaps and vulnerabilities, which can then be urgently addressed in the most practical way possible, and with optimal use of resources.</p>	<p>Keep global threat picture under regular review and enhance dissemination of threat and risk advice.</p> <p>Improve training on risk assessment.</p> <p>Relevant ICAO Annex 17 provisions and guidance for highest risk areas reviewed.</p> <p>Up-to-date framework established in each State for conducting national and local risk assessments.</p> <p>Effective internal mechanisms for communicating information/assessments to those who need it.</p> <p>Current screening</p>	<p>develop and implement risk management and crisis management procedure</p> <p>Crisis Management exercises</p> <p>Review of reports of the USAP CMA audit results to determine prevailing deficiencies</p> <p>Identify cybersecurity threats and formulate mitigation measures</p> <p>Evaluate emerging risks associated with Remotely Piloted Aircraft Systems (RPAS), MANPADS, landside security and insider threats</p>			<p>security and emergency instructions)</p> <p>By Dec 2020 all States have risk management methodology and crisis management procedures in place</p> <p>Increase of the preparedness for emergency situations through the development at the national level and for each airport (number of staff trained, number of exercises conducted)</p> <p>Risk based security measures relating to cyber security, MANPADS, RPAS and Landside security incorporated in National AVSEC policies</p> <p>Compliance with ICAO Annex 17 SARPs</p> <p>Definition of responsibilities in NCASP and Airports' Security Programs</p> <p>Attendance of responsible parties at Airport Security Committees</p>

Priority	Objectives	Output/Tasks/actions	Activities	Time-frame	Responsibility	Performance indicators
		<p>arrangements in light of national risk assessment. Reviewed Personnel security measures taking into account risk advice and guidance on insider threat Reviewed.</p> <p>Ensure holistic aviation perspective and appropriate impact assessments</p> <p>key staff for States in greatest need of risk assessment training and conduct outreach activities to promote awareness and understanding of risk assessment among key staff Identified</p>	<p>Establish team of volunteer experts available to provide risk management training</p> <p>Deliver revised workshop on risk management in every region</p> <p>States endeavor to perform Risk Assessments</p> <p>ASTCs to prioritize RMWs</p> <p>Partners should participate in organizing Risk Management Workshops</p>			<p>Evidence of implementation of measures as defined in Airport Security Program</p> <p>All States join the ICAO AVSEC (PoC) network by the end of 2017</p>
DEVELOP SECURITY CULTURE	15. Sustainable aviation security and facilitation training capability and	Encourage / Provide support to States in needs to develop human resources (HR) policies	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

Priority	Objectives	Output/Tasks/actions	Activities	Time-frame	Responsibility	Performance indicators
	adequate human resources policies within the States are established	Enhance the HR management				
16. Existence of a well-trained, motivated and professional work force		<p>Reinforce the training capacity Build and promote security culture Develop/review national training programmes, taking account of risk.</p> <p>Professionalise work force and ensure continuous performance</p> <p>Develop baseline requirements/minimum qualification for personnel involved in security</p> <p>.Revise ICAO training material and guidance, focusing on core aviation security skills/needs</p> <p>Review and enhance ICAO security-related</p>	<p>Further organisation and support of courses and workshops on AVSEC and FAL, including development of courses when needed;</p> <p>Support to States or sub-region in needs to establishing training facilities</p> <p>Reinforce African ASTCs capacity and increase their number.</p> <p>Promote development of security awareness programmes that effectively promote a positive security culture</p> <p>Ensure that the national programmes for quality control have</p>	Completed by December 2020	Regional Offices Secretariat	<p>Increase in the training capacity at the national, sub regional and regional levels to fully meet with needs of the AFI States (number of trainers, increase in number of training developed and offered, increase in capacity of Training facilities).</p> <p>Number and capacities of African ASTCs increased.</p> <p>Availability of well-trained, motivated and professional work force as a critical prerequisite for effective aviation security</p> <p>Seminars, conferences conducted</p> <p>NCASTP embracing security culture developed and implemented</p> <p>Resources effectively allocated</p> <p>Increased awareness and Security incidents reduced and promptly reported as when they occur</p> <p>Authorities and top AVSEC</p>

Priority	Objectives	Output/Tasks/actions	Activities	Time-frame	Responsibility	Performance indicators
		<p>training activities</p> <p>All States develop appropriate strategies and plans for the attraction, development and retention of human resources by the end of 2017;</p> <p>All States develop Sustainable aviation security and facilitation training capacities by the end of 2023.</p>	<p>provisions to effectively monitor implementation of security culture.</p> <p>Encourage reporting culture in all security related incidents by all stakeholders</p> <p>Consider the possibility of introducing incentives for those who provide information on security incidents</p> <p>Establish awareness Programmes on the common civil aviation policy (AFCAP)□</p> <p>States to domesticate or internalize AFCAP</p>			<p>personnel from States (e.g. Directors-General of Civil Aviation Authorities, and/or their deputies), airlines, airports, stakeholder agencies (e.g. Chief Executive Officer / Chief Operations Officer), to undergo AVSEC management training for senior management level. New and updated AVSEC programs developed and delivered.</p>
IMPROVE OVERSIGHT	17. At least 80% of States in the	Establish a mechanism to ensure	Seminars, trainings and workshops at	December 2020	Regional Offices	USAP-CMA audits results Improved EI of CEs by

Priority	Objectives	Output/Tasks/actions	Activities	Time-frame	Responsibility	Performance indicators
T AND QUALITY CONTROL	African region achieve at least a 65% EI of the by 2020	timely implementation of AFI States' corrective action plans for resolving security and security-related facilitation deficiencies identified by ICAO Universal Security Audit Programme continuous monitoring approach (USAP-CMA).	the Regional and State levels. Analyze USAP Audit results to identify key areas of deficiencies and develop targeted action Plans		Secretariat	Regional States
		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 Effective implementation of airport security programmes
		Ensure availability of sufficient qualified National Auditors/Inspectors.	Trainings, workshops	December 2020	Regional Offices Secretariat	Increase in the number or Auditors/Inspectors

Priority	Objectives	Output/Tasks/actions	Activities	Time-frame	Responsibility	Performance indicators
		Promote collaboration and sharing of information amongst African States	Seminars, workshops States endeavor to sign USAP- CMA MoU	December 2020	Regional Offices Secretariat AFCAC	Sharing of information mechanisms in place
	18. Effective quality control and oversight processes for sustainable and effective aviation security	<p>Develop regional USAP-CMA targets on the levels of effective implementation of security measures.</p> <p>Coordinate efforts between States, stakeholders and ICAO on audits and peer review.</p> <p>Develop and implement rectification plans at national and local levels to address gaps and vulnerabilities identified.</p> <p>Enhance USAP-CMA to provide reliable information regarding the effective</p>	<p>Support the implementation of the Windhoek Ministerial targets and action plan</p> <p>Establish a framework to enable rectification of gaps identified under USAP-CMA and implement immediate response measures</p> <p>Analyse national quality control data to identify implementation issues that are systemic and require attention at a foundational level</p> <p>Encourage the development of action plans and</p>	2019	ICAO, States, industry AFCAC	<p>Development of mechanism for the sharing of QC information between government agencies and industry on peer review audit activities.</p> <p>Enhancements and amendments to national oversight systems as evidenced by results from ICAO and State’s surveys/questionnaires.</p> <p>Development and implementation of corrective action plans.</p> <p>Established NCASCs, NCASPs, NCASQCPs, NATFPs</p>

Priority	Objectives	Output/Tasks/actions	Activities	Time-frame	Responsibility	Performance indicators
		implementation of aviation security measures Helping States to develop their national audit programme as needed	identification of possible channels of assistance, training or knowledge transfer in support of USAP-CMA audits Determine the number of States that have established functional NCASC and NATFC Provide support, training, guidance materials, manuals, scheduled training for establishment of National and Airport SECFAL Committees;			
	19. All African Region States have ratified relevant international instruments	Promote ratification of all relevant international instruments and assist States in their implementation	Seminars, workshops	December 2020	Regional Offices Secretariat	Increase in international instrument ratified (aim: 100%)
STRENGTHENING BORDER	20. Encourage implementation of UNSC	All States only issue (MRPs)	Urge States removed all non-MRPs	December 2020 2023	States ICAO AFCAC	UNSC Resolution 2309 (2016) fully implemented

Priority	Objectives	Output/Tasks/actions	Activities	Time-frame	Responsibility	Performance indicators
CONTROLS	<p>Resolution 2309 (2016</p> <p>21. All States issue only machine readable “Convention Travel Documents” to refugees and stateless persons by 2020</p>	<p>all non-MRPs are removed from circulation</p> <p>All States invest in improving basic sources of reliable data reporting information about SLTD for inclusion in the INTERPOL (SLTD) database</p>	<p>from circulation</p> <p>States invest in improving basic sources of reliable data, such as civil registration and vital statistics systems;</p> <p>States to establish procedures, towards the implementation of INTERPOL SLTD database</p> <p>Provide assistance to States as needed;</p> <p>AFCAC to develop questionnaire and circulate to States to obtain their status on MRTD to refugees and Stateless persons.</p> <p>Perform</p>	Ongoing	AUC Airlines	ICAO survey/questionnaire

Priority	Objectives	Output/Tasks/actions	Activities	Time-frame	Responsibility	Performance indicators
			<p>awareness campaign to promote joining ICAO PKD; Conduct capacity building on ICAO TRIP Strategy at Regional and State levels Promote awareness of benefits of API</p> <p>Develop guidance material on implementation API systems;</p> <p>Perform, seminars on API legislation</p> <p>link API to INTERPOL database</p> <p>sensitization P for Ministers in charge of API</p> <p>AUC to organize</p>			

Priority	Objectives	Output/Tasks/actions	Activities	Time-frame	Responsibility	Performance indicators
INCREASE REGIONAL COOPERATION AND SUPPORT	22 Enable the key security objectives achieved more quickly and efficiently.	Contribute resources to ICAO, States and stakeholders for auditing/peer review.	Support and encourage all stakeholders to conduct peer review, transfer knowledge, or share knowledge on security processes, procedures and technologies	2019	States, Industry Regional Offices Secretariat	Needs, priorities and funding sources identified. Develop peer-to-peer reviews, workshops and training. Model/template accountability framework regarding roles and responsibilities of donor recipients of assistance programmes Develop needs assessment manual Risk-based priority-setting framework and specific tools Report on a strategy for potential short-term deployment of SMEs.
		Provide increased assistance (where possible) for capacity development	Provide funding for assistance activities carried out by States/industry Publicize UNSC Resolution 2309 (2016) and GASep's objectives/Roadmap to local entities involved in AVSEC			
		Commitment to enhance effective implementation by recipient States.	States that have resources to provide assistance commit to the following: long-term engagement; ascertain own level			
		Ensure all national entities concerned are actively involved in implementation of measures				
		Identify and utilize new funding sources (e.g. UN, World Bank, States, industry, etc). Enhance ICAO's capability and effectiveness in				

Priority	Objectives	Output/Tasks/actions	Activities	Time-frame	Responsibility	Performance indicators
		delivering assistance	<p>of expertise, transferable knowledge; and Target assistance on the basis of risk profile.</p> <p>Implement risk-based assessment tools to target assistance taking into account: needs assessment methods to identify root causes for States' deficiencies; risk-based prioritizing of needs within States, between States and regions; risk-based targeting for assistance, corresponding to the ICAO RCS and national risk assessments;</p> <p>ICAO Regional</p>			

Priority	Objectives	Output/Tasks/actions	Activities	Time-frame	Responsibility	Performance indicators
			Offices evaluate the States. Explore opportunities for increased short-term subject-matter expert (SME) deployments to ICAO in order to close the SME gaps			
LONG-TERM (2021-2023) (Ninety (90) per cent of States in the region reach above 80% EI of the CEs)						
	23. Ninety (90) per cent of States in the region reach above 80% EI of the CEs;	Further provide support to sub-regions/ States in need in order to enable them to achieve at least 80% level of EI	Misc. activities to be determined by the Steering committee.	December 2023	Steering Committee Regional Offices Secretariat	USAP-CMA audits results
IMPROVE TECHNOLOGICAL RESOURCES AND ENCOURAGE INNOVATION	24. Apply better technological solutions and innovative techniques that provide the tools for enhancing security effectiveness while ensuring operational	Enhance technical advice to States. Promote innovative techniques and technologies by States and industry. Promote consistency of technical specifications for	Develop a package on conducting operational trials of innovative techniques Encourage and support trials and tests of new processes and equipment Organize and	Ongoing	States, Industry Regional Offices Secretariat	Number of States conducting operational trials and sharing information on such trials Greater information sharing between States equipment information, requirements and specifications

Priority	Objectives	Output/Tasks/actions	Activities	Time-frame	Responsibility	Performance indicators
	<p>efficiency.</p>	<p>security equipment.</p> <p>Consider minimum technical specifications for security equipment.</p> <p>Increase use of appropriate technology for screening and facilitation.</p> <p>Develop and improve the efficiency of certification processes and operational use of security equipment, including human factors.</p> <p>Consider and evaluate the use of passenger information to inform and assist aviation security</p>	<p>support innovation events and challenges and encourage participation of start-up and entrepreneurial companies</p> <p>Establish detailed threat item identification for each type of security equipment</p> <p>Establish initial minimum detection requirement for each type of security equipment</p> <p>States and industry to conduct outreach activities to promote the use of appropriate technology, including human factors considerations</p> <p>States and industry to keep under</p>			

Priority	Objectives	Output/Tasks/actions	Activities	Time-frame	Responsibility	Performance indicators
		States and industry to improve management of security equipment at airports (include site acceptance tests, routing testing and maintenance	review the certification process of security equipment to assess its efficiency, reactivity and whether it is providing accurate and updated information			
RESOLUTION OF SSECS	25. Resolve and prevent Significant Security Concerns (SSECs)	As a matter of urgency, appropriate action is immediately taken to address all existing Significant Security Concerns (SSECs) in the region and any new SSECs are resolved	Perform States missions by support teams as identified by RASFALG or requested by the State	Ongoing	States ICAO AFCAC	all existing Significant Security Concerns (SSECs) in the region and any new SSECs are resolved within (as soon as practicable)3 months after notification by ICAO
BY 2030 100% OF STATES REACH ABOVE 90% EI						