INTERNATIONAL CIVIL AVIATION ORGANIZATION

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

NINTH STEERING COMMITTEE MEETING

(28 July 2020)

Agenda Item: **1.3 Report on the proposed revision to the AFI SECFAL Plan Master Document and Steering Committee Terms of Reference**

(Presented by AFI SECFAL Plan Secretariat)

EXECUTIVE SUMMARY

This working paper presents the outcome of the review and proposed amendment to the AFI SECFAL Plan Master Document and Terms of Reference (TORs) of the Steering Committee (SC) to capture and address various policy changes that have occurred since 2015. Several factors have prompted the revision of the documents notable of which is the implementation of the Global Aviation Security Plan (GASeP), a policy document providing the foundation for shared and common goals and close collaboration amongst States, industry, stakeholders and ICAO towards enhancing aviation security worldwide and achieving five key global priority outcomes. Also considered is the implementation of the CART Report and Takeoff Document and AUC High Level Task Force Recommendations together with AVSEC Contingency plan as part of the COVID-19 mitigation measures.

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

---

1. BACKGROUND INFORMATION

1.1 The Comprehensive Regional Implementation Plan for Aviation Security and Facilitation in Africa (AFI SECFAL Plan) was approved by the ICAO Council's 203rd Session held in November 2014 as an ICAO programme and launched on 18 May 2015 in Maputo, Mozambique.

1.2   The first meeting of the AFI SECFAL Plan (Plan) Steering Committee (SC) held on 18 May 2015 in Maputo, reviewed and adopted the Plan Master Document, work Programme and SC terms of reference. The Plan has since pursued its objectives including holding of eight SC meetings as mandated to provide support, guidance and oversight of progress related to the Plan implementation.

2.   DISCUSSION

2.1   During the five-year tenure of successful execution of its work programme, the Plan master document and SC ToRs have not been revised or updated despite various changes, developments of policy and emerging initiatives. Emerging matters since 2015 include: Windhoek declaration and targets, ICAO GASeP, adoption of new UN Security Council resolution, and COVID-19 outbreak. Most of the issues have significantly affected the Plan targets, deliverables and overall objective to enhance aviation security and facilitation in Africa in a sustainable manner.

2.2   The emerging programmes and initiatives alluded to above trigger the need to review and update the Programme document and SC ToRs being commensurate with the overall objective and relevance. The following initiatives, activities and achievements provide the key factors informing the subject revisions:

a)   The Windhoek Ministerial Declaration and targets for aviation security and facilitation in Africa adopted on 8 April 2016 and aimed to re enforce the political commitment of States for successful implementation of the AFI SECFAL Plan. Some of the adopted common targets, goals and time lines call for Plan document revision.

b)   The Global Aviation Security Plan (GASeP) was adopted in July 2017, to replace the ICAO Comprehensive Aviation Security Strategy (ICASS). The GASeP includes global priorities and targets that require revision of the Plan and synchronization of the Plan document and the GASeP.

c)   The Africa and Middle East Ministerial Conference on Aviation Security held at Sharm El Sheikh, Egypt in August 2017, endorsed the Aviation Security and Facilitation Roadmap, in line with the GASeP approval and subsequent implementation through various tasks, and actions under key priority outcomes. The harmonious implementation of the roadmap necessitated alignment with and revision of the AFI SECFAL Plan work programme.

d)   The UN Security Council Resolutions (UNSCR) 2309 (2016) and 2396 (2017) addressing *threats to international peace and security caused by terrorist acts are* closely *rel*ated *to the ICAO* Assembly Resolution A39-18 (Consolidated statement of continuing ICAO policies related to aviation security). Compliance with UNSCRs requires review and adapting of aviation security standards to address threats posed by terrorist and enhancement of border control procedures. The effective implementation of the UNSCR will require expansion of the AFI SECFAL Plan objectives and work programme.

e) Analysis of audit findings by the Universal Security Audit Programme (USAP) since inception highlight key areas of common deficiencies and priority areas for improvement thereby influencing the AFI SECFAL Plan projects and Plan priorities thus prompting the need for programme document and work programme.

f) Whilst the current SC TORs stipulates frequency of meetings as twice a year, experience from the eight meetings held since inception indicates convening one meeting a year can suffice without compromising the effectiveness of the Committee. This will also increase the optimal use of resources and accord sufficient time, information and activities for the SC consideration. Furthermore, there is need to revise the SC TORs, to indicate that SC meetings can be held virtually.

g) The impact of the COVID-19 pandemic on air transport, has also affected the implementation of the Plan work programme. The approval of the Council Aviation Recovery Task Force (CART) report and take-off guidance document and endorsement of the High-Level Task Force (HLTF) recommendations adopted by the African Union Commission (AUC) introduces new dimensions and activities that will require revision to the Plan document and the work programme.

h) With regard to the financial requirements and management of the Plan, improvements in coordination of the fund and resource mobilisation mechanism were introduced requiring revision of existing provision in the current document.

i) Whereas the current plan document called for Periodic review and evaluation to assess the implementation and impact of the AFI SECFAL Plan with a mid-term of 2019, there is need to align the review with annual work programme with the first evaluation rescheduled to 31st December 2020.

j) The 8th SC Meeting adopted the AFI Cooperative Experts Scheme (CES) as approved by the 30th Plenary of AFCAC is included in the revised Plan Document.

3. CONCLUSION

3.1 Following a thorough review and wide technical consultations within and out of ICAO the Plan secretariat has made amendments and revisions proposals to the AFI SECFAL Plan programme document and work programme for consideration by the SC for approval.

3.2 To accomplish the alignment of the Plan work programme with the current demands, emerging issues and initiatives the Plan document has been revised as indicated in **Appendix B** to the Plan document**.** The matrix highlights details of activities to be undertaken to achieve the key priority areas of GASeP, which have been synchronized with the original Plan activities, targets and related time lines.

3.3   The plan work programme is amended to capture the activities necessary for the implementation of the CART report and take off guidance document, together with the HLTF recommendations for the recovery of aviation in Africa.

3.4   The SC ToR have been revised for indicate that committee meetings of the SC will now be held once a year, ideally during the African Region Aviation week events (AFI week) usually hosted by African States. Furthermore, convening of virtual meetings is introduced as an alternative method of meeting for the SC at its auxiliary bodies.

3.5   The AFI Cooperative Expert Scheme (AFI - CES) established under AFCAC as a platform for providing technical support and assistance to the Plan activities using a pool of experts from the African region will be included in the Plan document.

3.6   With respect to financial requirements and management, ICAO Headquarters coordination with the Plan secretariat and the Chairperson of the SC on financial requirements and voluntary contributions have been highlighted. Specific responsibility has been assigned to the Secretariat Plan for resource mobilization strategy (RMS).

3.7   Periodic review and evaluation to assess the implementation and impact of the AFI SECFAL Plan to meet its objective will now be done periodically, with the first evaluation expected to be completed by 31st December 2020.

4.   ACTION BY THE COMMITTEE

4.1   The committee is hereby invited to:

a)   Consider and approve the proposed revisions to the AFI SECFAL Plan Master Document and Steering Committee Terms of Reference (ToRs) attached to this Working Paper as **Attachment A and B** respectively**;**

b)   Provide further instruction, guidance and recommendations for the continued effective implementation of the AFI SECFAL Plan and the alignment with the GASeP, Windhoek targets and activities towards the restart and recovery of aviation after the COVID19 outbreak.

ATTACHMENT A

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

Revision 2 (June 2020)

AFI SECFAL PLAN SUMMARY

The International Civil Aviation Organization (ICAO) is a specialized United Nations 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 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, in its 203rd Session, approved the AFI SECFAL Plan as an ICAO programme and requested that the Chairperson of the Steering Committee report periodically on the AFI SECFAL Programme activities and progress to the ICAO Council through the Secretary General.

The overall objective of AFI SECFAL Plan is to enhance aviation security and 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

- 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)

- Africa - Mid roadmap on Aviation Security

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.

1.1.2   Numerous activities aimed at enhancing aviation security and 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 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.

1.1.3   Analysis of ICAO Universal Security Audit Programme (USAP) findings, as well as ICAO Regional Office support mission results and other sources of information, highlight that aviation security and facilitation in Africa is generally characterized by persistent and systemic deficiencies in the regulatory framework, oversight system, personnel selection criteria and training, provision of guidance material, appropriate risk assessment methodology, airport level procedures and implementation of access control measures that result in unsatisfactory implementation of Standards in Annex 17 ─ Security to the Convention on International Civil Aviation (Chicago Convention) and the security - related Standards in Annex 9 ─ Facilitation and risk mitigation. Challenges include deficient national legislation (primary law and operating regulations), empowerment of national aviation security inspectors underdeveloped aviation security infrastructure and supporting resources, insufficient funds, and lack of appropriately trained personnel.

1.1.4   Civil aviation in Africa is also confronted by facilitation issues which adversely affect the efficiency of border integrity and quality of air services. Furthermore, while not all States in the Region have developed National Air Transport Facilitation Programmes and established National/airport Air Transport Facilitation Committees, very few have introduced the Advance Passenger Information (API) in line with Annex 9 to the Chicago Convention and UN Security Council Resolutions - UNSCRs - 2178(2014), 2309(2016) and 2396(20170 on API and Passenger Name Record(PNR).

1.1.5   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 a continent where many States face significant challenges relating to compliance with ICAO Standards.

1.1.6   As the global aviation system transcends national borders, the situation in Africa remains with potential implications that can adversely impact regional and global economies.

1.1.7   Over the years, various initiatives and declarations have been made in order to enhance aviation security and 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;

ICAO	AFI SECFAL Plan		
IMPLEMENTATION PLAN	**Date: July 2020**	**Second version**	Page 1

- 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, 17-18 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 defence systems (MANPADS). Participants agreed on 12 recommendations and a Roadmap for mitigating the MANPADS threat to civil aviation in the Region;

- Several seminars on 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 Facilitation, met in Windhoek, Republic of Namibia on 7-8 April 2016, on the occasion of the Ministerial Conference on aviation security and facilitation in Africa organized by the African Civil Aviation Commission (AFCAC) under the auspices of the African Union Commission (AUC), 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, 22-24 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).

1.1.8   Despite the fact that a number of States in the African Region have promulgated primary aviation security legislation and established National AVSEC Programmes to enable the effective implementation of Annex 17 provisions, as well as identifying, within their administration, a single organization as the appropriate authority for aviation security, there remains significant work to be undertaken in order to address shortcomings.

1.2   **Common obstacles leading to compromises in aviation security (AVSEC) and facilitation (FAL) compliance in the African Region**

1.2.1   There are several obstacles and impediments in establishing aviation security and facilitation systems and infrastructures in the continent, which differ from State to State. Therefore careful consideration of these would help to improve compliance of aviation security and facilitation Standards and Recommended Practices (SARPs) and GASeP roadmap in the continent. However, the following common obstacles have been identified as priority areas of focus:

- lack of political commitment at the national level to prioritize aviation security and facilitation requirements;
- inadequate enforcement powers allocated to the designated Appropriate Authority for security;
- difficulty in establishing a coordination mechanisim for facilitation,notable a National Air Transport Facilitation Programme and Committee;
- difficulty in attracting, retaining and maintaining AVSEC expertise, due to, inter alia, the absence of robust training policies and succession planning;
- lack of an aviation security and facilitation infrastructure;
- lack of a security culture;
- difficulty in justifying the resources needed to maintain a national aviation security oversight workforce due to the low volume of air operations; and
- lack of coordination, and duplication of capacity-building and assistance efforts.

2.   DESCRIPTION OF THE PLAN

2.1   **Objectives**

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

2.1.2   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.

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

2.1.4   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.

2.2   **Plan Overview**

2.2.1   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 draw on expertise available in African States, ICAO Headquarters, ICAO Regional Offices, and donor States and organizations.

2.2.2   The initial implementation phase of the Plan is expected to cover a period of two and a half years and will focus on short-term priorities. The successful completion of this initial implementation phase will subsequently enable the plan to address medium-term objectives over a five-year period, and long-term objectives targeting an eight to ten-year period. Progress with respect to the satisfactory completion of activities will be monitored throughout the implementation phase.

2.2.3   Capacity-building assistance and other AVSEC and FAL resources will be prioritized to meet the specific needs of States based on the resources that are available 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. The criteria for determining priorities should include an assessment of the level of risk, threat and resource constraints.

2.3   **Deliverables and expected results**

2.3.1   Short, medium and long-term deliverables have been defined, with the ultimate goal to implement the GASeP, preventing acts of unlawful interference against civil aviation while facilitating the efficient movement of passengers and goods.

2.3.2   *Short-term (by 1st December 2017)*

2.3.2.1   In the short-term, priority will be given to the improvement of aviation security and facilitation through the establishment of programme coordination mechanisms, identification of financial and in-kind resources and where needed, the resolution of specific issues.

2.3.2.2   At the end of this phase, it is expected that the following action will have been accomplished:
- appropriate Authorities for AVSEC and FAL are clearly defined and have the resources specifically assigned to these areas;
- All States will establish/reactivate their National Civil Aviation Security Committee (NCASC) and National Civil Air Transport Facilitation Committee (NATFC);
- All States will have approved National programmes: National Civil Aviation Security Programme (NCASP), National Civil Aviation Security Quality Control Programme (NCASQCP) and, National Civil Aviation Security Training Programme (NCASTP). All assistance activities in the African Region are actively coordinated to meet the ICAO Standards at a minimum; and
- In all AFI States, only Machine-Readable Passports (MRP) are issued and all non-MRP passports are removed from circulation[1].

2.3.2.3   It is also expected that at least 35 per cent of States in the region audited under the Universal Security Audit Programme Continuous Monitoring Approach (USAP-CMA) achieve a minimum 65 per cent[2] level of effective implementation (EI) of the critical elements (CEs) of a State's aviation security oversight system. (Since this term has expired, should we not give a summary of the results at this point)

2.3.3   *Medium-term (by 1st December 2020)*

---

[1] Standard 3.10.1: For passports issued after 24 November 2005 and which are not machine readable, Contracting States shall ensure the expiration date falls before 24 November 2015.

[2] At the end of the second cycle of USAP audits, AFI States had an average 53.06% Effective Implementation of the critical elements of a State's aviation security oversight system. As of 31st December 2019, 25 (46.29%) of AFI States in the Region have achieved 65% effective implementation of the CEs.

2.3.3.1   In the medium term, the focus will be to enhance 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 80 per cent of States in the region reach a minimum 65 per cent level of effective implementation (EI) of the critical elements (CEs) of a State's aviation security oversight system.

2.3.3.2   At the end of the medium-term phase it is expected that:

- all AFI States have National Air Transport Facilitation programmes in place;
- risk management and sound crisis management procedures are established in all States;
- at least 80 per cent of AFI States have achieved a minimum 65 per cent EI of the CE;
- achieve sustainable aviation security and facilitation training capability and adequate human resources policies within the States;
- existence of a well-trained, motivated and professional work force in the States;
- States have effective quality control and oversight processes for sustainable and effective aviation security;
- 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;
- all African States have ratified relevant international instruments;
- all African states issue only machine readable "Conventional Travel Documents" to refugees and stateless persons;
- all African states have national focal point for the exchange of information on facilitation matters;
- all African States have a policy framework addressing all the elements of the ICAO TRIP Strategy
- Existence of systematic collaboration between the authorities on points of departure and arrival with a view to developing compatible and efficient border control management
- all AFI States have National Air Transport Facilitation committees established with specific roles during Public health crisis;
- UNSC Resolution 2309 (2016) is fully implemented;
- 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;
- all African States to Implement of 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;
- All African States strengthen breeder and travel document security, passenger screening procedures and biometric information systems; and
- all African States commit to report on a regular basis, lost and stolen passports, to the extent possible, to the INTERPOL Lost and Stolen Travel Document Database.

2.3.4   *Long-term (1st December 2023)*

2.3.4.1   The long-term objective is to improve technological resources and encourage innovation, resolve and prevent Significant Security Concerns(SSeCs).

2.3.4.2   At the end of the long-term phase it is expected that:

- Ninety (90) per cent of States in the African region reach above 80% EI of the CEs;

- States apply better technological solutions and innovative techniques that provide the tools for enhancing security effectiveness and facilitating the movements of passengers and goods while ensuring operational efficiency;
- States resolve and prevent Significant Security Concerns (SSeCs). All existing SSeCs in the region and any new SSeCs are resolved as soon as practicable after notification by ICAO; and
- States to Implement tools to transmit in a timely manner passengers' information prior to takeoff to effectively support screening at the destination airport, while preserving their individual rights, as well as to develop and improve compatible systems for the collection and use of API and PNR information.

The table at Appendix B outlines the short, medium and long-term objectives, output and activities.

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

2.4.1 ICAO's Strategic Objective: *Enhance global civil aviation security and facilitation* reflects the need for ICAO's leadership in aviation security, facilitation and related border security matters. This Plan reaffirms both the ICAO's Strategic Objective and GASeP Objectives 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 facilitation.

2.4.2 The Plan is fully in line with the ICAO Aviation Security Assistance and Capacity Building Strategy, and the "*No Country Left Behind*" (NCLB) initiative. 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 SARP implementation is better harmonized globally so that all States have access to the socio-economic benefits of safe, secure and reliable air transport.

2.5 Link between the AFI SECFAL Plan and GASeP

2.5.1 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 action 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.

2.6 Constraints and Risks

2.6.1 In order to effectively and efficiently implement the AFI SECFAL Plan in the Region, and to achieve its objective even within the context of COVID19 pandemic 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 conflicts and health concerns in the Region on assistance activities; and
- travel restrictions caused by the COVID - 19 outbreak and its impact on aviation sector.

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

- establishment of a sustainable source of funding and in-kind resources;
- early warning from Regional Offices to the Steering Committee 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;
- liasie and monitor with States on implementation of CART report and take-off guidance document and any other guidelines applicable to recovery of aviation in Africa; and
- adopt the ICAO Secretariat Guidelines for the Aviation Security Contingency Planning during the Covid-19 Pandemic.

3.   PLAN MANAGEMENT AND IMPLEMENTATION

3.1   **Management**

3.1.1   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-xx and A40-xxx, African States shall remain responsible for aviation security and facilitation consistent with the obligations under the Chicago Convention's and its Annexes. As an ICAO programme, AFI SECFAL functions as a focal point for the prioritization of projects, coordination of activities, mobilization of political will and resources, and monitoring progress.

3.1.2   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.

3.1.3   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.

3.2   **Roles and responsibilities**

3.2.1   The Plan will be managed under the supervision of the Regional Director, Eastern and Southern African Region (ESAF), Nairobi, who reports progress to the AFI SECFAL Steering Committee (SC) and assumes secretariat responsibilities, in close coordination with the ICAO Secretariat Headquarters.

3.2.2   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. 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 actitivies of the Plan. The Chairperson of the SC is elected/nominated by the members of the SC. The Chairperson shall serve a three-year renewable term.

3.2.3   The mandate of the SC includes establishing a work programme in the form of preliminary annual work plan for a period of five years of implementation and a detailed work plan for two years of operation, identifying objectives, output and activities to be undertaken.

3.2.4   The Steering Committee will monitor the progress of activities undertaken under the Plan and report to the Secretary General every six months. Membership of the Committee will ensure representation of all stakeholders and interested parties, as detailed in Appendix C. The AFI SEC/FAL Steering Committee Terms of Reference (ToR) are detailed in a separate document.

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

3.2.6   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.

3.2.7   A **Regional Security and Facilitation Group for the AFI Region (RASFALG - AFI)** established under the umbrella of AFCAC supports the SC to identify regional security and facilitation issues and to increase awareness amongst stakeholders. It will also support 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 Cooperative Expert Scheme (AFI - CES) will serve as a platform for providing technical support and assistance to the plan activities using a pool of experts from the African region.

3.3   Financial requirements and management

3.3.1   The financial requirements and voluntary contributions associated with the Plan will be managed by ICAO Headquarters in coordination with the Plan secretariat and the Chairperson of the Steering committee. Furthermore, the secretariat will be responsible for the execution and delivery of the Plan resource mobilisation strategy (RMS). The overall management of the Plan will be the responsibility of the ESAF Regional Director (Programme Executive) under the direction of the Steering Committee.

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

3.4   Time line and key milestones

3.4.1   The implementation of the Plan is expected to cover a period of eight years. In order to ensure that all stakeholders involved have a clear view of the expected results and associated indicators, this period has been broken down into three terms. Key short-term milestones include the following for the first two years:

- establishment of the Steering Committee, before 18 May 2015;
- first Steering Committee meeting (Maputo, 18 May 2015);
- first progress report to the Council during its 205th Session, June 2015;
- creation of the Plan coordination mechanisms;
- establishment of a Regional Aviation Security and Facilitation Group (RASFALG AFI), September 2015;
- second Steering Committee meeting, Montréal, October 2015;
- inter-ministerial meeting on aviation security and facilitation in Africa, November 2015;
- inception of the needs analysis on training in all Member States – inventory of resources, existing courses (expected to be completed by the end of 2015);
- inception of the needs analysis to determine assistance resources with a view to develop assistance strategies (expected to be completed by end 2015);
- organization of train-the-trainers courses on a regional basis; starting 2016;
- organization of Inspector courses on a regional basis, starting 2016; and

- report to the 39th Session of ICAO Assembly (October 2016).

3.5 Identification of Stakeholders

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

3.5.2 At the regional level, other strengths underpinning the effective implementation of the Plan include the establishment of the RASFALG-AFI and existence of key aviation security and 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 mentor ship programmes.

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

3.6 Coordination with other relevant programmes and plans

3.6.1 There are a number of other assistance programmes and plans being implemented in the African Region related to aviation security and facilitation. To avoid duplication of effort and assure conformity with ICAO's policy, all aviation security and facilitation activities in the Region will be coordinated and reported to the Steering Committee and the RAS FALG – AFI to the extent possible.

3.7 Communication strategy

3.7.1 An effective communication strategy will be developed in order to ensure all implementing partners understand the rationale of the AFI SECFAL Plan and the progress in its implementation.

3.7.2 National organizations and agencies involved in aviation security and facilitation should be encouraged to coordinate efforts to ensure success of the programme.

4. RESOURCE REQUIREMENTS, BUDGET ESTIMATE AND FUNDING

4.1 Resource requirements

4.1.1 Existing resources of the ICAO Regional Offices, and ICAO Headquarters will be directly involved in the implementation of the AFI SECFAL Plan.

4.1.2 However, current ICAO resources are not adequate to effectively support the Plan and its successful implementation and there is a need to complement the resources provided under the Regular Programme and funds in trust. Additional resources required for the implementation of the AFI SECFAL Plan are listed in Appendix D.

4.2 Budget estimate

4.2.1 In addition to existing ICAO resources allocated for the Plan, the investment required is estimated at US$ 5.6 million for a five-year period. This amount to a total of US$ 1,100,000 per year. A refined resource requirement, including mission travel, will be established.

4.3 Funding arrangements

4.3.1   The budget may be funded through ICAO Regular Programme, voluntary contributions, or other sources of funding.

4.4   **Planned budget and work plan**

4.4.1   Planned budget and work plan will be developed by the Regional Office (RO) ESAF, in coordination with the other concerned ROs.

5.   **MONITORING AND EVALUATION**

5.1   **Monitoring and reporting system**

5.1.1   To ensure 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 'scoreboard' and a system of monitoring reports will be developed and implemented.

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

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

5.1.4   Monitoring and reporting responsibilities are detailed in Appendix E.

5.2   **Periodic Review and Evaluation**

5.2.1   To assess the implementation and impact of the AFI SECFAL Plan to meet its objective, periodic review and evaluation will be done on the activities and deliverables. The first evaluation of the AFI SECFAL Plan will be completed by 31st December 2020. The evaluation will provide a review of the Plan objectives, targets, deliverables and outcome aimed at helping stakeholders assess how best to steer the Plan going forward. The evaluation will address, inter alia, how well the AFI SECFAL Plan is adapting to the evolving needs of the Region, how effectively it is managed, whether the current structure is sustainable in the long term, what the areas of core competency are, where there are further opportunities for partnership, and what the sources of sustainable funding are.

_____
Date

_____
Secretary General

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

Appendix B – 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 AVSEC FAL 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		

ICAO		AFI SECFAL Plan		
IMPLEMENTATION PLAN		**Date: July 2020**	**Second version**	Page 12

Priority	Objectives	Output/Tasks/actions	Activities	Time-frame	Responsibility	Performance indicators
		Plan Management team established	Appoint Plan Team Members	May 2015-September 2015	RO ESAF RO WACAF	Recruitment process completed
	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 September 2015	Regional Offices Secretariat	Training resources and needs mapping available 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

Priority	Objectives	Output/Tasks/actions	Activities	Time-frame	Responsibility	Performance indicators
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 ministerial meetings	Starting in June 2015	Regional Offices Secretariat AFCAC	Initiative endorsed at the regional level. 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);	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

Priority	Objectives	Output/Tasks/actions	Activities	Time-frame	Responsibility	Performance indicators
	6. All AFI States to establish/reactivate their National Civil Aviation Security Committee (NCASC) and National Civil Air Transport Facilitation Committee (NATFC)	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	Number of assistance activities Number of staff trained 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
	7. 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	Workshops, courses, ad-hoc support.	Immediate - December 2017	Regional Offices Secretariat	
	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	

ICAO		AFI SECFAL Plan		
IMPLEMENTATION PLAN		**Date: July 2020**	**Second version**	Page 15

Priority	Objectives	Output/Tasks/actions	Activities	Time-frame	Responsibility	Performance indicators
	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 issued and all non-Machine Readable Passports are removed from circulation	Support to States that still have not fully implemented Standards 3.10 and 3.10.1 of Annex 9 Provided	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 plan to ICAO.
	11. Resolution of existing and new SSeCs	Existing SSeCs resolved New SSeCs timely resolved	Assistance missions and validation missions	December 2017 12 months after confirmation of the concern	Secretariat	SSeCs resolved

Priority	Objectives	Output/Tasks/actions	Activities	Time-frame	Responsibility	Performance indicators
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.	Competed 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 ASSESSMENT	**13. Risk management and sound crisis management procedures are established in all States** **14. Identify gaps and vulnerabilities, which can then be urgently addressed in the most practical way possible, and with optimal use of resources.**	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. Improve training on risk assessment. Relevant ICAO Annex 17 provisions and guidance for highest risk areas reviewed.	Seminars and workshops at the Regional, State and airport levels and; mentoring/coaching to States in need to develop and implement risk management and crisis management procedure Crisis Management exercises Review of reports of the USAP CMA audit results to determine	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 security and emergency instructions) By Dec 2020 all States have risk management methodology and crisis management procedures in place Increase of the preparedness for emergency situations through the development at the national level and

ICAO	AFI SECFAL Plan		
IMPLEMENTATION PLAN	**Date: July 2020**	**Second version**	Page 17

Priority	Objectives	Output/Tasks/actions	Activities	Time-frame	Responsibility	Performance indicators
		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	prevailing deficiencies Identify cybersecurity threats and formulate mitigation measures Evaluate emerging risks associated with Remotely Piloted Aircraft Systems (RPAS), MANPADS, landside security and insider threats Establish team of volunteer experts available to provide risk management training Deliver revised workshop on risk management in every region States endeavor to			for each airport (number of staff trained, number of exercises conducted) Risk based security measures relating to cyber security, MANPADS, RPAS and Landside security incorporated in National AVSEC policies Compliance with ICAO Annex 17 SARPs Definition of responsibilities in NCASP and Airports' Security Programs Attendance of responsible parties at Airport Security Committees Evidence of implementation of measures as defined in Airport Security Program All States join the ICAO AVSEC (PoC) network by the end of 2017

Priority	Objectives	Output/Tasks/actions	Activities	Time-frame	Responsibility	Performance indicators
		understanding of risk assessment among key staff Identified	perform Risk Assessments ASTCs to prioritize RMWs Partners should participation in organizing Risk Management Workshops			
DEVELOP SECURITY CULTURE	**15. Sustainable aviation security and facilitation training capability and adequate human resources policies within the States are established**	Encourage / Provide 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
	16. Existence of a well-trained, motivated and professional work force	Reinforce the training capacity Build and promote security culture Develop/review national training programmes, taking account of risk. Professionalise work force and ensure continuous performance Develop baseline requirements/minimum	Further organisation and support of courses and workshops on AVSEC and FAL, including development of courses when needed; Support to States or sub-region in needs to establishing training facilities	Completed by December 2020	Regional Offices Secretariat	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). Number and capacities of African ASTCs increased.

Priority	Objectives	Output/Tasks/actions	Activities	Time-frame	Responsibility	Performance indicators
		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.	Reinforce African ASTCs capacity and increase their number. Promote development of security awareness programmes that effectively promote a positive security culture Ensure that the national programmes for quality control have provisions to effectively monitor implementation of security culture. Encourage reporting culture in all security related incidents by all stakeholders Consider the possibility of introducing incentives for those who provide information on security incidents			Availability of well-trained, motivated and professional work force as s a critical prerequisite for effective aviation security Seminars, conferences conducted NCASTP embracing security culture developed and implemented Resources effectively allocated Increased awareness and Security incidents reduced and promptly reported as when they occur Authorities and top AVSEC 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

Priority	Objectives	Output/Tasks/actions	Activities	Time-frame	Responsibility	Performance indicators
			Establish awareness Programmes on the common civil aviation policy (AFCAP)☐ States to domesticate or internalize AFCAP			senior management level. New and updated AVSEC programs developed and delivered.
IMPROVE OVERSIGHT AND QUALITY CONTROL	**17. At least 80% of States in the African region achieve at least a 65% EI of the by 2020**	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).	Seminars, trainings and workshops at the Regional and State levels. Analyze USAP Audit results to identify key areas of deficiencies and develop targeted action Plans	December 2020	Regional Offices Secretariat	USAP-CMA audits results Improved EI of CEs by Regional States
		Facilitating the strengthening of a capacity of regional oversight and assure optimum utilization of	Seminars, trainings and workshops at the Regional and State levels.	December 2020	Regional Offices Secretariat	Number of regional oversight activities Effective implementation of

Priority	Objectives	Output/Tasks/actions	Activities	Time-frame	Responsibility	Performance indicators
		AVSEC resources and expertise within the African region				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
		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	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.	Support the implementation of the Windhoek Ministerial targets and action plan Establish a framework to enable rectification of gaps identified under USAP-CMA and implement immediate response measures Analyse national quality control data to identify	2019	ICAO, States, industry AFCAC	Development of mechanism for the sharing of QC information between government agencies and industry on peer review audit activities. Enhancements and amendments to national oversight systems as evidenced by results from ICAO and State's surveys/questionnaires. Development and implementation of corrective action plans.

ICAO	AFI SECFAL Plan		
IMPLEMENTATION PLAN	**Date: July 2020**	**Second version**	Page 22

Priority	Objectives	Output/Tasks/actions	Activities	Time-frame	Responsibility	Performance indicators
		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	implementation issues that are systemic and require attention at a foundational level Encourage the development of action plans and identification of possible channels of assistance, training or knowledge transfer in support of USAP-CMA audits Evaluate the progress of establishment of appropriate Determine the number of States that have established functional NCASC and NATFC Provide support, training, guidance materials, manuals,			Established NCASCs, NCASPs, NCASQCPs, NATFPs

Priority	Objectives	Output/Tasks/actions	Activities	Time-frame	Responsibility	Performance indicators
STRENGTHEN ING BORDER CONTROLS			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%)
	20. Encourage implementation of UNSC Resolution 2309 (2016 **21. All States issue only machine readable "Convention Travel Documents" to refugees and stateless persons b by 2020**	All States only issue (MRPs) all non-MRPs are removed from circulation All States invest in improving basic sources of reliable data reporting information about SLTD for inclusion in the INTERPOL (SLTD) database all African States have a policy framework addressing all the elements of the ICAO TRIP Strategy	Urge States removed all non- MRPs from circulation States invest in improving basic sources of reliable data, such as civil registration and vital statistics systems; States to establish procedures, towards the implementation of INTERPOL SLTD database	December 2020 2023 Ongoing	States ICAO AFCAC AUC Airlines	UNSC Resolution 2309 (2016) fully implemented ICAO survey/questionnaire

Priority	Objectives	Output/Tasks/actions	Activities	Time-frame	Responsibility	Performance indicators
		all African States to Implement of 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 All African States strengthen breeder and travel document security, passenger screening procedures and biometric information systems all African States commit to report on a regular basis, lost and stolen passports, to the extent possible, to the INTERPOL Lost and Stolen Travel Document Databas	Provide assistance to States as needed; AFCAC to develop questionnaire and circulate to States to obtain their status on MRTD to refugees an Stateless persons. Perform 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 Develop			

ICAO		AFI SECFAL Plan		
IMPLEMENTATION PLAN		**Date: July 2020**	**Second version**	Page 25

Priority	Objectives	Output/Tasks/actions	Activities	Time-frame	Responsibility	Performance indicators
			guidance material on implementation API systems; Perform, seminars on API legislation link API to INTERPOL database sensitization P for Ministers in charge of API AUC to organize fund raising			
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. Provide increased assistance (where possible) for capacity development Commitment to enhance effective implementation	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

Priority	Objectives	Output/Tasks/actions	Activities	Time-frame	Responsibility	Performance indicators
		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	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 States that have resources to provide assistance commit to the following: long-term engagement; ascertain own level of expertise, transferable knowledge; and Target assistance on the basis of risk profile. Implement risk-based assessment tools to target assistance taking into account:			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.

Priority	Objectives	Output/Tasks/actions	Activities	Time-frame	Responsibility	Performance indicators
			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; ICAO Regional 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)						

ICAO	AFI SECFAL Plan		
IMPLEMENTATION PLAN	**Date: July 2020**	**Second version**	Page 28

Priority	Objectives	Output/Tasks/actions	Activities	Time-frame	Responsibility	Performance indicators
	(Ninety (90) per cent of States in the region reach above 80% EI of the CEs)					
IMPROVE TECHNOLOGICAL RESOURCES AND ENCOURAGE INNOVATION	**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
	24. Apply better technological solutions and innovative techniques that provide the tools for enhancing security effectiveness while ensuring operational efficiency.	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	Develop a package on conducting operational trials of innovative techniques Encourage and support trials and tests of new processes and equipment Organize and support innovation events and challenges and encourage participation of start-up and entrepreneurial companies Establish detailed threat item identification for each type of	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

ICAO	AFI SECFAL Plan		
IMPLEMENTATION PLAN	**Date: July 2020**	**Second version**	Page 29

Priority	Objectives	Output/Tasks/actions	Activities	Time-frame	Responsibility	Performance indicators
		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	security equipment Establish initial minimum detection requirement for each type of security equipment States and industry to conduct outreach activities to promote the use of appropriate technology, including human factors considerations States and industry to keep under review the certification process of security equipment to assess its efficiency, reactivity and whether it is providing accurate and updated			

ICAO		AFI SECFAL Plan		
IMPLEMENTATION PLAN		**Date: July 2020**	**Second version**	Page 30

Priority	Objectives	Output/Tasks/actions	Activities	Time-frame	Responsibility	Performance indicators
			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				

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
- 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
- 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

ICAO	AFI SECFAL Plan		
IMPLEMENTATION PLAN	**Date: July 2020**	**Second version**	Page 32

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

Aviation Security Training Centres
- Cairo
- Casablanca
- Dakar
- Douala
- Johannesburg
- Lagos
- Nairobi
- Tunis

Appendix D – Additional resources required to support the Plan (estimate).

Action	Budget estimate first 5 years (2016-2020)	Description
Hiring of human resources dedicated to the Plan management[3] and of AVSEC and FAL experts[4]	US$ 4.4M	Regional Offices ESAF and WACAF will each be reinforced with 1 additional professional staff (1 P4) and 1 additional G4 staff to support the Plan implementation. Also initial assessments indicate that there are additional requirements in the AFI SECFAL Programme for specialists in AVSEC, Facilitation and its training development and in Project management.
Training material development and translation	US$ 200,000	Sufficient resources should be provided to develop and translate Seminars/Workshop materials (developed in English, translated into French and Arabic)
Missions	US$ 370,000	Sufficient resources should be provided to support mission travel undertaken to develop and implement the Plan.
Steering Committee meetings	US$ 112,000	Sufficient resources should be provided to support the organization of Steering Committee meetings with bilingual interpretation services. Where possible, information technology (IT) solutions will be used to reduce costs such as the use of electronic document distribution.
Seminars and Workshops in States	US$ 440,000	Support of the convening of seminars and workshops in States.
Communication	US$ 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.)
Programme Office (in Nairobi RO)	US$ 64,000	Computer equipment for additional staff, office supplies, communications, furniture, etc.
Total	**US$ 5,600,000**	5-year period.

The average amount required per annum is US$ 1,120,000

[3] Based on an assumption of 4 Professionals (P), and 2 General Staffs (GS) for the administrative duties: 1GS + 2 P at the Nairobi Office, 1GS + 2 P the Dakar Office at a budget estimate of US$ 3,925,000.

[4] The exact number of additional required experts in the two fields can only be determined after the inception of the project.

Appendix E – Monitoring and Reporting responsibilities

Output	Individual responsible for reporting	Individual or group reported to (*)	Reporting date
Needs analysis on Training	GAT	Steering Committee	Second Steering Committee meeting
Inventory of needs and resources and development of strategies	RD	Steering Committee Council	Second Steering Committee meeting 207th Council
Report on progress	Chair of the Steering Committee	Council	Every sixth months
Increase the compliance to 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	Steering Committee	Every twelve months
Enhance availability of sufficient qualified National/Auditors and Inspectors	RD	Steering Committee	Every twelve months
Increase the collaboration amongst African States	AFCAC	Steering Committee	Every twelve months
Report to 39th Session of the ICAO Assembly	RD/ISD-SEC	Assembly	October 2016
Reports of the RASFALGG	Chair of the RASFALG	Chair of the Steering Committee	Every six months
Financial reporting	RD	Secretary General	Annually

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

ATTACHMENT B

**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 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 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 62 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.

2.2   Chairperson

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

3.   TECHNICAL SUPPORT TO THE STEERING COMMITTEE

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

4.   ROLE OF THE ICAO SECRETARIAT

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

---

[1] C-DEC 203/2

[2] The objectives, scope and modalities of the AFI SECFAL Programme 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/or facilitation assistance in Africa.

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 (ToR) and submit amendments thereto 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 Programme will be managed through the AFI SECFAL Fund by Secretariat Finance department 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 Programme, the Chairperson of the Steering Committee will report every twelve months on   the AFI SECFAL Programme activities and progress to the ICAO Council through the Secretary General.

_____
Date

_____
Fang Liu
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:**

Côte d'Ivoire
Egypt
Equatorial Guinea
Nigeria
South Africa
Sudan
Zambia
Tunisia

- **African Representatives to ICAO:**

Cameron
Ethiopia
Ghana
Kenya
Senegal
Sudan
Uganda

- **Assistance Partners:**

Belgium
Canada
China
France
Japan
Norway
Portugal
Republic of Korea
Saudi Arabia
Singapore
Spain
Turkey
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 Security Council Counter-Terrorism 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, Technical Cooperation 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, Security and Facilitation
Chief, Implementation Support and Development – Security
Chief, Aviation Security Audit Section
Chief, Facilitation

(*) Addition following the 1st Steering Committee Meeting's recommendation.