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

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

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1.   **BACKGROUND**

1.1   **Overview**

1.1.1   In recent years, the global aviation market has shown strong growth. Passenger traffic in the African region is no exception and is expected to grow by more than 4.8 per cent in 2015; this trend is expected to continue, in line with the steady economic growth forecasts for the continent.

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. These activities have largely been characterized as independent initiatives that focus on specific components of aviation security and facilitation. Today, a growing number of donor States and lending institutions are calling for a coordinated assistance effort, 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, their sustainability has frequently been questioned.

1.1.3   Analysis of ICAO Universal Security Audit Programme (USAP) findings, as well as other sources of information, highlight that aviation security and facilitation in Africa is generally characterized by persistent and systemic deficiencies in the regulatory, oversight, and operational areas 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 weak national legislation (primary law and operating regulations), governance arrangements, inadequate or inefficient infrastructure and services, insufficient funds, and lack of qualified personnel.

1.1.4   Civil aviation in Africa is also confronted by facilitation issues which adversely affect the efficiency and quality of air services. Furthermore, few States in the Region have developed National Air Transport Facilitation Programmes and established National Air Transport Facilitation Committees.

1.1.5   The magnitude of the problem is compounded by the tenuous security environment, conflict zones 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 has 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. 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;

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- ICAO, in cooperation with the African Union (AU) and AFCAC, held a conference from 5 to 7 November 2007 in Addis Ababa, Ethiopia, on the development of an African aviation security Roadmap;

- On 13 April 2010, in Abuja, Nigeria, the Ministers in charge of aviation security together with regional and international organizations adopted the Abuja Declaration on Civil Aviation Security in Africa in which they affirmed their commitment to preventing unlawful interference with civil aviation in all forms, with particular attention being placed on countering terrorist threats against civil aviation;

- Following the Abuja Declaration, the AFCAC AVSEC Working Group (10-12 August 2010) was mandated with the implementation of the African Roadmap on Civil Aviation Security. However, the African Roadmap encountered significant implementation challenges and did not achieve its desired outcome;

- At a Regional Conference on aviation security, which took place in Dakar, Senegal, 17-18 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).

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) 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 authority for facilitation;
- difficulty in attracting, retaining and maintaining AVSEC expertise, due to, inter alia, the absence of training 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 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   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, and to share resources, experience and information amongst themselves.

2.1.3   The secondary objective of the AFI SECFAL Plan is to coordinate and align all capacity-building 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.

2.1.4   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.

2.2   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 of 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 completed:

- 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.

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[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, while of the 47 AFI States in the Region audited, 16 (34%) States had over 65% effective implementation.

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

2.3.3.1   In the medium term, the focus will be to raise the level of aviation security so that a minimum 50 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 level of effective implementation (EI) of the critical elements (CEs) of a State's aviation security oversight system. The rate of 65 per cent corresponds to the global average at the end of the second USAP cycle.

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; and
- at least 50 per cent of AFI States have achieved a minimum 65 per cent EI of the CE.

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

2.3.4.1   The long-term objective is for a minimum of 90 per cent of AFI States to have achieved a minimum 65 per cent EI of the CE.

2.3.4.2   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 this objective 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   **Constraints and Risks**

2.5.1   In order to effectively and efficiently implement the AFI SECFAL Plan in the Region, and to achieve its objective, 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; and
- impact of conflicts and health concerns in the Region on assistance activities.

2.5.2   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; and
- 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.

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. 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)**, is established by the Secretary General at the inception of the Plan. Members of the SC will be 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 twice a year, ideally alternating between African State hosts and ICAO Headquarters. The Chairperson of the SC is elected by the members of the SC.

3.2.3   Its mandate 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. 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 (RASFG-AFI)** established under the umbrella of AFCAC will support the SC to identify regional security and facilitation issues and to increase awareness amongst stakeholders. It will also support the SC in monitoring progress and implementing the Plan in order to improve aviation security and facilitation in the 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. 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   **Timeline 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 next 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;

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- creation of the Plan coordination mechanisms;
- establishment of a Regional Aviation Security and Facilitation Group (RASFG), 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 RASFG-AFI and existence of key aviation security and facilitation experts with unique local knowledge that are able to implement best practices, as well as African States that are able to lead mentorship 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 RASFG.

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 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 Evaluation

5.2.1   The first evaluation of the AFI SECFAL Plan should be completed by 1 March 2019. The evaluation will provide a review of the Plan 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 funding are.

29 April 2015

Date

Secretary General

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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)

Programme phase	Objectives	Output	Activities	Time-frame	Responsibility	Performance indicators
INCEPTION	**1. Establish the Plan coordination mechanisms and implementation modalities**	Steering Committee established	TORs refined and approved	April 2015	Secretariat	TORs approved (SG)
			AFI SECFAL Meeting			Minutes of 1st SC
			1st Steering Committee Meeting	18 May 2015		
		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		

Programme phase	Objectives	Output	Activities	Time-frame	Responsibility	Performance indicators
INCEPTION **(continued)**		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
		Develop a work programme	Identify objectives, outputs and activities to be undertaken under this Plan.	September 2015	Regional Offices Secretariat	Approved work programme
	3. All assistance activities in the African Region are actively coordinated to meet the ICAO requirements at a minimum	Provide adequate coordination	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

Programme phase	Objectives	Output	Activities	Time-frame	Responsibility	Performance indicators
IMPLEMENTATION (SHORT-TERM)	**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
IMPLEMENTATION (SHORT-TERM) **(continued)**	**5. All AFI States have approved Primary Legislation and National programmes (NCASP, NCASQCP, NCASTP);**	Provide the outreach and awareness campaign on the AFI SECFAL Plan and aviation security and facilitation culture	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 Increase in number of States compliant with Standards on NCASC and NATFC Increase in the resources dedicated to AVSEC and FAL (survey)
	6. All AFI States to establish/reactivate their National Civil Aviation Security Committee (NCASC) and National Civil Air Transport Facilitation Committee (NATFC)	Develop and test specific pilot projects	Training, establishment of oversight systems, coaching, etc. innovative capacity-building solutions and best practices Tests and validation	January 2016 - December 2017	Regional Offices Secretariat	
	7. Appropriate Authorities for		Workshops, courses, ad-hoc	Immediate - December	Regional	

Programme phase	Objectives	Output	Activities	Time-frame	Responsibility	Performance indicators
	Aviation Security and Facilitation are clearly defined and have the resources specifically assigned to these areas	Provide support to States still in needs to develop national legislation, regulations and NCASP's	support.	2017	Offices Secretariat	Increase in number of trainers at the national and regional levels
	8. Provide support to States in needs to correct deficiencies **9. At least 35% of States in the African region achieve at least a 65% EI of the CEs.**	Reinforce the training capacity	Organisation of train-the-trainers courses on a local, sub regional and regional basis.	Immediate - December 2017	Regional Offices Secretariat	
IMPLEMENTATION (SHORT-TERM) **(continued)**	**10. In all AFI States, only Machine Readable Passports are issued and all non-Machine Readable Passports are removed from circulation**	Provide support to States that still have not fully implemented Standards 3.10 and 3.10.1 of Annex 9	Ad-hoc support (training, workshops, etc.)	Immediate - December 2017	Regional Offices Secretariat	All AFI States are fully compliant with Standards 3.10 and 3.10.1 of Annex 9
	11. Resolution of existing and new	Existing SSECs resolved	Assistance missions and	December 2017	Secretariat	SSECs resolved

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Programme phase	Objectives	Output	Activities	Time-frame	Responsibility	Performance indicators
	SSECs	New SSECs resolved	validation missions	12 months after confirmation of the concern		
IMPLEMENTATION (MID-TERM)	**12. All African States have National Air Transport Facilitation (NATFP) programmes in place**	Provide support to States in needs to develop and implement NATFP	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%)
IMPLEMENTATION (MID-TERM) **(continued)**	**13. Risk management and sound crisis management procedures are established in all States** **13. Risk management and sound crisis**	Provide support to States in needs to develop and implement Risk management and crisis management procedures	Seminars and workshops at the Regional, State and airport levels and; mentoring/coaching Crisis Management exercises	Completed by December 2020	Regional Offices Secretariat	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 and crisis management procedures in place Increase of the

Programme phase	Objectives	Output	Activities	Time-frame	Responsibility	Performance indicators
	management procedures are established in all States **(continued)**					preparedness for emergency situations through the development at the national level and for each airport (number of staff trained, number of exercises conducted)
IMPLEMENTATION (MID-TERM) **(continued)**	**14. Sustainable aviation security and facilitation training capability and adequate human resources policies within the States are established** **15 At least 50% of States in the African region achieve at least a 65% EI of the CEs.**	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
		Reinforce the training capacity	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).

Programme phase	Objectives	Output	Activities	Time-frame	Responsibility	Performance indicators
	14. Sustainable aviation security and facilitation training capability and adequate human resources policies within the States are established **15. At least 50% of States in the African region achieve at least a 65% EI of the CEs.** **(continued)**	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.	December 2020	Regional Offices Secretariat	USAP-CMA audits results
		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
		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	December 2020	Regional Offices Secretariat	Sharing of information mechanisms in place

Programme phase	Objectives	Output	Activities	Time-frame	Responsibility	Performance indicators
	16. 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%)
IMPLEMENTATION (LONG-TERM)	**17. Ninety (90) per cent of States in the region achieve a 65 per cent EI of the CEs**	Further provide support to sub-regions/ States in need in order to enable them to achieve at least a 65% level of EI	Misc. activities to be determined by the Steering committee.	December 2023	Steering Committee Regional Offices Secretariat	USAP-CMA audits results

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 Northern Africa ECOWAS – Economic Community of West African States
- IGAAD - Intergovernmental Authority on Development (IGAD)
- SADC – Southern African Development Community
- UEMOA – Union Économique et Monétaire Ouest Africaine
- UNECA – United Nations Economic Commission for Africa

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

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

Aviation Security Training Centres
- Casablanca
- Dakar
- Nairobi
- Johannesburg

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

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[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
Increase the compliance to the ICAO SARPs on Security and Facilitation	RD/ISD-SEC and FAL (with ASA)	Steering Committee	Every sixth months
Enhance the coordination with donors	RD/ISD-SEC	Steering Committee	Every sixth months
Enhance availability of sufficient qualified National/Auditors and Inspectors	RD	Steering Committee	Every sixth months
Increase the collaboration amongst African States	AFCAC	Steering Committee	Every six months
Report to 39th Session of the ICAO Assembly	RD/ISD-SEC	Assembly	October 2016
Reports of the RASFG	Chair of the RASFG	Chairman 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.

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