



INTERNATIONAL CIVIL AVIATION ORGANIZATION

SECOND MEETING OF THE STEERING COMMITTEE OF THE AFI PLANS

Centurion, South Africa, 3-4 December 2025

Agenda Item 1: Implementation of the Decision and recommendations of the First AFI Plans SC Meeting and 2025 work programme

Resource mobilization initiatives for the AFI Plans

(Presented by the Secretariat)

SUMMARY	
<p>This Working Paper presents the critical need to mobilize resources to effectively implement the Comprehensive Regional Implementation Plan for Aviation Safety in Africa (AFI Plan), the Comprehensive Regional Implementation Plan for Aviation Security and Facilitation in Africa (AFI SECFAL Plan) and the Human Resource Development Fund (HRDF).</p> <p>Action by the Steering Committee is proposed under Paragraph 3.</p>	
References:	<p>AFI Plans Governance framework</p> <p>AFI Plans Programme Documents</p>
Strategic Objectives	<p>Safety</p> <p>Efficiency and Capacity</p> <p>Security and Facilitation</p>

1. BACKGROUND INFORMATION

1.1 Resources available for the effective implementation of the Comprehensive Regional Implementation Plan for Aviation Safety in Africa (AFI Plan) and the Comprehensive Regional Implementation Plan for Aviation Security and Facilitation in Africa (AFI SECFAL Plan) have steadily declined over recent years.

1.2 The ICAO Office of Internal Oversight (OIO) 2022 evaluation of the Comprehensive Regional Implementation Plan for Aviation Safety in Africa (AFI Plan), recommended the development of a fund-raising mechanism to improve the resource mobilization effort and support the sustainability of the Plans.

2. DISCUSSION

2.1 *Trends in Financial Contributions:* Trends in financial contributions have been declining over the years. This trend further reinforces the key role assigned to the Steering Committee in the Governance Framework to formulate strategies and promote resource mobilization.

Sources of support

2.2 The AFI Plans various activities and projects continue to achieve notable progress toward the Global Aviation Safety Plan (GASP) and Global Aviation Security Plan (GASeP) goals and targets. These include improvements in the Effective Implementation (EI) of States' safety and security oversight systems, resolution of Significant Safety and Security Concerns (SSCs and SSeCs), establishment and strengthening of Regional Safety Oversight Organizations (RSOOs) and Regional Accident and Incident Investigation Organizations (RAIOs), and wide-ranging capacity building initiatives. Over time, this work has benefited from a variety of contributions.

2.3 *In-kind contributions:* Historically, several States and industry partners including Malaysia, China, Indonesia, the Republic of Korea, the European Commission, Turkey, Tanzania, Singapore, the Kingdom of Saudi Arabia and Bombardier have provided voluntary financial or in-kind support for Plans' activities.

2.4 *Other forms of support:* Additionally, other States, while not providing direct financial contributions, have substantially supported implementation efforts. Notably, the United States (through the Safe Skies for Africa initiative), the European Union (through EASA), and the United Arab Emirates have provided training and capacity-building in cooperation with the Plans to enhance aviation safety and security oversight in the region.

2.5 *Support through the release of experts:* Many African States have provided considerable support, including by the release of their experts at no cost to the Plans, to support the implementation of the approved work programmes.

2.6 *Support from ICAO:* The ICAO Secretary General has allocated resources from the Regular Programme and other ICAO voluntary funds to support implementation over time.

2.7 The OIO evaluation also highlighted weaknesses in mechanisms used to inform donors about the use and impact of their contributions. While donors receive general updates on regional safety and security improvements, more detailed, structured reporting is needed to enhance visibility and transparency.

Initiatives undertaken

2.8 To address these challenges, the AFI Plans Steering Committee (SC) has adopted a unified governance structure encompassing the AFI Plan, AFI SECFAL Plan, and the Human Resources Development Fund (HRDF) enabling better coordination, oversight, and operational efficiency. In addition to streamlining oversight, the Governance Framework assigns the Steering Committee the responsibility to *formulate strategies and promote resource mobilization* to ensure the sustainability of the Plans.

2.9 A dedicated AFI Plans Project Platform has also been developed within the ICAO ISG platform using standard ICAO project management tools and policies. Beyond improving transparency and linking donor contributions to specific activities, the platform enables ICAO and partners to submit project proposals for the Steering Committee's consideration, thereby strengthening coordination and facilitating targeted resource mobilization.

2.10 While the Governance Framework assigns the Steering Committee the responsibility to formulate strategies and promote resource mobilization, any ICAO involvement in this area would naturally depend on specific guidance and requests from the Committee. At the same time, progress in securing resources has been limited, and available funding continues to decline. The Steering Committee may therefore wish to consider how it intends to operationalize its resource mobilization role and what type of support it may expect from ICAO within existing mandates and capacities.

3. ACTION BY THE STEERING COMMITTEE

3.1 The Steering Committee is invited to:

- a) Note the information contained in this paper; and
- b) Consider how it wishes to operationalize its responsibilities regarding resource mobilization, as outlined in the Governance Framework.