



INTERNATIONAL CIVIL AVIATION ORGANIZATION

SECOND MEETING OF THE STEERING COMMITTEE OF THE AFI PLANS

Centurion, South Africa, 3-4 December 2025

Agenda Item 3: Consideration of the OIO recommendations and Management action plan for AFI SECFAL Plan

(Presented by the Secretariat)

SUMMARY	
This paper presents the outcomes of the Evaluation of the Comprehensive Regional Implementation Plan for Aviation Security and Facilitation in Africa (AFI SECFAL Plan) conducted by the ICAO Office of Internal Oversight (OIO) from December 2024 to June 2025. Specifically, the paper summarizes key findings, conclusions and recommendations; and the implementation plan of the associated corrective action plan.	
References:	Evaluation of the Regional Portfolio of the Eastern and Southern African (ESAF) Office and the Comprehensive Regional Implementation Plan for Aviation Security and Facilitation in Africa (AFI SECFAL Plan) - Final Draft Report
Strategic Objectives	Safety Efficiency and Capacity Security and Facilitation

1. BACKGROUND INFORMATION

1.1 The ICAO Office of Internal Oversight (OIO) evaluated the ESAF Regional Office and the Implementation Plan for Aviation security and facilitation in Africa (AFI SECFAL Plan) between December and June 2025.

1.2 The purpose of the evaluation was to provide evidence of institutional performance and make forward-looking recommendations for improvement.

1.3 The primary clients of the evaluation are the ESAF Regional Office, the WACAF Regional Office, Headquarters (HQ) Bureaux, the Office of the Secretary General (OSG), and the ICAO Council. As appropriate, the results of the evaluation will also be used by Member States, Regional Aviation Safety Groups (RASGs), AVSEC/FAL, Planning and Implementation Regional Groups (PIRGs) and other Regional Groups.

2. KEY FINDINGS AND CONCLUSIONS

The resulting evaluation report made the following key Findings and Conclusions related to AFI SECFAL Plan

2.1 There is a strong justification for the AFI SECFAL Plan, as it has been designed and extended to address persistent and significant deficiencies in aviation security and facilitation within Africa. Technical

assistance and related support under the Plan have prioritized addressing low EI scores, SSeCs, and risk-based situations at the State level. However, its success and sustainability depend on sustained support, adequate funding, strong partnerships, and increased political commitment from AFI States.

2.2 There has been evidence of contributions by the AFI AVSECFAL Plan at the regional and State levels towards achieving the global aviation security targets. There was also steady progress of EI from the baseline of 2015. However, given the multiple funding sources for AVSECFAL activities in the region — including the regular budget, voluntary funds such as the AFI SECFAL Fund, and resources mobilized through the AFI AVSECFAL Plan—and the absence of clear monitoring mechanism to assess outcomes by source, the specific contribution of the AFI AVSECFAL Plan toward achieving the target remains unclear.

2.3 The primary source of funding for the AFI SECFAL Plan is voluntary contributions. As the budget allocations cannot be predetermined, in terms of the amount of available funding and the timeframe of availability, project/ activity implementation under the AFI SECFAL Plan requires resource mobilization. Given the limited resources that were mobilized during 2020-2024, the AFI SECFAL Plan Fund is a volatile source of funding that does not provide the level of funding that is required for effective programme implementation.

2.4 Although the original and revised versions of the AFI SECFAL Plan included specifications for programme management and implementation, there was a lack of clarity in relation to delegated responsibilities. The development of the new governance framework for the extended programme would be useful for addressing the need for process efficiency and the clear articulation of responsibilities for programme management oversight and resource optimization.

2.5 While the AFI SECFAL Plan incorporates sustainability through capacity-building and partnerships, its long-term impact is threatened by the lack of a sustainable funding source and a clear phase-out and sustainability strategy. Continued implementation depends on Member State ownership, integrated support, and reliable financial and technical resources.

2.6 Despite ICAO's institutional commitment to gender equality and disability rights, these priorities are not reflected in the AFI SECFAL Plan. The Steering Committee's terms of reference and the revised work programme lack explicit indication of commitment to promote inclusivity, which should be addressed in alignment with ICAO's broader policy decisions.

3. CORRECTIVE ACTION PLAN AND IMPLEMENTATION

3.1 Based on the findings and conclusions and the recommendation, the Secretariat in coordination with the Office of Secretary General, Air Transport Bureau, Air Navigation Bureau and Capacity Development and Implementation (CDI) Bureau developed the Management Action Plan for the 7 recommendations of which those related to the AFI Plan SC meeting presented as Attachment A. The secretariat will be followed up and present the status of implementation of the two recommendations related to The AFI SECAF Plan in the upcoming meetings.

4. ACTION BY THE STEERING COMMITTEE

4.1 The Steering Committee is invited to:

- a) Note the information contained in this paper and the management action plan presented as attachment A to the paper; and
- b) Provide further instructions and guidance as deem necessary.

Attachment A

OIO Evaluation Recommendation Implementation Management Action Plan Related to AFI SECFAL Plan

Ref	Recommendation	Priority Rating	Accepted (Y/N)	Management Comments	Agreed Actions	Office/ Section Responsible	Target Date
1	The Regional Office, in collaboration with ICAO Headquarters and the AFI Plans Steering Committee, should develop a strategy and supporting action plan for acquiring sustainable financing to support the implementation of the AFI SECFAL Plan beyond its extended phase. It should also prepare and implement a phase-out and sustainability strategy.	Medium	Y	In the new governing framework of the AFI plans and HRDF, the responsibility of funds mobilization lies under the Steering Committee.	Develop and implement strategy and corresponding action plan to secure sustainable financing including a phased out and sustainability strategy	AFI Plans and HRDF SC / CDI/ESAF RO	Dec 2026
2.	ESAF RO, in collaboration with AFCAC, should revisit the AFI-CES pool of experts to ensure that there is a balance between Experts in Aviation Security and Experts in Air Transport Facilitation.	Medium	Y	The ESAF RO agrees with the evaluation findings and recommendations	In collaboration with AFCAC, the AFI-CES pool of experts will be revised to create a balance between Experts in Aviation Security and Air Transport Facilitation.	ESAF RO/AFCAC	Dec 2026