



ICAO

INTERNATIONAL CIVIL AVIATION ORGANIZATION
SECOND MEETING OF THE STEERING COMMITTEE OF THE AFI PLANS
Centurion, South Africa, 3-4 December 2025

**Agenda Item 2: Update on the implementation of the ICAO Office of Internal Oversight (OIO) 2022
AFI Plan evaluation recommendation**

(Presented by Secretariat)

EXECUTIVE SUMMARY

This paper presents an update on the status of implementation of the recommendations of the Comprehensive Regional Implementation Plan for Aviation Safety in Africa (AFI Plan) evaluation, conducted by the ICAO Office of Internal Oversight (OIO) between May 2022 and October 2022. It outlines progress made to date, identifies areas where further action is required, and presents the draft AFI Plan Programme Document for the 2025–2030 cycle.

Action by the meeting:

The Steering Committee is invited to:

- a) note the information contained in this paper;
- b) consider the progress made in the implementation of the recommendations of OIO as detailed in the attached table;
- c) review and approve the 2025-30 AFI Plan programme document ; and
- d) provide further guidance as deemed appropriate.

1. INTRODUCTION

1.1 The ICAO Office of Internal Oversight (OIO) evaluated the Comprehensive Regional Implementation Plan for Aviation Safety in Africa (AFI Plan) between May 2022 and October 2022.

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

2. SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

2.1 The resulting evaluation Report, while reaffirming the continued relevance of the AFI Plan, highlighted the following key findings and Conclusions:

- a) *Persistent challenges in State performance*: many States continue to need support to improve Effective Implementation (EI) and address recurring SSCs. However, insufficient involvement of Member States in planning and the predominant focus on audit-based assessments—without adequate implementation support—have limited the impact of AFI Plan activities;
- b) *Weaknesses in programme design and planning*: the Programme Document lacks clarity on implementation strategy, partnerships, and resource planning. A comprehensive problem analysis has not been undertaken since 2008, and the targets set remain overly ambitious relative to the capacities of States and ICAO;
- c) *Steering Committee effectiveness*: the large size and limited meeting time of the Steering Committee constrain its ability to provide timely guidance. Additionally, limited coordination with Regional Offices and weak engagement from other ICAO Bureaus and regions have affected programme cohesion; and
- d) *Resource utilization and mobilization challenges*: while financial resources are limited, the inefficient use of existing funds, insufficient support to RSOOs, and the delayed implementation of the Human Resources Development Fund (HRDF) have hindered capacity-building objectives. Internet connectivity challenges in some States also constrain access to remote assistance and training.

2.2
follows:

Based on the above findings, the evaluation proposed six Recommendations, summarized as

- a) Develop a costed Programme Document with a clear Theory of Change and implementation strategy to improve coherence and impact;
- b) Improve results-based monitoring, reinforce the Steering Committee's effectiveness, and establish formal coordination with Regional Offices;
- c) Align HRDF implementation with Member States' needs to better support capacity-building efforts under the AFI Plan; and
- d) Improve the use of available resources and diversify funding sources to ensure more effective programme delivery.

3. CORRECTIVE ACTION PLAN AND IMPLEMENTATION STATUS

3.1 Significant progress has been achieved in implementing the OIO evaluation recommendations, and most actions are now complete. Two areas remain partially addressed and require further action.

3.2 *Finalization of the 2025–2030 AFI Plan Programme Document*: A fully costed Programme Document for the 2025–2030 cycle has been developed and is presented as Attachment A for the Committee's review and approval. It is aligned with the updated vision, strategic goals and the AFI Plans governance framework.

3.3 *Establishment of a Resource Mobilization Mechanism*: Although the utilization of available funds has improved, a formal and proactive resource mobilization mechanism has not yet been finalized. Under the new governance framework, responsibility for resource mobilization rests with the Steering Committee which should develop a clear strategy and actively engage potential partners including States, industry, and development institutions to diversify funding sources and ensure the financial sustainability of the AFI Plan alongside AFI SECFAL Plan and HRDF.

Status of Implementation on AFI Plan Evaluation Recommendations

No.	Recommendations	Actions	Status as at November 2025	Actions required by the SC
1.	The AFI Plan Secretariat should revamp its planning processes by preparing a costed programme document with clear Theory of Change (TOC), implementation strategies, implementation plan and phase out strategies. The Programme Document should be developed in consultation with key stakeholders, including Member States, the four Ros and other relevant stakeholders.	Prepare the costing of the SC approved work programme until 2024 by December 2023 .	Completed - The costed work programme for 2024 prepared and approved by the 26 th SC. Implementation of the work programme progressing as presented in WP/02A	No action required
		Development of a costed Programme Document with a wider consultation of key stakeholders, States and ROs for the next programme cycle (2025-30) by June 2024 .	The draft of the Programme document (2025-30) presented as attachment to this WP.	<ul style="list-style-type: none"> Consider the proposed updated AFI Plan Programme Document to guide the implementation of activities during the planning period (2025-30); and Encourage continued support from States, international and regional organizations, financing institutions, and industry.
2.	The AFI Plan Secretariat should improve its result-based monitoring and reporting system to monitor its progress and establish the contribution of AFI Plan to progress made by Member States.	<ul style="list-style-type: none"> Develop a framework to monitor the Planning, Implementation and reporting of AFI Plan activities; and 	Completed - The Planning, monitoring and reporting mechanisms provided in the approved Governance framework and the 2025-30 Programme document. An AFI Plans implementation module was developed on the ICAO ISG Platform using harmonized policies and tools.	No action required

		<ul style="list-style-type: none"> Update the ROST TOR and Guideline by December 2023. 	<ul style="list-style-type: none"> Completed - The ROST TOR and guidance material presented and approved by the 27th AFI Plan SC meeting. 	No action required
3.	The ICAO Secretariat should strengthen the Steering Committee to improve its guidance, follow-up and support to the AFI Plan in consultation with relevant Member States. This could include but not limited to improving the Terms of Reference of the SC, limiting membership size to support effective discussion, and guidance, and involving DGCAs and other key stakeholders.	In coordination with ISG, AFI Plan Secretariat to review the AFI Plan SC TOR taking into consideration the recommendation and current practices by December 2023.	Completed - A new governance framework presented and approved by the joint AFI Plan and AFI SECFAL Plan SC and HRDF Management Committee meeting, held on 6 May 2025.	No action required
4.	The Secretariat should improve the AFI Plan management structure. This could include but not limited to establishing a formal coordination mechanism between AFI Plan Secretariat and participating ROs in implementing the AFI Plan. The Associate Regional Programme Officer (APO) of the AFI Plan should also report directly to the Secretary of the AFI Plan.	<ul style="list-style-type: none"> Revise the AFI Plan management structure, including the coordination mechanism between the AFI Plan Secretariat and concerned ROs; and Revise the JD of the Associate regional Programme Officer in consistence with the recommendation by December 2023. 	Completed - The approved new governance framework addresses the action required.	No action required
5.	The ICAO Secretariat, in collaboration with relevant stakeholders, should review the Human Resource Development Fund (HRDF) implementation modalities to align with the needs of Member States and ensure	<ul style="list-style-type: none"> Coordinate with AFCAC the submission of the report the HRDF Task Force Report by December 2023. Review the HRDF scope, objective, and implementation modalities in 	Completed <ul style="list-style-type: none"> HRDF Task force report submitted to the ICAO Secretary General. 	No action required

	that it complements the AFI Plan human resource capacity building efforts.	consistency with the Recommendation by December 2024 .	<ul style="list-style-type: none"> • Addressed in the HRDF Task force Report. • The HRDF governance has also been addressed by the new governance framework – accordingly HRDF funded annual work plan and budgets are approved by the SC – Réf WP/01C. 	
6.	<p>The ICAO Secretariat should review the existing process of managing the AFI Plan Fund and address the current low-level usage.</p> <p>In addition, AFI Plan Secretariat should devise a mechanism to improve its resource mobilization effort by diversifying its donor base through advocacy and partnership with other States, the industry, Multilateral Development Banks, etc.</p>	<p>Develop a mechanism to improve the level of usage of the available fund by Dec 2023.</p> <p>Develop a fund-raising mechanism to improve the resource mobilization effort by Dec 2024.</p>	<p>Completed - Funds usage has been improved.</p> <p>Partially completed - In accordance with the provisions of the AFI Plans and HRDF governance framework, the Steering Committee is responsible for the formulation of strategies and promotion of resource mobilization.</p>	Consider the proposal presented in WP/01F
