



INTERNATIONAL CIVIL AVIATION ORGANIZATION

**Ninth Meeting of the AASPG Airspace and Aerodrome Operations Sub-Group
(AAO/SG9)**

Nairobi, Kenya, 13-17 July 2026

Agenda Item 7: Implementation Challenges of the Sub-group

Adoption of a Cost Sharing Approach Towards Project Implementation in the AFI region

(Presented by Ghana)

SUMMARY
This Working Paper proposes a cost-sharing approach to enhance the swift conduct of assistance missions by the various Project Teams within the AFI region. Action by the meeting is provided in paragraph 3 of this Working Paper.
REFERENCE(S): 1. APIRG and AASPG meetings Report 2. AFI Air Navigation Report (2nd Ed)
Related ICAO Strategic Objective(s): (a)- Every Flight is Safe and Secure (c)- Aviation Delivers Seamless, Accessible, and Reliable Mobility for All

1. INTRODUCTION

1.1 This working paper has been developed with reference to one of the challenges identified in the report of the first meeting of the AASPG, held in Libreville, Gabon, in November 2025, relating to the limited access to funds for conducting activities by Project Teams within the AFI region, in addition to recommendations made during the APIRG/20 and APIRG/21 meetings, which reiterated the need to explore assistance and funding mechanisms in support of its activities in accordance with Conclusion 20/49.

1.2 In recent years, funding for Project Team activities has become a major challenge within the AFI region, despite the support of donor agencies.

1.3 The objective of this paper is to propose a cost-sharing approach as an additional funding mechanism in support of the activities of Project Teams, while increasing the number of States assisted within a targeted period in the AFI region.

1.4 A cost-sharing approach in support of the Project Teams' activities would encourage a high level of commitment from management, technical personnel, and project team members to ensure the achievement of set objectives.

2. DISCUSSION

2.1 Assisting States to ensure an effective and harmonized implementation of the recommendations proposed by AASPG, in relation to ICAO Standards and Recommended Practices (SARPs), forms part of the core mandate of the Project Teams within the AFI region. In recent years, funding for Project Team activities has become a major challenge despite the existence of regional plans such as the AFI Plans. This has reduced the number of States that could benefit from assistance missions as part of Project implementation activities.

2.2 A cost-sharing approach, where beneficiary States could support the conduct of the assistance activities, either through the provision of accommodation, flight tickets, or any other means, in support of the mission, should be considered to ensure Project Teams achieve their planned objectives.

2.3 The cost-sharing approach would also ensure a high level of commitment, dedication, and collaboration from management, technical personnel, and project team members, as stakeholders of the project, while increasing the number of beneficiary States considered for assistance missions.

2.4 This approach could be achieved through the signing of MoU's between ICAO and the State or group of States to establish a formal framework for effective implementation of specific and tangible projects.

3. ACTION BY THE MEETING

3.1 The meeting is invited to:

- a) Take note of the information in this working paper.
- b) Support the proposed approach to regional implementation.
- c) Encourage States to consider the benefits of this approach in supporting assistance missions.
