



ICAO

INTERNATIONAL CIVIL AVIATION ORGANIZATION

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26th AFI PLAN STEERING COMMITTEE MEETING

**Agenda Item 1: Outcomes of the 2022 OIO
evaluation of the AFI Plan programme
(AFI Plan-SC/26-WP/01.2)**

(Presented by AFI Plan Secretariat)

Nairobi, Kenya, Aug 23

Agenda Item: 1

Outcomes of the 2022 OIO evaluation of the AFI Plan programme (AFI Plan-SC/26-WP/01.2)

AFI Plan Secretariat

OUTLINE

01 KEY FINDINGS AND
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02 RECOMMENDATIONS

03 CORRECTIVE ACTION
PLAN AND
IMPLEMENTATION

EXECUTIVE SUMMARY

This paper presents the outcomes of the evaluation of the Comprehensive Regional Implementation Plan for Aviation Safety in Africa (AFI Plan) conducted by the ICAO Office of Internal Oversight (OIO) between **May 2022 and October 2022**.

Specifically, the paper summarizes **key Findings and Conclusions, Recommendations** and the **Implementation Status** of the proposed **Corrective Action Plan (CAP)**.

REFERENCE:

[Report on the Evaluation of The Comprehensive Regional Implementation Plan for Aviation Safety in Africa \(AFI Plan\)](#): Available on the [ICAO Public Website](#)

KEY FINDINGS AND CONCLUSIONS

1. Despite improvements in Aviation Safety since 2008, the relevance of AFI Plan is still high as the average Effective Implementation (EI) of AFI region is **significantly lower than the global average**, and many States need technical assistance for improvements. Similarly, **Significant Safety Concerns (SSCs)** occasionally resurface, thereby necessitating the need for ongoing assistance.
2. The AFI Plan Programme Document is aligned with major global and regional priorities. **However, Member States have not been adequately involved in the planning process**; it has therefore not always been aligned with the aviation safety plans and priorities of individual Member States. This, combined with an exclusive focus on assessing States based on audit Protocol Questions (PQs) **without sufficient hands on implementation support**, limited the utility of technical assistance provided by the AFI Plan to Member States. **Furthermore**, the involvement of **ANB, EUR/NAT and MID Regional Offices** in the AFI Plan was **very limited**.
3. The AFI Plan Programme Document **lacks clarity in key elements necessary for effective planning and implementation**, including implementation strategy, partnership approach and resource requirements. A **problem analysis** considering the **changing context** of aviation in the continent has also not been conducted **since the inception** of the AFI Plan programme document in 2008.

KEY FINDINGS AND CONCLUSIONS

4. **Targets** set for the AFI Plan, based on the Abuja Declaration, are **ambitious**, without considering the capacity of States and ICAO's resources to support Member States to achieve them. **Inadequate application of result-based monitoring system** and insufficient documentation made also the assessment of the effectiveness of the AFI Plan difficult.
5. Due to **large membership** of the AFI Plan Steering Committee (SC) and the **limited time** committed for discussions during meetings, the SC was not able to provide **effective guidance and take timely decisions** for implementing the plan. While members of the AFI Group who have delegations in Montreal are represented on the SC, this **precludes AFI States that do not have delegations at ICAO Headquarters**.
6. Although the initial targets for 2017-2020 fell short of achieving targets, implementation progress has been relatively better for a number of initiatives and projects for programme targets set for the 2021-2024. **However**, the planned **support to Regional Safety Oversight Organizations (RSOOs)** was not adequate. In addition, the **Human Resource Development Fund (HRDF)**, which was expected to complement the AFI Plan objectives by improving the capacity of AFI Member States was not realized.

KEY FINDINGS AND CONCLUSIONS

7. AFI Plan activities were adapted during COVID-19 and Member States were getting remote assistance. **However**, activities requiring on-site presence faced delays. Internet connectivity has been a **major challenge in some Member States to benefit from remote assistance**.
8. The achievement of the AFI Plan objectives is adversely impacted on the one hand by **inefficient use of the existing funds** but also by **shortage of financial resources to respond to the demands** of Member States which was exacerbated by the sharp decline of the AFI Plan Fund since 2019. WACAF and ESAF Regional Office's staff who are involved in the planning of AFI Plan do not have full information about available financial resources for the AFI Plan to be able to **properly prepare and contribute to the annual work programme**.
9. Counterpart organizations appreciated AFI Plan's role in coordinating activities in the AFI region. In addition, there has been active collaboration between the AFI Plan Secretariat and ESAF/WACAF ROs. **However**, a formal and effective coordination mechanism between **AFI Plan Secretariat and ROs covered by the Plan has been absent**.

RECOMMENDATIONS

- I. **Revamping** the AFI Plan planning processes by preparing a **costed programme document** with clear Theory of Change (TOC), implementation strategies, implementation plan and phase-out strategies.
- II. Strengthening AFI plan **monitoring and reporting systems** to measure progress and establish the contribution of AFI Plan to the progress made by Member States.
- III. **Strengthening the Steering Committee** to improve its guidance, follow-up and support to the AFI Plan.
- IV. Improving 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.
- V. Reviewing the **Human Resource Development Fund (HRDF)** implementation modalities for **better alignment with the needs of Member States** and to **complement the AFI plan and other programmes**.
- VI. Improving **resource mobilization efforts** for the AFI Plan and devising a mechanism to **improve the utilization of the available funds**.

<i>Recommendation</i> <i>1</i>	<i>Action</i>	<i>Status</i> <i>as at Aug 23</i>	<i>Actions</i> <i>Sept 23 - Dec 24</i>
<p>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.</p>	<p>Prepare the costing of the SC approved work programme until 2024 by December 2023.</p>	<p>The draft costed work programme for 2024 Prepared.</p>	<p>Review and consultation with ISG to be made by the 4th Quarter</p> <p>Final costed 2024 work programme to be presented to the next SC meeting.</p>
	<p>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.</p>	<p>Draft concepts note that define the scope and objectives of the next cycle of programme including work plan prepared.</p>	<p>Consultation with ISG to be made on the Concept Note by end of 3rd Quarter 2023.</p> <p>Draft programme document to be presented to States by Nov 2023.</p> <p>Consultation with Partners stakeholder's by 1st Quarter 2024.</p> <p>Consultation with AFI group by 1st Quarter 2024.</p> <p>Present the programme document for approval by 2nd Quarter 2024.</p>

<i>Recommendation</i> 2	<i>Action</i>	<i>Status</i> <i>as at Aug 23</i>	<i>Actions</i> <i>Sept 23 - Dec 24</i>
<p>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.</p>	<ul style="list-style-type: none"> • Develop a framework to monitor the Planning, Implementation and Reporting of AFI Plan Activities. • Update the ROST TOR and Guideline by Dec 2023. 	<ul style="list-style-type: none"> • Draft planning, monitoring, and reporting framework developed. • First round feedback and additional information /documentation provided by ISG. 	<ul style="list-style-type: none"> • Review and consultation with ISG to be made by the 4th Quarter of 2023. • The final result-based monitoring and reporting framework will be presented to the next SC meeting by Dec 2023.

<i>Recommendation</i> 3	<i>Action</i>	<i>Status</i> <i>as at Aug 23</i>	<i>Actions</i> <i>Sept 23 - Dec 24</i>
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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 Dec 2023**.

- The Draft revised AFI Plan SC TOR prepared.

- Review and consultation with ISG and key stakeholders to be made by the 4th **Quarter of 2023**.
- The Final revised TOR to be presented to the next SC meeting for Consideration.

<i>Recommendation</i> 4	<i>Action</i>	<i>Status</i> <i>as at Aug 23</i>	<i>Actions</i> <i>Sept 23 - Dec 24</i>
<p>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</p>	<ul style="list-style-type: none"> • Revise the AFI Plan management structure, including the coordination mechanism between the AFI Plan Secretariat and concerned ROs. • Revise the JD of the Associate regional Programme Officer in consistence with the recommendation by Dec 2023. 	<ul style="list-style-type: none"> • Draft Management structure and coordination Mechanism ongoing. • Revised JD ongoing. 	<ul style="list-style-type: none"> • Review and consultation with ISG and key stakeholders to be made during the 4th Quarter of 2023. • The Final Structure and coordination mechanism for AFI Plan will be presented to the next SC meeting for consideration.

<i>Recommendation</i> 5	<i>Action</i>	<i>Status</i> <i>as at Aug 23</i>	<i>Actions</i> <i>Sept 23 - Dec 24</i>
<p>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 that it complements the AFI Plan human resource capacity building efforts.</p>	<p>Coordinate with AFCAC the submission of the report the HRDF Task Force Report by Dec 2023.</p> <p>Review the HRDF scope, objective, and implementation modalities to ensure consistency with the recommendation by Dec 2024.</p>	<ul style="list-style-type: none"> • The HRDF Task Force Report prepared and ready for review. 	<ul style="list-style-type: none"> • The Report and the way forward have been discussed during the 8th AFI aviation week AFI Aviation symposium. • Develop new ToRs of the HRDF, aimed to determine the views of Member States. • Develop and submit the way forward to ICAO Council for final decision by Dec 2024.

<i>Recommendation</i> 6	<i>Action</i>	<i>Status</i> <i>as at Aug 23</i>	<i>Actions</i> <i>Sept 23 - Dec 24</i>
<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>Draft planning and monitoring framework developed.</p>	<ul style="list-style-type: none"> • Review and consultation with ISG to be made by the 4th Quarter of 2023. • The planning and monitoring framework will be presented to the next SC meeting for consideration. • Resource mobilization and fundraising mechanism developed by Dec 2024.

ACTION REQUIRED

The Steering Committee is invited to:

- a) Note the information contained in this paper; and
- a) Provide further **direction or guidance** as appropriate.



Thank You!

