



COMPREHENSIVE REGIONAL IMPLEMENTATION PLAN FOR AVIATION SAFETY IN AFRICA (AFI PLAN)

TWENTY-SIXTH AFI PLAN STEERING COMMITTEE MEETING

Agenda Item 1: Outcomes of the 2022 OIO evaluation of the AFI Plan programme

(Presented by AFI Plan Secretariat)

EXECUTIVE SUMMARY

This paper presents the outcomes of 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 associated corrective action plan.

Action:

The Steering Committee is invited to:

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

1.3 The intended users of the evaluation are the WACAF, ESAF, MID and EUR/NAT Regional Offices, as well as OSG, ANB and the ICAO Council.

1.4 The evaluation findings and lessons learnt could also be used by Member States, Regional Aviation Safety Groups (RASGs), Planning and Implementation Regional Group (PIRGs), and TCB.

2. KEY FINDINGS AND CONCLUSIONS

The resulting Evaluation report made the following key Findings and Conclusions:

2.1 Many States still need technical assistance for improvements, including improving EI and addressing SSCs which occasionally resurface.

2.2 Member States are not adequately involved in the planning process, so AFI Plan initiatives have not always been aligned with the aviation safety plans and priorities of individual Member States.

2.3 AFI Plan initiatives exclusive focus on assessing States based on ICAO USOAP audit Protocol Questions (PQs), without sufficient hands-on implementation support, limit the utility of technical assistance provided by the AFI Plan to Member States.

2.4 The involvement of ICAO ANB, EUR/NAT and MID Regional Offices in the AFI Plan is very limited.

2.5 The AFI Plan Programme Document lacks clarity in key elements necessary for effective planning and implementation, including implementation strategy, partnership approach and resource requirements.

2.6 A problem analysis considering the changing context of aviation in the continent has not been conducted since the inception of the AFI Plan programme document in 2008.

2.7 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.

2.8 Inadequate application of result-based monitoring system and insufficient documentation makes the assessment of the effectiveness of the AFI Plan difficult.

2.9 Due to large membership of the AFI Plan Steering Committee (SC) and the limited time committed for discussions during meetings, the SC is not able to provide effective guidance and take timely decisions for implementing the plan.

2.10 While members of the AFI Group who have delegations at ICAO Headquarters, Montreal are represented on the SC, this precludes AFI States that do not have delegations at ICAO Headquarters.

2.11 The planned support to Regional Safety Oversight Organizations (RSOOs) is not adequate.

2.12 The Human Resource Development Fund (HRDF), which is expected to complement the AFI Plan objectives by improving the capacity of AFI Member States has not been realized.

2.13 Internet connectivity is a major challenge in some Member States; thus, it impedes access to benefits from remote assistance.

2.14 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.

2.15 A formal and effective coordination mechanism between AFI Plan Secretariat and ICAO Regional Offices (ROs) covered by the Plan has been absent.

3. RECOMMENDATIONS

Based on the findings and conclusions, the evaluation outlined six recommendations that include:

3.1 Revamp 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.

3.2 Strengthen AFI plan monitoring and reporting systems to measure progress and establish the contribution of AFI Plan to the progress made by Member States.

3.3 Strengthen the Steering Committee to improve its guidance, follow-up and support to the AFI Plan.

3.4 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.

3.5 Review 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.

3.6 Improve resource mobilization efforts for the AFI Plan and devising a mechanism to improve the utilization of the available funds.

4. CORRECTIVE ACTION PLAN AND IMPLEMENTATION

4.1 Based on the findings and conclusions and the recommendation, the AFI Plan Secretariat proposes the following corrective action plan. The implementation status of the recommendations so far presented in the following Table.

Status of implementation on AFI Plan Evaluation Recommendations

No	Recommendation	Action	Status as at August 2023	Actions Sept/ 23- Dec -24
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	The draft costed work programme for 2024 Prepared	<ul style="list-style-type: none"> • Review and consultation with ISG to be made during the 4th Quarter and the • Final costed 2024 work programme will be presented to the next SC meeting, Dec/2023.
		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	<ul style="list-style-type: none"> • Draft concepts note that define the scope and objectives of the next cycle of programme including work plan prepared. 	<ul style="list-style-type: none"> • Consultation with ISG to be made on the Concept Note end of 3rd quarter 2023. • Draft programme document to be presented to States in Nov 2023. • Consultation with Partners stakeholder's 1st quarter 2024 • Consultation with AFI group 1st Quarter 2024 • Present the programme document for approval 2nd quarter.

<i>No</i>	<i>Recommendation</i>	<i>Action</i>	<i>Status as at August 2023</i>	<i>Actions Sept/ 23- Dec -24</i>
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, • Update the ROST TOR and Guideline by December 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 during the 4th Quarter of 2023 • The final result-based monitoring and reporting framework will be presented to the next SC meeting, Dec/2023.

<i>No</i>	<i>Recommendation</i>	<i>Action</i>	<i>Status as at August 2023</i>	<i>Actions Sept/ 23- Dec -24</i>
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	<ul style="list-style-type: none"> The Draft revised AFI Plan SC TOR prepared 	<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 revised TOR to be presented to the next SC meeting for Consideration.

<i>No</i>	<i>Recommendation</i>	<i>Action</i>	<i>Status as at August 2023</i>	<i>Actions Sept/ 23- Dec -24</i>
4	<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 Plan.</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 and, • 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>No</i>	<i>Recommendation</i>	<i>Action</i>	<i>Status as at August 2023</i>	<i>Actions Sept/ 23- Dec -24</i>
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 that it complements the AFI Plan human resource capacity building efforts.	<p>Coordinate with AFCAC the submission of the report the HRDF Task Force Report by December 2023</p> <p>Review the HRDF scope, objective, and implementation modalities in consistency with the recommendation By December 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 outcomes of the report and the way forward will be discussed during the AFI Aviation symposium during the 8th AFI aviation week. Develop new ToRs of the HRDF, aimed to determine the views of member States; and Craft the way forward to ICAO Council for final decision.

<i>No</i>	<i>Recommendation</i>	<i>Action</i>	<i>Status as at August 2023</i>	<i>Actions Sept/ 23- Dec -24</i>
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>	Draft planning and monitoring framework developed.	<ul style="list-style-type: none"> • Review and consultation with ISG to be made during the 4th Quarter of 2023. • The planning and monitoring framework will be presented to the next SC meeting for consideration.
