



**TWENTY-SEVENTH MEETING OF THE STEERING COMMITTEE OF THE
COMPREHENSIVE REGIONAL IMPLEMENTATION PLAN FOR AVIATION SAFETY IN
AFRICA (AFI PLAN)**

Libreville, Gabon, 16 – 17 July 2024

Agenda Item 4: Review and approval of the status of implementation of the OIO 2022 AFI Plan Evaluation recommendations on the Governance, Management and Performance Monitoring of the Plan.

(Presented by AFI Plan Secretariat)

EXECUTIVE SUMMARY

This paper presents outcomes of the 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.

Action:

The Steering Committee is invited to:

- a) note the information contained in this paper;
- b) consider the proposed decision in the attached table under each recommendation; and
- c) provide further 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 Western and Central African (WACAF), the Eastern and Southern African (ESAF), the Middle East (MID) and the European and North Atlantic (EUR/NAT) Offices, as well as the Office of the Secretary General (OSG), the Air Navigation Bureau (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 Groups (PIRGs) and ICAO's Capacity Development and Implementation (CDI) Bureau.

2. KEY FINDINGS AND CONCLUSIONS

The resulting evaluation report, while underlining the continued relevance of the programme, draws the following key Findings and Conclusions:

2.1 Many States still need technical assistance for improvements, including improving the level of Effective Implementation (EI) and addressing Significant Safety Concerns (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 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 Resources 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.

3.7

4. CORRECTIVE ACTION PLAN AND IMPLEMENTATION STATUS

4.1 Based on the findings and conclusions and the recommendation corrective action plan were drawn and submitted to the 26th SC meeting. Accordingly, the implementation status of the recommendations so far is presented in the following Table.

Status of implementation on AFI Plan Evaluation Recommendations

No	Recommendations	Actions	Status as at July 2024	Actions required by the SC
1.	<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> <hr/> <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>The draft costed work programme for 2024 prepared and approved by the 26th SC. Implementation of the work programme progressing as presented in WP/03.</p> <hr/> <ul style="list-style-type: none"> • The draft of the Programme document (2025-30) presented as attachment to the WP/05. 	<p>To note and provide further Guidance as per WP/03</p> <hr/> <ul style="list-style-type: none"> • Note the information contained in WP/05; • Consider the proposed updated AFI Plan Programme Document to guide the implementation of activities during the planning period (2025-30); and • Request States, international and regional organizations, financing institutions, and industry to continue supporting the programme.

No	Recommendations	Actions	Status as at July 2024	Actions required by the SC
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"> • The Proposed planning, monitoring, and reporting framework developed and presented to the SC as attachment A of this paper for consideration. • The ROST TOR and guidance material prepared and presented to the SC as attachment B of this paper for consideration. 	<ul style="list-style-type: none"> • Approve the proposed planning, monitoring, and reporting framework; • Approve the revised ROST TOR and guidance material; and • Provide further guidance.

No	Recommendations	Actions	Status as at July 2024	Actions required by the SC
3	<p>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.</p>	<p>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</p>	<ul style="list-style-type: none"> The revised AFI Plan SC TOR prepared and shared with the Chairperson of the SC and the AFI Group. Discussions and coordination with the AFI Group ongoing for its finalization. 	<ul style="list-style-type: none"> Provide further guidance.

No	Recommendations	Actions	Status as at July 2024	Actions required by the SC
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 governance Structure and coordination mechanism of the Plan prepared and shared with the Chairperson of the SC and the AFI Group. Discussions and coordination with the AFI Group ongoing for its finalization. • It was proposed to evolve from the current regional Programme Officer position to a Programme Manager position with more responsibilities, aligned with the new Governance structure and TORs. The JD of the Programme Manager is included in the Draft Governance Structure prepared and shared with the Chairperson of the SC and the AFI Group. Discussions and coordination with the AFI Group ongoing for its finalization. 	<ul style="list-style-type: none"> • Note progress.

No	Recommendations	Actions	Status as at July 2024	Actions required by the SC
5	<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 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"> • Status provided in the WP/04B 	<ul style="list-style-type: none"> • Actions in the WP/04B

No	Recommendations	Actions	Status as at July 2024	Actions required by the SC
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>The 2024 Work programme and budget presented and approved at the 26th AFI Plan SC meeting. the progress report presented as WP/03.</p> <p>Activities have been initiated to transfer the financial administration of the AFI Plan projects to CDI to improve availability of financial information and to harmonize activities with those of other donor-funded projects.</p> <p>Draft to be developed before Dec 2024 in consistence with the overall resource mobilization process</p>	<p>To note and provide further Guidance as per WP/03</p> <p>To note and provide further Guidance</p>
