AFI SECFAL PLAN RESOURCE MOBILISATION STRATEGY

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1. BACKGROUND AND INTRODUCTION

1.1. Background

1.1.1. In response to the call by States, sub-regional and international organizations, and the industry to have a coordinated approach to enhancement of aviation security and facilitation in Africa within a strategic framework, the ICAO Council, at the second meeting of its 203rd Session, on 29 October 2014, approved the Comprehensive Regional Implementation Plan (AFI SECFAL Plan) Initiative as an ICAO programme and requested that the Secretary General report on the progress of its implementation (C-DEC 203/2). Accordingly the AFI SECFAL Plan was launched on 18th May 2015, in Maputo, Mozambique, and the Steering Committee (SC) was established on this occasion.

1.1.2. The primary object of the AFI SECFAL Plan is to enhance aviation security and facilitation in Africa in a sustainable manner through attainment of political and technical commitment and building capacity, particularly in compliance with ICAO Annexes 9 and 17, and to share resources, experience and information amongst States, coordination and alignment of efforts in the field of AVSEC and FAL by stakeholders with ICAO policies, and harnessing synergies to strengthen various AVSEC and FAL aspects related to organizational, managerial, institutional, economical, educational and political factors within the AFI Region.

1.1.3. The AFI SECFAL Plan Steering committee (SC) is responsible for monitoring, guidance, and oversight of progress, the implementation of the Plan work program and related activities including approval of specific projects, in a cost effective, efficient, accountable and transparent manner. The Plan is managed under the supervision of the Regional Director, Eastern and Southern African Region (ESAF), Nairobi, who reports progress to the SC and assumes secretariat responsibilities, in close coordination with the ICAO Secretariat Headquarters. The Regional Aviation security and facilitation Group provides technical input and support to the Plan SC under the auspices of AFCAC.

1.2. Introduction

1.2.1. In order to meet the objectives and goals of the AFI SECFAL Plan, it is of paramount importance that adequate resources are availed sustainably. Therefore, in the context of AFI SECFAL Plan, Resource mobilization will envelop the securing of funds, voluntary contributions, materials, equipment, human capital, training, workshops, and services aimed at implementing the Plans 8 year work programme and priorities including monitoring and supporting the implementation of the Windhoek declaration and targets and its related action plan.

1.2.2. The Plan budget estimate approved by the Steering committee in 2015 is anchored on activities specified in the work program. Nonetheless, additional requirements are expected to be factored to address prevailing deficiencies identified in the comprehensive needs analysis and mitigation measures to address emerging threats and risks as shall be assessed. The secretariat shall therefore bring to the attention of the SC the additional components for consideration and approval.

2. OBJECTIVES OF THE RESOURCE MOBILISATION STRATEGY

2.1. Specific Objectives

2.1.1. The focus area for the AFI SECFAL Plan Resource mobilization strategy will widely encompass funding from ICAO regular budget, individual AFI and non-AFI States, regional and international Organizations, donors, financial institutions and other partners. This will be done cognizant of the trend that contributions to a grouping of States at Regional level rather than individual States is preferred in support of ICAO NCLB initiative Specific Objectives.

2.1.2. The major obstacles of establishing a sustainable funding mechanism for the AFI SECFAL Plan can only be address through a robust and tested resource mobilization strategy that will ensure availability of manpower, tools and funds to support compliance with ICAO SARPs, Global/ Regional Plans and related targets and goals. The capacity to raise adequate resources to meet the objectives of the Plan will be underpinned by the awareness and visibility of the benefits delivered through successful implementation of the entire work program spectrum.

2.1.3. The Strategy is aimed at securing the necessary resources to consistently meet the Plan's ambitious goals of the three phases within the 8 year time frame. Being mindful of the inherent challenges in obtaining funding under the ICAO regular budget, fundraising and external support advocacy through the ICAO Council and secretariat will be pivotal to the strategy effectiveness. Success of the strategy will be anchored on forging new partnerships and exploring funding opportunities innovatively.

3. MOBILISATION METHODOLOGY

3.1. ICAO Regular budget

3.1.1. The ICAO Regular budget continues to shoulder the bulk of the AFI SECFAL Plan expenditure in terms of human capital, facilities and logistics requirement. The approval of the (2017-2019) triennium budgetary provisions by the 39th Assembly, to recruit two Professional staff at the ESAF and WACAF offices, primarily engaged to ensure effective implementation of the Plan will provide 25% of the Plan budget estimates, greatly boosting the human resources factor.

3.1.2. Much as the regular budget provisions are guaranteed to safeguard the short term phase of the Plan (2015-2018), it is also anticipated the ICAO Council will favourably recommend to the 40th ICAO Assembly continued funding to cover the medium (2018-2020) and part of Long term (2020-2023)phases of the AFI SECFAL Plan work program..

3.2. Voluntary contributions

3.2.1. Voluntary contributions provided by AFI and non AFI States in form of both in- Kind or financial remain to have the highest potential to offer suitable availability of the necessary resources. Based on the recent receipt of voluntary contributions from States and increased awareness of the Plan objectives and related benefits together with enhanced partnerships with donors and the industry, mobilization from this category can deliver the much needed fruition in a relatively short time.

3.3. Fundraising

3.1.1. Whilst the fundraising through advocacy and promotion of the Plans by the ICAO Council (in particular the President of the Council), ICAO Secretary General, AFI SECFAL Plan SC Chairperson and AFCAC SG in collaboration with the Plan Secretariat and Air Transport Bureau, posted some success, the existing approach will be reinforced and structured under this strategy to yield better results. The fundraising activities will include identification and contact of potential donors and partners, preparation of brochures detailing the objectives and benefits of the Plan and the achievements so far, training and expert/consultancy fees for State specific events/tasks.

3.1.2. Specific and appropriate fundraising campaign, and sponsor through engagement with public and private sector/partnerships targeting financial institutions, International and UN organisation, Government and Non-Governmental institutions entities with mutual interest in Aviation Security and facilitation matters will be adopted.

4. BUDGETING, PROCUREMENT, EXPENDITURE AND MONITORING

4.1. Budgeting

4.1.1. The fiscal year of the AFI SECFAL Plan shall commence on the first day of January and ending on the last day of December. The Secretary to the Plan in collaboration with the ICAO Finance department (FIN) at ICAO Headquarters in Montreal will be responsible for the preparation of the budget to be approved by the Steering Committee at its meeting in the 4th quarter of the year. The Plan Secretary shall in collaboration with FIN prepare and present a financial statement at one of the SC meetings preferably at the meeting in Montreal.

4.1.2. The AFI SECFAL Plan fund shall be established and administered by FIN and account records kept in US Dollars. All excess expenditure beyond the approved budget requires council approval.

4.1.3. The AFI SECFAL Plan secretariat being responsible for the implementation of this resource mobilisation strategy shall ensure appropriate budgeting, procurement, expenditure and monitoring ensuring effective absorption and utilization of the available resources to undertake priority activities and projects identified or approved by the SC.

4.2. Procurement

4.2.1. All AFI SECFAL Plan Procurement will be done in accordance with ICAO procurement procedures and processes to ensure transparent, efficient (both administrative and transactional), cost-effective and a fair use of standard principles pertaining to procurement activities. Cooperating Partners will be encouraged to align their procurement with the SADC Secretariat principles and standardized procedures.

4.2.2. All AFI SECFAL Plan procurements under the Fund must be initiated by the Secretariat, and approved by the designated Approval Authority including Chairperson of the Plan Steering Committee. The process of generating and issuing a purchase order/contract will be performed by the FIN at ICAO headquarters. Cancellation of the procurement will be approved through a similar process, but can also be the prerogative.

4.3. Expenditure management

4.3.1. The process of resources allocation from the AFI SECFAL Plan Fund as established shall be administered with the involvement of the secretariat, Chairperson of Steering committee and the FIN department of ICAO in collaboration with ATB where necessary.

4.3.2. Request for expenditure and payments will be originated by the AFI SECFAL Plan Secretariat and approved by the Chairperson of SC on behalf of the Committee. All payments shall be supported by the relevant documentation to ensure adherence to approval necessary

4.4. Monitoring and evaluation

4.4.1. In order to assess the effectiveness and implementation of the Resources mobilisation strategy, a structured monitoring and evaluation will be performed. It's also anticipated that the performance of the strategy will be included in the mid-term audit process to be undertaken in 2019.

4.4.2. The monitoring and evaluation process of the strategy will include analysis of available information, financial control, and availability of resources and sustainability of the funding mechanism. Periodic M&E tasks will be undertaken internally by the Secretariat and externally when necessary as shall be advised by ICAO management or at the request of the Steering Committee.