



**ADDRESS BY THE SECRETARY GENERAL
OF THE INTERNATIONAL CIVIL AVIATION ORGANIZATION (ICAO)
MR. JUAN CARLOS SALAZAR
TO THE THIRD MEETING OF THE STEERING COMMITTEE OF THE AFI PLANS
DURING THE 11TH AFRICAN AVIATION WEEK
(Cairo, Egypt)
Wednesday, 29 July 2026**

1. It is my pleasure to welcome you all to this Third Meeting of the AFI Plans Steering Committee, held as part of the 11th Edition of the AFI Aviation Week events. Your presence here, reflects the focused commitment that this Committee brings to advancing aviation safety, security, and human resources development across the African Continent.
2. Since the launch of the unified AFI Plans governance framework, we have demonstrated that aviation safety, security and capacity development are not separate priorities, but mutually reinforcing pillars of a single vision for Africa's aviation development.
3. You continue to ensure that these Plans remain relevant, adequately resourced and focused on achieving results. Your role extends well beyond governance. Through your strategic guidance, your advocacy and your leadership, you help ensure that these Plans remain relevant, State needs-driven, adequately resourced and focused on measurable results.
4. The effectiveness of this Steering Committee extends beyond its meetings. I encourage each of you to act as ambassadors for the AFI Plans by communicating their objectives, achievements and opportunities within your States, and regional organizations. Stronger visibility, coherent messaging and broader ownership will not only accelerate implementation, but will also help build the confidence and partnerships needed to sustain the Plans over the long term.

5. Today's agenda reflects the maturity of the AFI Plans. We are no longer discussing individual projects. We are reviewing an integrated programme designed to strengthen implementation across the Region over the coming years.
6. The meeting will therefore follow up on the implementation of the decisions and recommendations from the previous Steering Committee meetings. You will also review the status of implementation of the Plans work programme, as well as the report on the current financial status; and approve the 2026-2027 work programme, as well as the updated AFI Safety Plan and AFI SECFAL programme documents, which will lay the technical groundwork for the implementation until 2030.
7. The meeting will also review the status of the remaining OIO recommendations. I am pleased to note that the latest OIO report confirms that there are currently no high-priority long-overdue recommendations relating to the AFI Safety Plan, reflecting the continued strengthening of our governance arrangements.
8. The recent endorsement of the AFI RSOO Strategic Plan and Roadmap by the African Union Specialized Technical Committee on Transport and Energy (STC-T&E), held in Johannesburg, South Africa, from 27 to 30 April 2026, represents another important milestone. Effective regional institutions will remain essential if we are to deliver sustainable implementation support and make the best use of the expertise available across Africa. The Steering Committee's support in following up on the outcomes at the continental level, in coordination with AFCAC, will help improve the impact of RSOOs across the AFI region.
9. A dedicated agenda item will discuss the resource mobilization strategy. This discussion comes at a particularly important time. Around the world, development resources are becoming increasingly constrained, while the demands placed on aviation systems continue to grow. In this environment, sustaining the ambitions of the AFI Plans will require a more strategic, diversified and results-oriented approach to resource mobilization.
10. The Strategy before you is therefore much more than a financing document. It is a Roadmap for strengthening the long-term sustainability of the AFI Plans through stronger partnerships, innovative financing approaches and greater coordination among all stakeholders. At the same time, I wish to emphasize that the long-term success of these Plans will increasingly depend on stronger ownership by African States and institutions themselves. While the continued support

of our development partners remains indispensable, greater regional investment—both financial and in-kind—will demonstrate commitment, reinforce ownership and create the confidence needed to attract additional support from partners within and beyond the AFI Region.

11. As we strengthen implementation, we must also strengthen the way we measure and communicate our results. Consistent, transparent and evidence-based reporting of the achievements of the AFI Plans is essential to demonstrating impact, reinforcing accountability and maintaining the confidence of Member States, partners and donors. This discipline will be fundamental to sustaining our credibility and expanding our partnerships in the years ahead.
12. Yesterday's Donors Dialogue demonstrated that our partners remain committed to supporting aviation development in Africa. At the same time, it reminded us that future support will increasingly depend on clear priorities, measurable results, sound governance and strong regional ownership.
13. The Human Resources Development Fund remains a critical pillar of this effort. Investing in people is one of the most effective ways to strengthen the Region's aviation system. This meeting will review progress in delivering targeted capacity-building activities while identifying practical measures to ensure that the Fund continues to respond effectively to the evolving needs of African States.
14. The outcomes of this week will be shaped by the results of your deliberations, including your strategic guidance. The decisions you take today will shape the next phase of implementation of the AFI Plans and reinforce confidence among Member States, partners and donors that Africa has the governance, vision and commitment required to deliver lasting results.
15. The AFI Plans have demonstrated what can be achieved when Africa, ICAO and our partners work together toward a common objective. Our challenge now is not to sustain momentum — it is to accelerate it. I am confident that your deliberations will provide the strategic direction needed to ensure that the AFI Plans continue to deliver tangible benefits for the people, economies and States of Africa.
16. I wish you productive deliberations.