



INTERNATIONAL CIVIL AVIATION ORGANIZATION

FIRST MEETING OF THE STEERING COMMITTEE OF THE AFI PLANS AND HRDF

Victoria Falls, Zimbabwe, 28 - 29 May 2025

Agenda Item 1: Updates on the Governance framework and Transitional arrangements.

(Presented by the Secretariat)

SUMMARY	
The paper presents the outcomes of the Extraordinary Meeting of the AFI Plan and the AFI SECFAL Plan Steering Committees, and the HRDF Management Committee, held virtually on 6 May 2025, that endorsed the Governance framework of the AFI Plans (AFI Plan, AFI SECFAL Plan and HRDF). It also presents the related transitional arrangements from the AFI Plan, AFI SECFAL Plan and HRDF to the new unified AFI Plans framework.	
Action by the Meeting is provided in paragraph 3	
REFERENCES	
- AFI Plans and HRDF Governance Framework - Report of the Extraordinary Meeting of the AFI Plan and the AFI SECFAL Plan Steering Committees, and the HRDF Management Committee.	
Strategic Objectives	A – Safety, B – Air Navigation Capacity and Efficiency, D – Economic Development of Air Transport, and E – Environmental Protection.

1 INTRODUCTION

- 1.1. The 27th meeting of the Comprehensive Regional Implementation Plan for Aviation Safety in Africa Steering Committee (AFI Plan SC/27) and the 13th meeting of the Comprehensive Regional Implementation Plan for Aviation Security and Facilitation in Africa Steering Committee (AFI SECFAL Plan SC/13) held in Libreville, Gabon, in July 2024, during the Ninth Edition of AFI week, established an Ad hoc Committee. The primary purpose of the Committee is to review the governance of the AFI Plan, the AFI SECFAL Plan and the HRDF; and to propose strategies to fast-track the effective implementation of these initiatives.
- 1.2. The Ad hoc Committee was composed of the Directors General of the Civil Aviation Administrations of Cameroon, Côte d'Ivoire, Eswatini, Namibia, Togo and South Africa, the Secretary General of the African Civil Aviation Commission (AFCAC); the members of AFI Group at ICAO Headquarters; and the two former Chairs of the AFI Plan and AFI SECFAL Plan.
- 1.3. The AFI Plan and AFI SECFAL Plan Secretariats provided the necessary support and secretarial services to the Ad hoc Committee.

- 1.4. The extraordinary meeting of the AFI Plan and the AFI SECFAL Plan Steering Committees and the HRDF Management Committee, held virtually on 6 May 2025, reviewed the results presented by the Ad hoc Committee; and endorsed through a new governance framework the merging of the AFI Plan Steering Committee (SC), the AFI SECFAL Plan SC and HRDF Management Committee under one Steering Committee.
- 1.5. The meeting agreed to deliberate on the transitional arrangements during the Tenth Edition of AFI week in Victoria Falls, Zimbabwe.
- 1.6. The working paper presents for review the outcomes of the Extraordinary Meeting of the AFI Plan and the AFI SECFAL Plan Steering Committees, and the HRDF Management Committee; updates on the new governance framework as well as transitional arrangements from the AFI Plan, AFI SECFAL Plan and HRDF to the new unified AFI Plans framework.

2 DISCUSSIONS

Outcomes of the Extraordinary Meeting of the AFI Plan and the AFI SECFAL Plan Steering Committees, and the HRDF Management Committee, held virtually on 6 May 2025

- 2.1. The meeting reviewed the report presented by the Ad hoc Committee and agreed on the following:
 - a. The Governance Framework for the AFI Plan, AFI SECFAL Plan, and the Human Resources Development Fund (HRDF) is approved;
 - b. The existing Steering Committees of the AFI Plan and AFI SECFAL Plan, as well as the Management Committee of the HRDF, is abolished and replaced by the newly approved unified Governance Framework;
 - c. The current Chairpersons of the AFI Plan and AFI SECFAL Plan Steering Committees will consult with the ICAO Secretary General and the President of the ICAO Council to establish the new Steering Committee, in line with the approved Governance Framework. This should be completed ahead of the upcoming 10th AFI Week, scheduled for 26–30 May 2025 in Victoria Falls, Zimbabwe; and
 - d. The ICAO Council will be provided a report on the decisions and outcomes regarding the restructuring of the Steering Committees of the AFI Plan and AFI SECFAL Plan, as well as the Management Committee of the HRDF.

Updates on the new Governance framework

- 2.2. The main change in the governance is the merging of the AFI Plan Steering Committee (SC), the AFI SECFAL Plan SC and HRDF Management Committee under one Steering Committee. This called for adjustment in the secretariat support.
- 2.3. The Secretariat work will be managed by a Programmes Officer supported by Regional Officers under the leadership of the Regional Directors. S/He will coordinate all AFI Plan, AFI SECFAL Plan and HRDF related activities.
- 2.4. Activities under these programmes will be submitted by all the stakeholders to the Steering Committee through the Programmes Officer and managed in the form of projects. Projects may also be proposed by non-ICAO stakeholders (AFCAC, RSOOs, etc.), while ensuring the compliance with the rules governing ICAO voluntary funds; and in accordance with sections 3.4, 3.5, 3.6 and 3.7 of the new governance framework.

- 2.5. Another change in the governance is the composition of the steering committee. The Steering Committee is composed of five Representatives from African States on the ICAO Council and members nominated by African States to the Air Navigation Commission, one Director General of Civil Aviation Administration of each African Region (Vice Presidents in the AFCAC Bureau for Central, Eastern, Northern, Southern and Western African Regions) and the Secretary General of AFCAC.
- 2.6. The Steering Committee, through its chairperson, will provide, annual progress report to the Council as well to the African Ministers of Transport through AFCAC. The Steering Committee is also responsible for the resource mobilisation.

Consideration of the AFI Plans Governance framework by the ICAO Council

- 2.7. Both AFI Plan and AFI SECFAL Plan were established by the ICAO Council with the aim to supporting States to create sustainable safety and security oversight systems and promoting aviation safety and security culture.
- 2.8. The Human Resources Development Fund (HRDF) was established in 2014 to address the shortage of qualified technical aviation professionals in Africa. This initiative emerged from a declaration by African Transport Ministers during the Malabo Conference held from 7 to 11 April 2024 and was formally endorsed by AFCAC in coordination with ICAO. It is implemented through the HRDF Implementation Arrangement signed between ICAO and AFCAC.
- 2.9. The AFI Plans Governance Framework—replacing the existing frameworks of the AFI Plan, the AFI SECFAL Plan Programmes, and the HRDF—was submitted to the President of the ICAO Council for consideration by the current Chairpersons of the AFI Plan and the AFI SECFAL Plan, in consultation with the ICAO Secretary General. The President has since shared the information with the ICAO Council, pending a dedicated discussion at the earliest possible opportunity..
- 2.10. Prior to the Council's consideration, AFCAC shall indicate its consent to accept the current governance framework, which will constitute an amendment to the 2014 HRDF Implementation Arrangement.

Transitional arrangements

- 2.11. The following principles are proposed for the Steering Committee's consideration, to guide interim action under the AFI Plans, pending full implementation of the recently adopted Governance Framework, expected by the end of 2025:
 - a. Implementation of the AFI Plan, AFI SECFAL Plan and HRDF approved activities to continue under the old framework until December 2025;
 - b. AFI Plans Governance framework to be considered by ICAO Council;
 - c. Prioritized implementation of the main following new Governance framework provisions:
 - i. Recruit the Programmes Officer (Secretariat)
 - ii. Develop processes and tools for projects management and related training (Secretariat);
 - iii. Coordinate with stakeholders for submission of projects and activities to be considered by the Steering Committee (Secretariat);

- iv. Advocate for contributions to the AFI Plans funds (Steering Committee);
- d. The second meeting of the AFI Plans and HRDF Steering Committee to be convened in December 2025; The said meeting will review and endorse the proposed activities and projects under the new framework.

3. ACTION BY THE MEETING

3.1. The meeting is invited to:

- a) take note of the information presented in this working paper; and
- b) review the proposed transitional arrangements; and
- c) Provide further guidance as appropriate.

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