

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 2: Review of the Status of Implementation of the ICAO Office of Internal Audit (OIO)
2022 AFI Plan Evaluation Recommendations***(Presented by Secretariat)***EXECUTIVE SUMMARY**

This paper presents the status of 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 by the meeting:

The Steering Committee is invited to:

- a) note the information contained in this paper;
- b) consider the progress made in the implementation of the recommendations of OIO 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. SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

2.1 The resulting evaluation Report, while reaffirming the continued relevance of the AFI Plan, highlights the following key findings and Conclusions:

- a) Many States continue to need support to improve Effective Implementation (EI) and address recurring SSCs. However, insufficient involvement of Member States in planning and the predominant focus on audit-based assessments—without adequate implementation support—have limited the impact of AFI Plan activities;
- b) The Programme Document lacks clarity on implementation strategy, partnerships, and resource planning. A comprehensive problem analysis has not been undertaken since 2008, and the targets set remain overly ambitious relative to the capacities of States and ICAO;
- c) The large size and limited meeting time of the Steering Committee constrain its ability to provide timely guidance. Additionally, limited coordination with Regional Offices and weak engagement from other ICAO Bureaus and regions have affected programme cohesion; and
- d) While financial resources are limited, the inefficient use of existing funds, insufficient support to RSOOs, and the delayed implementation of the Human Resources Development Fund (HRDF) have hindered capacity-building objectives. Internet connectivity challenges in some States also constrain access to remote assistance and training.

2.2 Based on the above findings, the evaluation proposed six Recommendations, summarized as follows:

- a) Develop a costed Programme Document with a clear Theory of Change and implementation strategy to improve coherence and impact;
- b) Improve results-based monitoring, reinforce the Steering Committee's effectiveness, and establish formal coordination with Regional Offices;
- c) Align HRDF implementation with Member States' needs to better support capacity-building efforts under the AFI Plan; and
- d) Improve the use of available resources and diversify funding sources to ensure more effective programme delivery.

3. CORRECTIVE ACTION PLAN AND IMPLEMENTATION STATUS

3.1 While significant progress has been made in implementing the OIO evaluation recommendations, two key areas remain partially addressed and require further action.

3.2 Finalization of the 2025–2030 AFI Plan Programme Document: Although a draft of the costed Programme Document for the 2025–2030 cycle has been developed, it is still pending finalization and endorsement. Broader consultation with Member States, Regional Offices, and key stakeholders is needed to ensure alignment with the updated strategic vision and implementation framework.

3.3 Establishment of a Resource Mobilization Mechanism: while the utilization of available funds has improved, a formal and proactive resource mobilization mechanism remains to be developed. Under the newly adopted governance framework, responsibility for resource mobilization has been entrusted to the Steering Committee. It is therefore essential that the Committee defines a clear strategy and actively engages with potential partners—including States, industry, and development institutions—to diversify funding sources and ensure the financial sustainability of the AFI Plan alongside AFI SEC FAL Plan and HRDF.

Status of Implementation on AFI Plan Evaluation Recommendations

No.	Recommendations	Actions	Status as at May 2025	Actions required by the SC
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 costed work programme for 2024 prepared and approved by the 26 th SC. Implementation of the work programme progressing as presented in WP/02-A	To note and provide further guidance.
		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 .	The draft of the Programme document (2025-30) presented as attachment to the WP/02 B.	<ul style="list-style-type: none"> • Note the information contained in WP/02-B; • 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.
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 approved by 27th SC meeting. • The ROST TOR and guidance material presented and approved by the 27th AFI Plan SC meeting. 	Completed though may need update in accordance with the new governance Framework.

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 DGCA's 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.	A new governance structure framework presented and approved by the joint AFI Plan and AFI SECFAL Plan SC and HRDF management committee meeting, held on 6 May 2025.	Completed
4.	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.	<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. 	The approved new governance structure framework addresses the action required.	Completed
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.	<ul style="list-style-type: none"> • Coordinate with AFCAC the submission of the report the HRDF Task Force Report by December 2023. • Review the HRDF scope, objective, and implementation modalities in consistency with the Recommendation by December 2024. 	<ul style="list-style-type: none"> • HRDF Task force report submitted to the ICAO Secretary General. • Addressed in the HRDF Task force Report. • The HRDF governance has also been addressed by the new governance framework. 	Completed and the 2025/26 Work Programme under HRDF presented in WP/05B.

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. Develop a fund-raising mechanism to improve the resource mobilization effort by Dec 2024.</p>	<p>Funds usage has been improved.</p> <p>In accordance with the provisions of the AFI Plans and HRDF governance framework, The Steering Committee is responsible for the formulation of strategies and promotion of resource mobilization.</p>	<p>To note and provide further guidance considering the new Governance framework.</p>
----	--	---	--	---
