



## ICAO/EASA Second Forum

on Regional Safety Oversight Organizations (RSOOs)  
for Global Aviation Safety

Nairobi, KENYA | 10 - 12 October 2023

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## FINAL REPORT



## **EXECUTIVE SUMMARY**

The Second RSOO Forum on Global Aviation Safety was jointly organized by ICAO and the European Union Aviation Safety Agency (EASA). This forum follows the 1st RSOO Forum that was held in 2017 and builds on their common interest in the evolution of the ICAO and global framework for regional mechanisms to support State aviation safety oversight. Approximately 199 participants from 18 States, 21 international organizations and 21 from the industry attended the event.

The global part of the meeting (10 to 11 October 2023) was held over three panels, using a conversational format through discussions. The panels were titled:

- RSOOs today;
- Challenges being faced by RSOOs; and
- New Partnerships.

The panellists, representing Regional Safety Oversight Organizations (RSOOs), States and industry elaborated on the current situations, historical evolution and achievements of the regional organizations, discussed challenges they have encountered, and shared success stories. They also discussed how to build new partnerships and how the industry could play a more active role in supporting and working with RSOOs. The panels were followed by two presentations from ICAO on the new edition of Doc 9734 Part B and the GASOS programme.

The third day of the Forum, on 12 October 2023, was devoted to the discussions on the follow-up of the 2021 Africa and the Indian-ocean (region) (AFI) RSOO study, regional strategy for RSOOs and Regional Accident and Incident Investigation Organizations (RAIOs), experiences of African RSOOs in preparing for GASOS assessments and the perspectives of external stakeholders.

The conclusions of the Forum highlighted significant proposals to improve the cooperation and efficiency of RSOOs globally and enhance partnerships between industry and these regional organizations.

## **1. BACKGROUND:**

1.1. The Second ICAO/EASA RSOO Forum for Global Aviation Safety was organized by EASA and ICAO in Nairobi, Kenya from 10 to 12 October 2023. The focus of the Forum was to build upon and keep the momentum created by States, RSOOs and ICAO during the first Forum that took place from 22 to 24 March 2017 in Eswatini and subsequent ICAO high-level events (40th and 41st Sessions of the Assembly, High-level Conference on COVID-19 (HLCC 2021) and the virtual ICAO/EASA Conference on Strengthening Regional Cooperation (SRCC2022).

1.2. The objectives of this event were to:

- a) update States, industry, and international organisations on the relevance of regional cooperation and resources needed to reach sustainability;
- b) discuss the contributions provided by RSOOs to States to enhance safety oversight requirements and share success stories and challenges of RSOOs;
- c) emphasise the need to enhance regional and global partnerships involving new stakeholders, to address challenges that RSOOs currently face; and
- d) discuss practical steps for the way forward, sustainability for all regional mechanisms on safety oversight, as well as accident and incident investigation.

1.3. The event was held in English, with simultaneous translation in French.

## **2. OPENING OF THE FORUM**

2.1. The Forum was opened with pre-recorded messages from Mr. Juan Carlos Salazar, Secretary General of ICAO and Mr. Luc Tytgat, the Acting Executive Director of the European Union Aviation Safety Agency, followed by Capt. Denis Guindon, Deputy Director Monitoring, Analysis and Coordination (DD/MAC), Air Navigation Bureau (ANB) of ICAO, Dr. Joachim Lücking Head of Aviation Safety Unit at the European Commission, Directorate-General for Mobility and Transport, Ms. Lucy Mbugua, Regional Director of ICAO ESAF Office and Mr. Brown M. M. Odengo, Chairman of the Board of Directors, Kenya Civil Aviation Authority.

2.2. Mr. Juan Carlos Salazar, Secretary General of the International Civil Aviation Organization, referred in his opening speech, to the significance of the 2017 Ezulwini Declaration on RSOOs in Africa, which led to the development of a Strategic Plan and its associated roadmap towards the improvement of safety oversight systems not only on the African continent but globally. He further recalled that the outcomes of that first Forum paved the way to develop what is today the existing regional cooperation activities that ICAO deployed to support RSOOs and RAIOS which have proved to be an excellent enabler for peer support among regional organizations. ICAO has learned a lot working and coordinating with regional cooperation mechanisms. As a result, ICAO is continuing to develop and evolve its programmes, in close coordination with its Regional Offices.

2.3. He called on States to support the strengthening of RSOOs and RAIOS through the establishment of sustainable funding mechanisms, appropriate legal frameworks and adequate structures, processes and systems. With such support, Mr. Salazar states that he and ICAO aspire a strong network of capable RSOOs and RAIOS that can facilitate or provide technical assistance for their Member States, ensuring the optimization of resources in supporting their Member States on their safety and accident and incident investigation obligations.

2.4. He also mentioned that one of the key objectives of this conference was to engage industry to support regional organizations to have the necessary capacity and expertise to manage new challenges and technologies, thus building strong partnerships amongst various stakeholders: States, regional economic communities, industry and financial institutions.

2.5. He concluded, by informing the forum, of the current work of ICAO in developing guidance documents to assist RSOOs and highlighted the active partnership and support of EASA in ICAO activities, particular on regional cooperation.

2.6. Mr. Luc Tytgat, Acting Executive Director of EASA, expressed EASA's appreciation for ICAO leadership and teams, as well as Kenya CAA and the Government of Kenya, for the fruitful collaboration on the preparation and organization of the event.

2.7. Mr. Tytgat also recalled the First Forum on RSOOs for Global Aviation Safety of March 2017, held in Eswatini (then Swaziland), which gave momentum for advancing the agenda of regional cooperation within ICAO.

2.8. Mr. Tytgat highlighted the conclusions from the joint ICAO EASA Strengthening Regional Cooperation Conference, the SRCC 2022 ([meeting report](#)), as well as high-level commitment to support regional cooperation expressed at the 41st Session of the ICAO Assembly.

2.9. He reiterated EASA's message on the relevance of regional cooperation and its commitment to providing, when able, the significant resources needed to reach sustainability. He urged

for enhanced partnerships at the regional and global level, involving new stakeholders to address challenges.

2.10. Capt. Denis Guindon, DD/MAC of ICAO who also delivered an opening remark as the Head of the department within ICAO that is responsible for RSOOs and RAIOS (regional cooperation). He thanked EASA and the hosting State for their commitment to ICAO's objectives on enhancing global aviation safety. Capt. Guindon underlined that RSOOs have been instrumental in enhancing their Member States' effective implementation of critical elements of safety oversight and the reiterated the importance of the RSOO and RAIO Cooperative Platforms (RAIO CPs).

2.11. Dr. Joachim Lücking, Head of Aviation Safety Unit at the European Commission, Directorate-General for Mobility and Transport, thanked ICAO, EASA and Kenya Civil Aviation Authority (KCAA), mentioned previous ICAO meetings, including the first RSOO Forum in Eswatini, A39 and A40 and HLCC2021. He described RSOOs as a means to share resources and mentioned that Europe, as the most successful example of regional cooperation, is well positioned to support RSOOs worldwide. The European Union has spent approximately 75 million EUR over the last several years to support regional cooperation projects and there are new projects in the pipeline.

2.12. Ms. Lucy Mbugua, ICAO Regional Director of ESAF Office, recalled the 2021 AFI RSOO study and its important recommendations on funding and size of RSOOs in Africa. She also underlined the need to build partnerships around the regional cooperation.

2.13. Mr. Brown M. M. Odengo, Chairman of the Board of Directors, Kenya Civil Aviation Authority, welcomed all participants on behalf of the host State, thanked ICAO and EASA, and underlined the importance of regional cooperation for Kenya. He also expressed the need for RAIOS in Africa.

### **3. SETTING THE SCENE**

3.1. Capt. Miguel Ramos, Chief of Regional Cooperation and Technical Planning (RCTP), presented the timeline of regional cooperation initiatives in aviation, starting with economic issues, followed by safety and from loose forms of cooperation to more institutionalized and complex ones and from isolated RSOOs to the cooperation of regional mechanisms. Ultimately, the regional cooperation on aviation safety was acknowledged by ICAO; he mentioned the first ICAO policy on regional cooperation, the first and second editions of Doc 9734 Part B and the first RSOO Forum in 2017.

3.2. Then he described the tasks of the RCTP Unit of the ANB, managing the RSOO and RAIO Cooperative Platforms, the GASOS Programme, developing guidance material and conducting communication and training activities.

### **4. PANEL 1: "RSOOS TODAY", moderated by Mr. Emile Arao, Director General KCAA**

4.1. Panel 1 discussed where RSOOs are today, their success stories over the years, their current situation and analysed their historical evolution. The spirit of cooperation and examples of RSOOs collaborating and cooperating with each other were re-emphasized.

4.2. Ms. Wanjiru Muita, Executive Director of the Civil Aviation Safety and Security Oversight Agency of the East African Community (CASSOA), described CASSOA's 16-year journey, emphasizing that their main objective has always been on how best to assist their States attain their safety targets, as well as coordinate the Region on critical matters. CASSOA assists its member States by evaluating the State safety and security oversight systems, providing advice and guidance to States for the resolution of deficiencies identified, as well as supporting the Air Navigation Service Providers (ANSPs), enhancing aviation medicine capacity and standardizing protocols across the region.

CASSOA has started the application process to undergo the GASOS assessment to evaluate what their strengths and weaknesses are, for further improvement.

4.3. During the COVID-19 pandemic, CASSOA established a Regional Committee to coordinate regional responses on continuing oversight activities, detection and mitigation of risks and implemented a pandemic preparedness training for international airports in the region to enable safer reopening of airports.

4.4. Mr. Louis Bakiénon, Executive Secretary of African and Malagasy Civil Aviation Authorities (AAMAC) briefed the Forum on the history of AAMAC being established in 2012 by 17 African States of the same ANSP (ASECNA) to pool resources to ensure joint supervision of safety in the field of air navigation. The activities of AAMAC are exclusively carried out in the ANS field, according to three main axes: development and harmonization of regulatory framework and implementation procedures; audit and assistance to national civil aviation authorities; and certification and monitoring of service providers. AAMAC has developed a three-year strategic plan with emphasis on training. To do this, AAMAC has concluded agreements with several training providers and international organizations. The first level is to qualify two inspectors per State to make them operational at the end of a series of training planned over three years. A total of 36 inspectors will be qualified by the end of 2026. The second level is to assist at least 70 per cent of its Member States to achieve 85 per cent of overall effective implementation (EI) by 2026.

4.5. Mr. Andrew Valentine, General Manager of the Pacific Aviation Safety Office (PASO) shared the PASO experience stating that, similar to the RSOOs in Africa, the need to address aviation safety and security in the Pacific region led to the development, and subsequent ratification, of the Pacific Islands Civil Aviation Safety and Security Treaty (PICASST) in 1998. PASO exists to provide safety and security oversight to its ten Member States. PASO went through a GASOS assessment pilot project which has assisted the organization to ensure that they now have robust systems, policies and procedures which enable the work of PASO to be delivered through a pool of inspectors to respond to Member States work requests. PASO operates, as a Council of the Regional Organization in the Pacific (CROP) agency, in accordance with the Pacific Islands Forum Leaders. Through this, PASO has established a standing Regional Aviation Ministers Meeting (RAMM) and this has led to the creation of the Pacific Region Aviation Strategy: a ten-year strategy launched at the 41st ICAO Assembly in 2022 by the ICAO President of the Council and ICAO Secretary General.

4.6. During the COVID-19 pandemic, PASO utilised the time to advance their regional aviation ministers' work, as well as focused on the development of policies and procedures. In addition, through the support of the development partners, PASO was able to perform remote oversight during the lockdown period to support essential air connectivity routes.

4.7. Mr. Thomas Mickler, Chief Advisor on Innovation to the Executive Director of EASA, recalled that EASA itself is an example of a well functioning RSOO. It evolved through a strong spirit of cooperation in aviation within Europe, which goes back to the 1970s, and the formation of Joint Aviation Authorities (JAA) in 1991 through the signature of the Cyprus Agreements. Eventually, EASA was established in 2002 as a European Agency on the basis of a legal act under the European Treaty called the Basic Regulation. Against this experience EASA advocates regional cooperation, as it leads to benefits for participating States. EASA, through its technical assistance projects and the RSOO CP, collaborates and supports the work of all RSOOs. RSOOs provide an excellent communication network, help bundle resources, can bring inspectors together, and know the situation and challenges in their constituency well, which can help EASA to organise workshops and training in a more efficient manner, and also help identify priorities and actions for EASA technical assistance projects. EASA views RSOOs as an indispensable element to achieve ICAO's "No-Country-Left-Behind" initiative and invited ICAO to continue to promote and to support the establishment and sustainability of RSOOs.

4.8. Mr. Mickler praised the recent work of CASSOA in assisting a new Member State in need of much assistance and support, either via AFI Cooperative Inspectorate Scheme (AFI-CIS) programme of AFCAC (supported by the EU-ASA project) or directly. A roadmap has been drafted and concrete action defined for the civil aviation authority of this new State to implement.

4.9. Mr. Henry Okech, Director of Safety and Technical Services of the African Civil Aviation Commission (AFCAC), asserted the crucial role RSOOs in Africa play in ensuring the safety and security of aviation operations on the continent. He mentioned some major contributions of RSOOs in Africa as follows: provision of technical assistance to Member States; harmonization of policies, regulations and procedures; provision of training programs and capacity-building initiatives; sharing of best practices, expertise, and resources; strengthening the overall safety oversight in the region; participation in AFCAC experts working groups; facilitation of emergency response coordination during aviation emergencies; and contributing to regional integration efforts by facilitating safe and efficient cross-border air travel which can lead to economic benefits and improved connectivity within Africa. Mr. Okech also identified some areas of growth for RSOOs in Africa, namely: increased membership will promote a continent-wide culture of safety; undergoing the GASOS assessment will enhance RSOOs performance and standing; and attaining financial sustainability is an area in which RSOOs and all stakeholders should focus on for growth.

4.10. Mr. Okech further informed that it is important for all involved stakeholders (RSOOs, States, partners) to collaborate and further develop common or harmonized regulatory framework at the regional levels to attain full benefits of cooperation such as pooling of resources and open-air transport liberalized markets in these regions and in support of Single African Air Transport Market (SAATM) within Africa.

4.11. Mr. José Peña, Airworthiness Expert of the Regional Safety Oversight Cooperation System (SRVSOP), described the regional cooperation mechanism of the SRVSOP stating that the mission of SRVSOP is to provide assistance to Member States to overcome their safety oversight problems and assist in strengthening their State Safety Oversight system. Since its inception, the SRVSOP has focused on the pooling of resources with a strategy of harmonization of the Latin American Regulations (LAR) of the SRVSOP Member States. The Board of SRVSOP established the minimum competencies necessary for the multinational LAR inspectors of the SRVSOP in the different specialties to assist SRVSOP States in strengthening State safety oversight systems and the implementation of the State Safety Programme (SSP). They are trained in the ICAO USOAP CMA and in the fundamentals of SSP and Safety Management Systems (SMS). There are technical cooperation agreements between their Member States for the mutual recognition of approved maintenance organizations (AMO), approved training organizations (ATO) and medical examiner centers. The certification and surveillance tasks are delegated to the SRVSOP multinational LAR inspectors. The SRVSOP's annual work programme ensures that Member States comply with their obligations under specific operating regulations; State system and functions; qualified technical personnel; technical guidance, tools, and provision of safety-critical information; licensing, certification, authorization, and approval obligations; surveillance obligations; and resolution of safety issues.

#### **4.1. Conclusions Panel 1:**

4.1.1. Mr. Arao, the moderator, summarized the discussions of panel 1 concluding that it was clear that there is no "one-size-fits-all" institutional solution for all RSOOs. However, it was apparent RSOOs can and have played an important role of assisting each other thus, reiterating the spirit of cooperation. RSOOs were urged to undergo the GASOS assessment process knowing the benefits of this assessment. RSOOs are also encouraged to further develop common or harmonized regulatory frameworks within their regional levels to enhance safety oversight. ICAO and partners were also encouraged to promote and support the establishment of RSOOs as a key enabler for continued implementation of the No-Country-Left-Behind initiative.

**5. PANEL 2: “CHALLENGES BEING FACED BY RSOOS”** Moderated by Dr. Joachim Lücking.

5.1. This Panel focused on identifying challenges and practical feedback from existing RSOOs and some Member States of RSOOs to determine what has been working and what mechanisms or actions should be in place for things to work better. Possible solutions on what can be done to support those activities and make sure that resources are used in an optimal manner were discussed.

5.2. Ms. Jailza Silva, Regional Technical Coordinator (airworthiness) of the Banjul Accord Group Aviation Safety Oversight Organization (BAGASOO), provided a brief history of BAGASOO with its origin in December 2005 with the COSCAP-BAG project, which had the primary objective of strengthening the safety oversight capabilities of the BAG Member States and enhancing the safety of air transport operations within the BAG sub-region by pooling resources. BAGASOO still maintains this primary objective and has attained several milestones over the years, including undergoing a GASOS pilot project assessment. One of the major challenges of all BAGASOO Member States, independent of their size, is to have and retain qualified technical personnel. In view of this challenge, BAGASOO developed the qualification of personnel among Member States through training (e.g., for safety inspectors, legal personnel, ANSP certification).

5.3. The effectiveness of regional cooperation was again demonstrated with the recent success of Sierra Leone in achieving an outstanding increase of EI from 16 per cent to 74 per cent. All State stakeholders involved understood the importance of not understood the importance of utilizing existing and proven methods and working with all partners in the region to combine resources to establish and address a state safety oversight system. BAGASOO relied on the work performed by the experts of the ICAO WACAF Regional Office to determine the existing gaps. AFCAC provided resources (both financial and human resources) to allow BAGASOO to provide the necessary technical assistance. ACI/ICAO WACAF Regional Office and BAGASOO also worked closely for the certification of the airport.

5.4. Capt. Musa Nuhu, Director General of Civil Aviation of Nigeria and the Chairman of the Board of the BAGASOO, stated that States should ensure that the necessary resources needed by the RSOOs are provided by establishing a mechanism to ensure that the funds required for the establishment and management of the RSOO are deposited in a timely manner. To explore ways of solving the funding challenges of BAGASOO, the BAGASOO Board established a committee which came up with proposals that have helped BAGASOO to achieve 80 per cent of its revenue for 2022.

5.5. Capt. Musa further urged States to take advantage of their RSOOs, especially through their Cooperative Inspectorate Scheme (CIS), Cooperative Training Scheme (CTS) and Foreign Aircraft Safety Assessment Programme (FASAP). To strengthen their RSOOs, States should provide qualified technical personnel through secondment and require their RSOOs to go through the GASOS assessment programme to increase their credibility and confidence rating amongst Member States, along with other benefits highlighted by other speakers from RSOOs that went through the GASOS pilot assessments.

5.6. Mr. Kabo Phutietsille, Executive Director of the South African Development Community Aviation Safety Organization (SASO), was congratulated on the recent ratification of the SASO Treaty. The Forum was informed that at the establishment of SASO, a charter requiring two thirds majority signatures of SADC Member States was needed for the SASO Treaty to be ratified. However, due to delays in getting the few final signatures to meet the two thirds needed combined with complex legal processes in the States, this prolonged the ratification much more than was anticipated. This was resolved by advocacy to the Member States, observation of positive results of those participating in RSOO activities, provision of technical assistance and cooperation by SASO, the SASO 2023-2028 strategic plan which helped SASO focus on priority areas and cooperation agreements entered into by SASO and other stakeholders.

5.7. Through cooperation and expertise “borrowed” from neighbouring RSOOs, such as CASSOA and BAGASOO, SASO eliminated the need to start from the beginning, thus using lessons learned to benchmark activities amongst its States.

5.8. Mr. José Rodríguez, Airworthiness Regional Inspector of the Central American Aviation Safety Agency (ACSA), explained that ACSA’s main source of funding is the Central American Corporation for Air Navigation Services (COCESNA) through Center for Air Traffic Control CENAMER, which experienced severe financial losses during the COVID-19 pandemic with the reduction of air traffic during that time resulting in major staff cutback in August 2020. ACSA survived the significant downsize in personnel during the COVID-19 pandemic by redistributing activities among the colleagues who were able to multitask. Having just gone through a GASOS assessment pilot project, ACSA had identified several improvement opportunities. Their shortage of personnel was supplemented by experts from the Civil Aviation Authorities in the region on a temporary basis to assist ACSA team in providing needed technical assistance and support from other entities.

5.9. During the COVID-19 pandemic, before the reduction of personnel, ACSA developed several advisory circulars, such as mitigation measures dealing with the expiration date of the different certificates, issued by the authorities, risk analysis on bio safety measures and published them on the ACSA website. ACSA was able to cooperate with several RSOOs around the world through the RSOO CP to share experiences and lessons learned. Mr. Rodríguez concluded his speech by mentioning that the improvements to cope with the challenges will not have happened without the right people with the right attitude.

5.10. Mr. Karl Legba, Director General of Civil Aviation of Benin, shared the experience of how the Regional Unit for Civil Aviation Safety and Security Oversight (URSAC) evolved from COSCAP-UEMOA stating that it is the Member States with strong commitment on cooperation and strong political awareness that can establish a successful RSOO and make it operational. He underlined the need for a step-by-step approach, once there is a strong State commitment, then the RSOO should start building capabilities and qualifications. Using this opportunity, he advocated for support to AAMAC and URSAC.

5.11. He expanded on State expectations compared to the current situation and highlighted some of the challenges a State may have to effectively participate in an RSOO, such as lack of confidence in the RSOOs which can be overcome when an RSOO undergoes a GASOS assessment identifying its capabilities, building member states confidence. Another challenge may be the lack of States knowledge on how capable their RSOOs are on effective aviation safety oversight. RSOOs also need to work in accordance with their State needs, therefore requiring constant dialogue with States on these subjects. He also advised against multiple and overlapping memberships.

## **5.12. Conclusions Panel 2:**

5.12.1. The conclusions, based on the discussions held in Panel 2, were summarized by the moderator stating that RSOO’s place in the global aviation community demands excellence in their ability in supporting Member States in achieving their safety goals. Success with this lies in their ability to predict where challenges will occur, quantify the impacts of those challenges and identify strategies for addressing both. The discussions will help in developing strategies for predicting implementation challenges earlier, allowing RSOOs to better integrate their resources and support (e.g., resource mobilization and product development) with their activities. Rather than simply reacting to past trends, a strong link of RSOO capacity and resources with Member States’ needs will allow RSOOs to: anticipate States’ challenges; quantify the impacts of those challenges, further prioritize their assistance activities; and adequately develop products and services to address emerging needs.

5.12.2. After completing a pilot project, it is recommended that guidance material for GASOS assessments should be developed to uniformly guide and inform participants of the assessments.

5.12.3. Given all the developments in regional cooperation over the past few years, it is recommended that ICAO updates its Policy on Regional Cooperation that was adopted in 2009.

5.12.4. Member States of the RSOOs are encouraged to actively make use of the services provided by their RSOOs and assign appropriate resources.

## **6. PANEL 3: “NEW PARTNERSHIPS”, Moderated by Mrs. Anita Adjei-Nmashie.**

6.1. This panel discussed the contributions of partners and stakeholders and considered new partnerships and areas for cooperation for the continued enhancement of global aviation safety.

6.2. Mr. Romain Ekoto, Chief Aviation Officer of the African Development Bank (AfDB) described regional integration as a priority for the AfDB. In the aviation sector, the Bank supports projects such as SAATM, infrastructure and safety projects. One of their main objectives is improvement of air connectivity. Since 2008, it supported the COSCAPs and the regional economic communities. Since 2015, it has been implementing the PASTA-CO initiative aimed to accelerate the operationalization of RSOOs. AfDB also supports airlines directly, in order to enable them to pass IOSA audits. The AfDB also acts as facilitator to build partnerships and bring other partners into aviation related projects across the continent. He underlined that a sound basis of governance, transparent procurement, proper visibility and capacity to show progress are required if stakeholders are asked to support RSOOs with resources. He mentioned favourably the GASOS programme as a means to strengthen RSOOs and emphasised the necessity to ensure commitment and support from the States.

6.3. Mr. Maury Seck, Director for Aviation Safety in Africa, Airbus underlined the common objective of all stakeholders which is aviation safety. The rate of accidents is going down, however, the exposure to risk becomes greater due to the development of the industry. At the same time, less expertise is available due to issues with hiring new aviation professionals. A big advantage of RSOOs is their potential to avoid multiple audits of the same entity and a team from an RSOO can perform the technical work for multiple States. That is why States should look for efficiency gains and empower RSOOs.

6.4. Mr. Blessing Kawai, Assistant Director – Safety Programmes – Africa & Middle East at IATA stated that the success of RSOOs is very important for the airspace users. He called for a closer cooperation among RSOOs, in his opinion, regulations should be harmonized across Africa. He also mentioned that the industry has many tools to support RSOOs. Whenever a State does not have the capacity, its RSOO may step in. He also mentioned the crucial significance of reporting culture as something that can be actively promoted by RSOOs.

6.5. Mr. David Zwegers, Executive Director, Global Safety Strategy at Boeing recalled the Lion Air accident five years ago, before which led to the creation of the safety office at Boeing and a company-wide SMS. Much focus is given to support the customers and regulators. The safety activity of the manufacturer has expanded to include regional initiatives, cooperating with RASGs and RSOOs, including BAGASOO, CASSOA and SRVSOP, as well as with AFCAC and BAGAI. He furthermore mentioned the need to know the metrics used by States and RSOOs. RSOOs can also ensure continuity and sustainability of activities which is why long-term planning is important. Working with RSOOs was described as a win-win opportunity for an aircraft manufacturer as the training and support facilitates introduction of new aircraft types, as well as training on the role of manufacturers in accident investigations.

6.6. Mr. Harrison Machio, Safety Director at the Kenya Airport Authority also underlined the importance of the harmonized regulations and guidance material issued by RSOOs that help to

accelerate the certification process of aerodromes. CASSOA has provided numerous training courses to airport operators and coordinated response to major health emergencies, most recently COVID-19. He also pointed out that one country cannot deal with such emergencies alone. Finally, he emphasized the role of RSOOs in preparations for ICAO audits.

6.7. Mr. Ken Delaney, Director, Technical Support at AerCap introduced the company he represents as the largest aircraft lessor of the world, also having cargo aeroplanes and helicopter divisions. AerCap has significant experience with various regulatory systems and safety is their top priority. With each customer, they go through a diligent risk assessment process. Governments should create a safe environment to reduce the risk and the RSOOs have a role to play in it. There is no reason not to work with RSOOs, in order to maintain high standards and the same level of safety across a region. RSOOs have a role to play in digitalization of aircraft records and facilitation of cross-border transferability of aircraft.

### **6.8. Conclusions Panel 3:**

6.8.1. The conclusions of Panel 3, based on the discussions, were summarized by the moderator stating that:

- a) the Forum noted the dynamic evolution of technology may create an increasing challenge for States;
- b) the Forum emphasized the importance of sustainable and effective utilization of funding for RSOOs to support States;
- c) industry, being at the forefront of this evolution, can make a significant contribution to the safety of air transport by supporting RSOOs with training, and other means, to enhance their capability and reduction of that gap;
- d) industry recognizes the impact and contribution of RSOOs on their operational environment; industry organizations are urged to actively engage in the work of RSOOs and provide appropriate support;
- e) the need for enhanced partnership, involving States, industry and international organizations to promote regional co-operation was highlighted. An example of how this could be done is by setting up standing forms of cooperation and coordination between RSOOs and industry (such as stakeholders' advisory bodies) on the level of each RSOO or region.
- f) ICAO will continue encouraging industry to actively cooperate with RSOOs;
- g) the meeting also noted the existing and projected contribution of aircraft manufacturers to RSOOs in particular on training aspects;
- h) technical assistance should be channelled, where appropriate, through regional organizations. An RSOO is the means through which States could collaborate, share best practices, safety oversight tasks and resources, with the aim to establish and maintain an effective aviation safety oversight system in each region.
- i) States, ICAO, RSOOs, other international organizations and industry should collaborate and cooperate on addressing national, regional and global safety issues in the most efficient and effective way, avoiding duplication of efforts.

## **7. PRESENTATION ON THE 3RD EDITION OF DOC 9734 PART B**

7.1. Ms. Haaba Baldeh and Mr. Krzysztof Kędzierski, both from ICAO RCTP, presented the origin and the process of updating the ICAO *Safety Oversight Manual – Part B – The Establishment and Management of a Regional Safety Oversight Organization* (Doc 9734).

7.2. The document contains ICAO guidance for States – Members of RSOOs and covers various topics, from the process of establishment of an RSOO, its legal basis, structure, funding, management, safety activities to training. The last revision of the document was done in 2011 and since then there have been major developments, such as emergence of the GASOS programme, two RSOO studies (global in 2017 and for the AFI region in 2021), Assembly resolutions and recommendations of other high-level events, the issue of Annex 19, as well as over 12 years of experience of RSOOs. Therefore, ICAO undertook the revision of the guidance, in order to reflect the aspects stemming from those developments.

7.3. The presenters thanked the RSOOs for significant inputs to the revision. The revision process aimed at reflecting the important recommendations of the studies and resulting from the work of the GASOS Study Group, inputs from RSOOs, better clarity and consistency of the document and finally, removing outdated information<sup>1</sup>.

## **8. PRESENTATION ON THE GLOBAL AVIATION SAFETY OVERSIGHT SYSTEM**

8.1. Mr. Krzysztof Kędzierski presented the origins and evolution of the Global Aviation Safety Oversight System (GASOS) programme. It was conceived at the first RSOO Forum in Eswatini and since then the concept has evolved. In 2019, the Council approved it as a voluntary assessment programme for RSOOs and RAIOS on a cost-recovery basis, limited to the safety functions performed at levels 1 and 2 (i.e., without the issuance of a certificate or licence by the RSOO). Since then, the concept has further evolved in order to eliminate legal risks that may be associated with the recognition of RSOOs/RAIOS by ICAO and is now replaced with the assessment score, being the quotient of the number of satisfactory assessment questions and the total number of applicable assessment questions. This approach is significantly less resource-demanding on ICAO and makes the programme more affordable for the RSOOs without removing the main benefit which is to provide an objective assessment of the foundation and functioning of an organization.

8.2. Representatives of two RSOOs that went through GASOS pilot assessments were asked to give their testimonies.

8.3. Ms. Jailza Silva from BAGASOO recalled the process of preparations for the assessment which started with the review of the administrative documents. As a result of the assessment, which helped to identify needs and establish priorities, a training programme was established, and for BAGASOO and the States, a system for record keeping, databases, new procedures, provisions on conflict of interest and letters of agreement with States. A system of collective oversight of BAGASOO by its Member States was also established. A quality management system is being developed with the support of EASA. The assessment helped the organization to improve processes and manage resources.

8.4. Mr. Andrew Valentine from PASO said that before the GASOS assessment, PASO was drifting, trying to fill gaps without a strategic plan or overall direction. Undergoing the assessment and scoring 37 per cent triggered deep organizational and technical work on the improvement of the RSOO. This led to a strong political commitment on ministerial level and adoption of a strategic plan for PASO.

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<sup>1</sup> The presentation is available on the event website.

## **9. SUMMARY OF DAYS 1 AND 2 – CLOSING OF THE GLOBAL PART OF THE FORUM**

9.1. Capt. Musa Nuhu, Director General of Nigeria CAA and Alternative Representative of Nigeria on the ICAO Council, summarized the key conclusions and recommendations of the Forum as follows:

- a) States are encouraged to continue to promote and support the establishment of RSOOs to further develop common or harmonized regulatory frameworks;
- b) it was agreed that there is no “one-size-fits-all” institutional solution for all RSOOs;
- c) ICAO and partners are further encouraged for continued implementation of the No-Country-Left-Behind initiative with RSOOs as key enablers of this initiative;
- d) importance of GASOS assessments was highlighted and RSOOs were encouraged to apply for GASOS assessments;
- e) RSOOs to continue supporting Member States in achieving their safety goals;
- f) the Forum emphasized the importance of sustainable funding for the effective operations of the RSOOs;
- g) RSOOs to predict where challenges will occur to: anticipate States’ challenges; quantify the impacts of those challenges and further prioritize their assistance activities; and adequately develop products and services to address emerging needs;
- h) ICAO to update its Policy on Regional Cooperation that was adopted in 2009;
- i) Member States of the RSOOs are encouraged to actively make use of the services provided by their RSOOs and allocate appropriate resources;
- j) RSOOs were encouraged to undergo a GASOS assessment not only to enhance their capacity but also reinforce their credibility to its Member States;
- k) ICAO is recommended to finalize and publish guidance material related to the GASOS programme;
- l) the Forum noted the dynamic evolution of technology that may create an increasing challenge for States;
- m) the Forum emphasized the importance of sustainable and effective utilization of funding for RSOOs to support States;
- n) industry, being at the forefront of this evolution, can make a significant contribution to the safety of air transport by supporting RSOOs with training, and other means, to enhance their capability and reduction of that gap;
- o) industry recognizes the impact and contribution of RSOOs on their operational environment. Industry organizations are urged to actively engage in the work of RSOOs and provide appropriate support;
- p) the need for enhanced partnership involving States, industry and international organizations to promote regional co-operation was highlighted. An example of how

this could be done is by setting up standing forms of cooperation and coordination between RSOOs and industry (such as stakeholders' advisory bodies) on the level of each RSOO or region;

- q) ICAO to continue encouraging industry to actively cooperate with RSOOs;
- r) the meeting also noted the existing and projected contribution of aircraft manufacturers to RSOOs, in particular on aspects of training.
- s) technical assistance should be channeled, where appropriate, through regional organizations. An RSOO is the means through which States could collaborate, share best practices, safety oversight tasks and resources, with the aim to establish and maintain an effective aviation safety oversight system in each region;
- t) States, ICAO, RSOOs, other international organizations and industry should collaborate and cooperate on addressing national, regional and global safety issues in the most efficient and effective way, avoiding duplication of efforts.

9.2. Capt. Nuhu concluded by stating that given the GASOS programme was approved by the ICAO Council, it is only right that Council is updated on its status, thus recommending that the report of this Forum and its conclusions be presented to the ICAO Council for informational purposes.

9.3. Several States present supported that the report of the Forum and its conclusions be presented to the ICAO Council.

9.4. Capt. Nuhu closed the Global part of the Forum by thanking Kenya for their hospitality, ICAO and EASA for co-organizing the Forum and urging States to continue their commitment on strengthening their RSOOs.

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### **DAY 3 - AFI RSOOs - REACHING A STEP FURTHER**

1. The Forum discussed harmonization on establishment and operationalization of AFI RSOOs and gave some insight and experience to make the RSOOs/RAIOs sustainable. Accordingly, the need to come up with an optimal number and size of AFI RSOOs/RAIOs in the region, was also discussed. The AFI RSOOs/RAIOs presented a common strategy and harmonized approach for implementation support to States, which is aligned with the AFI RSOO study Strategic Plan and Roadmap. In addition, the AFI Plan stakeholders and partners discussed strategies to support the AFI RSOO Strategic Plan implementation, in line with the RSOOs' priorities and objectives.

2. The Forum agreed that recommendations, task/activities that have been suggested during the discussions were already identified in the roadmap and need be further emphasized in revising the Strategic Plan.

3. The AFI Forum recommended that:

- a) With regards to funding mechanisms and optimization of the number and size of RSOOs and RAIOs, ICAO AFI Plan in collaboration with stakeholders and partners, review and update the AFI RSOOs/RAIOs Strategic Plan and Roadmap.
- b) ICAO AFI Plan, in collaboration with stakeholders and partners, conduct an in-depth feasibility analysis, taking into account the pros and cons of the different options of the AFI RSOO/RAIO Strategic Plan with the objective of facilitating its final adoption by decision-makers.
- c) ICAO, in collaboration with AFCAC and AUC, present the revised, and validated Strategic Plan and Roadmap, together with the in-depth feasibility analysis for the consideration and approval of the African Ministers responsible as a follow-up to the Ezulwini Ministerial Declaration of March 2017.
- d) In terms of cooperation and collaboration:
  - RSOOs/RAIOs to foster short-term and long-term secondment arrangements with their Member States qualified experts.
  - Encourage partners to support AFI RSOOs/RAIOs to go through the GASOS assessment process and share their experience among themselves.
  - Encourage States, international and regional organizations, development and financing institutions, and aviation industry to continue supporting the implementation of the AFI RSOOs/RAIOs work programmes and their related activities.
  - Encourage information sharing among RSOOs/RAIOs through effective networking amongst RSOOs/RAIOs.

4. ICAO DD/MAC, Denis Guindon, used the opportunity to bid farewell to Capt. Miguel Ramos, who is retiring from ICAO at the end of January 2024. He mentioned his contribution as the founding father of ACSA and has always been a strong advocate of RSOOs in ICAO.

5. The ICAO ESAF Regional Director ICAO Eastern and Southern African Regional Director, Ms. Lucy Mbugua, thanked the Directors Generals, RSOO executives, delegates and key

partners who have engaged effectively during this three-day Forum. She emphasised that it is important to have declarations and meeting outcomes, and also equally essential to translate those outcomes into actions. She finally thanked the Government of Kenya and the Civil Aviation Authority for hosting this important event and closed the forum.

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**ATTACHMENT**  
**ATTENDANCE LIST**

Mr/Ms	Last name	First name	Organization
Mr.	Adan Farah	Mahat	SOMALI CIVIL AVIATION AUTHORITY
Ms.	Adeli	Rebecca	Kenya Civil Aviation Authority
Ms.	Adjel-Nmashie	Anita	Rep of Ghana to ICAO
Mr.	AFUGU EYENGA	Santiago Oyono	AUTORIDAD AERONAUTICA DE GUINEA CUATORIAL
Mr.	Agyare	William	Ghana Civil Aviation Authority
Ms.	ALUVANZE	LIZ	Kenya Civil Aviation Authority
Mr.	Amukono	Lawrence	Kenya Civil Aviation Authority
Mr.	Arao	Emile	DG KCAA
Mr.	AREGAWI	ZEWDU	ICAO-ESAF
Mr.	Ayieko	Martin	Kenya Civil Aviation Authority
Mr.	Ba	Ibrahim	Zipline
Mr.	BAA SHAFII	SALIHU	NIGERIA CIVIL AVIATION AUTHORITY
Mr.	Bagayoko	Sinaly	AFRAA
Mr.	Bakieron	Louis	AAMAC
Ms.	Baldeh	Haaba	ICAO
Mr.	Balubaid	Mohammad	GACA - KSA
Mr.	Ben Tukur	Mahmoud	ICAO
Mr.	Benimana	Yuen	Zipline
Mr.	BENSON	SAMUEL	Ghana Civil Aviation Authority
Ms.	Berur	Naomi	
Ms.	Beth	Caroline	EASA
Mr.	Biruk	Abraham	FAA
Mr.	Bitange	Steve	
	Biwott	Kennedy	
Ms.	Caunt	Sharron	IATA
Mr.	CEBANU	Andrei	Civil Aviation Authority
Mr.	Chamdany	Vincent	
Mr.	CHANZU	CHRISANTOS	SandPiper Aviation
Mr.	Cherop	Richard	Kenya Civil Aviation Authority
	Cherowo	Washington	Kenya Civil Aviation Authority
	Ciira Murari	Gibson	Kenya Civil Aviation Authority
Mr.	Debrah	Harrison	Boeing International Corporation
Mr.	Delaney	Ken	Aercap
Mr.	Denis	Guindon	ICAO
	Diop	Elhadji Madior	
Mr.	DJEKILAMBER	Mbaioulem	CHAD CIVIL AVIATION AUTHORITY
Mr.	DOUKA	Kragbe Jacques	UEMOA / (URSAC)
	Edonga	Joseph	Kenya Airports Authority
Mr.	Ekoto	Romain	African Development Bank
Mr.	ELSA	OMER	DLCO- East Africa
Mr.	Erhueh	Charles	AFCAC
Mr.	Etemesi	Fredrick	Kenya Meteorological Department
Mr.	EYITAYO	YUSUF	NIGERIA CIVIL AVIATION AUTHORITY
Ms.	Garaffa	Gabriella	EASA
Ms.	Gatuka	Sarah	Zipline
	Gesure	Alex	Kenya Civil Aviation Authority
Mr.	GIBRIL	JOSEPH	South Sudan Civil Aviation Authority
	Gichangi	Rahab	
Ms.	Gift	Cynthia	Jetliteair
Mr.	Goodarzi	Jaber	CAA
	GORIET	MARYIL	Kenya Airways
Mr.	Graça	Patrick	Cabo Verde Civil Aviation Agency
Mr.	GUSENGA	DAVID	SafeWorld Aviation
Mr.	Haroun Haggar	ABDRAMAN	CHAD CIVIL AVIATION AUTHORITY
	Icharait Esekon	Patrica	Ecowings

Mr/Ms	Last name	First name	Organization
	INGAPBI	PASCILISER	Kenya Civil Aviation Authority
Ms.	Iorio	Carla	EASA
Mr.	Iroezi	Akachi	Boeing
Mr.	Jallow	Mam Siat	Consultant of AFI RSOO Study
	Kaburu	Enock	
Mr.	Kalala MPINGISHA	Robbie	AAC/RDC
Ms.	Kamau	Carorine	Kenya Civil Aviation Authority
	Kambaine	Nathanael	
Mr.	Kangethe	JOSEPH	Kenya Civil Aviation Authority
Mr.	Karl	Stephen	
Mr.	Kaselle	Robert	NIT
Mr.	Kashambo	Barry	
Mr.	Kaurimuje	Victor	Namibia Civil Aviation Authority
Mr.	Kavai	Blessing	IATA
Mr.	Kebede	Eyob Estifanos	ICAO-ESAF
Mr.	Kedzierski	Krzysztof	ICAO
Mr.	Kelewou	Gnimdou	ANAC
Mr.	KEMI	ATCHOR	Togo Civil Aviation Authority
Ms.	Kemunto	Sheila	Kenya Civil Aviation Authority
Ms.	KENDI	MARGARET	KEWMA
Mr.	KILLI	Justin	Kenya Civil Aviation Authority
Mr.	KIMITI	PATRICK	CEN
Mr.	Kingori	Bernard	Kenya Civil Aviation Authority
Mr.	KINOTI	BENARD	Kenya Civil Aviation Authority
	KIPROTICH	Bob	Kenya Civil Aviation Authority
Mr.	KIPTIM	CLEDY	Kenya Civil Aviation Authority
Mr.	Kiragu	Kenneth	Kenya Civil Aviation Authority
Mr.	KISABEI	RAYMOND	Kenya Airports Authority
Mr.	KITHANZE	VINCENT	Kenya Civil Aviation Authority
Mr.	Kivuva	Thomas	Kenya Civil Aviation Authority
Mr.	Kneepkens	Jules	AQE
	Koech	Lenus	
	Koelen	Lenz	
Mr.	KOFFI	Konan	ANAC COTE D'IVOIRE
	Koko	Joseph	Safeaircompany
Mr.	KONING	Yves	European Aviation Safety Agency - EASA
Ms.	Kwagala		EAC-CASSOA
Ms.	Kyallo	Friddah	
Mr.	Legba	Karl	ANAC
Mr.	Luecking	Joachim	EC
Ms.	Lumumbah	Erica	Kenya Civil Aviation Authority
Ms.	MAANGI	NANCY	Kenya Civil Aviation Authority
Ms.	Mabasa	Patience	Department of Transport
Mr.	Machio	Harrison	Kenya Airports Authority
Mr.	Mahmud	Yakubu	NIGERIA CIVIL AVIATION AUTHORITY
Mr.	MALANGA	WALTER	Kenya Civil Aviation Authority
	Maloba	Violet	Kenya Airports Authority
	Manduku	Emily	Kenya Civil Aviation Authority
Mr.	Mapesa	Boniface	Kenya Civil Aviation Authority
	Maranga	Rehema	Kenya Civil Aviation Authority
Mr.	Masonama Muanamosi	Maubert	Communauté économique des Etats de l'Afrique centrale
Mr.	Mataba	Eric	South African Civil Aviation Authority
Ms.	MBAIKA	MERCY	Kenya Civil Aviation Authority
Mr.	Mbithi Muneene	Rogers	Kenya Civil Aviation Authority
Ms.	Mbugua	Lucy	ICAO-ESAF
	Mbui Kioko	Benson	
Mr.	Mickler	Thomas Karl	EASA
Mr.	Misaghi	Mojtaba	Civil Aviation of Iran
Dr.	Mkwizu	Alexander	EAC-CASSOA

Mr/Ms	Last name	First name	Organization
Mr.	Monte	John	Sandavia
Mr.	MPHELA	TEBOGO	South Africa Ministry of Transport
Capt.	Muchusu	Innocent	Capital Aviation
Ms.	Muita	Wanjiru	EAC CASSOA
Mr.	Mundara	Samuel	KEDEZA
Mr.	Mungai	Boniface	Kenya Civil Aviation Authority
Ms.	Mungai	Esther	Kenya Civil Aviation Authority
Mr.	Muriithi Wanjau	Boniface	Kenya Civil Aviation Authority
Mr.	Musili	Dominic	
Mr.	Mutai	Charles	Kenya Civil Aviation Authority
Mr.	Mutaryebwa	Max	Uganda Civil Aviation Authority
Mr.	Muthisya	Nicholas	Kenya Civil Aviation Authority
Ms.	MUTINDA	CHRSTINE	East Africa School of Aviation
Mr.	Mutula	Timothy	Kenya Civil Aviation Authority
Mr.	MUTUMA	LEWIS	Kenya Civil Aviation Authority
	Muugi	JECINTA	
Ms.	Mwakio	Beth	Kenya Civil Aviation Authority
Mr.	Mwangi	John	Kenya Civil Aviation Authority
Ms.	Mwangi	Loise	Kenya Civil Aviation Authority
Ms.	Nafula	Winnie	Dragonfly Aviation Ltd
Mr.	NATHANAEL	NATHANAEL	National Institute of Transport
Ms.	Ng'eno	Seline	Kenya Civil Aviation Authority
Mr.	Ngatia	Nicholas Muhoya	Kenya Civil Aviation Authority
Mr.	Ngugi	Alex	Africairhsl
Mr.	Niel	Joseph	PASO
Mr.	Niyonkuru	Deus	Burundi CAA
	Njenga	Grace	
	Njiiri	Reginah	
Mr.	Njiru	Andrew	Kenya Civil Aviation Authority
Ms.	Njorogo	Donna	Kenya CAA
Mr.	NKODO	Boniface	Agence de Supervision de la Sécurité Aérienne en Afrique Centrale (ASSA-AC)
Mr.	Nkurabagaya	Joël	Burundi CAA
Mr.	Ntagengerwa	Eric	African Union Commission
Ms.	Nthinyurwa	Brenda	EAC CASSOA
Mr.	Nuhu	Musa	Nigeria CAA
Mr.	NVE BINDANG	SIMON ESONO	Autoridad Aeronautica de Guinea Ecuatorial
Mr.	Nyariaro	Steve	
Mr.	ZO'O MINTO'O	PROSPER	ICAO-ESAF
Mr.	OBONGO	ELIJAH	Kenya Civil Aviation Authority
Mr.	OCHE	VICTOR-ELIAS	BAGASOO
	Ochillo	Collins	Kenya Civil Aviation Authority
	Odhiambo	Charles	Kenya Civil Aviation Authority
Mr.	Oduor	Andrew	
Mr.	ODUOR or Opondo	VINCENT	Kenya Civil Aviation Authority
	Ogochi	Evans	Kenya Civil Aviation Authority
	Ogutu	Mathews	Kenya airports Authority
Ms.	Okae	Juliet	Ghana Civil Aviation Authority
Mr.	Okech	Henry	AFCAC
Mr.	Okeyo	Eric	DLCO
Mr.	Okoth	Nick	TAILOR-MADE SYSTEMS LTD
Mr.	Ombati Onchonga	Paul	
Mr.	Ondari	Sammy	AVMAX
Mr.	Ondieki	David	Kenya Civil Aviation Authority
Mr.	Osoro	Benson	Kenya Civil Aviation Authority
Mr.	OTIENO	CALVINCE	Kenya Civil Aviation Authority
Mr.	PELENGUEI	Magnourewa	Aamac
Mr.	Pena	Jose	ICAO-SVRSOP
Mr.	Phutietsile	Kabo	SASO
Mr.	PIGNANDI	Konga	UEMOA
Mr.	Quevedo	Jose Manuel	EASA

Mr/Ms	Last name	First name	Organization
Ms.	Ramchandani	Priya	
Mr.	Ramos	Miguel	ICAO
Mr.	Ribeiro	Denilson	Cabo Verde Civil Aviation Agency
Ms.	Rjeni	Wintred	Zipline
Ms.	Rodrigues Silva	Jaizila	BAGASOO
Mr.	Rodriguez Campo	Jose	ACSA
Mr.	SAADATI PARSA	DAVOOD	I.R. Iran Civil Aviation Authority
Mr.	SAMUSODZA	CLEOPHAS	SASO
Mr.	Seck	Maury	Airbus
Ms.	Sem	Toska	Namibia Civil Aviation Authority
Mr.	SEMENYA	Edem Koudjo	Agence nationale de l'aviation civile du Togo
Ms.	SHALWA	LYNETTE	Kenya Civil Aviation Authority
Mr.	SHAMBA	Shaby	Civil Aviation Authority
Ms.	Shelia	Bernice	
Mr.	Tavarez	Rene	ICAO
Dr.	Tiffa Baio	Moses	Sierra Leone CAA
Ms.	Tufano-Eche	Mary	NCAA
Mr.	Udofia	Ini-Abasi	Nigeria Civil Aviation Authority
Mr.	Urassa	Heriel	Student
Ms.	Vachon	Nancy	Boeing International Corporation
Mr.	Valentine	Andrew	PASO
Ms.	WANJIRU	KEREN	Aero Instrument Service Ltd
Mr.	Wanjohi	JAMES	DISR
Mr.	Zwegers	David	Boeing
Mr.	Nyambaka	JOEL	Kenya Civil Aviation Authority