



ICAO

**COMPREHENSIVE REGIONAL IMPLEMENTATION PLAN FOR
AVIATION SAFETY IN AFRICA (AFI PLAN)**

TWENTY-FIFTH AFI PLAN STEERING COMMITTEE MEETING

Agenda Item 4: Review and approval of the Recommendations of the RSOO Study and the proposed Strategy and Roadmap

(Presented by the Secretariat)

SUMMARY	
This discussion paper presents the Strategic Plan and Implementation Roadmap for the strengthening of Regional Safety Oversight Organizations (RSOOs) in the Africa - Indian Ocean (AFI) Region.	
Action by the Meeting is at Paragraph 3	
<i>Strategic Objectives</i>	This Discussion paper relates to the Safety and Air Navigation Capacity and Efficiency Strategic Objectives
<i>References</i>	Doc 9734, Safety Oversight Manual, Part B - The Establishment and Management of a Regional Safety Oversight Organization Doc 9946, Manual on Regional Accident and Incident Investigation Organization Doc 10004, Global Aviation Safety Plan (GASP) Doc 10140, Assembly Resolutions in Force (as of 4 October 2019) Doc 10160, High-level Conference on COVID-19 Report (Montréal, 12 to 22 October 2021) Ezulwini Declaration on Regional Safety Oversight Organizations in Africa, (Ezulwini, Kingdom of Eswatini (Swaziland), 24 March 2017)

1. INTRODUCTION

1.1 Among others, the GASP goals are aimed at strengthening States safety oversight capabilities, through various mechanisms. These include the use of Regional Safety Oversight and Regional Accident Investigation Organizations (RSOOs/RAIOs) as well as another State or other safety oversight organization's ICAO-recognized functions.

1.2 The High-Level Conference on COVID-19 (HLCC 2021) held from 12 to 22 October 2021, highlighted the importance of regional cooperation to assist States in implementing their safety oversight obligations and underscored the role played by regional cooperation mechanisms. The

HLCC recommended States to consider the use of RSOOs to enhance their regulatory capacities and emphasized the need to strengthen RSOOs, RAIOS and other regional cooperation mechanisms by providing them with the necessary resources to ensure their sustainability.

1.3 In March 2017, ICAO and the European Aviation Safety Agency (EASA) jointly held a Forum on Regional Safety Oversight Organizations (RSOOs) for Global Aviation Safety, in Ezulwini, Eswatini. The RSOO Forum adopted a Global Strategy and Action Plan for the improvement of RSOOs and the establishment of a global system for the provision of safety oversight. In addition, the African Ministers in charge of Civil Aviation through the Ezulwini Ministerial Declaration on Regional Safety Oversight Organizations in Africa, consented to the development of a Strategic Plan and Roadmap for Strengthening AFI RSOOs and requested ICAO through the AFI Plan and in collaboration with the African Civil Aviation Commission (AFCAC) and partners, to coordinate the funding of development and implementation of the Strategic Plan.

2. DISCUSSION

2.1 In line with the Ministerial Declaration and subsequent decisions of the AFI Plan SC meetings, the Secretariat of the AFI Plan initiated a study for the strengthening of RSOOs in the AFI region. The key purpose of the study was to identify actions necessary for ensuring the effectiveness, efficiency and sustainability of the RSOOs and develop a Strategic Plan and Roadmap for implementation.

2.2 The RSOO study evaluated the impact of AFI RSOOs in improving the safety oversight standards of States and their effectiveness and efficiency. It covered and considered establishment and membership of the RSOOs, funding arrangements, autonomy and independences, technical capacity and qualification of technical personnel, delegation of functions and activities, and cooperation and collaboration in safety oversight and accident investigation.

2.3 A Workshop was organized virtually by the ICAO Regional Offices to provide States and Organizations with the opportunity to review and provide feedback on the outcome of the Study, with the aims to enhance its quality and related strategies presented. Participants from States, RSOOs, African Union (AU), African Civil Aviation Commission (AFCAC), Regional Economic Communities (RECs), Partner States, Industry, Financial institutions, academia, ICAO Council members and the Secretariat attended the workshop.

2.4 Considering outcomes of the SWOT analysis carried out in the study to enhance and consolidate identified strengths; overcome weaknesses; exploit opportunities; and mitigate threats for effectiveness, sustainability and maximize the positive impact and performance of the RSOOs of the AFI Region, the following strategic objectives are incorporated in the strategic plan:

1. Establish an adequate and sustainable RSOO funding mechanism on a regional or individual State basis.
2. Build competence and capacity of RSOOs, in line with their mandates, functions and activities based on shared human resources and complementarity on regional basis.
3. States individually delegate through MOUs and in accordance with their own needs, and competences and mandates of the RSOOs, the required functions and activities.
4. Increase the operational effectiveness and impact of RSOOs on the safety oversight standards of states.
5. Harmonize safety oversight regulatory material on RSOO and region wide basis.
6. Promote reconfiguration and optimization of the number and size of RSOOs to minimize

overlapping memberships, duplication of functions, and wastage, and improve efficiency.

7. Establish strong cooperation and collaboration amongst different parties and partners, Coordination with other safety oversight programmes and projects in the AFI Region.

2.5 The above strategic objectives and associated implementation actions as described in the RSOO Strategic Plan are aimed at strengthening the establishment and operation of AFI RSOOs to ensure:

- **Efficiency** in the use of human and financial resources and avoiding duplication and wastage through overlapping memberships etc.
- **Effectiveness** in contributing to improving the EI levels of member States based on the competences and strengths of the mandates of RSOOs and commitment of states.
- **Sustainability** and long-term viability as a result of adequate and stable funding, competent human capacity and ability to deal with emerging issues; and
- **Relevance** in terms of responsiveness and strategic orientation towards the needs and expectations of member States.

2.6 The Strategic Plan and Roadmap for implementation are in Appendix 1 to the DP.

3. ACTION BY THE MEETING

3.1 The Steering Committee is invited to:

- a) Note the completion of the AFI RSOO Study in accordance with the 2017 Ezulwini Ministerial Declaration, and its validation with States and stakeholders;
- b) Review the recommended AFI RSOOs Strategic Plan and associated Implementation Roadmap submitted to African Ministers responsible for Civil Aviation for their consideration; and
- c) Accordingly request ICAO, in coordination with the AUC, AFCAC and Partners to:
 - organize a High-level Forum to secure continental endorsement of the AFI RSOOs Strategic Plan and associated Implementation Roadmap, facilitate effective implementation and enhance efficiency and sustainability of the safety oversight system in Africa in line with the Global Aviation Safety Oversight System (GASOS) and HLCC 2021 discussions on the importance of regional cooperation to assist States in implementing their safety obligations and strengthening RSOOs and RAIOS
 - coordinate the implementation and establishment of a framework to continuously monitor and track progress of planned activities and tasks, as well as regularly evaluate the timelines, and results; and
 - advocate and seek for financial and in-kind resources to support the implementation of the AFI RSOOs Strategic Plan and associated Roadmap.

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