



INTERNATIONAL CIVIL AVIATION ORGANIZATION

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

Centurion, South Africa, 3-4 December 2025

Agenda Item 1: Implementation of the Decision and recommendations of the First AFI Plans SC Meeting and 2025 work programme

Review and Consideration of the AFI RSOO Strategic Plan and Roadmap

(Presented by the Secretariat)

SUMMARY	
<p>This working paper presents the AFI-RSOO Strategy and Roadmap for the consideration of the AFI Plans Steering Committee. The strategy, request by the 2017 Ezulwini Ministerial Declaration on Regional Safety Oversight Organizations in Africa, aims to strengthen Regional Safety Oversight Organizations across the continent by enhancing their effectiveness, efficiency, and sustainability.</p> <p>Actions by the Meeting are proposed in paragraph 3 of this working paper.</p>	
REFERENCE(S)	<ul style="list-style-type: none"> - 2017 Ezulwini Ministerial Declaration on Regional Safety Oversight Organizations in Africa - Report on the Second Forum of the ICAO/EASA Regional Safety Oversight Organisations (RSOOs) for Global Aviation Safety (2023) - Decision of the Validation Workshop of the Follow-up Study for the Development and Implementation of a Strategic Plan for Supporting and Strengthening RSOOs/RAIO in the AFI Region (2025) - AFI Plan programme document
Strategic Objective(s)	Safety

1. INTRODUCTION

- 1.1. The 2017 Ezulwini Ministerial Declaration on Regional Safety Oversight Organizations (RSOOs) in Africa requested the development of a Strategic Plan and Roadmap for their strengthening. The study conducted to identify actions required to improve the effectiveness, efficiency, and sustainability of RSOOs and resulted in a proposed Strategic Plan and Roadmap.
- 1.2. The Second ICAO/EASA Global Forum on RSOOs for Global Aviation Safety, held from 10 to 12 October 2023 in Nairobi, Kenya, recommended that the AFI Plan review and update the AFI

RSOOs/RAIO Strategic Plan and Roadmap, with particular emphasis on funding mechanisms and the optimal number and size of RSOOs and RAIO.

- 1.3. A Follow-up Study to support this review was conducted with the support of the European Union Aviation Safety Agency (EASA) and validated during a workshop held in Kampala, Uganda, from 28 to 30 April 2025. The workshop established a special task force to evaluate the study's recommendations and update the roadmap for implementing the AFI RSOO Strategic Plan. This roadmap uses a three-phase approach (consolidation, maturation, and optimization) with a timeframe extended to 2035.

2. DISCUSSION

- 2.1. The 2017 Ezulwini Ministerial Declaration called for a dedicated study to support and strengthen AFI RSOOs. The Study incorporated the results of the global RSOO evaluation conducted by ICAO in 2017 and the Global System for the Provision of Safety Oversight that is being established.
- 2.2. The study identified actions required to establish effective and sustainable RSOOs in the AFI region, while considering efficiency, effectiveness, sustainability and relevance criteria. While the Study produced a strategic plan and roadmap, implementation proved challenging due to the lack of clear guidance on the structure, funding and delegation of functions for RSOOs and RAIO.
- 2.3. The initial strategy and roadmap were presented to States and partners during a virtual validation workshop in November 2021. The outcomes and recommendations of this workshop were submitted to the 25th AFI Plan Steering Committee meeting, which concluded that ICAO, in collaboration with the AUC, AFCAC, EASA and other key partners, convene a high-level forum to advance a continental common understanding and synergy on the implementation of the AFI RSOOs Strategic Plan.
- 2.4. The Second ICAO/EASA Global Forum on Regional Safety Oversight Organizations for Global Aviation Safety held from 10 to 12 October 2023 in Nairobi, reiterated the need to update the AFI RSOOs/RAIO Strategic Plan and Roadmap (by the AFI Plan) with particular emphasis on the funding mechanisms and the optimal configuration of RSOOs and RAIO.
- 2.5. This follow-up study revised the strategy and provided an updated roadmap aimed at improving the reliability, efficiency and sustainability of AFI RSOOs, including strengthening the capacity for investigating accidents and incidents in the AFI region. The validation workshop held from 28 to 30 April 2025 in Kampala, Uganda, endorsed the follow up study and established a special task force to refine the roadmap until 2035, with a three-step approach - consolidation, maturation and optimization.
- 2.6. The established task force updated the roadmap and submitted it to the ICAO Secretariat for review. A virtual meeting held on 15 October 2025 completed the review process. This roadmap was subsequently presented to the first Africa-Indian Ocean Aviation System Planning and Implementation Group (AASPG) meeting for information.

2.7. The AFI RSOO Strategic Plan available at <https://www2023.icao.int/safety/afiplan/Pages/Plan.aspx> and the associated roadmap appended to this working paper as attachment A, are hereby presented to this meeting for review and consideration.

3. ACTION BY THE MEETING

The meeting is invited to:

- 3.1. Note the information provided in the working paper.
- 3.2. Consider the AFI RSOO Strategic Plan and its roadmap for implementation.
- 3.3. Encourage donors and partners to support the implementation of the AFI RSOO Strategic Plan.
- 3.4. Request AFCAC to submit the AFI RSOO Strategic Plan and its Roadmap to the Specialized Technical Committee (STC) of the African Union for consideration.