



# ICAO

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

### *TWENTY-SIXTH AFI PLAN STEERING COMMITTEE MEETING*

#### **Agenda Item 4: - Outcomes of the AFI RSOO Study – Way forward**

*(Presented by AFI Plan Secretariat)*

#### **EXECUTIVE SUMMARY**

This paper presents the draft Strategic Plan and Implementation Roadmap for the strengthening of Regional Safety Oversight Organizations (RSOOs) in the Africa - Indian Ocean (AFI) Region for the consideration of the AFI Plan Steering Committee.

*Action required by the meeting is indicated in paragraph 3*

## **1. INTRODUCTION**

1.1 In line with the 2017 Ezulwini Declaration African Ministers responsible for aviation consented to the development of a Strategic Plan and Roadmap for strengthening Regional Safety Oversight Organizations (RSOOs) in Africa. Accordingly, a study was conducted, and a strategy developed under the AFI Plan framework. The proposed strategy and roadmap were presented to States and partners during a validation workshop in November 2021, which outcomes and recommendations have been submitted to the 25th meeting of the AFI Plan Steering Committee. The Steering Committee reviewed the study and deliberated the following:

- a) ICAO in collaboration with the AUC, AFCAC, EASA and other key Partners to organize a High-level Forum as a follow up of the Ezulwini Declaration of March 2017 to establish a continental common understanding and synergy on the implementation of the AFI RSOOs Strategic Plan; and
- b) present the reviewed AFI RSOOs study recommendations, Strategic Plan and Implementation Roadmap including the outcomes of the High-level forum, to African Ministers responsible for Civil Aviation for their consideration.

1.2 The report of the ICAO AFI Plan study and the proposed Strategic Plan and roadmap have been forwarded by the Secretariat of the AFI Plan to the African Ministers in charge of civil aviation on 26 April 2022 for their consideration; and to ensure political and technical commitment for the optimization of RSOOs in Africa.

1.3 The outcomes of the AFI RSOO Study will be presented at the second RSOO Forum to be held in October 2023, in Nairobi, Kenya for detailed discussions on the proposed options, including those related to the RSOOs/RAIO structure, funding, and delegation of functions.

## **2. DISCUSSIONS**

2.1 The proposed Strategic Plan for AFI RSOOs and its associated roadmap identify necessary actions for ensuring their operational efficiency, effectiveness, sustainability, and relevance. However, two main concerns related to the funding and configuration of the AFI RSOOs have been identified as a risk that could impede the implementation of the AFI RSOO strategic plan. The Strategic Plan and Roadmap for implementation are attached as Appendix 1 to the Working Paper.

2.2 The existing AFI RSOOs lack of adequate and sustainable funding. They rely mostly on external sources in the form of direct contributions from Member States, community organizations, and grants from partners and donors. The RSOO study provided four possible scenarios and options for strengthening of the financial sustainability of AFI RSOOs. Consideration may be given to the adoption of one or, preferably, a combination of these sources; applied on regional or individual State basis. It is worth noting that for any funding option to be viable and sustainable, it should be simple, equitable and where suitable, applicable on a regional basis. (*Cf. AFI Plan RSOO Study – Table 2: Summary Evaluation of Sustainable Funding Options for AFI RSOOs*).

2.3 The existing AFI RSOOs (six) and one RAIO, together, cover forty-three (43) States with sizes ranging from six (6) to seventeen (17) States per RSOO with six (6) AFI States that do not formally belong to a RSOO. A noteworthy characteristic of these organizations is the overlapping and duplication of membership, i.e., States belonging to more than one RSOO. To streamline and optimize the number of RSOOs and RAIO in the AFI region the study developed different options to be considered as well as funding and capacity building measures proposed for their strengthening and sustainability. (*Cf. AFI Plan RSOO Study - Table 3: Summary Assessment of proposed Configuration options for AFI RSOOs/RAIOs*).

2.4 Consultation with EASA is progressing to conduct a follow up study through the EU-ASA project. The follow-up study will intend to focus for an in-depth analysis of the different options with the objective to narrow down the choices to facilitate the decision-makers final adoption of the AFI RSOO Strategic plan prior to subsequent endorsement by the Ministers responsible for civil aviation in Africa and their recommendations towards the implementation of the strategic plan and its associated roadmap. to this effect the TORs of the follow-up study is being drafted to be finalized in the fourth quarter of 2023.

## **3. ACTION BY THE MEETING**

3.1 The Steering Committee is invited to:

- a) provide guidance on RSOO configuration and sustainable funding options; and
- b) Encourage the proposed follow up feasibility study with EASA
- c) encourage States to align their strategies for the better use of RSOOs.



ICAO

**INTERNATIONAL CIVIL AVIATION ORGANIZATION**

**STRATEGIC PLAN AND IMPLEMENTATION ROADMAP FOR THE  
STRENGTHENING OF REGIONAL SAFETY OVERSIGHT  
ORGANIZATIONS (RSOOs) IN THE AFI REGION**

March 2022

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## 1. INTRODUCTION

- 1.1. Over the years, global air transport has witnessed significant growth in terms of traffic, airport infrastructure and air navigation capacity and standards, hence providing critical support to international Tourism, other related sectors, and national development in general. The sustainability of such growth and progress relies, amongst other things, on safety of the aviation system globally and at individual State level. Under the Convention on International Civil Aviation, States have obligations regarding implementation of its provisions and Annexes, including the ensuring of effective aviation safety oversight - a global priority and one of the Strategic Objectives of the International Civil Aviation Organization (ICAO) and goals of the Global Aviation Safety Plan (GASP).
- 1.2. Recognizing the challenges states may face in seeking to fulfill their obligation to implement International Standards and Recommended Practices (SARPs) and procedures individually and given the associated advantages, the Chicago Convention calls for collaboration in securing the highest practicable degree of uniformity in regulations, standards, procedures, and organization in order to facilitate and improve air navigation.
- 1.3. Thus, Cooperative Development of Operational Safety and Continuing Airworthiness Programmes (COSCAPs), Regional Safety Oversight Organizations (RSOOs), Regional Accident and Incident Investigation Organizations (RAIOs), have become a growing reality in the pursuit of harmonious, effective SARPs implementation. These safety organizations play a critical role in assisting their member States meet their obligations and mandate in this respect. Through collaborative sharing and pooling of resources, they provide a platform for harmonization of regulations and guidance material to facilitate uniform compliance with requirements, application of capabilities and processes to address deficiencies, with the primary aim of improving the overall aviation safety standards of their member States.
- 1.4. With the support of ICAO and international partners the process of establishing Regional Safety Oversight Organizations in the AFI region started with the creation of sub-regional COSCAPs in 2003, and has progressed over the years; giving rise to a total of six RSOOs (AAMAC, ACSA-AC, BAGASOO, CASSOA, SASO and URSAC) and one RAIO (BAGAIA). All of these organizations however, face challenges of insufficient funding, inadequate technical personnel, lack of commitment and delegation of functions from States, underutilization, and duplication of efforts and resources. This has affected their sustainability, effectiveness and efficiency.
- 1.5. Under ICAO leadership, various steps have been taken and initiatives ranging from the development of guidance material; establishment of the GASOS, RSOO CP and RAIO CP, put in place to facilitate and support the establishment and effective operation of RSOOs worldwide. The need to take advantage of these resources and programmes at regional level and align regional actions with global thinking is a key success factor for RSOOs and effective implementation of aviation safety oversight in the AFI region.

## **2. CONTEXT / BACKGROUND**

- 2.1. In March 2017, the International Civil Aviation Organization (ICAO) and the European Aviation Safety Agency (EASA) jointly held a Forum on Regional Safety Oversight Organizations for Global Aviation Safety, in Ezulwini, Eswatini (Swaziland). 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.
- 2.2. In specific terms, the global strategy was aimed at the improvement and strengthening of the capacity of RSOOs to carry out safety oversight functions and actively contribute to ICAO programmes and activities on a worldwide basis; the implementation of a global aviation safety oversight system (GASOS); and establishment of an RSOO Cooperative Platform.
- 2.3. On the occasion of the Forum, African Ministers responsible for Civil Aviation met on 24 March 2017 and adopted the Ezulwini Ministerial Declaration on Regional Safety Oversight Organizations (RSOOs) in Africa, which endorsed the outcome of the Forum. In line with this Declaration, the AFI Comprehensive Implementation Plan for Aviation Safety in Africa (AFI Plan) conducted, between July and September 2021, a study for the strengthening of RSOOs in the AFI region. The purpose of the study was to identify the actions necessary for ensuring the effectiveness, efficiency and sustainability of the RSOOs and develop a Strategic Plan and Roadmap for implementation.
- 2.4. The AFI RSOO strategic plan derives from analyses of the status and challenges of RSOOs in the region, and is based upon relevant conclusions and recommendations drawn from the said study. The plan is for implementation over a three-year period (Jan 2022 – Dec 2024) following adoption through the AFI Plan and AFCAC (the African Civil Aviation Commission) organs and subsequent endorsement by the Ministers responsible for civil aviation in Africa.

## **3. AFI RSOOs – ISSUES AND CHALLENGES**

- 3.1. Lack of autonomy for Civil Aviation Authorities; inadequate qualified personnel; low level of aviation activity; and insufficient and unsustainable financing have precluded most AFI States from effectively fulfilling their safety oversight obligations on individual basis. Hence, the creation and pooling of resources and expertise under Regional Safety Oversight Organizations in the pursuit of harmonious effective implementation of ICAO SARPs.
- 3.2. The RSOOs and RAIO established in the AFI Region through several initiatives supported by ICAO / AFI Plan have taken various forms and are at different stages of development and operationalization. However, the degree of success and impact of these organizations on improvement of State safety oversight systems is yet to be sufficiently demonstrated and has been a source of concern.
- 3.3. The major challenges AFI RSOOs have been known to face include insufficient qualified personnel, inadequate sustainable financial resources, and lack of adequate mandates and frameworks that allow full exercise of their mandates or the delegation of functions by States. Furthermore, the phenomena of multiple memberships and duplication of functions between States and RSOOs, does not allow States to

derive the cost-effectiveness envisaged from their membership of such organizations. The sustainability and effectiveness of these organizations are thus severely threatened.

3.4. The general objective of the AFI RSOO study and strategic plan is therefore to identify and map out the key actions necessary for ensuring effective and sustainable implementation and operation of RSOOs in the region. In this regard, the Strategic Plan determines and includes the way forward on:

- Financial sustainability and feasibility of a joint/common funding mechanism
- Competence/capacity building requirements and sharing of human resources
- Delegation of tasks/mandate by States
- Operational effectiveness
- Harmonization of safety oversight regulatory material and documents
- The optimum number, size and configuration of RSOOs
- Coordination with other safety oversight programmes and projects in the AFI Region

#### **4. AFI RSOO STUDY – OVERVIEW, CONCLUSIONS AND RECOMMENDATIONS**

4.1. The RSOO study evaluated the impact of AFI RSOOs on improvement of 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 qualified personnel, delegation of functions and activities, and cooperation and collaboration in the area of safety oversight and accident investigation. In terms of resilience to emerging threats, the adverse impact of COVID-19 on the aviation sector, including RSOOs, has provided useful lessons.

##### **Establishment and operational status**

4.2. About 80% of African States belong to an RSOO, and seventeen (over 30%) in fact belong to more than one. Most of these organizations however, face challenges of insufficient funding, inadequate technical personnel, lack of commitment and delegation of functions from States, underutilization, and duplication of efforts and resources. This has affected their sustainability, effectiveness and efficiency.

4.3. All AFI RSOOs have binding international agreements in place. Some of these agreements are however, deficient in detail on the precise objectives and functions of the organizations as well as the expectations of States. In general, the commitment of member States to their RSOO(s) is considered low or moderate. It is important that the legal instruments are reviewed to ensure that they adequately serve as appropriate regional frameworks. Additional MOUs between the RSOOs and their members tailored to the needs and expectations of individual States will clarify in detail, the precise nature of services, expectations and quality control aspects.

4.4. Four of the AFI RSOOs are specialized institutions of Regional Economic Communities. Such association with RECs has advantages arising from the mandate and decision-making powers of these bodies; their mission of regional cooperation and integration; their network of partnerships; and resource mobilization capacity. RSOOs should continue to leverage on these strengths.

### **Sustainable funding**

- 4.5. Most of the AFI RSOOs are financed directly through State contributions and the funds for this purpose are usually insufficient and not readily available. Adoption of one or a combination of sustainable means of funding such as an air safety charge, airport and air navigation fees, RSOO service fees, government funding and community levy is to be considered for implementation on regional or individual State basis. Annex 1 provides an evaluation and assessment of these various funding options

### **Human Resources and staffing**

- 4.6. Because of inadequate funding, AFI RSOOs have difficulty in recruiting, training and retaining qualified technical personnel in the required numbers. As a way forward, RSOOs and individual States should conduct Staff needs assessments; determine the minimum full time technical staff requirements (depending on the level of delegation and services provided); and encourage sharing of human resources from States in / outside the RSOO, with support from a strengthened and enhanced AFI Cooperative Inspectorate Scheme (CIS).
- 4.7. A minimum staff strength of one or two experts per area could be maintained full-time within the RSOOs and the rest of the capacity requirements addressed through the established pool and in coordination with member States.

### **Delegation of Safety Oversight Functions and Activities**

- 4.8. Strong State commitment and willingness to delegate functions to the RSOOs are paramount. However currently, all AFI RSOOs / RAIO are providing the Level 1 advisory services, and in addition, some are also performing Level 2 operational assistance functions. None is empowered or mandated for the Level 3 functions of actual deliverance of certificates and licenses on behalf of States. All AFI RSOO are to be encouraged and assisted to provide advisory services and operational assistance functions, at the minimum.

### **Autonomy & Independence**

- 4.9. The need for civil aviation entities established by States to be autonomous and independent and provided with adequate and sustainable source of funding to enable them carry out their functions effectively applies to RSOOs as well.
- 4.10. The key challenge to AFI RSOO's autonomy and independence relates to availability of adequate and sustainable funding in a timely manner. The financing of these organizations is being driven by the States, their governing bodies, and the regional economic organizations they are associated with. Although there is value in RSOOs continuing to leverage on States and parent RECs for mobilization of resources, an effective means of minimizing bureaucratic red-tape and strengthening commitment of States should be explored.
- 4.11. The legal instruments for the establishment of an RSOO should therefore grant such autonomy and in addition, define the sustainable means of funding. The RSOO agreement should also clearly stipulate the functions of the governing body, and ensure that there is enough room for the executive and technical



functions of the RSOO to be independent. A review of the legal agreements to ascertain adequate financial autonomy and independence and stronger State commitment may therefore be necessary.

### **Cooperation & Collaboration**

- 4.12. RSOOs are established as a viable means of improving safety oversight systems of States through joint collaborative efforts. At the primary level, cooperation and collaboration amongst the States that constitute the RSOO, individual commitment of all States to the partnership, and mutual support and complementarity of strengths are key to success and uniform progress. It is important in this regard that all States have room and are encouraged to take a more active role in participating and supporting their RSOO in order to strengthen their own safety oversight effective implementation.
- 4.13. A number of AFI RSOOs have concluded MOUs which open doors for collaboration with other RSOOs in the region, whilst certain RSOOs have reached out and are collaborating with non-member States in the Region. In addition, various international organizations, financing institutions and partner States are involved in different programmes, projects, initiatives and activities to support aviation development and specifically safety oversight enhancement, directly with individual States as well as through regional organizations and bodies such as RECs and RSOOs.

### **Size, Number and Configuration of AFI RSOOs**

- 4.14. In terms of size and number of members, the six AFI RSOOs and one RAIO, range from six to 17 States per RSOO. Twenty-six of these States belong to just one organization, whilst 17 have dual membership. States should have flexibility to choose and combine functions and services from different RSOOs according to their needs and capacity of the RSOOs. However, when a State decides to join an RSOO, there should be clear non-conflicting delegation of functions. And unless outweighed by other advantages, the multiple membership of RSOOs should be discouraged and minimized. The need for critical mass of aviation activity and economies of scale would tend to support the idea of larger and fewer entities in the region for greater efficiency and sustainability. In this respect, Annex 2 provides an assessment and evaluation of various proposed options.

### **Effectiveness and impact on safety oversight**

- 4.15. Although the region has seen some significant improvement in the average safety oversight effective implementation levels, these improvements still fall short in many areas and aspects compared to global averages. For greater progress, more effectiveness and impact, development of strategic plans and inclusion of GASP and AFI safety regional targets in strategic objectives of AFI RSOOs with clear goals, KPIs and annual targets should be encouraged in order to focus RSOOs more on improvement of safety oversight EI of States.

## **5. STRATEGIC OBJECTIVES**

- 5.1. The following strategic objectives and associated implementation actions 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.

5.2. The strategic objectives below take into account outcomes of the SWOT analysis carried out in the study and which are incorporated in the strategic plan 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 organizations.

**Objective 1:** Establish an adequate and sustainable RSOO funding mechanism on a regional or individual state basis.

**Objective 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.

**Objective 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.

**Objective 4:** Increase the operational effectiveness and impact of RSOOs on the safety oversight standards of states.

**Objective 5:** Harmonize safety oversight regulatory material on RSOO and region wide basis.

**Objective 6:** Promote reconfiguration and optimization of the number and size of RSOOs to minimize overlapping memberships, duplication of functions, and wastage, and improve efficiency.

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

## 6. MONITORING & EVALUATION

6.1. The successful implementation of the 3-year strategic plan requires a proper framework to continuously monitor and track progress of planned activities and tasks, as well as regularly evaluate the timelines, and results. The roadmap therefore includes Key performance indicators (KPIs) that set out the most crucial parameters for measuring and determining the success of the plan. These KPIs are linked to the strategic objectives and tasks, and must be clearly communicated to stakeholders, and require a framework for reliable and consistent collection and reporting of data on the relevant parameters.

6.2. AFCAC in collaboration with the AFI Plan shall be responsible for coordinating implementation of the strategic plan and roadmap; supported by States, RSOOs, international partners and financing institutions. For oversight, progress reports shall be provided on biannual basis to the AFI Plan Steering Committee and AFCAC organs, and annually to REC statutory bodies, Ministers responsible for aviation in Africa, and the African Union. A mid-term review will be conducted halfway through the life of the project.

## 7. PROPOSED ROADMAP & IMPLEMENTATION PLAN FOR THE STRENGTHENING OF AFI RSOOs

Note: Under responsibility, \* indicates the Principal lead entity that drives the implementation process for the task concerned in coordination and with the inputs of the rest.

STRATEGIC OBJECTIVE	CRITERIA TO BE MET	ACTIVITY	KPIs	IMPLEMENTATION RESPONSIBILITY		PERIOD
				LEAD ENTITIES	SUPPORT ENTITIES	
<b>Objective 1:</b> <b>Sustainable RSOO funding mechanism</b>	Efficiency; Sustainability	Develop and implement a sustainable RSOO funding mechanism based on proposed options for application on individual RSOO or regional basis: <ul style="list-style-type: none"> <li>▪ Consultations</li> <li>▪ Establishment/operation</li> </ul>	<ul style="list-style-type: none"> <li>▪ % of RSOOs that reached decision on sustainable funding</li> <li>▪ N° of funding mechanisms established</li> </ul>	*States RSOOs RECs	AFCAC ICAO Partners Stakeholders	Jan – June 2022
		<ul style="list-style-type: none"> <li>▪ Establish a <i>Joint collection of charges scheme</i> for the funding of RSOOs.</li> </ul>	<ul style="list-style-type: none"> <li>▪ % of RSOOs that reached decision on joint collection</li> </ul>			July'22 – Dec'23
		<ul style="list-style-type: none"> <li>▪ Review aviation charges and fees on a region wide basis in line with ICAO policies and principles</li> </ul>	Adequacy and compliance of charges with ICAO principles			Jan – June 2023
		<ul style="list-style-type: none"> <li>▪ All RSOOs to develop new Business Plans or review any existing ones.</li> </ul>	N° of RSOO with new or revised BPs			July – Dec 2022
						Apr – June 2022
<b>Objective 2:</b> <b>Human resources capacity and staffing</b>	Efficiency; Effectiveness; Relevance	<ul style="list-style-type: none"> <li>▪ Technical safety staff needs assessments by States and RSOOs</li> </ul>	% of States and RSOOs that complete assessment	*States RSOOs	AFCAC ICAO, RECs Partners Stakeholders	Jul – Sept 2022
		<ul style="list-style-type: none"> <li>▪ Recruitment and retention of qualified personnel and optimum staffing level.</li> </ul>	% of States and RSOOs with required minimum qualified staff			Oct'22 – Dec'24

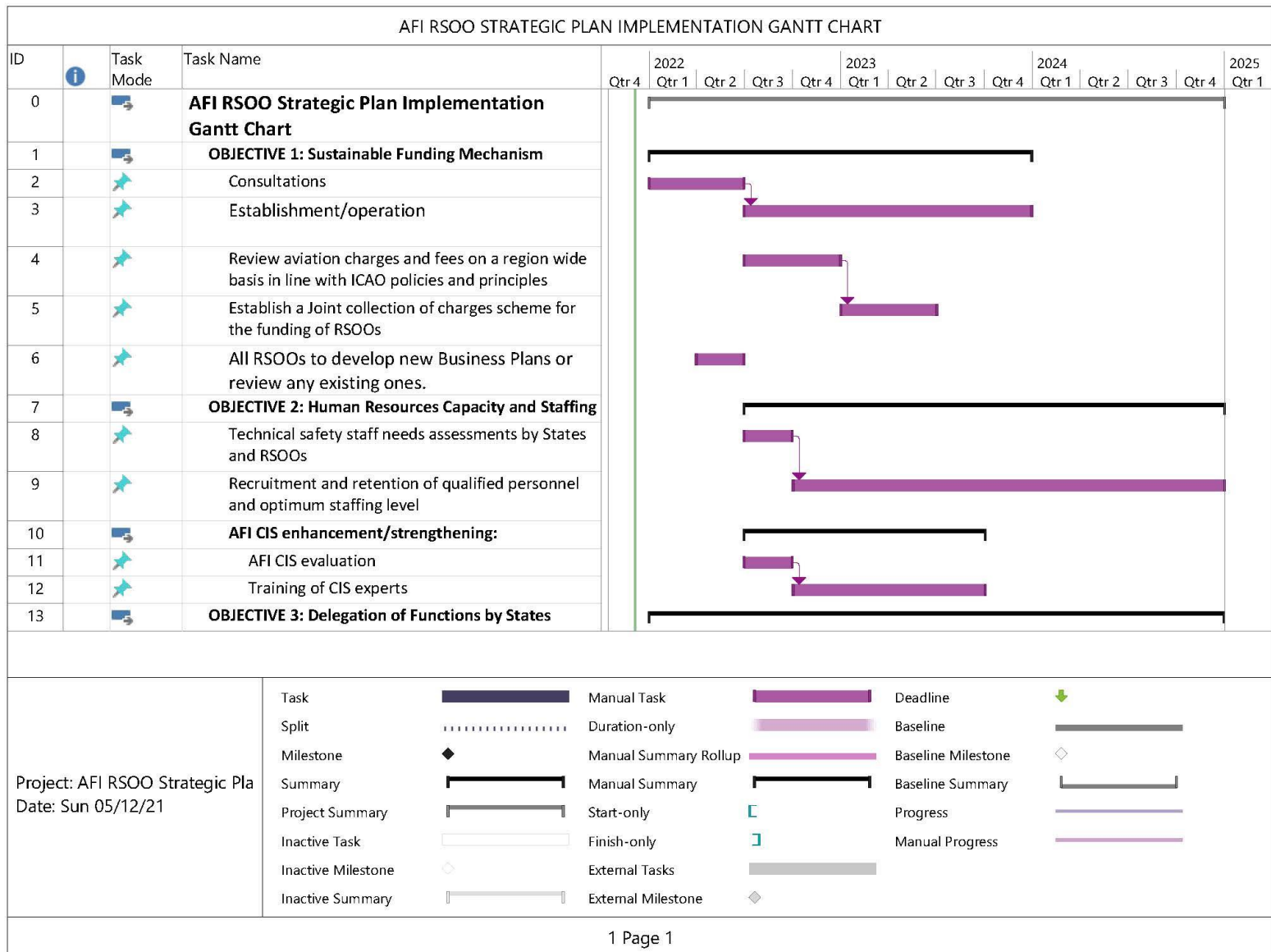
STRATEGIC OBJECTIVE	CRITERIA TO BE MET	ACTIVITY	KPIs	IMPLEMENTATION RESPONSIBILITY		PERIOD
				LEAD ENTITIES	SUPPORT ENTITIES	
		AFI CIS enhancement/strengthening:	Timely completion of evaluation	*AFCAC ICAO	States, RSOOs Partners Stakeholders	Jul – Sept 2022
		<ul style="list-style-type: none"> <li>▪ AFI CIS evaluation</li> <li>▪ Training of CIS experts.</li> </ul>	% of required CIS staff appropriately trained			Jan – Dec 2023
<b>Objective 3:</b> <b>Delegation of functions by States</b>	Efficiency; Effectiveness; Relevance.	Review of national and regional legal frameworks by States and RSOOs	% of States and RSOO that reviewed legal frameworks	*RSOOs States	AFCAC ICAO, RECs Partners Stakeholders	Jan'22 – Dec'23
		RSOOs/RAIOs undergo GASOS assessment for functions they perform for States.	% of RSOOs that undergo GASOS assessment	RSOOs		Jan – Dec 2024
		All States conclude Agreements / MOUs for the delegation of Levels 1 & 2 functions	% of states that conclude MOUs with their RSOOs	States *RSOOs		Jan 2022 Apr – Dec 2022
<b>Objective 4:</b> <b>Operational effectiveness and impact.</b>	Effectiveness; Relevance	<ul style="list-style-type: none"> <li>▪ RSOOs review legal instruments</li> <li>▪ States implement accompanying national legal measures.</li> </ul>	<ul style="list-style-type: none"> <li>▪ % of RSOOs that reviewed legal instrument</li> <li>▪ % of States that implement required national legal measures</li> </ul>	RSOOs States	RECs, AFCAC, ICAO Partners, Stakeholders	Jan'22 – Dec'23 Jan'23 – Dec'24
		RSOOs develop Strategic Plans with global and regional safety targets/benchmarks.	<ul style="list-style-type: none"> <li>▪ % of RSOOs with new / revised strategic plans</li> </ul>	RSOOs		States, AFCAC, ICAO Partners, Stakeholders
		Develop Contingency/Business Continuity Plans for RSOO resilience/sustainability.	% of RSOOs with appropriate	RSOOs	States, AFCAC, ICAO Partners,	Oct – Dec 2022

STRATEGIC OBJECTIVE	CRITERIA TO BE MET	ACTIVITY	KPIs	IMPLEMENTATION RESPONSIBILITY		PERIOD
				LEAD ENTITIES	SUPPORT ENTITIES	
			contingency plan / BCP		Stakeholders	
		Continued support of RSOO CP and ICAO ROs to AFI RSOOs.	N° of RSOOs receiving ICAO/RO assistance	RSOOs	States, AFCAC, ICAO Partners, Stakeholders	Jan'22 – Dec'24
		<ul style="list-style-type: none"> <li>▪ Continuous improvement of guidance material by ICAO.</li> <li>▪ AFI RSOOs/RAIOs to use available guidance to resolve identified deficiencies.</li> </ul>	<ul style="list-style-type: none"> <li>▪ At least one review / updating of RSOO material during planned period</li> <li>▪ % of deficiencies identified in assessments resolved by RSOOs</li> </ul>	ICAO RSOOs	States, AFCAC, ICAO Partners, Stakeholders	Jan'22 – Dec'24 Jan'23 – Dec'24
<b>Objective 5: Harmonization of safety oversight regulatory material</b>	Efficiency; Effectiveness; Relevance	Harmonization of safety regulations: <ul style="list-style-type: none"> <li>▪ within RSOO regions</li> <li>▪ Throughout the region.</li> </ul>	<ul style="list-style-type: none"> <li>▪ N° of RSOOs that have harmonized regulations</li> <li>▪ Timely attainment of region wide harmonization</li> </ul>	States *RSOOs,	RECs, AFCAC, ICAO Partners, Stakeholders	Jan'22 – Dec'23 Jan'23 – Dec'24
<b>Objective 6: Optimization of number &amp; size of RSOOs</b>	Efficiency	Encourage non-duplication of RSOO membership and ensure distinction of services where duplication exists.	% of states with multiple RSOO membership that have separated functions	States *RSOOs RECs	AFCAC, ICAO Partners, Stakeholders	Jan'22 – Dec'24
		<ul style="list-style-type: none"> <li>▪ Stakeholder consultations on proposed options to streamline size/No of RSOOs.</li> <li>▪ Implementation of agreements</li> </ul>	Timely decision on the optimum N° and size of RSOOs	States *RSOOs RECs	AFCAC, ICAO Partners, Stakeholders	July – Dec 2022 Jan'23 – Dec'24

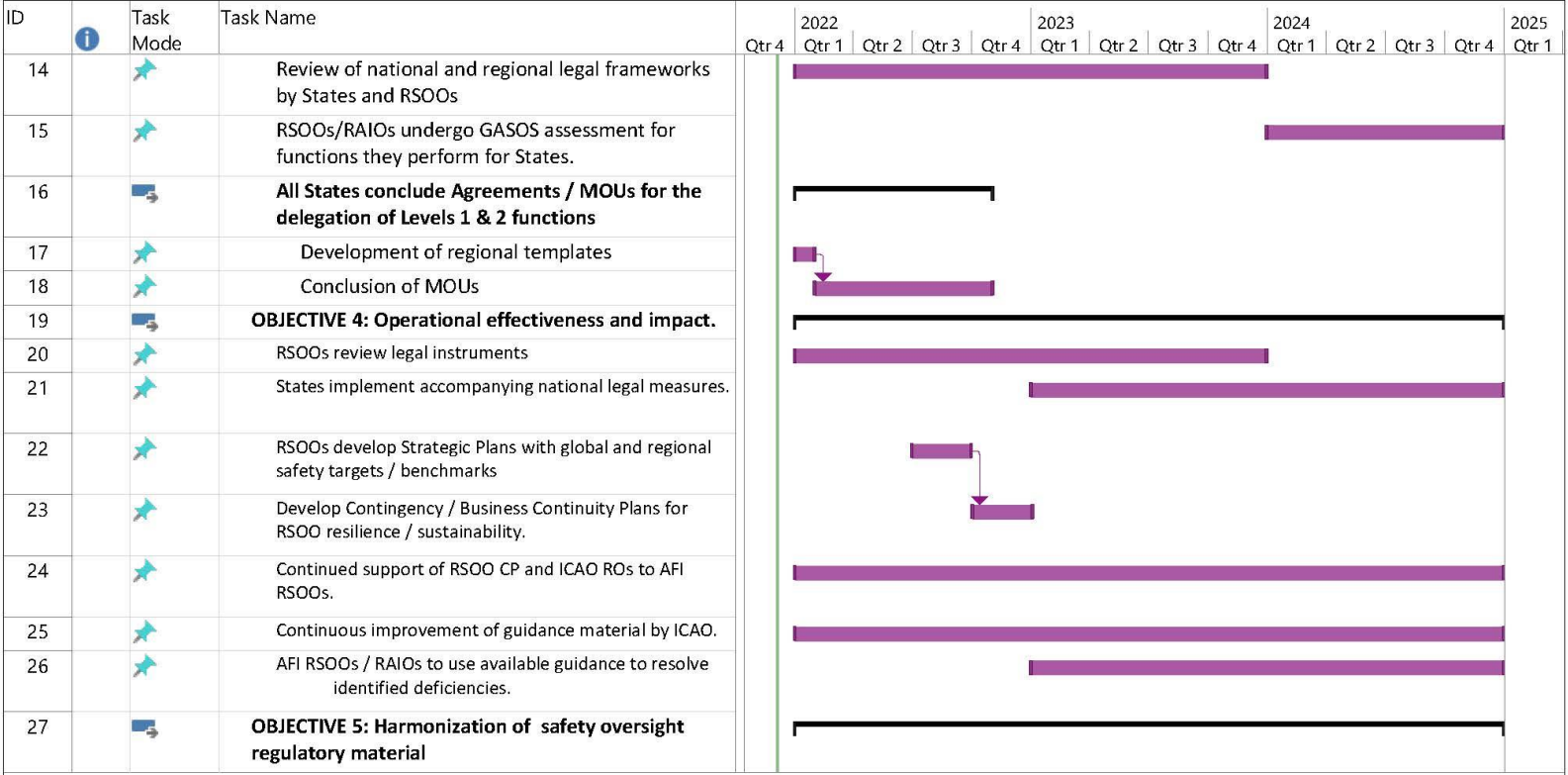
STRATEGIC OBJECTIVE	CRITERIA TO BE MET	ACTIVITY	KPIs	IMPLEMENTATION RESPONSIBILITY		PERIOD
				LEAD ENTITIES	SUPPORT ENTITIES	
<b>Objective 7: Cooperation and collaboration</b>	Efficiency; Effectiveness; Relevance	Encourage and assist AFI RSOOs and RAIOS to effectively participate in and benefit from ICAO initiatives such as the RSOO CP, RAIO CP, and GASOS.	N° of RSOOs participating in relevant ICAO initiatives	RSOOs	States, AFCAC, ICAO Partners, Stakeholders	Jan'22 – Dec'24
		<ul style="list-style-type: none"> <li>▪ ICAO to work with RSOOs to identify specific assistance needs, and</li> <li>▪ coordinate with partners and stakeholders on TA implementation</li> </ul>	N° of RSOOs assisted by ICAO & partners	*ICAO RSOOs	States, AFCAC, ICAO Partners, Stakeholders	Jul – Dec 2022 Jan'23 – Dec'24
		All AFI RSOOs to: <ul style="list-style-type: none"> <li>▪ complete GASOS self-assessment</li> <li>▪ identify gaps/necessary corrective actions</li> <li>▪ Prioritized assistance of ICAO/Partners</li> </ul>	N° of RSOOs that complete GASOS self-assessment.  % of corrective actions / gaps successfully closed	RSOOs	States, AFCAC, ICAO Partners, Stakeholders	Jul – Dec 2022 Jan – Mar 2023 Jul'23 – Dec'24
		States to actively participate in and support RSOOs to strengthen their own safety oversight effective implementation.	% average increase in EI of States	*States RSOOs	AFCAC, ICAO Partners, Stakeholders	Jan'22 – Dec'24
		Promote RSOO cooperation / coordination, sharing of information, exchange experiences and peer projects with ICAO/partner support.	N° of joint projects successfully implemented	RSOOs	States, AFCAC, ICAO Partners, Stakeholders	Jan'22 – Dec'24
<b>REPORTING</b>		Bi-annual Reports	% of reports provided on time	*AFCAC AFI Plan	States, RSOOs, ICAO, Partners, Stakeholders	Every 6 months
		Annual Reports	% of reports provided on time			Every 12 months
		Mid-Term review report	Timely reporting			Every 18 months

*Note: Under responsibility, \* indicates the Principal lead entity that drives the implementation process for the task concerned in coordination and with the inputs of the rest.*

## 8. AFI RSOO STRATEGIC PLAN IMPLEMENTATION GANTT CHART



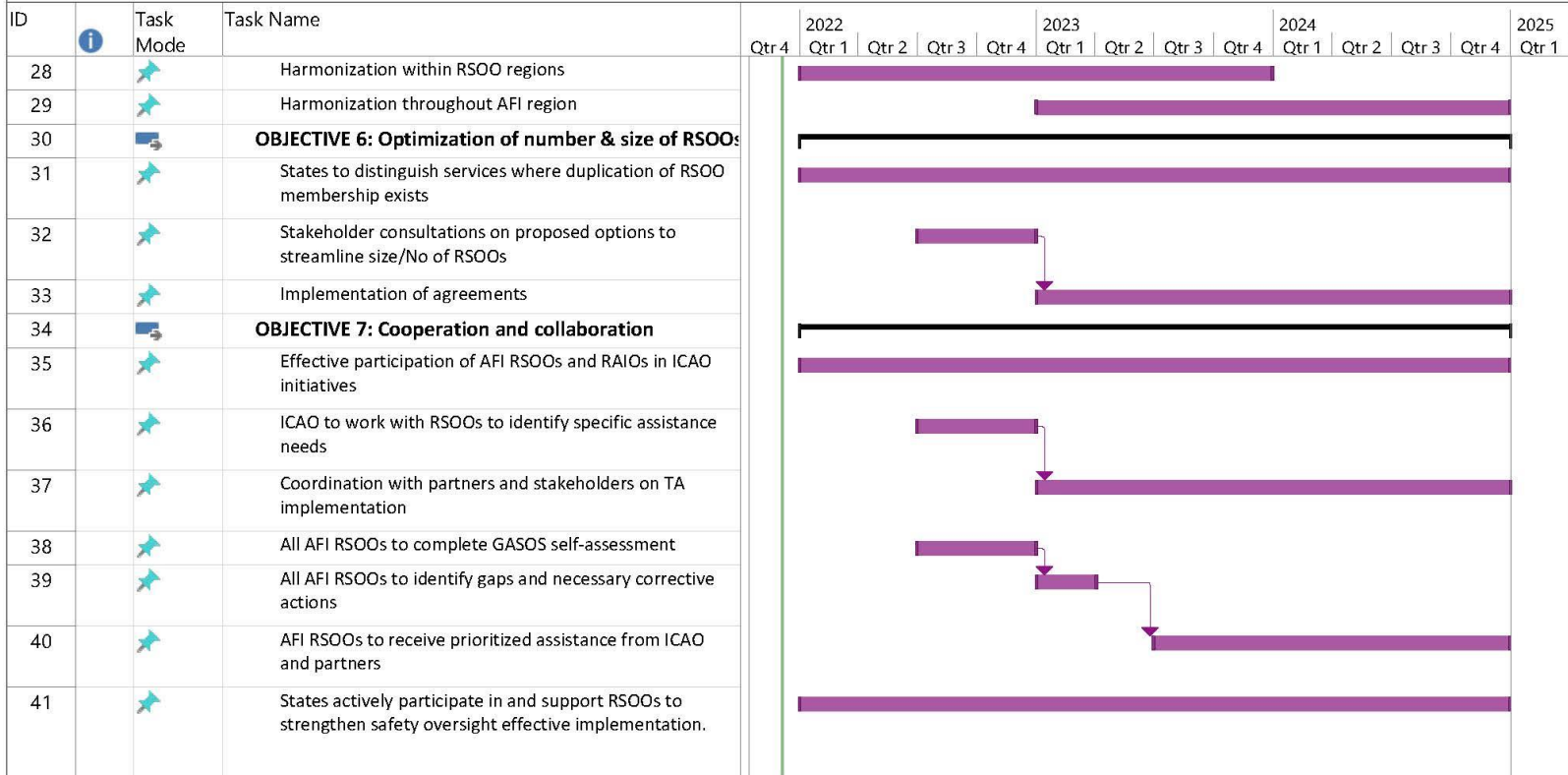
AFI RSOO STRATEGIC PLAN IMPLEMENTATION GANTT CHART



Project: AFI RSOO Strategic Pla Date: Sun 05/12/21	Task		Manual Task		Deadline	
	Split		Duration-only		Baseline	
	Milestone		Manual Summary Rollup		Baseline Milestone	
	Summary		Manual Summary		Baseline Summary	
	Project Summary		Start-only		Progress	
	Inactive Task		Finish-only		Manual Progress	
	Inactive Milestone		External Tasks			
	Inactive Summary		External Milestone			



AFI RSOO STRATEGIC PLAN IMPLEMENTATION GANTT CHART



Project: AFI RSOO Strategic Pla  
Date: Sun 05/12/21

Task		Manual Task		Deadline	
Split		Duration-only		Baseline	
Milestone		Manual Summary Rollup		Baseline Milestone	
Summary		Manual Summary		Baseline Summary	
Project Summary		Start-only		Progress	
Inactive Task		Finish-only		Manual Progress	
Inactive Milestone		External Tasks			
Inactive Summary		External Milestone			

AFI RSOO STRATEGIC PLAN IMPLEMENTATION GANTT CHART

ID	Task Mode	Task Name	2022				2023				2024				2025			
			Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1		
42		Promote RSOO cooperation / coordination, sharing of information, exchange experiences and peer projects with ICAO/partner support																
43		<b>REPORTING</b>																
44		<b>Bi-annual Reports</b>																
45		1st yr - 2nd Quarter																
46		1st yr - 4th Quarter																
47		2nd yr - 2nd Quarter																
48		2nd yr - 4th Quarter																
49		3rd yr - 2nd Quarter																
50		3rd yr - 4th Quarter																
51		<b>Annual Reports</b>																
52		Yr 1 - Report																
53		Yr 2 - Report																
54		Yr3 - Report																
55		<b>Mid-Term Report</b>																

Project: AFI RSOO Strategic Pla Date: Sun 05/12/21	Task		Manual Task		Deadline	
	Split		Duration-only		Baseline	
	Milestone		Manual Summary Rollup		Baseline Milestone	
	Summary		Manual Summary		Baseline Summary	
	Project Summary		Start-only		Progress	
	Inactive Task		Finish-only		Manual Progress	
	Inactive Milestone		External Tasks			
	Inactive Summary		External Milestone			

## 9. ANNEX 1: SUMMARY EVALUATION OF SUSTAINABLE FUNDING OPTIONS FOR AFI RSOOs

ITEM	FUNDING OPTION	PROS	CONS	RISKS
1	<b>Air safety fee</b>	<ul style="list-style-type: none"> <li>▪ In line with ICAO policies / principle on charges</li> <li>▪ Lower per-capita contributions for States</li> <li>▪ Sustainable funding</li> <li>▪ Independent of State/CAA administrations</li> <li>▪ Easier to justify</li> <li>▪ More direct routing of payments to RSOOs</li> </ul>	<ul style="list-style-type: none"> <li>▪ Increase in already high travel cost</li> <li>▪ Need for supplementary arrangements for RSOOs with both Safety &amp; Security functions</li> </ul>	<ul style="list-style-type: none"> <li>▪ Slow implementation</li> <li>▪ Resistance from Users and Travelers</li> </ul>
2	<b>Airport and Air navigation fee</b>	<ul style="list-style-type: none"> <li>▪ In line with principle of utilizing aviation revenue for the sector</li> <li>▪ Involves economies of scale if applied by FIR</li> <li>▪ Lower per-capita contributions for States</li> <li>▪ Sustainable funding</li> <li>▪ Independent of State/CAA administrations</li> <li>▪ More direct routing of payments to RSOOs</li> </ul>	<ul style="list-style-type: none"> <li>▪ Increase in high User charges and travel cost</li> <li>▪ Need for supplementary arrangements for RSOOs with both Safety &amp; Security functions</li> <li>▪ Less easy to justify for broad safety functions</li> </ul>	<ul style="list-style-type: none"> <li>▪ Resistance from Users and ANSPs</li> <li>▪ Slow implementation</li> </ul>
3	<b>RSOO service fees</b>	<ul style="list-style-type: none"> <li>▪ In line with ICAO policies / principle on charges</li> <li>▪ Direct payments to RSOO</li> </ul>	<ul style="list-style-type: none"> <li>▪ Insufficient activities and revenue</li> <li>▪ Challenge of lack of delegation by States</li> <li>▪ Low capacity of RSOOs to provide full scope of services</li> <li>▪ Need for supplementary arrangements for RSOOs with both Safety &amp; Security functions.</li> </ul>	<ul style="list-style-type: none"> <li>▪ RSOO funding challenges continue</li> <li>▪ Weak and ineffective RSOOs</li> <li>▪ Reduced assistance to States</li> <li>▪ Lowering of safety standards</li> <li>▪ May not be sustainable</li> </ul>
4	<b>Government Funding</b>	<ul style="list-style-type: none"> <li>▪ Becomes a State obligation</li> <li>▪ Use of public funds to avoid additional charges on aviation and stimulate growth</li> <li>▪ Increased possibility of bilateral donor support.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Funding insufficient and not readily available</li> <li>▪ Continued dependence on States/CAAs</li> <li>▪ Heavy bureaucracy</li> <li>▪ Indirect routing of payments</li> <li>▪ Competing national priorities.</li> </ul>	<ul style="list-style-type: none"> <li>▪ RSOO funding challenges continue</li> <li>▪ Weak and ineffective RSOOs</li> <li>▪ Responsibility passed on to CAAs</li> <li>▪ Reduced assistance to States</li> <li>▪ Lowering of safety standards.</li> </ul>
5	<b>Community Levy</b>	<ul style="list-style-type: none"> <li>▪ Involves economies of scale</li> <li>▪ Sustainable funding</li> <li>▪ Independent of CAAs</li> </ul>	<ul style="list-style-type: none"> <li>▪ Less direct routing of payments</li> <li>▪ Lengthy/bureaucracy of RECs and governments</li> <li>▪ Cross sector subsidization difficult to justify</li> <li>▪ Protracted negotiation with none-sector stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>▪ Resistance from Trade / Tourism sectors</li> <li>▪ Non-cooperation of RECs and States</li> </ul>

## 10. ANNEX 2: SUMMARY ASSESSMENT OF AFI RSOO / RAI0 CONFIGURATION OPTIONS

ORGANIZATION	OPTION	PROS	CONS	RISKS
RSO0s	<b>Option 1 (7 RSO0s):</b> <i>Six (6) existing RSO0s plus new one for non-RSO0 States</i>	<ul style="list-style-type: none"> <li>• Less disruption to existing arrangements</li> <li>• Continuation of any established best practices</li> <li>• Both RECs and Monetary Unions maintain RSO0s without disruption</li> </ul>	<ul style="list-style-type: none"> <li>• New additional RSO0 of only 3 States not viable;</li> <li>• No improvement or solution to challenges of funding etc,</li> <li>• Absence of economies of scale</li> <li>• Limited activity / relevance of AAMAC</li> </ul>	<ul style="list-style-type: none"> <li>• Establishment delays for new RSO0</li> <li>• Worsened challenges</li> <li>• Ineffectiveness and inefficiency of RSO0s</li> </ul>
	<b>Option 2 (6 RSO0s):</b> <i>Six (6) REC based RSO0s and non-RSO0 States to join existing ones</i>	<ul style="list-style-type: none"> <li>• All RSO0s associate with and leverage on RECs</li> <li>• Opportunity for existing non-RSO0 States to join already operational ones</li> <li>• Both RECs and Monetary Unions maintain RSO0s without disruption</li> </ul>	<ul style="list-style-type: none"> <li>• No improved economies of scale</li> <li>• Limited activity and hence relevance of AAMAC</li> <li>• Legal challenge of incorporating BASO0 into ECOWAS</li> </ul>	<ul style="list-style-type: none"> <li>• ECOWAS not accepting to support BAGASO0</li> <li>• Ineffectiveness and inefficiency</li> </ul>
	<b>Option 3 (5 RSO0s):</b> <i>Reduction to four (4) AU recognized RECs plus AAMAC</i>	<ul style="list-style-type: none"> <li>• Improved economies of scale</li> <li>• Increased scale of activities per RSO0</li> <li>• Greater efficiency and less duplication</li> <li>• All RSO0s associate with and leverage on RECs</li> <li>• Opportunity for existing non-RSO0 States to join already operational ones</li> </ul>	<ul style="list-style-type: none"> <li>• Legal challenge of incorporating States that are not part of the REC regional treaties governing the RSO0s</li> </ul>	<ul style="list-style-type: none"> <li>• Resistance to RSO0 integration from Monetary Unions;</li> <li>• ECOWAS not accepting to support BAGASO0</li> <li>• Opposition to single continental RSO0 for ANS</li> </ul>
	<b>Option 4 (4 RSO0s):</b> <i>Reduction of six (6) RSO0s to four (4) (i.e. one each for ECOWAS, ECCAS, SADC, and EAC)</i>	<ul style="list-style-type: none"> <li>• High economies of scale</li> <li>• Increased scale of activities per RSO0</li> <li>• Highest efficiency and less duplication</li> <li>• All RSO0s associate with and leverage on RECs</li> <li>• Opportunity for existing non-RSO0 States to join already operational ones</li> </ul>	<ul style="list-style-type: none"> <li>• Legal challenge of incorporating States that are not part of the REC regional treaties governing the RSO0s</li> </ul>	<ul style="list-style-type: none"> <li>• Resistance to RSO0 integration from Monetary Unions;</li> <li>• ECOWAS not accepting to support BAGASO0</li> <li>• Opposition to diffusing AAMAC ANS services into other RSO0s.</li> </ul>
RAIO	<b>Option 1 (2 RAI0s):</b> <i>BAGAIA for BAG States; EAC-RAIO for EAC States; Remaining States to join one of the above</i>	<ul style="list-style-type: none"> <li>• Less disruption to existing arrangements</li> <li>• Continuation of any established best practices</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of adequate resources for BAGAIA</li> <li>• Absence of economies of scale</li> </ul>	<ul style="list-style-type: none"> <li>• Ineffectiveness and inefficiency</li> <li>• Lack of support from development partners</li> </ul>
	<b>Option 2 (2 RAI0s):</b> <i>BAGAIA for ECOWAS/ ECCAS; EAC-RAIO for EAC/SADC</i>	<ul style="list-style-type: none"> <li>• ECOWAS-ECCAS collaboration and support for BAGAIA</li> <li>• Support from development partners.</li> <li>• Increased efficiency and cost-effectiveness</li> </ul>	<ul style="list-style-type: none"> <li>• Demand for increased RAI0 capacity / qualified personnel</li> <li>• protracted negotiations and consultations for agreements</li> </ul>	<ul style="list-style-type: none"> <li>• Reluctance of non ECOWAS, ECCAS and EAC, States and RECs</li> <li>• Slow implementation process</li> </ul>
	<b>Option 3 (1 RAI0):</b> <i>One continental RAI0 - BAGAIA</i>	<ul style="list-style-type: none"> <li>• ECOWAS-ECCAS collaboration and support for BAGAIA</li> <li>• Support from development partners.</li> <li>• High efficiency and cost-effectiveness</li> </ul>	<ul style="list-style-type: none"> <li>• Difficult negotiations and consultations for agreements</li> <li>• High capacity demand and need for more qualified personnel</li> </ul>	<ul style="list-style-type: none"> <li>• Resistance from non-BAG States and new RAI0 initiatives</li> <li>• Slow establishment/expansion process</li> <li>• Inadequate capacity of RAI0 for scope of activities</li> </ul>

**Table 2: Summary Evaluation of Sustainable Funding Options for AFI RSOOs**

ITEM	FUNDING OPTION	PROS	CONS	RISKS
1	<b>Air safety fee</b>	<ul style="list-style-type: none"> <li>▪ In line with ICAO policies / principle on charges</li> <li>▪ Lower per-capita contributions for States</li> <li>▪ Sustainable funding</li> <li>▪ Independent of State/CAA administrations</li> <li>▪ Easier to justify</li> <li>▪ More direct routing of payments to RSOOs</li> </ul>	<ul style="list-style-type: none"> <li>▪ Increase in already high travel cost</li> <li>▪ Need for supplementary arrangements for RSOOs with both Safety &amp; Security functions</li> </ul>	<ul style="list-style-type: none"> <li>▪ Slow implementation</li> <li>▪ Resistance from Users and Travelers</li> </ul>
2	<b>Airport and Air navigation fee</b>	<ul style="list-style-type: none"> <li>▪ In line with principle of utilizing aviation revenue for the sector</li> <li>▪ Involves economies of scale if applied by FIR</li> <li>▪ Lower per-capita contributions for States</li> <li>▪ Sustainable funding</li> <li>▪ Independent of State/CAA administrations</li> <li>▪ More direct routing of payments to RSOOs</li> </ul>	<ul style="list-style-type: none"> <li>▪ Increase in high User charges and travel cost</li> <li>▪ Need for supplementary arrangements for RSOOs with both Safety &amp; Security functions</li> <li>▪ Less easy to justify for broad safety functions</li> </ul>	<ul style="list-style-type: none"> <li>▪ Resistance from Users and ANSPs</li> <li>▪ Slow implementation</li> </ul>
3	<b>RSOO service fees</b>	<ul style="list-style-type: none"> <li>▪ In line with ICAO policies / principle on charges</li> <li>▪ Direct payments to RSOO</li> </ul>	<ul style="list-style-type: none"> <li>▪ Insufficient activities and revenue</li> <li>▪ Challenge of lack of delegation by States</li> <li>▪ Low capacity of RSOOs to provide full scope of services</li> <li>▪ Need for supplementary arrangements for RSOOs with both Safety &amp; Security functions.</li> </ul>	<ul style="list-style-type: none"> <li>▪ RSOO funding challenges continue</li> <li>▪ Weak and ineffective RSOOs</li> <li>▪ Reduced assistance to States</li> <li>▪ Lowering of safety standards</li> <li>▪ May not be sustainable</li> </ul>
4	<b>Government Funding</b>	<ul style="list-style-type: none"> <li>▪ Becomes a State obligation</li> <li>▪ Use of public funds to avoid additional charges on aviation and stimulate growth</li> <li>▪ Increased possibility of bilateral donor support.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Funding insufficient and not readily available</li> <li>▪ Continued dependence on States/CAAs</li> <li>▪ Heavy bureaucracy</li> <li>▪ Indirect routing of payments</li> <li>▪ Competing national priorities.</li> </ul>	<ul style="list-style-type: none"> <li>▪ RSOO funding challenges continue</li> <li>▪ Weak and ineffective RSOOs</li> <li>▪ Responsibility passed on to CAAs</li> <li>▪ Reduced assistance to States</li> <li>▪ Lowering of safety standards.</li> </ul>
5	<b>Community Levy</b>	<ul style="list-style-type: none"> <li>▪ Involves economies of scale</li> <li>▪ Sustainable funding</li> <li>▪ Independent of CAAs</li> </ul>	<ul style="list-style-type: none"> <li>▪ Less direct routing of payments</li> <li>▪ Lengthy/bureaucracy of RECs and governments</li> <li>▪ Cross sector subsidization difficult to justify</li> <li>▪ Protracted negotiation with none-sector stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>▪ Resistance from Trade / Tourism sectors</li> <li>▪ Non-cooperation of RECs and States</li> </ul>

**Table 3: Summary Assessment of proposed Configuration options for AFI RSOOs/RAIOs**

ORGANIZATION	OPTION	PROS	CONS	RISKS
RSOOs	<b>Option 1 (7 RSOOs):</b> <i>Six (6) existing RSOOs plus new one for non-RSOO States</i>	<ul style="list-style-type: none"> <li>• Less disruption to existing arrangements</li> <li>• Continuation of any established best practices</li> <li>• Both RECs and Monetary Unions maintain RSOOs without disruption</li> </ul>	<ul style="list-style-type: none"> <li>• New additional RSOO of only 3 States not viable;</li> <li>• No improvement or solution to challenges of funding etc,</li> <li>• Absence of economies of scale</li> <li>• Limited activity / relevance of AAMAC</li> </ul>	<ul style="list-style-type: none"> <li>• Establishment delays for new RSOO</li> <li>• Worsened challenges</li> <li>• Ineffectiveness and inefficiency of RSOOs</li> </ul>
	<b>Option 2 (6 RSOOs):</b> <i>Six (6) REC based RSOOs and non-RSOO States to join existing ones</i>	<ul style="list-style-type: none"> <li>• All RSOOs associate with and leverage on RECs</li> <li>• Opportunity for existing non-RSOO States to join already operational ones</li> <li>• Both RECs and Monetary Unions maintain RSOOs without disruption</li> </ul>	<ul style="list-style-type: none"> <li>• No improved economies of scale</li> <li>• Limited activity and hence relevance of AAMAC</li> <li>• Legal challenge of incorporating BASOO into ECOWAS</li> </ul>	<ul style="list-style-type: none"> <li>• ECOWAS not accepting to support BAGASOO</li> <li>• Ineffectiveness and inefficiency</li> </ul>
	<b>Option 3 (5 RSOOs):</b> <i>Reduction to four (4) AU recognized RECs plus AAMAC</i>	<ul style="list-style-type: none"> <li>• Improved economies of scale</li> <li>• Increased scale of activities per RSOO</li> <li>• Greater efficiency and less duplication</li> <li>• All RSOOs associate with and leverage on RECs</li> <li>• Opportunity for existing non-RSOO States to join already operational ones</li> </ul>	<ul style="list-style-type: none"> <li>• Legal challenge of incorporating States that are not part of the REC regional treaties governing the RSOOs</li> </ul>	<ul style="list-style-type: none"> <li>• Resistance to RSOO inte-gration from Monetary Unions;</li> <li>• ECOWAS not accepting to support BAGASOO</li> <li>• Opposition to single continental RSOO for ANS</li> </ul>
	<b>Option 4 (4 RSOOs):</b> <i>Reduction of six (6) RSOOs to four (4) (i.e. one each for ECOWAS, ECCAS, SADC, and EAC)</i>	<ul style="list-style-type: none"> <li>• High economies of scale</li> <li>• Increased scale of activities per RSOO</li> <li>• Highest efficiency and less duplication</li> <li>• All RSOOs associate with and leverage on RECs</li> <li>• Opportunity for existing non-RSOO States to join already operational ones</li> </ul>	<ul style="list-style-type: none"> <li>• Legal challenge of incorporating States that are not part of the REC regional treaties governing the RSOOs</li> </ul>	<ul style="list-style-type: none"> <li>• Resistance to RSOO inte-gration from Monetary Unions;</li> <li>• ECOWAS not accepting to support BAGASOO</li> <li>• Opposition to diffusing AAMAC ANS services into other RSOOs.</li> </ul>
RAIO	<b>Option 1 (2 RAIOs):</b> <i>BAGAIA for BAG States; EAC-RAIO for EAC States; Remaining States to join one of the above</i>	<ul style="list-style-type: none"> <li>• Less disruption to existing arrangements</li> <li>• Continuation of any established best practices</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of adequate resources for BAGAIA</li> <li>• Absence of economies of scale</li> </ul>	<ul style="list-style-type: none"> <li>• Ineffectiveness and inefficiency</li> <li>• Lack of support from development partners</li> </ul>
	<b>Option 2 (2 RAIOs):</b> <i>BAGAIA for ECOWAS/ ECCAS; EAC-RAIO for EAC/SADC</i>	<ul style="list-style-type: none"> <li>• ECOWAS-ECCAS collaboration and support for BAGAIA</li> <li>• Support from development partners.</li> <li>• Increased efficiency and cost-effectiveness</li> </ul>	<ul style="list-style-type: none"> <li>• Demand for increased RAIO capacity / qualified personnel</li> <li>• protracted negotiations and consultations for agreements</li> </ul>	<ul style="list-style-type: none"> <li>• Reluctance of non ECOWAS, ECCAS and EAC, States and RECs</li> <li>• Slow implementation process</li> </ul>
	<b>Option 3 (1 RAIO):</b> <i>One continental RAIO - BAGAIA</i>	<ul style="list-style-type: none"> <li>• ECOWAS-ECCAS collaboration and support for BAGAIA</li> <li>• Support from development partners.</li> <li>• High efficiency and cost-effectiveness</li> </ul>	<ul style="list-style-type: none"> <li>• Difficult negotiations and consultations for agreements</li> <li>• High capacity demand and need for more qualified personnel</li> </ul>	<ul style="list-style-type: none"> <li>• Resistance from non-BAG States and new RAIO initiatives</li> <li>• Slow establishment/expansion process</li> <li>• Inadequate capacity of RAIO for scope of activities</li> </ul>