

PROPOSED DRAFT ROADMAP & IMPLEMENTATION PLAN FOR STRENGTHENING AFI RSOO

OBJECTIVE	CRITERIA	ACTIVTY	KEY PERFORMANCE INDICATORS	IMPLEMENTATION RESPONSIBILITY		TARGET DATE
				MAIN ENTITIES	SUPPORT ENTITIES	
PHASE 1: CONSOLIDATION (2025-2030)						
Goal: Stabilize and consolidate existing RSOOs and reinforce foundations.						
<u>OBJECTIVE 1</u> Sustainable Funding Mechanism	Efficiency Sustainability	1. Development and implementation of sustainable RSOO funding mechanism, including: <ul style="list-style-type: none">o Member states funding;o Aviation safety/security charges;o REC funding; ando AU support contribution to RSOOs through donors. 2. Income-generating activities such as investments in treasury bills and bonds, certification activities (depending on the RSOO Level), etc.	Contribution Rate by funding source in the overall RSOO budget, if applicable. Level of resources mobilized to finance the overall annual budget.	RSOO STATES	ICAO AFCAC Partners Stakeholders	December 2026
<u>OBJECTIVE 2</u> Human Resource Capacity and staffing	Efficiency Effectiveness Relevance	Conduct technical staffing needs assessments. 1. Recruitment and retention of qualified technical personnel. 2. Use by the RSOOs, where necessary, of the human resources of member states, in the appropriate forms. 3. Development of a human resource plan for each	100% of qualified personnel needs covered by 2029, based on the initial baseline assessment. **At least 60% of the personnel needs should be achieved by December 2027. **At least 85 % of the personnel needs should	RSOO	AFCAC ICAO, REC Partners, Stakeholders	December 2029

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		RSOO/RAIO 4. Harmonization/standardization of qualifications of inspectors/SMEs (preferably across the region) 5. Harmonization/standardization of training across the region. 6. Plan for retention, career progression? 7. Development of a Gender Equality Action Plan	be achieved by 2029. Percentage of staff turnover within the RSOO/RAIO Gender Equality Policy in place			December 2026 December 2027
<u>OBJECTIVE 3</u> Delegation of functions by States	Efficiency Relevance	Legal framework enhancement 1. Implementation of the provision of the functioning texts of RSOOs <ul style="list-style-type: none"> ○ Provision of RSOOs with operating equipment ○ Provision of RSOOs with administrative and financial procedures manuals ○ Provision of RSOOs with a funding mechanism. 2. Review and amend legal instruments of each RSOO to clearly define mandates, member obligations, adequate funding sources, and service delivery scope, as may be considered necessary.	All RSOOs have their functioning bodies (Steering board, Executive body, other bodies as applicable) in place and operational	RSOO STATES	AFCAC ICAO REC Partners Stakeholders	December 2027

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<u>OBJECTIVE 4</u> Operational effectiveness and impact.	Efficiency Relevance	1. Develop harmonized safety oversight systems		RSOO States	RECs AFCAC	December 2027
		○ Identify and develop and update common/harmonized legislations/regulations	Number of States supported for the development, amendment and implementation of legislations/regulations			December 2028
		○ Identify and develop required Technical Guidance Material and procedures. ○	Number of States supported for the development and implementation of Technical Guidance Material			December 2028
		○ Develop for States' Inspectors qualifications and training standards	Harmonized training standards Number of qualified inspectors			December 2028
		Support certification, authorization, approvals obligation	Number of certified entities with the support of RSOOs			December 2028
		Assistance in continued surveillance activities	Number of surveillance activities conducted with the RSOOs			December 2030
		○ Establishment and implementation of a common examination and licensing system for	Number of RSOOs with a common licensing system.			December 2030

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		aviation personnel				
<u>OBJECTIVE 5</u> Harmonization of safety oversight regulatory material	Efficiency Relevance	State support for the activities of the RSOO 1. Active participation and support to the RSOOs/RAIO by the States in order to strengthen their own safety oversight activities	1. Number of adopted Regulations and TGMs 2. Number of successful Technical Missions and completed CAPs.	States	RSOO ICAO AFCAC	December 2028
OBJECTIVE 6 Optimization of number & size of RSOOs	Efficiency	Discourage duplication of RSOO membership and ensure distinction of services where duplication exists. Identification/Inventory of services and tasks provided by each RSOO/RAIO to their Member States Review/analysis of services and tasks per organization and ensure there is no duplication between RSOOs/RAIOs and States Recommend separation of services and tasks, as required, when overlap/duplication is identified Ensure legal frameworks and delegations are in place	Number of States that belong to more than one RSOO. Number of agreements that encourage delegated activities Inventory of services and tasks delegated by each RSOO and RAIO	RSOO States	ICAO AFCAC REC	After 2035

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		Conclude MOUs/agreements between RSOOs to provide complementary services and tasks to member states to avoid duplication.				
OBJECTIVE 7 Cooperation and collaboration	Efficiency Effectiveness Relevance	Confirmation of RSOO capabilities with RRAP assessment.	Minimum 85% assessment score in the RRAP Assessment for the functions provided by the RSOO.	RSOO	ICAO STATES	December 2029
MONITORING AND EVALUATION						
REPORTING		<p>Establish mechanisms to track progress in RSOO consolidation, legal reforms, funding, capacity-building, and technical harmonisation</p> <ol style="list-style-type: none"> 1. Develop and operationalise a monitoring and evaluation (M&E) framework. 2. Require annual reporting by RSOOs to ICAO and to AUC through AFCAC, aligned with KPIs and implementation timelines. 3. Conduct biennial review meetings with key stakeholders. 	<ol style="list-style-type: none"> 1. Number of annual implementation progress reports submitted by RSOOs. 2. Quality and timeliness of progress assessments (including performance against defined indicators). 3. Number of 	RSOO	AFCAC ICAO States	Annually Biennially

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			roadmap review meetings held.			
PHASE 2: MATURATION (2031-2035)						
<u>OBJECTIVE 2</u> Human resources capacity and staffing	Efficiency Resilience	Development of RSOO capacity to address emerging issues in Civil Aviation 1. Developing within the RSOO capacities for studies, analyses and remaining being proactive in addressing emerging issues in civil aviation.	Number of activities by RSOO to address emerging issues in civil aviation.	RSOO	STATES AFCAC ICAO Partners	December 2031
<u>OBJECTIVE 3</u> Delegation of functions by States	Efficiency Relevance	1. Review of national and regional legal framework to support the delegation of functions. 2. Signing of an agreement or MoU between the RSOO and their reference States to take into account the specific aspects of delegation (level 1 and 2). 3. Establish and implement a mechanism between the RSOOs/RAIO and member states for the conduct and	Number of member states that have reviewed their national and legal frameworks to support the delegated functions Percentage of RSOOs/RAIO and member states that have signed the Agreements/MOU. Number of RSOOs/RAIO and member States	RSOO States	AFCAC	December 2032

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		oversight of delegated functions	applying the mechanism to oversee or monitor a delegated function Number of functions delegated			
<u>OBJECTIVE 7</u> Cooperation and collaboration	Efficiency Relevance	1. Promotion of cooperation and coordination between RSOO, sharing of information and peer projects with other RSOOs, ICAO, AFCAC and partner. 2. Establish a mechanism to regularly assess States' needs for assistance and coordinate with ICAO to provide targeted implementation support 3. Establish centralised aviation safety databases.	Number of joint projects, information exchange, mutual support frameworks successfully implemented. Number of coordinated activities Aviation safety data sharing framework developed and implemented.	RSOO	ICAO AFCAC States Partners	Continuous December 2034
MONITORING AND EVALUATION						
REPORTING		Evaluate effectiveness of delegation agreements, responsiveness to emerging aviation issues, and inter-RSOO cooperation mechanisms. 1. Implement mid-term evaluations to assess MOU	1. Number of mid-term evaluation reports produced and submitted. 2. Peer review	RSOO	ICAO AFCAC STATES	2033- 2035

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		implementation, readiness for RSOO operations, and innovation adoption. 2. Develop performance dashboards for peer review. 3. Facilitate peer-to-peer audits and information-sharing events.	findings and recommendations implemented. 3. Degree of stakeholder satisfaction with coordination efforts.		PARTNERS	
PHASE 3: OPTIMISATION (AFTER 2035)						
<u>OBJECTIVE 5</u> Harmonization of regulations; RSOO Optimization	Efficiency Relevance	1. Harmonization of regulations and procedures between RSOO 2. Resource sharing and exchange between RSOO.	1. Number of harmonized Procedures established between the different RSOOs 2. Number of mutual projects.	RSOO	STATES REC	After 2035
<u>OBJECTIVE 6</u> <u>Optimization of number & size of RSOOs</u>	Efficiency	Streamline the number and size of RSOO by merging RSOOs based on AFI RSOO Study released in 2025, where applicable.	Optimum number of RSOOs in the AFI region.	State RSOO	REC AFCAC ICAO	After 2035
MONITORING AND EVALUATION						

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REPORTING		Assess long-term impact of harmonisation, resource-sharing, and RSOO structural optimisation across the AFI Region.	1. Completion of the independent assessment study.	AFCAC	RSOO	End of 2040 and every five years after.
		1. Commission an independent impact assessment of RSOO performance post-consolidation and optimisation.	2. Publication and dissemination of regional RSOO performance reports.	ICAO	STATES	
		2. Regular review of region-wide harmonisation indicators.	3. Number of RSOO mergers or optimisation outcomes successfully implemented.	REC	PARTNERS	
		3. Publish AFI-wide RSOO effectiveness reports and lessons learned.				