TANZANIA CIVIL AVIATION AUTHORITY
STATE SAFETY PROGRAMME

SSP STATUS REPORT
JUNE 2012

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1.   Background

The implementation of the State Safety Programme (SSP) was initiated by the Authority in compliance with the ICAO directive which requires all Contracting States to implement and maintain the SSP. The SSP is a set of activities and regulations intended to oversee Safety Management System (SMS) of the various service providers and it is built upon the four components and eleven elements of the ICAO framework described in *ICAO document 9859 – Safety Management Manual (2nd Edition 2009)*. The main objective of the SSP is to achieve an acceptable level of safety (ALoS) in civil aviation.

In order to conform to the ICAO requirements, the Authority on behalf of the State, constituted a team to undertake implementation of the programme on continuous basis. The terms of reference for the team were prepared to develop, implement and maintain the SSP. The terms of reference include the following:-

1) Conduct gap analysis to assess the existence and maturity of the elements of SSP and document the results;

2) Develop and review status on the SSP implementation plan based on the result from the gap analysis;

3) Identify activities underlying the strategy leading to the implementation of the SSP;

4) Prepare policies, legislative framework, specific operating regulations and guidance material necessary for the implementation of the SSP;

5) Coordinate the activities by the aviation organizations under the SSP in support of the implementation plan;

6) Conduct Safety Management System audit to ensure that service providers implements their SMS in accordance with the ICAO framework

7) Review implementation of Safety Management Systems amongst the service providers and assess continuous improvement strategies ;

In order to systematically and comprehensively address the terms of reference, the team organized and conducted meetings at different occasions. The account of progress made in the meetings is as enumerated in the following sections of this report.

2.   Progress from the 1st SSP Team Meeting

The first SSP Team meeting was conducted from 1 to 8 December 2009 in Morogoro and the following deliverables and milestones have been realized:

1) The team, after review of the ICAO requirements and recommendations, identified the accountable executive who is the person with the unhindered authority on provision of human, financial resources and controls over certification aspects;

2) Developed Terms of Reference (ToR) for the SSP Team with a view to have a definitive understanding of the tasks surrounding the implementation of SSP;

3) Identified the SSP Manager who is charged with the responsibility of ensuring the activities and general technical management of the programme are duly performed;

4) Conducted gap analysis in accordance with the questionnaire from ICAO document 9859 – Safety Management Manual;

5) Developed the SSP implementation plan based on the results derived from the gap analysis;

Table 1: Phase 1 Implementation Plan of SSP

ICAO Component	Planned activity for implementation
Safety Objectives and Policy	i. Identify Accountable Executive ii. Appointment of SSP Manager iii. Establish the SSP implementation Team iv. Develop SSP Policy v. Identify and define responsibilities and accountabilities vi. Develop legislative framework and specific regulations vii. Establish independent accident investigation process viii. Develop and promulgate enforcement policy in an SMS environment
Safety Risk Management	i. Develop regulatory framework and advisory circulars to service providers ii. Develop timeframe for review of SSP regulations
Safety Assurance	i. Develop and establish state safety library

ICAO Component	Planned activity for implementation
Safety Promotion	i. Communicate a State Safety Policy ii. Schedule initial training to introduce SSP concept iii. Develop training programme on key components of SSP iv. Establish means for internal and external safety information

The above tasks resulted in **3 –phased SSP implementation plan** in order to ensure that there is gradual progress of the SSP implementation while focusing the ICAO components and elements. The phase 1 implementation was tailored to ensure that the following are achieved as shown in **Table 1**.

During the same meeting, the Team drafted the Terms of reference and proposed to designate the SSP Manager who will be tasked with the responsibility of managing the programme to ensure implementation plan is adhered.

3.   Progress from the 2nd SSP Team Meeting

The 2nd SSP meeting was conducted in Morogoro from 29 March to 1 April 2010 and the following deliverables have been achieved in accordance with the plan:

1) The team developed planned activities for the FY 2010/2011 which clearly set out the activities for phase 1 SSP implementation programme;

2) The accountabilities and responsibilities of the different entities identified for the execution of SSP were developed;

3) The SSP provisions to be included in the Act were developed by the team and awaiting Board approval;

4) The SSP Policy was developed and promulgated accordingly.

4.   Progress from the 3rd SSP Team Meeting

The 3rd SSP meeting was conducted in Morogoro from 10 to 14 January 2011 and the following deliverables have been achieved:

1) The Team developed draft enforcement policy under the "SMS environment". The policy shall be built on the principles which encourage the aviation public to inculcate safety culture and voluntary reporting;

2) The team deferred identification of areas for development of guidance material to service providers until the ICAO Annex on SSP is issued and subsequent development of SSP specific regulations is made;

3) The Team revisited the CASSOA report from the first EAC Regional Safety Plan (RSP) Working Group meeting held at Entebbe from 20 – 22 October 2011 with a view to integrate recommendations evolving from the regional approach towards implementation of the State Safety Plan among the 5 Partner States. The team considers that the regional recommendations emanating from the 1st CASSOA RSP Working Group are in line with the ongoing processes for SSP implementation for Tanzania;

4) Prepared the SSP Status Report to compile the Team's work since its formation and thus provide the management with comprehensive information on the current progress of the programme;

5) Reviewed the SSP Implementation Plan with a view to assess the achievement, backlog and emerging ideas to ensure smooth implementation of the programme.

5. Progress from the 4th SSP Team Meeting

The 4th SSP meeting was conducted in Morogoro from 14 to 18 November 2011 and the following deliverables were achieved:

1) The team reviewed the draft SMS regulations with a view to recommend promulgation of the same. In essence, the SMS regulations were observed to be generic in nature as they have been developed based on the SMS/SSP ICAO framework. The proposed areas requiring review was developed by the team with a view to submit to CASSOA for inclusion into the EAC SMS regulations.

2) The team has also developed draft SSP manual. This manual describes the structure for the implementation of the SSP. The draft manual shall undergo final review and be promulgated to TCAA regulatory staff.

3) The team went through the draft Civil Aviation (SMS) Regulation with the view to identify areas that require development of technical guidance material. It was agreed that the following guidance materials be developed:

    1. Development of SMS Implementation Plan
    2. Development of SMS Manual
    3. Conducting Safety Risk Assessment and Mitigation
    4. Safety Performance Monitoring and Measurement
    5. Development of Safety Training Programmes
    6. Procedure for amending Safety Documentation

6. Progress from the 5th SSP Team Meeting

The 5th SSP meeting was conducted in Morogoro from 10 to 14 June 2012 and the following deliverables were achieved:

1) The team conducted 2nd review of the draft SMS regulations with a view to recommend and include SMS aspects that need to be part of provisions of the regulations. In essence, the SMS regulations were observed to have been developed based on the SMS/SSP ICAO framework and there were some aspects that need to be included. The proposed areas requiring review was developed by the team with a view to submit to CASSOA for inclusion into the EAC SMS regulations. The recommendations have already been sent to CASSOA for consideration.

2) The team developed draft SMS Audit checklist with a view to enable conducting oversight of service providers SMS. The checklist has been developed based on ICAO SMS Framework in order to ensure systematic and comprehensive monitoring of organizations compliance with the regulations.

3) The SSP Team developed draft SMS Advisory circulars (AC) with a view to ensure that the service providers are adequately guided in their endeavour towards development and maintenance of SMS. The following four AC's were developed by the Team.

- AC on Framework for an SMS;
- AC on Development of Safety Management Manual;
- AC on Safety Risk Assessment and Mitigation;
- AC on Safety Performance Monitoring and Measurement.

The above shown AC's were identified for development during the previous 4th SSP Meeting in November 2011. Other guidance material to cover various technical aspects will be developed by the SSP Team and promulgated as necessary.

4) The team reviewed the SSP Implementation Programme and thereby determined the activities that should be implemented for the FY 2012/13.

The activities which will be implemented in the FY 2012/13 are as shown in Table 2 below:

Table 2: Planned SSP Activities for FY 2012/13

S/N	Planned Activity	Description	Planned date
1	Initial selection of safety indicators and targets and ALoS	Team need to establish safety targets, indicators and ALoS using the available safety data and information	Oct 2012
2	Establish mandatory and confidential report system	SSP is a data driven system which depends on availability and readiness of SP's to provide safety data	Oct 2012
3	Develop mechanism on safety information exchange	Regulator and industry need to share safety information to improve aviation safety	Oct 2012
4	Conduct sensitization on SSP and initial ALoS	To sensitize stakeholders on SSP and establish ALoS	Nov 2012
5	Identifying organization for initial SMS oversight using the developed Checklist evaluation process	TCAA is required to implement SMS Audit of organizations. Initially TAA, PW, ANS and ATCL have been identified. However, this depends on promulgation of SMS regulations	March 2013

7. Status of Implementation of the SSP Components and Elements

From this juncture, it is reported that the Team has succeeded in implementing about 20% of the SSP Implementation Plan (Phase 2). In perspective, challenges are expected to emanate from safety assurance processes which require establishment of safety library, initial and finally mature ALoS. To achieve this, it is prerequisite for the Authority to initiate dedicated SMS auditing of organizations, collate occurrence reporting and assess overall improvement or shortcomings on the implementation of SMS among service providers. It is anticipated that organizations will be selected to initiate the SMS audit process in

year 2013 once determination of initial ALoS has been made for different operational regimes (i.e. AGA, OPS, AIR, ATM etc).

8. Challenges

The following challenges are forecast along the process of SSP implementation:

1) The team is of the opinion that safety culture is non-existent among the service providers and there is need to inculcate the safety culture under SMS environment to enable voluntary occurrence reporting;

2) The Authority is confronted with the responsibility of building confidence among service providers to understand and trust that safety information provided by them will not be used for effecting enforcement action;

3) The Authority is confronted with the responsibility of establishing ALoS (safety goals and indicators) to ensure measurable process of safety performance is achieved;

4) The Authority is tasked with the responsibility of establishing SMS Auditing regime among service providers;

5) The Authority is constrained with the capacity for developing of safety database including mechanism for sharing of safety information among the service providers;

6) Comprehensive implementation of ADREP/ECCAIRS data management system is required to ensure safety performance assessment and maintain continuous improvement taking into account of the different occurrence categories;