



RWANDA'S BEST PRACTICES AND EXPERIENCES IN THE DEVELOPMENT AND IMPLEMENTATION OF THE NATIONAL AVIATION SAFETY PLAN (NASP)

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1. INTRODUCTION



The National Aviation Safety Plan (NASP):

- Serves as the national strategic framework for managing and improving aviation safety.
- Covers a three-year period (2026–2028).
- Is aligned with the ICAO Global Aviation Safety Plan (GASP) 2026–2028.
- Identifies:
 - National safety issues;
 - National safety goals and targets; and
 - Safety Enhancement Initiatives (SEIs)

2. DEVELOPMENT OF THE RWANDA NASP (2026–2028)

Best Practice 1: Assessment Before Developing the New NASP

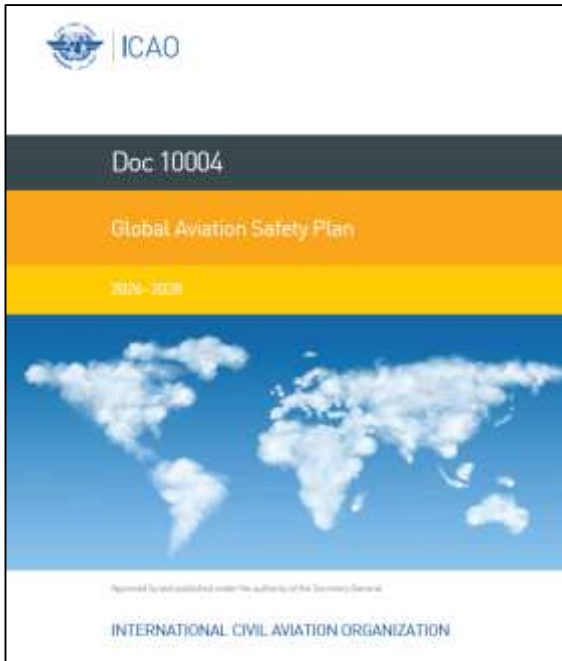
- Before developing the new NASP, an assessment of the previous NASP implementation was conducted.
- The review focused on:
 - Achievements made during implementation;
 - Challenges encountered;
 - Implementation gaps;
 - Completed and ongoing Safety Enhancement Initiatives;
 - Lessons learned; and
 - Areas requiring improvement in the next planning cycle.



This ensured that the new NASP was evidence-based and built on previous experience rather than developed from scratch.

2. DEVELOPMENT OF THE RWANDA NASP (2026–2028)

Best Practice 2: Aligning the NASP with ICAO GASP 2026–2028



- A key element of the development process was ensuring that the NASP was amended to align with the ICAO GASP 2026–2028.
- Following the publication of the new GASP, the existing NASP was reviewed and amended to ensure that:
 - The national safety priorities remained aligned with global priorities;
 - New GASP amendments were incorporated;
 - National safety objectives remained relevant; and
 - Safety Enhancement Initiatives (SEIs) reflected both global and national safety needs.



This ensured consistency between global and national aviation safety planning.



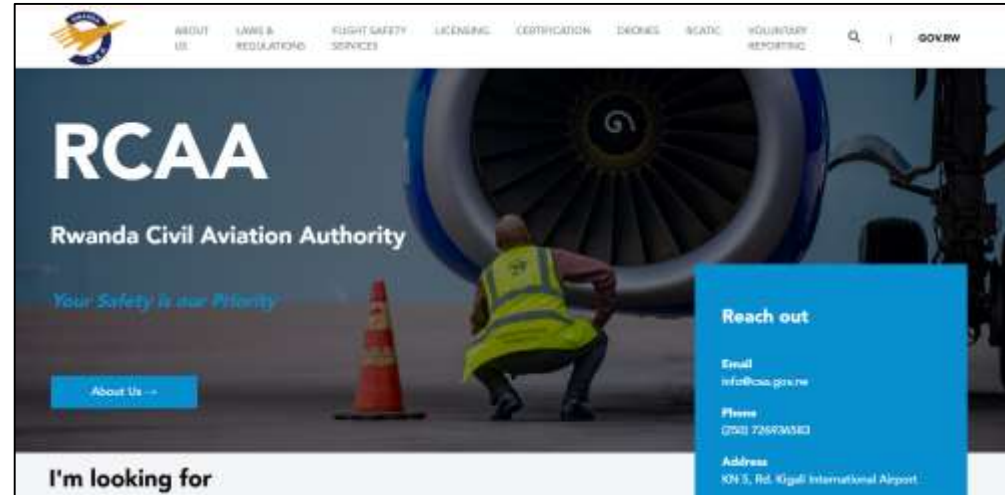
2. DEVELOPMENT OF THE RWANDA NASP (2026–2028)

Best Practice 3: Strong Governance Through the SSP Implementation Committee



- The SSP Implementation Committee was used as the coordination platform for the development of the NASP.
- The Committee brought together representatives from key aviation stakeholders, enabling collaborative decision-making throughout the drafting process.
- The Committee supported the process by:
 - Reviewing the ICAO GASP 2026–2028;
 - Identifying required amendments;
 - Reviewing NASP drafts;
 - Providing technical inputs and recommendations;
 - Validating national safety priorities; and
 - Supporting approval of the final document.

3. PUBLICATION AND DISSEMINATION



- Following approval, the NASP (2026–2028) was officially published in January 2026.
- To ensure accessibility, the NASP was published through:
 - The ICAO GASP Library website;
 - The Rwanda Civil Aviation Authority (RCAA) website.
- In addition, the approved NASP was formally shared with all aviation stakeholders to support its implementation.

4. AWARENESS WORKSHOP

Best Practice 4: Ensuring Stakeholder Awareness and Commitment Prior to Implementation.



- To ensure stakeholder awareness and commitment prior to implementation, a NASP Awareness Workshop was conducted in February 2026.
- The workshop brought together key aviation stakeholders to establish a common understanding of the NASP, including its objectives, national safety priorities, roles and responsibilities, SEIs, and implementation roadmap for 2026–2028.
- The workshop established a common understanding of the NASP and created stakeholder ownership before implementation commenced.

5. ASSIGNMENT OF SAFETY ENHANCEMENT INITIATIVES (SEIs)

Best Practice 5: Assigning Responsibility Before Implementation Began



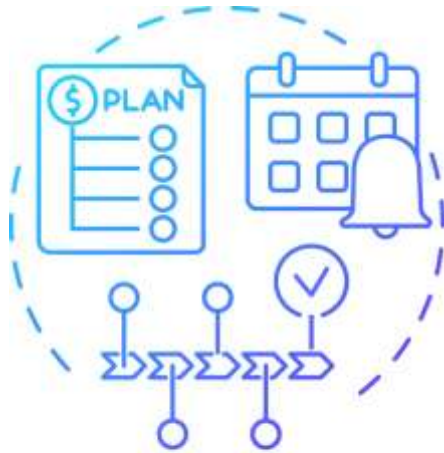
- During the awareness workshop, every SEI included in the NASP was reviewed individually.
- Each implementing organization was assigned responsibility for the SEIs relevant to its operational functions.
- This collaborative review enabled stakeholders to:
 - understand implementation expectations;
 - clarify responsibilities;
 - discuss implementation challenges;
 - agree on responsibilities before implementation began;
 - establish organizational ownership of assigned actions.



This proved to be an effective transition from planning to implementation

6. NASP IMPLEMENTATION PLANS

Best Practice 6: Development of Stakeholder Implementation Plans.



IMPLEMENTATION
PLAN

- Following the awareness workshop, each stakeholder developed an internal NASP implementation plan.
- Each implementation plan identified the assigned SEIs, responsible office, implementation timeline, required resources and reporting arrangements.
- The implementation plans were reviewed by the SSP Department to ensure alignment with the NASP.
- A common implementation status reporting template was developed and disseminated to all stakeholders to facilitate consistent reporting of NASP implementation progress.



This process ensured coordinated and aligned NASP implementation across stakeholders

7. OUTCOMES ACHIEVED



1. NASP officially published and disseminated.
2. Stakeholders developed a common understanding of the NASP through a national awareness workshop.
3. All applicable SEIs assigned to implementing organizations.
4. Stakeholder implementation plans developed.
5. Common implementation reporting template established.
6. National monitoring of NASP implementation established through the SSP Department

8. LESSONS LEARNED



Rwanda's experience has highlighted several important lessons:

1. Early stakeholder engagement builds ownership.
2. Awareness creates a common understanding.
3. Early assignment of responsibilities improves accountability.
4. Stakeholder implementation plans strengthen coordination.
5. Standardized reporting enables effective monitoring.

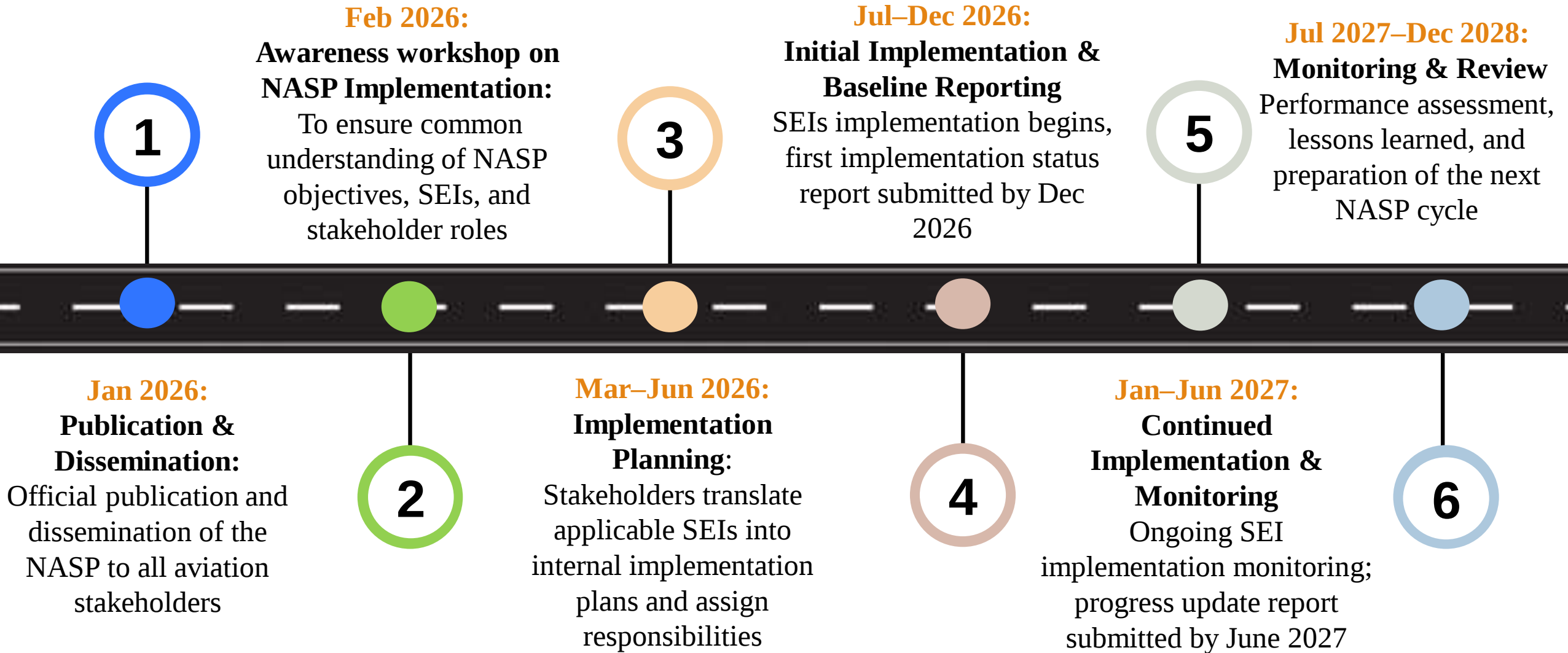
Key takeaway:

Effective NASP implementation depends not only on developing the Plan, but also on establishing strong governance, engaging stakeholders early, assigning clear responsibilities, and continuously monitoring implementation progress.

NASP 2026–2028 DEVELOPMENT & IMPLEMENTATION PROCESS



NASP Implementation Roadmap (2026–2028)





THANK YOU!