



INTERNATIONAL CIVIL AVIATION ORGANIZATION

Second Meeting of the Safety Management and Oversight Sub-Group (SMO/SG) of the AASPG

Dakar, Senegal, 29 June - 3 July 2026

Agenda Item 3: Achievements in Safety Management and Safety Oversight

3.4 Review of Progress registered by Safety Management - State Safety Programme Implementation and documentation Project Team

(Presented by the Project Team Coordinator)

SUMMARY	
This working paper outlines the progress made in implementing the State Safety Programme (SSP) project, highlights the challenges encountered, and provides recommendations to address them.	
Action by the Meeting is in Paragraph 3 .	
References:	GASP RASP-AFI ICAO Annex 19 ICAO Doc 9859 ICAO Doc 10059
Strategic Goals	A. Every flight is safe and secure

1. INTRODUCTION

- 1.1. The State Safety Programme (SSP) implementation and documentation Project was officially launched during a regional webinar held on 29 January 2026. The initiative aims to develop and update a comprehensive package of generic SSP documentation and tools to support States of the AFI region in implementing the Standards and Recommended Practices (SARPs) of Annex 19 in order to achieve the objectives of the of the Global Aviation Safety Plan (GASP), the AFI Regional Aviation Safety Plan (AFI-RASP), and National Aviation Safety Plans (NASPs).
- 1.2. The project is led by a Project Team Coordinator (PTC), who is responsible for overall coordination, monitoring and reporting to the SMO/SG. To ensure the effective conduct of activities, the project team has established a working-group structure comprising two teams: an English-language team and a French-language team. Each team is led by a Deputy PTC. The project leadership team is composed as follows:

- **Gnimdou KELEWOU** (Togo) — Project Team Coordinator (PTC);

- **Eric MOUSSOUAMI** (Gabon) — Deputy PTC, French-language team;
- **Eustace MWEEMBA** (Zambia) — Deputy PTC, English-language team.

- 1.3. The project is implemented over a two-year period (early 2026 to end 2027) and follows a six-step development and validation process comprising planning, drafting, internal team review, Regional Offices review, validation workshops and formal submission to the AASPG, through the SMO/SG, for endorsement.

2. DISCUSSION

2.1. SMO -SSP Project Deliverables Status

2.1.1. Deliverable 2.1: Identification of necessary documents and tools, including SSP legislation provisions, procedures, guidance, checklists and tools.

The identification of the required SSP documentation and tools was conducted through a structured collaborative process. A comprehensive review of applicable SARPs was undertaken, with reference to Annex 19, the Safety Management Manual (Doc 9859), and the safety intelligence Manual (10059). This review enabled the project team to identify the full range of legislative, regulatory, procedural and operational documentation required to support effective SSP implementation at State level. This methodology, combined with four online working sessions, resulted in the identification and consolidation of 64 SSP documents and tools to be developed.

2.1.2. Deliverable 2.2: Establishment of a work plan, with timelines and assigned responsibilities.

Following the identification of the required SSP documentation and tools, the Project Team established a consolidated Work Plan outlining assignments, timelines, and priorities. The plan was validated by the team and submitted to the ICAO WACAF Regional Office. The Work Plan allocates the 64 deliverables across two language-specific working groups: the English-Language Team (33 documents) and the French-Language Team (31 documents, including 3 deliverables to be coordinated with AIG Project Team).

2.1.3. Deliverable 2.3: Development of documentation and tools identified

To support the drafting process, the PTC conducted a survey among the States. The results indicated that 48% of the required SSP documents are already within member States. The survey report has been shared to all team members. The drafting phase represents a critical milestone of the project. Both teams have initiated the drafting process and progress has been recorded. To date, 7 documents (11%) have been completed, 4 from the French-language team and 3 from the English-language team. The remaining documentation are either in progress or yet to be initiated.

Both teams held each two virtual coordination meetings addressing planning and coordination matters specific to their teams, while a PTC-led meeting with key project members focused on overall project management, reporting arrangements, drafting methodology, timelines, and initial coordination challenges.

The overall progress status is summarized in the table below.

Indicator	English Team	French Team	Combined
Documents assigned	33	31	64
Completed (Draft)	3	4	7
In progress	13	8	21
Not started	6	2	8
Status not reported / awaiting confirmation	11	17	28
Observed completion rate	~9%	~13%	~11%

2.2. Challenges and recommendations

2.2.1.Challenges

The project team identified the following challenges:

- Limited availability of designated experts due to competing operational responsibilities within their States.
- Insufficient sharing of SSP documentation, resulting in duplication of effort and delays in drafting.

2.2.2.Recommendations

The SSP project team recommend:

- a) States to facilitate the sharing of SSP documentation by allowing experts to exchange existing SSP materials and implementation tools within the framework of the project. This will reduce duplication and enhance efficiency;
- b) States to ensure the availability of experts to actively contribute to the project in order to meet the agreed timelines.

3 ACTION BY THE MEETING

3.1 The meeting is invited to:

- a) note the progress achieved by the SSP project team and related challenges as presented in this working paper;
- b) urge States to facilitate the sharing of existing SSP documentation and to ensure the availability and active participation of designated experts; and
- c) encourage continued coordination and engagement among project team members to address identified challenges and maintain progress in accordance with the agreed timeline.