



THE GAMBIA NATIONAL AVIATION SAFETY PLAN

2026 – 2028 Edition

Approved by and published under the authority of the Honourable Minister of Transport,
Works and Infrastructure (MOTWI)

The Gambia NASP, First Edition 2026-2028 – November 2025


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FOREWORD

The National Aviation Safety Plan (NASP) is a cornerstone of the Gambia's commitment to staying ahead of evolving aviation safety risks. As a living document, the NASP presents the national strategy that captures the ongoing efforts to assess, prioritise, and implement actions that improve aviation safety in The Gambia. The purpose of the NASP is to continually reduce fatalities, and the risk of fatalities, by guiding the development of a harmonized aviation safety strategy.

The NASP sets out the Gambia's strategic direction for the management of aviation safety for a set period, thereby reducing aviation safety risks to an acceptable level. It outlines key operational and systemic risks derived from the global aviation safety plan (GASP) and the regional aviation safety plan (AFI-RASP) and defines how these risks will be managed through targeted Safety Enhancement Initiatives (SEIs).

Aviation safety is an area of continuous improvement. By fostering collaboration across the entire aviation system, this NASP supports a more accountable, efficient, and proportionate approach to risk management—ensuring The Gambia maintains the highest safety standards while enabling innovation and progress.

Continued aviation safety-related events reinforce the need for an unwavering collective determination to enhance aviation safety worldwide, in line with the ICAO's Strategic Plan 2026–2050 and the Strategic Goal to ensure every flight is safe and secure. It calls for a strong expression of commitment from The Gambia Government to allocate sufficient resources to meet its national and international obligations in terms of safety management, to continue collaborating with ICAO, with the aviation industry and other stakeholders, and to deliver outcomes at the national, regional and global levels. We are committed to achieving zero fatalities from aviation accidents and incidents.

The content of this NASP was developed with inputs from experts from The Gambia Civil Aviation Authority (GCAA), The Gambia International Airlines (GIA), NIRO Company Ltd, Air Rep Services, Star Oil and ORYX Energies. The Gambia gratefully acknowledges the contributions of the ICAO Regional Office for Western and Central Africa (WACAF) for providing support, advice and input for this document.

Mr. Ebrima Sillah

Honourable Minister of Transport, Works and Infrastructure (MOTWI)



EXECUTIVE SUMMARY

Air transport plays a vital role in The Gambia's economy, connectivity, and access to global markets. A safe and reliable aviation system underpins public confidence and is fundamental to supporting sustainable industry growth. To ensure the continued safety and sustainability of aviation, The Gambia is committed to strengthening its safety oversight capabilities and ensuring the availability of appropriate air navigation services, airport infrastructure, governance frameworks, and skilled personnel.

The Gambia's National Aviation Safety Plan (NASP) aims to continually reduce fatalities, and the risk of fatalities, through the development and implementation of a national aviation safety strategy. It sets forth the strategic direction and specific actions required to enhance aviation safety in The Gambia in alignment with the International Civil Aviation Organization's (ICAO) Global Aviation Safety Plan (GASP) and the Regional Aviation Safety Plan for Africa-Indian Ocean (AFI-RASP) Region. It also reflects The Gambia's firm commitment to strengthening its aviation safety oversight system and promoting a proactive, data-driven safety culture.

This NASP is developed under the coordination of the Gambia Civil Aviation Authority (GCAA), in consultation with key national stakeholders. The plan identifies key safety risks, sets measurable goals, and outlines coordinated initiatives to mitigate those risks in line with global and regional safety priorities. A periodic review of the content of the NASP will be done to ensure the plan remains relevant and best reflects current national, regional and global safety issues in aviation safety, as well as means to address them.

Through the NASP, the aviation stakeholders in The Gambia reaffirm their commitment to ongoing safety improvements, adequate resourcing of safety initiatives, and strengthened collaboration at the national, regional, and international levels. This is supported by a series of goals:

Goal 1: is to achieve a continuous reduction of operational safety risks.

Goal 2: Strengthen safety oversight and investigation capabilities.


Goal 3: Ensure the development and implementation of the State Safety Programme.

Goal 4: Increase collaboration at national, regional and global levels to address safety issues.

Goal 5: calls for strengthening national aviation safety planning, through AFI-RASP and GASP.

Goal 6: aims to expand the use of industry evaluation programmes and safety data sharing programmes.

To realise these goals, The Gambia has developed operational and organisational roadmaps that include defined safety objectives, measurable performance indicators, and targeted safety enhancement initiatives supported by specific actions. Sufficient financial resources

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and qualified technical personnel are required for the development and implementation of the NASP and its subsequent editions.

By executing this roadmap, The Gambia aims to achieve measurable safety improvements, enhance compliance with international standards, and build a robust safety culture that supports the safe growth of civil aviation in The Gambia.

The NASP will be made publicly accessible to ensure transparency and stakeholder engagement. The full document, along with any subsequent updates or amendments, will be published on the official websites of the GCAA at www.gcaa.aero and the MOTWI at www.motwi.gov.gm. Stakeholders are encouraged to regularly consult the websites to remain informed of the latest safety priorities, initiatives, and progress reports.



DEFINITIONS

Accident investigation authority. The authority designated by a State as responsible for aircraft accident and incident investigations within the context of Annex 13 to the Chicago Convention.

Audit. A systematic, independent and documented process for obtaining evidence and evaluating it objectively to determine the extent to which requirements and audit criteria are fulfilled.

Contributing factors. Actions, omissions, events, conditions, or a combination thereof, which, if eliminated, avoided or absent, would have reduced the probability of the accident or incident occurring, or mitigated the severity of the consequences of the accident or incident. The identification of contributing factors does not imply the assignment of fault or the determination of administrative, civil or criminal liability.

Critical elements (CEs). The critical elements of a safety oversight system encompass the whole spectrum of civil aviation activities. They are the building blocks upon which an effective safety oversight system is based. The level of effective implementation of the CEs is an indication of a state's capability for safety oversight.

Effective implementation (EI). A measure of the State's safety oversight capability, calculated for each critical element, each audit area or as an overall measure. The EI is expressed as a percentage.

Gap analysis. An evaluation that compares an existing situation to the desired one, it identifies specific steps that can be taken to reach a desired goal.

Hazard. A condition or an object with the potential to cause or contribute to an aircraft incident or accident.

Incident. An occurrence, other than an accident, associated with the operation of an aircraft which affects or could affect the safety of operation.

Note. — The types of incidents which are of main interest to the International Civil Aviation Organization for accident prevention studies are listed in Annex 13, Attachment C.

Maximum mass. Maximum certificated take-off mass.

Operator. The person, organization or enterprise engaged in or offering to engage in an aircraft operation.

Safety. The state in which risks associated with aviation activities, related to, or in direct support of the operation of aircraft, are reduced and controlled to an acceptable level.

Safety audit. A USOAP CMA audit that a State requests and pays for (on a cost-recovery basis). The State determines the scope and date of a safety audit. Also see definition of *audit*.

Safety enhancement initiative (SEI). One or more actions to eliminate or mitigate risks associated with contributing factors to a safety occurrence or to address an identified safety deficiency.



Safety management system (SMS). A systematic approach to managing safety, including the necessary organizational structures, accountability, responsibilities, policies and procedures.

Safety oversight. A function performed by a State to ensure that individuals and organizations performing an aviation activity comply with safety-related national laws and regulations.

Safety performance. A State or a service provider's measurable effect on safety achievement.

Safety risk. The predicted probability and severity of the consequences or outcomes of a hazard.

State safety programme (SSP). An integrated set of regulations and activities aimed at improving safety.

ABBREVIATIONS AND ACRONYMS


AIB	Accident Investigation Bureau
AMO	Approved Maintenance Organisation
AOC	Air Operator Certificate
AFI-RASP	Africa-Indian Ocean Regional Aviation Safety Plan
AFCAC	African Civil Aviation Commission
ARC	Abnormal Runway Contact
ATO	Approved Training Organisation
BAGASOO	Banjul Accord Group Aviation Safety and Security Oversight Organization
CAA	Civil Aviation Authority
CE	Critical Element
CFIT	Controlled Flight into Terrain
CICTT	CAST/ICAO Common Taxonomy Team
DANS	Department of Air Navigation Services
DFSS	Department of Flight Safety Standards
DG	Director General
EGPWS	Enhanced Ground Proximity Warning System
EI	Effective Implementation
FIR	Flight Information Region
GA	General Aviation



GANP	Global Air Navigation Plan
GASP	Global Aviation Safety Plan
GCAA	Gambia Civil Aviation Authority
G-HRC	Global High-risk category of occurrence
GPWS	Ground Proximity Warning System
GSM	Global System for Mobile Communications
HRCs	High-risk Categories of Occurrences
ICAO	International Civil Aviation Organisation
iSTAR	Integrated Safety Trend Analysis and Reporting System
LOC-I	Loss of Control In-Flight
MAC	Mid-Air Collision
MET	Meteorology
MOTWI	Ministry of Transport, Works and Infrastructure
NASP	National Aviation Safety Plan
NDT	NASP Development Team
N-HRC	National High-risk category of occurrence
PQ	Protocol Question
RAIO	Regional Accident and Incident Investigation Organisation
RASG	Regional Aviation Safety Group
RE	Runway Excursion
RI	Runway Incursion
R-HRC	Regional High-risk category of occurrence
RSOO	Regional Safety Oversight Organisation
SAR	Search and Rescue
SARPs	Standards and Recommended Practices
SCF-NP	System/component failure or malfunction (non-powerplant)
SEI	Safety Enhancement Initiative
SMS	Safety Management System
SOP	Standard Operating Procedure
SPI	Safety Performance Indicator
SPT	Safety Performance Target



- SSC Significant Safety Concern
- SSP State Safety Programme
- TCAS Traffic Collision Avoidance System
- TURB Turbulence encounter
- UPRT Upset Prevention and Recovery Training
- USOAP-CMA Universal Safety Oversight Audit Programme Continuous Monitoring Approach

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CHAPTER 1 INTRODUCTION

1.1 Overview of The Gambia NASP

The Gambia is committed to enhancing aviation safety and to the resourcing of supporting activities. The purpose of this national aviation safety plan (NASP) is to continually reduce fatalities, and the risk of fatalities, through the development and implementation of a national aviation safety strategy. A safe, resilient and sustainable aviation system, contributes to the economic development of The Gambia and its industries. The NASP promotes the effective implementation of The Gambia's safety oversight system, a risk-based approach to managing safety, as well as a coordinated approach to collaboration between The Gambia and other States, regions and industry. All stakeholders are encouraged to support and implement the NASP as the strategy for the continuous improvement of aviation safety. Safety information (for example, data on hazards, safety risk assessments and audit results) is needed to develop a data-driven plan; set goals and targets that address national safety issues.

The 2026-2028 Edition of The Gambia NASP is in alignment with the International Civil Aviation Organization (ICAO) *Global Aviation Safety Plan (GASP, Doc 10004) 2026-2028 Edition* and the Africa-Indian Ocean Regional Aviation Safety Plan (AFI-RASP) 2026-2028 Edition.

1.2 Structure of the NASP


This NASP presents the strategic direction for the management of aviation safety at the national level, for a period of three (3) years. It comprises six chapters. In addition to the introduction, chapters include: the purpose of the NASP, The Gambia's strategic direction for the management of aviation safety, the national operational safety risks identified for the interval 2026-2028, organizational challenges addressed in the NASP, and a description of how the implementation of the safety enhancement initiatives (SEIs) listed in the NASP is going to be monitored.

1.3 Relationship between the NASP- Gambia and the State Safety Programme (SSP)

This Gambia NASP addresses operational safety risks presented in the ICAO GASP and the AFI-RASP, in the absence of mature safety data analysis (SDA) aspects. Initiatives listed in this NASP address organizational challenges and aim to enhance organizational capabilities related to effective safety oversight.

1.4 Responsibility for the NASP Development, Implementation and Monitoring

The Gambia Civil Aviation Authority is the designated authority responsible for coordinating the development, implementation and monitoring of the NASP, in collaboration with the relevant national aviation industry. The NASP was developed in consultation with national

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operators and other key aviation stakeholders, and in alignment with the 2026-2028 editions of the GASP and the AFI-RASP.

1.5 National Safety Issues, Goals and Targets

The NASP addresses the following national safety issues in no order of importance:

- 1) Control Flight into Terrain
- 2) Loss of Control In-Flight
- 3) Mid-Air Collision
- 4) Runway Excursion
- 5) Runway Incursions
- 6) Bird strikes
- 7) Inadequate oversight capacity in AIG, ANS & AGA
- 8) Inadequate regulations, procedures and guidance material for airside operations
- 9) Inadequate system to attract, train and retain qualified technical personnel

To address the issues listed above and enhance aviation safety at the national level, the 2026-2028 Edition of The Gambia NASP contains the following goals and targets:

Goal 1: To achieve a continuous reduction of operational safety risks.

Target 1.1 Maintain a decreasing trend of bird strikes (with the baseline of 0.0066 bird strike reports per 5000 departures in 2024)

Target 1.2 Maintain a decreasing trend of runway related incident rate (with the baseline of 0.0016 incidents per 5000 departures in 2024)

Goal 2: Strengthen safety oversight and investigation capabilities.

Target 2.1 Establish an Aircraft Accident Investigation Bureau by end of 2028

Target 2.2 Allocate sufficient resources for the recruitment and training of ANS (2), AGA (1) and AIG (2), personnel by end of 2028

Target 2.3 Separation of regulatory and the service provider functions of GCAA by the end of 2028


Target 2.4 Certify the Banjul International Airport by the end of 2028

Target 2.5 Increase the percentage of CAP implementation and/or progress in PQ Self-assessment

Goal 3: Ensure the development and implementation of the State Safety Programme.

Target 3.1: Assess the level of implementation of the SSP by end of 2026

Target 3.2: Establish an SSP by end of 2028

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Goal 4: Increase collaboration at national, regional and global levels to address safety issues.

Target 4.1 Request assistance from other states, Regional Safety Oversight Organisations or Regional Accident Investigation Organisations to address safety issues by the end of 2028

Target 4.2 Facilitate the required assistance to other states and Regional Safety Oversight Organisations to address safety issues by the end of 2028

Target 4.3 Establish and implement a mechanism to make use of the information on operational safety risks and emerging issues for the purpose of aviation safety planning by the end of 2028

Goal 5: Calls for strengthening national aviation safety planning, through AFI-RASP and GASP.

Target 5.1 Publish an updated NASP, taking into consideration the current Editions of the GASP & AFI-RASP

Goal 6: aims to expand the use of industry evaluation programmes and safety data sharing programmes.

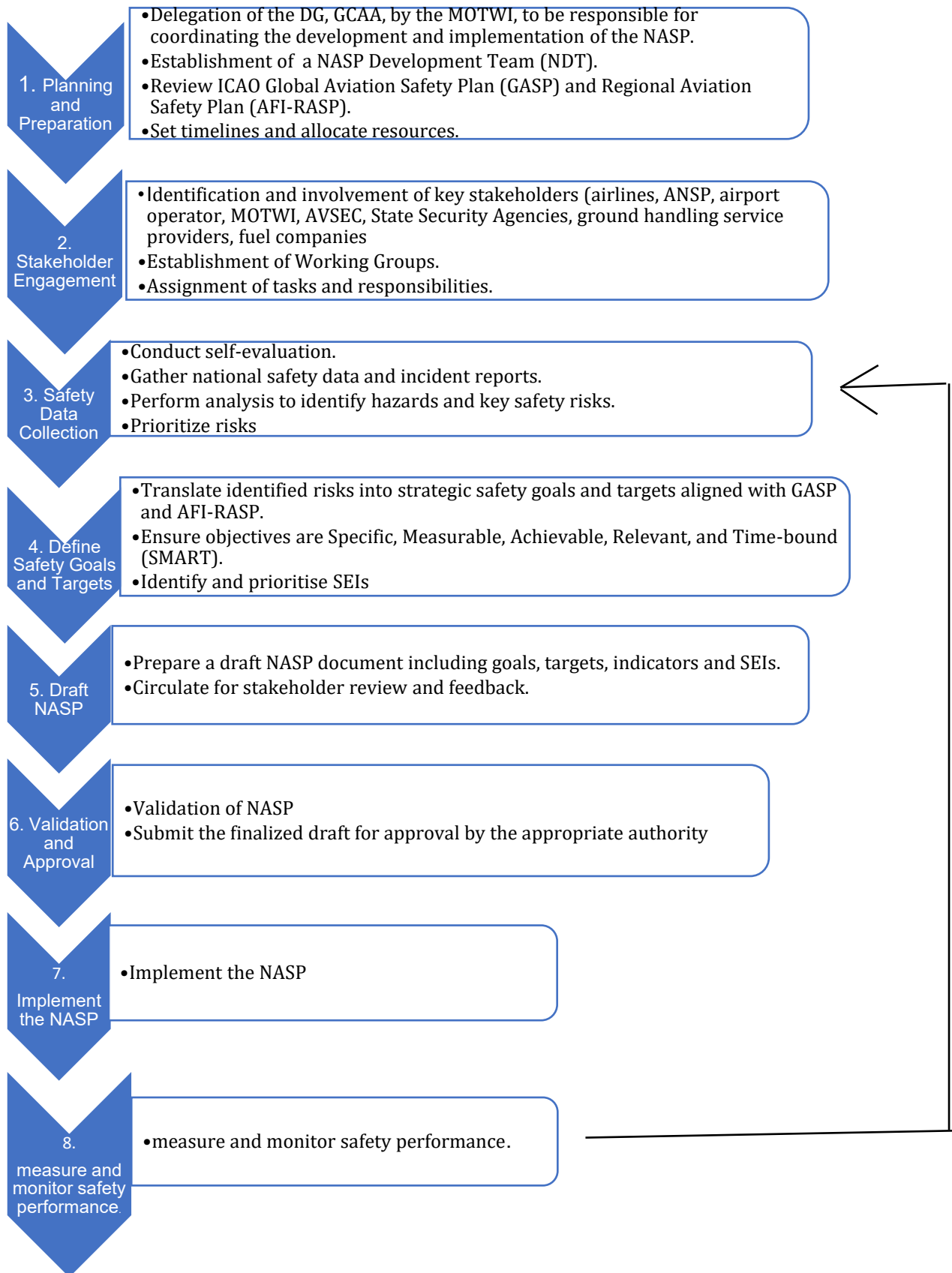
Target 6.1 Industry to maintain an increasing trend in its use of industry safety assessment and safety data sharing programmes

1.6 Operational Context


The Gambia has only one international airport. The airspace of The Gambia is classified as Class C airspace. There were 26,281 movements in The Gambia over the period 2019 to 2024. As of 31 August 2025, no air operator certificate (AOC) was issued by The Gambia. There is no domestic air taxi services operator, helicopter operator or heliport in The Gambia. The topography of The Gambia is generally flat with light to moderate wind through most of the year except during the rainy season when heavy rain showers and strong winds are frequent usually between the months of June to September of each year. There has been only one fatal accident in over 30 years.

1.7 The Gambia NASP Development Flowchart

Below is the NASP development flowchart, from initial planning through to validation, approval, implementation, measuring and monitoring safety performance.



↑Figure 1: NASP Development Flowchart

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1.7.1 PLANNING AND PREPARATION

1.7.1.1 The Minister of Transport, Works and Infrastructure delegated the responsibility for coordinating the development, implementation and revision of the NASP to the Director General (DG) of GCAA. Consequently, a NASP Development Team (NDT) was formed.

1.7.2 STAKEHOLDER ENGAGEMENT


1.7.2.1 Since the development and implementation of the NASP requires active engagement and participation of the industry key stakeholders, the following organisations constituted the NDT:

- GCAA
- MOTWI
- Gambia International Airlines (GIA);
- NIRO Company Ltd;
- Air Rep Services;
- Star Oil Gambia Ltd; and
- ORYX Energies

1.7.3 SAFETY DATA COLLECTION & ANALYSIS

1.7.3.1 The self-evaluation was conducted using data from the following sources:

- USOAP CMA Activity Reports
- ICAO iSTARS
- Traffic Data from Department of Air Transport, GCAA
- Airports Excellence (APEX) Report
- WGS-84 Report
- Voluntary & Mandatory Occurrence Reports
- GASP 2026-2028 Edition
- AFI-RASP 2026-2028 Edition

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1.7.3.2 As shown in Figure 1 above, the self-evaluation should be repeated at regular intervals and according to the results of safety performance measurement and developing trends. Factors, such as a significant change in national operations or other aviation-related national plans and programmes may also prompt consideration of a new self-evaluation and corresponding updates to the NASP.

1.7.3.3 Based on the results of the self-evaluation, the NASP development team identified the following hazards and safety deficiencies that are addressed in the NASP:

Operational Safety Hazard & Deficiencies

- Faded markings on the aerodrome movement area
- Inadequate or non-functional signage
- Poor pavement condition of runway and apron
- Inadequate fire cover
- Laser beam attacks
- Unreliable power supply at the aerodrome
- Poor apron layout susceptible to jet blast
- Presence of wildlife & birds within the vicinity of the aerodrome
- Lack of standard operating procedures for the airside movement
- Intrusions (including stowaways)
- Inadequate number of functional crash gates
- Erection of GSM towers around the airport

Organisational Challenges

- Inadequate oversight capacity in AIG, ANS & AGA
- Inadequate regulations, procedures and guidance material for airside operations
- Inadequate system to attract, train and retain qualified technical personnel
- Lack of establishment and implementation of State Safety Programme (SSP)


1.7.4 NATIONAL SAFETY ISSUES

1.7.4.1. The NDT prioritized the safety issues, in the following order:

- 1) Bird strikes
- 2) Runway incursions




- 3) Runway excursions
- 4) Controlled flight into terrain
- 5) Inadequate oversight capacity in AIG, ANS & AGA
- 6) Inadequate regulations, procedures and guidance material for airside operations
- 7) Inadequate system to attract, train and retain qualified technical personnel
- 8) Loss of control in-flight
- 9) Mid-air collisions

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CHAPTER 2 PURPOSE OF THE GAMBIA NATIONAL AVIATION SAFETY PLAN

The Gambia NASP is the master planning document containing the strategic direction of The Gambia for the management of aviation safety for a period of 3 years (2026 to 2028). This plan lists national safety issues, sets national safety goals and targets, and presents a series of safety enhancement initiatives (SEIs) to achieve these goals.

The NASP has been developed using the safety goals and targets and high-risk categories of occurrences (HRCs) from both the GASP (www.icao.int/gasp) and the AFI-RASP (<http://www.icao.int/wacaf/Pages/default.aspx>). These are highlighted in the text, where applicable. The SEIs listed in the NASP support the improvement of safety at the wider regional and international levels. The NASP includes several actions to address specific safety issues and recommended SEIs for individual States set out in the AFI-RASP. The Gambia has adopted these SEIs and has included them in this plan. Cross-references are provided to the AFI-RASP for individual SEIs where relevant.

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CHAPTER 3 THE GAMBIA'S STRATEGIC DIRECTION FOR THE MANAGEMENT OF AVIATION SAFETY

The NASP presents the SEIs that were developed based on the organizational challenges (ORG) and operational safety risks (OPS) roadmaps, as presented in the ICAO *Global Aviation Safety Roadmap* as well as State-specific issues identified by the GCAA and aviation service providers. This plan is developed and maintained by the GCAA, in coordination with all stakeholders and is updated at least every three years or as required.

The NASP includes the following national safety goals and targets, for the management of aviation safety, as well as a series of indicators to monitor the progress made towards their achievement. They are tied to the goals, targets and indicators listed in the GASP and the AFI RASP and include additional national safety goals, targets and indicators.



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Goal	Target	Indicators	Link to GASP and AFI-RASP
Goal 1, Achieve a continuous reduction of operational safety risks	1.1 Maintain a decreasing trend of bird strikes (with the baseline of 0.0066 bird strikes per 5000 flights in 2024)	1.1.1 Number of bird strikes reported per 5 000 flights.	<i>This goal is directly linked to Goal 1 and Target 1.1 of the GASP and linked to Goal 1 and Target 1.1 of the AFI- RASP.</i>
	1.2 Maintain a decreasing trend of runway related incident rate (with the baseline of 0.0016 incidents per 5000 flights in 2024)	1.2.1 Number of runway safety occurrences per 5 000 flights. 1.2.2 Number of fatal accidents per 5 000 flights.	
Goal 2, Strengthen the State's safety oversight capabilities	2.1 Establish an Aircraft Accident Investigation Bureau by end of 2028	2.1.1 AIG Act promulgated 2.1.2 Qualified AIG personnel recruited 2.1.3 AIG Regulations promulgated 2.1.4 AIG investigation procedures developed	<i>This goal is directly linked to Goal 2 and Target 2.1 of the GASP and linked to Goal 2 and Target 2.1 of the AFI- RASP.</i>
	2.2 Allocate sufficient resources for the recruitment and training of AIG (2), ANS (2) & AGA (1) personnel by end of 2028	2.2.1 Number of qualified AIG personnel recruited 2.2.2 Number of qualified ANS personnel recruited 2.2.3 Number of qualified AGA personnel recruited	
	2.3 Separation of regulatory and the service provider functions of GCAA by the end of 2028	2.3.1 Gambia Airport Management Agency Act promulgated 2.3.2 Gambia Civil Aviation Act amended and promulgated	
	2.4 Certify the Banjul International Airport by the end of 2028	2.4.1 Banjul International Airport certified	
	2.5 Increase the percentage of CAP implementation and/or progress in PQ Self-assessment	2.5.1 CAP implementation and/or progress in PQ Self-assessment increased to at least 75%	



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Goal	Target	Indicators	Link to GASP and AFI-RASP
Goal 3. <i>Ensure the development and implementation of the State Safety Programme.</i>	3.1 Assess the level of implementation of the SSP by end of 2026	3.1.1 SSP Protocol Questions self- assessment completed using ICAO USOAP CMA OLF	This goal is linked to Goal 3 and Target 3.1 of the GASP and AFI-RASP.
	3.2 Establish an SSP by end of 2028	3.2.1 SSP established (a) Safety data collection and processing system (SDCPS) established (b) Framework for protection of safety data and safety information established.	
Goal 4: <i>Increase collaboration at national, regional and global levels to address safety issues.</i>	4.1 Request assistance from other states, Regional Safety Oversight Organisations or Regional Accident Investigation Organisations to address safety issues by the end of 2028	4.1.1 Number of MOUs/ agreements with States and regional organisations for oversight assistance. 4.1.2 Number of assistances received in addressing deficiencies in AGA 4.1.3 Number of assistances received in addressing deficiencies in ANS 4.1.4 Number of assistances received in addressing deficiencies in AIG 4.1.5 Number of assistances received in addressing deficiencies in SSP	This goal is linked to Goal 4 and Target 4.1 of the GASP and AFI-RASP
	4.2 Facilitate the required assistance to other states and Regional Safety Oversight Organisations to address safety issues by the end of 2028	4.2.1 Number of assistances offered by The Gambia to other States or regional safety oversight organisations.	
	4.3 Establish and implement a mechanism to make use of the information on operational safety risks and emerging issues for the purpose of aviation safety planning by the end of 2028	4.3.1 Establish terms of reference for the NDT 4.3.1 Number of NDT review meetings convened	



Goal	Target	Indicators	Link to GASP and AFI-RASP
Goal 5 Calls for strengthening national aviation safety planning, through AFI-RASP and GASP	5.1 Publish an updated NASP, taking into consideration the current Editions of the GASP & AFI-RASP	5.1.1 NASP published in alignment with the current editions of the GASP & AFI-RASP 5.1.2 NASP registered with the ICAO online community	This goal is linked to Goal 5 and Target 5.1 of the GASP and AFI-RASP
Goal 6 Expand the use of industry evaluation programmes and safety data sharing programmes.	6.1 Industry to maintain an increasing trend in its use of industry safety evaluation and safety data sharing programmes	6.1.1 Number of service providers participating in the ICAO recognized industry evaluation programmes 6.1.2 Number of service providers participating in industry safety data sharing programmes	

The SEIs in this plan are implemented through The Gambia’s existing safety oversight capabilities and the service providers’ SMS. SEIs derived from the ICAO *Global Aviation Safety Roadmap* were identified to achieve the national safety goals presented in the NASP. Some of the national SEIs are linked to overarching SEIs at the regional and international levels and help to enhance aviation safety globally. The full list of the SEIs is presented in Appendices 1 & 2 to this NASP.

The NASP also addresses emerging issues. Emerging issues include concepts of operations, technologies, public policies, business models or ideas that might impact safety in the future, for which insufficient data exists to complete typical data-driven analysis. Due to the lack of data, emerging issues cannot automatically be considered as operational safety risks. It is important that The Gambia remain vigilant on emerging issues to identify hazards and safety deficiencies, collect relevant data and proactively develop mitigations to address any associated risks. The NASP addresses the following emerging issues, which were identified by reports from service providers for further analysis:

1. Unmanned Aerial Vehicles
2. Laser beam attacks
3. Cybersecurity
4. Obstacles around the vicinity of the aerodrome
5. Encroachment of the aerodrome area
6. Radio frequency interference

CHAPTER 4 NATIONAL OPERATIONAL SAFETY RISKS

The NASP includes SEIs that address national operational safety risks, derived from lessons learned from occurrences and from a data-driven approach. These SEIs may include actions such as rulemaking; policy development; targeted safety oversight activities; safety data analysis; and safety promotion.

The Gambia will be publishing an Annual Safety Report, to be made available on the website [www.gcaa.aero]. The summary of accidents and serious incidents that occurred in The Gambia, and those involving aircraft registered in The Gambia engaged in commercial air transport operations, as well as aircraft involved in general aviation, are shown in the tables below.

<i>Year</i>	<i>Fatal accidents</i>	<i>Non-fatal accidents</i>	<i>Serious incidents</i>
Commercial air transport occurrences in The Gambia			
2019-2024	0	0	1
2025	0	0	1
General aviation aircraft occurrences in The Gambia			
2019-2024	0	0	0
2025	0	0	0

<i>Year</i>	<i>Fatal accidents</i>	<i>Non-fatal accidents</i>	<i>Serious incidents</i>
Occurrences involving commercial air transport aircraft registered in The Gambia			
2019-2024	0	0	0
2025	0	0	1
Occurrences involving general aviation aircraft registered in The Gambia			
2019-2024	0	0	0
2025	0	0	0

The following six national high-risk categories of occurrences (N-HRCs) in The Gambia context were considered of the utmost priority because of the number of fatalities and risk of fatalities associated with such occurrences. In the case of Bird Strike, although the occurrence may not result in fatalities or risk of fatalities, its high frequency in The Gambia context, causing damage to aircraft engines in several cases, warranted its inclusion in the N-HRCs. They were identified based on analyses from mandatory and voluntary reporting systems, accident and incident investigation reports, safety oversight activities over the past years, as



well as based on regional analysis conducted by *RASG-AFI*, and on the operational safety risks described in the GASP.

These N-HRCs are in line with those listed in the 2026- 2028 Editions of the GASP, as well as the AFI RASP.

- 1) Bird strikes and wildlife
- 2) Runway Incursion (RI)
- 3) Runway Excursion (RE)
- 4) Controlled Flight into Terrain (CFIT)
- 5) Loss of Control In-Flight (LOC-I)
- 6) Mid Air Collision (MAC)

In addition to the N-HRCs listed above, the following national operational safety risks have been identified:

- 1) Deficiencies in airport infrastructure

The following, that were identified as other global risk categories of occurrences (as per CICTT) for the 2026–2028 edition of the GASP has been included in The Gambia NASP, 2026-2028 Edition.

These may not have a high fatality risk, such as the N-HRCs, but figure prominently in the most frequent types of accidents and serious incidents across ICAO regions:

- 1) abnormal runway contact (ARC);
- 2) system/component failure or malfunction (non-powerplant) (SCF–NP); and
- 3) turbulence encounter (TURB).

The aviation occurrence categories from the Commercial Aviation Safety Team (CAST)/ICAO Common Taxonomy Team (CICTT) were used to assess risk categories in the process of determining national operational safety risks. The CICTT Taxonomy is found on the ICAO website at <https://www.icao.int/safety/airnavigation/AIG/Pages/Taxonomy.aspx>.

To address the national operational safety risks listed above, The Gambia identified the following contributing factors leading to N-HRCs and will implement a series of SEIs, some of which are derived from the ICAO OPS roadmap, contained in the ICAO *Global Aviation Safety Roadmap* (Doc 10161):

N-HRC 1: Bird strikes and wildlife

- 1) Human settlements near the aerodrome.
- 2) Garbage dumpsites and landfills within 13 km radius of the airport reference point.
- 3) Bird migration across aerodrome runways.



- 4) Presence of water bodies near the aerodrome.
- 5) Bird attractants within the aerodrome vicinity, such as insects, food waste, and stagnant water in abandoned projects.
- 6) Abattoir activities close to the aerodrome.
- 7) Inadequate wildlife control programs in and around the aerodrome.
- 8) Regulatory violations, including waste disposal near the airport.
- 9) Agricultural activities within the 13 km radius of the aerodrome reference point.
- 10) Poor landscape management (e.g. grassy airfield)
- 11) Inadequate bird/wildlife control equipment
- 12) Inadequate training of wildlife control personnel

N-HRC 2: Runway Incursion (RI)

- 1) Insufficient or lack of communication between pilots and ATC
- 2) Lack of awareness on Runway Safety.
- 3) Organizational issues such as inadequate training, inactive Runway Safety Team, intrusions, etc.
- 4) Lack of proper visual aids
- 5) inadequate or lack of procedures on runway occupancy

N-HRC 3: Runway Excursion (RE)

- 1) Contaminated runway with no information on extent to pilots.
- 2) Non-implementation of a harmonised methodology for assessment and reporting of Runway Surface conditions.
- 3) Organizational issues such as inadequate training, procedures, etc.
- 4) Unstabilized approaches
- 5) Lack of adherence to SOPs
- 6) Loss of situational awareness
- 7) Poor runway condition

N-HRC 4: Controlled Flight into Terrain (CFIT)

- 1) Non-stabilised approach;
- 2) Lack of situational awareness;



- 3) Inadequate or non-compliance to standard operating procedures (SOPs);
- 4) The choice of non-precision over precision approaches for landing;
- 5) Inadequate training programme, including crew resource management (CRM)/ Threat and Error Management (TEM);
- 6) Weather conditions.
- 7) Outdated Electronic Terrain and Obstacle Data (eTOD).

N-HRC 5: Loss of Control In-Flight (LOC-I)

- 1) Lack of proper UPRT
- 2) Adverse weather
- 3) Inappropriate flight control inputs in response to a sudden awareness of an abnormal bank angle
- 4) Aircraft malfunction
- 5) Flight crew errors (Inadequate use of SOPs)

N-HRC 6: Mid Air Collision (MAC)

- 1) Loss of Situational Awareness, High Operational workload, Indiscipline, Stress, Poor Communication (use of non-standard phraseology) etc.
- 2) Technical Equipment Failures, inadequate or non-availability of required technology, unreliable systems.
- 3) Coordination Failures
- 4) Airspace structure: inadequate capacity, poor weather conditions, poor organisation of sectors, etc
- 5) Procedures: Non-compliance, incorrect application of, none or inadequate procedures.
- 6) Organisational: inadequate staffing, training, policies, supervision, etc.

The full list of the SEIs is presented in Appendix 1 to the NASP



CHAPTER 5 ORGANIZATIONAL CHALLENGES

In addition to the national operational safety risks listed in the NASP, The Gambia has identified organizational challenges and a series of SEIs, selected for the NASP, to address them. These are given priority in the NASP since they are aimed at enhancing and strengthening The Gambia's safety oversight capabilities and the management of aviation safety at the national level.

The eight critical elements (CEs) of a safety oversight system are defined by ICAO. The Gambia is committed to the effective implementation of these eight CEs, as part of its overall safety oversight responsibilities, which emphasize The Gambia's commitment to safety in respect of its aviation activities. The eight CEs are presented in Figure 2 below.

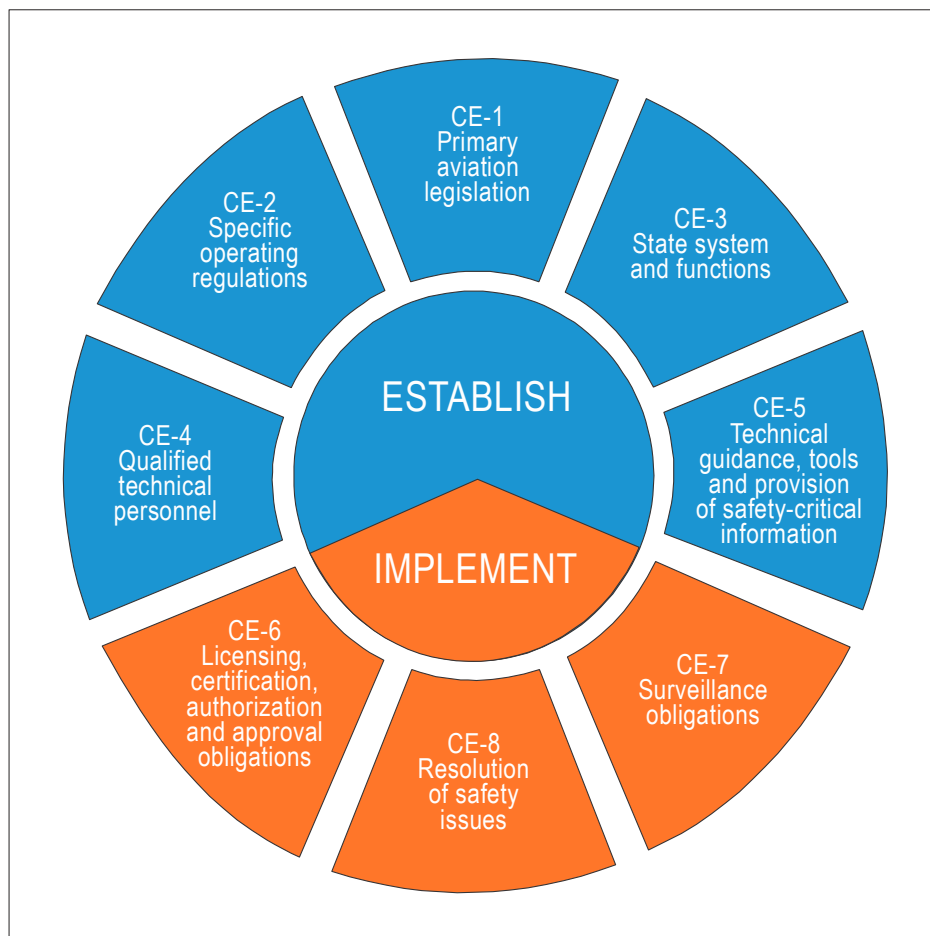



Figure 2. Critical elements of a state's safety oversight system

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The latest ICAO USOAP CMA Activity on The Gambia (Off-site validation) which was conducted in October 2020 had resulted in the following scores:

Overall, EI score							
70.48%							
EI score by CE							
CE-1	CE-2	CE-3	CE-4	CE-5	CE-6	CE-7	CE-8
89.29%	75.95%	76.36%	78.95%	68.32%	70%	58.75%	58.82%
EI score by audit area							
LEG	ORG	PEL	OPS	AIR	AIG	ANS	AGA
80.95%	70%	53.73%	48.21%	92.86%	56.34%	82.35%	71.05%

The following four organizational challenges in The Gambia context were considered of the utmost priority because they impact the effectiveness of safety risk controls. They were identified based on analysis from USOAP data, incident reports, safety oversight activities over the past 5 years. These issues are typically systemic in nature and relate to challenges associated with the conduct of States' safety oversight functions, implementation of SSP at the national level and the level of SMS implementation by national service providers. They take into consideration organizational culture, policies and procedures within GCAA and those of service providers. These organizational challenges are in line with those listed in the 2026-2028 Edition of the GASP, as well as the AFI RASP.

- 1) Lack of sufficient number of qualified and experienced technical personnel to carry out safety oversight functions
- 2) Lack of aircraft accident and incident investigation capabilities
- 3) Lack of technical guidance, tools and provisions
- 4) State safety program development and implementation.

To address the organizational challenges listed above, The Gambia will implement a series of SEIs, some of which are derived from the ICAO ORG roadmap, contained in the ICAO *Global Aviation Safety Roadmap* (Doc 10161). The full list of the SEIs is presented in Appendix 2 to this NASP.



CHAPTER 6 MONITORING IMPLEMENTATION

The Gambia will continuously monitor the implementation of the SEIs listed in the NASP and measure safety performance of the national civil aviation system, to ensure the intended results are achieved, using the mechanisms presented in the appendices to this plan.

In addition to the above, The Gambia will review the NASP every 3 years or earlier, if required, to keep the identified operational safety risks, organizational challenges, and selected SEIs updated and relevant. The GCAA will periodically review the safety performance of the initiatives listed in the NASP to ensure the achievement of national safety goals. If required, The Gambia will seek the support of AFI Aviation System Planning and implementation Group (AASPG), and BAGASOO to ensure the timely implementation of SEIs to address national safety issues. Through close monitoring of the SEIs, The Gambia will adjust the NASP and its initiatives, if needed, and update the NASP accordingly.


The Gambia will use the indicators listed in Section 3 of this plan to measure safety performance of the national civil aviation system and monitor each national safety target. A periodic three-year safety report will be published to provide stakeholders with relevant up-to-date information on the progress made in achieving the national safety goals, as well as the implementation status of the SEIs. Reports may be generated earlier than the three-year period if safety-critical information warrants such.

If the national safety goals are not met, the root causes will be presented. If The Gambia identifies critical operational safety risks, reasonable measures will be taken to mitigate them as soon as practicable, possibly leading to an unscheduled revision of the NASP.

The Gambia adopted a standardized approach to provide information at the regional level, for reporting to the regional aviation safety group, AASPG. This allows the region to receive information and assess operational safety risks using common methodologies.

Any questions regarding the NASP and its initiatives, and further requests for information, may be addressed to the following:

Director General
Gambia Civil Aviation Authority
Banjul International Airport
+220 3359902/3354420
+220 4472831
dg@gcaa.aero
www.gcaa.aero

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Appendix 1


DETAILED SEIS: NATIONAL OPERATIONAL SAFETY RISKS

N-HRC1: BIRDS AND WILDLIFE


Goal 1 Achieve a continuous reduction of operational safety risks

Target 1.1: Maintain a decreasing trend of bird strikes


Safety enhancement initiative	Action	Timeline	Responsible Entity	Stakeholders	Metrics	Priority	Monitoring Activity
NASP OPS SEI-1 Mitigate contributing factors to the risk of Bird Strike and wildlife hazard accidents and incidents	1A. Implement the following bird and wildlife safety actions: <i>a). Monitor bird activities and bird strikes at the airport, encouraging data collection, reporting, recording, and analysis through various methods.</i>	Q1 2026 to Q4 2028	Dept. of Airport Operations (DAOPS), GCAA	Dept. Flight Safety Standards (DFSS), GCAA Dept. Air Navigation Services (DANS), GCAA Air Operators Ground service providers (GIA, NIRO)	Number of bird strike reports filed.	HIGH	bird and wildlife control reports Monthly bird strike reports 13km radius survey reports
	<i>b). Establish communication channels with local communities to raise awareness and encourage reporting of wildlife hazards that might affect airport operations.</i>	Q1 2026 to Q4 2028	DAOPS	Local communities Gambia Tourism Board (GTB)	Number of community outreach programmes implemented	HIGH	community outreach programmes
	<i>c). Work closely with local environmental and agricultural wildlife management authorities to share data on wildlife movement patterns and joint mitigation efforts</i>	Continuous	DAOPS	Ministry of Environment, Climate Change & Natural Resources (MECCNAR) National Environment Agency (NEA)	Number of Meetings with NEA and Dept. of Parks and Wildlife	HIGH	Meeting minutes with NEA and Dept. of Parks and Wildlife

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N-HRC1: BIRDS AND WIDLIFE							
Goal 1 Achieve a continuous reduction of operational safety risks							
Target 1.1: Maintain a decreasing trend of bird strikes							
Safety enhancement initiative	Action	Timeline	Responsible Entity	Stakeholders	Metrics	Priority	Monitoring Activity
	<i>d). Annual review of the coordination of mitigation efforts within the 13km radius from the airport reference point and adjust the wildlife hazard management plan to optimize safety outcomes based on the evolving threat from wildlife hazards</i>	Continuous	DAOPS	Local communities	Number of 13km radius survey reports Number of minutes of review process meetings	HIGH	13km radius survey reports Minutes of the review process meetings
	<i>e). Invest in long term infrastructure of the airport, including habitat modification efforts e.g. landscaping and installation of bird detection and deterrent systems</i>	Q1 2026 to Q4 2028	DAOPS Office of the Director General	Department of Engineering (DENG) MOTWI	Number of bird deterrent systems installed	HIGH	Review records of bird deterrent systems installed Number of landscape activities carried out
	<i>f). Collaborate with local wildlife authorities or experts to safely relocate animals from restricted areas</i>	Q1 2026 to Q4 2028	DAOPS	National Environment Agency MECCNAR	Number of animals relocated from restricted area	HIGH	Review records of animals relocated
	<i>g). Free the airport environment of any encroachment</i>	Q1 2026 to Q4 2028	Office of the DG	Office of the DG MOTWI Ministry of Interior Ministry of Lands and Local Government Ministry of Finance & Economic Affairs Local communities	Airport environ free of encroachment	HIGH	Reports of meetings of stakeholders on airport encroachment

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N-HRC1: BIRDS AND WIDLIFE							
Goal 1 Achieve a continuous reduction of operational safety risks							
Target 1.1: Maintain a decreasing trend of bird strikes							
Safety enhancement initiative	Action	Timeline	Responsible Entity	Stakeholders	Metrics	Priority	Monitoring Activity
	<i>h). Improve vegetation and land use management at airports to reduce wildlife hazards</i>	Q1 2026 to Q4 2028	DAOPS	DENG Office of the Director General	Landscaping activities conducted	HIGH	Review of landscaping activities
	<i>i). Implement effective bird scaring deterrent mechanisms at the airport</i>	Q1 2026 to Q4 2028	DAOPS	DENG	Bird scaring deterrent mechanisms installed	HIGH	Review of bird scaring mechanisms installed at the airport
	<i>j). Conduct off-airport bird management activities in collaboration with local communities and government agencies through the Airside Unit</i>	Continuous	DAOPS	Local communities Area Councils NEA MECCNAR	Off-airport bird management activities conducted	HIGH	Review reports on off-airport bird management activities
	<i>k). Promote the use of environmentally friendly bird repellents in addition to existing audio and visual deterrent techniques</i>	Continuous	DAOPS	DENG NEA MECCNAR	Environmentally friendly bird repellents installed/used	HIGH	Review of environmentally friendly bird repellents in use
	<i>l). Introduce runway sweep-in vehicles to mitigate bird and wildlife activity caused by attractants on the runway</i>	Q1 2026 to Q4 2028	DAOPS	DENG DANS Office of the Director General	Runway sweep-in activities conducted for bird scaring	High	Review of bird-scraping activity reports.
	<i>1B. Conduct continuous evaluations of the performance of SEIs</i>	On-going	NASP Development Team (NDT)	DAOPS	Meetings convened by the NDT to evaluate effectiveness of identified SEIs	HIGH	Review of minutes of NDT meetings on evaluation of SEIs


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N-HRC2: RUNWAY INCURSION (RI)							
Goal 1 Achieve a continuous reduction of operational safety risks							
Target 1.2: Maintain a decreasing trend of runway related incident rate							
Safety enhancement initiative	Action	Timeline	Responsible Entity	Stakeholders	Metrics	Priority	Monitoring Activity
<i>NASP OPS SEI-2</i> <i>Mitigate contributing factors to RI accidents and incidents</i>	<i>2A Implement the following RI safety actions:</i> <i>a). Ensure the establishment and implementation of a Runway Safety Programme and runway safety team</i>	Q1 2026 to Q4 2028	Dept. of Airport Operations (DAOPS)	DAOPS DFSS DANS Air Operators	Runway Safety Programme established and implemented Runway safety team activities conducted	HIGH	Review of RI accident/incident reports Review evidence of runway safety activities
	<i>b). Promote the establishment of policy, procedures and training that supports situational awareness for controllers, pilots, airside vehicle drivers and other airside users</i>	Continuous	DAOPS	DAOPS; DANS; Aircraft Operators; DFSS; Ground handlers; Government agencies; Fuel firms; DENG; Airline Security Service Providers; DATRAC; National Security Agencies.	Awareness training conducted on regular basis (annually)	HIGH	Review awareness training conducted
	<i>c). Certify the Banjul International Airport in accordance with the provisions of Annex 14, Vol. 1 (Aerodrome Design) to the Chicago Convention & ICAO Doc 9981</i>	Q1 2026 to Q4 2028	DAOPS	DAOPS DFSS DANS	Number of certification phases completed	HIGH	Review of airport certification phases


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N-HRC2: RUNWAY INCURSION (RI)							
Goal 1 Achieve a continuous reduction of operational safety risks							
Target 1.2: Maintain a decreasing trend of runway related incident rate							
Safety enhancement initiative	Action	Timeline	Responsible Entity	Stakeholders	Metrics	Priority	Monitoring Activity
				DENG			
	<i>2B. Conduct continuous evaluation of the performance of SEIs</i>	On-going	NDT	NDT DAOPS	Meetings convened by the NDT to evaluate effectiveness of identified SEIs	HIGH	Review of minutes of NDT meetings on evaluation of SEIs


N-HRC3: RUNWAY EXCURSION (RE)							
Goal 1 Achieve a continuous reduction of operational safety risks							
Target 1.2: Maintain a decreasing trend of runway related incident rate							
Safety enhancement initiative	Action	Timeline	Responsible Entity	Stakeholders	Metrics	Priority	Monitoring Activity
<i>NASP OPS SEI-3 Mitigate contributing factors to RE accidents and incidents</i>	<i>3A. Implement the following RE safety actions:</i> <i>a). Ensure the establishment and implementation of a Runway Safety Programme and runway safety team</i>	Q1 2026 to Q4 2028	Dept. of Airport Operations (DAOPS)	DAOPS DFSS DANS Air Operators	Runway Safety Programme established and implemented Runway safety team activities conducted	HIGH	Review of RE accident/incident reports Review evidence of runway safety activities
	<i>b). Promote the establishment of policy, procedures and training on rejected landings, go-arounds, crosswind and tailwind landings (up to the maximum manufacturer-demonstrated</i>	Continuous	DFSS	DFSS Air operators	Inspections of training records conducted	LOW	Review of training records of pilots

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N-HRC3: RUNWAY EXCURSION (RE)							
Goal 1 Achieve a continuous reduction of operational safety risks							
Target 1.2: Maintain a decreasing trend of runway related incident rate							
Safety enhancement initiative	Action	Timeline	Responsible Entity	Stakeholders	Metrics	Priority	Monitoring Activity
	winds						
	<i>c). Ensure effective and timely reporting of meteorological and aerodrome conditions (e.g. runway surface condition in accordance to ICAO GRF in Annex 14, Vol. 1- Aerodrome Design and Operations)</i>	Continuous	DANS DAOPS	DANS, DAOPS DENG Dept. of Water Resources	Reports related to runway surface condition	MED	Review of runway surface condition reports
	<i>d). Certify aerodrome in accordance with the provisions of Annex 14, Volume I, to the Chicago Convention as well as PANS-Aerodromes (Doc 9981)</i>	Q1 2026 to Q4 2028	DAOPS	DAOPS DFSS	Number of certification phases completed	HIGH	Review of airport certification phases
	<i>e). Ensure that procedures to systematically reduce the rate of unstabilized approaches to runways are developed and used</i>	Continuous	DFSS Air operators	DFSS Air operators	SOPs reviewed on unstabilized approaches Unstabilized approach incidents reported	LOW	Review of air operator SOPs Review of unstabilized approach reports
	<i>3B. Conduct continuous evaluation of the performance of SEIs</i>	On-going	NDT	NDT DAOPS	Meetings convened by the NDT to evaluate effectiveness of identified SEIs	MED	Review of minutes of NDT meetings on evaluation of SEIs


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N-HRC 4: CONTROLLED FLIGHT INTO TERRAIN (CFIT)							
Goal 1 Achieve a continuous reduction of operational safety risks							
Target 1.3: Maintain a decreasing trend of national accident rate							
Safety enhancement initiative	Action	Timeline	Responsible Entity	Stakeholders	Metrics	Priority	Monitoring Activity
NASP OPS SEI 4 <i>Mitigate contributing factors to the risk of CFIT</i>	<i>4A Implement the following CFIT safety actions: a). Ensure aircraft are equipped with terrain awareness and warning system (TAWS) in accordance with Annex 6</i>	Continuous	DFSS	DFSS Air Operators	Aircraft equipped with TAWS	LOW	Continued surveillance activities
	<i>b). Promote greater awareness of approach risks</i>	Continuous	DFSS DANS	DFSS DANS Air operators	CFIT Workshops conducted	MED	Review records of CFIT workshops to ensure participation of relevant stakeholders (air operator staff, ATCs, etc.)
	<i>c). Consider the implementation of continuous descent final approaches (CDFA)</i>	Continuous	DANS	DANS DFSS Air operators	Reports on CDFA filed by air operators (FDP) Report on the status of continuous application of PBN procedures at BIA	MED	Review of reports on the continuous application of PBN procedures at Banjul International Airport
	<i>d). Ensure the timeliness of updates and accuracy of Electronic Terrain and Obstacle Data (eTOD)</i>	Q1 2026 to Q4 2028	DANS	DANS DFSS Air operators	eTOD established eTOD updated and accurate	HIGH	Inspections of aircraft to verify updated eTOD Surveillance on DANS to verify updated and published eTOD

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N-HRC 4: CONTROLLED FLIGHT INTO TERRAIN (CFIT)							
Goal 1 Achieve a continuous reduction of operational safety risks							
Target 1.3: Maintain a decreasing trend of national accident rate							
Safety enhancement initiative	Action	Timeline	Responsible Entity	Stakeholders	Metrics	Priority	Monitoring Activity
	<i>4B. Conduct continuous evaluation of the performance of SEIs</i>	On-going	NDT	NDT DAOPS	Meetings convened by the NDT to evaluate effectiveness of identified SEIs	MED	Review of minutes of NDT meetings on evaluation of SEIs

N-HRC 5: LOSS OF CONTROL IN FLIGHT (LOC-I)							
Goal 1 Achieve a continuous reduction of operational safety risks							
Target 1.3: Maintain a decreasing trend of national accident rate							
Safety enhancement initiative	Action	Timeline	Responsible Entity	Stakeholders	Metrics	Priority	Monitoring Activity
<i>NASP OPS SEI-5</i> <i>Mitigate contributing factors to the risk of LOC-I</i>	<i>5A Implement the following LOC-I safety actions: a). Require upset recovery and prevention training (UPRT) b). Require more time devoted to training for the pilot monitoring role</i>	Q1 2026 to Q4 2027	DFSS	DFSS Air Operators Approved Training Organizations (ATOs)	Air operators' implementation of UPRT in their training programmes FSTDs approved for UPRT	HIGH	Review training records of pilots to ensure inclusion of UPRT Review records of approved FSTDs for UPRT
	<i>5B Conduct continuous evaluation of the performance of SEIs</i>	On-going	NDT	NDT DAOPS	Meetings convened by the NDT to evaluate effectiveness of identified SEIs	MED	Review of minutes of NDT meetings on evaluation of SEIs

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N-HRC 6: MID-AIR COLLISION (MAC)							
Goal 1 Achieve a continuous reduction of operational safety risks							
Target 1.3: Maintain a decreasing trend of national accident rate							
Safety enhancement initiative	Action	Timeline	Responsible Entity	Stakeholders	Metrics	Priority	Monitoring Activity
<i>NASP OPS SEI-6</i> <i>Mitigate contributing factors to MAC accidents and incidents</i>	<i>6A Implement the following MAC safety actions: a). Establish guidance and regulations to ensure aircraft are equipped with airborne collision avoidance system (ACAS) in accordance with the provisions of Annex 6 to the Chicago Convention</i>	On-going	DFSS	DFSS Air Operators	Gambian registered aircraft equipped with ACAS (version 7.1)	HIGH	Review records of Gambian registered aircraft to ensure installation of ACAS (version 7.1)
	<i>b). Ensure adherence to ACAS warning procedures</i>	On-going	Air Operators	Air Operators DFSS	Number of ACAS incidents reported	HIGH	Review of Flight Data Analysis Program (FDAP) Review of ACAS incident reports
	<i>c). Promote the improvement of air traffic control (ATC) systems, procedures and tools to enhance conflict management</i>	Continuous	DANS	DANS DFSS Office of the DG MOTWI	Workshops conducted on the promotion of ATC systems & procedures	MED	Review records of workshops held on the promotion of ATC systems & procedures
	<i>6B Conduct continuous evaluation of the performance of SEIs</i>	Continuous	NDT	NDT	Meetings convened by the NDT to evaluate effectiveness of identified SEIs	MED	Review of minutes of NDT meetings on evaluation of SEIs

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Appendix 2

DETAILED SEIS: ORGANIZATIONAL CHALLENGES


Organizational challenge 1: Lack of sufficient number of qualified and experienced technical personnel to carry out safety oversight functions							
<i>Goal 2: Strengthen the State's safety oversight capabilities]</i>							
<i>Target 2.1 By 2028, reach an effective implementation score of 85%]</i>							
<i>Safety enhancement initiative</i>	<i>Action</i>	<i>Timeline</i>	<i>Responsible entity</i>	<i>Stakeholders</i>	<i>Metrics</i>	<i>Priority</i>	<i>Monitoring Activity</i>
NASP ORG SEI-1— Establishment and Implementation of a mechanism to ensure that Gambia Civil Aviation Authority has sufficient qualified technical personnel to meet its national and international obligations	1A – Define and document a methodology to identify staffing needs for all specialities in safety oversight related activities, including those related to the development of regulations, procedures and other guidance material; training; surveillance activities; and the resolution of safety deficiencies (CE-4)	Q1 2026 to Q4 2028	DFSS	DFSS; Human Resource Dept., GCAA;	Methodology to identify staffing needs for all specialities in safety oversight related activities established and implemented.	High	Annual staff appraisals
	1B – Establish and document required qualifications for technical personnel, including knowledge and practical experience required	Q1 2026 to Q4 2028	DFSS	DFSS; Human Resource Dept., GCAA	Required qualifications for technical personnel established and documented	High	Annual staff appraisals

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Organizational challenge 1: Lack of sufficient number of qualified and experienced technical personnel to carry out safety oversight functions							
<i>Goal 2: Strengthen the State's safety oversight capabilities]</i> <i>Target 2.1 By 2028, reach an effective implementation score of 85%]</i>							
Safety enhancement initiative	Action	Timeline	Responsible entity	Stakeholders	Metrics	Priority	Monitoring Activity
	<i>in civil aviation (as pilot, engineer, air traffic controller or other areas of expertise), appropriate for the assigned duties and responsibilities (CE-4)</i>						
	<i>□1C – Establish and implement a remuneration scheme for the attraction, recruitment and retention of qualified technical personnel (in other words, the ability to offer competitive terms of employment and compensation packages). (CE-4)</i>	<i>Q1 2026 to Q4 2028</i>	<i>DFSS</i>	<i>DFSS; Human Resource Dept., GCAA;</i>	<i>Remuneration scheme for the attraction, recruitment and retention of qualified technical personnel established and implemented.</i>	<i>MED</i>	<i>Annual staff appraisals</i>
	<i>□1D – Establish and implement a system, including supporting human resource plans to attract, recruit and retain the appropriate</i>	<i>Q1 2026 to Q4 2028</i>	<i>DFSS</i>	<i>DFSS; Human Resource Dept., GCAA</i>	<i>Recruitment system updated with new recruitment package Number of inspector training sessions completed</i>	<i>MED</i> <i>MED</i>	<i>Annual staff appraisals</i> <i>Annual staff appraisals</i>

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Organizational challenge 1: Lack of sufficient number of qualified and experienced technical personnel to carry out safety oversight functions							
<i>Goal 2: Strengthen the State's safety oversight capabilities]</i> <i>Target 2.1 By 2028, reach an effective implementation score of 85%]</i>							
Safety enhancement initiative	Action	Timeline	Responsible entity	Stakeholders	Metrics	Priority	Monitoring Activity
	<i>number of qualified technical personnel (CE-4)</i>				<i>Number of inspectors retained more than 5 years after recruitment</i>		
	<i>□1E – Establish and implement a documented process to establish and fill the required posts initially and on an on-going basis</i>	<i>Q1 2026 to Q4 2028</i>	<i>DFSS</i>	<i>DFSS; Human Resource Dept., GCAA</i>	<i>Number of vacant posts filled</i>	<i>MED</i>	<i>Annual staff appraisals</i>
	<i>□1F Implement training policies and programmes for technical personnel and verify that the type and frequency of training successfully completed (i.e. initial, recurrent, specialized and on-the-job training) are sufficient to acquire/maintain the required qualifications and level of competence corresponding to the</i>	<i>Continuous</i>	<i>DFSS</i>	<i>DG's Office; DFSS; Human Resource Dept., GCAA</i>	<i>Number of personnel trained in accordance with the approved individual training plan</i>	<i>HIGH</i>	<i>Annual staff appraisals</i>

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Organizational challenge 1: Lack of sufficient number of qualified and experienced technical personnel to carry out safety oversight functions							
<i>Goal 2: Strengthen the State's safety oversight capabilities]</i> <i>Target 2.1 By 2028, reach an effective implementation score of 85%]</i>							
Safety enhancement initiative	Action	Timeline	Responsible entity	Stakeholders	Metrics	Priority	Monitoring Activity
	<i>assigned duties and responsibilities of technical personnel (CE-4)</i>						
	<i>☐ 1G – Make use of BAGASOO, BAGAIA, or equivalent means, to secure qualified technical personnel to perform those functions which cannot be performed by The Gambia acting on its own (CE-4)</i>	<i>Continuous</i>	<i>DFSS</i>	<i>DG's Office; DFSS; Human Resource Dept., GCAA; BAGASOO; BAGAIA</i>	<i>Number of occasions that personnel from BAGASOO or BAGAIA performed functions on behalf of The Gambia</i>	<i>MED</i>	<i>Annual staff appraisals</i>
	<i>☐ 1H Implement a process to verify that the established minimum qualifications and experience requirements are met by all recruited technical staff and key management personnel</i>	<i>Q1 2026 to Q4 2028</i>	<i>DFSS</i>	<i>DFSS; Human Resource Dept., GCAA</i>	<i>The established minimum qualifications and experience requirements are met</i>	<i>HIGH</i>	<i>Review of annual training plan</i>
	<i>☐ 1I – Establish and</i>	<i>Q1 2026 to</i>	<i>DFSS</i>	<i>DFSS;</i>	<i>Required qualifications</i>	<i>MED</i>	<i>Review of annual</i>

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Organizational challenge 1: Lack of sufficient number of qualified and experienced technical personnel to carry out safety oversight functions							
<i>Goal 2: Strengthen the State's safety oversight capabilities]</i> <i>Target 2.1 By 2028, reach an effective implementation score of 85%]</i>							
Safety enhancement initiative	Action	Timeline	Responsible entity	Stakeholders	Metrics	Priority	Monitoring Activity
	implement a process for assessing changing needs for qualified technical personnel requirements and develop procedures to update hiring, retention and training of personnel needs, in coordination with NASP ORG SEI-1B (CE-4)	Q4 2028		Human Resource Dept., GCAA	for technical personnel established and documented		training plan
	<input type="checkbox"/> 1] Regularly review the actual number of staff and ensure that sufficient personnel are available to accomplish all required activities including: the development of regulations, procedures and other guidance material; training; and reporting and analyses of safety deficiencies	Continuous	DFSS	DFSS; Human Resource Dept., GCAA	Methodology to identify staffing needs for all specialities in safety oversight related activities established and implemented.	LOW	Review of annual training plan

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Organizational challenge 2 Lack of aircraft accident and incident investigation capabilities							
Goal 6: Strengthen aircraft accident and incident investigation capabilities.							
Target 6.1: Establish an Aircraft Accident Investigation Bureau (AAIB) by 2028.							
Safety enhancement initiative	Action	Timeline	Responsible entity	Stakeholders	Metrics	Priority	Monitoring Activity
<i>NASP ORG SEI-2— Establishment of an independent accident and incident investigation authority, consistent with Annex 13 — Aircraft Accident and Incident Investigation</i>	<i>☐2A – Establish an independent accident and incident investigation authority, as per Annex 13 requirements (CE-1 and CE-3)</i>	<i>Q1 2026 to Q4 2028</i>	<i>MOTWI;</i>	<i>MOTWI; GCAA Ministry of Defence; Ministry of Interior</i>	<i>Aircraft accident investigation Act updated and promulgated Aircraft accident investigation regulations updated and promulgated Recruitment system updated with new recruitment package</i>	<i>High</i>	<i>USOAP CMA activity results</i>
	<i>☐2B – Establish and implement an effective system to promulgate technical guidance and tools, and provide safety-critical information needed for technical personnel to effectively conduct accident and incident investigations (CE-5)</i>	<i>Q1 2026 to Q4 2028</i>	<i>MOTWI;</i>	<i>MOTWI; DFSS, GCAA; Ministry of Defence; Ministry of Interior</i>	<i>Comprehensive Technical Guidance Materials and tools established and implemented.</i>	<i>High</i>	<i>USOAP CMA activity results</i>
	<i>☐2C – Establish an effective system to attract, recruit, train and retain qualified</i>	<i>Q1 2026 to Q4 2028</i>	<i>MOTWI</i>	<i>MOTWI; GCAA</i>	<i>Number of personnel recruited Number of training sessions conducted on</i>	<i>High</i>	<i>Annual staff appraisals; Review of annual</i>


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Organizational challenge 2 Lack of aircraft accident and incident investigation capabilities							
Goal 6: Strengthen aircraft accident and incident investigation capabilities.							
Target 6.1: Establish an Aircraft Accident Investigation Bureau (AAIB) by 2028.							
<i>Safety enhancement initiative</i>	<i>Action</i>	<i>Timeline</i>	<i>Responsible entity</i>	<i>Stakeholders</i>	<i>Metrics</i>	<i>Priority</i>	<i>Monitoring Activity</i>
	and sufficient technical personnel to support accident and incident investigations (see SEI-5) (CE-3 and CE-4)				<i>accident and incident investigations</i> <i>Number of personnel completing accident and incident investigator training</i> <i>Number of investigators retained more than 12 months after recruitment</i>		training plans

Organizational challenge 3: Lack of technical guidance, tools and provision of safety critical information							
Goal 2: Strengthen the State's safety oversight capabilities							
Target 2.1: Achieve an effective implementation score of 85%							
<i>Safety enhancement initiative</i>	<i>Action</i>	<i>Timeline</i>	<i>Responsible entity</i>	<i>Stakeholders</i>	<i>Metrics</i>	<i>Priority</i>	<i>Monitoring Activity</i>
NASP ORG SEI-3— – Development of a comprehensive regulatory oversight framework	☐3A – Establish and maintain an independent regulatory oversight authority, which includes	Q1 2026 to Q4 2028	MOTWI	MOTWI; GCAA; Ministry of Finance and Economic Affairs; Airport Operator	<i>The Authority and Service provider functions separated</i> <i>Relevant technical guidance materials and tools established</i>	High	USOAP CMA activity results

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Organizational challenge 3: Lack of technical guidance, tools and provision of safety critical information							
Goal 2: Strengthen the State's safety oversight capabilities							
Target 2.1: Achieve an effective implementation score of 85%							
<i>separation of oversight functions from service provision functions (CE-3)</i>							
<i>□3B – Review the existing technical guidance materials and tools, and provide safety-critical information needed for technical personnel to effectively perform their safety oversight functions (CE-5)</i>	<i>Q1 2026 to Q4 2028</i>	<i>DFSS</i>	<i>DFSS; MOTWI; Ministry of Finance and Economic Affairs; Airport Operator</i>	<i>Appropriate HR and Finance policies established Relevant technical guidance materials and tools established</i>	<i>High</i>	<i>USOAP CMA activity results</i>	
<i>□3C – Establish an effective system to attract, recruit, train and retain qualified and sufficient technical personnel to support regulatory oversight (see NASP ORG SEI-1D) (CE-3 and CE 4)</i>	<i>Q1 2026 to Q4 2028</i>	<i>GCAA</i>	<i>GCAA; MOTWI; Ministry of Finance and Economic Affairs; Airport Operator</i>	<i>An effective system to attract, recruit, train and retain qualified and sufficient technical personnel established</i>	<i>High</i>	<i>Review of annual training plan Annual staff appraisals</i>	

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Organizational challenge 4 State safety program development and implementation							
Goal 3: Implement and maintain an effective SSP							
Target 3.1: Implement the foundational SSP by 2028 and progressively enhance it to achieve the desired maturity level							
<i>Safety enhancement initiative</i>	<i>Action</i>	<i>Timeline</i>	<i>Responsible entity</i>	<i>Stakeholders</i>	<i>Metrics</i>	<i>Priority</i>	<i>Monitoring Activity</i>
<i>NASP ORG SEI-4— Start of SSP implementation at the national level</i>	☐ 4A – Secure State-level commitment to improve safety	<i>Q1 2026 to Q4 2028</i>	<i>GCAA</i>	<i>MOTWI; GCAA; Airport Operator; Air Operators; Ground Handling Service Providers</i>	<i>High-level commitment of The Gambia in the relevant Act to Implement SSP</i>	<i>High</i>	<i>Review of the civil aviation Act</i>
	☐ 4B – Establish an SSP implementation team	<i>Q1 2026 to Q4 2028</i>	<i>GCAA</i>	<i>GCAA; Airport Operator; Air Operators; Ground Handling Service Providers</i>	<i>An SSP implementation team established</i>	<i>High</i>	<i>SSP Implementation Policy</i>
	☐ 4C – Conduct initial SSP gap analysis (checklist) then the detailed SSP self-assessment	<i>Q1 2026 to Q4 2028</i>	<i>DFSS</i>	<i>DFSS; Airport Operator; Air Operators; Ground Handling Service Providers</i>	<i>Percentage of implementation of SSP foundation PQs</i>	<i>High</i>	<i>ICAO iSTARS.</i>
	☐ 4D – Develop an implementation plan for the SSP	<i>Q1 2026 to Q4 2028</i>	<i>DFSS</i>	<i>DFSS; Airport Operator; Air Operators; Ground Handling Service Providers</i>	<i>Percentage of required CAPs related to the SSP foundation PQs completed and submitted (using USOAP CMA OLF)</i>	<i>High</i>	<i>USOAP CMA activity results</i>

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Organizational challenge 4 State safety program development and implementation							
Goal 3: Implement and maintain an effective SSP							
Target 3.1: Implement the foundational SSP by 2028 and progressively enhance it to achieve the desired maturity level							
<i>Safety enhancement initiative</i>	<i>Action</i>	<i>Timeline</i>	<i>Responsible entity</i>	<i>Stakeholders</i>	<i>Metrics</i>	<i>Priority</i>	<i>Monitoring Activity</i>
	□ 4E – Issue SMS regulations for service providers and verify SMS implementation	Q1 2026 to Q4 2028	DFSS	DFSS; Airport Operator; Air Operators; Ground Handling Service Providers	An SSP Implementation Plan established Number of service providers that have implemented	High	ICAO iSTARS.
	□ 4F – Identify and share safety management best practices	Continuous	DFSS	DFSS; Airport Operator; Air Operators; Ground Handling Service providers; Aviation Community	Number of annual reports published on the SSP implementation	HIGH	Continued surveillance of service providers' SMS. Annual report from the SSP implementation team

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