GASR Workshop
Arusha, Tanzania
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Global Aviation Safety Roadmap Implementation
Focus Area 7
Group C

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2. Key Stakeholders

2.1 International State Authorities/Organizations
Attendees to Workshop

2.2 Regional State Authorities/Organizations
- 1.   Burundi, Kenya, Tanzania, Uganda, Rwanda Civil Aviation authorities.
- 2.   Kenya, Tanzania airport authorities,
- 3.   Zanzibar Government
- 4.   COMESA
- 5.   SADC (COSCAP)
- 6.   EAC
- 7.   Ministry in charge of aviation.
- 8.   AFCAC

2. Key Stakeholders (Cont.)

- 2.3 REGIONAL SAFETY ORGANISATIONS

  - CASSOA (Civil Aviation Safety & Security Oversight Agency)
  - ICAO – AFI (African Safety Initiative) Plan
  - AFRASCO (African Airlines Council)
  - AVIASSIST

2. Key Stakeholders (Cont.)

- 2.4 Industry Organizations
  - Aviation professionals' Organizations (pilots, engineers, ATCs,AIS-aeronautical information services, UGATCA (Uganda Air traffic controllers association)
  - Associations in the states e.g. KAOA (Kenya Air operators Association), TAOA (Tanzania Air Operators' Association), etc.
  - IATA, AFRASCO, ISSG

2. Key Stakeholders (Cont.)

- 2.4 Industry Organizations (Cont.)
  - ACI (Airports Council International)
  - AMOs
  - Air Operators
  - Meteorological Authorities
  - Catering companies
  - Aviation Training Organizations
  - Police Air Wings
  - Aerodrome operators
  - Ground and Fuel Handlers

3. Outline Strengths and Enablers

- **3.1 Regional Strengths**
  - *Kenya Airways, Ethiopian Airlines, Air Tanzania, Precision Air, Air Uganda*
  - *Safety Regulations available*
  - *Industry awareness compliance need.*
  - *Swiss port, BP & Shell companies.*
  - *Government commitment & support*

- **3.2 International Enablers**
  - *ICAO, COSCAPs, World Bank, EIB, ADB, BADEA, Singapore Government, Korea Development Program, FAA Safe Skies for Africa Program*

- **3.3 Regional Enablers**
  - *CASSOA, ICAO AFI Plan, AFI Planning and Implementation Regional Group*

- **3.4 Industry Enablers**
  - *IATA Partnership for Safety Initiative, Manufacturer's support*

4. Identify Existing and Emerging Risks

- **4.1 States**
  - **4.1.1. Regulatory Environment-Aviation Laws and Regulations**
    - 4.1.1.1 Existing risks
      - Misinterpretations of the law
      - Capacity of enforcement
      - Inadequate resources
      - Conflict of interest (CAAs being providers as well as regulators)
      - Lack of senior mgt. leadership/commitment
      - Regulations inadequate
      - Bureaucracy
      - Lack of Internal communication and coordination
      - Lengthy process in adoption/promulgation of regulations

4. Identify Existing and Emerging Risks (Cont.)

- **4.1.1. Regulatory Environment-Aviation Laws and Regulations (Cont.)**
  - 4.1.1.2 Emerging risks
    - Implementation errors and mistakes
    - Resistance to change
    - Conflict with other laws
    - Lack of sensitisation
    - Lack of sustainability of SMS
    - Impracticability of the new laws
    - Understanding and negative perception of the new laws
    - Inadequate manpower
    - Dependency on foreign aid
    - Confrontation with the regulatory agency
    - Lack of compliance - possible audit findings

4. Identify Existing and Emerging Risks (Cont.)

4.3.1 Operator's Organisation / Business practices
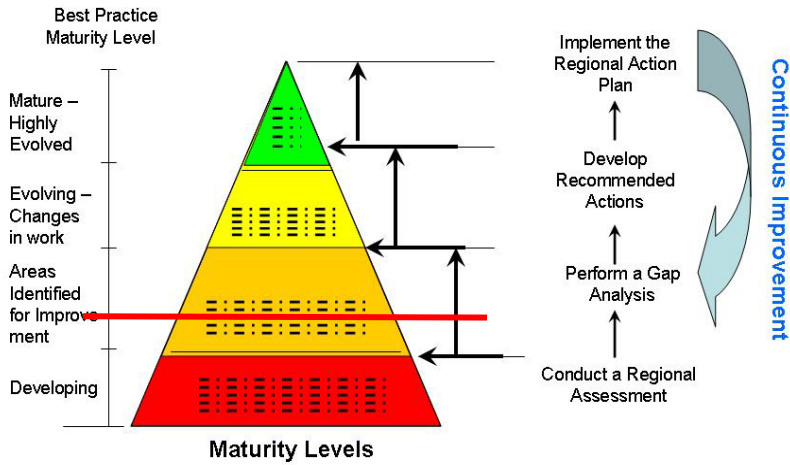
4.3.1.1 Existing risks

- Cost cutting
- Inadequate allocation of resources to safety
- Inadequate human resources (in numbers and qualifications)
- Resistance to change
- Lack of safety culture
- Loss of License due to regulator's audit findings
- Unpredictable impact on the cost of operations

4. Identify Existing and Emerging Risks (Cont.)

4.3.1.2 Emerging Risks

- Unknown/unproven effectiveness of SMS implementation
- Mindset of the regulated
- Sustainability of SMS
- Incorrect prioritisation of SMS
- Cost of compliance
- Difficulty Interpreting Laws

Gap Analysis

Best Practice Maturity Level

Mature – Highly Evolved

Evolving – Changes in work

Areas Identified for Improvement

Developing

Maturity Levels

Implement the Regional Action Plan

Develop Recommended Actions

Perform a Gap Analysis

Conduct a Regional Assessment

Continuous Improvement

Prioritize the Recommended Actions Using the Impact-Changeability Level as a Guide

Recommended Action	Impact	Change-ability	IC Level	Selected Priority
1. Promote the adoption of GASR Best Practice 7a-1 across industry, encourage verification during audits	3	1	P3	
2 Encourage industry to standardize SMS communication and risk assessment systems across its internal and external interfaces	3	2	P2	
3 As part of the communication process consider sharing CRM (crew resource management) concepts across industry	1	3	P7	
4. Regional teams under ICAO's AFI plan ensure consistency between states in accordance with GASR Best Practice 7b-1	2	1	P6	