

# TANZANIA STATE SAFETY PROGRAMME

Produced by:



Tanzania Civil Aviation Authority

In collaboration with:



Ministry of Transport



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## FOREWORD

Annex 19 to the Chicago Convention (applicable November 2013) sets the standards for a State Safety Programme (SSP), placing the responsibility on all contracting States to implement such a programme. For the purposes of the Convention, the United Republic of Tanzania which is a member state to International Civil Aviation Organization (ICAO) since 23/4/1962, through the Civil Aviation Act Cap 80 (R.E) 2020 as amended, mandates the Authority to establish and maintain a State Safety Programme (SSP) that is commensurate with the size and complexity of the civil aviation system in the United Republic of Tanzania (URT). The Authority has developed an aviation SSP as a system for the management of aviation safety.

State Safety Programme (SSP) has the task of identifying, controlling, and maintaining the effectiveness of the various safety performance elements at national level, and continuously reviewing them to tailor them to the new threats and challenges arising in the ever-evolving world of aviation. It sets forth key principles in support of National Aviation Safety Plan (NASP) and its objectives for 2025, 2028, 2030 and beyond. This approach is consistent with the ICAO AFI Regional Aviation Safety Plan (AFI-RASP) and the Global aviation safety plan (GASP).

Aviation service providers and operators within the United Republic of Tanzania play an important role in the delivery of safety and quality management information, which is required for the establishment of safety objectives, safety performance indicators (SPIs), safety performance targets (SPTs), alert levels and safety goals.

The Tanzania Civil Aviation Authority (TCAA) has developed an Inspection, Surveillance and Audit Manual (ISAM) to assist implementation of the SSP in URT and manage the effectiveness and sustainability of the TCAA's regulatory and safety oversight programmes. It is made up of a comprehensive set of policies, each of which is supported by procedures. These policies are designed to continuously identify and establish priorities, to manage the administration of the Authority's mandate, and to guide TCAA's regulatory and safety oversight programmes.

TCAA-regulated industry involvement is essential to the development of an effective SSP, and I would welcome any comments on this document to be sent for my attention, to [tcaa@tcaa.go.tz](mailto:tcaa@tcaa.go.tz).



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THE DIRECTOR GENERAL OF TANZANIA CIVIL AVIATION AUTHORITY

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## PURPOSE

- A. ICAO describes an SSP as “an integrated set of laws, regulations, policies, objectives, processes, and activities aimed at proactively managing safety”. The effectiveness of a state’s safety management activities is strengthened when formally implemented through an SSP. The SSP, coupled with the Safety Management System (SMS) of its operators and service providers, systematically addresses safety risks, improves the safety performance of each service provider, and proactively manages the State’s safety performance.
- B. The SSP assists the State in establishing safety performance indicators (SPIs) to measure and monitor the State’s progress towards achieving its safety objectives.
- C. ICAO standards for an SSP are contained in Annex 19, with supporting information contained in ICAO Doc 9859, from which URT’s SSP has been developed.
- D. URT’s SSP chapter 2 describes the State’s high-level overview along with the underpinning legal structures. The remaining chapters focus on the TCAA’s safety oversight operations.



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## ABBREVIATIONS AND ACRONYMS

AAIB	Aircraft Accidents Investigation Branch
AIP	Aeronautical Information Publication
ATM	Air Traffic Management
CAA	Civil Aviation Authority
CE	Critical Elements
ICAO	International Civil Aviation Organization
ISAM	Inspection, Surveillance and Audit Manual
MOR	Mandatory Occurrence Report
MoU	Memoranda of Understanding
NASP	National Aviation Safety Plan
PQs	Protocol Questions
RASG-AFI	Regional Aviation Safety Group – African and Indian Ocean
SAR	Search and Rescue
SARPs	Standards and Recommended Practices
SMS	Safety Management System
SPI	Safety Performance Indicator
SSP	State Safety Programme
SSPIA	State Safety Programme Implementation Assessment
TCAA	Tanzania Civil Aviation Authority
TCARs	Tanzania Civil Aviation Regulations
URT	United Republic of Tanzania
USOAP	Universal Safety Oversight Audit Programme



## CHAPTER 1: INTRODUCTION

The SSP of the United Republic of Tanzania is a management system used for regulating and managing safety in URT. SSP implementation is being conducted in accordance with the size and complexity of the civil aviation system and requires intensive coordination among the authorities responsible for aviation functions. It defines the specific safety activities that we will continue to conduct to fulfil the State's responsibilities concerning the safe and efficient performance of aviation activities.

The SSP Manual describes the aviation safety system of the United Republic of Tanzania and the objectives for 2025, 2028, and 2030 and beyond, with a view to responding to challenges and maintaining a safety system that is recognized worldwide. The Manual includes a state safety policy statement (see Appendix A) that describes the URT's safety commitments and guidelines.

The implementation and subsequent operation of the SSP will be monitored by the SSP coordination group, which is made up by the accountable executives of the Tanzania Civil Aviation Authority, Aircraft Accident and Incident Investigation Branch, Military etc. This Committee is chaired by the SSP Accountable Executive, who is responsible for SSP coordination within the State. However, where there are some critical issues that require to be incorporated into the manual, the amendment may be initiated to accommodate the changes.

The SSP Manual will be reviewed and updated every three years, under the direction and supervision of the National SSP Coordination Committee, and in consultation with other relevant government agencies, the industry, and the stakeholders of the aeronautical community.

The SSP is supported by the implementation of the national aviation safety plan, which establish the main safety management and air navigation objectives, indicators and targets of the United Republic of Tanzania. It is also supported by the main policies, requirements, services, and investment initiatives for achieving the 2025 2028, 2030 and beyond objectives, recognizing that emerging issues, technological change, and competition priorities may impact these objectives over time.

In addition to addressing the ICAO SSP framework, the SSP provides an overview of the commitments of the United Republic of Tanzania to the safety management and air navigation system at national level.

Finally, the SSP is consistent with the priorities, principles, policies, objectives, indicators, goals and alert levels of the URT-NASP, the AFI safety plan (AFISP), and the AFI performance-based air navigation implementation plan (ANIPPB), which represent the safety axis of the strategic plan for the sustainability of air transport in the AFI Region

and emanate from the ICAO global aviation safety plan (GASP) and global air navigation plan (GANP).

## **CHAPTER 2: SAFETY POLICY, OBJECTIVES AND RESOURCES**

### **2.1 Primary Aviation Legislation**

- 2.1.1 The URT has promulgated a national safety legislative framework and specific operating regulations in compliance with international and national standards that define how management of safety is conducted.
- 2.1.2 The Civil Aviation Act Cap 80 (R.E) 2020 as amended, and the regulations made thereunder apply to all aircraft whilst in or over any part of territorial borders of URT, as well as to all URT registered aircraft and the crew and persons on board wherever they may be. Any regulations made under this Act may, if they so expressly provide or if the Minister so directs by order published in the Gazette apply to State aircraft or to any class or classes of state aircraft.
- 2.1.3 Section 29 of the Civil Aviation Act Cap 80 (R.E) 2020 as amended, provides for the establishment, powers, functions of Tanzania Civil Aviation Authority. Section 4 mandates the Minister responsible for civil aviation in collaboration with the Authority to make regulations for developing and implementing the state safety program as well overseeing the implementation of Safety Management System.

### **2.2 Specific Operating Regulations**

- 2.2.1 In exercise of the powers conferred by the Civil Aviation Act, the Minister Responsible for Civil Aviation makes the civil aviation regulations requiring the establishment and implementation of SMS applicable to the following service providers/operators:
- a) approved training organizations.
  - b) aircraft operators.
  - c) approved maintenance organizations,
  - d) organizations responsible for type design and/or manufacture of aircraft.
  - e) air traffic service providers; and
  - f) certified aerodrome operators in the United Republic of Tanzania
- 2.2.2 The Civil Aviation Regulations shall be amended periodically as may be applicable to ensure they remain relevant and appropriate to the URT aviation activities and applicable international standards.

### **2.3 Technical Guidance Materials**

- 2.3.1 Technical guidance materials to aid with the interpretation of specific regulations, additional industry guidance, not appropriate for the Tanzania Civil Aviation Regulations (TCARs), is developed and promulgated in the form of Publications and Circulars.

2.3.2 The publications and circulars include:

- a) Aeronautical Information Publication
- b) Aeronautical Information Circulars
- c) Advisory Circulars
- d) Notices to Airmen
- e) Notices to licensed aircraft engineers and owners of civil aircraft
- f) Manuals and other guidance material for operators, service providers and regulators

## 2.4 State Safety Programme Documentation

2.4.1 This SSP document is reviewed regularly and is available on the TCAA website. It has been developed based on the current Civil Aviation (Safety Management) Regulations 2018, latest ICAO Annex 19-Second Edition 2016 and ICAO Document 9859 Safety Management Manual-Fourth Edition 2018.

2.4.2 TCAA's document and records management system, technical library and website ([www.tcaa.go.tz](http://www.tcaa.go.tz)) facilitate the operation of many SSP functions.

## 2.5 Safety Programme Responsibilities and Resources

2.5.1 The ultimate responsibility for the aviation State Safety Programme in the URT rests with the Minister of Transport. TCAA's Director General is accountable for URT's SSP and the resource allocations to sustain (establish, implement and coordinate) it. The Director Safety Regulation is responsible for the development and operation of the SSP.

2.5.2 A functional organization chart showing the State Safety Programme structure is attached as Appendix B.

2.5.3 Appendix B also defines the general roles and responsibilities of the various entities responsible for aviation functions in the United Republic of Tanzania within the SSP framework.

## 2.6 SSP Coordination Committee and Team

2.6.1 The National SSP Coordination Committee (NSCC), which is made up by the Director General TCAA, Director Safety Regulations, Chief Aircraft Accident Investigator AAIB, Military Aviation and Tanzania Meteorological Authority, is responsible for coordinating effective implementation and subsequent management of the SSP. This committee facilitates coordination with the overall URT aviation activities.

2.6.2 The Director General TCAA who is the SSP Accountable Executive act as coordinator of the Committee. This coordination committee will ensure that the

development, periodic review, policy-making and decision-making related to SSP activities, such as the safety policy, safety indicators, enforcement policy, safety data protection and distribution policy, SMS regulatory requirements, and SSP review and internal findings, are carried out in an integrated and coordinated manner.

- 2.6.3 The NSCC meets at least once a year where it regularly reviews the SSP progress and activities of the DAR Flight Information Region (DAR FIR). The NSCC's vision is to improve safety performance in the URT and set the benchmark for other countries.
- 2.6.4 The Authority has put in place an SSP Coordination Team (SCT) charged with guiding implementation and coordination of the programme. The team is responsible for conducting a gap analysis of the State's safety system to determine which components and elements of an SSP are currently in place and which components and elements must be added or modified to meet the implementation requirements. The completed and documented gap analysis is used as a basis of the SSP implementation plan. The Composition and Terms of Reference for the Coordination Team is attached as Appendix D to this Manual.
- 2.6.5 The SCT will also provide guidance to CAA as the Authority assumes responsibilities and accountabilities to plan, organize, develop, maintain, control and continuously improve the SSP in a manner that meets the aviation safety policy and objectives of the URT. The Accountable Executive will ensure that the necessary resources are committed to ensure the success of the programme.
- 2.6.6 A State Safety Programme Coordinator working under the Director of Safety Regulations will manage the SCT activities.
- 2.6.7 The SCT meets at least once per quarter to review the TCAA's operations and SSP activity including occurrence reports, risk assessments and internal safety investigations. The TCAA is looking to increase collaboration within URT's aviation industry, aiming to raise SSP awareness and gather essential data required for its integration.
- 2.6.8 URT is an active member of the ICAO Regional Aviation Safety Group – AFI Region (RASG-AFI). The RASG-AFI serves as a vital platform to promote aviation safety and to raise awareness on safety concerns in the Africa-Indian Ocean Region. This working group guarantees seamless coordination of safety initiatives and develops products to enhance civil aviation safety.

## 2.7 TCAA Safety Policy

2.7.1 TCAA's safety policy is regularly reviewed and available via the TCAA website, the TCAA Intranet and contained in Appendix A of this manual.

## 2.8 TCAA Safety Objectives

2.8.1 URT aims to achieve the following Safety Objectives:

- a) Enhance the level of safety of URT's aviation operations, and to maintain zero fatal accidents involving entities under its safety oversight.
- b) Ensure that URT's aviation safety oversight, and investigative regimes are effective, robust, aligned with ICAO Standards and Recommended Practices and keep pace with industry developments.
- c) Ensure that hazards in URT's aviation operating environment are proactively identified, and related risks assessed and mitigated to as low as reasonably practicable;
- d) Foster a positive safety culture and strengthen cooperation among industry stakeholders; and
- e) Pursue and advocate for the enhancement of aviation safety regionally and globally.

## 2.9 Performance Measurement

2.9.1 TCAA proactively measures the effectiveness of its regulatory functions and of the aviation industry's safety risk management so it can systematically implement priorities to sustain or improve the Authority's and industry's performance.

2.9.2 The SCT manages the progress of URT's SSP implementation plans at each meeting. As implementation plans progress, a revised SSP gap analysis is conducted. A record of URT's current SSP gap analysis is held within the ICAO iSTARS system.

2.9.3 TCAA publishes a national aviation safety plan (NASP) that captures performance goals and objectives of the organisation, which are linked to the AFI Regional Aviation Safety Plan (AFI-RASP) and ICAO Global Aviation Safety Plan (GASP), alongside the safety performance indicators (SPIs). The NASP is revised annually and accepted through the SCT.

2.9.4 The NASP highlights the areas that require improvement, so that initiatives by NSCC, TCAA and the aviation industry can be coordinated. The NASP enables the necessary resources to be budgeted, and for responsibilities to be assigned, and activities coordinated. In this way, the Authority's safety management is integrated with business planning. Achievements and improvements in TCAA's

performance are measured and reported every year as part of the published NASP.

## **2.10 Human Resources**

2.10.1 TCAA fulfills its mandate by employing adequate number of qualified staff, through the use of manpower planning calculations, who work in an environment that is conducive to their personal and professional development. The Authority is structured to consistently and efficiently achieve its objectives. Performance standards, accountabilities and responsibilities are clearly defined and adhered to. Managers and staff are skilled, competent, equipped and supported in the fulfilment of their responsibilities. Succession planning aims to sustain performance. Changes in the aviation industry and organisational priorities are anticipated so that staffing requirements can be both efficiently and effectively addressed.

## **2.11 Finance**

2.11.1 Business priorities are determined by the risk profile and guide the Safety Plan and the implementation of the regulatory programme. Strategic planning looks out five years, and changing priorities are examined for their implications on long term financial requirements.

## **2.12 Change Management**

2.12.1 TCAA proactively manages aviation safety hazards resulting from changes to its processes or services. In this way, the Authority optimises its performance during periods of change. TCAA systematically manages the risks associated with change, by planning thoroughly and mitigating the associated hazards and risks. Change management is a standing topic of discussion at the quarterly coordination team meetings.

## **2.13 URT Accident and Incident Investigation**

2.13.1 The AAIB is the accident investigation branch in the URT established for the purpose of carrying out investigations of accidents and serious incidents in accordance with the Civil Aviation (Aircraft Accident and Incident Investigation) Regulations 2017.

2.13.2 The objective of investigation shall be as per regulation 4 of the Civil Aviation (Aircraft Accident and Incident Investigation) Regulations 2017.

2.13.3 The Aircraft Accident and Incident Investigation Branch also conducts specific investigation activities and produces reports that allow for a more in-depth analysis of specific types of occurrences or trends.

2.13.4 The AAIB provides safety recommendations to URT on actions to be taken in the event of an accident or serious incident occurring in and around the URT.

## **2.14 URT Enforcement Policy**

2.14.1 The TCAA's enforcement policy plays a vital role in the discharge of its responsibilities for safety and security oversight of operators and promotes the goal of improved aviation safety and security by encouraging voluntary compliance with the provisions of civil aviation act and its regulations as well as compliance with the civil aviation security programmes and the directives issued by the Director General and shall allow operators and service providers to deal with and resolve certain safety issues, within the context of the service provider's safety management system, and to the satisfaction of the Authority. The aim of the enforcement action is to lead the aviation community in URT to provide a world class aviation safety environment, which has a public trust and confidence. However, the Authority may initiate the enforcement in case of non-compliance. The policy is available on the TCAA website.

2.14.2 The TCAA enforcement procedure manual (TCAA-O-GEN001A) that accompanies the policy recognises that enforcement covers a range of activities from routine oversight to powers that enable the prevention of flight, suspension, variation or revocation of a licence, authorisation or certificate, and ultimately, prosecution. The policy and procedure support a consistent approach to enforcement that takes into account the performance of the service provider's Safety Management System (SMS), voluntary reporting, and each case's circumstances. It is based on the overall aim of achieving compliance and safe operations.

2.14.3 No information derived from safety data collection and processing systems (established under an SMS) relating to reports classified as confidential, voluntary or equivalent category shall be used as the basis for enforcement action.

2.14.4 The Enforcement Policy is provided in Appendix C



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## CHAPTER 3: SAFETY RISK MANAGEMENT

### 3.1 Risk Management

3.1.1 Performance data is analysed to identify and prioritize information related to hazards, system safety deficiencies and other forms of performance deficiencies. This information is used to update the TCAA risk register – a documented, high-level overview of the risks the TCAA faces in the fulfilment of its mandate. This register is used to assist managers in setting priorities in their day-to-day operations; and to help determine longer-term goals, objectives and SPIs to improve the safety systems of the Authority and the aviation industry.

### 3.2 URT National Aviation Safety Plan (URT-NASP)

3.2.1 Safety improvements cannot be made without the TCAA's engagement with all stakeholders. TCAA develops and publishes an annual URT-NASP as a public document. By outlining the priorities for the Authority and for URT's aviation industry, and by highlighting the Authority's accomplishments, the URT-NASP achieves two important results. First, it provides information that allows the various organizations that make up URT's aviation industry to align their activities with each other and with their regulator. In this way, the effectiveness and efficiency of the civil aviation system will be maintained. Second, it holds the Authority accountable to the Ministry of Transport and to the industry for achieving its objectives. Each contributes to the continued strengthening of URT's safety oversight system and to ongoing improvements in the SSP.

### 3.3 Safety Requirements for the Service Provider's SMS

3.3.1 The purpose of an SMS is to provide operators and service providers with a systematic approach to managing safety. It is designed to continuously improve safety performance through the identification of hazards; the collection and analysis of safety data and safety information; and the continuous assessment of safety risks. An SMS allows operators and service providers to effectively manage their activities, safety performance and resources, while gaining a greater understanding of their contribution to aviation safety.

3.3.2 Annex 19 identifies that a safety management system should be commensurate with the size of the service provider and the complexity of its aviation products or services, however all elements of the SMS framework apply. Some of the processes within a safety management system, as noted by ICAO 9859 Safety Management Manual, can be integrated into existing systems such as quality management or security management systems which may already be employed by operators and service providers. The approach to fully implement SMS is to

evolve elements over time and, where possible, integrate these into other established systems.

3.3.3 Regulatory oversight inspections review services providers' systems and processes. Hazard logs, safety meetings and reporting are the continued core focus. The TCAA's has developed an SMS Tool using guidance material from the Safety Management International Collaboration Group (SMICG). This tool accompanies each SMS assessment completed by the TCAA.

3.3.4 TCAA has developed a standard SMS requirement text based on the Civil Aviation (Safety Management) Regulations. The Civil Aviation (Aircraft Accident and Incident Investigation) Regulations has explicitly listed safety reporting and investigation processes to highlight the important part these play in hazard identification. The following TCARs require an SMS to be established appropriate to the size and complexity of the operation: -

- a) Regulation 32 of the Civil Aviation (Air Traffic Services) Regulations
- b) Regulations 7 & 18 of the Civil Aviation (Certification of ANSP) Regulations
- c) Regulations 132 of the Civil Aviation (Operation of Aircraft-Commercial Air Transport) Regulations
- d) Regulation 45 of the Civil Aviation (Certification, Licensing and Registration of Aerodromes) Regulations
- e) Regulation 56 of the Civil Aviation (Air Operator Certification and Administration) Regulations
- f) Regulation 18 of the Civil Aviation (Approved Training Organization) Regulations
- g) Regulation 15 of the Civil Aviation (Approved Maintenance Organisation) Regulations
- h) Regulations 10 of the Civil Aviation (Safety Management) Regulations

### **3.4 Agreement of Operator or Service Provider's Safety Performance**

3.4.1 TCAA continuously evolves its processes to collate and evaluate data to assess the safety performance of operators and service providers. This includes reviews across different aviation disciplines related to each service provider using audit findings, ramp checks, any enforcement action history and occurrence reports. International and local incident safety data is regularly reviewed and shared at the SCT meetings.

3.4.2 TCAA at this time is in the process of establishing acceptable levels of safety for individual operators and service providers. The URT NASP may be used by operators and service providers to monitor and measure actions and safety performance. A TCAA SMS assessment will assess operators and service

providers' management of risk and review specific SPIs to ensure the effectiveness of their baseline performance.

### **3.5 Periodic Assessment of the Operator or Service Provider's SMS**

3.5.1 TCAA requires all Operators and Service Providers mentioned under regulation 10 of the Civil Aviation (Safety Management) Regulations to establish and implement an SMS. TCAA has focused substantial resources on ensuring service providers and operators develop a plan to facilitate effective implementation and/or maintenance of an SMS. This is achieved through the use of TCAA guidance material and SMS assessments tool.

3.5.2 TCAA continuously reviews the relevance of all guidance material and the assessment tool and amends these to align with Civil Aviation (Safety Management) Regulations and related ICAO guidance material.

### **3.6 Safety Performance Monitoring**

3.6.1 URT monitors and tracks the safety performance of its aviation activities through a set of safety performance indicators (SPI). The SPIs are reviewed regularly, and revised as necessary, to ensure their relevance to the current operating environment and to the State safety objectives. The SPIs are also used to assess whether the risk controls are effective in addressing the safety risks identified. A mix of leading and lagging safety indicators have been chosen to provide a balanced view of our safety performance.

3.6.2 URT determines the SPIs to be monitored through an iterative process based on the following considerations:

- a) applicability to the operations in URT and the operations of entities approved by TCAA outside of URT,
- b) relevance to State safety objectives.
- c) relevance to identified State-level risks.
- d) availability of data and reliability of its measurements; and
- e) appropriately specific and quantifiable.

3.6.3 Safety targets are set where necessary to maintain safety performance, or to make improvements in safety performance. Safety triggers to alert of adverse safety trends are also set. In setting safety performance targets, TCAA takes into consideration factors such as the prevailing level of safety risks, the historical performance of the SPI (where data is available), and benchmarking. The setting of a safety trigger is based on a methodology that takes into account the standard deviation from the monthly moving average over a monitoring period.

3.6.4 The NSCC approves and periodically reviews these indicators. The SCT monitors the performance of these indicators and initiates appropriate interventions. Safety performance is also reported to the NASP. Supporting these safety indicators are safety data and information that are collected through the various safety data collection and processing systems.

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## CHAPTER 4: SAFETY ASSURANCE

### 4.1 Safety Oversight

- 4.1.1 There are many processes employed to issue certificates, approvals, authorization and licenses. They are either issued by TCAA or validated by TCAA based on the issue of such documents by another competent National Aviation Authority. These processes may include inspections and examinations. A number of them include time-based re-certification and re-licensing criteria.
- 4.1.2 Safety oversight based on an SMS approach relies on a mutual responsibility, performance-based approach and accountability philosophy rather than on a prescriptive approach aimed exclusively at regulatory compliance. This increases the responsibility of operators and service providers to have daily control and monitoring over maintaining a safe operational environment, focusing on safety throughout their structures, policies and procedures of the organization.
- 4.1.3 Applicable TCARs and supporting Advisory Circulars (ACs) are found on the TCAA website.

### 4.2 Safety Oversight of Operators and Service Providers

- 4.2.1 Regulatory oversight is conducted through inspections and audits, together with provision of advice and guidance, to ensure that industry meets the appropriate aviation safety standards. Staff are experts in their functional area which they regulate, and technical competencies required are defined for each role within TCAA.
- 4.2.2 The safety oversight is carried out in accordance with the Inspection, Surveillance and Audit Manual (ISAM) of TCAA.
- 4.2.3 Regulatory nonconformance is subject to corrective action through the raising of findings. An audit may also include observations where there is the potential for non-compliance to develop if no action is taken, or there is an opportunity for safety improvement.
- 4.2.4 TCAA's enforcement procedure provides a structured escalation framework which may, in extreme circumstances, lead to prosecution.

### 4.3 Internal SSP Review/ Quality Assurance

- 4.3.1 The TCAA maintains the SSP in accordance with the Civil Aviation (Safety Management) Regulations 2018, Annex 19 SARPS and the ICAO Doc 9859 Safety Management Manual. The ICAO SSP gap analysis created the implementation plan that has been the basis of the TCAA's focus and is

periodically reviewed. The goals and objectives derived from the plan are regularly assessed and discussed at the annual NSCC meetings.

4.3.2 TCAA has established a Quality Management Systems Manual (QMS) which defines how TCAA achieves quality objectives and describes the Authority's quality standards and procedures. TCAA's internal quality audit schedule is outlined in the manual.

4.3.3 Safety Enhancement Initiatives (SEIs) of the TCAA are captured in the National Aviation Safety Plan and reviewed annually. The performance indicators of the TCAA's operators and service providers' activities are reviewed during periodic SMS assessments.

#### **4.4 External SSP Review/Audit**

4.4.1 To be developed.

#### **4.5 Safety Data Collection, Analysis and Exchange (Safety Intelligence)**

4.5.1 AIC 03/23 establishes the requirement for mandatory occurrence reporting and the Civil Aviation (Aircraft Accident and Incident Investigation) Regulations its associated Advisory Circulars provides further detail. The sole objective of occurrence reporting is the prevention of accidents and incidents, not to attribute liability or blame.

4.5.2 Mandatory Occurrence Reports (MORs) are currently entered into the TCAA MOR database with the intent of sharing information with industry when applicable. In addition to MORs, there are AAIB reporting arrangements for aircraft accidents and serious incidents which complies with the Civil Aviation (Aircraft Accident and Incident Investigation) Regulations.

4.5.3 The TCAA encourages voluntary reporting of incidents via the occurrence reporting process. The process combines all safety/security occurrences, wildlife strikes, dangerous goods, airprox and observations. There is no process differentiation between mandatory and voluntary reports.

4.5.4 All occurrence reports are processed and analysed until such time as they are closed by the relevant inspector. If an occurrence report of a serious or unusual nature occurs, it will be investigated, and outcomes discussed at SCT.

4.5.5 Periodically TCAA collates, de-identifies and disseminates a selection of occurrences to operators and service providers to raise awareness of hazards and provide feedback and examples of reports made.

## 4.6 Safety Data-Driven Risk-Based Targeting of Oversight

4.6.1 In order to drive greater improvements in safety, TCAA maintains a risk-based approach to oversight functions. This approach was initially established for private aircraft inspections and one of the Article 83 bis Operators. It has since been extended to all TCAA's safety oversight programmes. All inspection outputs are reviewed, and the safety risk determined. The annual surveillance programme is developed based on the safety risk analysis and organization performance trends.

4.6.2 During the quarterly SCT meetings, the following information is discussed:

- a) SMS assessments.
- b) compliance audits.
- c) safety investigations.
- d) risk assessments.
- e) safety occurrence reports, and
- f) routine oversight information.

This information serves as the foundation for the TCAA's risk-based approach.

4.6.3 The TCAA reviews the annual safety reports issued by ICAO, IATA and any URT publications including the AAIB reports along with appropriate industry publications to ensure that it remains abreast of developments that can or could impact both positively or adversely on safety within its area of responsibility.



## **CHAPTER 5: SAFETY PROMOTION**

### **5.1 Internal Training**

5.1.1 TCAA staff positions are assessed for required levels of competency and knowledge. For new staff joining TCAA, competency gaps are identified on induction and then addressed through appropriate development and training plans. These are then regularly reassessed and addressed through staff performance assessments. The staff induction process covers an overview of all areas including the SSP. Adequate number of TCAA staff complete Human Factors (HF) training and additionally, all technical staff complete basic SMS training. Current projects aim to improve industry engagement with continued SSP developments.

### **5.2 Internal Communication and Dissemination of Safety Information**

5.2.1 Internal safety information is communicated through many forums amongst the TCAA team however, SCT is the primary platform for the sharing of safety data. Quarterly SCT minutes are shared to all eligible members and appropriate staff of TCAA.

5.2.2 Quarterly TCAA staff meetings provide opportunities to educate and update staff on the progress and changes within the SSP, QMS and safety promotion information. Safety training events are facilitated through the Directorate of Safety Regulation along with soft skills and workshops hosted by TCAA.

### **5.3 External Training**

5.3.1 TCAA provides and supports the regular training events and workshops, and participates in relevant regional training initiatives. The TCAA National Aviation Safety Plan describes in more detail the URT safety objectives and outlines the programme of work to achieve continuous safety improvement over the years to come.

5.3.2 TCAA through the Civil Aviation Training Centre (CATC) delivers HF and SMS training to local stakeholders as needed, aiming to enhance understanding and foster relationships.

### **5.4 External Communication and Dissemination of Safety Information**

5.4.1 TCAA communicates with stakeholders through its website, Facebook page, LinkedIn account and safety bulletins which convey safety information.

5.4.2 TCAA has plans to organize an SSP conference periodically to interact directly with local stakeholders.

5.4.3 TCAA is currently an Observer of the Safety Management International Collaboration Group (SMICG) with plans to become a member. The SMICG is a joint cooperation between many regulatory authorities for the purpose of promoting a common understanding of safety management and Safety Management System (SMS)/State Safety Program (SSP) principles and requirements, facilitating their implementation across the international aviation community.

## **CHAPTER 6: SUMMARY**

6.1.1 TCAA is committed to effectively managing its State Safety Programme. This document will be reviewed periodically.

6.1.2 TCAA welcomes any suggestions, contributions or comments to improve this document. These should be submitted through TCAA email at: [tcaa@tcaa.go.tz](mailto:tcaa@tcaa.go.tz)

6.1.3 For further information on the TCAA please visit the website at: [www.tcaa.go.tz](http://www.tcaa.go.tz)

**APPENDIX A: STATE SAFETY POLICY**

The Authority is committed to develop, implement, maintain and continuously improve strategies and processes to ensure that all aviation activities under its jurisdiction consistently achieve the highest level of safety performance, while meeting both national and international standards.

In the United Republic of Tanzania, all levels of aviation management are accountable for the delivery of the highest level of safety performance, starting with the Director General of Civil Aviation.

To this end, we will:

- a) Develop legislative framework, specific operating regulations and policies that build upon safety management principles based on a comprehensive analysis of the civil aviation system.
- b) Ensure sufficient financial, human and corporate support resources for civil aviation including safety management.
- c) Equip staff with necessary skills and competencies to discharge their responsibilities.
- d) Adopt a risk-based and data driven approach in the regulation and management of aviation safety, leveraging on safety data and information from different sources to identify and address areas of hazards, risks and safety concerns.
- e) Safeguard the availability of safety data and information by implementing safety information protection policies that are in line with the Civil Aviation (Safety Management) Regulations.
- f) Actively engage and collaborate with the industry and international partners to address safety matters.
- g) Promote a positive safety culture supported by a strong reporting and continuous learning culture and enforcement policy that build trust within the aviation community.
- h) Establish and measure the realistic implementation of the State Safety Programme (SSP) against safety indicators, safety targets and alert levels which are clearly identified.
- i) This Policy must be understood, implemented and observed by all staff involved in activities related to safety oversight responsibilities within the Authority.

25 October 2024

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SALIM R. MSANGI

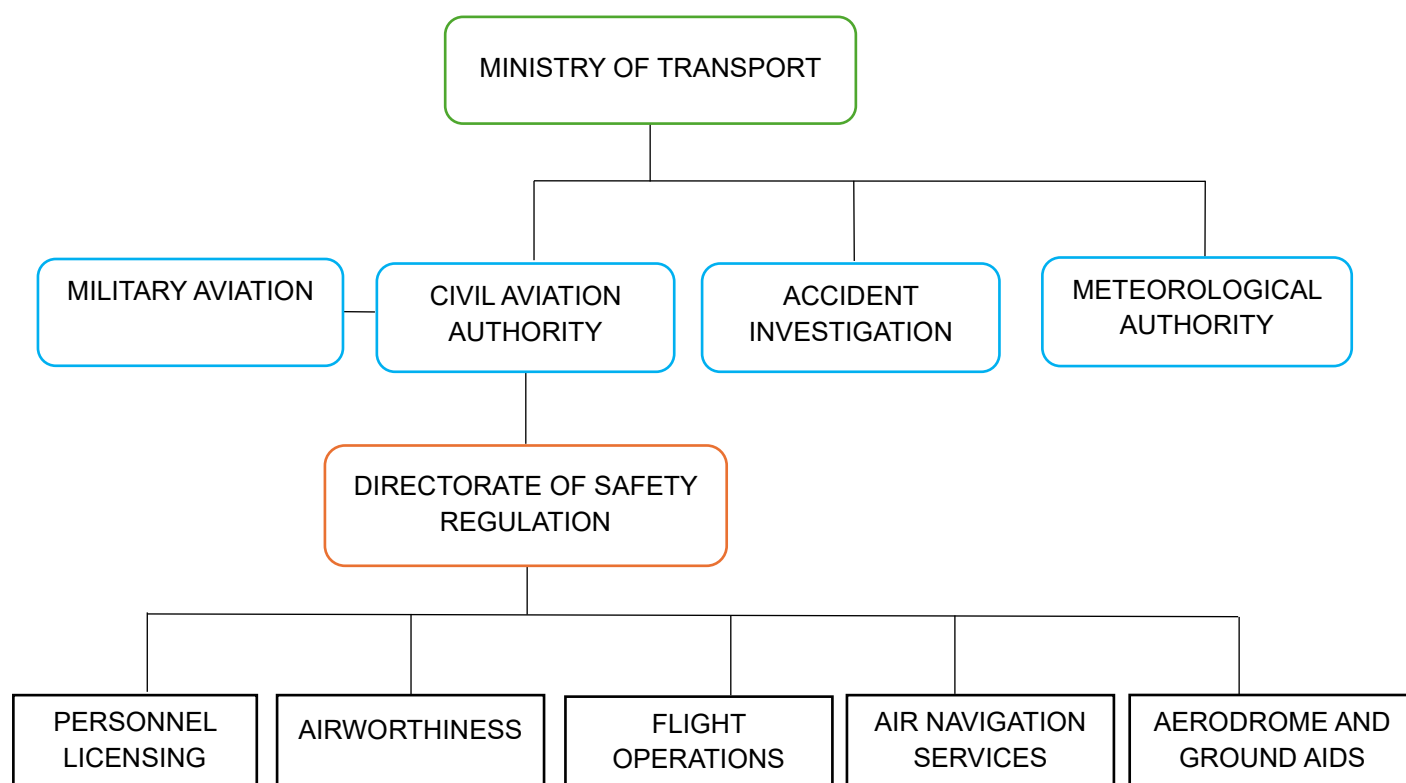
16 November 2024

\_\_\_\_\_  
**Director General,  
Tanzania Civil Aviation Authority**

\_\_\_\_\_  
**Date**

## APPENDIX B: SSP GOVERNANCE

### B.1 SSP Organization Structure



## B.2 General Roles and Responsibilities of various entities involved

TCAA is the primary Authority responsible for regulating the safety of civil aviation activities in URT, while Meteorological Authority is responsible for provision of meteorological services for air navigation services within designated air spaces and at aerodromes. Military Aviation is responsible for conducting Search and Rescue operations, while AAIB is responsible for accident and incident investigations. The subsequent paragraphs describe the various organisations and their corresponding responsibilities and accountabilities.

### B.2.1 Ministry of Transport (MOT)

The Ministry of Transport (MOT) oversees the planning and development of policies and regulation of the Civil aviation and air transport, Maritime and ports, and Land transport.

The mission of the Ministry is to strengthen URT's transportation connectivity and develop the transport sector's potential to advance the economic competitiveness and quality of life in URT.

The operations and regulatory works are carried out by the statutory boards under its charge.

### B.2.2 Aircraft Accident and Incident Investigation Branch of URT (AAIB)

The AAIB is a department of the Government under the Ministry of Transport that is responsible for the investigation of aircraft accidents and incidents in URT. Its mission is to promote aviation safety through the conduct of independent and objective investigations of air accidents and incidents consistent with the Civil Aviation (Aircraft Accident and Incident Investigation) Regulations. The functions of the AAIB, which are set out in the Manual of Aircraft Accident and Incident Investigation, include the following:

- a) Carry out investigations into any accident or serious incident which occurs in URT.
- b) Carry out investigations into any accident or serious incident outside URT, that involves a URT registered aircraft, or an aircraft operated by a URT operator, if the investigation has been delegated to URT, or the occurrence is in a non-contracting state with no intention of carrying out the investigation; and
- c) Carry out investigations into incidents from which air safety lessons may be derived.

### B.2.3 Civil Aviation Authority of URT

URT-CAA is an Authority under the Ministry of Transport, and its responsibilities are defined in the Civil Aviation Act [CAP. 80 R.E 2020]. The functions and duties of the Authority which are set out in section 31 of the Civil Aviation Act, include the following:

- 
- a) Facilitate the resolution of complaints and disputes.
  - b) Disseminate information about matters relevant to the functions of the Authority.
  - c) Consult with other regulatory authorities or bodies or institutions discharging functions similar to those of the Authority in the united Republic and elsewhere.
  - d) Administer Civil Aviation Act.
  - e) Plan, develop, regulate and promote operations of a safe, secure and efficient civil aviation system.
  - f) Conduct safety, security and economic oversight of the aviation industry.
  - g) Establish and implement the state safety programme.
  - h) Establish an acceptable level of safety.
  - i) Advise the Government on matters concerning civil aviation.
  - j) Coordinate search and rescue operations of aircraft.
  - k) Deal with acts of unlawful interference.
  - l) Establish, manage and operate training institutions for the industry.
  - m) Plan, develop and formulate the safe, secure and efficient management of Tanzanian airspace.
  - n) In addition to its regulatory functions, the Authority may provide air navigation and services, provided that, it shall not provide aeronautical meteorological services; and
  - o) Perform such other functions as may be conferred on.

#### B.2.4 Military Aviation of URT

Military Aviation is responsible for conducting Search and Rescue operations.

Maintain close liaison between TCAA and TPDF to ensure the smooth flow of air traffic and effective check against any hazards to civil or military aircraft.

#### B.2.5 Meteorological Authority

Meteorological Authority is responsible for provision of meteorological services for air navigation services which intends to contribute towards the safety, regularity and efficiency of air navigation.

This is achieved by supplying the necessary meteorological information to aircraft operators, flight crew members, air traffic services units, search and rescue services



units, airport managements; and others concerned with the conduct or development of international air navigation.

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## APPENDIX C: ENFORCEMENT POLICY

### C.1 Enforcement Policy Statement

The Tanzania Civil Aviation Authority's enforcement policy plays a vital role in the discharge of its responsibility for safety and security oversight of the operators and promotes the goal of improved aviation safety and security by encouraging voluntary compliance with the provisions of the Aviation Act and its Regulations as well as compliance with the civil aviation security programmes and the directives issued by the Director General and shall allow operators and service providers to deal with and resolve certain safety issues within the context of the service provider's Safety Management System and to the satisfaction of the Authority. The aim of the Enforcement action is to lead the aviation community in Tanzania to provide a world-class aviation safety environment which has public trust and confidence. However, the Authority may initiate the enforcement in case of non-compliance.



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Hamza S. Johari  
Director General  
Tanzania Civil Aviation Authority

### C.2 Enforcement Policy Overview

Tanzania Civil Aviation Authority is the principal regulatory body established under section 29 of the Civil Aviation Act (Chapter 80) in the field of civil aviation in the United Republic of Tanzania (URT). It is responsible for regulation of air transport services to/from and within URT, formulation and enforcement of Civil Aviation Regulations (CARs), aviation safety and security and co-ordinates all regulatory functions with International Civil Aviation Organisation (ICAO).

Tanzania Civil Aviation Authority has its Headquarters in Dar es Salaam, consisting of the following Directorates: -

- a) Directorate of Safety Regulation
- b) Directorate of Economic Regulation
- c) Directorate of Air Navigation Services
- d) Directorate of Corporate Services
- e) Directorate of Legal Services

The Directorate of Legal Services serves as an enforcement directorate.

The main functions of Authority are to regulate aviation safety and security, economy of air transport and provision of air navigation services.

In performing its function of safety and security regulation, the Authority is required to implement critical elements of a state safety and security oversight system. The CEs are as follows:

a) USOAP CEs

- i) CE 1 - Primary Aviation Legislation
- ii) CE 2 - Specific Operating Regulations
- iii) CE 3 - State System and Functions
- iv) CE 4 - Qualified Technical Personnel,
- v) CE 5 - Technical Guidance, Tools, and Provision of Safety-Critical information
- vi) CE 6 - Licensing, Certification, Authorization and Approval Obligation
- vii) CE 7 - Surveillance Obligations; and
- viii) CE 8 - Resolution of Safety Issues.

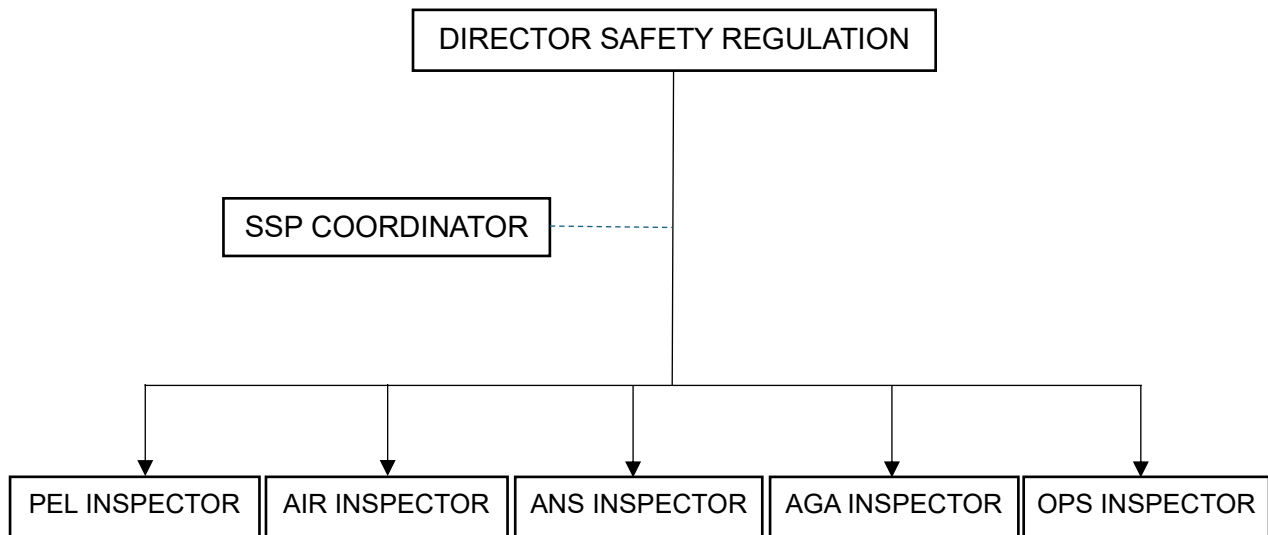
b) USAP- CEs

- i) CE 1 - Primary Aviation Security Legislation
- ii) CE 2- Aviation Security Programs and Regulations
- iii) CE 3 - State Appropriate Authority for Aviation Security and its Responsibilities.
- iv) CE 4 - Personnel Qualification and Training
- v) CE 5 - Provision of Technical Guidance, Tools, and Security -Critical information
- vi) CE 6 - Certification and Approval Obligations
- vii) CE 7 - Quality Control Obligations; and
- viii) CE 8 - Resolution of Security Concerns.

## APPENDIX D: SSP COORDINATION TEAM (SCT)

The Authority has put in place an SSP Coordination Team (SCT) charged with guiding implementation and coordination of the programme.

### D.1 SSP Coordination Team (SCT) structure



### D.2 The Composition of the SSP Coordination Team (SCT)

The SCT provides a forum for discussing safety-related issues from different perspectives and is thus comprised of one member from each Section of the Directorate of Safety Regulation as depicted in the organization structure. This multidisciplinary expertise provides a natural forum for sharing ideas and assessing safety performance of the aviation industry.

Any other person may be appointed by DSR by virtue of his/her position or expertise to join SCT meeting on special occasion.

A State Safety Programme Coordinator working under the Director of Safety Regulations will manage the SCT activities.

### D.3 Terms of Reference for the SSP Coordination Team (SCT)

#### D.3.1 State Safety Programme Coordinator

- i) Participate, coordinate and lead implementation of the foundation of an SSP
- ii) Oversee and coordinate review of SSP Gap analysis and SSPIA self-assessment to ensure improvement of SSP maturity in a phased approach
- iii) Lead and coordinate publication of the National Aviation Safety Plan NASP prescribing strategy and actions to ensure effective safety management and address organizational challenges in a dedicated plan

- iv) Lead and coordinate effective implementation of the Safety Risk Management (SRM) processes, safety assurance (SA), safety performance measurements (SPM) and safety promotion
- v) Strategize, plan and oversee implementation of SSP through a phased approach, with target dates
- vi) Oversee development and, mobilize resources for capacity building and retention of internal assessors
- vii) Assign and supervise the safety management assessors in the review of the gap analysis
- viii) Advice and recommend to the management of the Authority and the National SSP Coordination Committee on the current and emerging issues towards implementation of effective SSP.

#### D.3.2 State Safety Programme Assessors

- i) Actively participate and conduct activities towards implementation of the foundation of an SSP
- ii) Conduct and review SSP Gap analysis and SSPIA self-assessment to ensure gradual improvement of SSP
- iii) Participate in the development and monitoring of National Aviation Safety Plan (NASP) prescribing strategy and actions to ensure effective safety management
- iv) Plan, conduct, monitor and evaluate Safety Risk Management (SRM) processes, safety assurance (SA), safety performance measurements (SPM) and safety promotion
- v) Plan and implement SSP in a phased approach, with performance targets as prescribed by the NASP
- vi) Participate in activities aimed at mobilizing resources for capacity building for oversight of safety management system of the operators and service providers
- vii) Periodically review of the gap analysis and SSP Implementation Plan for effective identification and implementation of safety remediation measures.
- viii) Advice and recommend to the SSP Coordinator on the current and emerging issues towards implementation of effective SSP.



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