1.0 PURPOSE

1.1 This Advisory Circular (AC) provides guidance to Air Navigation Service Providers (ANSPs), and other stakeholders on the identification, reporting, and elimination of deficiencies in the provision of Air Navigation Services (ANS). The objective is to promote continuous compliance with TCARs, enhance safety, and foster efficiency in air navigation systems.

1.2 It is the responsibility of the ANSP to develop and implement an action plan for eliminating identified deficiencies emanating from Inspections.

2.0 APPLICABILITY

This Advisory Circular applies to ANSPs who are responsible for Air Traffic Services (ATS), SMS, SAR, AIS, Aeronautical Charts, CNS, MET and IFPD.

3.0 REFERENCES

3.1 The Civil Aviation (Certification of ANSP's) Regulations

3.2 ICAO DOC. 9734 –Safety Oversight Manual; Part A.- The Establishment and Management of a State Safety Tanzania Civil Aviation Regulations, ICAO Doc 9756, ICAO GANP.

4.0 GUIDANCE INFORMATION

4.1 BACKGROUND

Deficiencies in the provision of ANS compromise safety and efficiency. Common deficiencies include lack of qualified personnel, unreliable CNS/ATM infrastructure, inadequate AIM, insufficient MET services, and poor regional coordination.

4.2 PROCEDURES FOR ELIMINATION OF SHORTCOMINGS AND DEFICIENCIES

4.2.1 IDENTIFICATION

This includes: -

i) **Observation and Monitoring:** Regularly assess performance, processes, and results against established standards or goals.

ii) **Audits and Inspections: Conduct internal/external audits, compliance checks, or peer reviews.**

iii) **Feedback Mechanisms: Gather feedback from stakeholders, employees, or customers.**

iv) **Data Analysis: Use metrics,** KPIs, and performance reports to highlight deviations.

4.2.2 ROOT CAUSE ANALYSIS

This includes: -

i) **5 Whys Technique:** Ask 'why' multiple times until the fundamental issue is found.

ii) **Fishbone (Ishikawa) Diagram**: Categorize possible causes (people, process, materials, environment, etc.).

iii) **Failure Mode and Effects Analysis (FMEA):** Assess potential points of failure and their impact.

4.2.3 CORRECTIVE ACTION

The ANSP shall develop Corrective Action Plans (CAP) after received Corrective Action Request (CAR) from DSR to address all shortcomings and deficiencies identified within the framework of ANS. The corrective actions shall be classified as follows: -

i) Level I - Serious Finding

ii) Level II - Major Finding

iii) Level III - Minor Finding

4.2.3.1 Types of corrective action

i) **Immediate Corrective Actions (Level I):**

This action corrects immediately upon identification of the inspection finding to remove an immediate threat to aviation safety.

ii) **Short-term corrective action (Level II):**

This action corrects the specific non-conformance specified in the inspection/audit finding and is preliminary to the long-term action that prevents recurrence of the problem. Short-term corrective action will be completed:

a) by the date/time specified in the corrective action section of the finding form; or

b) Within 30 days from the date the auditee receives the audit report.

iii) **Long-term corrective action (Level III):**

Long-term corrective action has two components. The first component will involve identifying the root cause of the problem and indicating the measures the ANSP will take to prevent recurrence. These measures should focus on a system change. The second component is a timetable for the implementation of the long-term corrective action. Subject to the following paragraph, long-term corrective action will take place within 90 days and will include a proposed completion date.

Some long-term corrective actions may require time periods in excess of 90 days (e.g. major equipment purchases). Where applicable, the CAP will include milestones or progress review points at 90 day intervals leading up to the proposed completion date for each inspection/audit finding.

4.3 SUBMISSION AND ACCEPTANCE OF CORRECTIVE ACTION PLANS

4.3.1 The ANSP is required to submit corrective action plans to the Authority for approval. Timelines for development and submission of the corrective action plans shall as within indicated in class levels of finding or specified by the Authority.

4.3.2 Where the corrective action plan is acceptable, the ANSP shall be advised. It is important that the ANSP ensure the corrective action plan is submitted within the timeframe specified by the Authority.

4.4 CORRECTIVE ACTION FOLLOW-UP

4.4.1 Where the inspection/audit findings are of a minor nature and no threat to aviation safety exists an "administrative follow-up" may be acceptable. All other findings require "on-site follow-up" to ensure that non-conformances have been rectified and that corrective actions are effective.

4.4.2 Long-term corrective actions that have been accepted will be followed up by the Authority until each item is complete or finding closed. This follow-up will be done through routine surveillance activities.

4.5 PREVENTIVE ACTION

4.5.1 Policy and Procedure Updates: Revise SOPs, manuals, or work instructions.

4.5.2 Training and Capacity Building: Educate staff to avoid repeating mistakes.

4.5.3 Process Improvements: Redesign workflows to eliminate inefficiencies.

4.5.4 Technology or Tool Integration: Use automation, monitoring tools, or better equipment.

4.6 VERIFICATION AND MONITORING

4.6.1 Follow-up Audits: Check if corrective and preventive actions worked.

4.6.2 Continuous Monitoring: Track indicators to ensure the problem does not return.

4.6.3 Benchmarking: Compare results against best practices or industry standards.

4.7 CONTINUOUS IMPROVEMENT

4.7.1 PDCA Cycle (Plan–Do–Check–Act): Apply this iterative cycle for ongoing quality

4.7.2 Improvement

4.7.3 Kaizen / Lean Practices: Encourage small, continuous changes involving everyone.

4.7.4 Knowledge Sharing: Disseminate lessons learned across the organization.

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