



TCAA AND 2016 - 2022

REVOLUTIONAL TRANSFORMATION

ISO 9001:2015



TCAA 2016 - 2022

REVOLUTIONAL TRANSFORMATION

TANZANIA CIVIL AVIATION AUTHORITY

TCAA 2016 - 2022

REVOLUTIONAL TRANSFORMATIONS

ISO 9001:2015

TABLE OF CONTENTS

DEFINITION OF TERMS	iii
Chapter One	1
INTRODUCTION	1
Chapter Two	9
STRATEGIC PLAN	9
Chapter Three	16
RE-BRANDING THE AUTHORITY	16
Chapter Four	18
CORPORATE CULTURE	18
Chapter Five	24
THE AUTHORITY SCHEME OF SERVICES	24
Chapter Six	28
AUTOMATION OF THE AUTHORITY BUSINESS PROCESS	28
Chapter Seven	34
IMPLEMENTATION OF ICAO STANDARDS	34
Chapter Eight	38
AIR NAVIGATION SERVICES INFRASTRUCTURE IN DAR FLIGHT INFORMATION REGION (FIR)	38
Chapter Nine	45
ECONOMIC OVERSIGHT TO ENSURE SUSTAINABLE AND RELIABLE SERVICES	45
Chapter Ten	49
CIVIL AVIATION TRAINING CENTRE (CATC)	49
Chapter Eleven	54
TCAA IN CANSO- THE GLOBAL VOICE OF THE AIR TRAFFIC MANAGEMENT INDUSTRY	54
Chapter Twelve	61
THE WORKING OF ICAO	61
Chapter Thirteen	67
CHALLENGES	67
Chapter Fourteen	68
THE WAY FORWARD AND CONCLUSION	68

DEFINITION OF TERMS

AFCAC	-	African Civil Aviation Commission
APAC	-	ICAO Asia and Pacific Office
ATM	-	Air Traffic Management
ADS-B	-	Automatic Dependent Surveillance-Broadcast
ATS	-	Air traffic service
AVSEC	-	Aviation Security
AIG	-	Accident Investigation Sections
ANS	-	Air Navigation Services
AGA	-	Aerodromes and Ground Aids
AAIB	-	Air Accidents Investigation Branch
AMHS	-	Air Traffic Services Message Handling Services
ASA	-	Airline Services Agreement
AO	-	Airport Operations
ATO	-	Air Traffic Organization
AATO	-	Association of Aviation Training Organizations
AGM	-	Aircraft Ground Movement
AGM	-	Annual General Meeting
ASBU	-	Aviation System Block Upgrades
ATNS	-	Air Traffic and Navigation Services
ASECNA	-	Agency for the Safety of Aerial Navigation in Africa
APIRG	-	AFI Planning and Implementation Regional Group
AFI Plan	-	The Comprehensive Regional Implementation Plan for Aviation Safety in Africa

ATFM	-	Air Traffic Flow Management
ANC	-	Air Navigation Commission
ANSP	-	Air Navigation Service Provider
BCAA	-	Bermuda Civil Aviation Authority
CAMP	-	Continuous Airworthiness Maintenance Program
CATC	-	The Civil Aviation Training Centre
CE's	-	Critical Elements of Safety
CASSOA	-	Civil Aviation Safety and Security Oversight Agency
CNS	-	Communications, navigation and surveillance
CDU	-	Control Display Units
CANSO	-	Civil Air Navigation Services Organization
CEO	-	Chief Executive Officer
CAAB	-	Civil Aviation Authority of Bangladesh
CAAS	-	Civil Aviation Authority of Singapore
CDM	-	Airport Collaborative Decision Making
CAP	-	Civil Aviation Publication
CAPSCA	-	Collaborative Arrangement for the Prevention and Management of Public Events in Civil Aviation
COVID-19	-	Infectious disease caused by SARS-CoV 2 virus
DG	-	Director General
DSR	-	Director of Safety Regulations
DER	-	Director of Economic Regulations
DANS	-	Director of Air Navigation Services
DCS	-	Director of Corporate Services
DVOR	-	Doppler Very High Frequency Omni Range
D-A TIS	-	Digital Automatic Terminal Information Service
VOR	-	Doppler Very High Frequency Omni Range
EX COM	-	Executive Committee
ESAF	-	ICAO Eastern and Southern African Office

EUR/NAT	-	ICAO European and North Atlantic
eGA	-	e-Government Authority
ERMS	-	Enterprise Resource Suit
GANP	-	Global Air Navigation Plan
GANP	-	Global Air Navigation Plan
GASP	-	Global Aviation Safety Plan
GNSS	-	Global Navigation Satellite Systems
GDP	-	Gross Domestic Product
GCAA	-	Ghana Civil Aviation Authority
FIR	-	Flight Information Regions
HIV/AIDS	-	Human Immunodeficiency Virus/ acquired immune deficiency syndrome
ICT	-	Information and communications technology
ICAO USAP	-	ICAO's Universal Security Audit Programme
ICAO USOAP	-	ICAO's Universal Safety Oversight Audit Programme
ISO	-	International Organization for Standardization
ILS	-	Instrument Landing System
ICVM	-	ICAO Coordinated Validation Mission
ICAO SARPS	-	ICAO Standards and Recommended Practices
IATA	-	International Air Transport Association
JNIA	-	Julius Nyerere International Airport
KIA	-	Kilimanjaro International Airport
KADCO	-	Kilimanjaro Airport Development Company

KCAA	-	Kenya Civil Aviation Authority
LAN	-	Local Area Network
LEG	-	Primary Aviation Legislation and Civil Aviation Regulations
MTEF	-	Medium Term Expenditure Framework
MSSR	-	Mono-pulse Secondary Surveillance Radar
MID	-	Cairo Middle East Office
NBS	-	National Bureau of Standards
NSS	-	Network Server System
NTP	-	National Transport Training
NACTE	-	The National Council for Technical and Vocational Education and Training
NAMA	-	Nigerian Airspace Management Agency
NACC	-	North America Central America and Caribbean
NIT	-	National Institute of Transport
ORG	-	Civil Aviation Organization
OPS	-	Order Operational Order
OJT	-	On - the - Job Training
OCGS	-	Office of the Chief Government Statistician
NSI	-	National Safety Inspector Program
PANS	-	Procedures for Air Navigation Services
PSR	-	Primary Surveillance S-Band Radar
PEL	-	Personnel Licensing
PSR	-	Primary Surveillance Radar
PICAO	-	Provisional International Civil Aviation Organization
PANS	-	Procedures for Air Navigation Services

RNAV	-	Area Navigation
RADAR	-	Radio Detection and Ranging
RCAA	-	Rwandan Civil Aviation Authority
SASO	-	SADC Aviation Safety Organization
SWIM	-	System Wide Information Management
SOFIA	-	Safety Oversight Facilitated Integration Application
SSR	-	Secondary Surveillance Radar
SNA	-	System of National Accounts
SMS	-	Safety Management System
SARP	-	Standards and Recommended Practices
SAM	-	South American Office
TCAA CCC	-	TCAA Consumer Consultative Council
TCB	-	Technical Corporation Bureau
TBA	-	Tanzania Building Agencies
TWG	-	Air Transport and Continuing Airworthiness Technical Working Group
TSSP	-	Transit Safety and Security Program
TAA	-	Tanzania Airport Authority
TOT	-	Train of Trainer
USOAP CMA	-	USOAP Continuous Monitoring Approach
UNSC	-	UN Security Council Counter-Terrorism Committee
UCAA	-	Uganda Civil Aviation Authority
VCCS	-	Voice Communication Control System
VHF	-	Very High Frequency
VCS	-	Voice Communication Switching System
WACAF	-	Western and Central African
ZAA	-	Zanzibar Airport Authority

FOREWORD FROM DIRECTOR GENERAL



Since my appointment in February 2016, we made a profound assessment of the most pressing, long-term strategic issues from our corporate culture to infrastructure and technology, business process re-engineering, change management and institutional capacity. On that backdrop, we meticulously evaluated our previous strategies, plans and industry data then synthesized those findings into one concise strategy designed to bring efficacious and impactful change to benefit our industry stakeholders and the public at large.

In this six years performance report, we have tried to put it in ink those strategic milestones as a structural engagement with our entire clientele. It is my hope that you will enjoy the reading of this report and find it very useful.

The Authority has long been a Purpose-led organisation. Our improved Purpose-led behaviours through our culture change program are now guided by our new improved corporate core shared values. As depicted in our Strategic Plan, these are Integrity, Morals, Professionalism and Customer Focused, Accountability and Efficiency, Commitment, Transparency and Teamwork. We embrace these values enthusiastically and take care of each other, foster inclusion, advance right attitude, and collaborate for measurable IMPACT.

Since a year 2016 we articulate that Purpose in one clear culture statement: “Team-ship, High Level of Customer Care and Excellence”. Everyday we challenge ourselves to do what matters the most for our clients, our stakeholders and the society. I am proud to say that since then we have recorded a number of achievements of which we are very happy to share them with you in this report.

Throughout the period of the past six years, our staff have found many ways to support each other and have drawn strength from the many inspiring initiatives taking place both inside and outside our organization. For us, it’s all about further activating our Purpose to make an impact that matters.

Something that has stood out to me in particular in this period of six years is the commitment and devotion of our staff to navigate all the way in achieving our goals. We highly appreciate the hard work from the time when we were doing the Scheme of Service, Strategic Planning Process and all the way to the realization of automation initiatives in our systems, Radar project, and other CNS Implementation projects as well as the Civil Aviation Training Centre Modernization program. I thank you sincerely from the deepest part of my heart.

It is important to say in my foreword that the outbreak of COVID-19 has caused unprecedented disruption to our business when we were forging forward to achieve our goals. While the virus may have had a significant impact on our way of life, but by working together with confidence we came out the other side even stronger than before.

As a result of COVID-19 pandemic, Aviation has been hit particularly hard by the global restrictions on movement and so is the United Republic of Tanzania. I have been fortunate enough to enjoy a career in this industry that spans more than 18 years - and yet I continually find myself awed by the way in which the aviation community comes together through the toughest of challenges. Time and again, we persevere in the face of adversity and I know that this time was no exception.

While the future may be uncertain, we shall keep the spirit of working together to harness the power of collaboration as that is vital to our success. We shall work hard to resolve our challenges as we steadily continue to move forward towards the implementation of our 2021/2022 -2025/2026 Strategic Plan.

To our clients who continue to put their faith in us to deliver bespoke regulatory services and support - from our dedicated safety and security oversight programmes to the provision of air navigation services - we thank you for your trust and loyalty during the past six years. Rest assured that our teams are working tirelessly to provide the same exceptional standards of service you have come to expect. Our team of aviation experts and I remain at your disposal 24/7, to help whenever and wherever you need us.

And finally, to our Board of Directors and TCAA employees - throughout the period of the past six years, you have gone beyond the call of duty, demonstrating remarkable commitment, professionalism and teamwork. I am immensely proud to be working with such a dedicated group of people.

We know and believe that by working together and partnering with other businesses and our industry stakeholders, we can overcome any obstacle, just like we have always done.

By acting with Purpose and maintaining our Connect for Impact' approach as cemented in our core values, we will continue to take care of each other, our clients and society. I look forward to all the new success stories we will create together in the next years to come. It will be yet another opportunity to set and achieve air travel goals whilst creating memorable and extraordinary experiences to all of us.



Hamza S. Johari
Director General

CHAPTER ONE INTRODUCTION

The Origins of Aviation in Tanzania

You cannot talk about the development of aviation in Tanzania without looking at its history before independence and during the period of the first East African Community.

In that context, this introductory part briefly highlights the history of aviation industry in Tanzania which is divided into four sections which are; the colonial period (before independence), after independence, during the East African Community and after the dissolution of the East African Community.

Colonial Period (Before Independence)

Aviation activities in the East African region were started in 1929 by Mrs. Florence Wilson in the city of Nairobi in Kenya. Ms. Wilson founded a chartered airline called Wilson Airways and later started providing scheduled mail delivery services between Nairobi, Dar es Salaam and Kampala. Wilson Airlines ceased operations in 1939 following the outbreak of World War I and all of its aircraft were sent to war.

There was one Civil Aviation Authority under the colonial rule that was in charge of the Governments of Tanganyika, Zanzibar, Uganda and Kenya which was created in 1943. And later led to the establishment of East African Airlines (EAAC) created in London in October 1945. In 1948, the East African Embassy was established which, apart from other services, was responsible for transport and communication, and air travel was managed by the embassy.

EAAC Airlines was providing services to the following destinations: Nairobi, Mombasa, Tanga, Zanzibar, Dar-es-Salaam, Lindi, Morogoro, Iringa, Southern Highlands, Chunya, Mbeya, Moshi, Kisumu, Eldoret, Kitale and Entebbe. The company had six ex-RAF DH89A Dominies aircraft from the British Overseas Airways Corporation (BOAC).

The organization later grew by adding five more Lockheed 18-56 Lodestars aircraft in 1948 that were bought from BOAC. The organization later bought new de Havilland Doves as a replacement for the DH89A Dominies. The company continued to increase the number of flights in Africa and the Far East (Pakistan & India).

After Independence

Between 1961 and 1963, East African countries gained their independence from the British, a situation that led to changes in the structure and operation of air transport activities. The joint East African service community was established, along with the creation of an independent community that took over the responsibility that was managed by the East African Embassy immediately after Tanganyika gained independence in 1961 and Dustan Omar from Tanzania became its first Secretary General.

Among its responsibilities was the provision of transport and communication services. Aviation was one of the services under the transport sector and was managed under the Directorate of Aviation where it provided services of aircraft registration, aircraft licenses, economic issues in aviation as well as coordination of search and rescue.

This directorate was under the Director General who had an office in Nairobi, Kenya assisted by three other directors who were in three East African countries. The air navigation service was in Nairobi and the directors in each of the three countries managed their aerodromes within the respective country. At the same time the first Tanzanian to reach the chairmanship level in East African Airlines was Chief Abdalah Fundikira at the end of 1964.

Soon after commencement of the East African Community in 1967 marked the end of the joint service community in East Africa, where its activities including aviation issues moved to the East African Community.

During the East African Community

The Directorate of Civil Aviation of East Africa continued to remain during the East African Community with the responsibility of air traffic control of the community, economic issues of aviation including access to markets, provision of flight guidance services, employment and training. Airport management, and its sustainability, construction and rescue and fire issues were managed by the respective countries themselves.

Meanwhile, in terms of air traffic control services, the relevant countries were also involved, with the main control area (area control center) being Nairobi. The management of the directorate involved the Chairman of the Board who was elected by the community, its Director General and the Directors present in each member country of the community.

Its headquarters was headed by the Director General who resided in Nairobi, Kenya. While the other three Directors offices for Tanzania, Kenya and Uganda remained within the member countries. Its First Director was from Uganda Mr. Zefania Balidawa, while Dr. Charles Mpinga Mgana from Tanzania was the first Aviation Commissioner representing Tanzania.

The dissolution of the East African Community in 1977 also led to the collapse of the East African Aviation Directorate and each country now manages its own aviation issues. The situation too, led to the collapse of East African Airlines (EAA).

After the breakup of the East African Community

Following the collapse of the East African Community in 1977, the United Republic of Tanzania established the Directorate of Civil Aviation (DCA) under the Civil Aviation Act, of 1977 in the Ministry of Transport and Mr. Lot Mollé was appointed as its first Director General.

All countries within the East African Community were forced to establish their own Civil Aviation Authorities.

The ATC airline was established in the same year to provide air travel services

that stopped after the dissolution of the East African Community Airlines which was jointly owned by the member countries namely Tanzania, Kenya and Uganda.

All aviation activities and its responsibilities were managed by the Directorate of Civil Aviation which was a department under the Ministry of Communications and Transport. However, the central air base (ACC) remained in Nairobi until 1998 when the United Republic of Tanzania established its own air base.

The DCA had a board of directors who were responsible for managing the Directorate and advising the relevant Minister for Civil Aviation. The DCA ended in March 1999 following the establishment of the Tanzania Civil Aviation Authority as a Government Agency.

1990s Economic Reforms and Independent Regulatory Authorities Establishment

The Economic reforms ushered in 1990's under the auspices of the World Bank and affiliated organizations required creation of autonomous regulatory authorities in the country in the technical and economic sectors.

Basically, these authorities carry the responsibility of managing quality requirements professionally (safety oversight), managing proper competition, management of economic areas, protecting the interests of the customer and also announcing the presence of control services for all groups of customers in the control sectors.

As a result of the reforms, with effect from the 26th day of March 1999, The Executive Agencies (Tanzania Civil Aviation Authority) (Establishment) Order established the Tanzania Civil Aviation Authority as an Executive Agency of the Ministry of Communications and Transport as per the Executive Agencies Act Chapter 245. It replaced the Directorate of Civil Aviation.

The Agency assumed the responsibilities of the Directorate of Civil Aviation. In

2003, the role of the Civil Aviation Agency was enhanced, thus establishing the Tanzania Civil Aviation Authority as a corporate independent body to regulate civil aviation and provision of air navigation services. The Authority was established by Tanzania Civil Aviation Authority Act No. 10 of 2003. The Act was subsequently revised in 2006 and became The Civil Aviation Act Cap 80 of 2006 (The Civil Aviation Act Cap 80 R.E 2006). The Act defines the structure and responsibilities of the Tanzania Civil Aviation Authority in regulating and overseeing the air transport sector in the country.

The Tanzania Civil Aviation Authority (TCAA) is a union institution in the United Republic of Tanzania (URT) under the Ministry of Works and Transport with responsibilities to regulate and oversee civil aviation safety, security, economic matters and the provision of air navigation services.

The regulatory oversight in the safety and security areas include civil aviation services such as aircraft, aviation personnel, airport operations, aircraft maintenance organizations, training organizations, air navigation services, ground handling services, etc.

The Authority also oversees civil aviation economic matters including the carriage of passengers and cargo in and out of the country as well as the issuance of over flight and entry permits to non-scheduled foreign aircraft.

In addition to its regulatory responsibilities, from 1977 to August, 2022 the Authority was responsible for provision of air navigation services in the air space of United Republic of Tanzania and the upper air spaces of Rwanda and Burundi from 24,500 feet above sea level as a delegated function by the International Civil Aviation Organization (ICAO).

The Authority also coordinates search and rescue operations in the event of an aircraft missing in flight, incidents and accidents, although the responsibility rests with security agencies while the responsibility for investigating the accident lies with the Ministry of Works and Transport.

TCAA Leadership

When TCAA started performing its responsibilities under its revised mandate, it was led by Engineer Margaret Tabu Munyagi, an Electrical Engineer by profession, who was appointed Acting Director General and in July 2004 confirmed to the position. Prior to this appointment Engineer Munyagi was the Director of Dar es Salaam International Airport.

Engineer Munyagi retired from Public Service in October 2010, to be replaced by Mr. Fadhil Josiah Manongi, an Economist, who served from 2010 to 2014 to be succeeded by Engineer Charles Michael Chacha, an Aeronautical Ground Aids Engineer, who was appointed Acting Director General from 2014 to 2016. The current Director General Mr. Hamza Saidi Johari is a Lawyer and an Aviation Law Expert and was appointed to the position on 22nd February 2016. Prior to this appointment, he was the first Executive Secretary of the Tanzania Civil Aviation Consumers Consultative Council (TCAA-CCC) for ten years.

Board of Directors

The Authority is headed by a 7-member Board of Directors whose Chairman and Vice-Chairman are Union Government presidential appointees and the other members are appointed by the Minister responsible for Civil Aviation matters in the URT Government. The Board of Directors has three main committees which are Audit, Risk and ICT Committee, Regulatory Committee and Finance and Administration Committee. The committees are appointed from among the Board Members.

The Authority's Directorates

The Authority is headed by the Director General (DG) assisted by five directorates which are Directorate of Safety Regulation (DSR), Directorate of Economic Regulations (DER), Directorate of Air Navigation Services (DANS), and Directorate of Legal Services (DLS).

Director General (DG)

Director General is in charge of day-to-day operations of the Authority,

supported by eight (8) units for advice of key activities as required by the corporate setup. The Units include Communication and Public Relations, Internal Audit, Quality Assurance, Planning Monitoring & Evaluation, Procurement, Internal Affairs, ICT as well as the Civil Aviation Training Centre (CATC).

Directorate of Safety Regulation (DSR)

The Directorate is responsible for regulating safety and security issues in the aviation industry. It ensures that Tanzania meets the International Civil Aviation Organization (ICAO) international standards and recommended practices. The directorate has six units which are Personnel Licensing, Flight Operations, Airworthiness, Air Navigations Services, Aerodromes and Ground Aids, and Aviation Security. The directorate also collaborates with the Ministry responsible for air transport in controlling and investigating accidents related to the aviation industry.

Directorate of Economic Regulations (DER)

The Directorate is responsible for ensuring and monitoring the performance of the aviation industry. It also oversees the efficiency of production and distribution of services. The Directorate is also responsible for advising and coordinating Bilateral and Multilateral Agreements (BASAs and MASAs) between the URT and other countries. It has three units which are the Air Transport Regulations, the Business Analysis and Forecasting and the Aeronautical Airport Services.

Directorate of Air Navigation Services (DANS)

The Directorate plans, develops and formulate the safe, secure and efficient management of the Tanzania and Burundi upper airspaces. The Authority provides air navigation services including air traffic control, communication and navigation, installation and maintenance of equipment used for movement of aircrafts through the airspaces. The Directorate provides air traffic control services through 14 stations, Dar es Salaam, Zanzibar, Mwanza, Arusha, Pemba, Tabora, Kigoma, Dodoma, Iringa and

Mbeya, Mtwara, Tanga, Songea and Kilimanjaro. This Directorate's units include the Air Traffic Management, the Communication Navigation and Surveillance, Aeronautical Information Management, 14 Stations and Safety Management System.

Directorate of Corporate Services (DCS)

The main function of this Directorate is to provide support services for proper functions of the Authority in the areas of General Administration, Human Resource Management and Development, Financial Management and Accounts, Estate Management and to enhance good governance and corporate culture.

Directorate of Legal Services (DLS)

The Directorate's main responsibility is to provide legal services to the Authority and is the Secretariat to the Board of Directors.

CHAPTER TWO

STRATEGIC PLAN

The Strategic Plan is a medium-term management tool outlining the priorities of an organization for a specific period. The purpose of the Authority's Plan is to communicate to its stakeholders on what it intends to implement during the five years. It is a platform for mobilizing resources as well as providing strategic guidelines to the management and staff in the preparation of annual work plans during the stated period. In addition, the Plan provides a basis for TCAA's accountability to its stakeholders.

The Authority prepared its first Five-year Strategic Plan which covered the 2004/05 to 2008/09 financial years. This first Plan guided the Authority to put into place the organizational infrastructure and the basic tools of carrying out the Authority's mandate. The tools included the regulations, policies and procedures both for the oversight and administrative functions. On its second strategic plan the implementation covered the financial years 2009/10 to 2013/14.

Then came the third Plan that covered five financial years - from 2014/15 to 2018/2019. The Plan built on the experience which had been gained during the implementation of the second Plan by consolidating the achievements from it and improving on the areas of that Plan which were less successful.

During the second year (2016/17) of implementation of the third (2014/15 - 2018/19) Five Years Strategic Plan, the Authority's implementation focused on the following nine (9) critical issues: -

- i. Enhancement of safety and security in aviation,
- ii. Adherence of ICAO Standards and Recommended Practices,
- iii. Implementation of ICAO USAP and USOAP audit recommendations,
- iv. Recruitment and training of Inspectors,

- v. To improve air navigation services infrastructure,
- vi. Procurement of modern equipment and facilities,
- vii. Implement training and development of TCAA employees,
- viii. Regulate prices in the air transport industry,
- ix. Improve and build the capacity of Civil Aviation Training Centre.

As the implementation of the Third Plan progressed, in year 2016 the Government came up with the new planning framework requiring all Government Institutions to adhere to and adopt in their Strategic Plans. The framework required an alignment with the 5 Year Development Plan horizon and the Medium-Term Expenditure Framework (MTEF). To fall in line with the Government edict, the Authority had to review its Third Strategic Plan to accommodate the requirements.

The revised Third Strategic Plan brought about six objectives to be implemented in a five-years period starting from 2016/2017 to 2020/2021 and had two additional objectives commonly implemented by the Government and its institutions. This revised Plan had built on the Third Strategic Plan that was under implementation between 2014/15 - 2018/19 and had stopped after to accommodate the 2016 reviews as stated above. It consolidated the achievements made in the second Plan to steer the Authority into a more effective and efficient organization by benchmarking its services against global best practices. Additionally, this revised plan recognized the national and international development initiatives including the National Vision 2025, MKUKUTA and international development agenda such as sustainable development goals and ICAO requirements on safety and security on aviation.

As stated previously, while building on the experience gained from implementation of the Authority's mandate under the previous plans, the Third Plan also considered the existing changes as seen in Tanzania's social, political, and economic environment. It took into account Tanzania participation in

regional economic communities as well as the aviation industry's international nature outlook in respect of safety, security and operational requirements that are spearheaded under the International Civil Aviation Organization (ICAO) and other major international collaborators.

Objectives for the 2016/2017 - 2020/2021 Strategic Plan

The Third Strategic Plan 2016/2017 - 2020/2021 provide for the implementation of various activities towards achieving the six objectives namely:

- i) HIV/AIDS infections reduced, and supportive services improved
- ii) Effective Implementation of National Anti-Corruption Strategy Enhanced
- iii) Safety and Security of the Civil Aviation System Enhanced
- iv) Air Transport Industry orderly developed
- v) Orderly flow of Air Traffic Enhanced
- vi) Organizational Excellency Improved

While implementing the Plan, there were notable shortfalls in the targets and activities they were attributed to the following, namely:

- (a) Shortage of qualified inspectors
- (b) Inadequate tool and facilities for inspectors
- (c) Lack of domesticated ICAO Guidelines
- (d) Lack of linkages between Aviation and other sectors of economy
- (e) Inadequate researched market information about the sector
- (f) Lack Search and Rescue Law that provides mandate for formal coordinated aeronautical and maritime Search and Rescue service using public and private resources to locate and retrieve survivors of aircraft or vessel accidents or incidents.
- (g) Dependence on third party service provider e.g., Tanzania Telecommunication Services (TTCL), Tanzania Communications

Regulatory Authority (TCRA), Tanzania Aviation Authority (TAA), Zanzibar Aviation Authority (ZAA), Tanzania Metrological Agency (TMA) etc.

(h) Lengthy process in laws promulgation.

The Status of 2016/2017 - 2020/2021 Projects

In the financial year 2016/17, the Authority had great plans to improve its operations. The Director General's tremendous initiatives were put in place for the projects whose outcome benefited the Authority and the industry at large. The planned projects and their corresponding status are shown below;

No	Project Name	Amount	Status
1.	Rehabilitation and extension of TX building	200,000,00	Completed 100%
2.	Acquisition and Installation of Civilian Radar by June, 2016	8,888,883,48	Completed 100%
3.	Procure, Install and commissioning of VHF Main - JNIA	1,000,000,00	Completed 100%
4.	Construction of DVOR block fence at KIA	50,000,00	Completed 100%
5.	Rehabilitation of LAN in CATC, JNIA and Pemba	190,500,00	Completed 100%
6.	Deploy SIP phone solution to HQ and stations	89,780,00	Completed 100%
7.	Procure, Install and commissioning of Simulator - CATC	768,000,00	Completed 100%
8.	Replacement of Window Pans at Pemba	300,000,00	Completed 100%
9.	Flight Calibration of Navigational equipment at JNIA, AAKIA, KIA, Mwanza, Tabora, Songwe, Dodoma and Pemba stations	211,153,70	Completed 100%
10.	Provision of non-consultancy RNAV GNSS flight check and validation of instrument approach procedures at Songwe, Tabora, Iringa, Kigoma, Dodoma, Zanzibar, and Chato by June 2021	300,000,00	Completed 100%

Future Plans 2021/22 - 2025/26

TCAA's fourth Five-Year Strategic Plan (FYSP)-2021/22 to 2025/26 was prepared to provide a strategic direction for aviation industry and enhance its contribution to the socio-economic development of the country through safe and secure aviation activities.

The Authority will ensure safety, security, and regularity of civil aviation in Tanzania through effective oversight, efficient air navigation services and training in order to develop a dynamic and sustainable air transport system that corresponds with the needs of the country and that will facilitate the achievement of the aspirations of Vision 2025.

The Plan pays particular attention to regulatory services, improved surveillance for enhanced safety and security in line with the International Civil Aviation Organization (ICAO) requirements and implementation of the Corrective Action Plan (CAP) in order to improve the level of compliance with international requirements. Also, the acquisition of modern technologies has been included in the Plan as well as staff development initiatives. Investments will also be undertaken to support the development of airports being undertaken by the Tanzania Airports Authority in order to facilitate efficient aircraft movements.

The Strategic Plan document 2021/22 - 2025/26 identifies the KEY thematic areas to be addressed as shown below; -

- a) Qualified aviation personnel. Through human resource strategy this issue will be addressed based on Recruitment policy.
- b) Effective mechanism to manage and oversee unmanned aerodromes and unmanned aerial vehicles.
- c) Effective implementation of Global Air Navigation Plan (GANP). This is meant to achieve the capacity and efficiency of air navigation services, the Authority will work towards investment in modernized Communication Navigation Surveillance/Air Traffic Management (CNS/ATM) systems

through effective implementation of Global Air Navigation Plan (GANP), and prevention of aircraft accidents and incidents.

- d) Comprehensive business processes management and services.
- e) Ratification of air law instruments and aviation legal system.
- f) Strengthening capacity of Civil Aviation Training Centre. To ensure that all regulatory approvals are acquired, and the capacity of the school improved to enable it deliver and accommodate professional and quality market-oriented courses.
- g) Research-based market information on air transport. The air transport industry is constantly striving to become more commercially in competitive business environment. Market research is of particular importance to this, providing vital information to enable demand led decisions.

Civil Aviation Master Plan (CAMP)

The Civil Aviation Master Plan (CAMP) has been in place since 2015/16 Financial year, and it was prepared based on the Terms of Conditions as established by the Ministry responsible for civil aviation matters (The then Ministry of Works and Transport). CAMP is a watershed for achieving synergy between the aeronautical authority and the aviation industry in the country, moving toward the same goal and joining Government and sectoral efforts to achieve the expected results.

The CAMP has set out the future possible demand on the aviation system and its infrastructure that Tanzania may experience over the coming 20 years, examine the status of the existing infrastructure and, by comparing demand with the existing capability, identify the requirements and opportunities for development of the air transport sector in Tanzania. This is critical as it ensures that, infrastructural development, human capital requirement, policy and regulatory framework in the Tanzanian aviation system is always capable of accommodating the air transport demand forecast.

The CAMP covers the primary elements of civil aviation in Tanzania in the air transport system and the airlines serving, the airspace and supporting

aids for aeronautical communications, air navigation, surveillance and meteorological observation and forecasting, airport operators, Tanzania Airports Authority (TAA), Zanzibar Airports Authority (ZAA), Kilimanjaro Airports Development Company (KADCO) and other operators managing small airports.

The CAMP Implementation

The Civil Aviation Master Plan, which is in place, has been operationalized and implemented in various ways as seen below.

- a) Improving efficiency as to match the growing demand in the air transport system, the Authority has installed four (4) Radar systems at Julius Nyerere International Airport (JNIA), Kilimanjaro International Airport (KIA), Mwanza and Songwe airport
- b) In response to the growing demand in aviation industry, the Authority is in the process of modernizing and expanding the Civil Aviation Training Centre (CATC). The challenge of personnel shortage will be addressed adequately once the college is improved.
- c) The National Institute of Transport (NIT) established School of Aviation with the aim of training pilots, aircraft maintenance engineers and cabin crews so as to feed the industry with the qualified personnel. The institute is on phase four of TCAA certification.
- d) The Authority has established a training fund where four (4) pilots have been trained and are engaged in the industry and another nine (9) pilots have been enrolled and attending a pilot course at East African Civil Aviation Academy at Soroti in Uganda

CHAPTER THREE

RE-BRANDING THE AUTHORITY

The newly appointed Director General Mr. Hamza Johari since 2016, envisioned that the changing business, technological environment, and the increasing demand for service delivery from the public necessitated enhanced visibility of the Authority, corporate rebranding and culture change. He saw that this was the inevitable methodology for the improvement of the Authority corporate image. This eventually boosted staff morale as was perceived as a rebirth of the organization, morphing into a future of enthusiasm and of better things to come.

International Standards Organization (ISO) audits as well as TCAA Management team and Board Members observations were among other factors that necessitated the rebranding, they also observed that the former logo appeared crowded and did not easily define the Authority.

From the beginning of 2016, the Authority undertook important steps of intense rebranding strategy. During the exercise, the corporate image was improved by changing the logo and corporate colors, followed by changes in the appearances of TCAA Headquarters where its' meeting and conference rooms as well as official correspondences, business cards, letterheads and files were aligned to the new corporate image.

The re-branding committee successfully came up with a simple memorable logo of three-color code, its definition and the color code mixture content composition for both the Orange, White and Blue Gray colors in order to enable ease of use on both transparent and colorful backgrounds. These TCAA official colors which are



Orange, White and Blue Gray are defined as follows; with Orange it means peace or serenity, but an official color used in civil aviation, White meaning purity or innocence or simplicity also reflects confidence and Blue Gray symbolizes the sky.

CURRENT LOGO



OLD LOGO



Some of the re-branding strategies brought about new concepts like naming of the board room and conference rooms located at TCAA Headquarters, Julius Nyerere International Airport and Kilimanjaro International Airport. The Board Room is now called BRAVO located at 2nd floor at Headquarters, whereas the conference room CHARLIE at Kilimanjaro International Airport, while Conference room ALFA is located at Headquarter ground floor and WINGS is located at Julius Nyerere International Airport. Other meeting rooms at Headquarters are named DRONES located on the 1st floor, COCKPIT located on the 3rd floor and TANGO located on the 4th floor.

Furthermore, the rebranding included mounting of wall pictures of the Directors - General from the first-one to the present. The rebranding exercise is a continuous process that will touch every area of the Authority.

CHAPTER FOUR

CORPORATE CULTURE

From its establishment up to year 2016, the Authority had an average total of around 390 employees in all its directorates. Despite of having a good number of employees in relation to the services it offers, the organization had not had a well-defined corporate culture that could well align its employees with a systemic thinking and behavior for an effective implementation of its strategic goals, this gap affected teamwork amongst cadres and customer service delivery.

Since a well-defined culture is a glue that binds an organization, the Authority saw the need of having well- defined appropriate Culture in order to flawlessly realize and achieve its Vision, Mission, Strategic Goals, and Objectives. A corporate culture is the single most important contributor to making TCAA unique and special and if it ever allows itself to become just another ordinary organization, it may perish. It was therefore decided that each employee was responsible for understanding and appreciating, upholding, and communicating the Culture.

Therefore, the Authority adopted a **culture of Team ship, High level of Customer Care and Excellence** as summarized on the table below:

Acronym	Core Value	Our Role
I	Integrity	We will be fair and honest in all cornerstones of TCAA services when dealing with our stakeholders.
M	Morals	We will adhere to ethical behavior when dealing with stakeholders and discharge our duties with neutrality and impartiality, without fear or favor.
P	Professionalism and Customer focused	We will maintain the highest degree of professionalism and ethical standards, building value -added relationships with customers and stakeholders to deliver quality services.
A	Accountability and Efficiency	We will adhere to good governance practices by delivering our services with high level of commitment.
C	Commitment	We will adhere to good governance practices by delivering our services with high level of commitment.
T	Transparency Teamwork	TCAA staff working as a team will engage the industry stakeholders and work collaboratively to achieve organizational goals while upholding the standards of ethics, honesty and transparency in all our actions.

Recognizing the Culture and its Core Values, the Authority made a pledge to align the ten commandments as “Coded Culture Statements”. The statements are as shown below:

- a) We shall strive to be a corporate entity responsible for the regulation of air transport and provision of air navigation services in Tanzania.
- b) Our mission is to ensure the safety, security, and regularity of civil

aviation in Tanzania through effective oversight, provision of efficient air navigation services, and training while maintaining quality, protecting the environment, and safeguarding the interest of stakeholders.

c) Our vision is for the Civil Aviation System in Tanzania to be the best and sustainable in Africa and beyond.

d) We solemnly believe that the best outcomes are achieved through team-ship. We believe team-ship is built on openness, respect, fairness, collective responsibilities and transparency.

e) We shall make decisions and take actions that are fair and based on professionalism, laid down rules, standards and procedures.

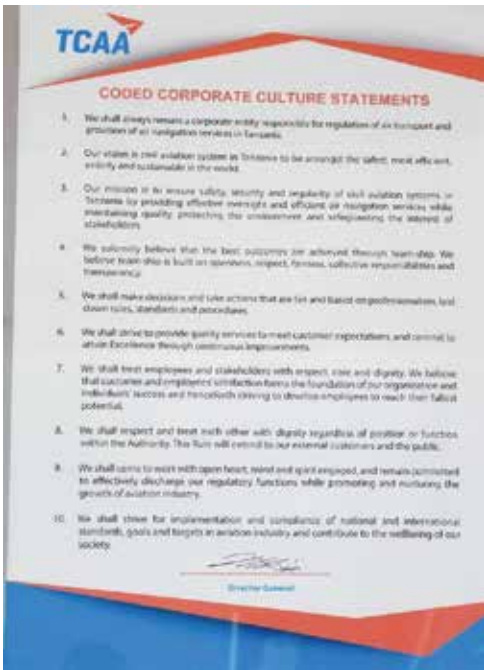
f) We shall strive to provide quality services to meet customer expectations and commit to attain Excellence through continuous improvements.

g) We shall treat employees and stakeholders with respect, care and dignity. We believe that customer and employees' satisfaction form the foundation of our organization and individuals' success and henceforth striving to develop employees to reach their fullest potential.

h) We shall respect and treat each other with dignity regardless of position or function within the Authority. This Rule will extend to our external customers and the public.

i) We shall come to work with open heart, mind and spirit engaged and remain committed to effectively discharge our regulatory functions while promoting and nurturing the growth of aviation industry.

j) We shall strive to implementation and compliance of national and international standards, goals and targets in aviation industry and contribute to the wellbeing of our society.



Culture Change Program

Apart from the Coded Culture Statements aligned using the Ten Commandments above, the Authority also introduced culture change training program. The sole purpose of the program was to impart to the employees with the right attitude because studies from prominent scholars have indicated that success in any organization or endeavor depends much on the right attitude.



The first culture change training or seminar (Level I) was conducted on 28th July 2016 at Aviation headquarters where employees from different directorates participated. Since its commencement the training has been provided to 461 TCAA Staff.

Level II Culture training was introduced to the Authority due to the positivity seen from the general conduct of the employees starting from the Board of Directors to the lowest cadre.

Level II training was geared towards providing more emphasis on the TCAA Corporate Culture of Team-ship and High Level of Customer Care and Excellence. Collectively the Management and employees committed themselves to it so that they can strive to achieve the objectives of the knowledge.

Future Projections on Culture Change



The Client Service Charter

It is mandatory for all Public Services offices to have Client Service Charters, thus TCAA as one of the Public Service organs had a Charter that required to be amended in line with changing corporate culture. The purpose of the Government directives to its organs to have a well-defined Charter was:

To instill in the Authority for both existing and new staff, the organization has embedded a culture transformation programs into its annual Training Program.

- i) To enhance awareness on the services offered by organizations,
- ii) To provide insight on organizations's core activities and functions,
- iii) To improve service delivery between the organization and its clients.

In view of the above, the Authority appointed a team to review the outdated Client Service Charter. The team did some benchmarking at several public service offices and came up with a document that was shared to its stakeholders for further critique and review, and was later on approved by the Management and Board of Directors for use.

In an effort to provide assurance on the standards and quality of services offered to the customers, the Authority newly prepared Client Service Charter acts as a “Social Pact” between the Authority as the service provider and the clients as service recipients in the new corporate environment. It specifies types and standards of service delivery which customers have a right to expect from the Authority. The Client Service Charter also specifies the rights and obligations of both parties and how customers can access the Authority services.

Future Projections of the Client Service Charter

The Authority will review its Client Service Charter every 3 years and communicate new standards on how it will be handling its esteemed customers as stated in the rules and procedures.

CHAPTER FIVE

THE IMPROVED AUTHORITY SCHEMES OF SERVICE & ITS AFTERMATHS

For a number of years since its establishment, the Authority did not have an appropriate and effective Schemes of Service that conforms with the everchanging aviation business environment. In the year 2013 the Authority made efforts and came up with a Schemes of Service to address the challenges emanating from organizational structure and key schemes. However, there were discrepancies observed during its implementation necessitating further improvements to achieve the desired results.

In February 2016, the new leadership under DG Hamza Johari placed the Schemes of Service as its topmost priority, and with the same intensity an exercise of developing a new Schemes of Service trickled down as a participatory exercise involving all groups of employees and the final draft was successfully developed. The draft was then submitted to the Ministry of Works, Transport and Communication for review before submission to Treasury Registrar and the President's Office Public Service Management and Good Governance (Establishments) for approval.

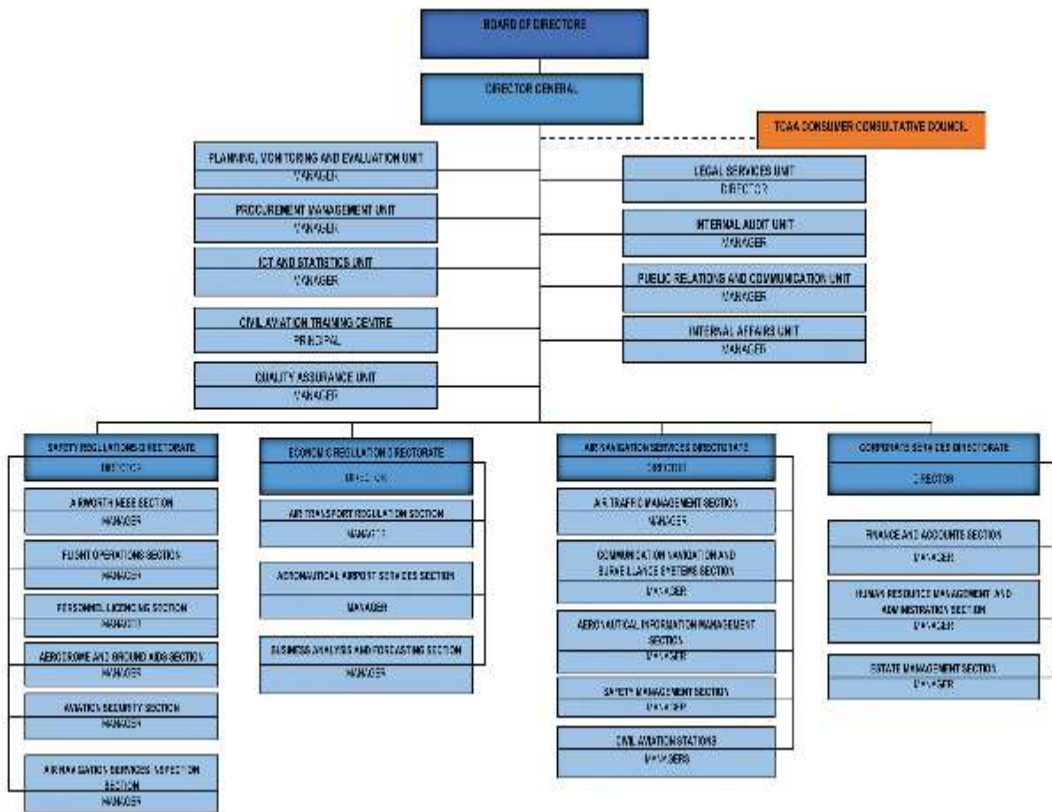
Soon after the approval of the new Schemes of Service, a team was then appointed to work with Human Resources Unit on how best to place or slot employees with regard to the new Schemes of Service.

During the placement exercise, implementation of the new Schemes achieved only 65% of the requirements to staff and it became necessary to work on the challenges on the placements and qualifications in order to meet 100% compliance. It became necessary for a technical team to be appointed to work on placements and qualifications issues, propose

to the Management solutions that should be taken during the following edition of the Schemes of Service.

In July 2019 the second edition of the Schemes of Service was released and met 85% compliance. Further improvement exercise continued in the Organization and in January 2020 the third edition was released achieving 92% compliance. More improvements are underway to achieve 100% compliance in the financial year 2022 - 2023 in line with the fourth Strategic Plan 2021/22 - 2025/26.

TCAA's Organization Structure



Aftermaths of an improved scheme of service

Following 92% compliance and continuous improvements in the management of staff seniority, promotion, career progression and

remuneration and its vision to become the best employer in Tanzania, Tanzania Civil Aviation Authority (TCAA) for the first time in history joined the Association of Tanzania Employers (ATE) and participated in the 2022 Employer of the Year Award (EYA) in order to assess its position amongst other employers of Tanzania. In this event TCAA emerged as the 1st Runner Up winner in the 2022 best employer of the year award in the Public Sector Category.



During the awards ceremony which were given on Friday December 2, 2022 Hon. Vice President Dr. Philip Mpango was the Chief Guest. Whereas, Minister, Prime Minister's Office (Labor, Youth, Employment) Prof. Joyce Lazaro Ndalichako handed over the 1st Runner Up Trophy award to Daniel Malanga Director of Economic Regulation on behalf of the Director General Hamza S. Johari.

Prior speaking about the awards, the Director General TCAA Hamza S. Johari said that the trigger behind TCAA participation to the awards contest was to fulfil the its vision to become best employer. To achieve that TCAA became ATE member and joined the competition for the first time.

According to ATE official website, in order to qualify for the 2022 Employer of the Year Award one must be an eligible ATE member, and the awards are given objectively to identified employers with the best foundations for manpower and human resource management as well as recognition for employers who do business in accordance with the rules and regulations (Responsible Business)

According to ATE officials led by the Executive Director & CEO Ms. Suzanne Ndomba-Doran, the employer's competition was for a total of seven categories with each having an Overall Winner, 1st Runner Up and 2nd Runner Up sub-categories except for one size based award which had three subcategories namely Best Small Organization, Best Medium Organization and Best Large Organization.

She also added that due to COVID-19 pandemic ATE did not organize EYA 2019, 2020 & 2021 but used the opportunity to carry out major reviews for the entire EYA rewarding processes based on the current business environment by adding 4 new criteria from the previous 27; Managing during crisis, Gender equality and equity, Compliance with regulatory requirements and Climate change/ Environmental management.

CHAPTER SIX

AUTOMATION OF THE AUTHORITY BUSINESS PROCESS

The digital transformation in achieving improved business processes in the organization necessitated the Authority embracing technology in its day-to-day operations for improved efficiency and productivity through streamlined, seamless, and interoperable business processes and automation. The Authority believes that adopting ICT technology is not an option, rather it is an imperative means of scaling up its operational efficiency in providing aviation safety and security oversight in the United Republic of Tanzania.

This chapter narrates the path that TCAA has gone through from 2016 in transforming its business operations using Information Communication Technology (ICT). It underlines the challenges and successes stories throughout the journey towards Authority's digital transformation. In this chapter the National ICT Policy, Tanzania Development Vision 2025, and the Convention on International Civil Aviation (DOC 7300) have been recognized as a base and reference point for Authority's ICT initiatives.

National ICT Policy

Thanks to the Government of United Republic of Tanzania which introduced timely and recognized ICT as a bedrock and critical driver of social economic development through introduction of "National ICT Policy" of 2013 which was later reviewed in 2016 to accommodate the dynamics, developments, and trends of ICT in the country and in the global arena. The Policy provides a comprehensive framework for guiding development and growth of ICT to ensure optimal benefits to the Nation and its citizens.

Tanzania Development Vision 2025

Tanzania Development Vision 2025 recognizes ICT as central to competitive social economic transformation of the country. It states that: "It is widely accepted that productivity growth is driven by adoption of technology.

ICTs will play a crucial role in the transformation process from a resource based to a skill-based and technology-based economy to transform the country's production structure in the current information age, rapid access to data and other new technologies is essential to national socio-economic development.”

Convention on International Civil Aviation (DOC 7300)

Through Convention on International Civil Aviation (DOC 7300) and its annexes, the International Civil Aviation Organization (ICAO) is entrusted among others with the role of establishing communication and information standards. The ICAO also issued DOC 10039, on the “System Wide Information Management (SWIM)” which is envisioned to provide an interoperability and seamless information access and exchange in the Air Traffic Management (ATM). SWIM recognizes that with the rapid growth of the aviation sector, economic pressures and the ongoing attention to environmental impact, ATM will be increasingly reliant on accurate and timely information. SWIM is anticipated to complement human to human with machine-to-machine communication and improve data distribution and accessibility and quality.

The Authority Operations

TCAA like many other public institutions took advantage of the Government direction and political will towards country's transformation through ICT by massive investment in ICT technology in all aspects of its operations. The political will as demonstrated by the Government offers a huge impetus for TCAA to go digital.

The Authority business operations can be viewed in two parts; one being provisions of oversight function which includes aviation personnel licensing, provision of assurance in areas of airworthiness, flight operations, aviation security and aerodromes. On the other hand, the Authority offers air navigation services in the United Republic of Tanzania and the upper air space of Rwanda and Burundi from 24,500 feet and above.

Since its insertion, the Authority has been striving to embrace technology in its business operations both core operations and enabling functions. These

efforts were accelerated in the past five years following the wave of change towards digital world. For instance, in the core functions notable efforts have been made to scale up automation in areas of communication, navigation, and surveillance by installing new and modern equipment's such as modern technology equipped Radar, DVOR, ADSBs, VCCS, ILS, VHF radios to mention a few.

The technology is embedded with complex systems and software that have significantly improved operational efficiency. In the provision of oversight functions, the focus was to streamline business processes as a basis for installation and deployment of systems that enables interoperability and seamless information access and exchange. These areas are personnel licensing, and provision of assurance in areas such as airworthiness, flight operations, aviation security, revenue control & monitoring and aerodromes oversight through periodic inspections.

In the enabling functions, substantial efforts have been employed to automate financial management by placing more emphasis in revenue collection, planning, financial control, and payment management. These efforts were coupled with improvement in other areas such as human resource management, administration services and procurement management.

[The Path to Digitize the Authority](#)

Notable achievements in transforming the Authority through ICT have been registered as highlighted in detail in the forthcoming paragraphs of this chapter. The path towards digitization was not brought in a silver plate by a "Good Samaritan" rather it has, and it is being achieved through dedication and devotion by all stakeholders at all levels from the Board of Directors, Director General, Management, and employees at large. For instance, the Board of Director's position has been very clear that "TCAA should move toward digitization and automation of its business processes for improving operational efficiency". The Director General on the other hand through his Culture Change Program which has been underway for the past five years was in the forefront in transforming employee's mindset, perceptions and

encouraging them to avoid being “pigeonholed” in ways and means of delivering services to customers.

The culture change program has not only been the impetus for the change, but it also has boosted creativity and innovation in the organization.

Success Stories

In the past five years, the Authority has registered tremendous achievements in streamlining and automating its business processes. Notably, the deployment of Safety Oversight Facilitated Integration Application (SOFIA) has enormously improved oversight functions including personnel licensing processes. While previously, the Authority experienced various challenges including poor “turnaround time” in issuing licenses, the deployment of SOFIA has improved the turnaround time in licensing from five days to one day. Nevertheless, it has enabled provision of electronic card licenses to pilots, air traffic controllers, flight operations officers, aviation security officers and cabin crew.

ICT Policy



Prior to the automation, processing of overflight and landing permits were being handled manually through physical files and emails. This made the whole process prone to errors and delays in issuing permits and on some occasions, operators opted to use neighboring countries' airspace as a result, the Authority was losing revenue to neighboring countries.

To address this anomaly, the Authority developed and deployed an “e-Permit Systems” that has enabled instant issuing of overflight and landing permits. Regardless of their destination or location, operators are now able to process permits through e-Permit Systems. The deployment of e-Permit System has attracted more operators not only to use Tanzania airspace but has also addressed loopholes for possible revenue loss and improved revenue generation.

The Authority automated its Air Traffic Management Systems. The ATM system is commonly referred to as TOPSKY (its brand name). Topsky is a platform in which surveillance data (i.e., PSR, SSR and ADS-B data), Meteorological data, Flight plans and other ATS messages are gathered, organized, processed, and displayed to Air Traffic Controllers in an appropriate manner. In addition, the system communicates and distributes data to external surfaces such as billing system that automatically calculates Air Navigation Charges payable by operators using Tanzania airspace. Prior to the Automation, Air Navigation Charges were calculated manually which was prone to revenue loss and inefficiencies.

In an area of enabling functions, the Authority through the support from e-Government Authority (e-GA) has deployed various systems geared to improve operational efficiency. The deployment of e-Office has greatly improved timeliness in correspondence management and decision making. Document management processes are in now handled through e-office whereby communication between different functional units is more convenient, easy with a traceable audit trail and can be done regardless of one's location

around the globe. Previously, the Authority used physical files system that faced several challenges including loss of records, difficulties in record retrievals, time consuming in file movement and risk of spread of diseases such as Covid 19.

To enhance enterprise-based resource management, the Authority has deployed an Enterprise Resource Suit (ERMS). The system consists of 19 modules among which four modules are currently operational. These modules includes Finance and Accounts, Planning, Procurement Management, Fleet Management, Human Resource and Payroll. The deployment of ERMS has improved revenue collection, planning, financial control, and payment management. Additionally, the system has enhanced human resource management and administrative services.

The Authority has not only improved its website but has also developed Staff Intranet to enhance communication with both internal and external stakeholders. Not only that, in order to scale up administrative services the Authority has developed and deployed Board Portal for preparing and facilitating Board Meetings, Air ticket Management System for easy application and issuing of tickets, Staff Learning and Development Management System and Electronic Visitors Attendance System for tracking visitors and enhancing office security.

CHAPTER SEVEN

IMPLEMENTATION OF ICAO STANDARDS

This chapter describes the achievements on the implementation of the ICAO standards as well as various awards for the past five (5) years from 2016-2021.

The Universal Safety Oversight Audit Program (USOAP)

USOAP was initially launched in January 1999 by ICAO, in response to widespread concerns about the adequacy of aviation safety oversight around the world. Primarily, USOAP activities consisted regular and mandatory audits of ICAO Member States' safety oversight systems.

Essentially, USOAP audits focused on a state's capability safety oversight by assessing whether the State has effectively and consistently implemented the critical elements (CEs) of a safety oversight system, which enable the State to ensure the implementation of ICAO's safety-related Standards and Recommended Practices (SARPs) associated procedures and guidance material.

It's an audit based on all safety-related Annexes to the Chicago Convention except Annexes 9 and 17 (Facilitation and Aviation Security).



The United Republic of Tanzania as a Contracting State to the Chicago

Convention is eligible for USOAP. USOAP was previously conducted in 2013 and fundamentally covered three (3) Annexes: - Annex 1 (Personnel Licensing), Annex 6 (Operation of Aircraft) and Annex 8 (Airworthiness of Aircraft) with the assessment covering in the following key critical elements:-

- i) Civil Aviation Regulations
- ii) Appropriate Organization
- iii) Personnel Qualification
- iv) Technical Guidance Material/Tool
- v) Surveillance and Oversight
- vi) Resolution of Safety Concerns

During the 2013 audit, it was observed that the ability of the country to maintain effective safety oversight was only 37.8%. On that basis, the Authority determined to do better the next USOAP audit of 2017.

The Authority launched the intensive effort focusing on the transformation the 2013 poor results and executed the following:

First: Reviewed and updated the Civil Aviation Act to address the audit findings.

Second: Reviewed and updated all regulations in compliance with the requirements of the Annexes.

Third: Re-certification of all operators and re-issuance of certificates.

Fourth: Amended the TCAA organization structure in accordance with ICAO standards and requirements.

Fifth: Recruited competent and committed staff in the Directorate of Safety Regulations.

Sixth: In collaboration with the Civil Aviation Safety and Security Oversight Agency (CASSOA), the Authority developed appropriate Guidance Materials to assist in implementation of regulations.

Seventh: During the period Authority adopted several systems such as Inspectors' Training System, Sofia PEL and Examination system.

As a result of the above efforts, the Authority scored 64.35% during the 2017 USOAP Audit, this was an increase of 26.55% from the previous 2013 Audit.

ICAO awards a country in recognition of states which have demonstrated improvements in the regulation and oversight of civil aviation and effective implementation of International Standards which has increases its capability above 15% from the previous audit. Tanzania was amongst the eight countries (Bangladeshi, Burkina Faso, Costa Rica, Finland, Jordan, Kuwait, Portuguese and Tanzania) which were recognized and received the International Civil Aviation Organization (ICAO) - Council Presidential award for outstanding performance.

The certificate of recognition was issued on 10 October 2018, by the ICAO Council President, Dr. Olumuyiwa Benard Aliu to TCAA during Global Air Navigation Conference in Montreal Canada.

One of the USOAP Activities is the ICAO Coordinated Validation Mission (ICVM) conducted purposely to determine whether previously identified safety deficiencies have been resolved. When re-audited in 2019, the State performed better with a score of 69.04% of effective implementation of the Critical Elements, the highest scores, being the highest score ever achieved by the Authority.

This outstanding performance culminated in Tanzania receiving a grant of 1 Million USD to facilitate the Project for the Enhancement of the Civil Aviation Safety Oversight System which was officially launched by The Deputy Minister for Works and Transport (Works Sector) Hon. Eng. Godfrey Kasekenya on 14 January, 2022.



The grant from the Chinese Government was facilitated through ICAO to assist the URT enhance its capability in Safety Oversight in compliance with ICAO SARPs.

The project focuses on Critical Elements (CE); CE-4 Training of aviation safety personnel and CE-5 on Tools for the implementation of safety requirements ultimately enabling implementation of CE-6- Certification, CE-7 - Surveillance and CE-8 - Enforcement of certificated personnel, equipment and organizations.

The project consists of training provisions to TCAA and AAIB (Aircraft Accident Investigation Branch) personnel, On the Job Training (OJT) to TCAA and AAIB (staff in Flight Operations (OPS), Aerodrome Ground Aids (AGA) and Air Navigation Services (ANS), technical assistance and OJT in Accident Investigation Group (AIG) and procuring of equipment/software/tools required for TCAA safety and AIG related activities.

At the end of the project the TCAA will organize a workshop to sum up the project benefits and achievements which will provide future directions for the United Republic of Tanzania and share lessons learnt from the project.

CHAPTER EIGHT

AIR NAVIGATION SERVICES INFRASTRUCTURE IN DAR FLIGHT INFORMATION REGION (FIR)

TCAA is responsible for provision of Air Navigation Services within the Dar- es-Salaam Flight Information Region (FIR) and upper airspace of Burundi and Rwanda from 24,500 feet and above. The Authority provides air navigation services through fourteen (14) stations in Tanzania, the stations are: Dar es Salaam, Kilimanjaro, Tanga, Arusha, Mwanza, Tabora, Kigoma, Dodoma, Iringa, Songwe, Songea, Mtwara, Zanzibar and Pemba.

Tanzania as a member of ICAO and is required to meet International Standards under the Global Air Navigation Plan (GANP) and Global Aviation Safety Plan (GASP). GANP, a strategy to achieve a global interoperable air navigation system offering safe, secure, and efficient transport for people and goods worldwide, while limiting the impact of aviation on the environment, whereas GASP is the strategy supporting prioritization and continuous improvement of aviation safety.

In order to achieve this goal, improvements in Communication, Navigation and Surveillance (CNS) systems are vital; and thus, the following systems have been installed: -

i) Communication Systems: -

- a) Voice Communication Switching System (VCS) installed at Dar es Salaam in the year 2017-18.
- b) Very High Frequency (VHF) Main radio installed at Dar es Salaam in the year 2019.
- c) Automatic Message Handling System (AMHS) installed to all fourteen (14) stations in the year 2015.
- d) Air Traffic Management (ATM) system (Topsky) installed at Dar es Salaam, KIA, Mwanza, Songwe, Arusha and Zanzibar in the year 2019.

ii) Navigation Systems: -

- a) Instrument Landing System (ILS) installed at Zanzibar in the year 2021.
- b) Published Area Navigation (RNAV) Global Navigation Satellite System (GNSS) procedures at Dar es Salaam, Kilimanjaro, Zanzibar, Songwe, Dodoma, Iringa and Mpanda in the year 2019/2020.
- c) Unpublished Area Navigation (RNAV) Global Navigation Satellite System (GNSS) procedures at Kigoma, Tabora, Chato, Arusha and Mwanza.

iii) Surveillance Systems: -

- a) Radio Detection and Ranging (RADARs) installed at Dar es Salaam, Kilimanjaro, Mwanza and Songwe in the year 2019.
- b) Automatic Dependency Surveillance-Broadcast (ADS-B) installed at Dar es Salaam, Singu-Babati, Zanzibar, Arusha, Dodoma, Tanga, Songea, Changalawe - Iringa and Musoma in the year 2015.



(The Director General of TCAA Hamza S. Johari explaining to The former president of URT John Pombe Joseph Magufuli during launching of the Radar Project Inaguration on 2018)

New Radar Installation

The old RADAR installed in 2002 at Dar es Salaam International Airport, was used for air traffic control, separation and expeditious flow of air traffic. However, this RADAR covered only 25% of the entire Tanzania airspace (refer Figure 1). The RADAR did not adequately meet the TCAA's responsibility for air traffic control for both domestic and international traffic because of the in-adequate coverage of the airspace, covering only 75% of the air space, the unreliability of the coverage due to unavailability of spare parts and high maintenance costs and the lack of

integration with other systems due to outdated technology are some of the weaknesses that necessitated changing the equipment.



(The former president of URT John Pombe Joseph Magufuli getting explanations from the Director General of TCAA Hamza S. Johari during Radar Project Inaguration on 2019)

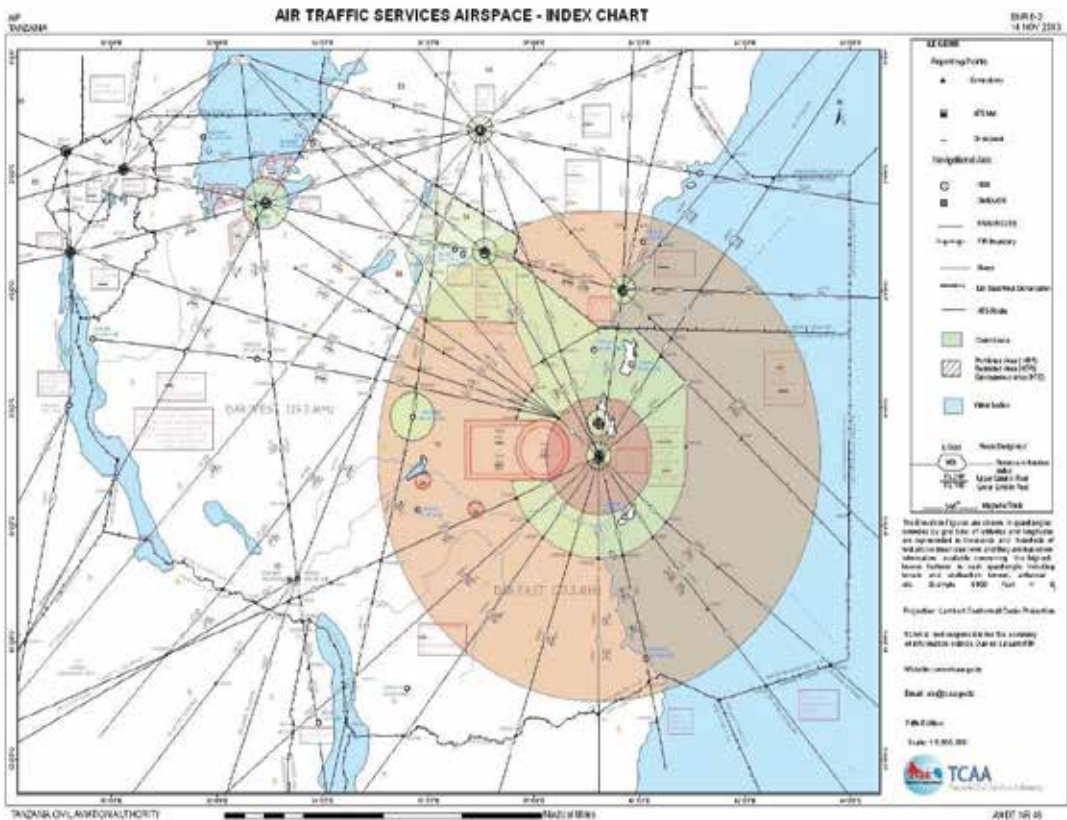


Figure 1: Old RADAR airspace coverage

In 2019 TCAA set aside funds for improving surveillance system. The project was 100% financed by the United Republic of Tanzania from internal sources of funds; 55% financed by the Government of Tanzania (GOT) and 45% by TCAA. The total project cost was TZS 67.3 billion and TCAA signed a contract with M/S THALES LAS FRANCE SAS formerly known as M/S THALES AIR SYSTEMS S.A.S for manufacturing, supply, installation, testing and commissioning of four (4) collocated primary surveillance S-Band Radar (PSR) with Mono-pulse Secondary Surveillance Radar System (MSSR) Mode-S for Dar es Salaam, Kilimanjaro, Mwanza and Songwe (refer figure 3 for RADAR site).

The Supervision Consultancy service for the Radar Equipment systems installation was provided by the Technical Corporation Bureau (TCB) of the International Civil Aviation Organization (ICAO), while the Civil and Electrical works consultancy was provided by the Tanzania Building Agency (TBA).

On 16th September 2019, His excellency, the late President Dr. John Pombe Joseph Magufuli inaugurated the Dar es Salaam and Kilimanjaro radar systems and applauded Tanzania Civil Aviation Authority (TCAA) for the outstanding performance in the implementation of the four radars system installation during the launching ceremony held at Julius Nyerere International Airport (JNIA). The late President Magufuli also commended, the Authority under the leadership of the Director General Hamza S. Johari for an outstanding performance on the strategic project which took only 18 months to complete.

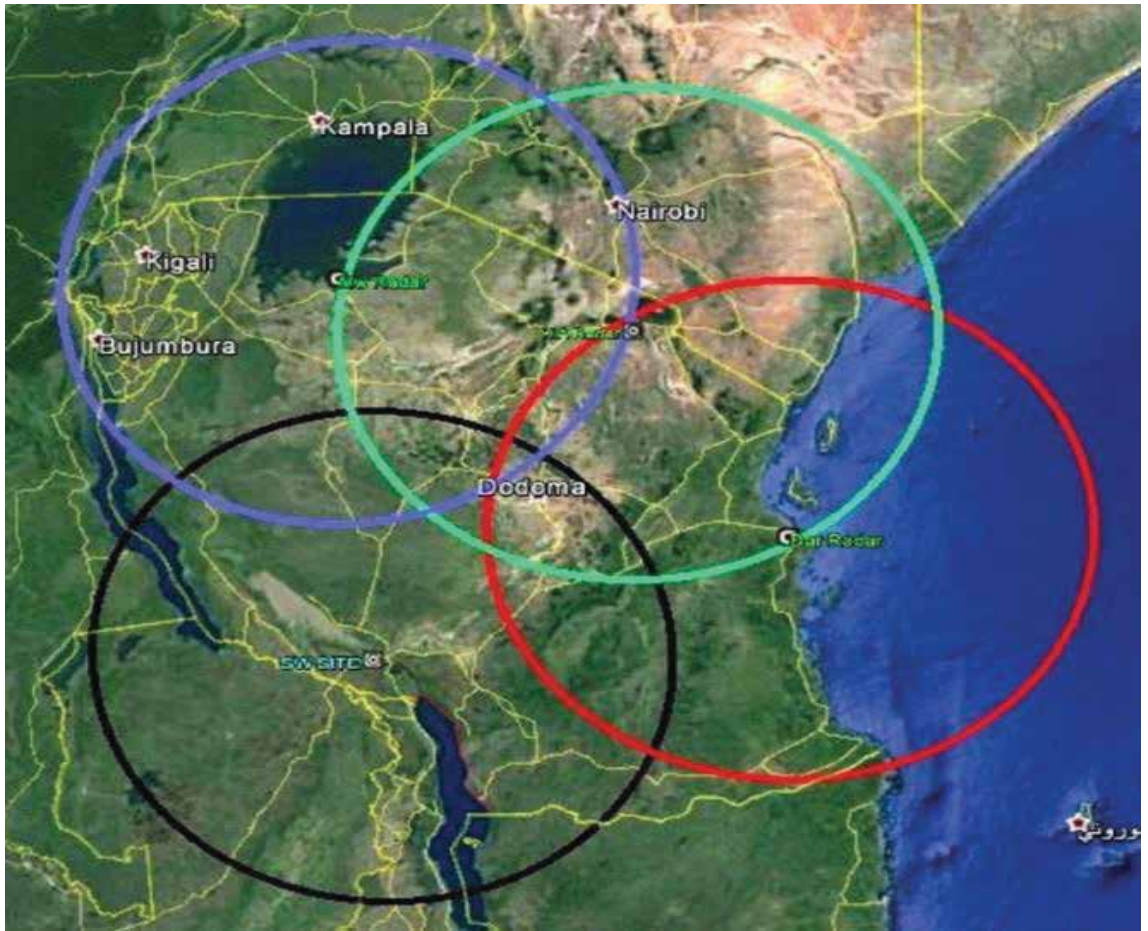


Figure 2: New RADAR airspace coverage

The inauguration ceremony, also attended by the then Speaker of the Parliament of the United Republic of Tanzania, Hon. Job Yustino Ndugai who remarked that the project was the best in terms of its implementation and procurement process had been transparent, adhered to the value for money in accordance with procurement ethics and laws. The four radars are now operational covering the entire Dar es Salaam FIR, the delegated airspaces of Burundi and Rwanda and portions of the airspaces of Malawi, Zambia, Uganda, Kenya and the high seas. (refer Figure 2).



Figure 3: Dar es Salaam RADAR site

Benefits of using new RADAR in Air Navigation Services

The newly installed radar system enhances safety and security for all aircrafts operating in the airspace of Tanzania as well as revenue collection improvement. Other benefits are seen below: -

- a) increased efficiency by guiding multiple aircraft at the same time and the prevention of aircraft accident and incident,
- b) improved confidence using Tanzania airspace services by airlines.
- c) simplified search and rescue services because a controller can identify coordinates for aircraft in distress in real time.
- d) by being compliant with ICAO standards and recommended practices Tanzania will promote confidence veneration and continue as a leader in East Africa in aviation.
- e) enhancement of Tanzania's environment as a hub for air travel in East Africa and Africa.
- f) Attraction of internal and external investors due to expeditious and safe flow of air traffic.

Alternative to the radar

In accordance with ICAO's requirements for sustainable continued surveillance for international aviation safety standards, a contingency plan was developed to mitigate the probability of failures or interference of the RADAR system and to further enhance air transport safety in air traffic control, TCAA purchased the Automatic Dependent Surveillance - Broadcast technology to support and supplement air traffic control surveillance services. The first phase of ADS-B project has been implemented by TCAA from its own sources of funding and covers the eastern part of the United Republic of Tanzania.



CHAPTER NINE

ECONOMIC OVERSIGHT TO ENSURE SUSTAINABLE AND RELIABLE SERVICES

To ensure growth and availability of regulated services to all consumers of air transport services the Authority makes regular follow-ups to all service providers to assess their performance and financial fitness.

Service providers are required to submit to the Authority their operational statistics and other related information. Also at the end of their financial year, they are required to submit their audited financial reports. The Authority conducts keen analysis on their submissions and establishes operational and financial soundness of the service provider, whether being good, steadily progressing, deteriorating performance or poor performance. A face-to-face meeting between Authority's management and the management of the service provider are then held to discuss in detail the business progress. The Authority through its experts advises the service provider to improve on identified weak areas and provides a room for the service provider to defend the position of the business and if necessary, can seek regulatory intervention for issues beyond operator's capability.

This oversight activity under the Directorate of Economic Regulation serves three main purposes; first, under the consumer perspective, is to ensure reliability and availability of the regulated services to users. Service provider with a weak financial position usually provides unreliable services and other operational mishaps, including flight delays and or cancellations, disrupting the travelling public. Secondly, under operator's perspective, this oversight assists service providers to identify their operational weak areas; assisting them to work on the weak points before they become unmanageable. Thirdly, under regulatory perspective; service providers with weak financial position can easily jeopardize safety, which is an important aspect in air transport. Also, irregular maintenance or checks for aircraft for financially unstable company are likely.

The Contribution of Civil Aviation Activities to the Nation's Economy

The idea behind measuring the value of civil aviation activities to the national economy was initiated by the Authority way back in 2008. Since then, the Authority under its Directorate of Economic Regulation made efforts to have this activity regularly undertaken. The aim was to quantify real value of aviation economic activities in the economy. The idea was that; the industry has been sought to play a vital role in national development by acting as a catalyst to other sectors to excel. But the sector has not been given the appropriate weight and recognition on national planning and policy levels.

From 2009 to 2012, the Authority worked with the National Bureau of Statistics (NBS) to see how this survey can be conducted. NBS is an autonomous public office mandated to provide official statistics to the Government, business community and the public. NBS plays the role as a co-coordinating agency, within the National Statistical System (NSS) to ensure that quality official statistics are produced. This early initiative by the two institutions used ICAO Circular 292-AT/124 [Economic Contribution of Civil Aviation] as a guidance material. Through consultative meetings it was decided that the work to be undertaken by a hired consultant. Efforts were made to hire a consultant through procurement processes. The efforts could not materialize as the consultant could not be found after the tender was floated.

Under a new drive leadership of Director general Hamza S. Johari, the idea was again revived in 2016. TCAA proposed a meeting with NBS and the meeting of the two institutions was held on 26 May 2016. One of the deliberations was to collaboratively work with other industry partners to undertake the study. It was also agreed that TCAA organize a stakeholders' meeting and float the idea to stakeholders. The stakeholders' meeting was held on 02 August 2016.

The idea won massive support from the stakeholders who pledged support once the exercise commences. A Technical Working Group (TWG) was formed to undertake the implementation of the project under the stewardship of TCAA and close supervision from the NBS and the Office of the Chief Government Statistician (OCGS) Zanzibar.

In addition to the NBS and OCGS offices, the TWG also includes members from the Ministry of Natural Resources and Tourism, Tanzania Airports Authority, Zanzibar Airports Authority, Air Tanzania Company Limited, Immigration Services, Bank of Tanzania, Kilimanjaro Airports Development Company (KADCO), Swissport Tanzania and the Ministry of Works and Transport.

Aviation Satellite Account is an initiative of ICAO to promote the industry worldwide and assists its member States to measure the value of aviation economic related activities. It has been established that, despite the significance to the economy, the aviation industry has not been given appropriate importance on national planning and policy issues in many States. Tanzania is among the ICAO Contracting States represented by TCAA.

ICAO realized that Governments and policy makers look for economic impact measurements conducted in line with the System of National Accounts (SNA) framework that States have endorsed in the United Nations Statistics Commission (UNSC). This is a prerequisite for States to make allocations in their national accounts to sectors that contribute to the national economy. The ASA is expected to be a standard framework for the economic measurement of aviation activity, which will adopt the basic system of concepts, classifications, definitions, tables and aggregates of the System of National Accounts 2008 (SNA 2008). The ASA will allow for the harmonization and reconciliation of aviation statistics from a National Accounts perspective.

There is no existing standard framework to measure the economic impact of civil aviation activities in the States. The ASA methodological

framework will serve the States to:-

- a) increase and improve existing understanding of aviation's importance relative to overall economic activities in a State;
- b) enable States to highlight inter-dependencies of the civil aviation sector with other sectors to sustain expected growth of economic activities such as tourism and trade as an export industry to the national economy;
- c) provide an effective instrument to States for designing and implementing policies to facilitate connectivity as well as investments into aviation, thus promoting the full economic and job creation potential offered by this activity; and
- d) create outreach and awareness among various players involved with aviation of the direct economic importance of this activity and also its role as an economic contributor in the industries involved in the production of goods and services demanded by aviation.

The TWG is currently working to prepare a report of the implementation of the ASA framework. When completed, the report will be shared to stakeholders and other industry partners.

CHAPTER TEN

CIVIL AVIATION TRAINING CENTRE (CATC)

During the former East African Community's era Tanzanian students were sent for Aviation training at two (2) East African Community Owned Institutions: The East African School of Aviation in Kenya, and the Soroti Flying School in Uganda. However, following the collapse of the East African Community in 1977, Tanzania found itself facing the challenge of where to train Aviation Professionals at reasonable and affordable costs.

In addressing this challenge, the Government of Tanzania established the Civil Aviation Training Centre (CATC) on 10th June 1985 under Civil Aviation Act no.13 of 1977, as a training arm of the then Directorate of Civil Aviation and later Tanzania Civil Aviation Authority (TCAA).

The Centre located in Dar es Salaam at the Julius Nyerere International Airport (JNIA) Terminal One Building has six departments namely; Air Traffic Management (ATM), Aeronautical Information Management (AIM), Communication Navigation and Surveillance (CNS), Airport Operations (AO), Aviation Security (AVSEC) and Course Development Unit (CDU).

The Centre has the overall function of training qualified and competent aviation professionals to meet the current and future demands of aviation industry in Tanzania, Africa and elsewhere.

Shortage of Aviation Professionals in the Industry

The National Transport Policy (NTP-2013) identified five key areas for the Government in the development of the air transport sector in Tanzania. One among the five key areas addressed by the policy is the Acute Shortage of Aviation Professionals.

In addressing this, a Civil Aviation Master plan which was prepared in 2016 through the Transport Sector Support Project (TSSP) by the World Bank stated that, "air transport sector suffers from lack of sufficient trained aviation personnel; the

objective of government is to ensure a sustainable supply of skilled local aviation professionals. This is to be achieved through strengthening and expanding the existing training institutions to provide advanced aviation training courses and to mobilize adequate resources for training local professionals in the skilled areas of aviation”

Likewise, the International Civil Aviation Organization doc 9956 addresses this acute shortage of Aviation Professionals (Pilots, Maintenance Personnel’s and Air Traffic Controllers) regionally and globally for 20 years (2010- 2030).

Hence, due to this global demand of skilled aviation professionals, TCAA aims at enhancing and expanding CATC capability to meet the training needs of the rapidly growing aviation industry in Tanzania, Africa and elsewhere in the world.

From 2016, the Authority’s leadership made major efforts to ensure sustainability and growth of CATC to meet customers’ expectations nationally and internationally, which are:

- a) Renovation of the old equipment building (Tx building) located at Banana area with three classrooms, two offices and three rooms for installation of Approach/area surveillance radar simulator.
- b) CATC maintained 3D-simulator for training aerodrome controller and to date is fully operational.
- c) On 26 September 2017, CATC was full accredited by National Accreditation Council for Technical Education (NACTE).
- d) On 17 May 2017, the Authority procured state of the art simulator from Singapore for practical training of approach controllers (procedural and surveillance) and area controllers (procedural and surveillance). Installation was completed on 16 April 2018 and to date is fully operational.
- e) On 29 March 2019 the then Minister for Works, Transport and Communication Engineer Issack Aloyce Kamwelwe (MP) directed the transfer of ownership of land owned by Tanzania Airports Authority (TAA) located at Banana area behind Aviation house of 72070.5 square meter at plot no. 9 and 11 with certificate of title no. 101478 to Tanzania

Civil Aviation Authority. The aim was to facilitate construction of the new CATC Complex.

f) On 12 May 2022, the President of United Republic of Tanzania Hon. Samia Suluhu Hassan Authorized part of TAA land (72020.5 square meter) from plot no. 9 and 11 with title no 101478 be given to TCAA for construction of new CATC Complex. On 1 October 2019 CATC become full member of ICAO Train Air plus, ICAO TrainAir Plus is the training arm of International Civil Aviation Organization (ICAO);

g) CATC was certified by ICAO Secretary General as ICAO Aviation Security Training Centre (ASTC Dar es Salaam) effectively from 19 July 2022.

h) Set aside fund for procuring of training facilities and furniture, capacity building and maintenance of instructors to ensure their competency and also for other running expenses to support training activities.

CATC'S Current Course-Portfolio

The Centre is currently offering training in six (6) key areas namely:

- a) Air Traffic Management (ATM),
- b) Communication, Navigation and Surveillance (CNS),
- c) Aeronautical Information Management (AIM),
- d) Airport Operations (AO),
- e) Aviation Security (AVSEC), and
- f) Train the Trainer (ToT).

Other Courses Offered by the Centre to Support the Industry are:

- a) ICAO Aviation Security courses
- b) Drone Pilot Training
- c) Safety Management System
- d) Quality Management system
- e) Flight Operations Officers/ Flight Dispatcher
- f) Dangerous Goods Regulations (Basic and awareness)
- g) Customer Care and services
- g) Aerodrome Planning Operation and Maintenance

h) Heliports Design and Construction.

CATC Current Accreditations

CATC is currently accredited by various Accreditation Bodies:

- a) ICAO TRAINAIR Plus Full member from 1 October 2019,
- b) ICAO Aviation Security Training Centre (ASTC Dar es Salaam) from 19 July 2022.
- c) Full Accreditation by the National Council for Technical Education (NACTE) on 26 September 2017
- d) Certified by International Standards Organization (ISO 9001: 2015 certified),
- e) Approved Training Organization (ATO) by Tanzania Civil Aviation Authority (TCAA),
- f) Council Membership of the African Aviation Training Organization (AATO).



CATC'S Current Customers

CATC customers are from within and outside the country. Within the country CATC customers comes from the TCAA, Airports Operators, airlines, military, ground handling companies, approved aviation security organizations, other service providers at airports and the general public, whereas those from outside the country come from Uganda, Botswana, Swaziland, Liberia, Ghana, Nigeria, Rwanda, Burundi, Somalia, Zambia, Namibia, Sierra Leone, Guinea Conakry and Roberts Flight Information Region Countries.

CHAPTER ELEVEN

TCAA IN CANSO - THE GLOBAL VOICE OF THE AIR TRAFFIC MANAGEMENT (ATM) INDUSTRY

The aviation industry comprises of airlines, airports, and air traffic management, who work together alongside government and policy makers to deliver safe and seamless air transport worldwide. While airlines transport passengers and goods, airports provide vital transit hubs and the air traffic management industry enables the safe navigation of all airborne vehicles both on the ground and in the air.

Aviation industry supports 65.5 million jobs globally; \$2.7 trillion in economic activities and it provides a \$707.4 billion direct contribution to world GDP. It is forecasted that in 2036; aviation industry will be contributing \$1.5 trillion to world GDP (CANSO)

The Civil Air Navigation Services Organization (CANSO) was established in 1996 to bring the World of Air Navigation Service Providers (ANSP) together with leading industry innovators and air traffic management specialists, to share the knowledge to develop the best practice and help to shape the future of Air Traffic Management (ATM).

CANSO provides safe and efficient air navigation service provision, by:

- a) Maintaining an international forum for developing and exchanging ideas on current air traffic management related issues; and
- b) Developing an international network for Air Navigation Services (ANS) experts to exchange information and promote best practices in Air Traffic Management.

CANSO also represents its members' opinions in regulatory and industry forums, including at the International Civil Aviation Organization (ICAO), where it has an official Observer status.

Approximately 190 organizations from across the entire ATM industry

are members of CANSO. Tanzania through TCAA is a member of this international organ. These ANSP members control 90 per cent of total global air traffic. In addition, CANSO members include associate members who are leading industry technology innovators such as THALES, INDRA, ADB Safegate, Aereon LLC, Frequentis AE to mention a few.

CANSO is organized geographically by regions namely Africa, Asia Pacific, Europe, Latin America and Caribbean, and the Middle East.

The highest oversight body of CANSO is the Executive Committee (EXCOM). The EXCOM meets four times a year to spearhead the strategic direction of air traffic management and other policy issues to ensure safe and efficient global air transport. It is composed of the five regional CEO Committee Chairs from each of CANSO's five regions (Ex Officio Members); five Members at Large are elected at the AGM; two Members representing the Associate Members, elected at the AGM. The Ex Officio Members serve for one year and the others for three years.

The Management of CANSO is headed by its Director General who works with other staff of the Secretariat to ensure EXCOM directives and strategies are implemented.

The CANSO Africa Region was established in 2012. Its vision is to achieve safe, seamless, and harmonized airspace across Africa in consort with the ICAO aspirations.

CANSO's objective in Africa is to help ANSPs provide services that are: universally safe, technically interoperable, procedurally harmonized, efficient, and affordable.

Air traffic management industry in Africa has many challenges and there is wide variation among CANSO Members on levels of traffic density, traffic complexity, and ATM infrastructure. CANSO helps its members by providing a

platform for collaboration across Africa and by sharing information, best practices and standards of excellence and also provides training and seminars on key issues such as safety and the implementation of ICAO's Aviation System Block Upgrades(ASBUs).

Understanding that partnership is critical to the success of CANSO's work in Africa, CANSO works jointly with ICAO, States, and the air transport industry to improve Air Traffic Management in Africa.

The Africa CANSO CEO Committee (AFC3) governs and directs CANSO's work in Africa, within the framework of CANSO global policies and positions. AFC3 is supported by the Director Africa Affairs and several workgroups in dealing with a wide range of issues from safety to operations.

Election & Re-Election of Mr. Hamza Johari In CANSO Africa

In 2018 TCAA Director General, Hamza Johari was first elected as CANSO Africa regional chairperson for three years period taking over from Air Traffic and Navigation Services (ATNS) CEO, the Late Mr. Thabani Mthiyane. In 2021 during CANSO Africa AGM held in Madrid Spain Hamza Johari was re-elected for another three years term following his leadership on successful implementation of CANSO Africa Strategic goals and objectives. As the CANSO chairman for Africa, Mr. Johari became a member of the CANSO Executive Committee which is the governing organ of this important international organization. Further, in August 2022 was Elected as a chairman of the ICAO African Flight Procedure Program for three years.

CANSO Africa ATM Safety Peer Review Initiative

CANSO African member States and their ANSPs agreed in 2016 to implement the Africa ATM Safety Peer Review Initiative to address critical safety and operational issues in air traffic management including lack of proper infrastructure and maintenance, inadequate

training and development of the operational staff and a lack of standardized policies and procedures or means to evolve and implement best practice in safety management hence leading to the need for a standardized, measurable, sustainable approach to improve safety and other operational issues across the region. The initiative goes far beyond conducting simple safety audits, leveraging the power of partnership and peer-to-peer learning to improve ATM performance across the region.

CANSO Africa members committed to participate in the Peer Review Program by signing a declaration of commitments and support. 5 groups have been formed for purposes of reviewing each other's safety management system implementation status based on the CANSO Standard of Excellence in Safety Management Systems, CANSO Safety Management System Implementation Guide and the related CANSO SMS questionnaire, in accordance with ICAO's Annex 19 Safety Management System and Safety Management Manual (Doc 9859).

The five groups comprising of fifteen (15) states namely ASECNA, Air Traffic & Navigation Services (ATNS), Civil Aviation Authority of Botswana (CAAB) and Swaziland Civil Aviation Authority as the first peer group. The second peer group comprises of Uganda Civil Aviation Authority CAA Uganda, TCAA, KCAA, Rwanda CAA and Burundi CAA. The third peer group comprises Nigerian Airspace Management Agency (NAMA), Roberts Flight Information Region and Ghana Civil Aviation Authority (GCAA) and the Fourth peer group comprises of Aeroportos de Mozambique, Malawi Civil Aviation Authority, Zambia Airports Corporation Limited and ONDA.

This initiative has been adopted by APIRG and the AFI Plan, an ICAO regional implementation plan for aviation safety in Africa. The Africa region faces a variety of ATM issues, primarily safety-related

The Peer review has helped TCAA to reinforce its Safety Management System through adaptation of best practices from other States in their group and sharing of information to improve safety culture within TCAA

The road to safety and seamless sky in Africa - CANSO Mombasa AirTraffic Flow Management (ATFM) Roadmap

CANSO Mombasa ATFM Roadmap is a regional strategy for implementing ATFM, it was first conceived in Mombasa during CANSO Africa conference in 2018. During the conference, key ATM stakeholders including African ANSPs, CAAs, IATA and ICAO, agreed and resolved to develop a strategy to support the implementation of ATFM across Africa. This was the first Strategic Initiative in the Vision of the new CANSO Africa Chairman Hamza S. Johari with the aim of achieving seamlessness as far as air traffic flow management in Africa is concerned.

Members agreed that with the fluctuation in demand for air transport, political challenges and rise of new airspace users such as drones in Africa, ATFM procedures are critical for ensuring safety, capacity, and efficiency performance, while reducing impact on the environment.

The benefits Africa will obtain from implementing ATFM include an enhanced ATM system safety, increased system operational efficiency and predictability through Collective Decision-Making processes, effective management of capacity and demand through data analysis and planning; increased situational awareness among stakeholders and a coordinated, collaborative development and execution of operational plans, reduced fuel burn, workload and operational costs to mention few.

In September 2019, CANSO launched the CANSO Mombasa ATFM Roadmap in Dar es salaam. This is a milestone in ensuring seamless airspace across the Africa region. CANSO Mombasa ATFM Roadmap Implementation Plan Project Task Force was formed among member States in the Africa Region to support initiatives of individual ANSPs in implementing the CDM/ATFM in their environments.

Tanzania as a country form part of the Task Force (TF) and Ms. Mwanajumaa Kombo a Principal air traffic controller and Civil Aviation Manager for Julius Nyerere International Airport was appointed a focal point for the implementation of Mombasa Road map in Tanzania. The task force started to actively take its role in March 2021 by assigning tasks to each member State and organizing virtual meetings to ensure that implementers are equipped with the necessary skills to implement the roadmap.

The future

The ATM industry is changing significantly with time, all stakeholders are preparing for a new generation of ATM technologies and major changes to the numbers and types of airspace users they support. On the other side, international civil aviation regulatory bodies such as ICAO are preparing new rules and procedures that have direct impact on ATM operations. It is therefore imperative that the ATM industry continues to influence its own future through proactive advocacy, and this is where CANSO comes in.



The Civil Aviation (Remotely Piloted Aircraft Systems) Regulations, 2018



....
**Don't operate
drone that
has not been
registered**
....

....
**Don't operate
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without
authorization**
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CHAPTER TWELVE

THE WORKING OF ICAO

Establishment of the International Civil Aviation Organization (ICAO)

The second World War saw tremendous developments in the area of technical development of aircraft. A vast network of passenger and freight carriage was set up during this period. However, there were many obstacles, both political and technical, to evolving these new developments into civilian purposes.

Following these challenges, the government of the United States extended an invitation to 55 States to attend an International Civil Aviation Conference in Chicago, from 1 December to 7 December 1944. Out of the 55 States that were invited, representatives of 54 Nations attended the Conference that has become one of its kind in the aviation history. The Conference discussed on several issues, including arrangements for the immediate establishment of provisional world air routes and services. The Conference was also invited to discuss the principles and methods to be followed in the adoption of a new aviation convention. The Conference was concluded on 7 December, 1944; and one of its major outcomes was the signing of the new Convention on International Civil Aviation.

The Convention on International Civil Aviation, commonly referred to as the Chicago Convention which was originally signed by 52 States, established the core principles permitting the international air transport we are witnessing today. The Chicago Convention also built a foundation upon which a specialized International Civil Aviation Organization (ICAO) would be established, in order to coordinate and regulate the international air travel.

However, in anticipation of the delays expected in ratifying the Convention, the Conference signed an Interim Agreement for the creation of a Provisional ICAO (PICAO) to serve as a temporary advisory and coordinating body. The provisional aspects of PICAO ended on 4 April 1947 upon ratifications to the Chicago Convention by sufficient number of States, and it officially became ICAO. The first ICAO Assembly was held in Montreal Canada, in May of that same year. The United Republic of Tanzania, which was then known as

Tanganyika, became a member of ICAO on 23rd April 1962 after ratifying the Chicago Convention.

The aims and objectives of the International Civil Aviation Organization (ICAO)

The International Civil Aviation Organization (ICAO) is a specialized agency of the United Nations responsible for coordinating and regulating international air travel. It creates regulations for aviation safety, security, efficiency and regularity, and environmental protection. The aims and objectives of the Organization are provided under article 44 of the Chicago convention, and includes to develop principles and techniques of international air navigation and to foster the planning and development of international air transport so as to:

- a) to ensure the safe and orderly growth of international civil aviation throughout the world;
- b) encourage the arts of aircraft design and operation for peaceful purposes;
- c) encourage the development of airports, airways, and air navigation facilities for international civil aviation;
- d) meet the needs of the people of the world for a safe, regular, efficient and economical air transport;
- e) prevent economic waste caused by unreasonable competition;
- f) ensure that the rights of contracting States are fully respected and that every contracting State has a fair opportunity to operate international airlines.

Ever since its inception in 1944, ICAO has been working very closely with Contracting States to promote the safe and efficient development of civil aviation. Its core mandate has always been to help States to achieve the highest possible degree of uniformity in civil aviation regulations, standards, procedures, and organization. Currently ICAO has developed more than 12,000 international standards and recommended practices (SARPs), all of which have been agreed by consensus by all ICAO Member States.

In recent years, ICAO through its “No Country Left Behind” initiative, has been collaborating with States to improve civil aviation in their countries through various projects implemented under ICAO’s Technical Cooperation Programme

(TCB). One example of such endeavors is the project on the Enhancement of Civil Aviation Safety Oversight Systems of the United Republic of Tanzania launched by the Deputy Minister of Works and Transport, Honorable, Engineer Godfrey Kasekenya, on 14th January 2022. The project to be implemented under the stewardship of the ICAO TCB is intended to provide technical assistance to the United Republic of Tanzania to enhance its aviation safety oversight system. The overall objective of the project being to ensure the Safe operations of Aircraft by enhancing the level of implementation of ICAO Standard and Recommended Practices (SARPS).

In order to meet its objectives and for smooth functioning of the Organization, ICAO is comprised of four main bodies, namely the General Assembly, the ICAO Council, the Air Navigation Commission (ANC) and ICAO Regional Offices.

ICAO General Assembly

The Assembly is comprised of all 193 Member States of ICAO. It is convened by the Council not less than once in 3 years. However, an extraordinary meeting may be held at any time upon the call of the Council or at the request of not less than one-fifth of the total number of Member States. The Assembly has numerous powers and duties as stipulated under article 49 of the Chicago Convention including:

- a) To elect the Contracting States to be represented on the Council;
- b) Examine and take appropriate action on the reports of the Council and decide on any matter referred to it by the Council;
- c) Approve the budgets of the Organization
- d) The Assembly may refer, at its discretion, to the Council, to subsidiary commissions or to any other body any matter within its sphere of action
- e) The Assembly has powers to approve amendments to the Convention on International Civil Aviation (Chicago, 1944), which are subject to ratification by Member States;
- f) Determine its own rules of procedures and establish such subsidiary commissions as it may consider to be necessary or desirable.

The ICAO Council

This is a permanent body of ICAO responsible to the Assembly. It is composed

of 36 Member States elected by the Assembly for a three-year term. According to article 50 (b) of the Chicago Convention, in electing the member States of the Council, the Assembly shall give adequate representation to: The States of chief importance in air transport, the States not otherwise included which make the largest contribution to the provision of facilities for international civil air navigation; and the States not otherwise included whose designation will ensure that all major geographic areas of the world are represented on the Council.

The Council has numerous mandatory functions as expressed under Article 54 of the Chicago Convention. One of its major duties is to adopt International Standards and Recommended Practices (SARPs) and to incorporate them as Annexes to the Chicago Convention. The Council may also amend existing Annexes. Furthermore, the Council carries out the directions of the Assembly; and discharge the duties and obligations which are laid on it by the Convention on International Civil Aviation (Chicago, 1944).

It also administers the finances of ICAO; submits annual reports to the Assembly; appoints and defines the duties of the Air Transport Committee, as well as the Committee on Joint Support of Air Navigation Services, the Finance Committee, the Committee on Unlawful Interference, the Technical Co-operation Committee and the Human Resources Committee. It appoints the Members of the Air Navigation Commission, and it elects the members of the Edward Warner Award Committee. Another key function of the Council is to appoint the Secretary General. The Council may also act as an arbiter between Member States on matters concerning aviation and the implementation of the provisions of the Convention.

[Membership of the United Republic of Tanzania to the Council of the International Civil Aviation Organization \(ICAO\)](#)

During the 39th Session of the ICAO Assembly held in Montreal Canada from 27 September to 06 October 2016, the United Republic of Tanzania was re-elected as a member to the Council of the International Civil Aviation Organization (ICAO), for the second three- year term in a row, following a similar election held in 2013. Engineer Raphael Bokango who was the then

Tanzania's permanent representative to ICAO became the representative of Tanzania and SADC on the Council. This was the eighth time for Tanzania to be elected to the Governing body since its inception. The United Republic of Tanzania was first elected as a member of the Council in 1968.

In an effort to widen the representation of Contracting States on the Council, the 39th Session of the ICAO Assembly also adopted Resolution A39-4, approving the proposed amendment to Article 50(a) of the Convention on International Civil Aviation. The amendment provides for the increase of the size of the Council from the present 36 seats to 40 seats. The protocol shall come into force once it has been ratified by two-thirds of the Contracting States.

Air Navigation Commission (ANC)

The Air Navigation Commission (ANC) is composed of 19 Members elected by the Council based on their qualifications and experience in the sciences and practice of aeronautics. Although the ANC members are nominated by their respective States, and appointed by the Council, they do not represent the interest of any particular State when executing their duties. The ANC member act independently and utilize their expertise in the interest of the entire international civil aviation community.

The Commission manages the technical work programme of ICAO. Its main duties are specified under Article 57 of the Chicago Convention. The ANC considers and recommends Standards and Recommended Practices (SARPs) and Procedures for Air Navigation Services (PANS) for the safety and efficiency of international civil aviation, which are adopted or approved by the Council. In addition, the Commission may establish technical sub-commissions on which any Contracting State may be represented. The ANC also advises the Council on matters concerning the collection and communication to the contracting States of all information which it considers necessary and useful for the advancement of air navigation.

In addition to adopting a resolution intended to increase the size of the Council, the 39th session of ICAO Assembly also adopted a protocol amending

Article 56 of the convention on International Civil Aviation Organization. The protocol relates to an increase in the membership of the Air Navigation Commission (ANC) from 19 to 21 members. The protocol shall also come into force once it has been ratified by two-thirds of the Contracting States.

ICAO Regional Offices

ICAO maintains 7 Regional offices distributed across the Globe to provide closer support and coordination with Members States. The area of responsibility of a particular Regional Office covers all Contracting States accredited to the Region. The Offices liaise with the appropriate organizations and regional civil aviation bodies from accredited States to promote ICAO policies, decisions, standards and recommended practices, air navigation plans; and provide assistance whenever possible. The list of the ICAO Regional offices is as provided here under:

- a) Cairo: Middle East (MID) office
- b) Dakar: Western and Central Africa (WACAF) office-(24 States)
- c) Lima: South American (SAM) office
- d) Mexico: North American, Central American and Caribbean (NACC) office
- e) Paris: European and North Atlantic (EUR/NAT) office
- f) Nairobi: Eastern and Southern African (ESAF) office-(24 States)
- g) Bangkok: Asia and Pacific (APAC) office

The United Republic of Tanzania is accredited to the ICAO Eastern and Southern Africa (ESAF) Regional Office located in Nairobi, Kenya. ICAO also works very closely with other internationally recognized regional bodies like the African Civil Aviation Commission (AFCAC), the East African Community Civil Aviation Safety and Security Oversight Agency (EAC-CASSOA) and the Southern African Development Community Safety and Security Oversight Organization (iSASO).

CHAPTER THIRTEEN WORKING WITH SADC

The Authority has been participating in Southern African Development Community (SADC) activities. Since its establishment, for a period of the past five years, the Authority involved itself in different activities including attending of Authorities Senior Officials in different meetings such as Ministers' meetings, Director Generals' meetings and Technical Working Groups meetings and safety oversight programs. All these meetings are aimed at making different decisions, plans and policies for development of Civil Aviation in the SADC region.

In August 2019 the President of Tanzania became the Chairperson of SADC, likewise in the same year the Authority's Director General Mr. Hamza S. Johari was also appointed the Chairperson of SADC Aviation Safety Organization (SASO) Civil Aviation Committee. The Committee is responsible to receive technical reports on aviation matters and make recommendation to the Ministers responsible for Transport and Metrology. In his leadership he made sure that progress was made to make sure that the *Interim SASO* start its recruitment process. Such recruitment was an important step which allowed the organization to start its intended operation of providing safety oversight in the SADC region.

In May 2021 Director General Tanzania Civil Aviation Authority Hamza Johari was appointed to become the Chairman and Program Director for SASO Conference which was held under the theme "*SASO, the way forward for SADC*". The main objective of the Conference was to solicit commitment from Member States to move towards the full operationalization of SADC Aviation Safety Organization (SASO), so that tangible benefits can be provided by the Organization to its Member States, and the setting up of the National Safety Inspectors (NSI) Program.

CHAPTER FOURTEEN CHALLENGES

The Authority has accomplished lot of successes since 2016, but some challenges were inevitable such as:

a) Sharp decline of revenue during COVID-19 Pandemic

In 2019 the World was struck by a new pandemic Covid -19, the disease which not only killed millions of people but had a big effect onto the aviation industry. Countries were forced to lock down and closed their borders to prevent further transmissions

of the disease, airline companies were forced to ground their aircrafts as there were no passenger movements from one country to the other. TCAA revenue almost depends by 90 % on fees and charges that accrue from operation of aircrafts and other airport services. Due to the lock down the revenues dropped down by 52%. This drop in the revenue streams highly affected the industry and consequently the TCAA's performance and a lot of projects had to be put on hold. Albeit that, Covid -19 effects still persist but are gradually fading away as time moves on. The World has developed measures including vaccines to counter the pandemic. As a result, there are no longer lock downs and aircraft movements are slowly resuming back to normal.

b) Shortage of Aviation Experts

Globally Aviation Industry being a unique industry is faced with shortage of experts. There are few qualified personnel that meet industry and ICAO requirements. TCAA also faces the same challenge and same affects TCAA's performance. TCAA is trying to recruit experts, train and retain them so that they can provide the required duties of the Authority.

c) Use of Information Communication and Technology (ICT)

i. Management of Change from Manual/ Physical to Online

Stakeholders are used to old ways of conducting business with manual transactions being the order of the day in the Authority but with the advent of modern technology they no longer need to do so. This has caused some difficulties in

managing both internal and external stakeholders because in some situations deployment of systems and automation of businesses processes has up ended the familiar way of conducting business.

ii. **Insufficient financial resources to be invested in new technologies**

There are several ICT systems that must be installed for TCAA to perform better in modern standard. The systems oftentimes are expensive, with limited resources that TCAA has especially after the effects of the pandemic.

There is a financial constraint that has forced the Authority to implement new technologies in phases.

iii. **Capacity of human resource to support ICT initiatives**

Due to growth in technology there is demand for training to build capacities in ICT, for both back and front office staff, to enable them to perform their work well. This again is held back by lack of funds that the Authority has experienced as stated in part (a) above.

d) **High cost of training facilities**

CATC can perform even better but is faced with a shortage of adequate and modern training facilities because of the cost of acquisition of such facilities.

CHAPTER FIFTEEN

THE WAY FORWARD AND CONCLUSION

The Authority has great plans for the aviation industry for the betterment of the future:

- a) The Authority will ensure safety, security and regularity of civil aviation in Tanzania through effective oversight, efficient air navigation services and training in order to develop a dynamic and sustainable air transport system that corresponds with the needs of the country and that will facilitate the achievements of the aspirations of vision 2025.
- b) The Authority will continue using the four (4) installed radar systems for the effective surveillance in order to increase efficiency.
- c) The Authority will strengthen and enhance the Civil Aviation Training Centre (CATC) by investing a state-of-the-art college in the Region. The college will undertake short and long-term aviation courses for the purpose of having an efficient air transport system in the country. The process of strengthening and transforming the Civil Aviation Training Centre will be continued to ensure that all regulatory approvals are acquired, and the capacity of the school is improved to enable it to deliver and accommodate professional and quality market- oriented courses.
- d) The Authority will continue to strengthen the available training fund in order to train more aviation experts especially pilots who are highly needed in the market.
- e) The Authority will utilize other sources of fund for training pilots, engineers and other experts in the industry. Also, will encourage local training institutions to establish or start training aviation experts organization and encourage them to invest in aviation sector.
- f) The Authority will continue to invest in human capital, modern technologies

and concepts, undertaking value-adding restructuring, promoting stakeholders involvement and participation and promoting core values and ethics.

Way Forward

The Authority will progressively invest in air navigation services through capacity building and its infrastructure. The Authority's current plan is to make a shift from analog to digital; for instance the installation of VHF Area cover systems to all sites so as to facilitate ground to air communication within Dar es Salaam FIR including digital recorders for Dar es Salaam, Dodoma, Pemba and Songwe and Digital Automatic Terminal Information Services (D-ATIS) for Kilimanjaro and Arusha.

The Authority is keen on adhering to Regional and ICAO's Aviation System Block Upgrades framework as provided in the Global Air Navigation Plan for global harmonization on infrastructure and services.

Business automation challenge to be addressed through awareness and sensitization programs and gradually stakeholders will continue to appreciate the benefits of the ongoing transformation on improved operational efficiency.

The Authority shall continue to invest in ICT through capacity building, improvement of ICT Security and ICT infrastructure. The recently approved ICT Policy and ICT Security Policy offers a good foothold for streamlining ICT Initiatives. As provided for in the TCAA's Human Resource Management Strategy the target is to achieve at least 80% automation of business processes.

Conclusion

The current leadership under Mr. Hamza S. Johari which came on board on 2016 as Director General of Tanzania Civil Aviation has positively assisted the process of transformation within the organization and beyond. The leadership has also managed to positively publicize Tanzania in CANSO AFRICA and ICAO at large. The Authority's vision towards aviation industry will continue to bring positive changes within and outside the country.

Apart from the strategic project of the implementation of radar system, the Authority under Mr. Johari leadership will continue to strive for the best in order to reach the Authority's goals and objectives as well as to ensure Vision and Mission

are being achieved effectively.

The Authority recognizes that going digital is not an option rather a necessity for survival. This shall be achieved by appreciating ICT as a driver of Authority's business operations. Being a hybrid organization encompassing local and international attributes, TCAA needs to cope with the global pace in terms of digitization of its business and it should always be able to dance according to the tune of international players. Failure to digitize adequately and appropriately, the Authority will become a dinosaur in this Global Village of instantaneous service delivery. Fortunately, the speed that has been adopted by the Authority since 2016 in transforming its business operations through ICT is awesomely encouraging.

In making sure that the Authority performs or undertake its responsibilities effectively and efficiently, the Authority will respond more effectively to the demand of the industry, the Authority will improve surveillance for enhanced safety and security in line with the International Civil Aviation Organization Standards and Recommended Practices.

TCAA Directors General



MR. LOT L. MOLEL

1977 - 1992



DR. CHARLES M. MGANA

1992 - 1997



MR. WILFRED O. MALISA

1997 - 1998



ENG. MARGARET T. MUNYAGI

1998 - 2010



MR. FADHILI J. MANONGI

2010 - 2014



MR. CHARLES M. CHACHA

2014 - 2016



MR. HAMZA S. JOHARI

2016 - TO DATE



CONSUMER COMPLAINTS UNIT

Tanzania Civil Aviation Authority Consumer Complaints Unit is a unit established under Section 59 (7) of The Civil Aviation Act, Cap 80. The major objective of the unit is to receive, follow up on complaints from consumers, investigate, attempt to resolve the complaint amicably and in case it can not be resolved, present its findings to the Committee of the Board for hearing and Decision by the Authority.

DECISION OF THE AUTHORITY MAY CONTAIN REMEDIES TO CONSUMERS SUCH AS:

- requiring a party to supply regulated goods or services for specified periods
- requiring a party to supply regulated goods or services for specified terms and conditions
- requiring a party to pay the costs of another party or of a person appearing at the hearing or producing documents
- dismissing a complaint
- imposing fines
- for specific performance
- appointing trustees
- setting up an escrow account and for such other reliefs as may be deemed necessary.

*Complaints shall be addressed to:
Director General*

*Tanzania Civil Aviation Authority
Aviation House, Nyerere/ Kitunda Road Junction
P.O. Box 2819, Dar es Salaam, Tanzania
Tel: (255) 22 2198100, Fax: (255) 2844304 Email: tcaa@tcaa.go.tz*



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Aviation Safety and Efficiency | Our Commitment | In Partnership