AVIATION SAFETY PROGRAMME OF SIERRA LEONE

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Sierra Leone Civil Aviation Authority

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FOREWORD

Aviation plays an essential part in the economic and social development of Sierra Leone. This sector has been growing in a constant and diversified manner in recent years, a trend that is expected to continue in the future. This opens significant opportunities for innovation in the industry, such as new technologies, new operations and new types of aircraft that will contribute to the growth of our economy. However, these new opportunities entail major challenges for Sierra Leone in its efforts to ensure that aviation safety is maintained and continuously improved.

Sierra Leone is a signatory to the Convention on International Civil Aviation (Chicago Convention) and has been a member of the International Civil Aviation Organization (ICAO) since its inception as a colony of Great Britain and since December 1961 after independence.

There are no perfect safety systems. Even the most complex and efficient safety systems must pursue continuous improvement to ensure that they reflect the increasing diversity within the aviation industry due to the introduction of new aircraft types and the resulting new operations.

The Sierra Leone State safety programme (SSP) has the difficult task of identifying, controlling, and maintaining the effectiveness of the various safety performance elements at national level, and continuously reviewing them in order to be in line with the new threats and challenges arising in the ever-evolving world of aviation.

The Sierra Leone SSP sets forth key principles in support of national aviation safety management and its objectives for 2025, 2028, and 2030. This approach is consistent with the RASG AFI safety plan (AFI Plan) and the Global aviation safety plan (GASP).

Aviation service providers of Sierra Leone play an important role in the delivery of safety and quality management information, which is required for the establishment of safety objectives, safety performance indicators (SPIs), and safety goals.

The Sierra Leone SSP recognises the importance for all aviation stakeholders to work in a close, collaborative, and mature fashion to identify safety hazards and ensure the adoption of best practices and the most suitable technologies to address and reduce their inherent risks.

It is essential for Sierra Leone to be flexible and adjust to quickly respond to the new threats and challenges resulting from the constant evolution of global aviation. Accordingly, our SSP will play an essential role in the identification and resolution of these threats and challenges.

Ms Musayeroh Barrie

Director General

Sierra Leone Civil Aviation Authority

INTRODUCTION

Sierra Leone participated actively in the AFI SSP implementation pilot project and consequently, is one of the first States to implement SSP in the Africa and Pacific Ocean Region (AFI).

The SSP of Sierra Leone is a management system used for regulating and managing safety in our State. SSP implementation in Sierra Leone has been conducted in accordance with the size and complexity of our civil aviation system and has required intensive coordination among the authorities responsible for aviation functions.

SSP was implemented in Sierra Leone based on the provisions contained in Annex 19 to the Convention on International Civil Aviation and the procedures established in ICAO Doc 9859. The SSP of Sierra Leone defines the specific safety activities that we will continue to conduct in order to fulfil the State's responsibilities concerning the safe and efficient performance of aviation activities.

Sierra Leone will have an SSP that will provide the SLCAA with a regulatory safety management system, while its service providers will establish and maintain their own safety management systems (SMS).

The SSP describes the challenges facing the aviation safety system of Sierra Leone and the objectives for 2025, 2028, and 2030, with a view to responding to these challenges and maintaining a safety system that is recognised worldwide. The SSP also includes a state safety policy statement (see **Appendix A**) that describes safety commitments and guidelines.

The implementation and subsequent operation of the SSP will be monitored by the SSPMC which is made up by the accountable executives of the SLCAA, SL-AAIIB. This Committee is chaired by the SSP accountable executive, who is responsible for SSP coordination within the State.

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

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

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

Finally, the SSP is consistent with the priorities, principles, policies, objectives, indicators, goals and alert levels of the safety plan of Sierra Leone, the AFI safety plan (AFI Plan), and the AFI performance-based air navigation implementation plan (ANIPPB), which represent the safety axis of the strategic plan for the sustainability of air transport in the AFI Region and emanate from the ICAO global aviation safety plan (GASP) and global air navigation plan (GANP).

The publication of amendments and corrigenda of this document will be announced on a regular

basis by mail to the SSP regulatory and administrative organisations, service providers, other relevant government agencies, the industry, and the stakeholders of the aeronautical community, and on the website of Sierra Leone Civil Aviation Authority, which users of this publication should consult. Blank spaces are provided to keep a record of such amendments.

DEFINITIONS

Acceptable level of safety.

Minimum degree of safety that must be assured by a system in actual practice.

Accident. An occurrence associated with the operation of an aircraft which takes place between the time any person boards the aircraft with the intention of flight until such time as all such persons have disembarked, in which:

a) a person is fatally or seriously injured as a result of:

- being in the aircraft, or

- direct contact with any part of the aircraft, including parts which have become detached from the aircraft, or

- direct exposure to jet blast, except when the injuries are from natural causes, self-inflicted or inflicted by other persons, or when the injuries are to stowaways hiding outside the areas normally available to the passengers and crew; or

b) the aircraft sustains damage or structural failure which:

- adversely affects the structural strength, performance or flight characteristics of the aircraft, and

- would normally require major repair or replacement of the affected component, except for engine failure or damage, when the damage is limited to the engine, its cowlings or accessories; or for damage limited to propellers, wing tips, antennas, tires, brakes, fairings, small dents or puncture holes in the aircraft skin; or

c) the aircraft is missing or is completely inaccessible.

Note 1.- For statistical uniformity only, an injury resulting in death within thirty days of

the date of the accident is classified as a fatal injury by ICAO.

Note 2.- An aircraft is considered to be missing when the official search has been

terminated and the wreckage has not been located.

Aerodrome certificate. A certificate issued by the appropriate authority under applicable regulations for the operation of an aerodrome.

Aeronautical Information Publication (AIP). A publication issued by or with the authority of a State and containing aeronautical information of a lasting character essential to air navigation.

Air operator certificate (AOC). A certificate authorizing an operator to carry out specified commercial air transport operations.

Approved maintenance organization (AMO). An organization approved by a Contracting State, in accordance with the requirements of ICAO Annex 6, Part I, Chapter 8 - Aeroplane Maintenance, to perform maintenance of aircraft or parts thereof and operating under supervision approved by that State.

Note.- Nothing in this definition is intended to preclude that the organization and its supervision be approved by more than one State.

Approved training. Training conducted under special curricula and supervision approved by a Contracting State that, in the case of flight crew members, is conducted within an approved training organization.

Approved training organization (ATO). An organization that has been approved to perform aviation training by a State Civil Aviation Authority and operating under the supervision of that State.

Certification, A process performed by the appropriate authority in order to approve an established provider of Aviation related services.

Certified aerodrome. An aerodrome whose operator has been granted an aerodrome certificate.

Flight data analysis. A process of analysing recorded flight data in order to improve the safety of flight operations.

Hazard. A condition or an object with the potential to cause injuries to personnel, damage equipment or structures, loss of material, or reduction of ability to perform a prescribed function.

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

Note.-The types of incidents which are of main interest to the International Civil Aviation Organization for accident prevention studies are listed in the Accident/Incident Reporting Manual (ADREP Manual) (Doc 9156).

Investigation. A process conducted for the purpose of accident prevention which includes the gathering and analysis of information, the drawing of conclusions, including the determination of causes and, when appropriate, the making of safety recommendations.

Level of safety. Degree of safety of a system, representing the quality of the system, safety-wise, expressed through safety indicators.

Licensing Authority. The Authority designated by a Contracting State as responsible for the licensing of personnel.

Note.- In the provisions of Annex 1, the Licensing Authority is deemed to have been given the following responsibilities by the Contracting State:

a) assessment of an applicant's qualifications to hold a licence or rating;

b) issue and endorsement of licences and ratings;

c) designation and authorization of approved persons;

d) approval of training courses;

e) approval of the use of flight simulation training devices and authorization for their use in gaining the experience or in demonstrating the skill required for the issue of a licence or rating; and

f) validation of licences issued by other Contracting States.

Maintenance. The performance of tasks required ensuring the continuing airworthiness of an aircraft or ground based equipment in the service of the Aviation sector including any one or combination of overhaul, inspection, replacement, defect rectification, and the embodiment of a modification or repair.

Maintenance organization's procedures manual. A document endorsed by the head of the maintenance organization which details the maintenance organization's structure and management responsibilities, scope of work, description of facilities, maintenance procedures and quality assurance or inspection systems.

Maintenance programme. A document which describes the specific scheduled maintenance tasks and their frequency of completion and related procedures, such as a reliability programme, necessary for the safe operation of aircraft or ground based equipment in the service of the Aviation sector to which it applies.

Maintenance release. A document which contains a certification confirming that the maintenance work to which it relates has been completed in a satisfactory manner, either in accordance with the approved data and the procedures described in the maintenance organization's procedures manual or under an equivalent system.

Operations specifications. The authorizations, conditions and limitations associated with the air operator certificate and subject to the conditions in the operations manual.

Performance criteria. Simple, evaluative statements on the required outcome of the competency element and a description of the criteria used to judge whether the required level of performance has been achieved.

Quality assurance. Part of quality management focused on providing confidence that quality requirements will be fulfilled.

Quality control. Part of quality management focused on fulfilling quality requirements.

Quality management. Coordinated activities to direct and control an organization with

regard to quality.

Quality system. Documented organizational procedures and policies; internal audit of those policies and procedures; management review and recommendation for quality improvement.

Safety. The state in which the possibility of harm to persons or of property damage is reduced to, and maintained at or below, an acceptable level through a continuing process of hazard identification and safety risk management.

Safety indicators. Parameters that characterize and/or typify the level of safety of the system.

Safety management system. A systematic approach to managing safety, including the necessary organizational structures, accountabilities, policies and procedures.

Safety programme. An integrated set of regulations and activities aimed at improving safety.

Safety risk. Assessment, expressed in terms of predicted probability and severity, of the consequences of a hazard, taking as reference the worst foreseeable situation.

Note. -Typically, safety risks are designated through an alphanumeric convention that

allows for their measurement.

Safety risk management. A generic term that encompasses the assessment and mitigation of the safety risks of the consequences of hazards that threaten the capabilities of an organization, to a level as low as reasonably practicable (ALARP).

Safety risk probability. The likelihood that an unsafe event or condition might occur.

Safety risk severity. The possible consequences of an unsafe event or condition, taking as reference the worst foreseeable situation.

Safety targets. Concrete safety objectives to be achieved.

State of Manufacture. The State having jurisdiction over the organization responsible for the final assembly of the aircraft.

State of Registry. The State on whose register the aircraft is entered.

Note.- In the case of the registration of aircraft of an international operating agency on other than a national basis, the States constituting the agency are jointly and severally bound to assume the obligations which, under the Chicago Convention, attach to a State of Registry. See, in this regard, the Council Resolution of 14 December 1967 on Nationality and Registration of Aircraft Operated by International Operating Agencies

which can be found in Policy and Guidance Material on the Economic Regulation of

International Air Transport (Doc 9587).

Target level of safety (TLS). A generic term representing the level of risk which is considered acceptable in particular circumstances.

Value of a safety indicator. Quantification of a safety indicator.

Value of a safety target. Quantification of a safety target.

ABBREVIATIONS

AC- Advisory Circular

A-CDM - Airport Collaborative Decision-Making

ADREP - Accident/incident data reporting (ICAO)

ADS-B - Automatic Dependent Surveillance - Broadcast

ADS-C - Automatic Dependent Surveillance - Contract

AEP- Aerodrome emergency plan

AFCAC - African Civil Aviation Commission

AFI - Africa and Indian Ocean Group

AGA – Aerodrome and Ground Aid

AIG – Aircraft Accident and Incident Investigation

AIP - Aeronautical Information Publication

AIR- Airworthiness of Aircraft

AIRPROX- Aircraft proximity

AIS - Aeronautical Information Service

ALARP- As low as reasonably practicable

ALoSP - Acceptable level of safety performance

ALoS- Acceptable level of safety

AMO- Approved maintenance organization

ANIPPB - AFI performance-based air navigation implementation plan

ANS – Air Navigation Services

ANSP - Air Navigation Service providers

AOC- Air operator certificate

ASR- Air safety report

ATC- Air traffic control

ATCO- Air traffic controller

ATM- Air traffic management

ATO- Approved training organisation

ATS- Air traffic service(s)

BAGAIA – Banjul Accord Group Accident Investigation Agency

CATCs - Civil Aviation Training Centres

CEO- Chief executive officer

CFIT - Controlled Flight into Terrain

CMA - Continuous Monitoring Approach

CMC- Crisis management centre

CPDLC - Controller-Pilot Data Link Communications

CRM- Crew resource management

CVR- Cockpit voice recorder

DGCCA – Director General Civil Aviation Authority

DOC- Document (ICAO)

ECCAIRS- European Co-ordination Centre for Aviation Incident Reporting Systems

EI - Effective Implementation

ERP- Emergency response plan

FDA- Flight data analysis

FDM- Flight data monitoring

FDR- Flight data recorder

FOD- Foreign object (debris) damage

GASP - Global Aviation Safety Plan

GASP –WG - Global Aviation Safety Plan Working Group

GNSS - Global navigation satellite system

GPS- Global positioning system

IATA – International Air Transport Association

ICAO - International Civil Aviation Organization

IMC- Instrument meteorological conditions

ISO- International Organization for Standardization

LOC-I - Loss of Control in Flight

MoD- Ministry of Defence

MOR- Mandatory occurrence report

MOU - Memorandum of understanding

MRM- Maintenance resource management

MTA - Ministry of Transport and Aviation

NASP - National Aviation Safety plan

NM- Nautical mile(s)

OPS – Aircraft Operations

PBN - Performance-Based Navigation

PEL – Personnel Licensing

QA- Quality assurance

QC- Quality control

QMS - Quality Management System

RASG – Regional Aviation Safety Group

RBS - Risk-Based Surveillance

RCC- Rescue Co-ordination Centre

RE - Runway Excursion

RPAS - Remotely piloted aircraft systems

RVSM- Reduced vertical separation minimum

SA- Safety assurance

SAG- Safety action group

SARPs- Standards and Recommended Practices (ICAO)

SDCPS - Safety Data Collection and Processing System

SDIACG - Safety data and information analysis coordination group

SHEL- Software/Hardware/Environment/Liveware

SLAA - Sierra Leone Airports Authority

SL-AAIIB – Sierra Leone Aircraft Accident and Incident Investigation Bureau

SLCAA – Sierra Leone Civil Aviation Authority

SLCARs – Sierra Leone Civil Aviation Regulations

SLMSRS - Sierra Leone mandatory safety reporting system

SLVRS - Sierra Leone Voluntary Reporting System

SMM- Safety management manual (ICAO Doc 9859)

SMS - Safety Management Systems

SOPs- Standard operating procedures

SPIs - Safety Performance Indicators

SRM - Safety Risk Management

SSP - State Safety Programme

SSPCC - SSP coordination committee

SSPIC - State Safety Programme Implementation Committee

SSPMC - State Safety Programme Management Committee

USOAP- Universal Safety Oversight Audit Programme (ICAO)

VMC- Visual meteorological conditions

RECORD OF AMENDMENTS AND CORRIGENDA

AMENDMENTS					CORRIGENDA			
No.	**Effective date**	**Date of entry**	**Entered by**		**No.**	**Effective date**	**Date of entry**	**Entered by**

CHAPTER 1: STATE SAFETY POLICY, OBJECTIVES, AND RESOURCES

1.1 Primary aviation legislation

Legislative system of Sierra Leone

1.1.1 The Parliament of Sierra Leone is entitled to enact aviation safety laws or acts.

1.1.2 All of the aviation legislative instruments and regulations of Sierra Leone are available to the public, at no cost, at: https://www.slcaa.gov.sl and https://www.sl-aaiib.com

Aviation legislation of Sierra Leone

1.1.3 Sierra Leone has legislative instruments that define the independent roles of SL-AAIIB.

1.1.4 Sierra Leone ratified the Convention on International Civil Aviation (Chicago Convention) in 1961. The primary aviation legislation of Sierra Leone that gives effect to the Convention is The Civil Aviation Act, 2023. This Act provides for the approval for ratifying the Convention, its text, protocols, and amendments.

1.1.5 The SLCAA with the SL-AAIIB is responsible for implementing the Civil Aviation Act 2023.

1.1.6 The Civil Aviation Act 2023 also contains provisions for the enactment of regulations that contain and give effect to the Chicago Convention and the standards and recommended practices (SARPs) set forth in the Annexes to the aforementioned Convention.

1.1.7 The main legislative instrument of Sierra Leone is:

The Civil Aviation Act, 2023 which designates the SLCAA, as the regulatory entity and defines its organisation and functions.

1.2 Specific operating regulations

1.2.1 The aviation safety legislative system of Sierra Leone is also made up by a subordinate regulatory body consisting of regulations, orders, and guidance and advisory material. In order to ensure the effectiveness of the safety oversight system, proposals for change are developed in consultation with the industry and other stakeholders, involving safety and cost/benefit analyses.

1.2.2 The SLCAA leads the regulatory development in Sierra Leone. SLCAA has adopted a three-tier structure consisting of the act, civil aviation regulations, and guidance and advisory material.

1.2.3 Sierra Leone will normally develop its requirements based on the standards set forth in the Annexes to the Convention on International Civil Aviation. If applicable, it will consider incorporating into its regulations requirements developed by other States or regional safety oversight organisations. If Sierra Leone chooses not to follow a standard of any of the Annexes, it will file a difference with ICAO, and in case of a significant difference, it will coordinate with the aeronautical information service (AIS) provider for its inclusion in the aeronautical information publication (AIP) of the State. Differences filed with ICAO must be substantiated.

1.2.4 Sierra Leone will continue reviewing its regulatory framework to ensure consistency with the SARPs and international regulations, with special emphasis on the development of

performance-based regulations and requirements. SLCAA will work closely with the RASG AFI and the international community to support the future regional and global development of regulatory priorities. **Appendix B** provides more information on the aviation regulations of Sierra Leone.

1.3 State system and functions

1.3.1 The government of Sierra Leone through the Ministry of Transport and Aviation (MTA), defines the general direction of the aviation policy. The Ministry is accountable to Parliament for civil aviation matters, including aviation safety and security.

1.3.2 The main entities responsible for civil aviation safety management in Sierra Leone are:

(a) SLCAA
(b) SL-AAIIB

1.3.3 **Appendix C** defines the general roles and responsibilities of the various entities responsible for aviation functions in Sierra Leone within the SSP framework.

1.3.4 Sierra Leone, through the Ministry of Transport and Aviation, will provide the resources necessary for the establishment and operation of the SSP.

State safety programme (SSP) – Aviation safety organisations

Coordination within the aviation safety system of Sierra Leone

1.3.5 Overall safety performance in Sierra Leone requires an integrated and collaborative approach, which is essential for SSP implementation and operation.

1.3.6 Sierra Leone has established the following groups to coordinate among the organisations that are part of the SSP. These coordination groups will improve cooperation and coordination among the regulatory and administrative bodies of the State in terms of safety, efficiency, and capacity.

SSP coordination committee SSPCC

1.3.7 The SSPIC, which is made up by the Managers of the SSP, PEL, OPS, AIR, ANS, AGA & AIG Commissioner will coordinate the implementation and subsequent management of the SSP among the SSPMC. This coordination mechanism will ensure that the development, periodic review, policy-making and decision-making related to SSP activities, such as the safety policy, safety indicators, enforcement policy, safety data protection and distribution policy, SMS regulatory requirements, and SSP review and internal findings, are carried out in an integrated and coordinated manner. The SSP accountable executive will act as coordinator of the mechanism.

Safety data and information analysis coordination group (SDIACG)

1.3.8 This group will consist of the representatives of the regulatory and administrative bodies of Sierra Leone involved in the collection and analysis of safety data and information. It will include data analysts of the SLCAA & SL-AAIIB. Its main function is to:

(a) facilitate the exchange of safety data and information and the analysis among regulatory and administrative bodies of the State, with the only purpose of maintaining and

improving aviation safety; and

(b) identify joint safety analysis projects that use the combined capacities of the various relevant authorities to produce results for the benefit of aviation safety.

Civil-military air traffic management committee/s

1.3.9 There is presently no Joint air traffic management committee

Memorandum of understanding (MOU)

1.3.10 Sierra Leone coordinates safety matters among its regulatory and administrative bodies through formal arrangements called memoranda of understanding (MOUs). MOUs are aimed at ensuring that the responsibilities and communication protocols are clearly coordinated among the relevant organisations.

1.3.11 The content of the MOUs between regulatory and administrative bodies of Sierra Leone is briefly described below: For example

ICAO/DGCA/	Arrangements for the participation of Sierra Leone in the Universal safety oversight audit programme (USOAP) continuous monitoring approach (CMA)

1.4 Qualified technical personnel

1.4.1 SLCAA has implemented a training programme and plan for all its personnel, with special emphasis on the technical training of safety personnel, including SMS oversight. The training programme of SLCAA for its safety personnel comprises initial, on-the-job, recurrent, and specialised training. This includes a comprehensive induction programme for newly hired inspection personnel, covering generic training in human resource management, audits, systems and tools, regulatory environment, SSP and SMS.

1.4.2 All the investigators of SL-AAIIB complete their aviation accident and incident investigation training programme. In addition to the technical skills and industry experience required to fulfil their functions, all investigation personnel complete the required safety management training (SSP/SMS).

1.4.3 SL-AAIIB supports additional opportunities for professional development, which allows the staff to maintain their technical qualifications, acquire knowledge and experience in emerging technologies and practices, and follow tertiary studies in areas relevant to AIG functions.

1.5 Technical guidance, tools and provision of safety-critical information

1.5.1 The top priority of the SLCAA is to maintain and improve aviation safety performance. This will be achieved through a series of strategies and initiatives to provide technical guidance, resources and information for strengthening the capacity of personnel.

1.5.2 The safety principles of the SLCAA underline the importance of the commitment of government and industry organisations to the provision of resources for safety management and oversight, and of personnel training to acquire the skills and experience required for them to fulfil their duties proficiently.

1.5.3 SLCAA will develop and keep the safety-related guidance material and work aids for inspectors, investigators, and technical personnel up to date. Likewise, they will develop and keep the guidance material for the industry updated.

CHAPTER 2: STATE SAFETY RISK MANAGEMENT

State safety risk management (SRM) is a key component of the safety management system that includes hazard identification, risk assessment, risk mitigation, and safety risk acceptance. It is important to recognise that this function is a continuing activity, because hazards, risk assessment, and the effectiveness of safety risk mitigation change over time.

The modern safety management approach requires a systemic approach to safety management, covering organisational structures, policies and procedures - the SMS approach.

Risk management in the aviation industry of Sierra Leone is a responsibility shared by the industry and the aeronautical organisations of the SL-AAIIB. It is important for the aviation industry and the State aviation organisations SLCAA & SL-AAIIB work in a collaborative manner to obtain the best safety outcomes.

SSP recognises the need to make the transition to a systems-based approach to safety oversight, together with risk-based surveillance (RBS). This change puts more responsibility on service providers and changes the way in which the SLCAA performs safety oversight and monitoring functions.

Aviation safety hazard identification and risk management involve a tiered process in which systems and risk information can be added to high-category levels, ending in an assessment of the overall risk level throughout the aviation industry.

Sierra Leone has developed the safety plan based on this process. This plan will identify the risks existing in the system and the treatment applied by the State to risk management.

The risk management system of Sierra Leone consists of the following risk management levels:

(a) regulatory risk management;
(b) risk management based on oversight outcomes;
(c) sector profile risk management;
(d) industry profile risk management;
(e) system profile risk management; and
(f) National Aviation safety plan of Sierra Leone

Appendix D describes each risk management level in greater detail.

SL-AAIIB in its independent accident and incident investigation role, recognises risk management requirements. Upon determining the severity of the safety issues identified during an investigation, SL-AAIIB assesses the implications of systemic risks and recommends the appropriate safety actions to mitigate the risks identified.

The SLCAA & SL-AAIIB use a common risk management framework to ensure an approach that is consistent with safety management.

2.1 Licensing, certification, authorisation, and approval obligations

2.1.1 Sierra Leone has established an authorisation scheme for safety-critical activities that involves the granting by SLCAA of licenses, certifications, authorisations and/or approvals to industry personnel, air service operators, service providers, and aerodromes.

2.2 Obligations of the safety management system (SMS)

2.2.1 Sierra Leone has established the requirements for SMS implementation in various sectors of the aviation industry. SLCARs Part 19 has issued the requirements for SMS implementation by the following civil aviation service providers:

(a) Approved training organizations (ATOs): SLCARs Part 1B requires that ATOs that are exposed to safety risks related to the operation of aircraft when providing their services implement an SMS acceptable to SLCAA;
(b) Air operators: SLCARs Part 6A requires that aircraft and helicopter operators authorised to conduct commercial air transport activities implement an SMS acceptable to SLCAA.
(c) Approved maintenance organisations (AMOs): SLCARs Part 8B requires that AMOs that offer services to aircraft or helicopter operators engaged in international commercial air transport implement an SMS acceptable to SLCAA
(d) Organisations responsible for type design or manufacture of aircraft, engines or propellers: For States of design and manufacture, SLCARs Part 8B requires that that offer services to aircraft or helicopter operators engaged in international commercial air transport implement an SMS acceptable to SLCAA;
(e) Air traffic service (ATS) providers: SLCARs Part 11 requires that all air traffic service providers implement an SMS acceptable to SLCAA;
(f) Certified aerodrome operators: SLCARs Part 14A requires that certified aerodromes implement an SMS acceptable to SLCAA.
(g) Air Navigation Service providers (ANSP): Relevant provisions of SLCARs requires that all air navigation service providers implement an SMS acceptable to SLCAA; and
(h) Ground operators : SLCARs Part 6A requires that all ground operators implement an SMS acceptable to SLCAA;

2.3 Accident and incident investigation

2.3.1 SL-AAIIB is the authority responsible for implementing the provisions of SLCARs Part 13 emanating from Annex 13 concerning the reporting and independent investigation of accidents, serious incidents and incidents related to the operation of aircraft that occur in Sierra Leone, and for participating in the investigation of accidents and other occurrences involving aircraft of Sierra Leone registered in other States. Reported occurrences and investigation results are sent to ICAO in accordance with the provisions of SLCARs Part 13.

2.3.2 According to the provisions of SLCAR Part 13, the SL-AAIIB will also, upon request, provide assistance and/or cooperation to member States of the BAGAIA and any Africa and Pacific (AFI) AIG Regional Cooperation Mechanism and to other States for the conduct of investigations through the provision of investigation expertise and technical facilities.

2.3.3 SL-AAIIB is responsible for investigating all accidents and serious incidents and significant safety incidents related to the operation of aircraft, to the extent necessary and pursuant to the provisions of SLCAR Part 13, in order to determine, if possible, the causes and/or contributing factors, and, where applicable, formulate safety recommendations. Likewise, SL-AAIIB will provide the SSP with safety information on the results of trend analyses of accidents, serious incidents, and significant incidents related to the operation of aircraft.

2.3.4 The sole objective of accident and incident investigation by SL-AAIIB is to prevent future accidents and incidents and not the apportioning of blame or liability.

2.3.5 The reports of all investigations conducted by SL-AAIIB are made public. For purposes of the investigation conducted by SL-AAIIB, early identification of safety matters within the context of air transport is fundamental. The SL-AAIIB, in a dated letter sent to the responsible authorities, including those of other States, at any phase of the investigation of an accident or incident, will recommend all the preventive measures it deems should be adopted promptly to improve aviation safety.

2.3.6 The SL-AAIIB prefers to encourage the appropriate organisation(s) to adopt proactive safety measures to address safety issues. However, SL-AAIIB may use its authority to make a formal safety recommendation at any time or at the end of an investigation, according to the level of risk associated to a safety issue and the scope of the corrective measures to be undertaken by the appropriate organisation.

2.3.7 When the SL-AAIIB issues safety recommendations, these will focus on clearly describing the safety issues of concern instead of providing instructions or opinions on a preferred method for their solution.

2.3.8 Regarding equivalent foreign AIG organisations, SL-AAIIB has no authority to require compliance with its recommendations. It is up to the equivalent foreign AIG body to which the recommendations are addressed, to assess the cost and benefits of their implementation.

2.3.9 More information on SL-AAIIB can be found at: https://www.sl-aaiib.com

2.4 Hazard identification and safety risk assessment

2.4.1 Aviation safety systems rely on timely, precise, and informative reports on safety incidents and occurrences. The availability of appropriate safety intelligence on what is happening with aviation safety systems permits the identification of trends, the resolution of repetitive issues, and measurement and proper response to risks within the aviation system of Sierra Leone.

2.4.2 As required by their respective legislative responsibilities, SLCAA and SL-AAIIB, collect and maintain various records related to accidents, incidents and other safety data.

2.4.3 In the interest of aviation safety, safety information (processed safety data) is shared among regulatory and administrative organisations of Sierra Leone through MOUs (see Sections 1.3.10 and 1.3.11). SLCAA & SL-AAIIB have issued a safety policy statement that reflects the "just culture" principle. This policy is available on the websites of SLCAA and SL-AAIIB (https://www.slcaa.gov.sl and https://www.sl-aaiib.com)

2.4.4 Sierra Leone encourages a positive reporting policy whereby all industry stakeholders are willing to report any incident that occurs and any error made. In accordance with the "just culture" approach, individuals report incidents and errors, they are not prosecuted nor punished, except in those cases in which their actions have been deliberate, reckless or clearly negligent.

Reporting of accidents, serious incidents, incidents and latent conditions

2.4.5 SL-AAIIB is responsible for collecting and analysing safety data on accidents, serious

incidents, incidents and latent conditions related to aircraft operations. In this capacity, the SL-AAIIB manages the collected reports through mandatory and voluntary reporting systems. Reporting may be immediate or on a routine basis, in accordance with the regulations and published guidelines. Inappropriate safety procedures, failure to comply with requirements and errors may be considered as latent conditions.

2.4.6 SLCAA is responsible for collecting and analysing safety data on incidents, deficiencies and latent conditions that are not directly related to the operation of aircraft.

Mandatory safety reporting system

Sierra Leone mandatory safety reporting system (SLMSRS)

2.4.7 The Sierra Leone mandatory safety reporting system (SLMSRS) to be established in accordance with the SLCARs Part 19 will collect information on occurrences that jeopardise or might jeopardise aviation safety. The collected data provides information on real or potential safety hazards and deficiencies. The information is used for identifying safety issues that must be addressed in order to improve aviation safety in Sierra Leone.

2.4.8 In accordance with Annex 13 to the Chicago Convention, SL-AAIIB provides ICAO with data on accidents, serious incidents and incidents through the accident/incident data reporting system (ADREP).

2.4.9 More information on Sierra Leone mandatory safety reporting system (SLMSRS) can be found at: https://www.slcaa.gov.sl and https://www.sl-aaiib.com

Voluntary safety reporting system

Sierra Leone Voluntary Reporting System (SLVRS)

2.4.10 Sierra Leone has designated the SLVRS as the voluntary safety reporting system that allows any individual who has an aviation safety concern, to report to:

(a) the SL-AAIIB when the concern is related to the operation of aircraft; and
(b) the SLCAA when the concern is not directly related to the operation of aircraft.

2.4.11 The protection of safety data and information, as well as their related sources, is the first priority of this system.

2.4.12 More information on SLVRS can be found at: https://www.slcaa.gov.sl and https://www.sl-aaiib.com

Safety data collection and processing system (SDCPS)

2.4.13 Sierra Leone has established the safety data collection and processing system (SDCPS) for capturing, storing, aggregating, and allowing for the analysis of safety data and information. This system consists of various databases that centralise the information in the safety database (SSP database).

2.4.14 The SDCPS refers to processing and reporting systems, safety databases, information exchange systems and recorded information, and comprises, *inter alia*:

(a) accident and incident investigation data and information, obtained from the ADREP/ECCAIRS platform;

(b) data and information concerning safety investigations conducted by State authorities or service providers, obtained from the safety databases;
(c) data and information resulting from safety oversight activities conducted by the regulatory authority;
(d) mandatory safety reporting systems;
(e) voluntary safety reporting systems; and
(f) self-reporting systems, including automatic data capture systems, as well as manual data capture systems.

Availability of data and information on aviation occurrences

2.4.15 SL-AAIIB makes available to the public information on aviation occurrences: The information provided by SL-AAIIB is available at: https://www.sl-aaiib.com

2.4.16 The information for the public will not contain details such as aircraft registration, name of owner, or name of crew member(s)

Data analysis and reporting

2.4.17 SL-AAIIB in addition to reporting occurrences as required by Annex 13 to ICAO through the ADREP reporting system, also provides safety information for analysis and development of trend indicators for the AFI Region.

SL-AAIIB

2.4.18 In addition to the independent "no blame" investigation of aviation accidents and serious incidents and other incidents related to the operation of aircraft, SL-AAIIB contributes to air transport safety enhancement in Sierra Leone through the recording, analysis and investigation of safety data.

2.4.19 SL-AAIIB will pursue its objective of identifying relevant safety issues instead of providing prescriptive solutions. This approach will enable Sierra Leone to take measures to identify the most suitable means to address particular safety issues.

2.4.20 SL-AAIIB also conducts specific investigation activities and produces reports that allow for a more in-depth analysis of specific types of occurrences or trends.

2.4.21 This activity provides national and international entities with safety studies and promotes the adoption of measures to improve safety systems and operations. Links to aviation safety information and data of Sierra Leone are contained in **Appendix E** to this SSP document.

SLCAA

2.4.22 SLCAA maintains updated information on all regulatory safety activities it carries out.

2.4.23 Among its main activities, SLCAA plans and executes the annual oversight programme directed to aeronautical personnel, service and aeronautical material providers that have been granted a license, certification, authorisation or approval. The findings of the oversight programme are collected in a safety database, which permits on the one hand, follow-up through their resolution and, on the other, hazard identification and safety risk assessment.

2.4.24 Risk management of findings allow for the identification of trends of greater concern. Based on this information, the SLCAA increases oversight to prevent recurrence and to reduce and

control risks to an acceptable level of safety.

Safety data and information analysis coordination group

2.4.25 Sierra Leone has established the State Safety Programme Management Committee (SSPMC) consisting of SLCAA & SL-AAIIB to analyse safety data and information.

2.4.26 Based on the analysis of safety information, this group will propose to the State Safety Programme Implementation Committee (SSPIC) the State priorities, objectives, indicators, goals and alert levels.

Safety coordination groups of stakeholders (regulatory and administrative bodies of the State and the industry) for the analysis of safety data and information and the formulation of mitigation plans

2.4.27 The exchange and analysis of safety data through safety coordination groups help maintain sound relationships among such parties and allow for the sharing of safety data, investigation efforts, coordinated analyses, and the formulation of mitigation plans among these parties to improve aviation safety.

2.4.28 When necessary, Sierra Leone has made provision for the established the following safety coordination groups:

(a) Commercial aviation group - aircraft;
(b) Commercial aviation group - helicopters;
(c) General aviation group – aircraft;
(d) General aviation group – helicopters;
(e) Agricultural aviation group;
(f) Aerial work group;
(g) Flight training school group;
(h) Remotely piloted aircraft systems (RPAS) group;
(i) Airworthiness group;
(j) Air navigation services (ANS) group; and
(k) Aerodromes (AGA) group.

2.5 Safety risk management

2.5.1 One of the functions of the SLCAA in accordance with The Civil Aviation Act, 2023 is to regulate safety of civil aviation operations within the territory of Sierra Leone and the operation of aircraft of Sierra Leone outside its territory, by means that include the development of effective oversight strategies to ensure compliance with aviation safety requirements.

2.5.2 This is a primary regulatory function that Sierra Leone must perform in the interest of safety and in accordance with its obligations under the Chicago Convention.

Paragraphs 2.5.3 and 2.5.4 refer to the “regulatory philosophy” and the “manual on compliance measures.”

The regulatory philosophy will establish the principles governing the DGCA approach to the performance of its regulatory functions and the exercise of its regulatory authority in an SSP/SMS environment.

In turn, the manual on compliance measures will describe the compliance processes to ensure compliance with aviation safety requirements. This manual will clearly describe to the industry and to the public the opportunities available for service providers and the civil aviation administration to work together in the resolution of a broad range of safety-related concerns without the need to initiate formal coercive action.

2.5.3 The regulatory philosophy of SLCAA, enacted in The Civil Aviation Act, 2023 sets forth the principles concerning the performance of its regulatory functions and the exercise of its regulatory powers.

2.5.4 The manual on compliance measures of SLCAA describes the compliance processes to make sure that aviation safety requirements are met. According to the regulatory philosophy of SLCAA, the manual on compliance measures has been updated in order to clearly describe to the industry and to the public, the opportunities that a service provider and the SLCAA have for working towards resolving a broad range of safety concerns without the need to initiate formal coercive actions.

2.5.5 When not required to do so, the holders of an authorisation are encouraged to use an SMS that includes corrective and preventive mitigation measures, through an internal reporting system to address safety deficiencies. The regulatory philosophy of SLCAA and the "just culture principles" contained therein will increasingly govern the key elements of the enforcement policy of SLCAA described in **Appendix F,** and will clarify the circumstances under which safety information may or may not be used and the sources of such information that can be protected from punitive action.

2.5.6 The regulatory philosophy of SLCAA is available at https://www.slcaa.gov.sl

2.5.7 The manual on compliance measures of SLCAA is available at: https://www.slcaa.gov.sl

CHAPTER 3: STATE SAFETY ASSURANCE

Safety oversight based on an SMS approach relies on a mutual responsibility and accountability philosophy rather than on a prescriptive approach aimed exclusively at regulatory compliance. This increases the responsibility of service providers that have daily control over maintaining a safe operational environment, focusing on safety throughout the structures, policies and procedures of the organisation.

However, the SLCAA and SL-AAIIB continue to play a fundamental role in quality assurance of the safety system of Sierra Leone. This includes safety oversight, as well as the collection, analysis and exchange of data.

3.1 Oversight obligations

3.1.1 Oversight is the mechanism whereby SLCAA monitors the safety status and the level of maturity of authorisation holders.

3.1.2 The SLCAA oversight components include:

(a) trained and skilled technical personnel, with specific training in SMS;
(b) procedures and documented guidance material for acceptance and oversight of the associated safety processes;
(c) licensing, certification, authorisation and approval; and
(d) oversight activities, including scheduled and unscheduled audits and inspections, data collection and exchange, analysis, work flow management, and information management.

3.1.3 SLCAA has established its safety classification and regulation policies based on a safety oversight risk management hierarchy that is aligned with ICAO classification models for commercial air transport, aerial work, and general aviation.

3.1.4 SLCAA has expanded in accordance with the main ICAO categories, through the development of an “aviation sector” profile for “Sierra Leone" to also include flight instruction, airworthiness management, infrastructure, and services.

3.1.5 The main objective of oversight is to determine whether an authorisation holder is complying with its obligations under The Civil Aviation Act, 2023 and the regulations. SLCAA adopts a risk- and system-based approach that uses product control as needed, to assess risk mitigation and the level of compliance by authorisation holders.

3.1.6 Oversight provides an assessment of the capacity of the authorisation holder to manage its safety risks and its willingness to comply with the legislation, including compliance with an SMS if necessary. Oversight can be scheduled or unscheduled, it can be conducted based on opportunity, or at random, or cover all aspects of the aviation industry. This oversight approach seeks to encourage the development of authorisation holder systems, and provides guidance to the aviation industry for a better understanding of its safety responsibility.

3.1.7 The oversight programme is reviewed and updated annually.

3.1.8 Relevant oversight Advisory Circulars of SLCAA can be found at: https://www.slcaa.gov.sl

Guidance based on safety data

3.1.9 Safety data collected by SLCAA and SL-AAIIB are reviewed, analysed and reported regularly in order to identify trends and emerging safety issues, and to help address existing safety issues.

Sierra Leone Civil Aviation Authority

3.1.10 Part of the main function of SLCAA is to monitor safety performance and identify safety trends and risk factors, taking into account the evolution of international safety. Another key function of SLCAA is the collection of safety data through the mandatory and voluntary safety reporting systems of Sierra Leone in its areas of responsibility (PEL, OPS, AIR, ANS, and AGA).

Oversight of domestic operators

3.1.11 The oversight conducted by SLCAA allows for prioritisation of oversight activities based on known information, and focuses on assessing how effective is an authorisation holder in managing safety risks in its implemented systems.

3.1.12 The oversight manual of SLCAA details the schedule of audits, based on a series of indicators.

3.1.13 SLCAA has established monthly meetings of the oversight priority review group at its safety oversight offices with a view to planning and prioritising oversight based on identified safety risks.

Oversight of foreign operators

3.1.14 Foreign passenger and cargo operators provide scheduled and non-scheduled services to and from Sierra Leone.

3.1.15 In accordance with the commitments of Sierra Leone as an ICAO contracting State, the SLCAA implements a ramp inspection programme for foreign airlines.

3.1.16 This oversight is carried out in accordance with the oversight manual of SLCAA.

SL-AAIIB

3.1.17 SL-AAIIB investigates aviation accidents and incidents, and collects safety data through the mandatory and voluntary safety reporting systems of Sierra Leone.

3.1.18 SL-AAIIB uses this data to determine the prevalence of certain types of occurrences in different types of aviation operations, and proactively monitors emerging safety trends. Upon monitoring trends, it communicates safety issues and takes measures to prevent accidents.

3.1.19 Proactive monitoring of trends is a process based on safety information whereby all occurrences are reviewed to see if there are significant changes that might indicate a bigger problem.

3.1.20 Potential issues are monitored by SL-AAIIB and shared with the SLCAA and SL-AAIIB and the industry. The accountable executives of the aforementioned organisations implement mitigation measures to prevent these issues from causing accidents.

3.1.21 These trends may also indicate the need for SL-AAIIB to focus on certain types of occurrences for investigation purposes. SL-AAIIB regularly publishes reports on emerging trends in accidents, serious incidents, and incidents that are directly related with the operation of aircraft.

3.2 State safety performance

3.2.1 The measurement and monitoring of safety performance are the means used for describing and assessing the safety performance of the aviation system of Sierra Leone. The analysis of safety data and information can help identify emerging risk areas. This information is used for communicating decisions concerning the implementation of the appropriate safety measures and the subsequent assessment of their effectiveness.

3.2.2 Sierra Leone has classified its safety performance indicators (SPIs) into lagging indicators and leading indicators.

3.2.3 Lagging indicators measure past occurrences, and the State and the service providers try to avoid negative results. These indicators are used for monitoring aviation safety performance of the State. Within the framework of lagging indicators, Sierra Leone has identified low probability/high severity indicators and high probability/low severity indicators, the latter known as "precursor event" indicators.

3.2.4 Low probability/high severity indicators (accidents, serious incidents) identified by Sierra Leone are measurements of adverse safety results, according to operating sector and the level of activity (exposure) in that sector.

3.2.5 high probability/low severity indicators or "precursor" indicators are results that do not necessarily manifest themselves in an accident or serious incident. Sierra Leone will use high probability/low severity SPIs mainly for monitoring specific safety issues and measuring the effectiveness of existing safety risk mitigation measures.

3.2.6 Leading indicators are measurements that focus on the processes and inputs implemented to enhance or maintain safety. These are also known as "activity or process SPIs", since they oversee and measure the conditions that could cause or contribute to a specific result.

3.2.7 Examples of leading SPIs that promote the development of organisational skills for proactive safety management include: percentage of personnel that have successfully completed safety training on a timely basis, or percentage of timely execution of the agreed mitigation actions.

3.2.8 Leading SPIs of Sierra Leone can also inform the organisation about how its operations address change, including change in its operating environment. Focus will be on anticipating weaknesses and vulnerabilities resulting from change, or on performance oversight following a change.

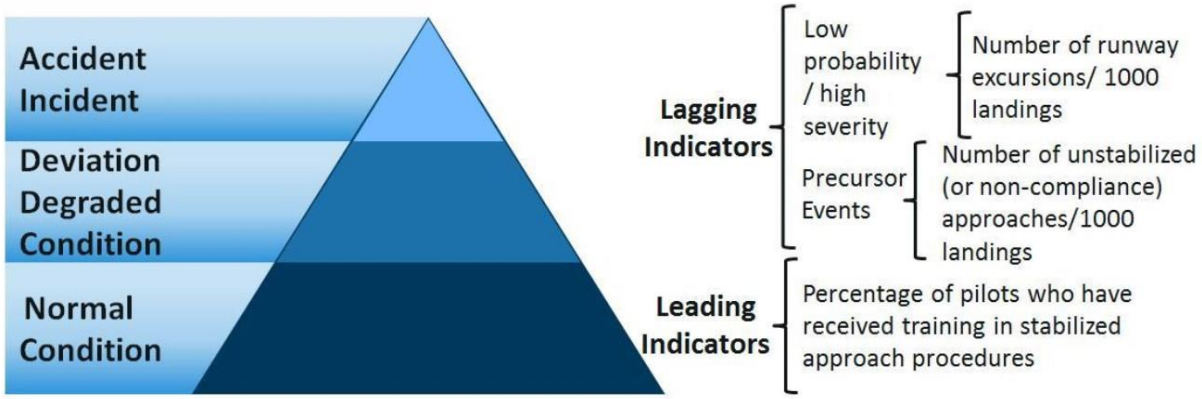
3.2.9 For a more precise and useful indication of safety performance, Sierra Leone has identified a set of lagging and leading indicators. This provides a completer and more realistic image of safety performance of the State.

3.2.10 In order to define its indicators, Sierra Leone has established a clear link amongst the low probability/high severity lagging SPIs, the precursor events (high probability/low severity) and the leading SPIs. Likewise, Sierra Leone has defined the low probability/high severity lagging SPIs prior to determining the precursor SPIs or the leading SPIs. The definition of a precursor SPI (high probability/low severity indicator) in relation to a more serious occurrence or condition (low probability/high severity indicator) ensures a clear

correlation between the two.

3.2.11 Sierra Leone has developed its indicators in its safety plan in such a way as to align the higher risk areas of the State with the different sectors of the aviation industry.

3.2.12 The framework adopted by Sierra Leone for determining its safety performance indicators are described in the figure below.



Lagging indicators Low probability / high severity	Lagging indicators High probability / low severity Precursor events	Leading indicators

Acceptable level of safety performance (ALoSP)

3.2.12 In order to determine and update the ALoSP of Sierra Leone, the effectiveness of the following four components has been taken into account:

(a) SSP implementation by the State;
(b) SMS implementation by service providers;
(c) safety risk management in the aviation system of the State and the associated

safety performance indicators; and

(d) Implementation by the State of the standards and recommended practices (SARPs) of the Annexes to the Convention on International Civil Aviation.

Sierra Leone reviews each of these elements through its aviation safety system.

The Universal safety oversight audit programme (USOAP) continuous monitoring approach (CMA)

3.2.13 Sierra Leone applies a national systemic and coordinated approach to aviation safety management.

3.2.14 The results of the latest ICAO USOAP CMA activity conducted in 2023 support this approach.

3.2.15 Since 2011, the USOAP has been evolving towards the CMA.

3.2.16 The latest final USOAP report of Sierra Leone, which includes updates to the corrective action plan of Sierra Leone, is available at the ICAO public website.

CHAPTER 4: STATE SAFETY PROMOTION

An effective safety promotion programme is essential to support the core operational objectives of the SSP of Sierra Leone. SLCAA and SL-AAIIB carry out safety promotion activities as part of their SSP responsibilities.

Safety promotion is enhanced through personnel training and better communication and dissemination of safety information.

4.1 Internal communication and dissemination of safety information

4.1.1 Mandatory and recommended SSP and SMS training has been provided by the African Civil Aviation Commission (AFCAC) and by the SLCAA. This training has been accompanied by educational and promotional products, and is communicated through various media, such as the learning management systems of the entities that are part of the SSP, informative bulletins sent by e-mail, informative sheets, and internal advertisement

4.1.2 In addition to formal MOUs and coordination groups that bring together aviation safety agencies, the SL-AAIIB holds meetings to inform on the status of investigations, including emerging issues related to resource allocation and scope, management by stakeholders, and identified or potential safety issues.

4.1.3 SLCAA and SL-AAIIB are regularly in contact concerning accident and incident investigations, safety activities, shared training opportunities, and requests for information.

4.1.4 SLCAA and SL-AAIIB offer training courses that are available to the staff of other organisations involved in safety, including the armed forces and state and territorial police. These courses include aviation accident investigation, human factors, new technologies, SSP, SMS, and risk management training.

4.2 External communication and dissemination of safety information

Sierra Leone Civil Aviation Authority

4.2.1 SLCAA conducts a series of safety education and promotion activities with a view to maintaining the aviation industry and community increasingly informed and aware of safety issues, including emerging safety matters.

4.2.2 SLCAA offers a series of educational and promotional materials for the industry and the public, and has an active group of aviation safety advisors to provide assistance and advice to the industry. More information on the safety education and promotion activities of SLCAA can be found at: https://www.slcaa.gov.sl

4.2.3 SLCAA also publishes a series of manuals and guidance materials available to the public and the industry. Manuals and guidance material of SLCAA can be found at: https://www.slcaa.gov.sl

4.2.4 Furthermore, SLCAA has developed a set of support tools for the industry and its technical personnel to ensure a better understanding and integration of SMS principles. More information on the adoption of the SMS in Sierra Leone can be found at: https://www.slcaa.gov.sl

SL-AAIIB

4.2.5 SL-AAIIB is also responsible for communicating and disseminating safety information, especially that derived from accident and incident investigations and from the investigation and analysis of safety matters.

4.2.6 SL-AAIIB will publish accident and incident investigation reports and delivers specific safety notices to service providers and their personnel, and also delivers safety messages to the aviation community of the State through coordination with SLCAA.

4.2.7 The alert area of SL-AAIIB will also highlight the safety concerns derived from investigation findings and from occurrences reported by the industry, and offers strategies to help manage risk areas.

CHAPTER 5: CHALLENGES, PRIORITIES AND OBJECTIVES

5.1 Challenges

Aviation market

5.1.1 The international, domestic and regional passenger market of the main airlines of Sierra Leone has grown significantly during the last decade.

5.1.2 According to IATA projection, it is foreseen that the aviation market of Sierra Leone will continue to grow during the next 10 years, although at a slightly more conservative pace compared to the last few years and with variations among the different sectors of the industry.

5.1.3 Competition in the aeronautical market of Sierra Leone and the levelling of regional growth exert equal pressure on aircraft operators and government agencies, which translates into additional efforts to maximise operational efficiency and to reduce costs without affecting safety results.

Operational complexity

5.1.4 The safety system of Sierra Leone will continue to be complex because of the addition of different types of aircraft, which go from turbojets to be operated by international, domestic, and regional airlines, to helicopters operating in the high seas, sport and recreational aircraft, and remotely piloted aircraft systems (RPAS).

5.1.5 Recreational and commercial RPAS are already in operation and a very fast expansion of these systems is envisaged in the future. In addition to privacy issues, it will be necessary to address safety and air traffic issues in order to safely integrate RPAS operations into the airspace of Sierra Leone.

5.1.6 The complexity of the industry poses continuous challenges to regulatory, investigation, and air service organisations. Therefore, the allocation of resources to these organisations, as well as staff retention, will need to be carefully planned.

Infrastructure / Technology

5.1.7 The continuous growth foreseen, especially at the main airports of Sierra Leone, will increase the demand for a whole range of infrastructure and airport, air traffic, rescue and firefighting services, resulting in larger investments in resources by the State to maintain or improve safety.

5.1.8 Technology will also continue playing a vital role in the fulfilment of future safety, efficiency, and capacity requirements of Sierra Leone. Modern aircraft and air traffic management give access to more precise communications, navigation, and surveillance.

5.1.9 Sierra Leone is introducing satellite-based technologies in its airspace to improve safety oversight precision and reliability throughout the country, using automatic dependent surveillance - Broadcast (ADS-B), while navigation is increasingly based on the Global navigation satellite system (GNSS).

5.1.10 These technologies are supplemented by robust ground surveillance and navigation systems, including a modern radar surveillance network for en route and terminal areas.

5.1.11 The growing use of technology creates the need for government organisations, the industry, and the aeronautical community in general to make a safe and effective transition to new procedures and processes, to be implemented over several years to facilitate a more effective change.

5.1.12 Clear and appropriate regulatory requirements will also be established to support the use of new technology and infrastructure.

5.1.13 Sierra Leone will pursue its commitment to ICAO, BAGAIA, RASG AFI and other international organisations concerning the development of standards and recommended practices to facilitate safe adoption of new and improved technologies and infrastructure at global, regional and national level.

Personnel capabilities

5.1.14 The addition of new aircraft, satellite-based navigation systems, and other new technologies requires adequate and duly trained, experienced, and skilled personnel to operate these aircraft, systems, and equipment in a safe and effective manner.

5.1 15 Training and development of skilled personnel will be key factors to make sure that aviation safety performance in Sierra Leone is maintained and improved.

5.1.16 The use of system- and risk-based approaches by the industry will require planning strategies for the selection, recruitment, and retention of trained and skilled personnel.

5.1.17 Increased use of performance-based rules and risk-based oversight concepts in safety oversight approaches will require a change in the way in which SLCAA performs its regulatory oversight functions, which in turn will require different sets of skills for its personnel.

Operations that pose a challenge to the aviation industry

5.1.18 Operations that pose a challenge to the aviation industry of Sierra Leone will be determined by the SSPMC.

5.1.19 Based on trends, contributing factors, latent conditions, deficiencies, findings, and threats submitted by the Safety data and information analysis coordination group (SDIACG) of Sierra Leone, the SSPIC will establish mitigation plans for each case, with direct participation of each industry segment involved.

5.1.20 The SLCAA and SL-AAIIB will maintain educational and sensitisation programmes to continue highlighting safety hazards and risks, and will provide guidance to facilitate compliance with regulatory and performance requirements by the industry in order to ensure that hazards and risks continue to be addressed in a responsible manner.

5.2 Global priorities

5.2.1 The ICAO GASP establishes the following four global aviation safety priorities:

(a) improve effective implementation (EI)
by States;
(b) implement SSP and SMS;
(c) reduce accident rates in categories of higher risk

to aviation;

(d) maintain zero fatalities in aviation accidents;
(e) regional collaboration;
(f) use of industry programmes; and
(g) availability of the appropriate infrastructure in air navigation services and aerodromes to support safe operations.

5.2.2 All global priorities are relevant for the aviation industry of Sierra Leone, despite its excellent safety record in scheduled commercial air transport operations and effective implementation of the USOAP CMA.

5.2.3 During the last decade, Sierra Leone has had a very low rate of occurrence in the following high aviation risk categories: Runway excursion (RE), loss of control in flight (LOC-I), and controlled flight into terrain (CFIT).

5.2.4 Nevertheless, Sierra Leone has taken and will continue to take a series of measures to maintain a low accident rate in the aforementioned accident categories. Furthermore, it will take the following actions:

(a) improvement of services that are essential for air navigation and aerodromes;
(b) increased surveillance and navigation capacity through broader implementation of ADS-B and GNSS;
(c) establishment of local runway safety teams;
(d) introduction of advanced surface movement guidance and control systems at airports.
(e) implementation of runway stop bars at airports;
(f) publication of various training and educational material highlighting the risk of this type of accidents and risk management measures;
(g) conduction of workshops with the industry on relevant topics, such as human factors and flight deck automation;
(h) Sierra Leone undertakes to implement safety measures in support of a safe aviation system in the region and a global harmonised system. Furthermore, it will activate the following safety coordination groups to address the main aviation sectors individually:
    (1) Commercial aviation group – aircraft;
    (2) Commercial aviation group – helicopters;
    (3) General aviation group - aircraft;
    (4) General aviation group – helicopters;
    (5) Agricultural aviation group;
    (6) Aerial work group;
    (7) Flight training school group;
    (8) Remotely piloted aircraft systems (RPAS);
    (9) Airworthiness group;
    (10) Air navigation services (ANS) group; and
    (11) Aerodromes (AGA) group.

5.3 Regional priorities

5.3.1 The diversity of the AFI Region, in addition to forecasts of continuous air traffic growth during the next decade, pose major challenges to regional aviation safety. Taking into account these events and challenges, the global priorities set forth in the GASP have been adopted as regional priorities, but with shorter deadlines. Moreover, the following activities are included:

(a) full implementation of performance-based navigation (PBN) in en route and terminal airspace;
(b) increased use of air traffic flow management and airport collaborative decision-making (A-CDM);
(c) increased use of data link, such as automatic dependent surveillance - Contract (ADS-C) and controller-pilot data link communications (CPDLC); and
(d) exchange of data with neighbouring air navigation service providers.

5.3.2 Sierra Leone participates actively in the development of regional aviation safety priorities and policies through forums such as:

(a) Any Regional safety oversight cooperation system;
(b) Banjul Accord Group Accident Investigation Agency (BAGAIA);
(c) the AFI Regional planning and implementation group
(d) the Meeting of air navigation and safety directors;
(e) the Meeting of directors general of civil aviation of the AFI Region; and
(f) the Aviation safety group – Africa and Pacific Ocean (RASG-AFI);
(g) Global Aviation Safety Plan Working Group (GASP -WG):

5.4 Objectives

5.4.1 SSP implementation will be consistent with the legislative framework of Sierra Leone and will be supported by the initiatives and guidelines of the AFI safety plan AFI Plan, which constitutes one of the axes of the Plan for the sustainability of air transport in the AFI Region.

5.4.2 In order to make improvements to the safety system, Sierra Leone will take into account the following critical factors:

(a) continuous dialogue among the regulatory and administrative bodies of the State that are part of the SSP, the industry, and the community in general;
(b) synchronisation of infrastructure and equipment investments by the State and the industry, so that stakeholders may derive safety and efficiency benefits;
(c) support to international and regional harmonisation;
(d) knowledge of the regulation and management of an airspace in which aircraft of different capabilities operate; and
(e) a clear regulatory policy and deadlines so that State entities and the industry may have greater certainty and capacity to plan when changes occur.

5.4.3 As described in Section 2 of the SSP, Sierra Leone will gradually introduce performance-

based regulations and risk-based systems and approaches for safety oversight to replace prescriptive regulations and oversight.

5.4.4 The transition to a performance-based approach, together with the issues described in Section 5.1, pose a challenge to the organisations responsible for aviation safety and the industry in terms of the impact on the respective roles, responsibilities, and the allocation of resources.

5.4.5 Given the fast pace of change in aviation, Sierra Leone will mainly focus on its objectives for 2025, 2028, and 2030. However, the indicators, targets, and alert levels will be calculated annually in the State safety plan.

5.4.6 An overview of the key objectives of Sierra Leone to meet future challenges and priorities is shown below.

By 2025

(a) implement an effective SSP;
(b) reduce accident rates and numbers and fatalities by 10% in all aviation segments;
(c) Increase effective implementation (EI) to 90%
(d) Regional collaboration
(e) Use of industry programmes
(f) Availability of the appropriate infrastructure to support safe operations

By 2028

(a) Increase effective implementation to 95%; and
(b) reduce accident rates and numbers and fatalities by 10% in all aviation segments;
(c) Regional collaboration
(d) Use of industry programmes
(e) Availability of the appropriate infrastructure to support safe operations

By 2030

(a) Maintain effective implementation (EI) at 95% and improve it.
(b) achieve by 2030 a consecutive 3-year period without fatalities in aircraft accidents and maintain zero fatalities thereafter;
(c) reduce accident rates and numbers and fatalities by 10% in all aviation segments;
(d) Regional collaboration
(e) Collaborate with Regional players when there is the need to receive technical assistance when the State has areas with negative safety oversight margins (less than zero) or to provide technical assistance when it has positive safety oversight margins.

Appendix A- Sierra Leone Aviation Safety Policy Statement

GOVERNMENT OF SIERRA LEONE

AVIATION SAFETY POLICY STATEMENT

Government of Sierra Leone ensures highest level of safety in its aviation system by incorporating ICAO SARPs, best international practices and outcome of Safety Risk Management in its regulatory framework.

Sierra Leone implements reactive, proactive, and as far as possible predictive strategies for ensuring that Sierra Leone has safe, efficient, competitive aviation industry. It encourages all stakeholders / service providers to understand the benefits of a safety culture and a reporting culture free from fear.

Sierra Leone will foster and assist stakeholders / service providers in developing comprehensive Safety Management Systems (SMS) based on the principle of hazard identification and risk management.

Government of Sierra Leone is committed to:

1. Promote positive safety culture across aviation industry that recognizes the importance and value of effective aviation safety management system;
2. Develop general rulemaking and specific operational policies that build upon safety management principles;
3. Ensure that the organizations entrusted with safety responsibilities have sufficient resources including financial and human resources for implementation, establishment, and maintenance of SSP and that personnel have appropriate skills and are trained for discharging their safety oversight and management responsibilities effectively;
4. Conduct both performance-based and compliance-oriented activities, supported by analyses and prioritized resource allocation based on safety risks levels;
5. Ensure that an Acceptable Level of Safety Performance is established and safety performance is measured in terms of state's and service provider's safety performance indicators with respect to set safety performance targets;
6. Ensure that aviation agencies and service providers interact effectively and work closely for the mitigation of identified safety hazards and their associated risk;
7. Ensure that operators and service providers establish and maintain the Safety Management System (SMS) in their operation;
8. Support the management of safety through an effective safety reporting and communication system;
9. Establish provisions for the protection of safety data, collection and processing systems, so that people are encouraged to provide essential safety-related information on hazards, and there is a continuous flow and exchange of safety management data between DG SLCAA and service providers;
10. Promulgate an enforcement policy that ensures that no information derived from any safety data, collection, and processing systems, established under the SMS will be used as the basis for enforcement action, except in the case of gross negligence or wilful deviation; and

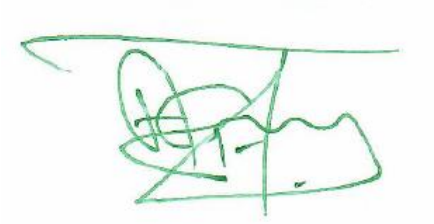
11. Achieve the highest levels of safety standards and performance in aviation operations.

The Sierra Leone Civil Aviation Authority promotes and regulates aviation safety in Sierra Leone. It is committed to develop and implement strategies, regulatory frameworks, and effective processes to ensure that aviation activities, under our oversight, reach the highest possible level of safety.

To this end, the State will:

a) develop national regulations and requirements in line with the standards, recommended practices, and procedures of the International Civil Aviation Organization (ICAO);
b) adopt a data- and performance-based approach to safety regulation and oversight activities, as applicable;
c) identify safety trends in the aviation industry and adopt a risk-based approach to address the areas of greatest safety concern or need;
d) continuously control and measure safety performance in our aviation system through collective State indicators, and also through the safety performance indicators of service providers;
e) collaborate and consult with the industry to address safety issues, and continuously improve aviation safety;
f) encourage good safety practices and a positive institutional safety culture within the industry, based on sound safety management principles;
g) encourage the collection, analysis, and exchange of safety information among all relevant industry organisations and service providers, with a view to using such information for safety management purposes only;
h) assign sufficient financial and human resources for safety management and oversight; and
i) provide the personnel with the skills and experience needed to fulfil their safety oversight and management responsibilities in a proficient manner.

This policy must be understood, implemented, and observed by all staff involved in activities related to the State Safety Programme.



Hon Alhaji Fanday Turay
Minister of Transport and Aviation
31st January 2024

Appendix B - Safety regulations, instruments, and other publications

The subordinate aviation regulations and instruments of Sierra Leone and the advisory material include:

S/N	Proposed SLCAR Part	Comments
1	Part 1A – Personnel Licensing	
2	Part 1B- Approved Training Organisations	
3	Part 2 - Rules of the Air	
4	Part 3 - Meteorological Service	
5	Part 4 - Aeronautical Charts	
6	Part 5 - Units of Measurement to be Used in Air and Ground Operations	
7	Part 6A – Operations of Aircraft	
8	Part 6B - Unmanned Aircraft Systems	
9	Part 7 - Aircraft Registration and Markings	
10	Part 8A - Airworthiness of Aircraft	
11	Part 8B – Approved Maintenance Organisations	
12	Part 9 - Facilitation	
13	Part 10A - Aeronautical Telecommunications - Radio Navigation Aids	
14	Part 10B - Aeronautical Telecommunications - Communication Procedures	
15	Part 10C - Aeronautical Telecommunications - Communication Systems	
16	Part 10D - Aeronautical Telecommunications - Surveillance and Collision Avoidance Systems	
17	Part 10E - Aeronautical Telecommunications - Aeronautical Radio Frequency Spectrum utilization	
18	Part 10F-Communication Systems and Procedures Relating to Remotely Piloted Aircraft Systems C2 Link	Applicable from 26 Nov 2026
19	Part 11 - Air Traffic Services	
20	Part 12 - Search and Rescue	
21	Part 13 - Accident and Incident Investigation	
22	Part 14A - Aerodrome Design and Operations	
23	Part 14B – Heliports	
24	Part 14C- Certification of Aerodromes	
25	Part14D – Licensing of Heliports	
26	Part14E – Establishment of Aerodromes	
27	Part 15A - Aeronautical Information Services	
28	Part 15B - Aeronautical Information Management	
29	Part 16	Reserved
30	Part 17 - Security	
31	Part 18 - The Safe Transport of Dangerous Good by Air	
32	Part 19 - Safety Management	
33	Part 20A – Handling Agents	
34	Part 20B – Travel Agents	

35	Part 20C – Regulated Agents	
36	Part 20D – Economic Regulations	
37	Part 21 – Parachute Operations	
38	Part 22 – General Policies, Procedures and Definitions	
39	Part 23-	Reserved
40	Part 24 – Part 24 – Flight Procedures Design	
41	Part 25 – Instruments and Equipment	
42	Part 26 – Air Operator Certification	
43	Part 27 – Commercial Air Transport by Foreign Air Operators	
44	Part 28 - Aerial Work	

These Regulations together with all other Technical Guidance Materials are available at the SLCAA Website; https://www.slcaa.gov.sl and the SL-AAIIB Website; https://www.sl-aaiib.com/

Appendix C - State safety roles and responsibilities under the SSP

The government of Sierra Leone, through the Minister of Transport and Aviation sets the general direction of aviation policy. The minister is accountable to the parliament of Sierra Leone for civil aviation matters, including aviation safety and security.

The Sierra Leone Civil Aviation Authority is the legal authority established by virtue of the Civil Aviation Act, 2023, is the point of contact for coordination with ICAO, and is responsible for the implementation, maintenance, and coordination of the SSP of Sierra Leone, and for monitoring progress and providing information on the associated implementation plan.

The Sierra Leone Civil Aviation Authority is responsible for safety regulation of civil aviation operations in the territory of Sierra Leone and of aircraft of Sierra Leone that operate outside the territory of Sierra Leone. The Sierra Leone Civil Aviation Authority also responsible for regulating airspace management in Sierra Leone.

The Sierra Leone Civil Aviation Authority is responsible for fulfilling the obligations of Sierra Leone under the Annexes to the Chicago Convention.

The Sierra Leone Civil Aviation Authority is responsible for managing the mandatory (regulatory) and voluntary reporting systems of Sierra Leone with respect to safety deficiencies, such as incidents not related to the operation of aircraft, failures, non-compliance, and findings identified during safety oversight.

More information on The Sierra Leone Civil Aviation Authority can be found at: https://www.slcaa.gov.sl

The Sierra Leone Aircraft Accident Investigation Bureau is responsible for the investigation of all accident and serious incidents in Sierra Leone and for the implementation of SLCARs Part 13 as transposed from ICAO Annex 13.

The Sierra Leone Aircraft Accident incident Investigation Bureau (SL-AAIIB) is the independent investigation body of Sierra Leone that operates under the Civil Aviation Act, 2023.

SL-AAIIB is responsible for the independent investigation of accidents, serious incidents and other safety occurrences involving civil aircraft in Sierra Leone, and for participating in the investigation of accidents and other occurrences involving aircraft of Sierra Leone abroad.

SL-AAIIB is also responsible for the mandatory and voluntary reporting systems of Sierra Leone concerning accidents, serious incidents, and incidents related to the operation of aircraft. Its analytical and investigation functions are derived from this responsibility concerning the collection and management of aviation safety data.

SL-AAIIB is responsible for fulfilling the obligations of Sierra Leone pursuant to Annexes 13 and 19 to the Chicago Convention.

Appendix D - Safety risk management in Sierra Leone

Consistent with the increasing international emphasis on a safety risk management programme, and as highlighted in Annex 19 to the Convention on International Civil Aviation (Safety management) and Doc 9859 (Safety management manual), Sierra Leone adheres to its NASP Risk management principles and guidelines to effectively identify, evaluate, control and monitor aviation safety risks.

As outlined in Chapter 2 – State Safety Risk Management, management of aviation safety risk in Sierra Leone is undertaken through a multi-layered process that has the capacity to identify and manage risks at various levels of the aviation industry. The system is comprised of the following levels of risk management:

Regulatory risk management

Aviation safety regulations must be shown to be necessary. They will be developed on the basis of addressing known or likely safety risks that cannot be addressed adequately by non-regulatory means. Each proposed regulation must be assessed against the contribution it will make to aviation safety. The regulations must not impose unnecessary costs or unnecessarily hinder high levels of participation in aviation and its capacity for growth.

Surveillance outcomes risk management

Risk-based surveillance seeks to assess an authorisation holder's management system and its ability to identify and keep operational risks to an acceptable level of safety performance while at the same time ensuring compliance with the aviation legislation of Sierra Leone. Risk-based surveillance is a structured process used by SLCAA to prioritise surveillance activities based on authorisation holders' risk profiles. It focuses on the effectiveness of an authorisation holder's management of its risks and enables targeted surveillance of high-risk areas of an authorisation holder's systems.

Sector risk profiling

Sector risk profiling is a proactive approach to identifying the risks that exist within the sector at a defined point in time. It is a data-driven process for identifying the current and emerging risks. The process output is a collection of risks that is the aggregate of known and predicted risks impacting the sector operations as a consequence of factors within the operating environment, supporting infrastructure/services and deviations associated with the growth and change in the sector. Risk profiling outputs supplement the oversight and decision-making of SLCAA through proactive risk identification and risk management processes to ensure the sector risks are maintained within acceptable limits.

Industry risk profiling

The industry risk profiling process links to the SSP and the safety management system of SLCAA by providing an aviation industry review of the impact of the risks on industry.

The role of SLCAA in regulating safety requires the identification of potential risks within the industry. Aggregating safety- related information gathered from multiple sectors provides

an industry level understanding of the risks and enables the development of a baseline measurement for safety performance.

The risk profiling process at an industry level draw on the aviation body of knowledge, which includes updated strategic studies that reflect how the industry and economy are evolving and system and sector risks identified.

The current risks and the emerging risks identified at an industry level are compared and prioritised based on their relevance and impact on system safety. The industry risk profile involves high-level analysis taking a strategic approach to the risk. Aggregating the risks enables the development of safety performance measures at the industry level.

System risk profiling

The system risk profile consists of the systemic safety risk that exists within the entire aviation community. The system risk profile provides a high-level risk management summary categorising significant aviation system safety risk and contributes to the safety plan of SLCAA and State safety performance indicators.

National Aviation Safety plan of Sierra Leone

The **National Aviation** Safety plan of Sierra Leone is the documented output of an aggregated safety risk analysis conducted in the safety risk management processes of Sierra Leone. The plan provides a risk picture of the aviation safety system in Sierra Leone from a State perspective.

The purpose of the **National Aviation** Safety plan of Sierra Leone, which will be updated annually, is to outline to stakeholders that SLCAA will, in addition to normal regulation oversight activities, will target resources to improve safety over the next few years.

The objective of the plan, in accordance with the objective of the AFI Safety Plan (AFI Plan), is to reduce accidents in all aviation segments to a minimum acceptable level, by promoting and enhancing civil aviation safety, with special emphasis on the prevention of aviation accident and incidents

Appendix E -Requirements for the service provider's SMS

Service providers	Regulations and website
Civil aviation training centres (CATCs) exposed to safety risks related to the operation of aircraft during the provision of their services	Information on (SLCARs Part 1B -Approved Training Organisation) can be found at: https://www.slcaa.gov.sl
Aircraft operators authorised to conduct commercial air transport activities	Information on SLCARs Part 6A, 27 Operations of Aircraft regulation can be found at: https://www.slcaa.gov.sl
Helicopter operators authorised to conduct commercial air transport activities	Information on SLCARs Part 6A, 27-Operations of Aircraft, can be found at: https://www.slcaa.gov.sl
Approved maintenance organisations (AMOs) serving aircraft or helicopter operators engaged in commercial air transport	Information on SLCARs Part 8B can be found at: https://www.slcaa.gov.sl
Aircraft, engine, propeller type design or manufacturing organisations serving aircraft or helicopter operators engaged in commercial air transport	Information on SLCARs Part 8A can be found at: https://www.slcaa.gov.sl
Air traffic service (ATS) providers	Information on SLCARs Part 11 can be found at: https://www.slcaa.gov.sl
Certified aerodrome operators	Information on SLCARs Part 14A, 14B, 14C, 14D, 14E can be found at: https://www.slcaa.gov.sl

Data reporting and analysis

SLCAA	https://www.slcaa.gov.sl
SL-AAIIB	https://www.sl-aaiib.com

Appendix F - Enforcement policy

This enforcement policy is promulgated under the statutory authority in Sierra Leone Civil Aviation Authority (SLCAA) of Sierra Leone.

1. PURPOSE

1.1 The enforcement policy of SLCAA is aimed at promoting compliance with aviation safety regulations and requirements through enforcement functions in an equitable manner.

1.2 The implementation of safety management systems (SMS) requires the SLCAA to have an equitable and discretionary enforcement approach in order to support the SSP-SMS framework.

1.3 The enforcement policies and procedures of SLCAA allow service providers to deal with, and resolve, certain events involving safety deviations, internally, within the context of the service provider's SMS and to the satisfaction of the authority. Intentional contraventions of The Civil Aviation Act, 2023 and the SLCAA will be investigated and will be subject to conventional enforcement action where appropriate. There must be clear provisions in the enforcement framework for due consideration to distinguish between premeditated violations and unintentional errors or deviations.

1.4 The enforcement policy statement and associated enforcement procedures apply to service providers operating in accordance with all SLCARs including Parts; 1A & 1B — *Personnel licensing;* 6A & 6B — *Operation of aircraft*, 8A & 8B — *Airworthiness;* 11 — *Air traffic services*, and 14A, 14B, 14C, 14D and 14E— *Aerodromes*, — *Aerodrome design and operations*).

2. POLICY

2.1 All applicable service providers will establish, maintain, and adhere to an SMS that is commensurate with the size, nature and complexity of the operations authorised to be conducted under it's their approval/certificate.

2.2 To maintain this enforcement policy that supports the implementation of SMS, the inspectors of SLCAA will maintain an open communication channel with service providers.

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

2.4 When a service provider operating under an SMS unintentionally contravenes the SLCARs Part 19, specific review procedures will be used. These procedures will allow the inspector of SLCAA responsible for the oversight of the service provider the opportunity to engage in dialogue with the SMS-approved organisation. The objective of this dialogue is to agree on proposed corrective measures and an action plan that adequately address the deficiencies that led to the contravention and to afford the service provider a reasonable time to implement them. This approach aims to nurture and sustain effective safety reporting, whereby service providers' employees can report safety deficiencies and hazards without fear of punitive action. A service provider can therefore, without apportioning blame and without fear of enforcement action, analyse the event and the organisational or individual factors that may have led to it, in order to

incorporate remedial measures that will best help prevent recurrence.

2.5 SLCAA through the inspector responsible for the oversight of the service provider will evaluate the corrective measures proposed by the service provider or the systems currently in place to address the event underlying the contravention. If the corrective measures proposed (including any internal disciplinary actions) are considered satisfactory and likely to prevent recurrence and foster future compliance, the review of the violation should be concluded with no further punitive enforcement action by the regulator. In cases where either the corrective measures or the systems in place are considered inappropriate, SLCAA will continue to interact with the service provider to find a satisfactory resolution that would prevent enforcement action. However, in cases where the service provider refuses to address the event and provide effective corrective measures, SLCAA will consider taking enforcement action or other administrative action deemed appropriate.

2.6 Breaches of aviation regulations may occur for many different reasons, from a genuine misunderstanding of the regulations, to disregard for aviation safety. SLCAA has a range of enforcement procedures in order to effectively address safety obligations under The Civil Aviation Act, 2023, in light of different circumstances. These procedures may result in a variety of actions, such as:

(a) counselling;
(b) remedial training; or
(c) variation, suspension or cancellation of authorisations.

2.7 Enforcement decisions must not be influenced by:

(a) personal conflict;

(b) personal gain;

(c) considerations such as gender, race, religion, political views or affiliation; or

(d) personal, political or financial power of those involved.

3. PROPORTIONALITY OF RESPONSES

Compliance decisions must be proportional to the identified breaches and the resulting safety risks they underlie, based on three principles:

(a) SLCAA will take action against those who consistently and deliberately operate outside civil aviation regulations;
(b) SLCAA will seek to educate and promote training or supervision of those who show commitment to resolving safety deficiencies; and
(c) SLCAA will give due and equitable consideration to distinguish premeditated violations from unintentional errors or deviations.

4. NATURAL JUSTICE AND ACCOUNTABILITY

Enforcement decisions must:

(a) be fair and follow due process;
(b) be transparent to those involved;
(c) take into account the circumstances of the case and the actions/attitudes of

the service provider or individual when considering action;

(d) be consistent actions/decisions for like/similar circumstances; and

(e) be subject to appropriate internal and external review.

5. EXCEPTIONS

5.1 This policy is not applicable if there is evidence of a deliberate effort to conceal non-compliance.

5.2 This policy is not applicable if the service provider fails to maintain an acceptable SMS or its agreed safety performance.

5.3 This policy is not applicable if the service provider is deemed by the authority as a recurrent violator.

5.4 In the above circumstances, the authority may deal with such non-compliance or violations according to established enforcement procedures as deemed appropriate.

Ms Musayeroh Barrie

Director General

Sierra Leone Civil Aviation Authority (SLCAA)