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# SSP Stakeholder management and communication

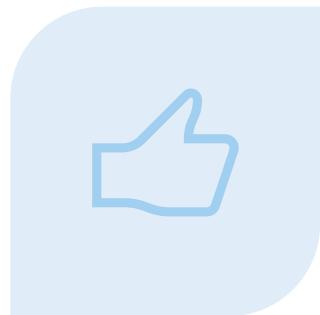
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STAKEHOLDERS' MANAGEMENT  
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# SSP STAKEHOLDERS

- What is the purpose of SSP?
  - The State Safety Programme is an integrated set of regulations and activities aimed at improving safety at the State level.





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# SSP components

Aviation activities are complex and involve multiple agencies and entities within a specific State.

**SSP component 1**  
State safety policy, objectives and resources

**CE-1** Primary aviation legislation

**CE-3** State system and function

**CE-5** Technical guidance, tools and provisions of safety critical information

**CE-2** Specific operating regulations

**CE-4** Qualified technical personnel

**SSP component 2**  
State safety risk management

**CE-6** Licensing certification, authorization and/or approval obligations

Accident and incident investigation

Management of safety risks

Safety management system obligations

Hazard identification and safety risk assessment

**CE-8** Resolution of safety issues

**SSP component 3**  
State safety assurance

**CE-7** Surveillance obligations

State safety performance

**SSP component 4**  
State safety promotion

Internal communication and dissemination of safety information

External communication and dissemination of safety information



# SSP STAKEHOLDERS

- What is a stakeholder?
  - A stakeholder is any group or individual that could be affected by a project's objectives or could have the ability to influence the success or the failure of the project.





# SSP STAKEHOLDERS

- Who are the stakeholders in the context of SSP?
  - SSP Stakeholders are all the groups or individuals who are affected by SSP's objectives or could have the ability to influence the success of SSP's objectives.





- Who are the SSP stakeholders in your State?

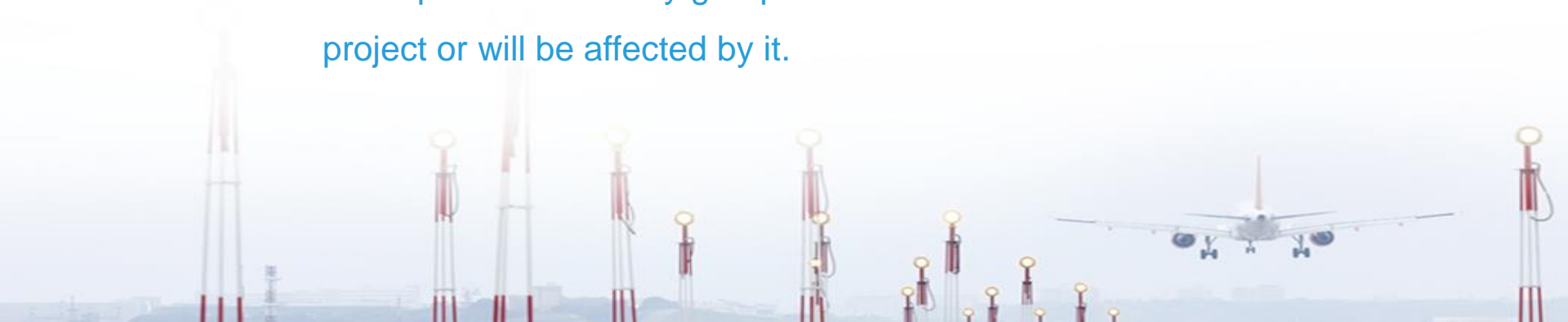






# STAKEHOLDER MANAGEMENT PRINCIPLES

- What is stakeholder management?
  - Stakeholder management is the process of engaging and addressing the expectations of any group or individual who has an interest in a project or will be affected by it.







# STAKEHOLDER MANAGEMENT PRINCIPLES

- Why is it important to manage stakeholders?
  - Stakeholders can influence the success of a project, positively or negatively(failure).
  - To ensure the success of SSP implementation, States should develop and implement an effective stakeholder management strategy.





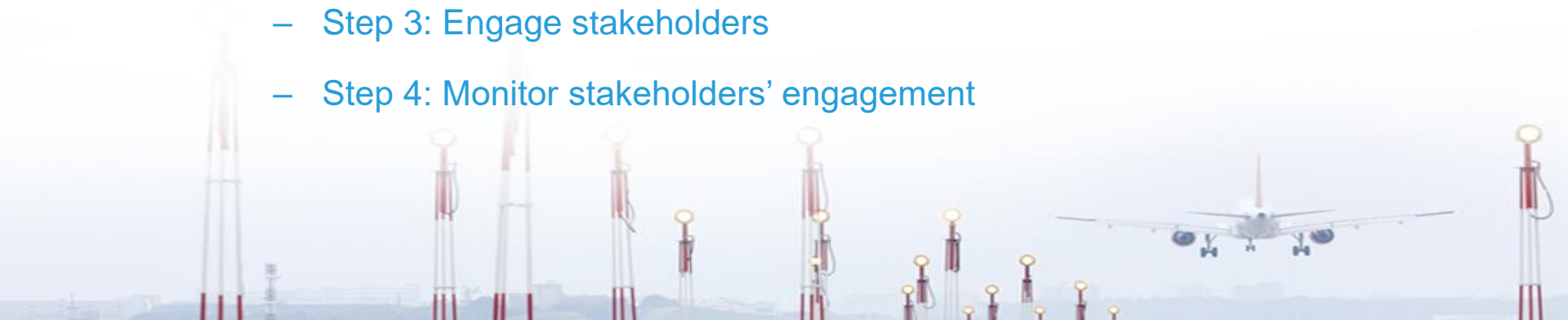
## Benefits of Stakeholder Management

Benefit Types	Description
Manage Risk	Identify roadblocks Proactively address concerns
Advise Strategy	Assess a 'fit-for-purpose' management approach Obtain inputs on ideas and practices
Build Consensus	Understand perceptions and norms Identify gaps in performance and communication Earn 'trust' to achieve deliverables
Support Implementation	Access additional resources and subject matter expertise



# STAKEHOLDER MANAGEMENT PRINCIPLES

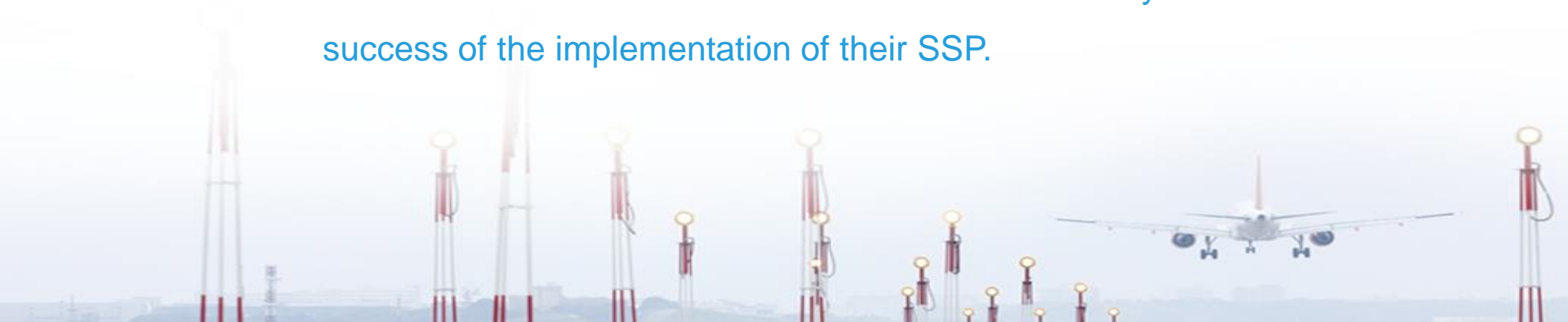
- Stakeholder management process
  - Step 1: Identify stakeholders
  - Step 2: Prioritize stakeholders
  - Step 3: Engage stakeholders
  - Step 4: Monitor stakeholders' engagement





# STAKEHOLDER MANAGEMENT PRINCIPLES

- Identify Stakeholders
  - States should develop a comprehensive system description to identify all the relevant stakeholders affected or with the ability to influence the success of the implementation of their SSP.





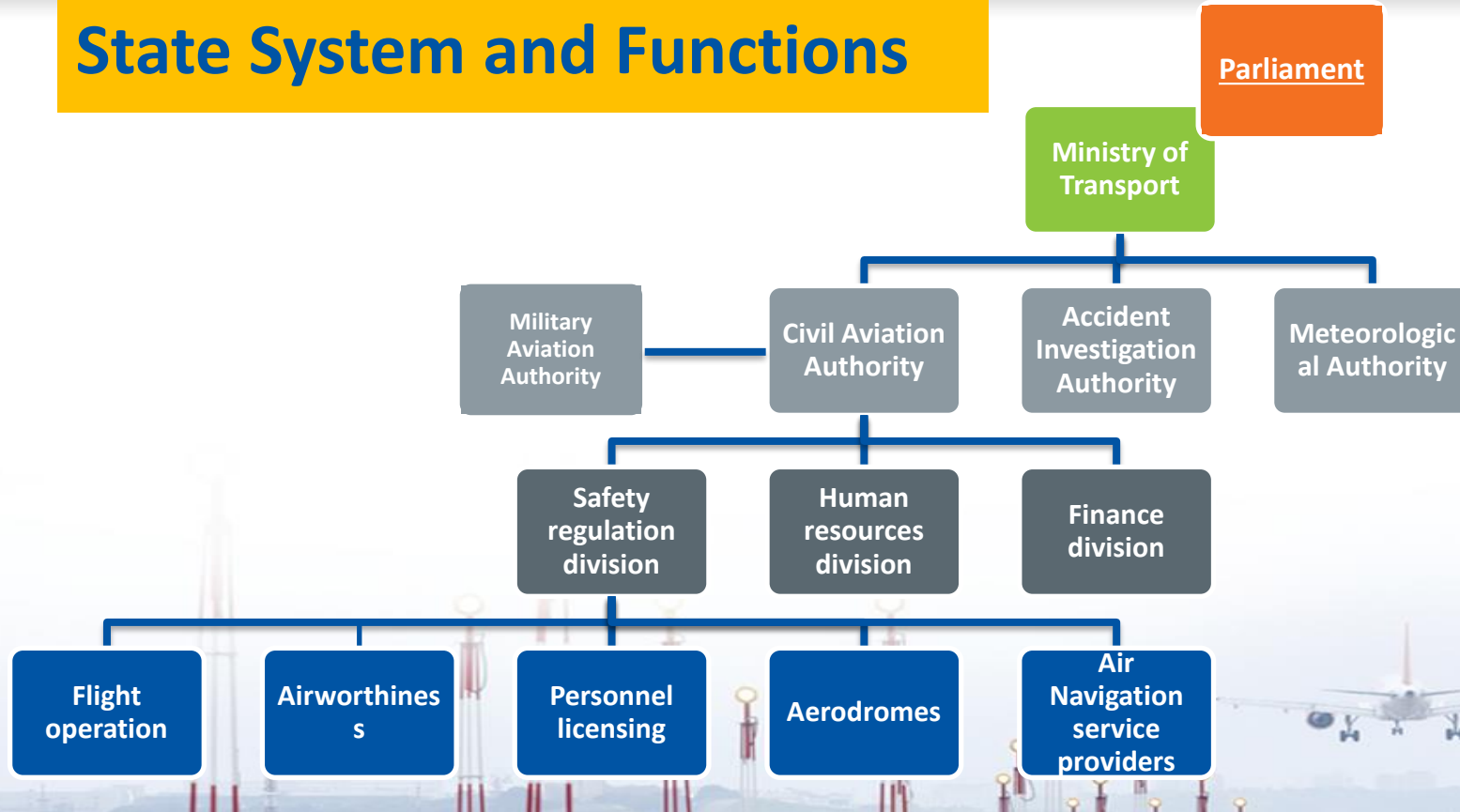
# State's system description

- It is a summary of the State's **processes, activities and interfaces**.
- It describes the aviation system within the State and the various entities and authorities involved.
- It includes **interfaces** within the organization, as well as interfaces with external organizations that contribute to the safe delivery of services (roles, responsibilities and expectations).





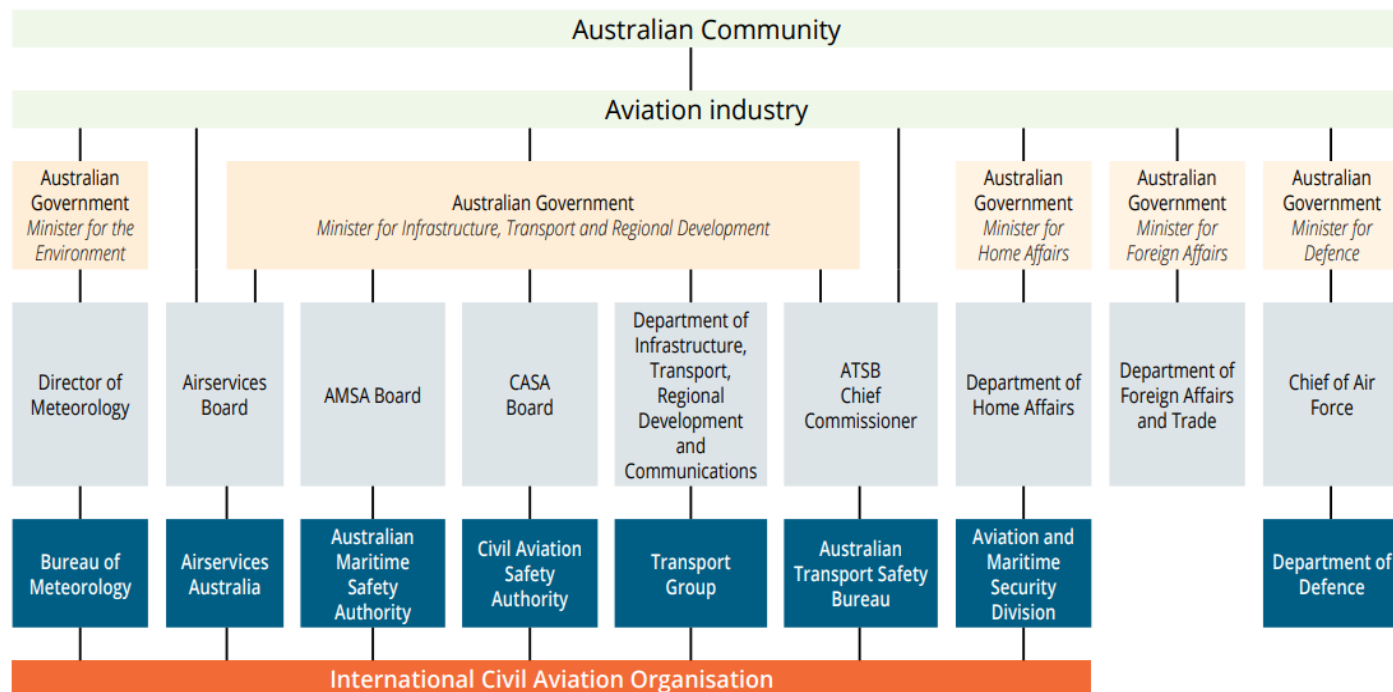
# State System and Functions



State Safety Programme



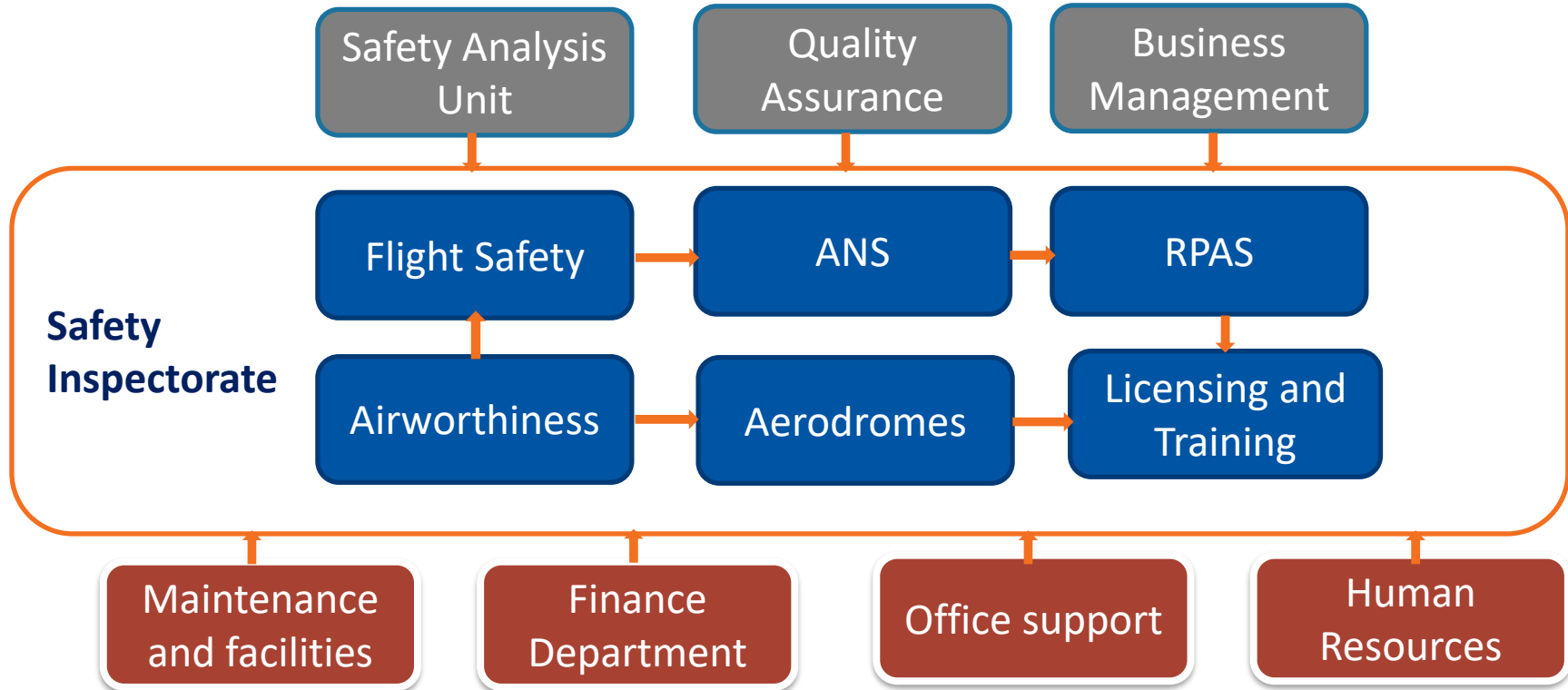
## Example : Organisational structure of Australia's aviation agencies





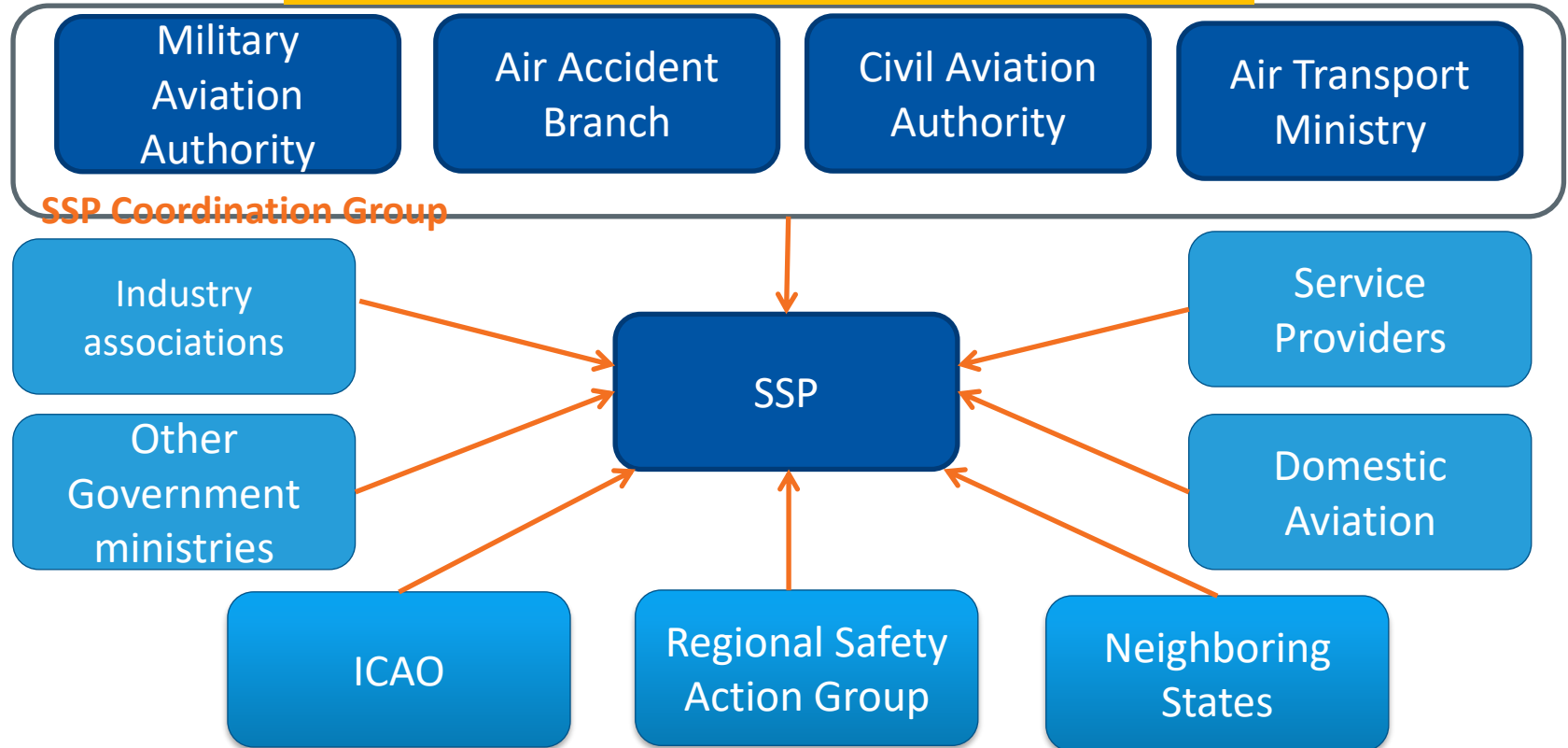


## Internal CAA Interfaces



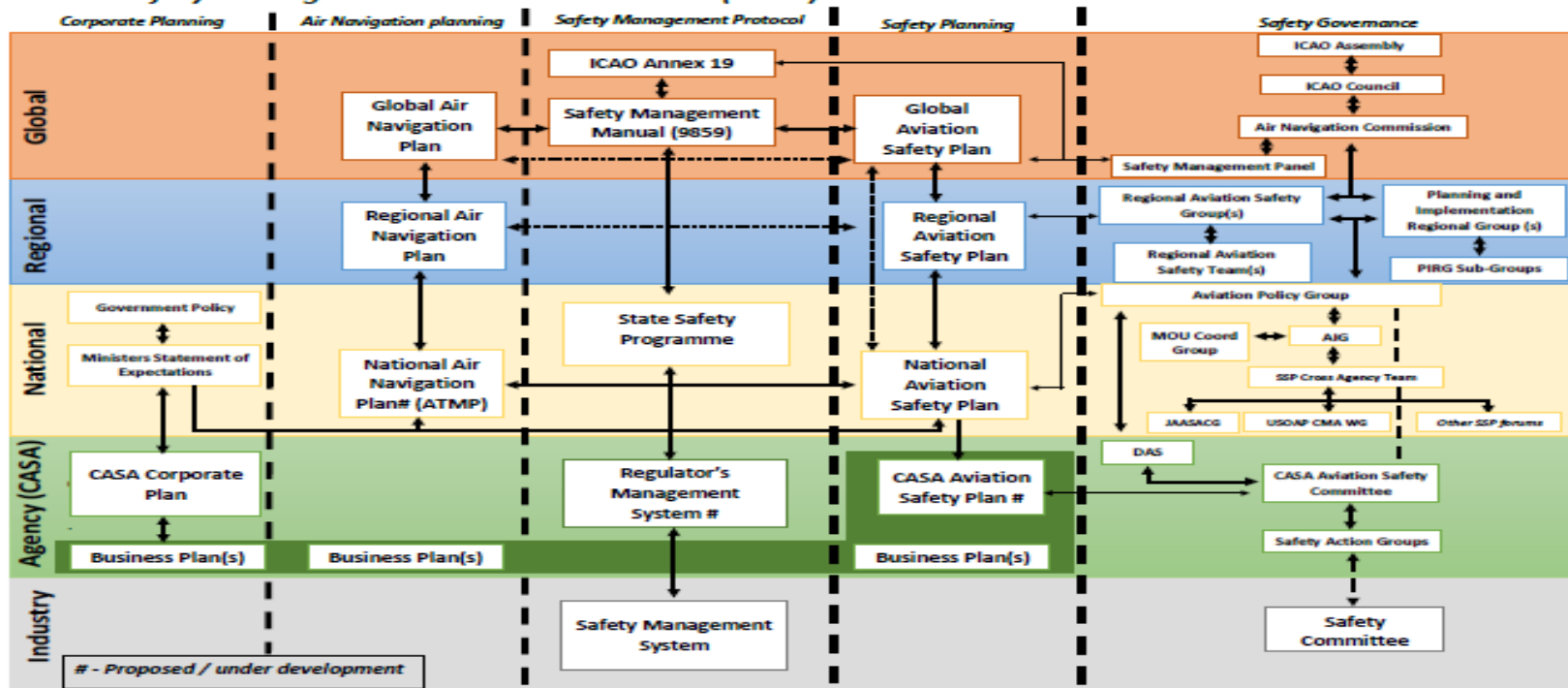


## External SSP interfaces





## Example: Safety management interfaces – Australia





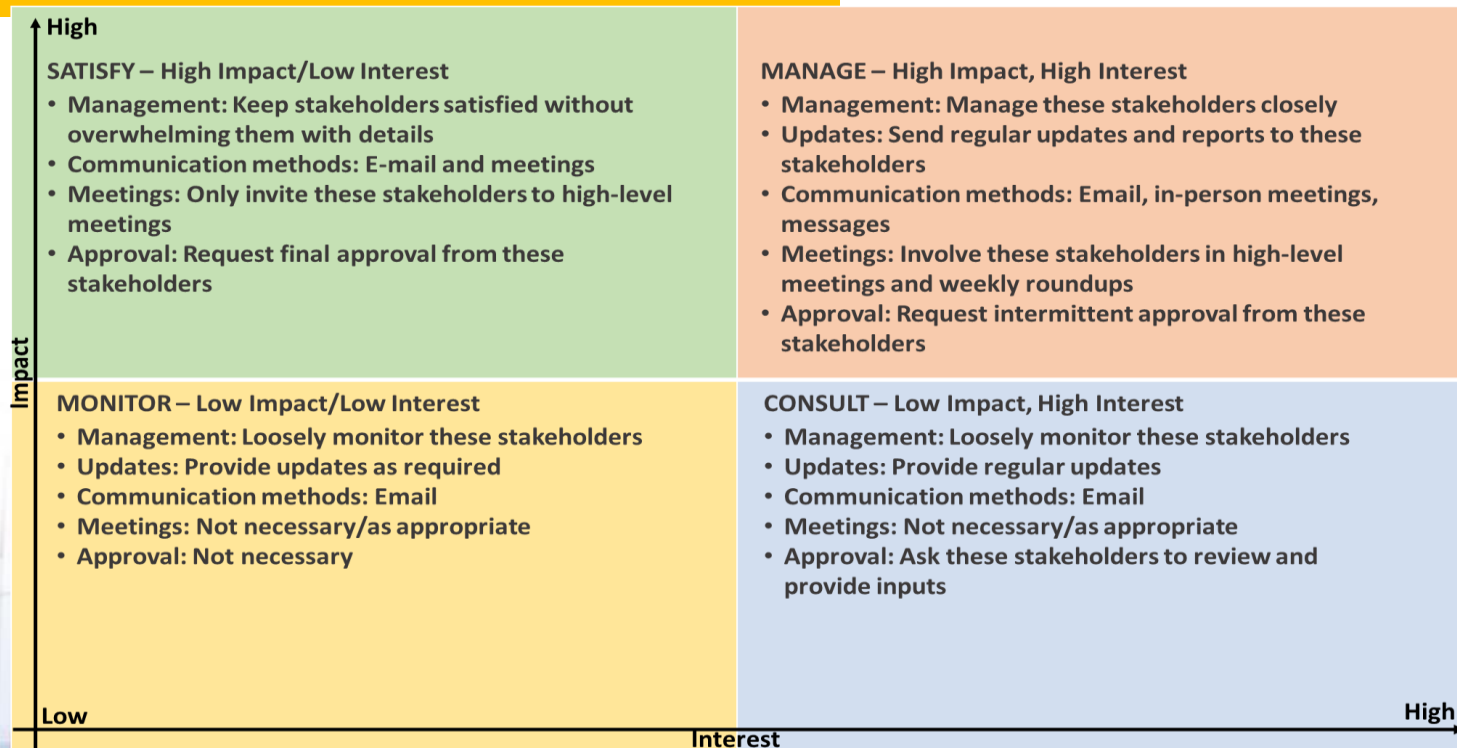
# STAKEHOLDER MANAGEMENT PRINCIPLES

- Prioritize stakeholders
  - Stakeholders are prioritized based on their impact and their interest in the success of the SSP objectives.





## Impact/Interest matrix





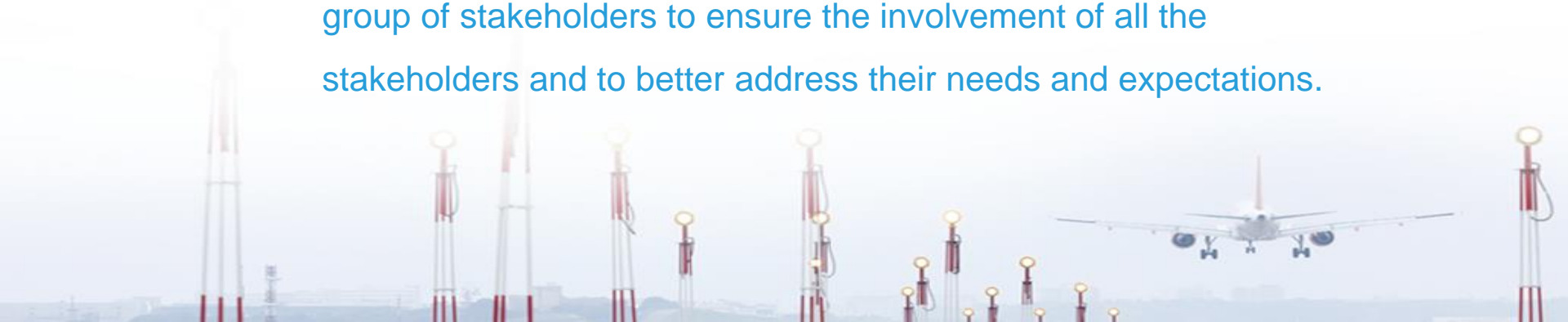
## Example : UK CAA Stakeholder prioritization





# STAKEHOLDER MANAGEMENT PRINCIPLES

- Engage stakeholders
  - Stakeholders are engaged through effective communication strategies.
  - States should develop the right communication strategies for each group of stakeholders to ensure the involvement of all the stakeholders and to better address their needs and expectations.







**. A successful stakeholder management strategy connects the appropriate engagement format to the right stakeholder group.**

### Inform

- Create and target messages toward specific stakeholders. An invitation to respond is typically not implied

### Advocate

- Participate in activities intended to enlist support for a specific effort or position where there is an imbalance or implication of impact/interest affecting the relationship.

### Consult

- Solicit explicit feedback or input on a project deliverable(s)

### Dialogue

- Initiate or participate in two-way dialogue focused on mutual learning and solutions. Can include joint development initiatives.

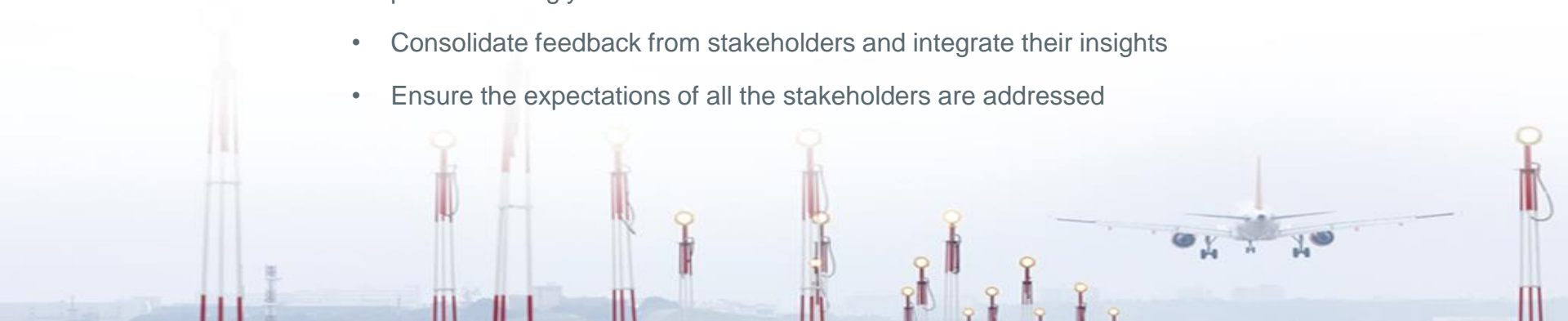
### Collaborate

- Share work on common objectives. Can include joint development and joint implementation of initiatives.



# STAKEHOLDER MANAGEMENT PRINCIPLES

- Monitor stakeholders' engagement
  - It is important to monitor stakeholders' engagement activities to:
    - assess the efficiency of the communication strategy and improve the communication plan accordingly
    - Consolidate feedback from stakeholders and integrate their insights
    - Ensure the expectations of all the stakeholders are addressed





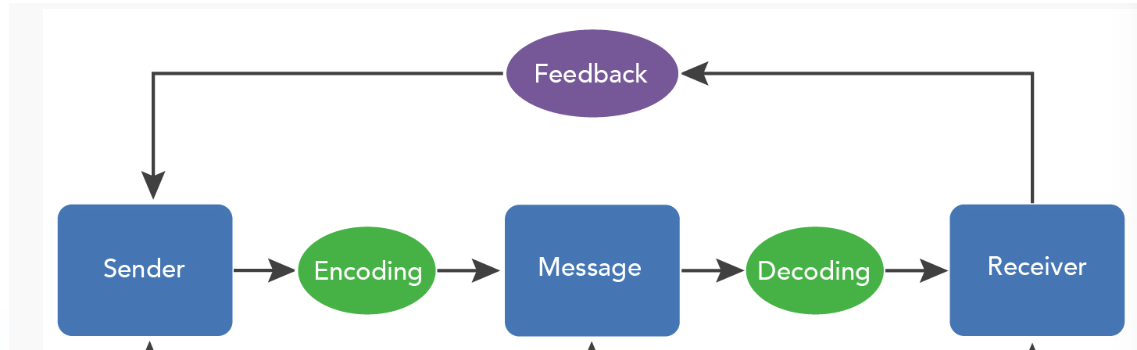
## Example of monitoring actions

Monitoring Actions	Outline Next Steps
<ul style="list-style-type: none"><li>• Summarize and quote stakeholders' viewpoints.</li><li>• Highlight both areas of agreement and disagreement among stakeholders</li><li>• Assess the efficiency of communication methods and messages</li></ul>	<ul style="list-style-type: none"><li>• Set expectations of when and how feedback will be integrated, especially for significant and specific recommendations</li><li>• Set timelines for future engagements or partnerships.</li><li>• Improve communication strategies</li></ul>
<ul style="list-style-type: none"><li>• Develop a summary of insights that captures stakeholder feedback<ul style="list-style-type: none"><li>• What perspectives were represented?</li><li>• What risks and concerns have emerged?</li><li>• What were outcomes and impacts?</li></ul></li></ul>	<ul style="list-style-type: none"><li>• Align internally and decide when to further engagements, pursue partnership, or change course.</li><li>• Review stakeholder recommendations</li></ul>



# STAKEHOLDERS' COMMUNICATION PLAN

- What is communication?





# STAKEHOLDERS' COMMUNICATION PLAN

- What is the purpose of communication in the context of SSP?
  - Effective communication consists of delivering the right information at the right time in the most appropriate format to the right audience in order to ensure successful implementation and understanding.

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# STAKEHOLDERS' COMMUNICATION PLAN

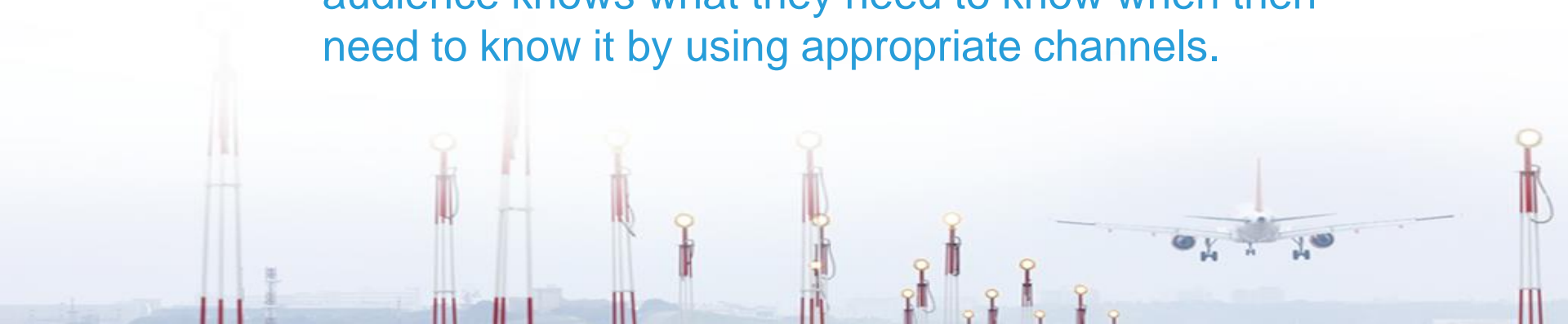
- Communication is critical for:

- |  |                              |
|--|------------------------------|
| ❖ Informing                                      | ❖ Improving Connections      |
| ❖ Persuading                                     | ❖ Reducing Misunderstandings |
| ❖ Integrating                                    | ❖ Solving Problems           |
| ❖ Creating Relationships                         | ❖ Evaluating                 |
| ❖ Help in Making Selections between Alternatives | ❖ Making Decisions           |



# STAKEHOLDERS' COMMUNICATION PLAN

- Why is it important to develop a stakeholder communication plan?
  - The communication plan ensures that the target audience knows what they need to know when then need to know it by using appropriate channels.







# STAKEHOLDERS' COMMUNICATION PLAN

- The communication plan should include :
  - The owner of the message
  - The receiver of the message (relevant stakeholders, target audience)
  - The objective of the message
  - The means of communication to convey the message
  - The frequency of the communication





## Example Communication matrix

Communication method	Communication Objective	Frequency	Owner	Relevant stakeholders
<i>Training</i>	<i>Awareness on SSP policy</i>	<i>Annually</i>	<i>SSP coordination Group</i>	<i>DGs aviation entities Government agencies' top management ...</i>



# STAKEHOLDERS' COMMUNICATION PLAN

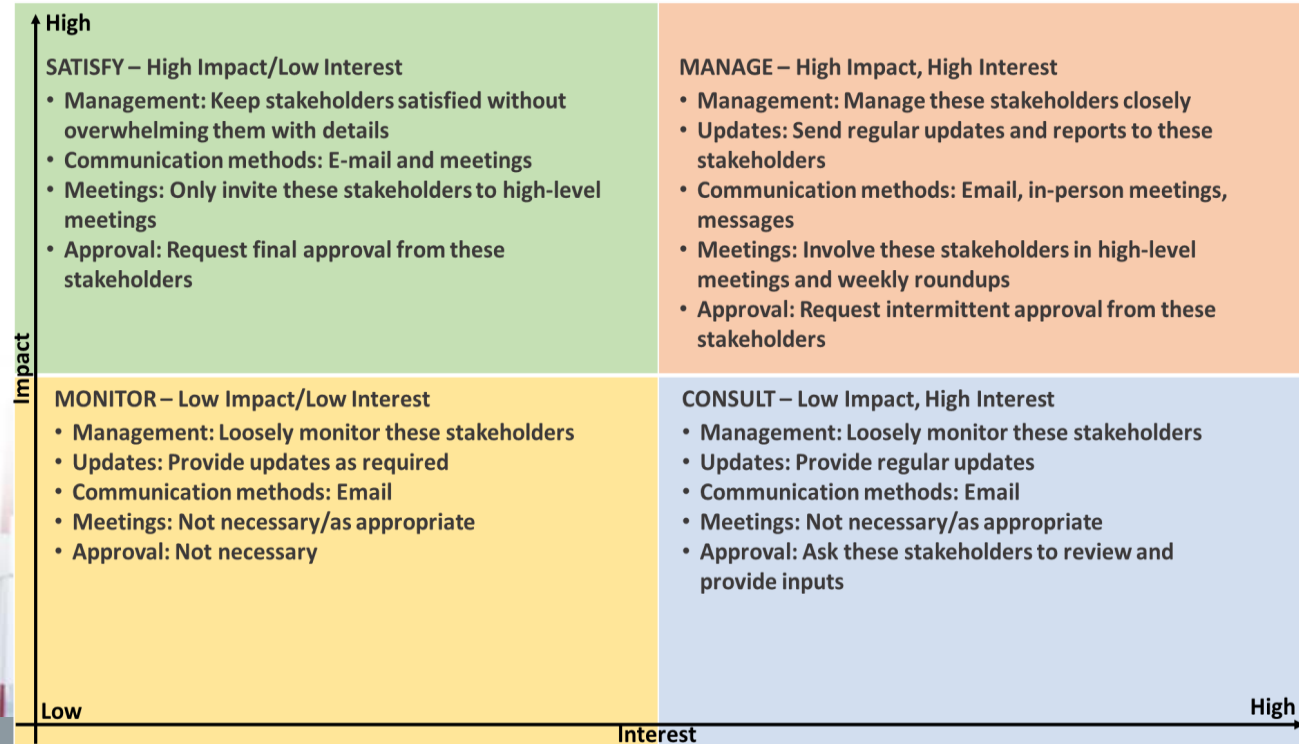
- Target audience(Who?)
  - Aviation stakeholders
    - Internal stakeholders within CAA
    - External stakeholders within the State
    - External stakeholders in the region
    - External stakeholders globally
    - Etc.
  - Non-aviation stakeholders

Keep satisfied	Manage closely
Monitor	Keep informed-Consult



# STAKEHOLDERS' COMMUNICATION PLAN

- The message(What?)
  - What is the information that each group of stakeholders needs?
  - What is the objective of conveying that information?





# STAKEHOLDERS' COMMUNICATION PLAN

- Frequency of communication(When?)
  - When is it most suitable to provide the information to a particular group of stakeholders?
    - Weekly, monthly, quarterly or annually?





# STAKEHOLDERS' COMMUNICATION PLAN

- Types of communication channels (How to send the information?)
  - Emails
  - Meetings (virtual or in-person)
  - Videos
  - Newsletters
  - Intranets
  - Social media
  - Webinars
  - Etc

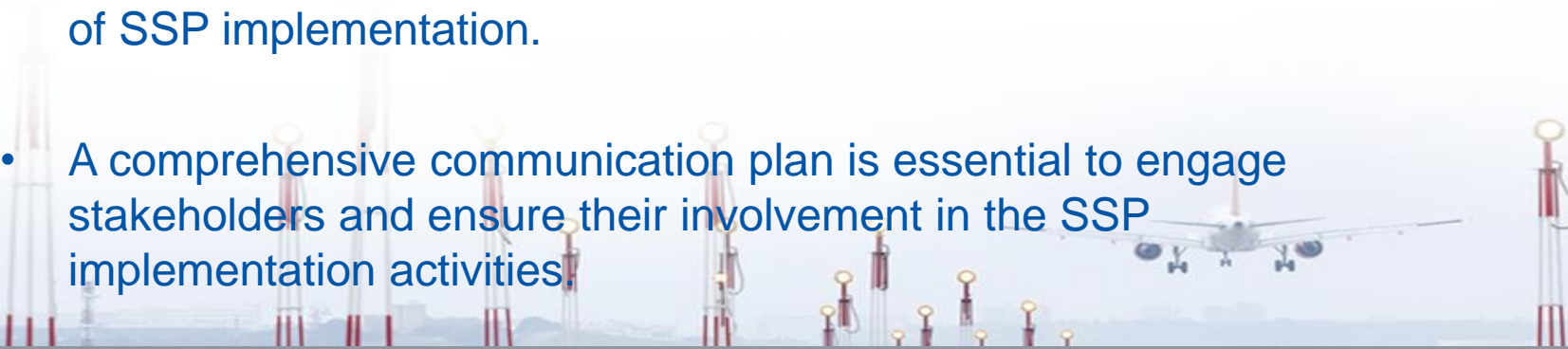




# Conclusion

Stakeholder management is a critical aspect of a successful SSP implementation.

- An effective stakeholder management strategy directs the success of SSP implementation.
- A comprehensive communication plan is essential to engage stakeholders and ensure their involvement in the SSP implementation activities.

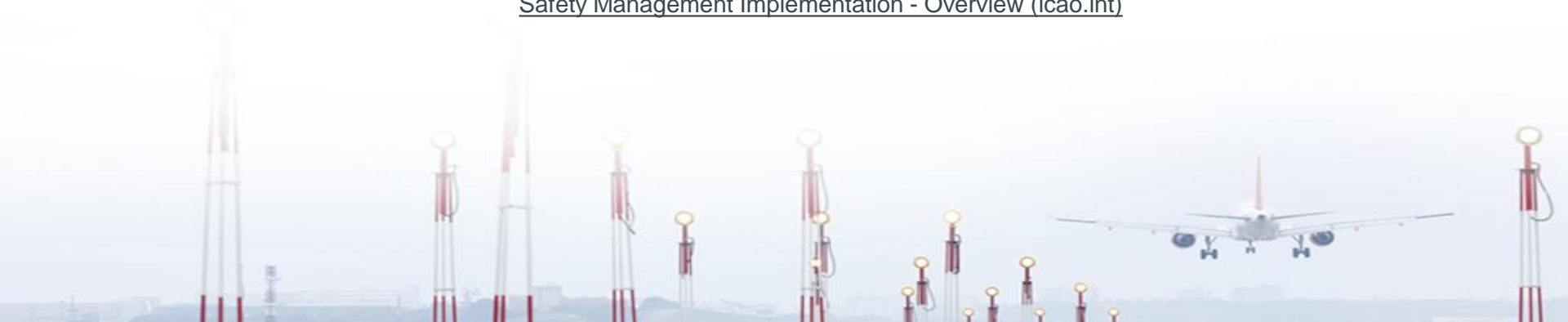






*Visit the Safety Management Implementation website for  
more examples and practical illustrations:  
<https://www4.icao.int/smi>*

Safety Management Implementation - Overview (icao.int)





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