



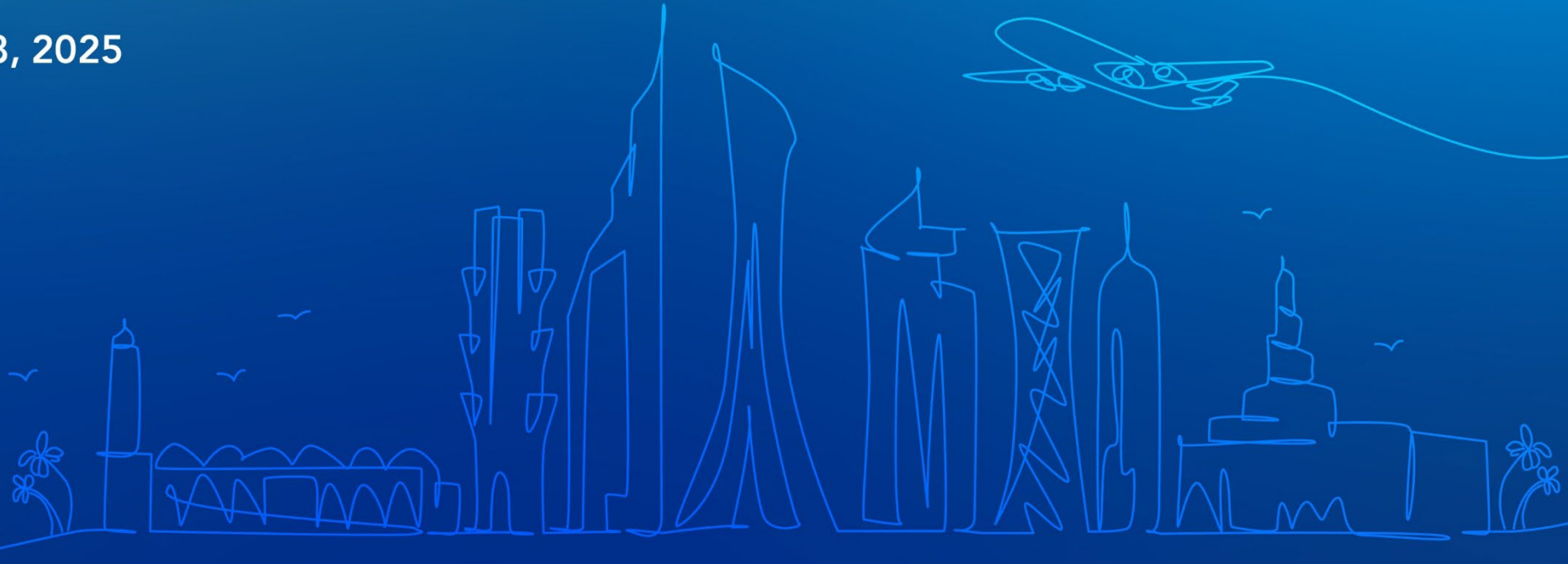
الهيئة العامة للطيران المدني  
CIVIL AVIATION AUTHORITY  
قطر QATAR



ICAO

# MIDANPIRG/22 & RASG-MID/12

Doha, Qatar | May 4-8, 2025



# Erdal Yesilbas

Acting Head of Safety and Risk Management / QCAA



# Qatar National Aviation Safety Plan (NASP)

## The Qatar National Aviation Safety Plan (NASP):

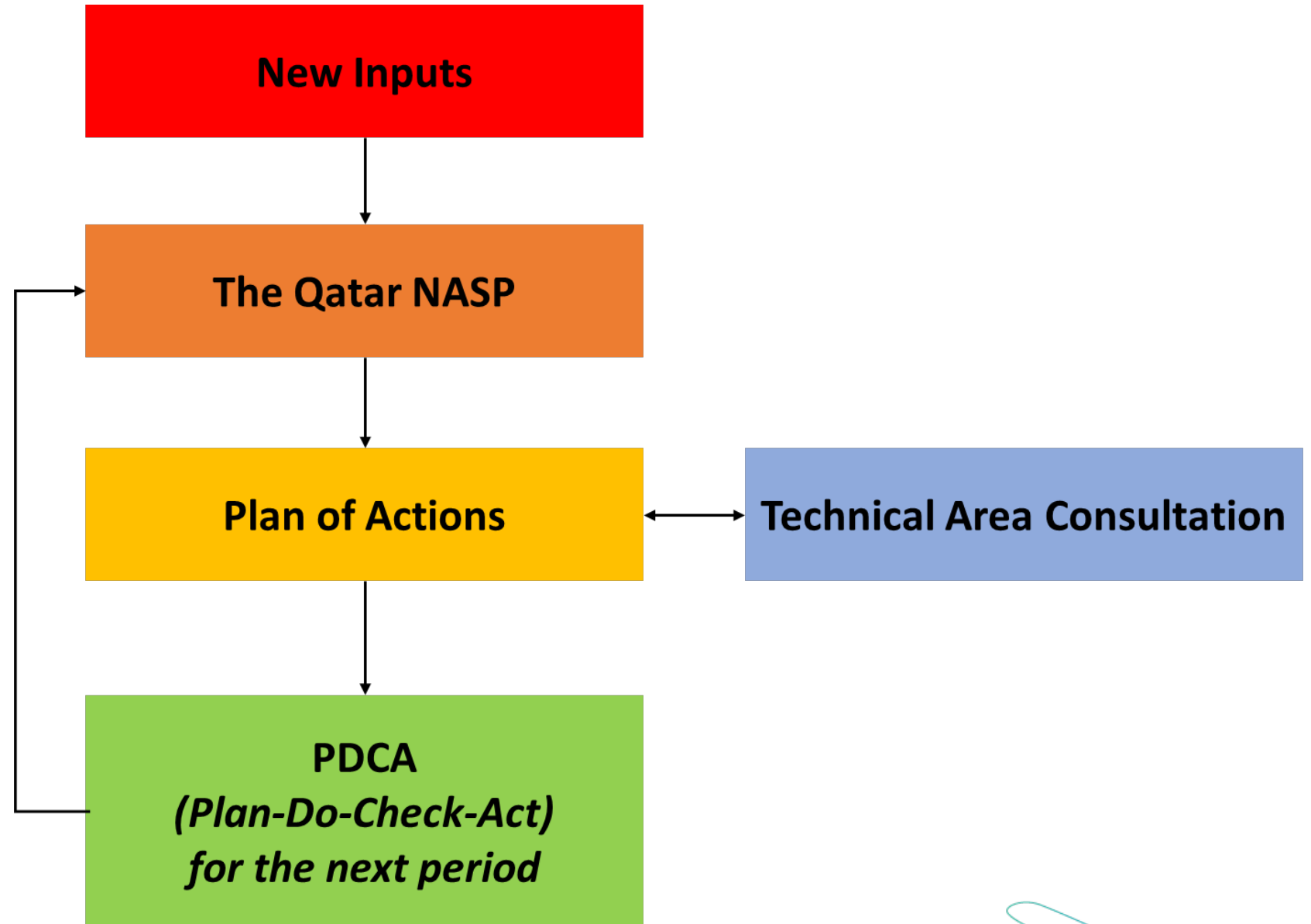
- ✓ **complements** the Qatar State Safety Programme (SSP);
- ✓ **aims to minimize the risk of fatalities** through the development and implementation of a national aviation safety strategy;
- ✓ **details Qatar's commitment** to continuously improve aviation safety management capabilities for reducing the risks of aviation operations; and
- ✓ **serves as the plan for continuous improvement of aviation safety** in Qatar.

## Through the NASP & SSP, the State of Qatar affirms its commitment to:

- *ongoing improvement of aviation safety,*
- *sufficient resourcing of activities, and*
- *increased collaboration at the national, regional, and global levels.*



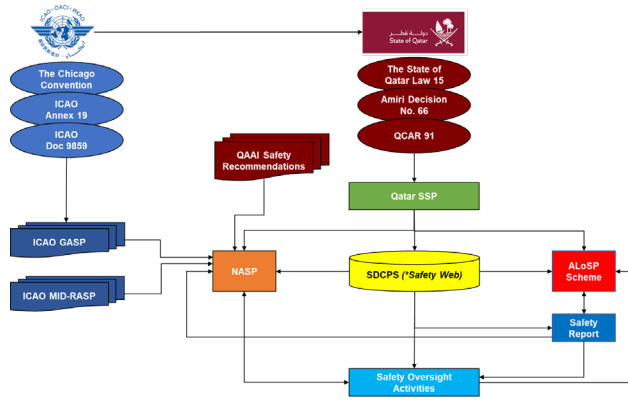
# NASP Development Process



# Flow of the Process

	REGULATORY SCHEME	SAFETY POLICIES, PROGRAMMES AND PLANS	IMPLEMENTATION OF THE PLANS AS PRESENTED IN THE PROGRAMMES
Global and Regional Level	<ul style="list-style-type: none"> <li>ICAO Annex 19 - Safety Management: Standards and Recommended Practices (SARPs)</li> <li>ICAO Doc 9859 - Safety Management Manual (SMM): Guidance</li> </ul>	<b>ICAO Global Aviation Safety Plan (GASP) and Middle East Regional Aviation Safety Plan (MID-RASP):</b> <ul style="list-style-type: none"> <li>Global and regional key risks</li> <li>Action items for the identified key risks</li> <li>Responsibilities</li> </ul>	<b>Responsibility for the safety at ICAO (Global and regional levels):</b> <ul style="list-style-type: none"> <li>Global and regional risk portfolio maintenance</li> <li>Annex 19, ICAO SMM, GASP and RASP update and implementation</li> <li>Monitoring and oversight of the safety management implementation by the States</li> </ul>
State Level	<ul style="list-style-type: none"> <li>Law 15: Primary aviation legislation</li> <li>Amin Decree 66: QCAA Organization</li> <li>QCAR 91: Safety Management Regulation</li> </ul>	<b>Qatar State Safety Programme (SSP):</b> <ul style="list-style-type: none"> <li>System description</li> <li>Safety policy, goals, and objectives</li> <li>Responsibilities and functions</li> </ul> <b>Qatar National Aviation Safety Plan (NASP):</b> <ul style="list-style-type: none"> <li>National key risks</li> <li>Action items for the identified key risks</li> <li>Responsibilities</li> </ul>	<b>Responsibility for the safety at State / national level:</b> <ul style="list-style-type: none"> <li>National risk portfolio maintenance</li> <li>SSP &amp; NASP update, implementation, and oversight</li> <li>Monitoring and oversight of the safety management implementation by the stakeholders both at the State and service provider levels</li> <li>Contributing to ICAO safety management efforts both regionally and globally</li> </ul>
Service Provider Level	<b>Service Providers' Specific Operating Processes and Procedures:</b> <ul style="list-style-type: none"> <li>Implementation of an SMS in accordance with the requirements of the QCAR 91 - Safety Management</li> </ul>	<b>Safety Management Systems (SMS) of Service Providers:</b> <ul style="list-style-type: none"> <li>System description</li> <li>Safety policy, goals, and objectives</li> <li>Responsibilities and functions</li> </ul>	<b>Responsibility for the safety at the service provider level:</b> <ul style="list-style-type: none"> <li>Responsible for the safety of their own operations</li> <li>Safety management implementation considering the Qatar SSP and NASP</li> <li>Produce safety information for the stakeholders                             <ul style="list-style-type: none"> <li>Organization's own SMS</li> <li>State safety management</li> <li>Demonstration of the SMS performance</li> </ul> </li> </ul>

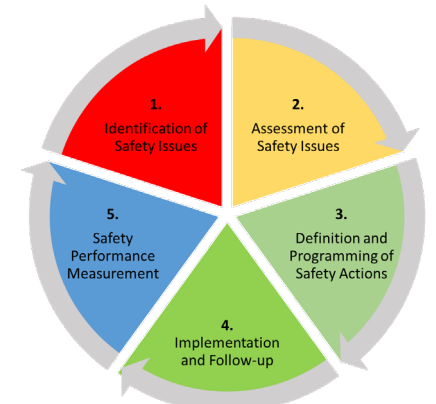
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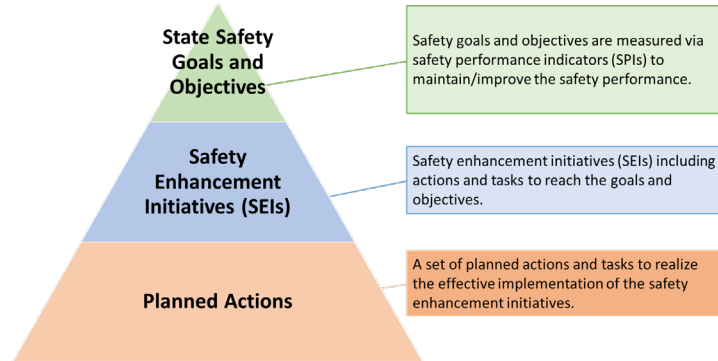
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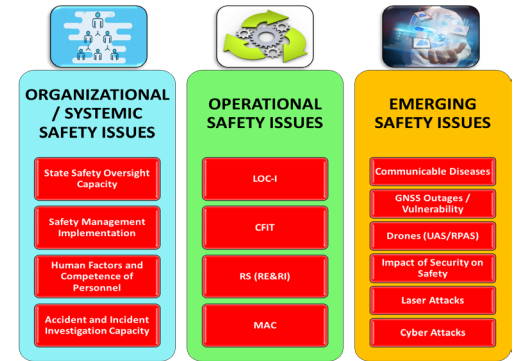
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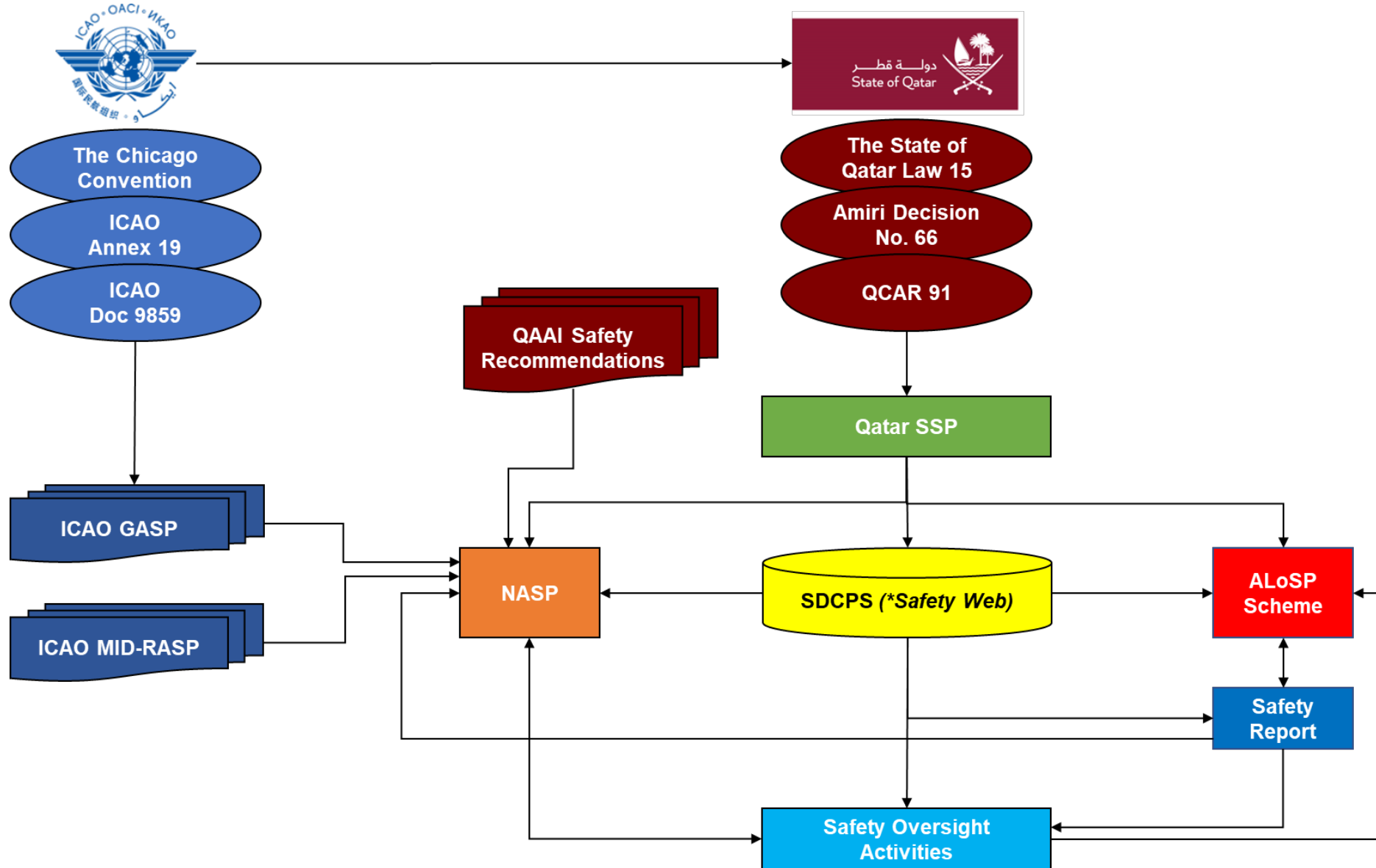
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# Roles and Responsibilities

	REGULATORY SCHEME	SAFETY POLICIES, PROGRAMMES AND PLANS	IMPLEMENTATION OF THE PLANS AS PRESENTED IN THE PROGRAMMES
 <b>Global and Regional Level</b>	<ul style="list-style-type: none"> <li>• <b>ICAO Annex 19 – Safety Management:</b> <i>Standards and Recommended Practices (SARPs)</i></li> <li>• <b>ICAO Doc 9859 – Safety Management Manual (SMM):</b> <i>Guidance</i></li> </ul>	<b>ICAO Global Aviation Safety Plan (GASP) and Middle East Regional Aviation Safety Plan (MID-RASP):</b> <ul style="list-style-type: none"> <li>• Global and regional key risks</li> <li>• Action items for the identified key risks</li> <li>• Responsibilities</li> </ul>	<b>Responsibility for the safety at ICAO (Global and regional levels):</b> <ul style="list-style-type: none"> <li>• Global and regional risk portfolio maintenance</li> <li>• Annex 19, ICAO SMM, GASP and RASP update and implementation</li> <li>• Monitoring and oversight of the safety management implementation by the States</li> </ul>
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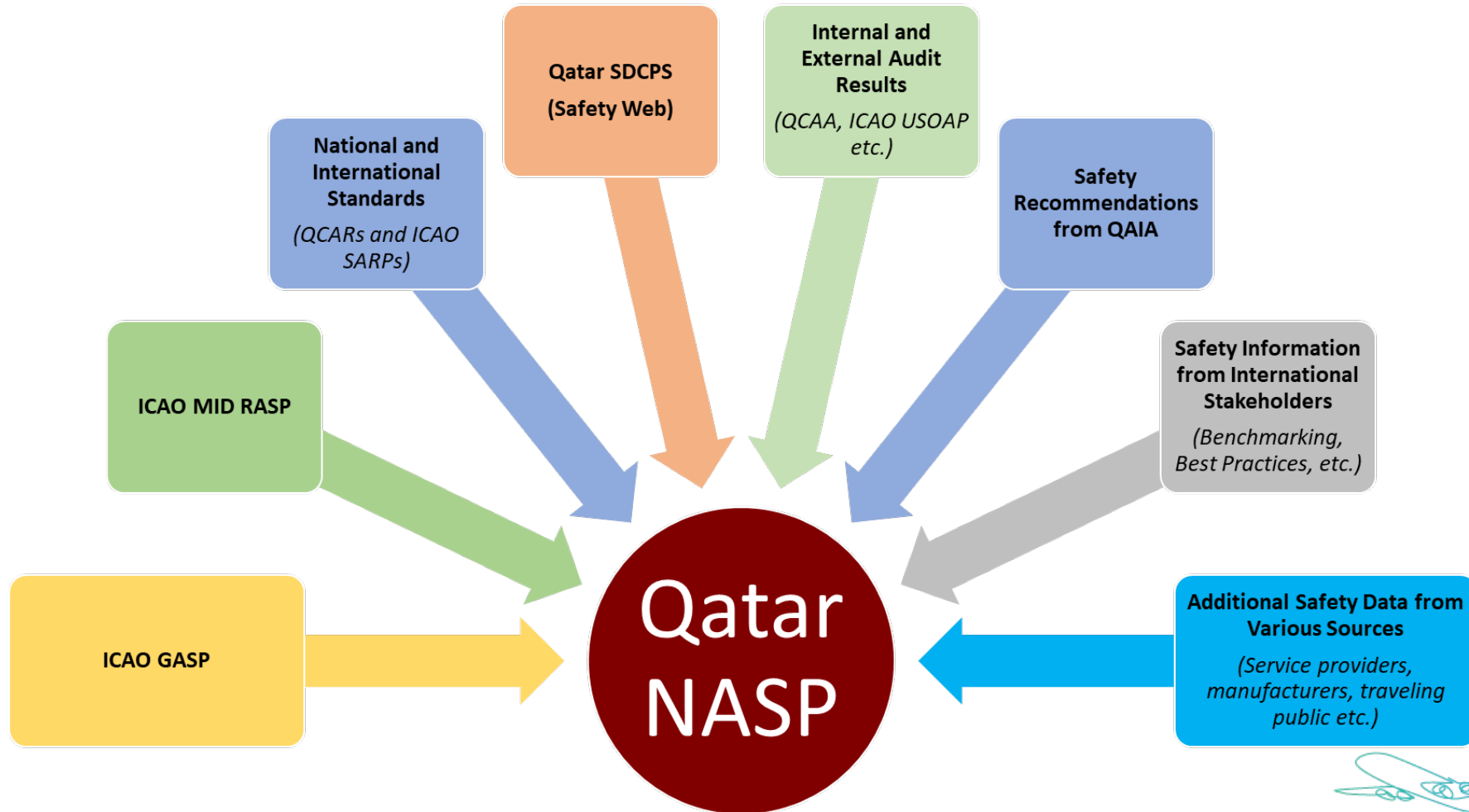


# Overview of the Qatar SSM Scheme



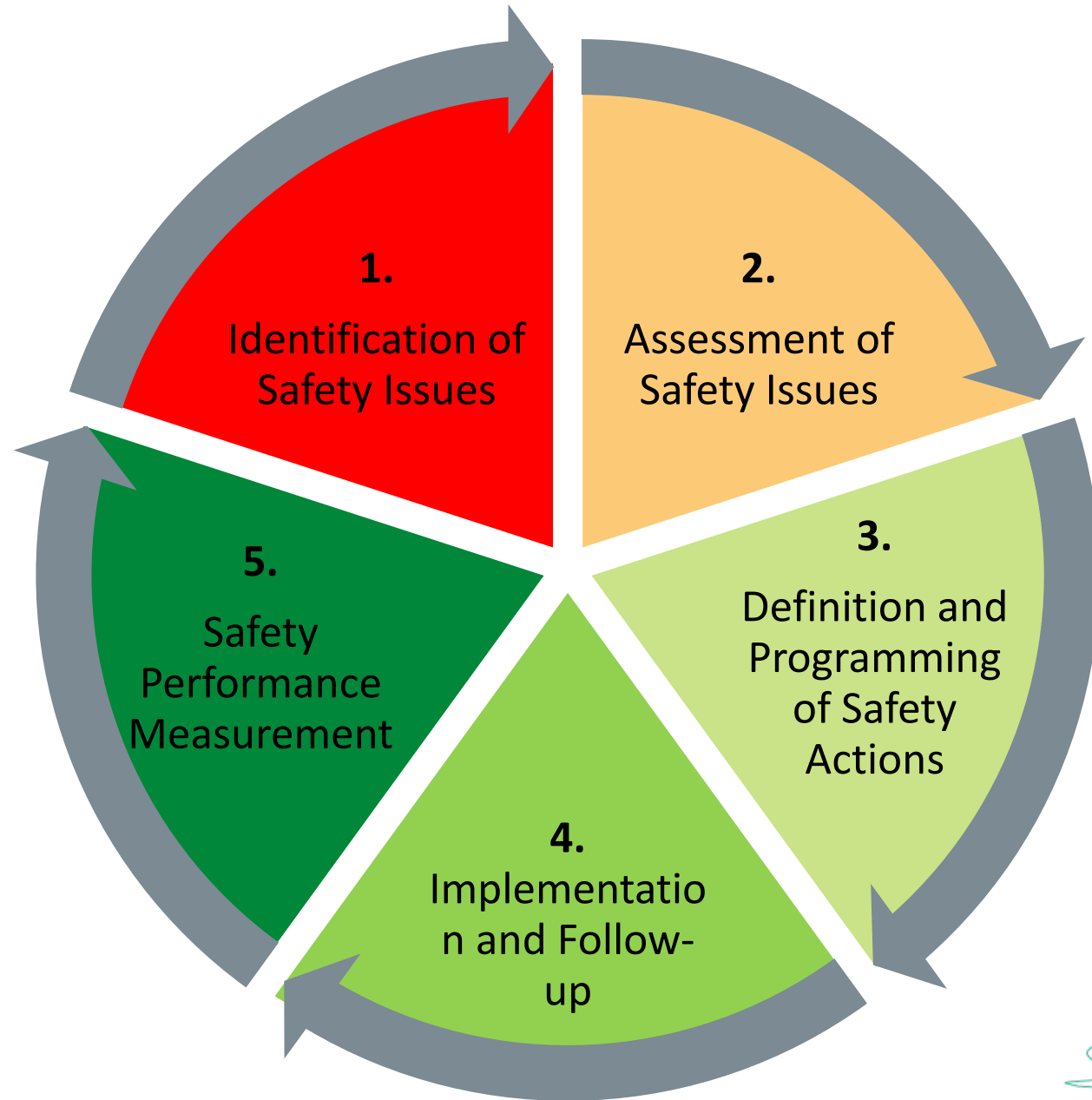


# Sources Feeding the NASP Content

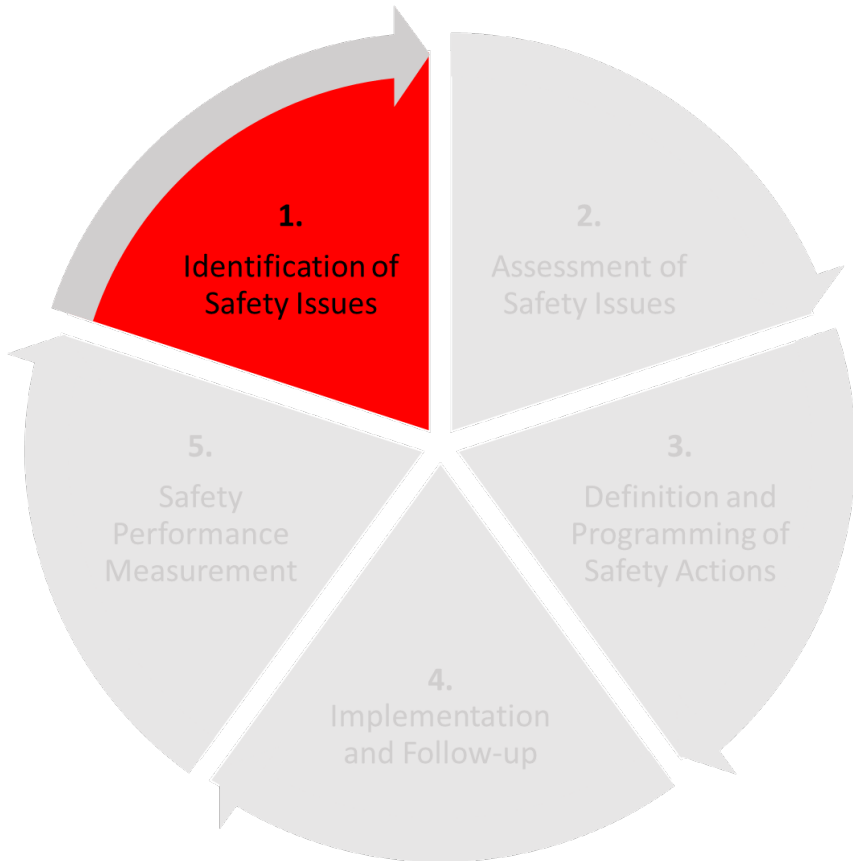




# The SRM Wheel



# System Inputs



- ☐ Regulatory **compliance/implementation** levels
- ☐ National **hazard / risk** register
- ☐ **Global and regional** issues
- ☐ Results of the **oversight activities**
- ☐ Safety **insights / wisdom from the safety analysis** processes
- ☐ Results of the **safety promotion activities** (safety trainings, safety culture surveys etc.)
- ☐ **Commitments and inputs from the upper management** (NSC, SRB etc.)



# Safety Priorities



## ORGANIZATIONAL / SYSTEMIC SAFETY ISSUES

State Safety Oversight Capacity

Safety Management Implementation

Human Factors and Competence of Personnel

Accident and Incident Investigation Capacity



## OPERATIONAL SAFETY ISSUES

LOC-I

CFIT

RS (RE&RI)

MAC



## EMERGING SAFETY ISSUES

Communicable Diseases

GNSS Outages / Vulnerability

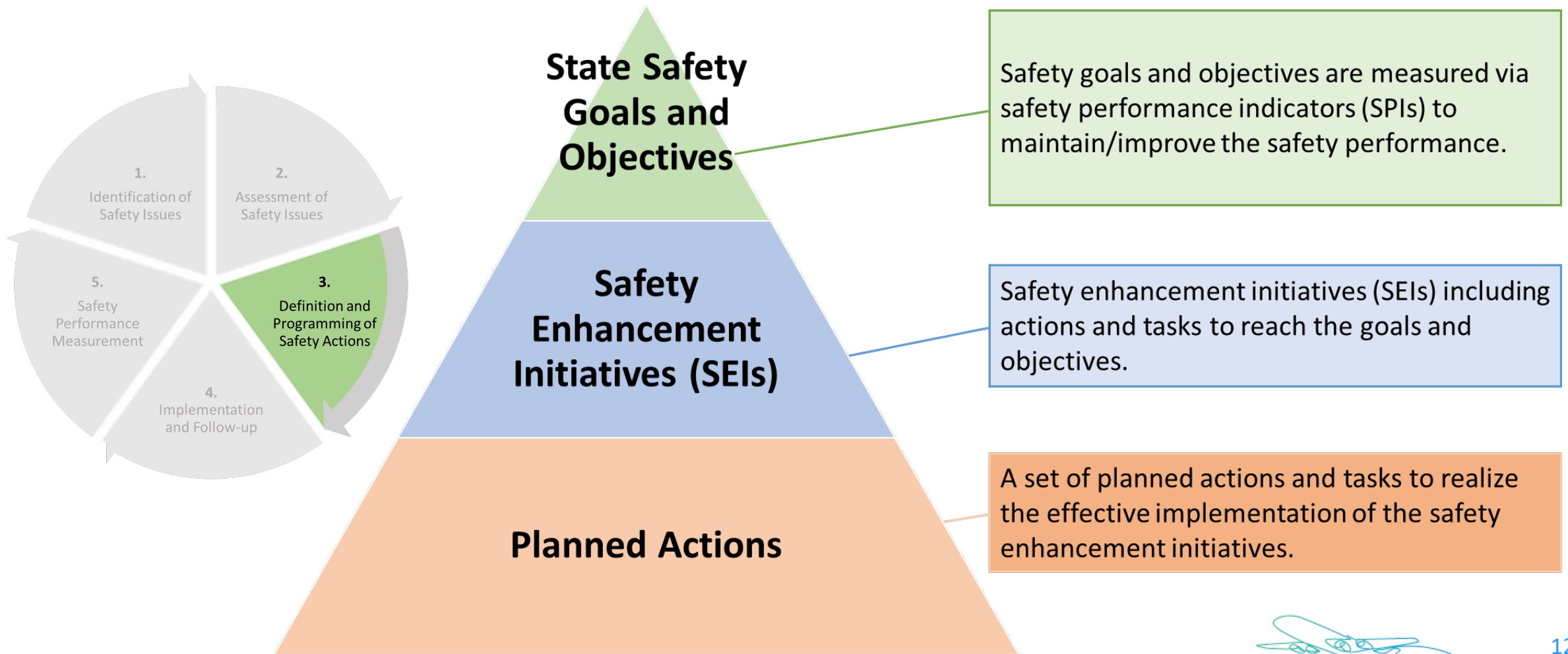
Drones (UAS/RPAS)

Impact of Security on Safety

Laser Attacks

Cyber Attacks

# State Safety Goals, SPIs, SEIs, and Planned Actions



# Qatar NASP & SEI Implementation Assurance

- ❑ **NASP is a 5-year rolling plan reviewed every year (or earlier, when required)**
- ❑ **Implementation of the SEIs listed in the NASP will be monitored in a continuous manner,**
- ❑ **Safety performance level of the State will be assessed regularly through the indicators contained in NASP,**
- ❑ **In the event that the national safety goals and targets are not met, the root causes will be presented.**

The image shows the cover page of the National Aviation Safety Plan of Qatar (2022-2026). It features the title 'Table of Contents' and a list of sections with their corresponding page numbers. A circular diagram on the right side illustrates the implementation cycle, consisting of five steps: 1. Identification of Safety Issues, 2. Assessment of Safety Issues, 3. Definition and Programming of Safety Actions, 4. Implementation and Follow-up, and 5. Safety Performance Measurement. The diagram is color-coded: 1 (light blue), 2 (light blue), 3 (light blue), 4 (green), and 5 (blue). The page number '4 | Page' is visible at the bottom.

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2 - OPERATIONAL SAFETY ISSUES (OPS)	
3 - EMERGING AND OTHER SAFETY ISSUES (EME)	

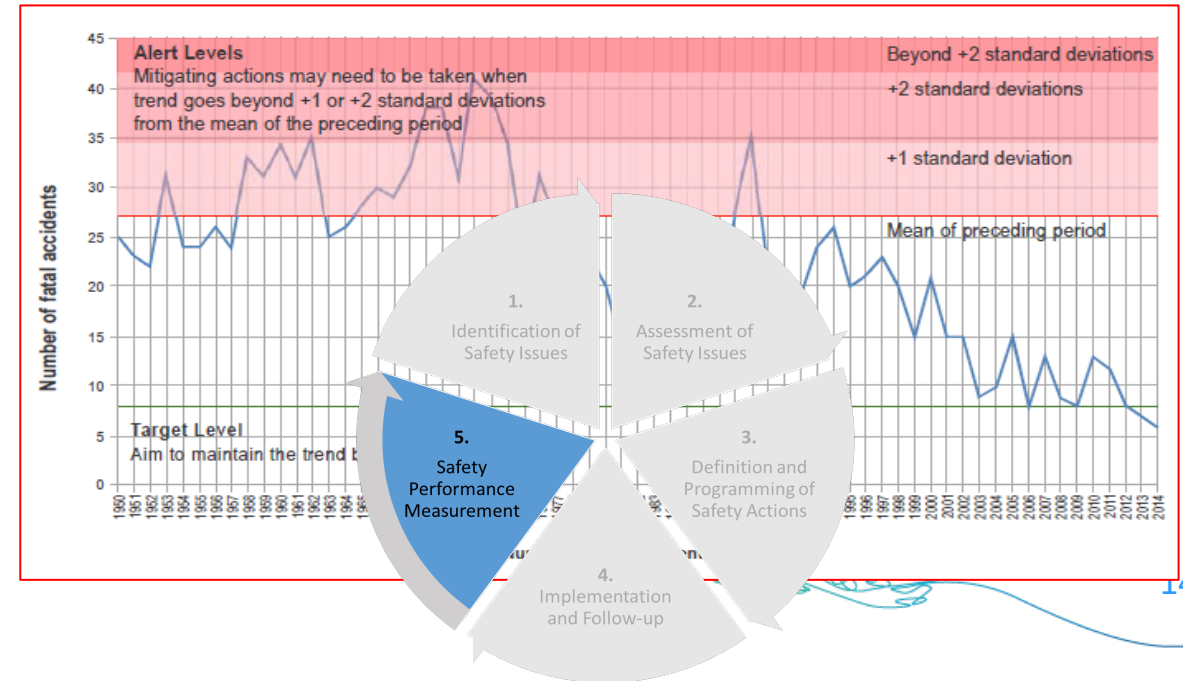
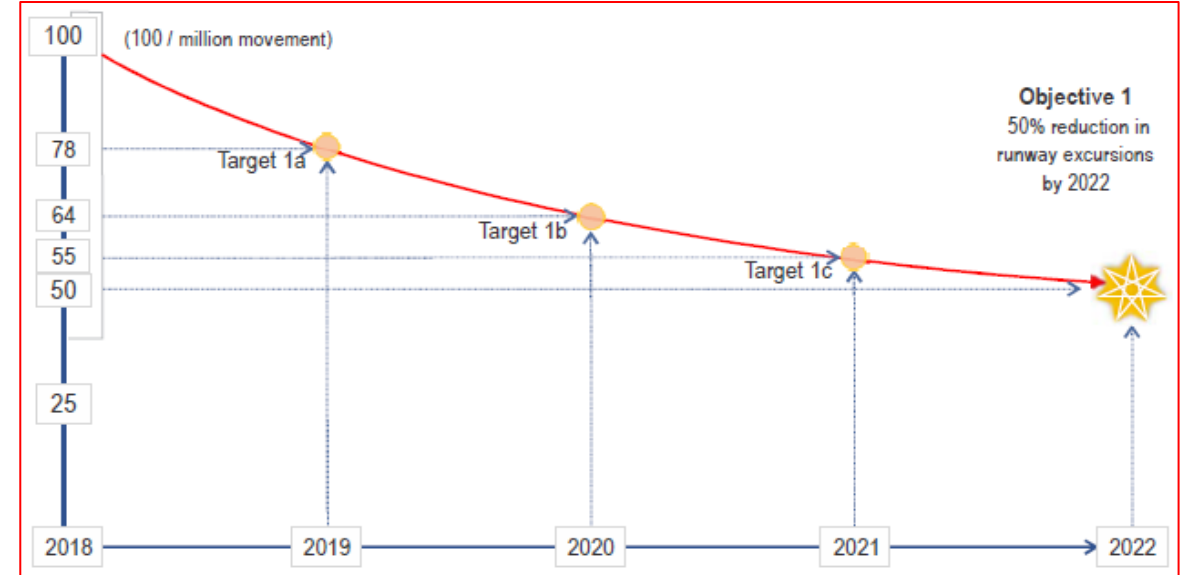
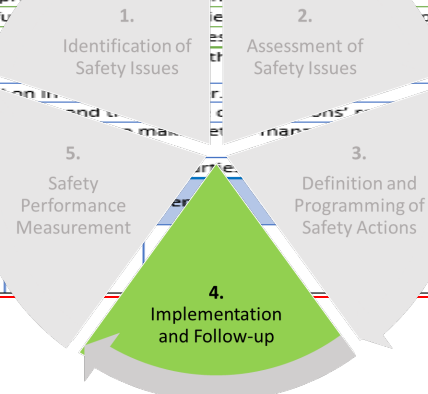
THE NATIONAL AVIATION SAFETY PLAN OF QATAR (2022-2026)

4 | Page

# Safety Oversight, Surveillance and Performance Monitoring

PQ No.	Protocol Question	References in ICAO Guidance Material	SSP Component	Maturity Levels			
				Not Present and Not Planned	Not Present but Being Worked On	Present	Present and Effective
SSP GEN 01	How has the State formally designated the authority in charge of coordinating the implementation and maintenance of the State Safety Programme (SSP)?	SMM 8.3.6	State Safety Policy, Objectives and Resources	Based on current situation in State	Based on State's work in progress	<p>1. The State authority in charge of coordinating the implementation and maintenance of the SSP is formally designated by an appropriate governing body.</p> <p>2. The responsibilities, governance and documented roles of the State authority in charge of coordinating the implementation and maintenance of the SSP are clearly defined.</p>	<p>1. The designated authority that is responsible for coordinating the implementation and maintenance of the SSP, including a department or person responsible for day-to-day SSP-related functions, is able to make progress in institutionalizing the SSP within the State.</p> <p>2. The responsibilities entrusted to the State authority in charge of coordinating the implementation and maintenance of the SSP are clear to all entities involved in these activities, and there are no overlapping responsibilities and functions or gaps amongst these entities.</p>

#	SET	REF	PROTOCOL QUESTIONS (PQs)	COMPLIANCE STATUS			HOW ACHIEVED?	
				Y	N	N/A		
1.	1. Safety Reporting	1.1.1	Is there a confidential safety reporting system to capture errors, hazards, and near misses that is simple to use and accessible to all staff?					
2.		1.1.2	Does the safety reporting system provide appropriate feedback to the reporter and, where appropriate, to the rest of the organisation?					
3.		1.1.3 (C)	Do the personnel express confidence and trust in the organisation's reporting policy?					
# MATURITY ASSESSMENT MARKERS (COMPLIANCE + PERFORMANCE)								✓
Present	1.	There is a confidential reporting system to capture mandatory occurrences and voluntary reports that includes a feedback system and stored on a database.						
	2.	The process identifies how reports are actioned, and timescales are specified and addressed.						
Suitable	3.	The reporting system is accessible and easy to use by all personnel.						
	4.	Responsibilities, timelines, and format for the feedback are meaningful and well defined.						
Operating	5.	Data protection and confidentiality is maintained.						
	6.	The reporting system is being used to capture and report safety issues.						
	7.	There is feedback to the reporter (and, where appropriate, to the rest of the organisation).						
	8.	Reports are evaluated, processed, and used to improve the reporting system.						
Effective	9.	Staff are aware of and follow the reporting system.						
	10.	Reports are processed and used to improve the reporting system.						
	11.	There is a healthy reporting culture.						
	12.	Safety reports are actioned in line with the policy and process.						
	13.	Personnel express confidence and trust in the organisation's reporting policy and process.						
	14.	The reporting system is continuously improved.						
	15.	The reporting system is used to improve the safety of the organisation (including suppliers and contractors).						
SET 1: Safety Reporting		Maturity Level (P/S/O/E)						





# Qatar Annual State Safety Report (ASR)

The annual aviation safety report is published to complement the NASP for:

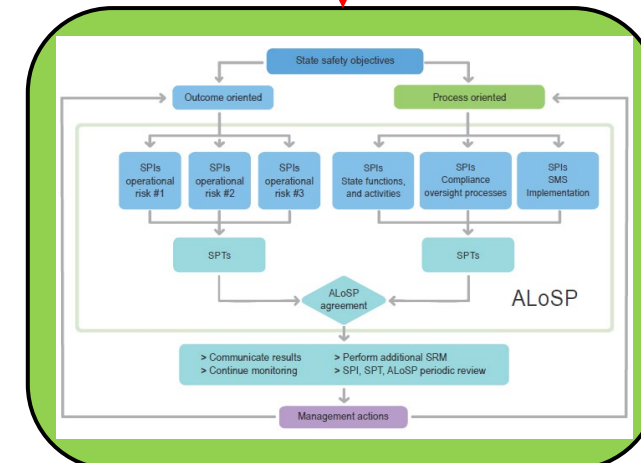
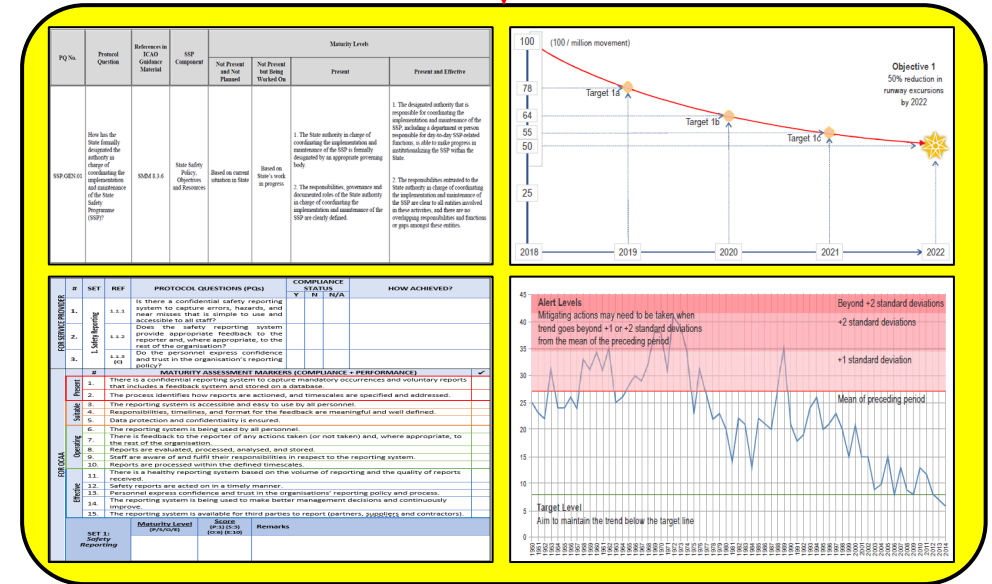
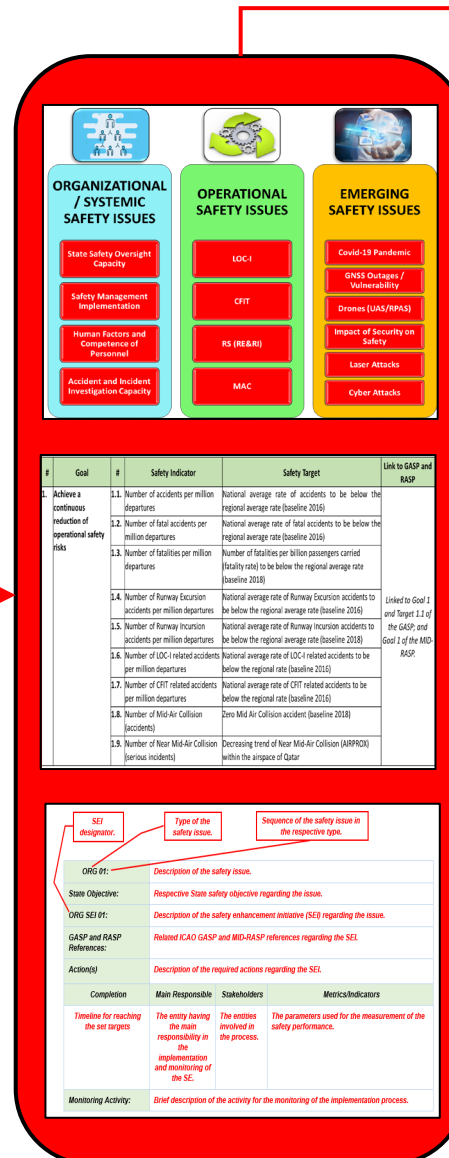
- ✓ **providing stakeholders with relevant up-to-date information** on the progress made;
- ✓ **achieving the national safety goals** and targets, as well as the implementation status of the SEIs; and
- ✓ **If critical operational safety risks identified, reasonable measures will be taken** to mitigate them as soon as practicable, possibly leading to an unscheduled revision of the NASP.





## System Inputs

- Compliance to the legislation
- National hazard / risk register
- Global and regional issues
- Results of the oversight activities
- Safety insights / wisdom from the safety analysis processes
- Results of the safety promotion activities (safety trainings, safety culture surveys etc.)
- Commitments and inputs from the upper management (NSC, SRB etc.)



# What are the Main Challenges?

- ❑ **Creation of a customized structure “styled” for the own aviation environment**
- ❑ **Stakeholder involvement / engagement** in the development and implementation processes
- ❑ **Alignment/linkage/harmony with other plans** of the State (*National development plan, civil aviation master plan, security and facilitation plans, aviation health risk mng. plan, etc.*)
- ❑ **Health of the safety data/information sources** (*accuracy, reliability, continuity, etc.*)
- ❑ **Harmonization of the State and service provider SPIs**



# Some points to share

- ❑ **ICAO Global Aviation Safety Plan (GASP), ICAO Middle East Regional Aviation Safety Plan (MID-RASP) and all related ICAO material have been thoroughly reviewed for full alignment with the most up-to-date ICAO requirements.**
- ❑ **European Aviation Safety Plan (EPAS) and all related publicly available EASA material have been reviewed for bench marking and best practice purposes.**
- ❑ **Publicly available NASP and SSP documents of the other States (approx. 30 States) have been reviewed for benchmarking and best practice purposes.**



—

# Thank You

