OMAN CIVIL AVIATION AUTHORITY

OMAN AVIATION SAFETY PLAN

2022 - 2024

OMAN AVIATION SAFETY PLAN

1.   INTRODUCTION

1.1   Overview of the NASP

Oman is committed to enhancing aviation safety and to the resourcing of supporting activities. The purpose of this national aviation safety plan (NASP) is to continually reduce fatalities, and the risk of fatalities, through the development and implementation of a national aviation safety strategy. A safe aviation system contributes to the economic development of Oman and its industries. The NASP promotes the effective implementation of Oman's safety oversight system, a risk-based approach to managing safety, as well as a coordinated approach to collaboration between Oman and other States, regions, and industry. All stakeholders are encouraged to support and implement the NASP as the strategy for the continuous improvement of aviation safety.

The NASP of Oman is in alignment with the ICAO *Global Aviation Safety Plan* (GASP, Doc 10004) and the ICAO MID-RASP

Eng. Naif Ali Hamed Al-Abri
President of Civil Aviation Authority

1.2   Structure of the NASP

This NASP presents the strategy for enhancing aviation safety for a period of three years. It is comprised of six sections. In addition to the introduction, sections include: the purpose of the NASP, Oman's strategic approach to managing aviation safety, the national operational safety risks identified for the 2022-2024 NASP, other safety issues addressed in the NASP, and a description of how the implementation of the Safety Enhancement Initiatives (SEIs) listed in the NASP is going to be monitored.

1.3   Relationship between the NASP and the State safety programme (SSP)

This NASP addresses operational safety risks identified in the ICAO GASP and the ICAO MID-RASP in the absence of Oman's SSP. Oman is committed to fully implementing an SSP by 2027 as a State's responsibilities for the management of safety comprise both safety oversight and safety management, collectively implemented through an SSP. Initiatives listed in this NASP address organizational challenges and aim to enhance organizational capabilities related to effective safety oversight.

1.4   Responsibility for the NASP development, implementation and monitoring

The Civil Aviation Authority is responsible for the development, implementation, and monitoring of the NASP, in collaboration with OTSD and with the national aviation industry. The NASP was developed in consultation with national operators and other stakeholders, and in alignment with 2020-2022 of the GASP and the ICAO MID-RASP.

1.5   National safety issues, goals and targets

The NASP addresses the following safety issues:

a) Organizational Challenges
1) **Inadequate safety oversight capabilities due to lack of:**
a)   **Number of qualified and competent technical personnel (CE-4)**
b)   **Number of surveillance activities (CE-7)**
c)   **The ability for resolution of safety issues (CE-8)**
2) **The slow pace of SSP establishment**
3) **Coordination mechanism between AIG and CAA is not effectively implemented**
b) Emerging Issues
1) **Lack of regulatory framework to ensure safe operation of RPAS.**
2) **GNSS Outages/Vulnerability.**
c) Operational Safety Risks
Maintaining a zero rate of national accidents related to the HRCs

In order to address the issues listed above and enhance safety at the national level, the 2022-2024 NASP contains the following goals and targets:

Goal	Target
1. **Achieve a Continuous Reduction of Operational Safety Risks**	1.1 Maintain a zero rate of national accident
2. **Strengthen Oman's safety oversight capabilities**	2.1 By 2023, 7 audit areas having an EI above 70%
	2.2 By 2025, reach an effective implementation score of 90%.
3. **Implement effective State safety programmes**	3.1 By 2023, fully implementing the SSP foundation.
	3.2 By 2025, 70 % of the service providers/operators will implement SMS
	3.3 By 2025, 85% of SSP implementation
4. **Ensure the appropriate infrastructure is available to support safe operations**	4.1 By 2025, 100% implementation of the air navigation and airport core infrastructure

1.6   Operational Context

There are eight (8) certified aerodromes in Oman, including three (3) international aerodromes. The airspace of Oman is classified into Class A, C, D, and G. There were 1,145,009 of movements in Oman over the period of 2019 to 2021. There are currently five (5) air operator certificates (AOCs) issued by Oman, and of those, there are two (2) issued to operators conducting international commercial air transport operations, as well as one (1) helicopter operator.

2.   PURPOSE OF OMAN'S NATIONAL AVIATION SAFETY PLAN

The NASP is the master planning document containing the strategic direction of Oman for the management of aviation safety for a period of three years (2022 to 2024). This plan lists national safety issues, sets national aviation safety goals and targets, and presents a series of safety enhancement initiatives (SEIs) to address identified safety deficiencies and achieve the national safety goals and targets.

The NASP has been developed using international safety goals and targets and HRCs from both the GASP (www.icao.int/gasp) and the ICAO MID-RASP. These are highlighted in the text, where applicable. The SEIs listed in the NASP support the improvement of safety at the wider regional and international levels and include several actions to address specific safety risks and recommended SEIs for individual States set out in the ICAO MID-RASP Oman has adopted these SEIs and has included them in this plan.

3.   OMAN'S STRATEGIC APPROACH TO MANAGING AVIATION SAFETY

The NASP presents the SEIs that were developed based on the organizational challenges (ORG) and operational safety risks (OPS), as presented in the ICAO global aviation safety roadmap, as well as State-specific issues identified by NASP technical sub-group (NASP committee decision). This plan is developed and maintained by the Directorate General of Civil Aviation Regulation (DGCAR) - CAA, in coordination with all stakeholders, and is updated annually.

The NASP includes the following national safety goals and targets, for the management of aviation safety, as well as a series of indicators to monitor the progress made towards their achievement. They are tied to the goals, targets and indicators listed in the GASP and the ICAO MID-RASP, as well as to goal (1) of the CAA strategy, which is to improve the level of aviation safety and security, environmental protection, and climate control.

Goal	Target	Indicators	Link to GASP and RASP
1. **Achieve a Continuous Reduction of Operational Safety Risks**	1.1 Maintain a zero rate of national accident [1].	Number of accidents per million aircraft movements	This goal is directly linked to Goal 1, and Target 1.1 of the GASP, linked to Goal 1 of the RASP,
		Number of fatalities per million aircraft movements	
		Number of Runway Excursion accidents per 100,000 runway movements	
		Number of Runway Incursion accidents per 100,000 runway movements	
		Number of LOC-I related accidents per million aircraft movements	
		Number of CFIT related accidents per million aircraft movements	
		Number of Mid-Air Collision (accidents)	

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[1] **Accident.** An occurrence associated with the operation of an aircraft which, in the case of a manned aircraft, takes place between the time any person boards the aircraft with the intention of flight until such time as all such persons have disembarked, or in the case of an unmanned aircraft, takes place between the time the aircraft is ready to move with the purpose of flight until such time as it comes to rest at the end of the flight and the primary propulsion system is shut down, in which:
   a) a person is fatally or seriously injured,
   b) the aircraft sustains damage or structural failure,
   c) the aircraft is missing or is completely inaccessible.

Goal	Target	Indicators	Link to GASP and RASP
2. **Strengthen Oman's safety oversight capabilities**	2.1 By 2023, 7 audit areas having an EI above 70%	Percentage of audit areas having an EI above 70%	This goal is directly linked to Goal 2 and Target 2.1 of the GASP and linked to Goal 2 of the RASP.
	2.2 By 2025, reach an effective implementation score of 90%.	Overall, EI score for Oman.	
3. **Implement effective State safety programmes**	3.1 By 2023, fully implementing the SSP foundation.	Percentage of satisfactory SSP foundational PQs	This goal is directly linked to Goal 3 and Target 3.1 of the GASP and linked to Goal 5 of the RASP.
	3.2 By 2025, 70 % of the service providers/operators will implement SMS	Percentage of service providers/operators have implemented SMS	This goal is directly linked to Goal 3 and Target 3.2 of the GASP and linked to Goal 5 of the RASP.
	3.3 By 2025, 85% of SSP implementation	Percentage of satisfactory SSPIA PQs	
4. **Ensure the appropriate infrastructure is available to support safe operations**	4.1 By 2025, 100% implementation of the air navigation and airport core infrastructure	Percentage of air navigation and airport infrastructure implementation	This goal is directly linked to Goal 6 and Target 6.1 of the GASP and linked to Goal 3 of the RASP

The SEIs in this plan are implemented through Oman's existing safety oversight capabilities and the service providers' SMS. SEIs derived from the ICAO global aviation safety roadmap were identified to achieve the national safety goals and targets presented in the NASP. Some of the national SEIs are linked to overarching SEIs at the regional and international levels and help to enhance safety globally. The full list of the SEIs is presented in the appendix A to the NASP.

The NASP also addresses emerging issues. Emerging issues include concepts of operations, technologies, public policies, business models or ideas that might impact safety in the future, for which insufficient data exists to complete typical data-driven analysis. It is important that Oman remain vigilant on emerging issues to identify potential safety risks, collect relevant data and proactively develop mitigations to address them. The NASP addresses the following emerging issues, which were identified by the ICAO MID-RASP and the evaluation of the NASP technical sub-group for further analysis:

Emerging Issues
1) **Lack of regulatory framework to ensure safe operation of RPAS** [2].
2) **GNSS Outages/Vulnerability.**

In order to address the emerging issues, listed above, Oman identified a series of SEIs to mitigate contributing factors leading to these issues.

The full list of the SEIs is presented in the appendix A to the NASP.

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[2] **Remotely piloted aircraft system (RPAS).** A remotely piloted aircraft, its associated remote pilot station(s), the required command and control links and any other components as specified in the type design.

Remote pilot station (RPS). The component of the remotely piloted aircraft system containing the equipment used to pilot the remotely piloted aircraft.

Remotely piloted aircraft (RPA). An unmanned aircraft which is piloted from a remote pilot station, such as drones.

4.   NATIONAL OPERATIONAL SAFETY RISKS

The NASP includes SEIs that address national operational safety risks, derived from lessons learned from operational occurrences and from a data-driven approach. These SEI may include actions such as: rule-making; policy development; targeted safety oversight activities; safety data analysis; and safety promotion.

Zero accidents and serious incidents in Oman during 2019 - 2021 for aircraft registered in Oman involved in commercial air transport and aircraft involved in general aviation.

The following Five national High-Risk Categories (HRCs) of occurrences in the Oman context were considered of the utmost priority because of the number of fatalities and risk of fatalities associated with such events. They were identified based on analyses from mandatory and voluntary reporting systems, accident and incident investigation reports, safety oversight activities over the past three years, These HRCs are in line with those listed in the 2020 – 2022 of the GASP, as well as the ICAO MID-RASP

    1)   Loss of control in-flight (LOC-I)
    2)   Controlled Flight into Terrain (CFIT)
    3)   Runway Incursion (RI)
    4)   Runway Excursion (RE)
    5)   Mid-Air Collision (MAC)

In order to address the national operational safety risks listed above, Oman identified the following actions to mitigate contributing factors leading to HRCs and will implement a series of SEIs, some of which are derived from the ICAO OPS roadmap, contained in the GASP:

HRC 1: Loss of control in-flight (LOC-I)

1) Require upset prevention and recovery training in all full flight simulator type conversion and recurrent training programmes

2) Update OPS regulations

HRC 2: Controlled Flight into Terrain (CFIT)

1) Consider the implementation of continuous descent final approaches

2) Ensure the timeliness of updates and accuracy of Electronic Terrain and Obstacle Data (eTOD)

HRC 3: Runway Incursion (RI) and Runway Excursion (RE)

1) Ensure the establishment and implementation of a state runway safety programme

2) Promote the establishment of policy, procedures and training that supports situational awareness for controllers, pilots and airside vehicle drivers

3) Ensure effective use of suitable technologies to assist the improvement of situational awareness, such as advanced-surface movement guidance and control systems (A-SMGCS).

4) Ensure that suitable strategies to remove hazards or mitigate risks associated with identified hot spots are developed and executed

The full list of the SEIs is presented in the appendix A to the NASP.

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CAA

5.   OTHER SAFETY ISSUES

In addition to the national operational safety risks listed in the NASP, Oman has identified other safety issues and initiatives selected for the NASP. These are given priority in the NASP since they are aimed at enhancing and strengthening Oman's safety oversight capabilities and the management of aviation safety at the national level.

The eight critical elements (CEs) of a safety oversight system are defined by ICAO. Oman is committed to the effective implementation of these eight CEs, as part of its overall safety oversight responsibilities, which emphasize Oman's commitment to safety in respect of its aviation activities. The eight CEs are presented in the figure below.
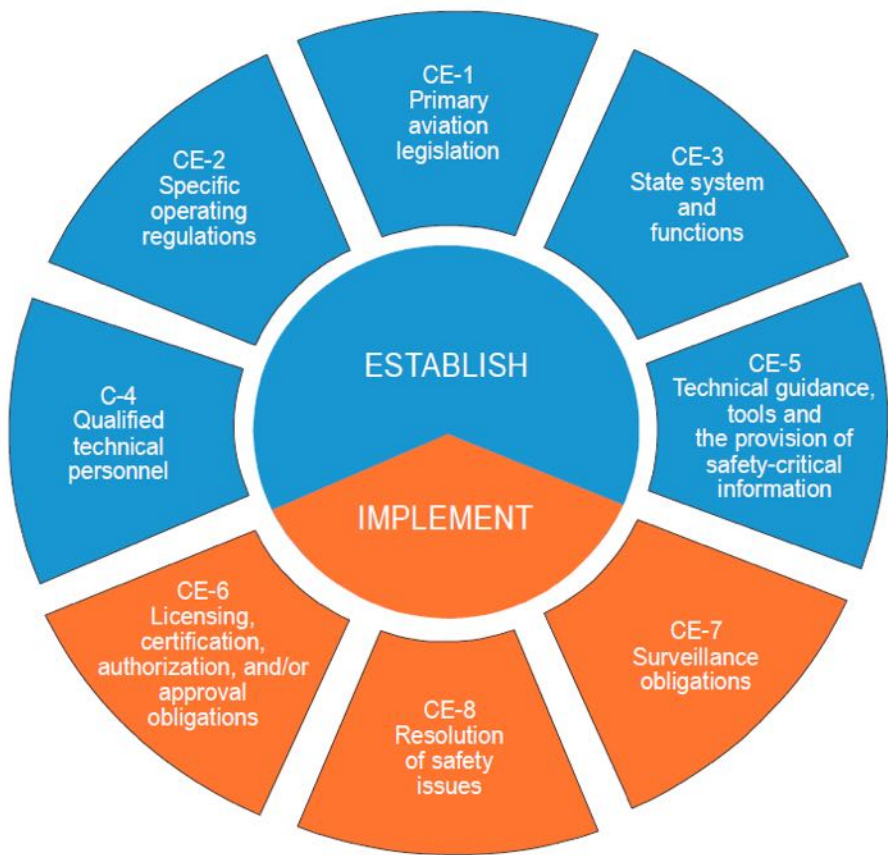

Figure 1.   Critical elements of a state's safety oversight system

The latest ICAO activities, which aim to measure the effective implementation of the eight CEs of Oman's safety oversight system, as part of the ICAO Universal Safety Oversight Audit Programme (USOAP), have resulted in the following scores:

Overall, Adjusted EI score
60.47%
EI score by audit area[3]

EI score by CE

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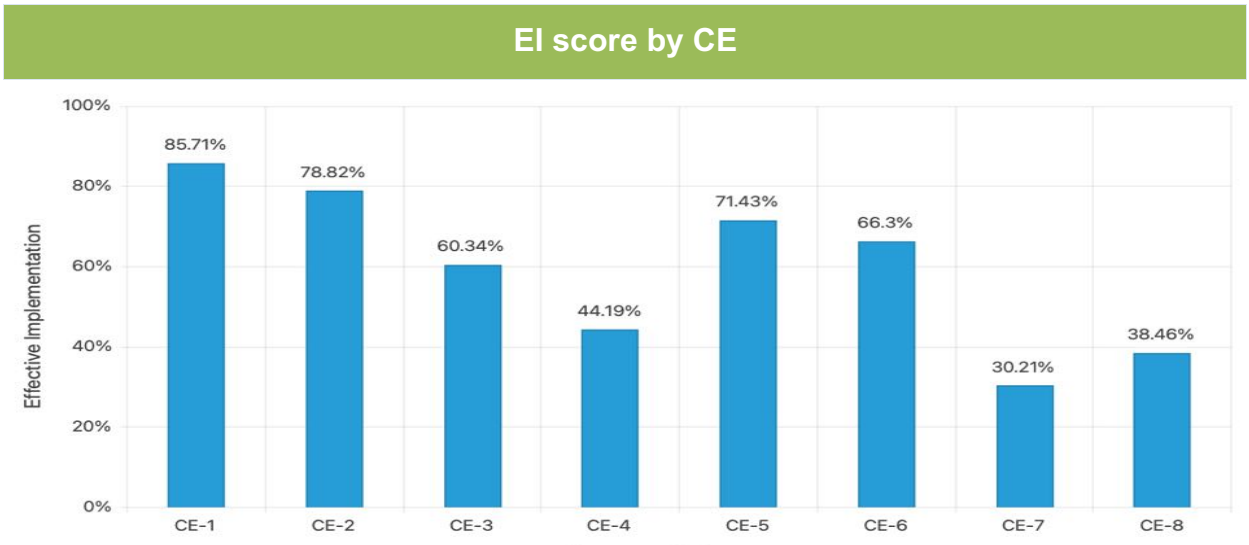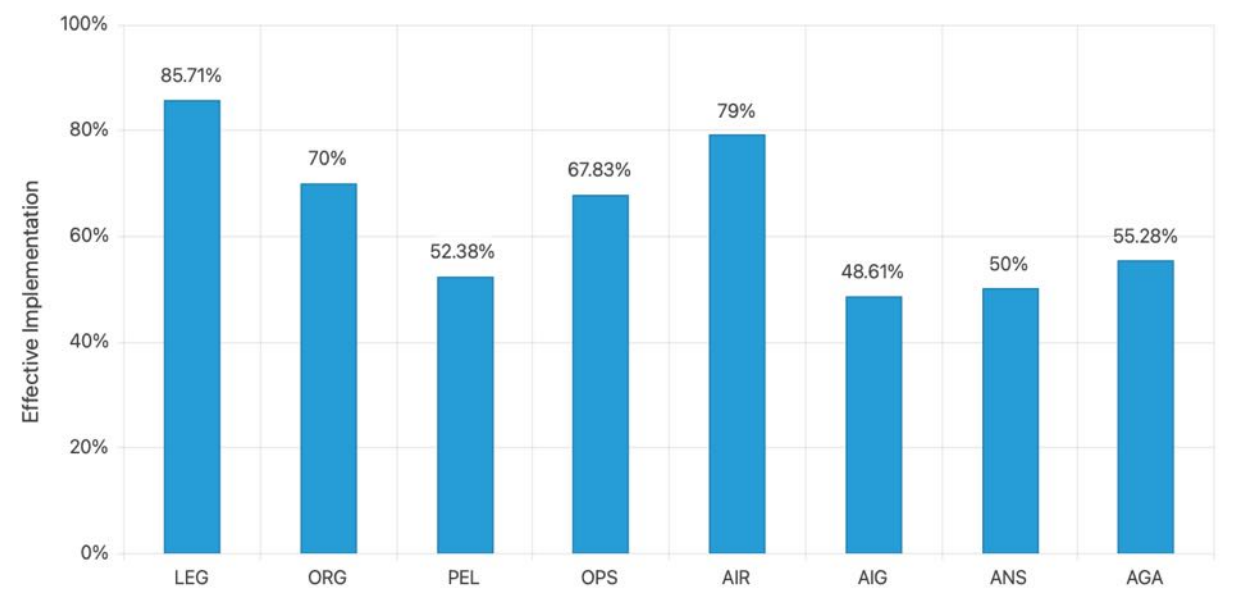
[3] Eight audit areas pertaining to USOAP, i.e. primary aviation legislation and civil aviation regulations (LEG), civil aviation organization (ORG); personnel licensing and training (PEL); aircraft operations (OPS); airworthiness of aircraft (AIR); aircraft accident and incident investigation (AIG); air navigation services (ANS); and aerodromes and ground aids (AGA).

The safety oversight index (SOI) of a State is an ICAO indicator of its safety oversight capabilities. Every State audited by ICAO has an SOI. It is a number greater than zero where "1" represents a level at which the safety oversight capabilities of a State would indicate the minimum expected capabilities considering the number of departures as an indication of the size of that State's aviation system. The calculations conducted by ICAO of Oman's SOI have resulted in the following scores:

Overall, SOI score	Score in the area of Operations	Score in the area of Air Navigation	Score in the area of Support Functions
1.12	1.02	1.11	1.25

The following three safety issues in the Oman context were considered of the utmost priority because they are systemic issues, which impact the effectiveness of safety risk controls. They were identified based on analysis from USOAP data, accident and incident investigation reports, and safety oversight activities over the past three years. These issues are typically organizational in nature and relate to challenges associated with the conduct of States' safety oversight functions, implementation of SSP at the national level and the level of SMS implementation by national service providers. These safety issues are in line with those listed in the 2020-2022 of the GASP, as well as the ICAO MID-RASP:

1) Inadequate safety oversight capabilities due to lack of:

    a) **Number of qualified and competent technical personnel (CE-4)**

    b) **Number of surveillance activities (CE-7)**

    c) **The ability for resolution of safety issues (CE-8)**

2) The slow pace of SSP establishment

3) Coordination mechanism between AIG and CAA is not effectively implemented

In order to address the issues listed above, Oman will implement a series of SEIs, some of which are derived from the ICAO ORG roadmap, contained in the GASP. The full list of the SEIs is presented in the appendix A to the NASP.

6.   MONITORING IMPLEMENTATION

Oman will continuously monitor the implementation of the SEIs listed in the NASP and measure safety performance of the national civil aviation system, to ensure the intended results are achieved, using the mechanisms presented in the appendix to this plan.

In addition to the above, Oman will review the NASP every year, to keep the identified operational safety risks, safety issues and selected SEIs updated and relevant. The Civil Aviation Authority will periodically review the safety performance of the initiatives listed in the NASP to ensure the achievement of national safety goals and targets. If required, Oman will seek the support of OTSD, ICAO MID, and industry—to ensure the timely implementation of SEIs to address safety deficiencies and mitigate risks. Through close monitoring of the SEIs, Oman will make adjustments to the NASP and its initiatives, if needed, and update the NASP accordingly.

Oman will use the indicators listed in Section 3 of this plan to measure safety performance of the civil aviation system and monitor each national safety target. A annual safety report will be published to provide stakeholders with relevant up-to-date information on the progress made in achieving the national safety goals and targets, as well as the implementation status of the SEIs.

In the event that the national safety goals and targets are not met, the root causes will be presented. If Oman identifies critical safety risks, reasonable measures will be taken to mitigate them as soon as practicable, possibly leading to an unscheduled revision of the NASP.

Oman adopted a standardized approach to provide information at the regional level, for reporting to the RASGs . This allows the region to receive information and assess safety risks using common methodologies.

Any questions regarding the NASP and its initiatives, and further requests for information may be addressed to the following:

Civil Aviation authority
Muscat, seeb,
P.O. Box: 1,P.C. 111
www.caa.gov.om

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OMAN AVIATION SAFETY PLAN   2022-2024

Issue 1 : Operational Safety Risks							
Goal 1 : Achieve a continuous reduction of operational safety risks							
Target 1.1: Maintain a zero rate of national accident							
Safety Enhancement Initiative		**Action**	**Timeline**	**Responsible entity**	**Stakeholders**	**Priority**	**Monitoring Activity**
SEI-1 — Mitigate contributing factors to the risk of CFIT	1	Implement the following CFIT safety actions:					
		a) Consider the implementation of continuous descent final approaches	2023-2025	CAA/DGAN	DGCAR Aircraft operators	M	Published Procedures
		b) Ensure the timeliness of updates and accuracy of Electronic Terrain and Obstacle Data (eTOD)	2022-2023	DGCAR	DGAN Aerodrome operators NSA DGSS	H	TOD Implementation
SEI-2 — Mitigate contributing factors to LOC-I accidents and incidents	1	Implement the following LOC-I safety actions:					
		a) Require upset prevention and recovery training in all full flight simulator type conversion and recurrent training programmes	2022	FSD	Aircraft operators	H	Approved Training programmes
	2	Develop and implement further SEIs to mitigate the risk of the identified contributing factors, if any, for LOC-I, for example					
		b) Improve regulations	2021-2024	FSD	Aircraft operators	H	Published CAR OPS
SEI-3 — Mitigate contributing factors to RI and RE accidents and incidents	1	Implement the following Runway safety actions:					
		a) Ensure the establishment and implementation of a State runway safety programme	2022-2024	DGCAR	Safety Directors Operators/service providers	H	Approved RWY safety programme
		b) Promote the establishment of policy, procedures and training that supports situational awareness for controllers, pilots and airside vehicle drivers	2022-2024	Aerodrome operators	DGCAR Operators/Service Providers Airport tenants	M	Promotion material
		c) Ensure effective use of suitable technologies to assist the improvement of situational awareness, such as advanced-surface movement guidance and control systems (A-SMGCS)	2022-2023	CAA/DGAN	DGCAR Aerodrome Operators	H	A-SMGCS Implementation
		d) Ensure that suitable strategies to remove hazards or mitigate risks associated with identified hot spots are developed and executed	2022-2024	Aerodrome operators	DGCAR	M	Oversight Reports

OMAN AVIATION SAFETY PLAN   2022-2024

Issue 1 : Operational Safety Risks							
Goal 1 : Achieve a continuous reduction of operational safety risks							
Target 1.1: Maintain a zero rate of national accident							
Safety Enhancement Initiative		**Action**	**Timeline**	**Responsible entity**	**Stakeholders**	**Priority**	**Monitoring Activity**
SEI-4- Ensure the safe operations of RPAS	1	Develop risk assessment of current RPAS operations	2022-2023	FSD	DGCAR Safety Directors	M	Risk Assessment
	2	Establish Task force for the implementation of RPAS as per ICAO SARPs	2022-2023	DGCAR	Safety Directors	M	Admin Order
		a) Develop the regulations as per ICAO SARPs and regional requirements	2023-2024	Safety directors	DGCAR Task Force Members SRD	M	Approved regulation
		b) Develop UAS/RPAS reporting mechanism of the related occurrences	2023-2024	FSD	DGCAR SRD Task Force members	M	reporting mechanism
	3	Implement related training for the safety inspectorates or join ICAO IPACK	2023-2024	CAA/DGSS	DGCAR	M	Training Records
SEI-5 - GNSS Outages/ Vulnerability	1	Establish Task force for the GNSS-related matters	2022-2023	ANSD	DGCAR Safety directors DGAN Military (RAFO) Aircraft operators TRA	M	Admin order
		a) Develop a circular to GNSS interference reporting to be used by pilots	2022-2023	ANSD	SRD	M	Approved Circular
		b) Develop the PBN implementation requirements as per ICAO SARPs	2023	DGAN	DGCAR Aircraft operators	M	Approved PBN Plan
	2	Coordinate with Telecommunication Authorities regarding the reporting of the global satellite outages	2022-2023	ANSD	TRA DGAN	M	Official coordination Letters

OMAN AVIATION SAFETY PLAN 2022-2024

Issue 2 : Inadequate safety oversight capabilities							
Goal 2: Strengthen Oman's safety oversight capabilities							
Target 2.2: By 2025, reach an effective implementation score of 90%							
Safety Enhancement Initiative		**Action**	**Timeline**	**Responsible entity**	**Stakeholders**	**Priority**	**Monitoring Activity**
SEI-1 — Consistent implementation of ICAO SARPs at the national level	1A	Address all priority protocol questions (PQs) of the USOAP CMA	2022-2023	DGCAR/SRD	Safety Directors	H	ICAO OLF Self Assesmsnet
	1B	Revise the Executive Regulation, to empower the competent authority to conduct regulatory oversight, this includes separation of oversight functions and service provision functions (CE-1 and CE-2)	2022-2023	CAA Legal	DGCAR Safety Directors	H	Published EX. regaulation
	1C	Revise the regulations to empower the competent authority to conduct regulatory oversight	2022-2023	DGCAR/SRD	DGCAR Safety Directors	H	Published regaulations
	1D	Revise the primary aviation law	2024	CAA Legal	DGCAR CAA Board Ministry of Justice COUNCIL OF MINISTERS	H	Royal Decree
SEI-2 — Development of a comprehensive regulatory oversight framework	2A	Establish and maintain an independent regulatory oversight authority, which includes separation of oversight functions from service provision functions where these exist within the authority (CE-3) (Administrative Order needs to be Amended - Action required "Article 7 (g)")	2022-2023	CAA President	DGAN DGMET Dhofar Office DGSS DGCAR Legal Department	H	Admnistrative Order
	2B	Improve the controlling system to promulgate technical guidance and tools, and provide safety-critical information needed for technical personnel to effectively perform their safety oversight functions (CE-5)	2022-2023	DGCAR/SRD	Safety and Quality Safety Directors	H	Published guidance material
	2C	Increase the level of compliance with ICAO SARPs and the EI of CEs at the national level (CE-1 to CE-5)	2022-2023	DGCAR	President Office Safety Directors DGSS Legal Department	H	EI Score

OMAN AVIATION SAFETY PLAN   2022-2024

Issue 2 : Inadequate safety oversight capabilities							
Goal 2: Strengthen Oman's safety oversight capabilities							
Target 2.2: By 2025, reach an effective implementation score of 90%							
Safety Enhancement Initiative		**Action**	**Timeline**	**Responsible entity**	**Stakeholders**	**Priority**	**Monitoring Activity**
SEI-3 — Establishment of an independent accident and incident investigation authority, consistent with Annex 13 — Aircraft Accident and Incident Investigation	3A	Establish coordination with the National Committee of Emergency reponse planning	2022-2023	OTSD	Ministry of transport, communication, and IT National Committee of Emergency reponse planning CAA	H	Official Leters
	3B	Implement the mechanism to enable the OTSD-AIG to recruit and retain an adequate number of sufficiently qualified staff and/or seconded qualified SME	2022-2024	OTSD	Ministry of transport, communication, and IT Ministry of Man power CAA Aircraft operators	H	Hiring new staff
	3C	Ensure the training programme is fully implemented for the Investigators in accordance with the established training programme.	2022-2024	OTSD	Ministry of transport, communication, and IT	M	Training records
	3D	Enhance data base system for MOR related to accident and incident reports into ECCAIRS 5	2022-2024	OTSD	Ministry of transport, communication, and IT CAA operators/service providers	M	MOR reports
	3E	Develop specific operating regulations and/or policies to establish family assistance plans	2022-2023	DGCAR	OTSD DGCAR/Air Transport Department SRD	H	Approved Regulation

OMAN AVIATION SAFETY PLAN   2022-2024

Issue 2 : Inadequate safety oversight capabilities							
Goal 2: Strengthen Oman's safety oversight capabilities							
Target 2.2: By 2025, reach an effective implementation score of 90%							
Safety Enhancement Initiative		**Action**	**Timeline**	**Responsible entity**	**Stakeholders**	**Priority**	**Monitoring Activity**
	3F	Implement a mechanism to ensure that					
		a) Air Operators & Aerodrome Operators family assistance plans are periodically reivewed.	2023-2024	DGCAR	OTSD DGCAR/Air Transport Department FSD	H	Operators' Manuals
		b) that air operators have arrangements with aerodromes in which they operate to implement the family assistance plans.	2023-2024	DGCAR	OTSD DGCAR/Air Transport Department FSD	H	Operators' Manuals
	3G	Implement procedure to ensure that relevant and timely information on the progress of the investigation will be provided to the families and accident survivors.	2023-2024	OTSD	DGCAR	H	Approved Procedure
	3H	Establish arrangement to ensure the availability of hangars/storage facilities when needed in order to protect the evidence and maintain safe custody of the aircraft for such a period as may be necessary.	2022-2025	OTSD	National Committee of Emergency reponse planning	L	Facility Availability
	3I	Signature of the MOU among MENA AIG Regional Cooperation Mechanism (ARCM) endorsed by the DGCA meeting in Kuwait;	2022-2023	OTSD	Ministry of Justice Council of ministers Ministry of transport, communication, and IT	H	Signed MOU

OMAN AVIATION SAFETY PLAN   2022-2024

Issue 2 : Inadequate safety oversight capabilities							
Goal 2: Strengthen Oman's safety oversight capabilities							
Target 2.2: By 2025, reach an effective implementation score of 90%							
Safety Enhancement Initiative		**Action**	**Timeline**	**Responsible entity**	**Stakeholders**	**Priority**	**Monitoring Activity**
SEI-4 — Strategic allocation of resources to enable effective safety oversight	4A	Confirm executive or legislative mandate to receive financial resources from government or other external sources and expend them (CE-1)	2022-2023	CAA/DGSS	DGCAR Ministry of finance Ministry of transport, communication and IT	H	Funding Mechanism
	4B	Review source of financing and fees collection through commitments from the national and agency leadership and other stakeholders (CE-1 to CE-3)	2022-2024	CAA/DGSS	DGCAR Ministry of finance Ministry of transport, communication and IT IATA	H	Amended Fees structure
SEI-5 — Qualified technical personnel to support effective safety oversight	5A	Implement a centralized system to Identify and track qualifications and training of existing technical personnel necessary to implement the oversight mandate (CE-4)	2022-2023	CAA/DGSS (HR)	DGCAR Safety Directors	H	Tracking System
	5B	Improve the current system to attract, recruit, train and retain qualified and sufficient technical personnel to support regulatory oversight (CE-3 and CE-4)	2022-2024	CAA/DGSS (HR)	DGCAR Ministry of finance Ministry of Labour	H	Hiring new staff
	5C	Implement training policies and programmes for technical personnel and verify that the type and frequency of training successfully completed (i.e. initial, recurrent, specialized and on-the-job training) are sufficient to acquire/maintain the required qualifications and level of competence corresponding to the assigned	2022-2023	CAA/DGSS (HR)	DGCAR Safety Directors	H	Training Records
	5D	Review a process for assessing changing needs for qualified technical personnel requirements and develop procedures to update hiring, retention and training of personnel needs, in coordination with SEI-4B (CE-4)	2024-2025	CAA/DGSS (HR)	DGCAR Safety Directors	H	Staffing needs calculation

OMAN AVIATION SAFETY PLAN   2022-2024

Issue 2 : Inadequate safety oversight capabilities							
Goal 2: Strengthen Oman's safety oversight capabilities							
Target 2.2: By 2025, reach an effective implementation score of 90%							
Safety Enhancement Initiative		**Action**	**Timeline**	**Responsible entity**	**Stakeholders**	**Priority**	**Monitoring Activity**
SEI-6 — Provision of the primary source of safety information to ICAO by completing, submitting and updating all relevant documents and records	6A	Update USOAP corrective action plan items	2022	Safety Directors	DGCAR SRD/NCMC	L	Updated CAPs
	6B	Complete and submit the self-assessment checklist based on USOAP CMA priority PQs	2022	Safety Directors	DGCAR SRD/NCMC	L	Updated Self-assessment
	6C	Complete and submit the State aviation activity questionnaire	2022	SRD/NCMC	DGCAR Safety Directors	L	Updated SAAQ
	6D	Complete and submit the compliance checklists on electronic filing of differences system	2022	SRD	DGCAR Safety Directors NCMC DGAN/AIM	L	Updated EFOD
SEI-7 - Continued implementation of compliance with ICAO SARPs at the national level	7A	Implement licensing, certification, authorization and approval processes (CE-6)	2022-2024	DGCAR	Safety Directors DGSS	H	Issued Approval/Certificates/licenses
	7B	Implement regulatory oversight programms (CE-7)	2022-2024	Safety Directors	DGCAR DGSS	H	Completed Oversight programms
	7C	Establish a system to resolve safety concerns identified via accident and incident investigations, surveillance activities, safety reports and other means and implement enforcement processes (CE-8)	2022-2024	DGCAR	Safety Directors Legal Department	H	resolve safety issues
	7D	Increase the level of compliance with ICAO SARPs and the EI of CEs at the national level (all CEs, emphasis on CE-6 to CE-8)	2022-2024	CAA President	DGCAR CAA Board Safety Directors DGSS Legal Department OTSD	H	EI Score

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Issue 3: Slow pace of SSP establishment.							
Goal 3: Implement effective State safety programmes							
Target 3.3: By 2025, 85% of SSP implementation							
Safety Enhancement Initiative		**Action**	**Timeline**	**Responsible entity**	**Stakeholders**	**Priority**	**Monitoring Activity**
SEI-9 — Start of SSP implementation at the national level	9A	Conduct the detailed SSP self-assessment	2022	DGCAR	Safety Directors DGSS OTSD Legal Department	H	Gap Analysis
	9B	Secure State-level commitment to improve safety	2022-2023	CAA President	CAA Operators/Service providers Ministry of transport, communication, and IT	H	State Safety Policy
	9C	Establish an SSP implementation team	2022-2023	CAA President	DGCAR	H	Admin. Order
	9D	Develop an implementation plan for the SSP	2022-2023	DGCAR	Team Members	H	Implementation Plan
	9E	Identify areas where collaboration/support is needed as part of the SSP implementation plan	2022-2023	DGCAR	Team Members	H	SSP Manual
	9F	Obtain resources from national and appropriate authorities' leadership and stakeholders within the State to support SSP implementation (linked 9A)	2022-2023	CAA President	DGCAR DGSS Operators/Service providers	H	Resourses allocation
SEI-10 — Strategic allocation of resources to start SSP implementation	10A	Establish a process for planning and allocation of resources to enable SSP implementation and identify areas where resources are needed	2022-2023	DGSS	CAA President DGCAR Safety Directors	M	Resourses allocation
	10B	Ensure that the Civil Aviation Safety Inspector workforce is trained to perform safety oversight of service providers that have implemented SMS	2022-2024	DGSS	DGCAR Safety Directors Team Members	M	Trained Inspectors
	10C	Verify SMS implementation by service providers	2022-2025	Safety Directors	Operators/Service providers	H	Accepted SMS

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Issue 3: Slow pace of SSP establishment.							
Goal 3: Implement effective State safety programmes							
Target 3.3: By 2025, 85% of SSP implementation							
Safety Enhancement Initiative		Action	Timeline	Responsible entity	Stakeholders	Priority	Monitoring Activity
SEI-11 — Establishment of safety risk management at the national level (step 1)	11A	Establish a legal framework related to the protection of safety data, safety information and other related sources	2022-2023	DGCAR	Team Members OTSD	H	Published Regulation
	11B	Establish a State mandatory occurrence reporting system for collecting, identifing, and Assessing safety issues and hazards	2022-2024	DGCAR	Safety Directors OTSD	H	MOR System
	11C	Ensure the establishment of mandatory safety reporting systems by service providers	2023-2024	Safety Directors	Team Members OTSD Operators/Service providers	H	SMS/MOR Implementation
	11D	Establish a State voluntary safety reporting system providing data to the safety database	2023-2024	DGCAR	Team Members OTSD Safety Directors	H	VRS system
	11E	Ensure the establishment of voluntary safety reporting systems as part of service providers' SMS	2024-2025	Safety Directors	Team Members OTSD Operators/Service providers	H	SMS/VRS Implementation
SEI-12 — Establishment of safety risk management at the national level (step 2)	12A	Develop safety performance indicators and measurement methodologies using the established safety risk management process	2023-2025	DGCAR	CAA President Team Members OTSD Operators/Service providers	M	SPI
	12B	Establish the acceptable level of safety performance to be achieved through the SSP	2024-2025	CAA President	DGCAR OTSD Team Members	M	ALOS
	12C	Promote safety awareness and the two-way communication, sharing and exchange of safety-relevant information within the State's aviation organizations and encourage sharing of safety information with industry within the State	2023-2025	DGCAR	CAA board Team Members OTSD DGSP (Media) Operators/Service providers	M	Safety Information
	12D	Contribute information on safety risks and SSP safety performance indicators to the ICAO-RASG	2023-2025	DGCAR	Team Members OTSD	M	Shared Safety Information

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		Goal 4: Ensure the appropriate infrastructure is available to support safe operations					
		Target 4.1 : By 2025, 100% implementation of the air navigation and airport core infrastructure					
Safety Enhancement Initiative		**Action**	**Timeline**	**Responsible entity**	**Stakeholders**	**Priority**	**Monitoring Activity**
SEI-8 - Ensure the appropriate infrastructure is available to support safe operations.	8A	Establish A National Air Navigation Planning Committee	2022	DGCAR	Safety Directors Operators/service providers Military/RAFO ROP	M	Admin. Order
		i) Review rules and TOR regarding the Air Naviagtion Planning matters					
		ii) Implement the committee					
	8B	Develop the national Air Navigation Plan (ANP)	2023	DGCAR	Safety Directors Operators/service providers Military (RAFO) ROP	M	Approved AN Plan
	8C	Ensure implementation of the air navigation and airport core infrastructure	2023-2025	DGCAR	Operators/service providers Military (RAFO)	M	implemented AN Plan