

# Annual Report

2018



# Annual Report

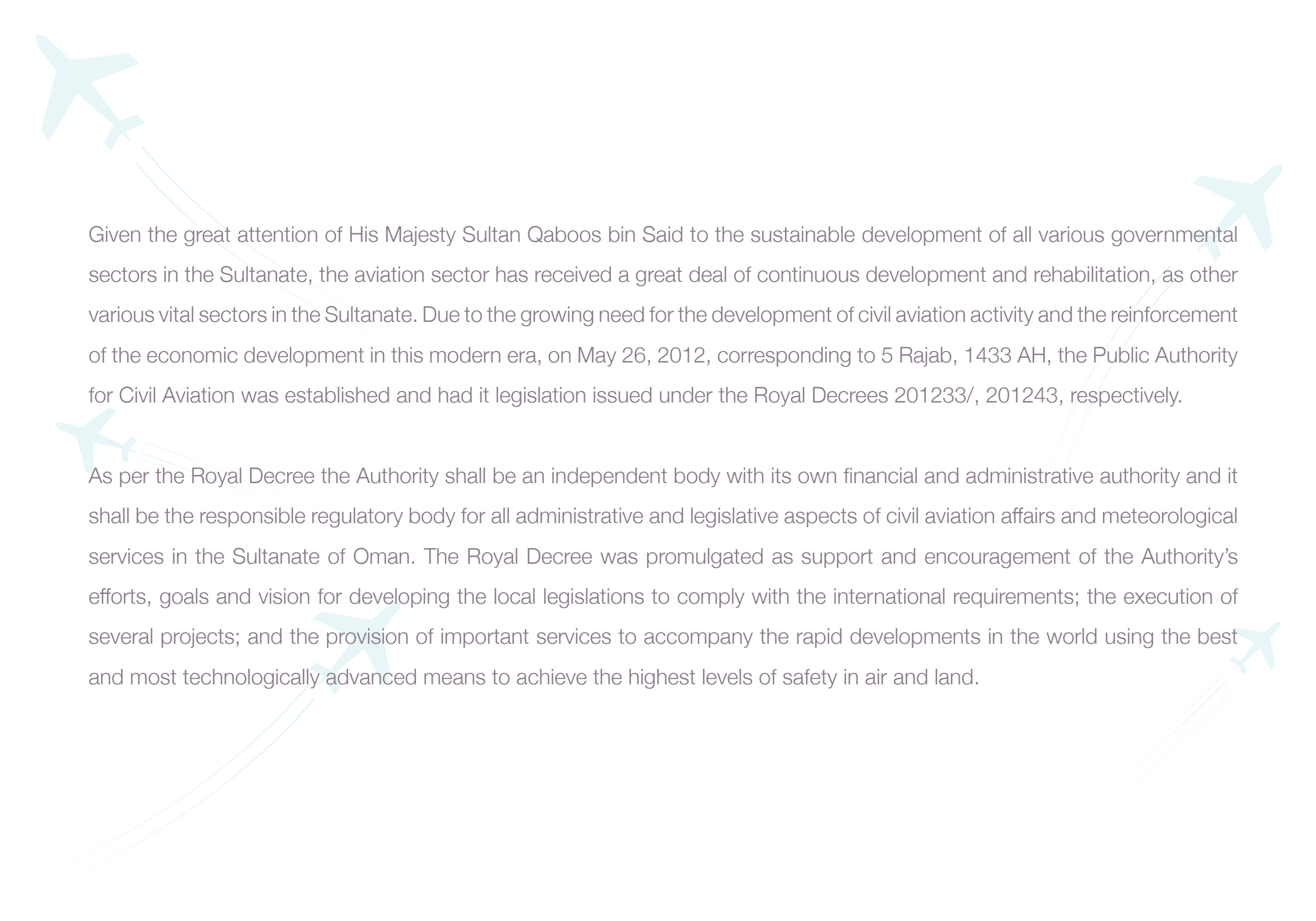
2018



الهيئة العامة للخطابة








Given the great attention of His Majesty Sultan Qaboos bin Said to the sustainable development of all various governmental sectors in the Sultanate, the aviation sector has received a great deal of continuous development and rehabilitation, as other various vital sectors in the Sultanate. Due to the growing need for the development of civil aviation activity and the reinforcement of the economic development in this modern era, on May 26, 2012, corresponding to 5 Rajab, 1433 AH, the Public Authority for Civil Aviation was established and had its legislation issued under the Royal Decrees 201233/, 201243, respectively.

As per the Royal Decree the Authority shall be an independent body with its own financial and administrative authority and it shall be the responsible regulatory body for all administrative and legislative aspects of civil aviation affairs and meteorological services in the Sultanate of Oman. The Royal Decree was promulgated as support and encouragement of the Authority's efforts, goals and vision for developing the local legislations to comply with the international requirements; the execution of several projects; and the provision of important services to accompany the rapid developments in the world using the best and most technologically advanced means to achieve the highest levels of safety in air and land.

**His Majesty  
Sultan Qaboos bin Said**













"The objectives of our internal and external policies are clear, we strive for construction, reconstruction, comprehensive, and sustainable development within our land. We also aim to preserve and promote friendship, peace, justice, harmony, coexistence, understanding, and positive constructive dialogue. This is how we began and this is how we shall persist"

An excerpt from the speech of His Majesty  
Sultan Qaboos bin Said



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# Annual Report

2018



# Speech

of His Excellency

**Dr. Ahmed bin Mohammed Al Futtaisi**

**Minister of Transport and Communications**

**Chairman of Board of Directors**

I would like to begin by expressing my sincere gratitude and appreciation to all employees of the civil aviation sector in the Sultanate of Oman for their efforts and the achievements made during the year **2018** - they are truly a pride for our country and for us all.

The Public Authority for Civil Aviation has proved its competence in the provision of services and regulation of civil aviation affairs in the Sultanate of Oman. Its leading role and efforts towards the development and the attainment of sustainable growth of the civil aviation sector is evident in its successive achievements over the past years. The civil aviation sector is considered by the government as one of the prominent sectors that contributes to the national economy and the promotion of other related sectors such as logistics, tourism and trade, which support the national and economic development process, and the future vision of Oman. The Public Authority for Civil Aviation is moving towards the implementation of its strategies and development to cope with the urgent changes in line with the international civil aviation rules and regulations to achieve leadership and sustainability.

The new Muscat International Airport, the first of its kind in Oman, has witnessed a remarkable growth in air traffic in the Sultanate, where the number of aircraft in the Omani airspace exceeded **550,000** planes in the year **2018**. This is a clear indication of the quality of air services provided by PACA in safety and air traffic control and the reason why Omani air space became an attraction to international airlines, and a bright gateway to the world. This growth has resulted in many benefits and increased the Authority's revenues, which were invested in the development of its air services.

PACA is working strategically and consciously to raise the level of aviation regulation quality, as it is an important pillar upon which the civil aviation industry depends, and an integral part in updating and creating the necessary regulatory policies and legislations for the objectives of the Civil Aviation Authority.

This is aimed to raise the level of security and aviation safety, and attract private businesses to invest in the constantly developing civil aviation activities, which with Allah's willing will ensure an honourable future for the industry in Oman.



The Public Authority for Civil Aviation seeks to expand the national airtransport network through signing agreements and memorandums of understanding with several countries in the air transport industry, according to a strategic plan, which was developed post the economic feasibility study. These agreements aim to promote air traffic in all its objectives and provide the appropriate economic climate for national air carriers.

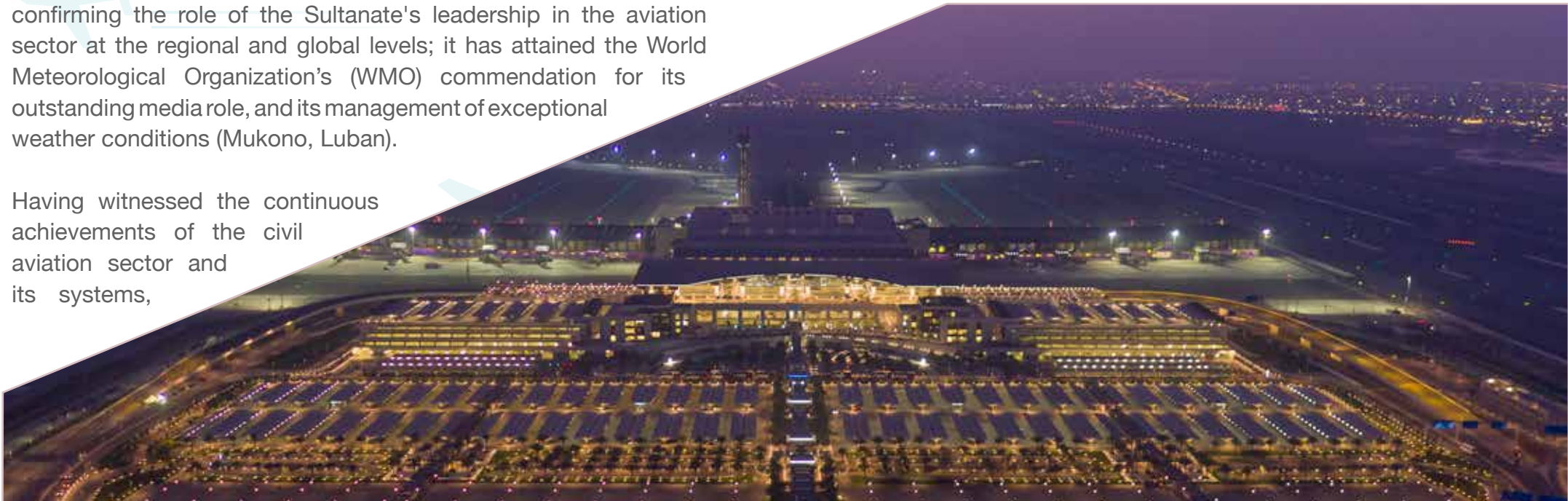
As for meteorology, PACA has been keen in developing the services provided to citizens and residents in addition to the services provided by civil aviation at the local, regional and international levels. Meteorology at PACA has a highly qualified staff ready to take ideal precautionary measures to minimize the impact of exceptional weather conditions and tsunami risks in cooperation with the concerned authorities in the Sultanate and abroad.

The Public Authority for Civil Aviation continues its efforts in confirming the role of the Sultanate's leadership in the aviation sector at the regional and global levels; it has attained the World Meteorological Organization's (WMO) commendation for its outstanding media role, and its management of exceptional weather conditions (Mukono, Luban).

Having witnessed the continuous achievements of the civil aviation sector and its systems,

as well as its high revenues, we are now even more certain of the vital role that this sector plays. The Authority has been persistent in emphasizing its role in the field of civil aviation organization and its services such as meteorology and air navigation, which is apparent in its efforts in hiring capable Omani talent that will lead the sector towards leadership.

The Authority also seeks to raise the efficiency of its human resources and develop their capabilities through continuous training and rehabilitation, which will enhance competency and productivity. This is illustrative of PACA's keenness to invest in those diligent assets that form the basis of these continuous achievements and efforts in advancing the Sultanate's competitive standing in the world. May Allah help us all to serve this great nation under the wise leadership of His Majesty Sultan Qaboos bin Said.





## Speech

of His Excellency  
**Dr. Mohammed bin Nasser Al Zaabi**  
Executive President of PACA

We are most grateful to Allah for the successive achievements that we have accomplished in the civil aviation sector in the Sultanate of Oman under the reign of His Majesty Sultan Qaboos bin Said. The Sultanate's government has invested a great deal in developing the infrastructure of the civil aviation industry, providing international technologies and qualifying national workforce, which made the Sultanate a pioneer competitor among developed countries.

Due to the importance of this sector as a key pillar of the national economy and an integral asset of non-petroleum revenues, as well as the Sultanate's geographic strategic location, Oman concentrated its efforts on air traffic security and safety, and the preservation of the environment to make the Sultanate's atmosphere a safe venue for air traffic and passengers. This is reflected in the Sultanate's excellence in civil aviation at the regional and global levels, and its rapid response to air traffic variables - which has been commended by the International Civil Aviation Organization (ICAO).

The launch of Muscat International Airport comes at the top of **2018's** achievements series. The Airport attained a number of excellence awards since the start of its operations in the first quarter of **2018**. This positioned Oman at the forefront of global competition in the aviation security and safety, and environmental protection and infrastructure of the civil aviation and air services.

In light of the recent developments in the field of air traffic, meteorology, and air navigation, the civil aviation sector in Oman has been recognized internationally and has been acknowledged by leading international organizations in civil aviation. Muscat International Airport is regarded as one of the largest and most alluring airports in the region and in the world. It was designed and built following the highest standards of airport service levels, and in accordance with the approved classifications of the International Air Transport Association (IATA). It is also worth noting that the new Muscat International Airport has a total area of **580,000** square meters capable of catering for **20** million passengers per year in the first phase, and up to **56** million passengers per year in later stages.

Among the most significant achievements in the sector is the restructuring of the Omani airspace and the inauguration of the sixth air sector to accommodate for

the increase in air traffic and the Omani airspace, and to make for a spacious, safe area for daily air traffic passing through the Sultanate's air. In line with the air space augmentation plan, and the density of air traffic in the Eastern Region, which links Oman's airspace with the Indian airspace in the North of the Arabian Sea and East Asia, the Eastern Region air space of the sector was reformed. We are currently working on adding a seventh sector in the next few months, which will increase the revenues of the Authority and boost the national economy. It is also worth noting that the growth rate in the revenues of PACA amounted to **125%** during the past five years, which is equivalent to **50,883,720 OMR**.

As part of PACA's mission to preserve the surrounding environment, it has begun the implementation of noise reduction systems at Muscat International Airport to equip the civil aviation environment in Oman with the latest technologies to ensure the highest levels of efficiency. These measures are excellent long-term solutions that will ensure a safe and secure aviation environment pollutants-free and in line with the strategies and standards developed by ICAO to reduce aviation pollution and emissions.

PACA has achieved great success in the regional tsunami exercise Indian Ocean Wave (IOWave18) . It has confirmed its preparedness and readiness to address tsunami threats and to assess and improve the effectiveness of the Tsunami Early Warning System and Management; the testing of communications systems and standard operating procedures; the promotion of emergency preparedness; and raising the level of awareness among society about the risks of tidal waves.

Furthermore, as part of the development plan of the aviation infrastructure in general and the navigation services in particular, a new approach radar was launched in Salalah Airport with a total cost exceeding **5 million OMR** to cope with the rapid growth of air traffic in the region. PACA is committed to strategic air management to improve the civil aviation

sector and its safety and maximize its efficiency in the Sultanate of Oman.

The approach radar is designed to secure surveying as it is a key component in the safe and effective control of air traffic services, especially in the southern sector of Omani airspace and Salalah airport access area.

Achieving aerial safety is crucial, thus a series of radars were distributed throughout the Sultanate to cover all other air sectors and provide information on air navigation services and operations within Oman. Duqm Airport is a new addition to the civil aviation system in the Sultanate to promote tourism and investment projects in Duqm and to support Sohar Airport, which is an integral part in logistics, cargo, economy, tourism and other social sectors.

In conclusion, I would like to emphasize that the Sultanate's achievements in the civil aviation sector is a source of pride for all of us, for it has placed the Sultanate at the forefront of international competition in aviation security and safety, environmental protection and civil aviation infrastructures. The government shall continue its support for this vital and promising sector to accomplish our ambitious vision for civil aviation in Oman.

I would like to extend my sincere gratitude to the Board of Directors and to all my colleagues for the important role they have played in advancing the strategic vision of the Authority. I also thank all partners of civil aviation and the contributing bodies for their continued cooperation with PACA for the public interest and for the benefit of Oman. We shall continue our strive towards excellence in the global civil aviation industry and we will realize our goals under the wise leadership of His Majesty Sultan Qaboos bin Said.







# Strategic Planning

We work together strategically, bearing a clear vision to achieve our goals, improve our skills and promote the civil aviation sector in accordance with the highest international standards and legislations. Our constant goal is to ensure the safety and security of aviation and environmental protection, and to realize sustainable growth for the Public Authority for Civil Aviation.

We work together strategically, bearing a clear vision to achieve our goals, improve our skills and promote the civil aviation sector in accordance with the highest international standards and legislations. Our constant goal is to ensure the safety and security of aviation and environmental protection, and to realize sustainable growth for the Public Authority for Civil Aviation.

Due to the economic, political and climatic challenges facing the civil aviation sector at various local and regional levels, strategic planning was implemented at PACA. This has contributed in containing the detrimental effects of these issues, and gained PACA recognition and ovation from the international organizations. The purpose of strategic planning is to achieve leadership, development and sustainability in the civil aviation sector through creating investment opportunities in various aspects of the industry.

The Department of Strategic Planning is investing all its efforts in activating and developing its media resources, for only through enhancing external communication, and developing strategic mechanisms and plans - the Sultanate's aviation sector will become known regionally and internationally. This will also aid in the establishment of an organized media with effective messages and sustainable activities.

The World Meteorological Organization (WMO) praised the Sultanate's role in dealing with exceptional climatic conditions and the effectiveness of PACA's information, most notable in its transmission of accurate and timely information in nine languages (German, French, Hindi, Bengali and Urdu, Filipinos, Indonesians, Arabic and English) to communicate with the largest segment of society, and ensure the safety of its citizens and residents in the Sultanate.

The Strategic Planning Department and the Information Technology Department, seek to build an infrastructure for information and communication technology to overcome the obstacles that stand in the face of digital transformation and integration that will contribute to the establishment of a digital bridge that ensures fast access to quality services.



# Strategic Planning



# Strategic Planning



Review the terms of reference of the organization sector in PACA



List all activities of the regulatory processes to prepare a comprehensive and integrated program that contributes to the building of performance indicators



Update and develop PACA's website



Development of PACA's accounts on social media



Issue warnings in several languages



Gained international ovation for local media coverage of the Tropical Cyclone (Mekunu).



Continue to implement e-transformation plan



Prepe the Policy and Procedures Manual for IT Department



Implement security assessment of the core IT environment



Add "Open-Data" on PACA website



Annual media meeting of the Ministry of Transport and Communications

Media participation during the launch of the new Muscat International Airport



The Authority celebrated the 48th National Day

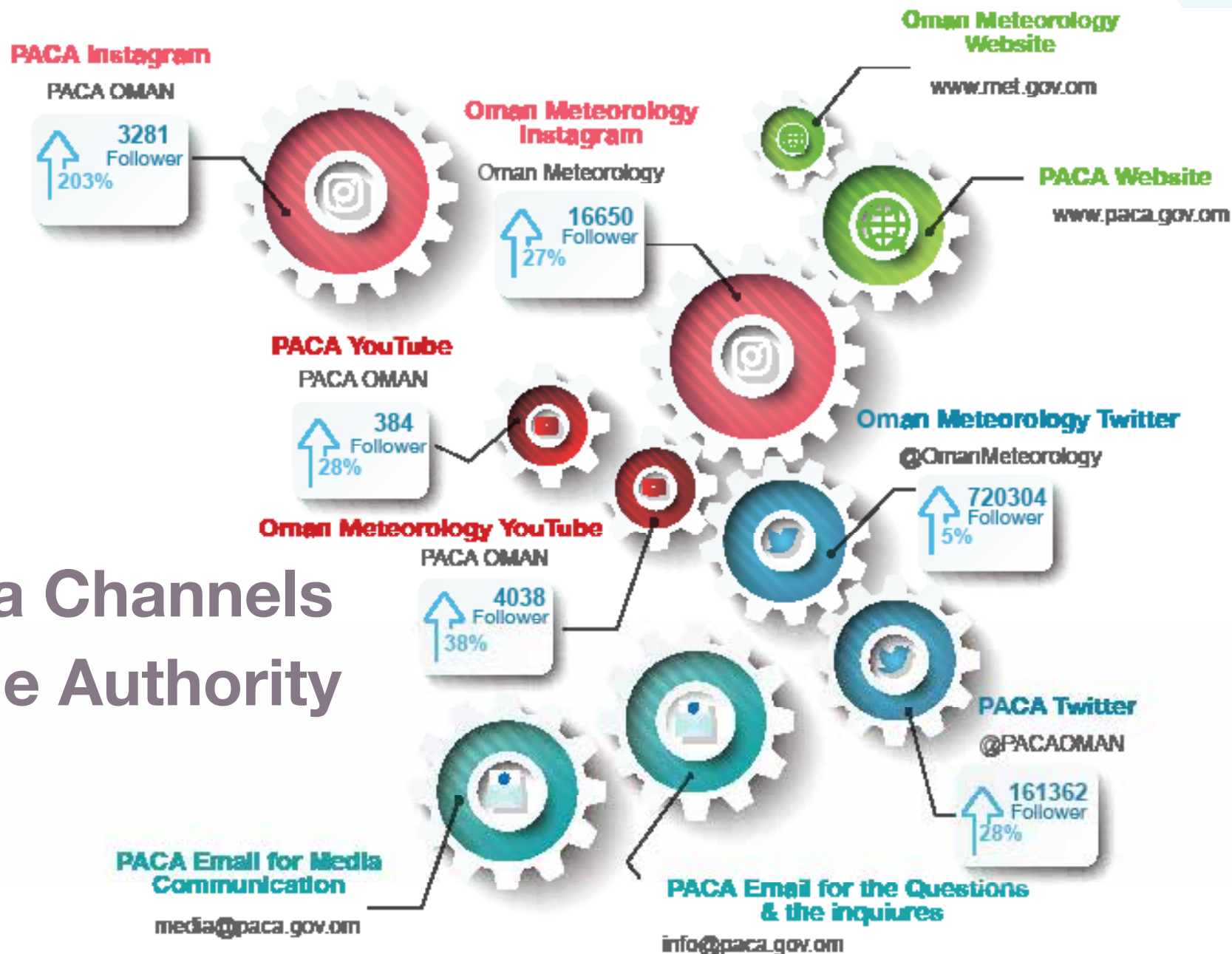


Rewarding excellent employees at the Authority



Iftar gathering for the employees of the Authority

# Media Channels of The Authority









# Financial Summary

The Authority is an independent body with its own budget and administration, for we seek to ensure the economic development of the civil aviation sector through the provision of an appropriate economic regulatory framework that takes into account the protection of consumer interests. We also aspire to achieve the largest amount of revenues which in turn contribute in rising the Sultanate's economy and supporting related sectors, such as trade, tourism and others.

# Revenues and Expenses

## Income Statement of The General Authority of Civil Aviation

Basis of Accrual 31 Desember, 2018

	2017	2018	Change Percentage	Details	2017	2018	Change Percentage
	OMR	OMR			OMR	OMR	
Franchise revenues	22,088,236	21,048,366	-4.7%	Basic Salaries	8,685,648	8,483,912	-2.3%
Rental revenues from offices and shops	76,137.50	66,938	-12.1%	Allowances	10,371,423	10,050,117	-3.1%
Other revenues from airports	7,520,799.16	8,532,636	13.5%	Other payments	1,813,341	2,001,945	10.4%
Air Navigation revenues	58,022,312.50	58,542,983	0.9%	Operation supplies	291,112	429,739	47.6%
Meteorological revenues	2,876,014.73	2,908,671	1.1%	Service expenditure	1,055,028	1,748,225	65.7%
Lands rent revenues	130,640.16	115,986	-11.2%	Government services expenditure	1,374,221	2,906,644	111.4%
Housing rent	299,473.94	260,064	-13.2%	Staff assistance and compensations	25,646	—	-100.0%
Revenues from selling used furniture and equipments	3,950.00	—	100.0%	Contributions in organizations	132,898	144,791	8.9%
Interst revenues	25,106.00	22,588	-10.0%	Non-project related expenses	8,079	17,092	111.6%
Revenues from sale of government contracts and models	3,525.00	—	100.0%	Total development expenditure	889,850	987,619	-11.0%
Revenues from fines and penalties	16,304.41	30,428	86.6%	Payables	1,500,000	1,465,799	2.3%
Other revenues	619.80	2,060	232.4%	Old outstanding paid	(1,400,000)	(1,500,000)	7.1%
<b>Total Revenues</b>	<b>91,063,119</b>	<b>91,530,719</b>	<b>1%</b>	<b>Total Expenses</b>	<b>24,747,245</b>	<b>26,734,882</b>	<b>8%</b>





# Revenues

The Authority managed to maintain good performance during the year **2018** with a total revenue of **91,530,719 OMR**, an increase of approximately **1%** compared to the previous year. Despite the prevailing economic situation affecting all economic activities, PACA continued to attract more transient flights through its distinctive air transport services provided in the secure airspace of the Sultanate of Oman. This helped maintain the level of air cargo revenues and the operation of some airlines to travel through the Sultanate's airports during the year **2018**.

In addition, the Authority benefited from the increase in the number of international passengers through the Sultanate's airports, which resulted in an increment by approximately **13.5%** of aviation safety and security revenues, amounting to a total revenue of **7,314,649 OMR** exceeding the proceeds of **2017**.

**Air Navigation revenue 58,542,983 OMR**



**Meteorological revenues 2,866,292 OMR**

## Total revenues and expenses of the Authority (Basis of Accrual) 2014-2018



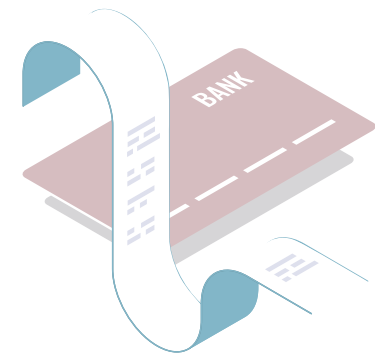
**2%↓** Net Surplus  
2017-2018  
**(-152,003,7) OMR**

**125%↑** Increase in Revenues  
2014-2018  
**(50,883,720) OMR**

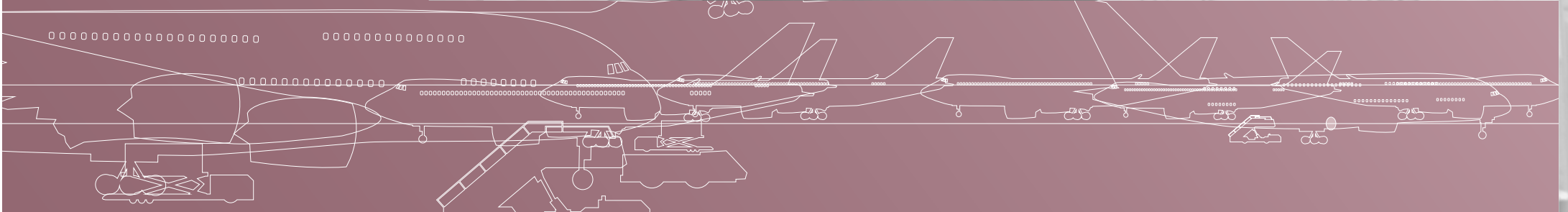
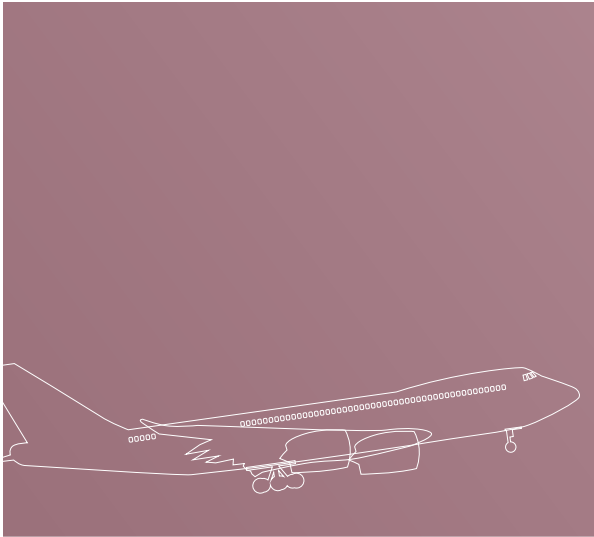
**1%↑** Increase in Revenues  
2017-2018  
**(467,600) OMR**

## Expenses

The rate of exchange on salaries and allowances decreased by about **5%** compared to **2017**. Due to the high number of vacant grades and the suspension of recruitment during **2018**.



The exchange rate in commodity items increased by about **48%**

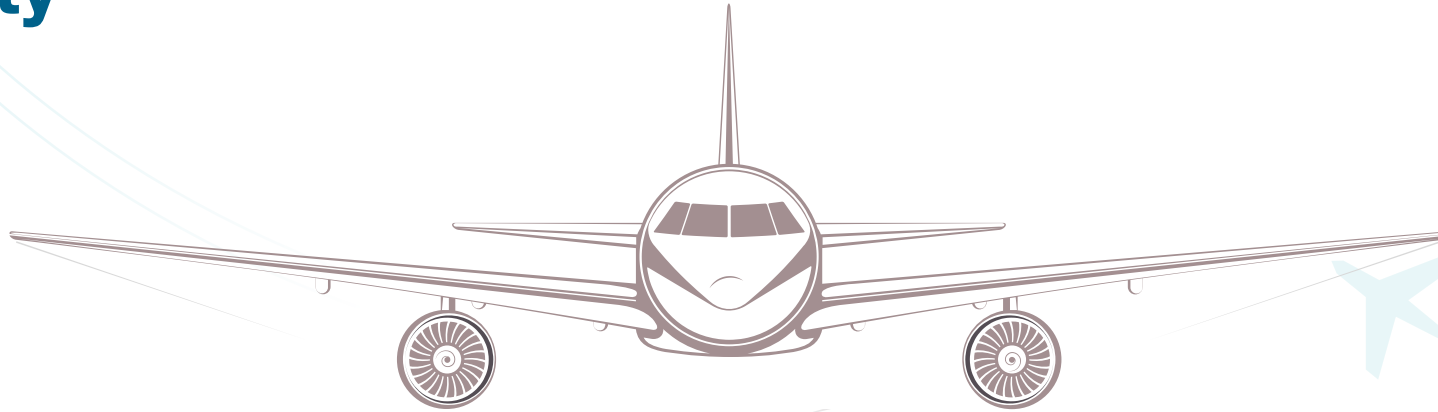




# Civil Aviation Regulation

We aim to achieve the highest levels of aerial security and safety by implementing regulations in accordance with the Civil Aviation Law, its executive regulations, and the requirements of the international organizations. We always strive to ensure that Oman's airports comply with the international security and safety standards to ensure safety of the aviation industry. We also work to protect the rights of travelers by enacting laws and legislations that guarantee their rights and address their complaints.

# Aviation Safety



Approve maintenance manuals, minimum equipment manuals, manuals for aircraft maintenance and airworthiness

Review and evaluate the documents relating to the airlines of Al-Sharqiya and Salalah to issue an air permits

Review fees for most regulatory safety services

Prepare legislation and procedures necessary for licensing unmanned aircraft

Inspect aircraft maintenance establishments (line and base maintenance)

Draft remotely piloted aircraft systems

Develop, review and update some manuals on aviation safety procedures and processes

Airworthiness revenues up by **128%**



# Aerodromes Safety



Review fees for most  
regulatory safety services

Set the necessary mechanism to address the  
insufficiency of meeting the ICAO's audit and to  
enhance the surveillance capabilities of air safety



Prepare, review and update some  
manuals on procedures and processes  
related to airport safety

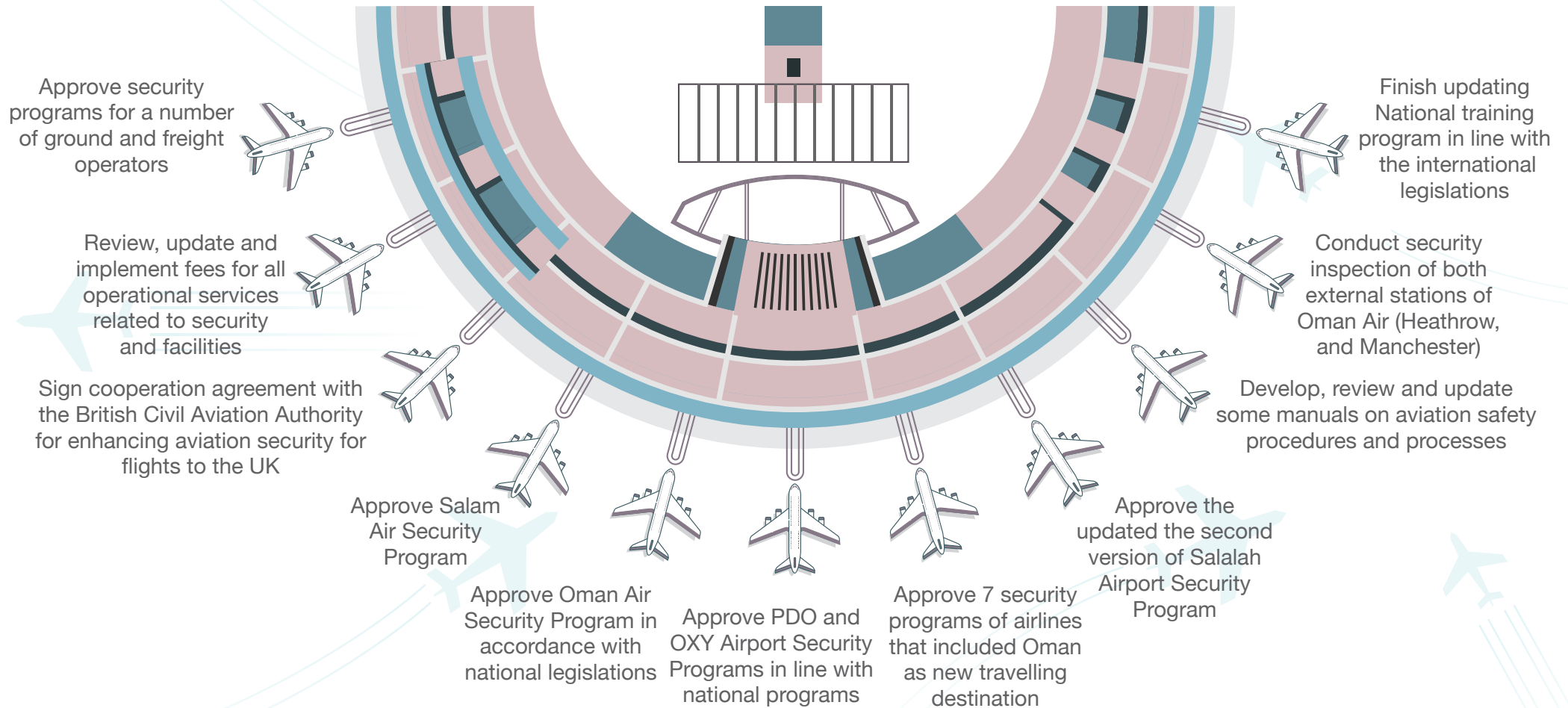


Prepare runway safety manual

Prepare guidance documents  
for most regulatory procedures  
for airport safety and airworthiness



# Aviation Security







# Air Navigation Safety

The graphic features a stylized world map in the background. A dark purple airplane is shown in flight over the map, with a curved line trailing behind it. A target symbol is located in the bottom right corner of the map. In the top left corner, there is a small graphic of a white airplane flying towards the right. The title 'Air Navigation Safety' is prominently displayed in the top left corner.



Review and update some safety systems to comply with ICAO requirements



Prepare, review and update some manuals on procedures and processes in air navigation safety



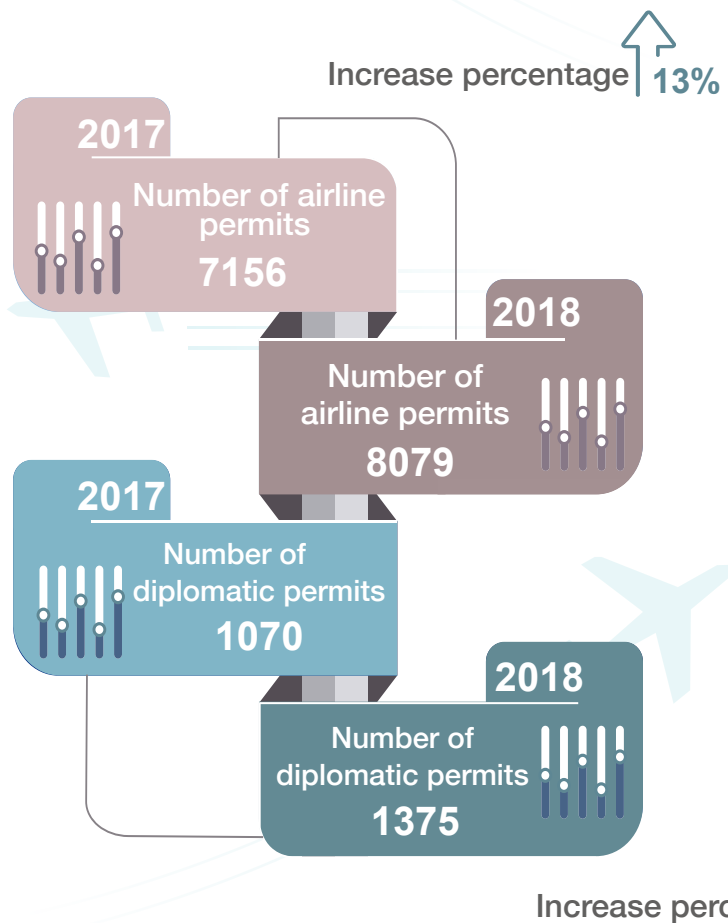
Design and implement the consultative process with the stakeholders in drafting and discussing new and updated safety regulations



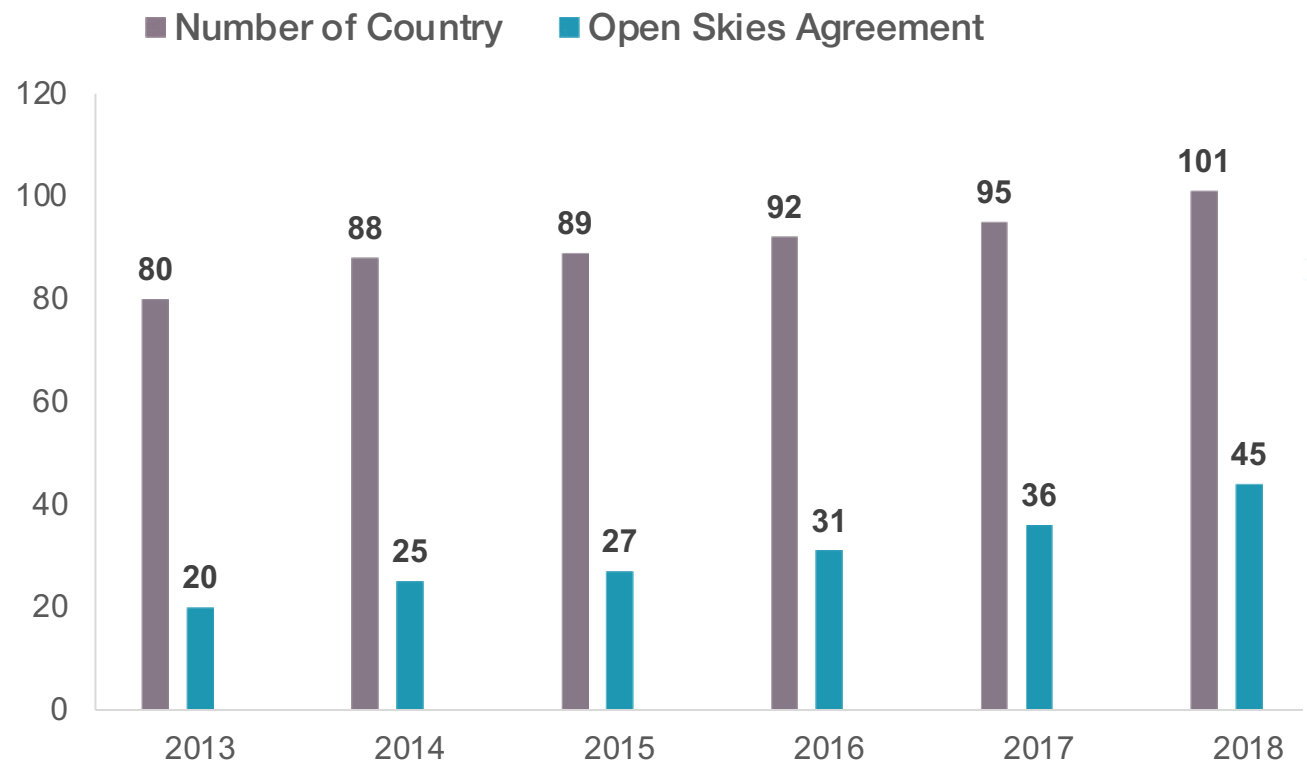
Complete the requirements of ATSEP for aeronautical engineers and technicians

# Air Transport

## Issued permits 2017-2018



## Total number of countries with air transport agreement (2013-2018)



# Negotiations were held with 24 countries in the field of Air transport



Open Skies Agreement



New and Open Skies Agreement



Updated Agreement



Final Signature (Protocol)



# Regulation Statistics (2018)

1300

Issued permits  
for airport  
entry



1253

Hazardous  
substances  
transport  
permit



950

Staff  
member  
certificate



301

Approvals  
issued by the  
office of flight  
obstacles



150

Approval for  
UAV activities



124

Aircraft  
Engineer  
Leaves



105

complaints  
handled by  
Air Transport



90

Registered  
aircraft  
in Oman



78

Renewal of  
airworthiness  
certificate  
and radio  
station



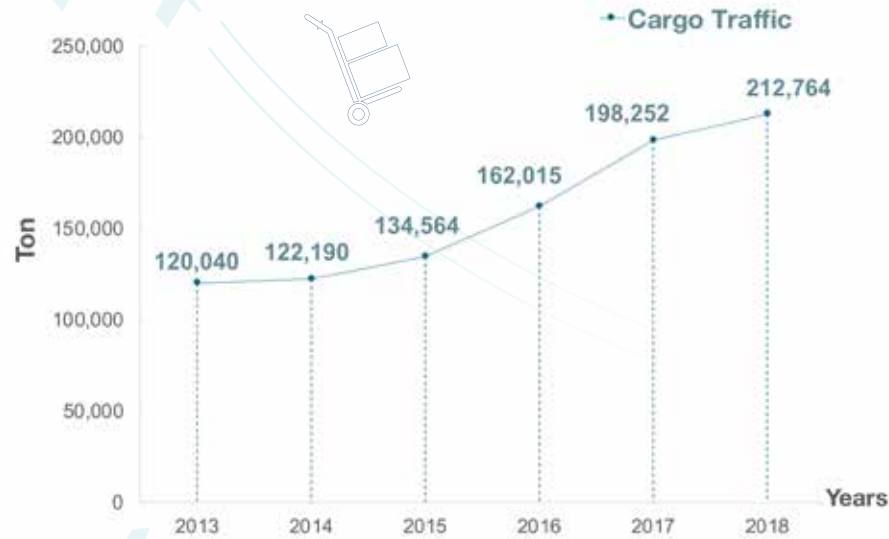
23

Supported  
Boeings  
and airbus  
simulation  
devices



# Airport Preformance

## Muscat International Airport

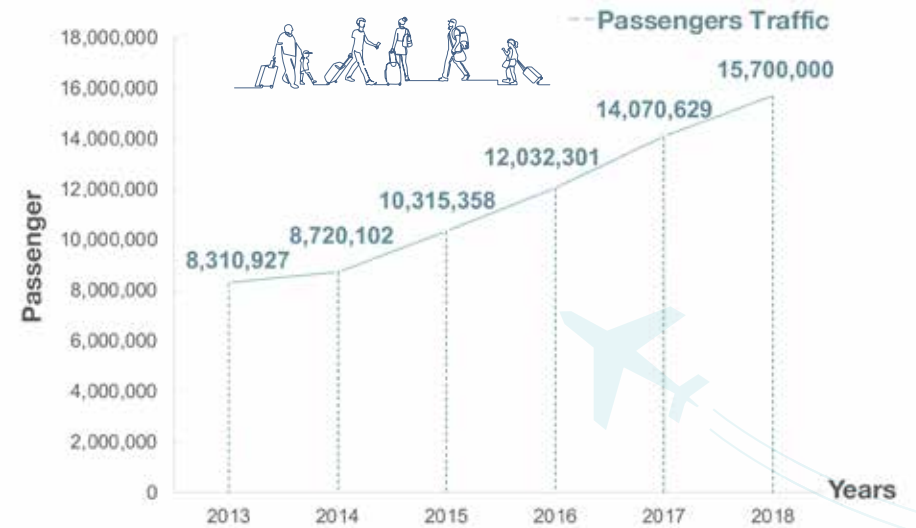


Increase percentage  
2013-2018

↑77%

Increase percentage  
2017-2018

↑7%



Increase percentage  
2013-2018

↑89%

Increase percentage  
2017-2018

↑12%



Increase percentage  
2013-2018

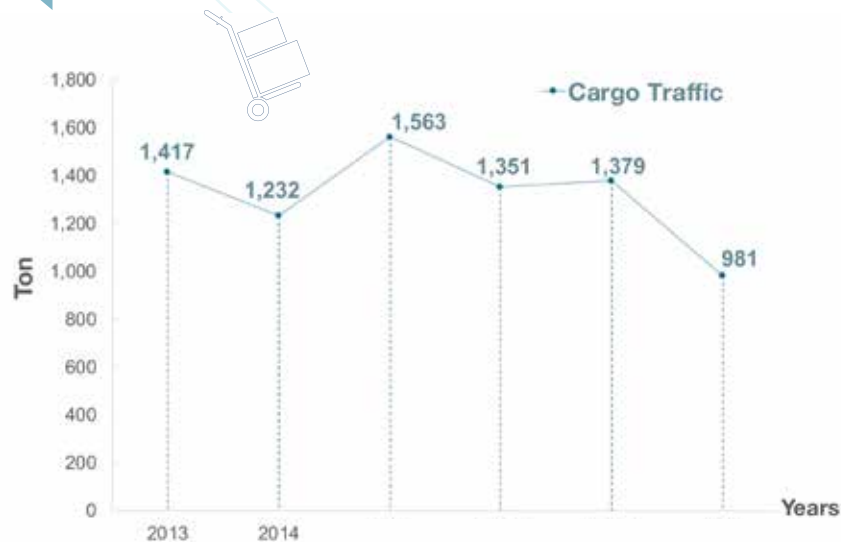
↑39%

Increase percentage  
2017-2018

↑4%

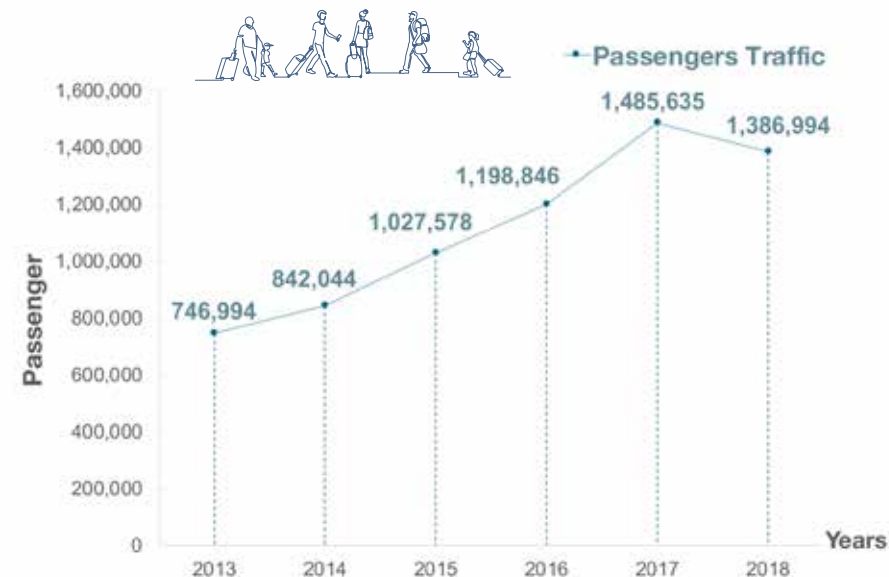
# Airport Preformance

## Salalah Airport



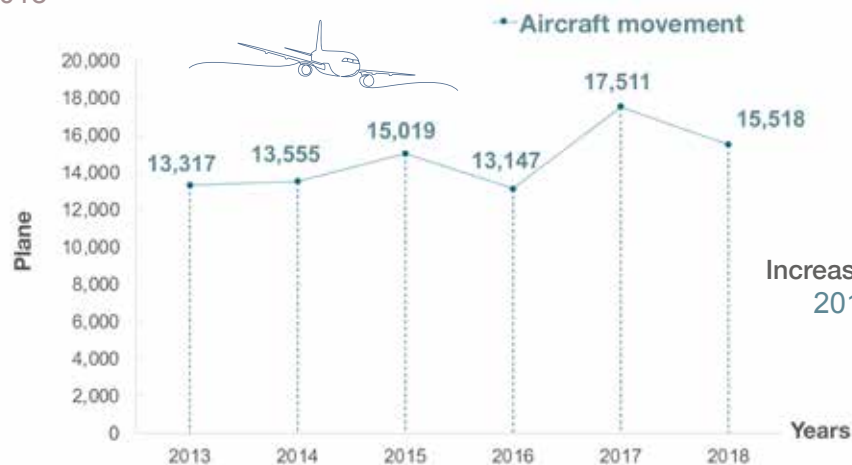
Decrease percentage  
2013-2018 ↓ 31%

Decrease percentage  
2017-2018 ↓ 29%



Increase percentage  
2013-2018 ↑ 86%

Decrease percentage  
2017-2018 ↓ 7%

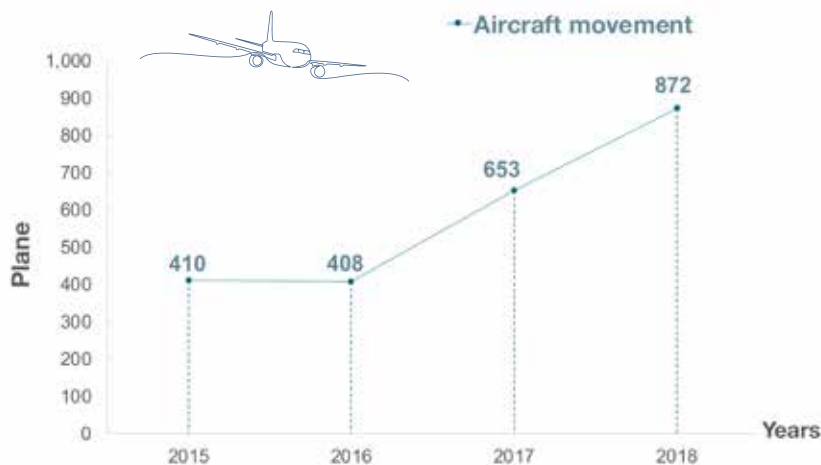


Increase percentage  
2013-2018 ↑ 17%

Decrease percentage  
2017-2018 ↓ 11%



# Airport Performance



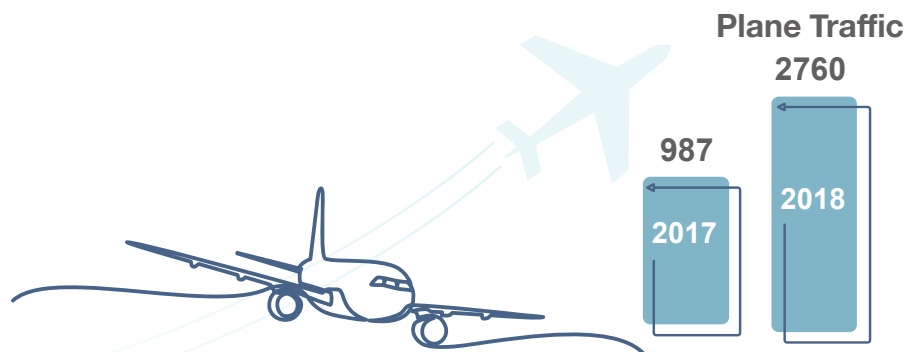
Increase percentage 2013-2018 **↑113%**  
 Increase percentage 2017-2018 **↑34%**

## Duqm Airport



Increase percentage 2013-2018 **↑206%**  
 Increase percentage 2017-2018 **↑47%**

## Sohar Airport



Note: Statistical data of 2017 for Sohar Airport are from 1 June





# Air Navigation

We strive to achieve the highest quality and safety levels in air navigation services, air traffic management, aviation information, and coordination procedures with airlines and airports. We provide air traffic control, flight warning and control the flow of aviation information in the region from Muscat; manage the provision of air control tower services; schedule air traffic; and perform aerospace mapping.

# Air Navigation

Provision of Air Traffic and Control System

Initiate the implementation of Noise Reduction Systems at Muscat International Airport

Operate (CTC) Center which is in parallel to Muscat (ATC) Center

Provide air navigation services to Duqm Airport

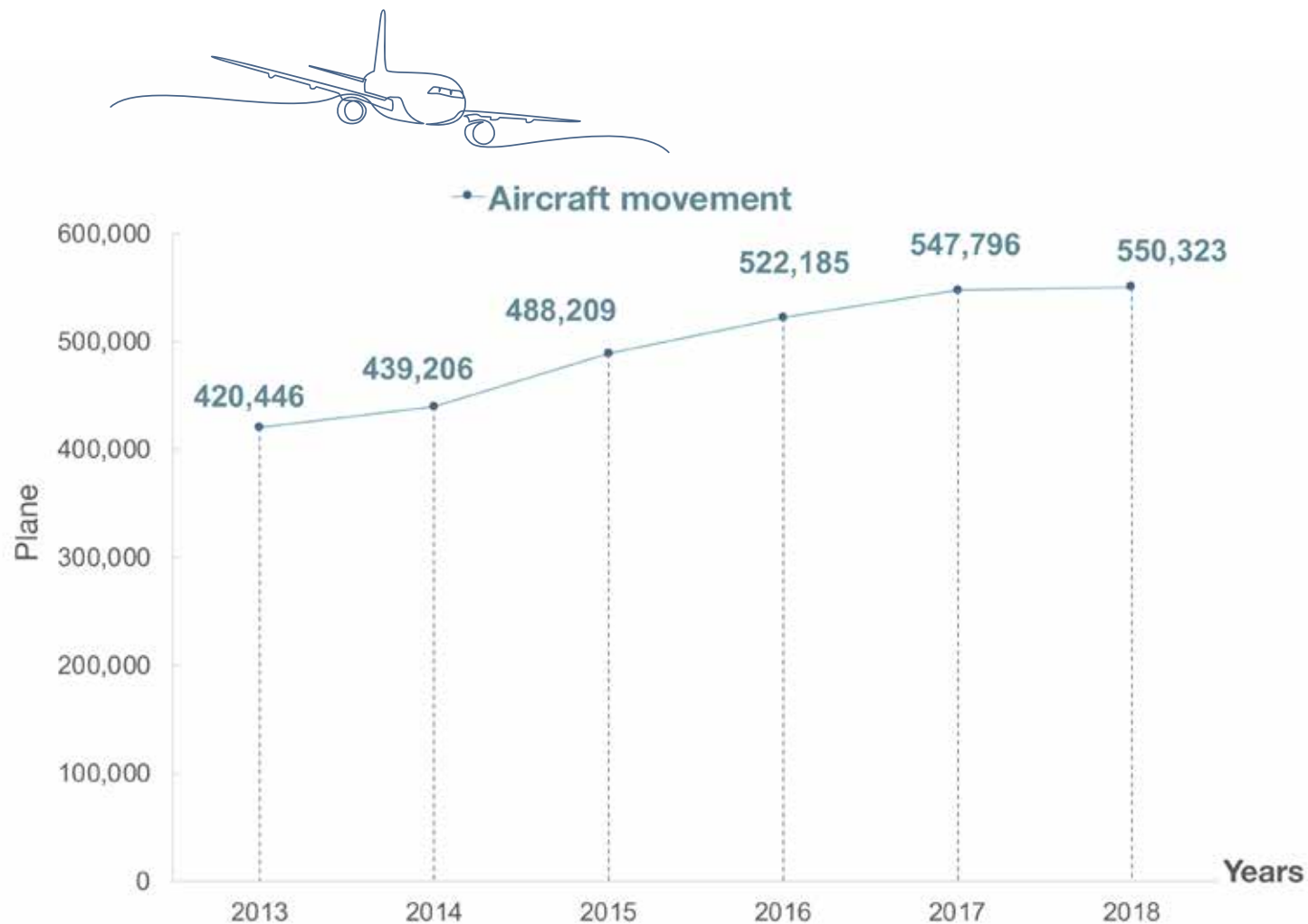
Implement Human Resources Management System (Euro Planner) for air traffic controllers

Expand radio coverage in Omani airspace

Develop air traffic controllers' career path

# Statistics

## Air Navigation (2018)





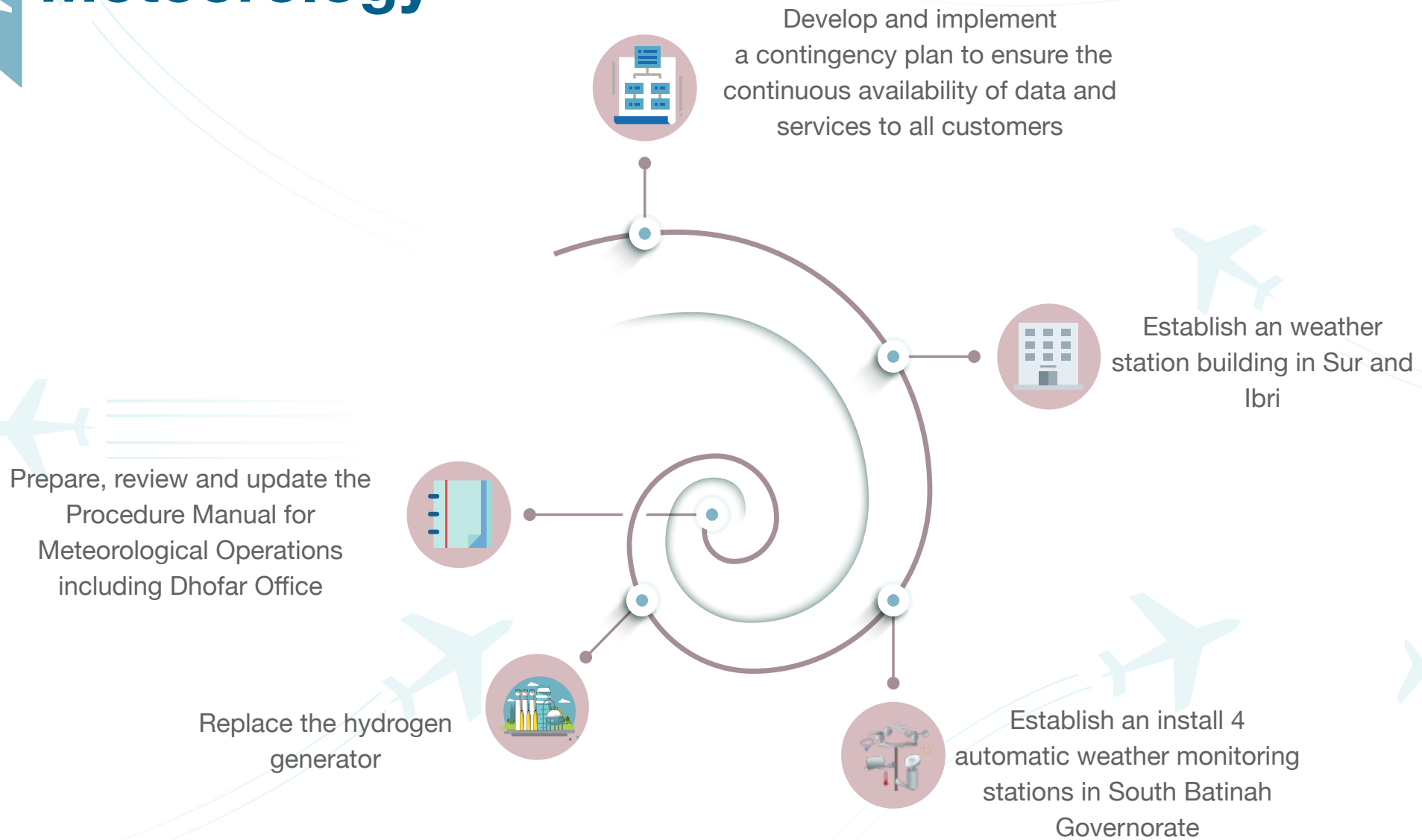




# Meteorology

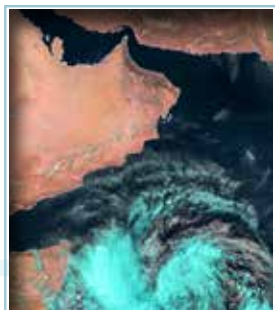
We seek to equip the National Center for Multi-Hazard Early Warning with the latest equipment and modern technologies; as well as a qualified national scientific staff, capable of dealing with weather variables and exceptional atmosphere conditions in a professional manner. We are also focused on cooperation with all sectors in the Sultanate and the international organizations to strengthen the National Early Warning System, and to implement a carefully designed plan to better deal with weather changes and exceptional atmosphere.

# Meteorology

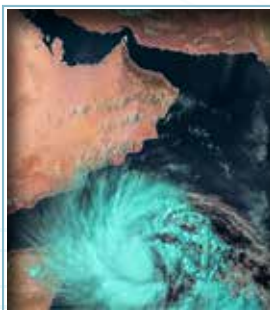


# Meteorology Statistics (2018)

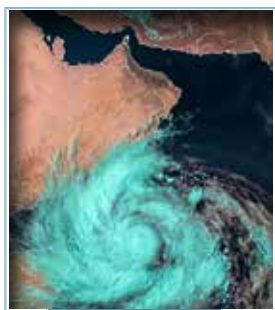
## Issuance during the Tropical Cyclone (Mekunu)



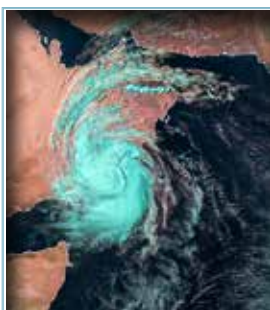
Bulletin (1)



Notice (1)



Alert (2)



Warning (10)

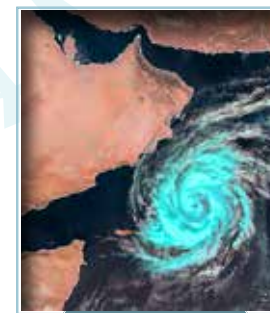
Statement of the end of the system

	(2017)	(2018)		(2017)	(2018)
Special bulletins	1800	1100	Data required for students in different universities and colleges	136	120
Marine bulletins	730	730	Required Statistical data and weather reports	84	80
General bulletins	730	730	Weather stations	70	74

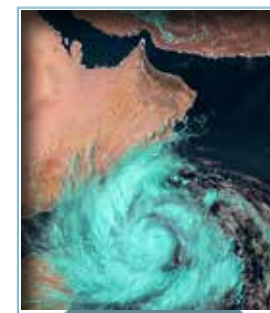
## Issuance during the Tropical Cyclone (Luban)



Bulletin (2)



Notice (2)



Alert (7)

Statement of the end of the system









# Supporting Units

Given our genuine care and attention to human resources, we are constantly investing in training and developing our employees, and building rapport amongst them to achieve our vision and aspirations - for the power of an organization is rooted in the power of its human resources. In addition, we are constantly seeking to attract highly qualified experts, and train employees to achieve the highest levels of career satisfaction amongst our staff at PACA.

# Human Resources

Number of employees who they left the service



Number of transferred employees

## Muscat (2018)

To other government units: **3**

From other government units: **3**

## Salalah (2018)

To other government units: **0**

From other government units: **0**



Number of employees recruited



**Total number of employees**

# Human Resources (Training)

## Budgets

Internal courses outside the scope of the training plan

Total grants

Manpower plan

Projects

External courses outside the scope of the training plan

Professional group interior courses

Administrative collective interior courses

Internal grants

Total

## Number of employees

5

5

23

10

7

17

51

28

146

## Number of courses

2

5

9

2

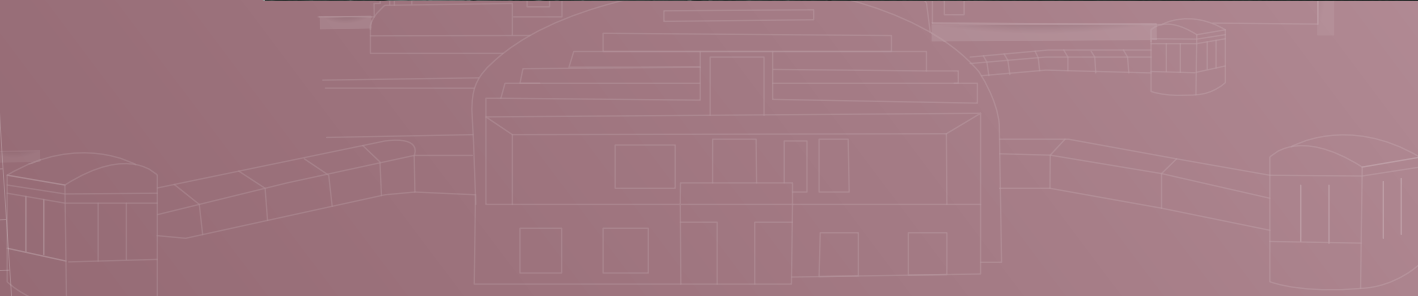
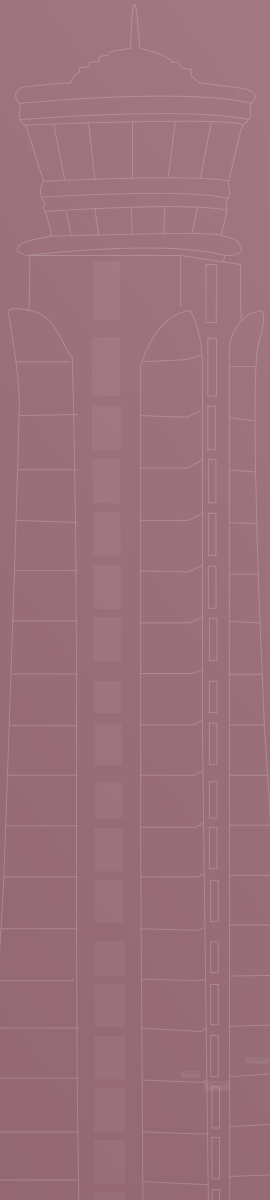
3

1

1

13

36







# Role of PACA in Operating Muscat International Airport

Our journey continues towards the development of aviation and airport services in the Sultanate of Oman. We are determined to equip our airports with state of the art technology, and facilitation procedures to become one the world's most renowned airports. Alongside our ambition to achieve highest level of security and safety in air transport, we aspire for our aviation sector to prosper and attain sustainable development in cooperation with our partners in the Sultanate of Oman.



# Role of PACA in Operating Muscat International Airport

Issue the necessary licenses for companies and service providers in the new building



Ensure compliance of all parties with airport security and safety requirements in accordance with Oman Civil Aviation Law and international legislations



Form field teams from different specialized departments



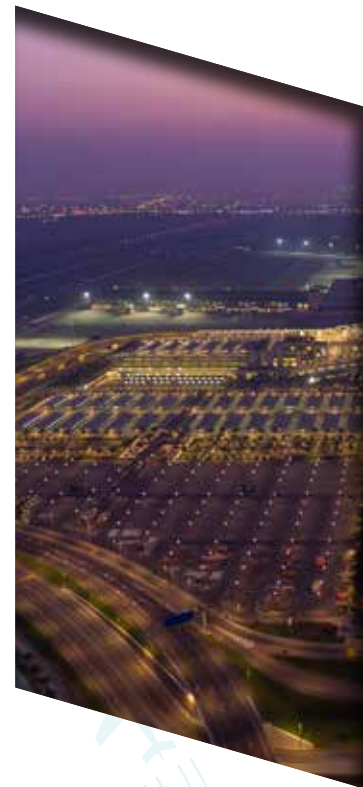
Provide technical support to all operators and service providers in airport facilities



Ensure all devices and systems are fully operational in new facilities in accordance with safety, security and environmental protection standards



## Civil Aviation Regulation



# Role of PACA in Operating Muscat International Airport

## Air Navigation



Updating and publishing bulletins of air procedures, services and facilitations in Muscat Air Information Guide (Omani airspace) according to international regulations



Ensure readiness of Air Traffic Management Systems to be linked to airport systems and updated with new data and routes



Conduct safety workshops to identify paths, parking, and maneuver areas in aerodromes to identify the risks and methods for addressing them



Ensure the procedures compliance with Civil Aviation Regulations and standard practices and international recommendations

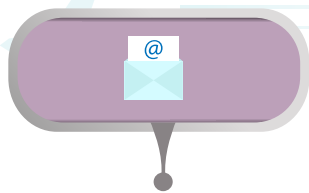
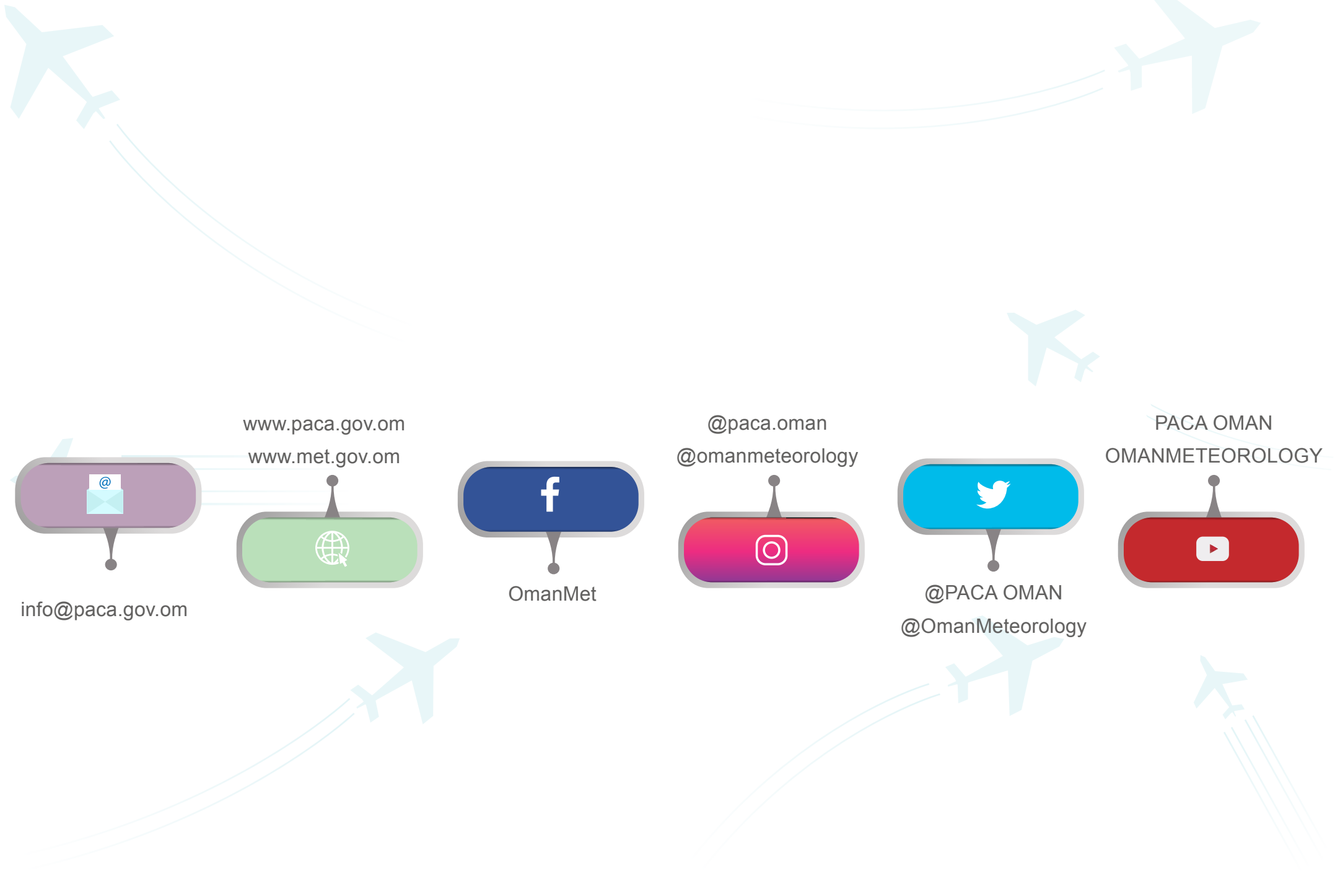


Utilize the Airport Tower Simulator to train tower controllers on new work procedures to increase the efficiency of the training

Obtain necessary regulatory licenses after going through the appropriate auditing



Finalize the training programs and ensure readiness of air traffic controllers at airport tower for air traffic management at the new Muscat International Airport



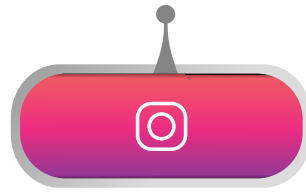
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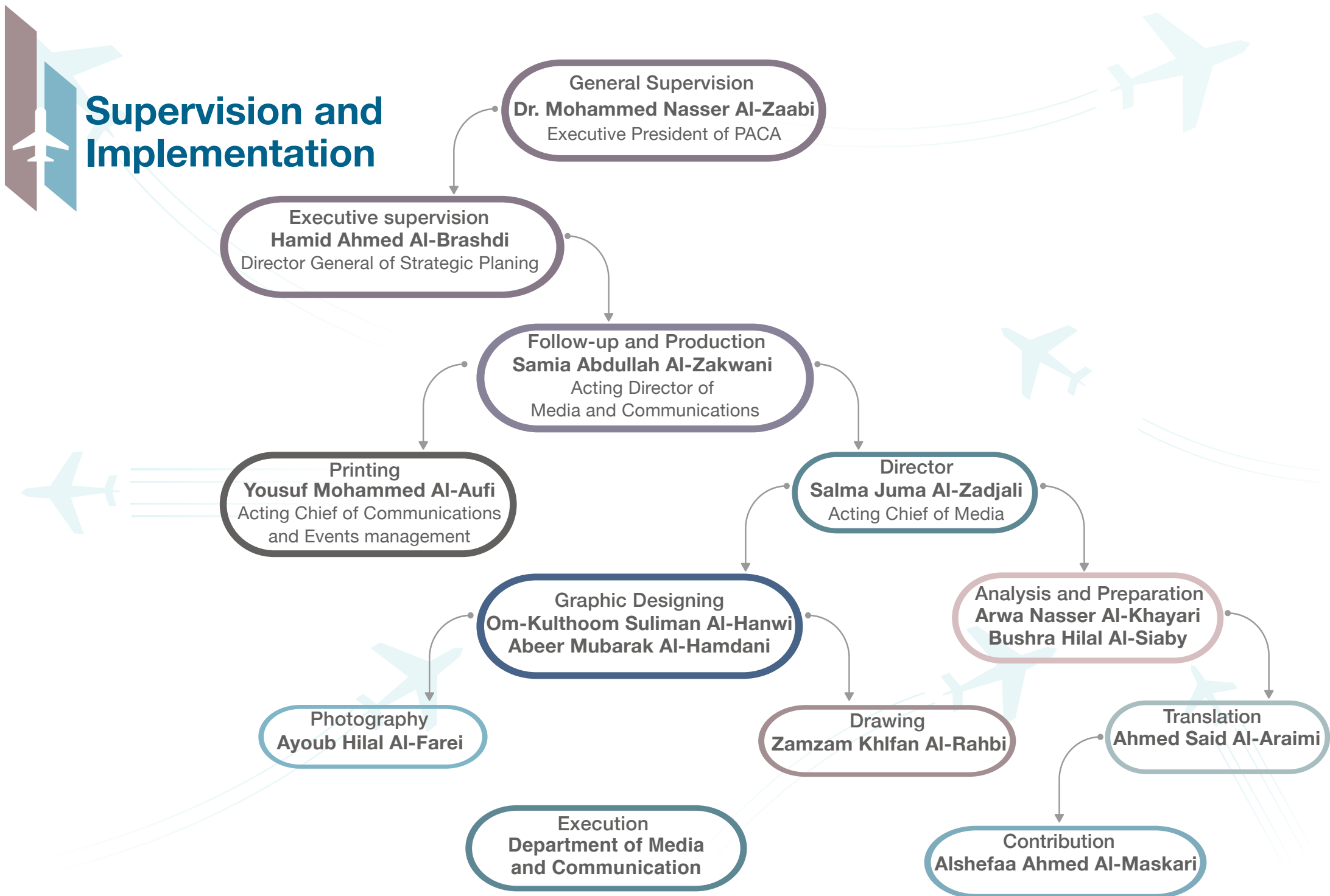
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