



SULTANATE OF OMAN
CIVIL AVIATION AUTHORITY

CIVIL AVIATION DIRECTIVE

**AIRPORT QUALITY SERVICES
OVERSIGHT & PERFORMANCE
FRAMEWORK**





CAD-No. [01] of 2026

CIVIL AVIATION DIRECTIVE AIRPORT QUALITY SERVICES OVERSIGHT & PERFORMANCE FRAMEWORK

Effective: 25/06/2026

Approved by: H.E. Eng. Naif Ali Hamed Al-Abri

President of CAA

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Civil Aviation Directive (CAD)

No. [01] of 2026

Airport Quality Services Oversight & Performance Framework

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IMPLEMENTATION – ALL AIRPORT OPERATORS

This Civil Aviation Directive is issued by the Chairman of the Civil Aviation Authority in exercise of statutory powers. It is legally binding on all airport managing bodies in the Sultanate of Oman with immediate effect. Compliance with the reporting obligations specified herein shall commence from the first full assessment period following the date of issue. The operational oversight document (survey and compliance checklist) is provided in the Airport Quality Service Oversight.

TABLE OF CONTENTS

PART I – AUTHORITY, PURPOSE & SCOPE

- Article 1 – Authority & Legal Basis
- Article 2 – Purpose
- Article 3 – Scope & Applicability
- Article 4 – Definitions

PART II – QUALITY OF SERVICE PARAMETERS & KPIs

- Article 5 – Overview of QoS Framework
- Article 6 – Section 1: Passenger Processing KPIs
- Article 7 – Section 2: Baggage Handling KPIs
- Article 8 – Section 3: Terminal Facilities & Comfort KPIs
- Article 9 – Section 4: Retail, Food & Beverage & Commercial KPIs
- Article 10 – Section 5: PRM & Accessibility KPIs
- Article 11 – Section 6: Airside Operations & Flight Punctuality KPIs
- Article 12 – Section 7: Airport Parking KPIs
- Article 13 – Section 8: Overall Satisfaction & Complaint Handling

PART III – GRADUATED INCENTIVE & PENALTY SCHEME

- Article 14 – Three-Tier Enforcement Model
- Article 15 – Incentives for Consistently High Performance

PART IV – DATA COLLECTION, REPORTING & TRANSPARENCY

- Article 16 – Data Collection Obligations
- Article 17 – Reporting Framework

PART V – ADMINISTRATION & INCORPORATION CLAUSE

- Article 18 – CAA Oversight & Inspector Visits
- Article 19 – Review of KPI Targets
- Article 20 – Incorporation Clause
- Article 21 – Entry into Force

ANNEX 1 –KPI Master Table

ANNEX 2 – Proportional Financial Penalty Matrix

ANNEX 3 – KPI OWNERSHIP & ACCOUNTABILITY MATRIX

PART I – AUTHORITY, PURPOSE & SCOPE

CAD No. [01]/2026 – Airport Quality Services Oversight & Performance Framework

Article 1 – Authority and Legal Basis

1.1 This Civil Aviation Directive is issued by the Civil Aviation Authority of the Sultanate of Oman, in exercise of the powers conferred by Article 7 of the Civil Aviation Law issued by the Royal Decree No. 76/2019.

1.2 This Directive shall have full legal force and effect as a binding regulatory instrument from its date of issue.

Article 2 – Purpose

2.1 The purpose of this Civil Aviation Directive is to:

- a. Establish an immediate, binding framework for the oversight of airport service quality across all civil airports in the Sultanate of Oman;
- b. Define comprehensive Quality of Service (QoS) standards, Key Performance Indicators (KPIs), performance targets, and measurement methodologies in accordance with internationally recognized practices, including those adopted by Airports Council International (ACI).
- c. Introduce a graduated, corrective incentive and penalty scheme for service quality compliance, calibrated to encourage continuous improvement rather than impose disproportionate financial burdens;
- d. Establish data collection, reporting, and transparency obligations for airport operators;
- e. Provide the operational framework for CAA quality oversight inspections, passenger satisfaction surveys, and compliance audits, as implemented through the Airport Quality Service Oversight document;

Article 3 – Scope and Applicability

3.1 This Directive applies to all civil airports in the Sultanate of Oman, handling scheduled commercial passenger services.

3.2 Under this Directive, all airports must submit a quarterly Quality of Service (QoS) report to the CAA and maintain a continuous passenger survey and multi-channel feedback program designed to achieve the statistical sample sizes required by ACI ASQ standards within each Assessment Period, compliance inspections will be conducted quarterly by CAA inspectors.

3.3 This Directive does not apply to general aviation facilities used exclusively for non-commercial operations, nor to military airports.

3.4 For Muscat International Airport, Salalah Airport, and Sohar Airport, which are subject to the Operation and Management License approved by the Civil Aviation Authority, the provisions of operation and management license shall prevail over this Directive in respect of: (a) KPI targets and measurement standards; (b) penalty amounts and escalation procedures; and (c) reporting formats. Where this Directive imposes more stringent requirements than the operation and management license, the more stringent

standard shall apply, provided it does not impose additional financial burden on the Airport Operator beyond those contemplated in the operation and management license.

3.5 This Directive establishes a regulatory oversight framework for monitoring, measuring and reporting airport quality of service performance from a passenger experience and consumer protection perspective. This Directive shall not replace, amend, duplicate, override or conflict with any Level of Service (LOS), Key Performance Indicator (KPI), performance payment mechanism, enhancement requirement, contractual remedy or other obligation established under any operation and management license approved by the Civil Aviation Authority.

3.6 Avoidance of Regulatory Duplication: The CAA shall seek to avoid duplication of:

- (a) Performance obligations;
- (b) KPI reporting requirements;
- (c) Audit programs;
- (d) Corrective measures;
- (e) Financial consequences;
- (f) Routine submission of granular raw data or exhaustive survey datasets, where summarized KPI performance reports suffice for regulatory oversight.

already established under operation and management license, airport licenses, safety regulations or security regulations.

3.7 Where equivalent mechanisms already exist, the CAA may rely upon such mechanisms for oversight purposes, subject to the hierarchy established in Article 3.4.

Article 4 – Definitions

For the purposes of this Directive, the following terms shall have the meanings assigned:

- 1. 'ACI ASQ'** means the Airports Council International Airport Service Quality survey and benchmarking program, the recognized global standard for measuring passenger experience at airports.
- 2. 'Assessment Period'** means quarterly (January–March, April–June, July–September, October–December), aligned with the reporting cycles specified in the operation and management license for airports subject thereto.
- 3. 'Compliance Audit'** means a structured field inspection conducted by a CAA using the Airport Quality Service oversight document.
- 4. 'Control Period'** is a predetermined timeframe during which specific rules, constraints, or enhanced oversight are actively applied to manage a particular process, system, or entity.
- 5. 'KPI Target'** means the minimum quantitative performance standard that an airport operator is required to achieve in respect of a specified KPI, as set out in Part II of this Directive and the Consolidated KPI Master Table in Annex 1.

6. 'Observation Report' means a written report issued by the CAA identifying a first-time or minor instance of non-compliance with a KPI Target, with recommended corrective actions, constituting Tier 1 action under this Directive.

7. 'Passenger Survey' means the structured survey of departing and arriving passengers at an airport, conducted using the methodology set out by CAA oversight activities.

8. 'PRM' this definition will be based on Royal degree No. 92/2025 promulgating the law of the rights of persons with Disabilities.

9. 'QoS Parameters' means the eight categories of airport service quality assessed under this Directive: Passenger Processing; Baggage Handling; Terminal Facilities and Comfort; Retail, F&B, and Commercial; PRM and Accessibility; Airside Operations and Flight Punctuality; Airport Parking; and Overall Satisfaction and Complaint Handling.

10. 'Remedial Action Plan' means a structured plan of corrective actions required by a Tier 2 Remedial Directive, with specific milestones and deadlines for implementation.

11. 'Satisfaction Score' means the arithmetic mean of all passenger survey responses to a given question, measured on a scale of 1 (Very Poor) to 5 (Excellent), as collected through the Passenger Perception Survey.

12. "Operation and management license of Airport" means Muscat International Airport, Salalah Airport, or Sohar Airport, which are subject to the operation and management license between the Civil Aviation Authority and Oman Airports Management Company S.A.O.C.

13. 'Staff Attitude' means the passenger-rated assessment (on a 1 to 5 scale, where 1 = Very Poor and 5 = Excellent) of the helpfulness, professionalism, and responsiveness of airport-facing personnel, as measured through the Passenger Perception Survey across all service areas (e.g., passenger processing, baggage, terminal, retail/F&B, PRM, airside, and parking).

Limitation of Liability: For the avoidance of doubt, the Airport Operator is only accountable for, and subject to enforcement under this Directive for, the Staff Attitude of personnel directly employed by the Operator, its subcontractors, or commercial concessionaires. The Airport Operator shall not be held liable for Staff Attitude scores pertaining to personnel employed by government authorities (e.g., ROP, Customs, Security) or Airlines.

For operation and management license of Airports (Muscat International Airport, Salalah Airport, and Sohar Airport), the specific staff categories, measurement methodologies and satisfaction thresholds applicable to Staff Attitude KPIs shall be interpreted in accordance with operation and management license, pursuant to Article 3.4 of this Directive.

PART II – QUALITY OF SERVICE PARAMETERS & KEY PERFORMANCE INDICATORS

Article 5 – Overview of the QoS Framework

5.1 The QoS framework established by this Directive covers eight service quality parameter sections. For each parameter, this Directive specifies: the KPI name; its precise definition; the measurement methodology; the minimum performance target; and the data source for verification.

5.2 Performance is assessed against KPI Targets on a per-Assessment-Period basis. Where an airport operator fails to achieve a KPI Target in an Assessment Period, the graduated enforcement process set out in Part III is activated.

5.3 KPI Targets represent minimum acceptable performance standards. Airport operators are expected to exceed these targets. Sustained performance above targets will attract positive recognition in accordance with Article 15.

5.4 The CAA shall not impose new data collection, reporting, or monitoring requirements under this Directive that would impose material additional costs on Airport Operators beyond those contemplated in operation and management license, unless such requirements are: (a) mandated by Applicable Law; (b) necessary to address a material safety or security risk; or (c) agreed in writing by the Airport Operator as providing commensurate benefit to passenger experience.

5.5 Responsibility for Subcontractors and Concessionaires: For the avoidance of doubt, the Airport Operator remains fully accountable and subject to enforcement under this Directive for the performance of its subcontractors, agents, and concessionaires (including ground handling companies, cleaning contractors, and facility management providers). Exclusions from KPI penalties under this Directive apply strictly and exclusively to State authorities (e.g., Royal Oman Police, Customs), Airlines, Air Navigation Service Providers, and factors explicitly defined as outside the Airport Operator's control in the specific KPI Notes (e.g., Article 11, KPI 6.1).

Article 6 – Section 1: Passenger Processing

KPI Ref.	KPI Name	Definition & Target	Measurement Method	Data Source
1.1	Check-in Processing Time	At least 90% of passengers shall complete check-in processes within: ≤10 minutes (off-peak); ≤15 minutes (peak periods). Queue wait time at check-in desks shall not exceed 15 minutes for 90% of passengers during peak periods. Note: For operation and management license of Airports (Muscat, Salalah, Sohar), the applicable targets are: 95% of business class passengers wait less than 5 minutes; 95% of economy class passengers wait less than 20 minutes, as specified in operation and management license. The 95% compliance threshold applies.	Automated queue management sensors; manual queue timing observations (minimum 50 passenger sample per Assessment Period); passenger survey responses to Q1.1	Queue management system logs; passenger survey
1.2	Security Screening Time	At least 95% of passengers shall complete security screening within ≤10 minutes from entering the security lane. Queue wait time prior to entering the	Integration with queue monitoring system; CCTV time-stamping; manual sampling	Security screening system logs; CCTV records; passenger survey; compliance with

		screening lane shall not exceed 10 minutes for 95% of passengers. *Note: Security screening services are under the operational control of Royal Oman Police and/or designated security authorities. This KPI measures the airport operator's coordination and facility provision support; it shall not create direct responsibility for airport operators regarding security screening activities under the statutory authority of government entities. *	(minimum 50 passengers per Assessment Period per lane); passenger survey Q1.2	Royal Oman Police / airport security authority SLAs
1.3	Immigration Processing Time (Arrivals)	<i>At least 95% of arriving passengers shall complete immigration processing within ≤15 minutes from reaching the immigration hall. (Note: Immigration services are under Royal Oman Police operational control. Where delays are attributable to ROP operational constraints beyond the Airport Operator's control, the Operator shall document such instances and submit a joint ROP-Airport explanation to the CAA within 5 working days. Such documented instances shall not count against the Airport Operator's KPI compliance calculation, consistent with the force majeure provisions of the operation and management license.)</i>	Airport Operational Database (AODB) timestamps; passenger survey Q1.3; coordination with ROP records	AODB; ROP/immigration authority records; passenger survey
1.4	Boarding Gate On-Time Process	At least 95% of scheduled departing flights shall complete boarding by the scheduled departure time. Gate availability for boarding shall be confirmed at least 30 minutes prior to scheduled departure.	AODB departure data; gate management records; airline departure reports; passenger survey Q1.4	AODB; gate management logs; airline data; passenger survey
1.5	Staff Attitude – Passenger Processing	Passenger satisfaction with the attitude and helpfulness of check-in, security, immigration, and boarding staff shall achieve a Satisfaction Score of ≥4.0/5.0 in each Assessment Period.	Passenger Perception Survey (Q1.1S–1.4S – staff attitude sub-questions); minimum 50 completed surveys per Assessment Period.	Passenger survey; CAA inspector observations recorded in compliance checklist
* Operation and management license of Airports Applicability: For Muscat International Airport, Salalah Airport, and Sohar Airport,				

KPI targets, measurement methodologies, compliance thresholds, and penalty triggers specified in the operation and management license shall prevail over the values in this table, pursuant to Article 3.4 of this Directive. Where this Directive imposes more stringent requirements than the operation and management license, the more stringent standard shall apply, provided it does not impose additional financial burden on the Airport Operator beyond those contemplated in the operation and management license.*

Article 7 – Section 2: Baggage Handling

KPI Ref.	KPI Name	Definition & Target	Measurement Method	Data Source
2.1	First Bag Delivery Time	The first bag from any flight shall appear on the baggage reclaim belt within ≤20 minutes of aircraft wheel-stop (block-on), for at least 90% of arriving flights. *Note: For operation and management license of airports, the compliance threshold is 95% of arriving flights (not 90%), as specified in operation and management license. *	BHS (Baggage Handling System) event logs (timestamp from aircraft block-on to first bag on belt); automated monitoring with 100% flight coverage	BHS logs; AODB; ground handler SLA compliance reports
2.2	Last Bag Delivery Time	The last bag from any flight shall appear on the baggage reclaim belt within ≤35 minutes of aircraft wheel-stop (block-on), for at least 90% of arriving flights. *Note: For operation and management license of Airports, the compliance threshold is 95% of arriving flights (not 90%), as specified in the operation and management license.*	BHS logs; last-bag timestamps monitored for 100% of arriving flights	BHS logs; AODB; ground handler reports
2.3	Baggage Delivery Passenger Satisfaction	Passenger satisfaction with baggage delivery clarity, speed, and information shall achieve a Satisfaction Score of ≥4.0/5.0.	Passenger Perception Survey Q2.1–Q2.2	Passenger survey; IATA Resolution 753 compliance reports

2.4	Baggage Trolley Availability	Baggage trolleys shall be available in the arrivals and departures halls at an availability rate of $\geq 98\%$ of operational hours, verified by periodic physical inspection.	Trolley management system logs; minimum four (4) physical inspection observations per Assessment Period; passenger survey trolley availability question	Trolley management logs; inspection records; passenger survey
2.5	Staff Attitude – Baggage Handling	Passenger satisfaction with the attitude and helpfulness of baggage handling and ground handling staff shall achieve a Satisfaction Score of $\geq 4.0/5.0$.	Passenger Perception Survey (baggage staff attitude sub-question)	Passenger survey; CAA inspector observations
* Operation and management license of Airports Applicability: For Muscat International Airport, Salalah Airport, and Sohar Airport, KPI targets, measurement methodologies, compliance thresholds, and penalty triggers specified in the operation and management license shall prevail over the values in this table, pursuant to Article 3.4 of this Directive. Where this Directive imposes more stringent requirements than the operation and management license, the more stringent standard shall apply, provided it does not impose additional financial burden on the Airport Operator beyond those contemplated in the operation and management license. *				

Article 8 – Section 3: Terminal Facilities and Comfort

KPI Ref.	KPI Name	Definition & Target	Measurement Method	Data Source
3.1	Terminal Cleanliness	Passenger satisfaction with overall terminal cleanliness (floors, seating, public areas, toilets) shall achieve a Satisfaction Score of $\geq 4.2/5.0$ [For operation and management license of Airports: "3.75-very satisfied" on a 5-point Likert scale, as specified in operation and management license. Third-party cleaning audit scores shall achieve a compliance rate of $\geq 95\%$.]	Passenger Perception Survey Q3.1; third-party cleaning audit reports (minimum monthly); CAA inspector physical observations	Passenger survey; cleaning contractor performance reports; CAA inspection checklist Section 3
3.2	Restroom Compliance	Restrooms shall meet cleanliness and functionality standards (including availability of consumables, functioning fixtures, and adequate lighting) at a compliance rate of $\geq 95\%$ across all	Periodic physical inspection (minimum once per 2 hours per cluster of restrooms); CAA inspector	Cleaning inspection logs; CAA inspection records; passenger survey

		checks. Passenger Satisfaction Score shall be $\geq 4.0/5.0$.	spot checks; passenger survey	
3.3	Wi-Fi Uptime and Quality	Complimentary passenger Wi-Fi service shall be available and functional at an uptime of $\geq 99\%$ of operational hours. Minimum usable bandwidth per concurrent user shall be 2 Mbps in standard public areas.	Network monitoring system (automated uptime logging); periodic speed testing; passenger survey Q3.3	IT/network operations logs; passenger survey
3.4	Wayfinding & Passenger Information	Passenger satisfaction with the clarity, visibility, and multilingual quality of wayfinding signage and flight information displays shall achieve a Satisfaction Score of $\geq 4.0/5.0$. All FIDS shall achieve an uptime of $\geq 99\%$.	Passenger Perception Survey Q3.4; FIDS uptime logs; CAA inspector assessment of signage quality	Passenger survey; FIDS logs; CAA inspection checklist
3.5	Seating and Amenities	Adequate seating shall be available in all departure and arrivals holding areas, with at least 85% of passenger seating positions functional and undamaged at all times. Passenger satisfaction with seating availability shall achieve $\geq 4.0/5.0$.	Physical inspection counts; passenger survey Q3.5	Facilities management records; CAA inspection checklist; passenger survey
3.6	Staff Attitude – Terminal Services	Passenger satisfaction with the attitude and helpfulness of all terminal-facing staff (information desks, cleaning staff, concession staff) shall achieve a Satisfaction Score of $\geq 4.0/5.0$.	Passenger Perception Survey (terminal staff attitude sub-questions)	Passenger survey; CAA inspector observations
* Operation and management license of Airports Applicability: For Muscat International Airport, Salalah Airport, and Sohar Airport, KPI targets, measurement methodologies, compliance thresholds, and penalty triggers specified in the operation and management license shall prevail over the values in this table, pursuant to Article 3.4 of this Directive. Where this Directive imposes more stringent requirements than the operation and management license, the more stringent standard shall apply, provided it does not impose additional financial burden on the Airport Operator beyond those contemplated in the operation and management license.*				

Article 9 – Section 4: Retail, Food & Beverage, and Commercial Services

KPI Ref.	KPI Name	Definition & Target	Measurement Method	Data Source
4.1	Retail & F&B Satisfaction	Overall passenger satisfaction with the quality, variety, and value of retail and F&B offerings shall achieve a Satisfaction Score of $\geq 4.2/5.0$.	Passenger Perception Survey Q4.1–Q4.2; CAA-approved continuous passenger feedback and transaction-rating systems (e.g., digital feedback kiosks, post-transaction surveys (minimum quarterly))	Passenger survey; mystery shopping reports; concessionaire performance data; health authority inspection certificates
4.2	Retail & F&B Diversity	Passenger satisfaction with the diversity and range of retail and F&B options (including local/Omani products and international brands, and options serving passengers with dietary requirements) shall achieve a Satisfaction Score of $\geq 4.0/5.0$.	Passenger Perception Survey Q4.3; concessionaire mix analysis	Passenger survey; concessionaire contract data
4.3	F&B Quality	Passenger satisfaction with the quality and value-for-money of food and beverage served at airport outlets shall achieve a Satisfaction Score of $\geq 4.0/5.0$. All food outlets shall hold valid municipal health inspection certificates.	Passenger Perception Survey Q4.4; municipal health inspection records	Passenger survey; Municipal authority inspection certificates
4.4	Staff Attitude – Retail & F&B	Passenger satisfaction with the attitude and helpfulness of retail and F&B concession staff shall achieve a Satisfaction Score of $\geq 4.0/5.0$.	Passenger Perception Survey (retail/F&B staff attitude sub-questions)	Passenger survey; CAA-approved continuous passenger feedback and transaction-rating systems (e.g., digital feedback kiosks, post-transaction surveys)
* Operation and management license of Airports Applicability: For Muscat International Airport, Salalah Airport, and Sohar Airport, KPI targets, measurement methodologies, compliance thresholds, and penalty triggers specified in the operation and management license shall prevail over the values in this table, pursuant to Article 3.4 of this Directive. Where this Directive imposes more stringent requirements than the operation and management license, the more stringent standard				

shall apply, provided it does not impose additional financial burden on the Airport Operator beyond those contemplated in the operation and management license.*

Article 10 – Section 5: Persons with Reduced Mobility (PRM) and Accessibility

KPI Ref.	KPI Name	Definition & Target	Measurement Method	Data Source
5.1	PRM Assistance Response Time	At least 95% of PRM assistance requests shall be attended to within ≤10 minutes of the request being logged. Average response time across all requests shall not exceed 7 minutes.	PRM service request tracking system (GPS-linked dispatch); manual log review; passenger survey Q5.1	PRM dispatch system logs; ground handler SLA compliance reports; passenger survey
5.2	PRM Passenger Satisfaction	Passenger satisfaction with PRM assistance services (including professionalism, attitude, equipment quality, and journey completion) shall achieve a Satisfaction Score of ≥4.0/5.0.	Dedicated PRM passenger survey administered to PRM service users; passenger survey Q5.1–Q5.3	Dedicated PRM survey; general passenger survey; CAA inspection checklist Section 5
5.3	Accessibility of Terminal Facilities	All terminal facilities for PRM passengers (ramps, lifts, accessible restrooms, tactile paths, dedicated lanes) shall be operational and functional at a compliance rate of ≥98%, in accordance with ICAO Annex 9 and applicable national accessibility standards.	Physical inspection by CAA inspectors (minimum semi-annually); passenger survey Q5.2;	Facilities maintenance records; CAA inspection checklist; ICAO Annex 9 compliance self-assessment
5.4	Staff Attitude – PRM Services	Passenger satisfaction with the attitude, empathy, and professional conduct of PRM assistance staff shall achieve a Satisfaction Score of ≥4.0/5.0.	Dedicated PRM survey (staff attitude questions); passenger survey staff attitude sub-question for PRM	Passenger survey; PRM staff training records; CAA inspector observations
* Operation and management license of Airports Applicability: For Muscat International Airport, Salalah Airport, and Sohar Airport, KPI targets, measurement methodologies, compliance thresholds, and penalty triggers specified in operation and management license shall prevail over the values in this table, pursuant to Article 3.4 of this Directive. Where this Directive imposes more stringent requirements than the operation and management license, the more stringent standard shall apply, provided it does not impose additional financial burden on the Airport Operator beyond those contemplated in the operation and management license.*				

Article 11 – Section 6: Airside Operations and Flight Punctuality

KPI Ref.	KPI Name	Definition & Target	Measurement Method	Data Source
6.1	On-Time Performance (Airport-Controlled Factors)	At least 90% of scheduled departures shall push back within 15 minutes of scheduled departure time, excluding delays attributable to factors outside the airport's operational control (weather, ATC, airline-specific issues, force majeure). Airport-controlled delay causes include: late gate allocation, aerobridge/jetway malfunction, ground equipment failure, cleaning delays attributable to airport, and loading delays attributable to ground handling concession.	AODB departure data; departure delay codes; monthly OTP report by carrier and delay category; passenger survey Q6.1	AODB; airline delay reports; IATA delay code analysis; passenger survey
6.2	Stand and Gate Availability	At least 95% of scheduled flights shall be allocated a stand or gate consistent with the agreed schedule, with no involuntary remote stand allocation caused by airport infrastructure deficiencies, during the Assessment Period.	AODB gate/stand allocation data; stand change logs; passenger survey Q6.2	AODB; gate management system; passenger survey
6.3	Flight Information Display Accuracy	All FIDS across the terminal shall accurately reflect flight status within 2 minutes of any status change. FIDS uptime shall be $\geq 99\%$.	FIDS log correlation with AODB; automated monitoring; CAA inspector verification during inspection visits	FIDS system logs; AODB; CAA inspection checklist Section 6
6.4	Staff Attitude – Airside & Operations	Passenger satisfaction with the attitude and helpfulness of airside-facing operations staff (boarding agents, transfer desk staff, gate agents) shall achieve a Satisfaction Score of $\geq 4.0/5.0$.	Passenger Perception Survey (operations staff attitude sub-questions)	Passenger survey; CAA inspector observations
* Operation and management license of Airports Applicability: For Muscat International Airport, Salalah Airport, and Sohar Airport, KPI targets, measurement methodologies, compliance thresholds, and penalty triggers specified in operation and management license shall prevail over the values in this table, pursuant to Article 3.4 of this Directive. Where this Directive imposes more stringent requirements than the operation and management license, the more stringent standard shall apply, provided it does not impose additional financial burden on the Airport Operator beyond those contemplated in the operation and management license.*				

Article 12 – Section 7: Airport Parking

KPI Ref.	KPI Name	Definition & Target	Measurement Method	Data Source
7.1	Parking Space Availability	The percentage of total parking spaces available (not occupied or under maintenance) relative to total parking capacity shall be $\geq 95\%$ during non-peak periods and $\geq 85\%$ during peak travel periods. Real-time parking availability information shall be displayed at entry points and on the airport's website. *Note: For operation and management license Airports, the applicable standard is that car parking utilization (short-stay and long-stay) shall not exceed 95%, as specified in operation and management license.*	Automated parking occupancy sensors; physical count verification (minimum weekly); passenger survey Q7.1	Parking management system; sensor data; passenger survey
7.2	Parking Area Lighting and Safety	All car park areas (internal and external) shall maintain $\geq 98\%$ operational lighting at all times. CCTV coverage of all car park areas shall be maintained continuously. Security patrol logs shall demonstrate regular patrols of all parking zones.	Monthly lighting inspection; CCTV uptime logs; security patrol log review by CAA inspector; passenger survey Q7.2	Facilities management records; CCTV logs; security patrol logs; passenger survey
7.3	Parking Payment System Uptime	Automated parking payment machines and online/app-based payment systems shall maintain a combined uptime of $\geq 99\%$ of operational hours. Validation error rates shall not exceed 0.5% of all transactions.	Payment system logs (automated monitoring); error log review; passenger survey Q7.3	Parking payment system logs; IT monitoring reports; passenger survey
7.4	Shuttle Service Frequency and Reliability	Where a shuttle bus service connects parking areas to the terminal: average passenger wait time shall not exceed 5 minutes during peak periods and 10 minutes during off-peak periods. Shuttle vehicles shall be clean and fit for purpose. Service shall operate	Shuttle service schedule monitoring; real-time GPS tracking of shuttle vehicles; manual wait-time sampling (minimum 20 observations per Assessment Period); passenger survey Q7.4	Shuttle GPS logs; service schedule records; passenger survey

		continuously during airport operational hours.		
7.5	Overall Parking Satisfaction	Overall passenger satisfaction with the airport parking experience (ease of access, safety, cleanliness, payment, and value) shall achieve a Satisfaction Score of $\geq 4.0/5.0$.	Passenger Perception Survey Q7.5; complaint log analysis for parking-related complaints	Passenger survey; complaint management system
7.6	Staff Attitude – Parking and Shuttle	Passenger satisfaction with the attitude and helpfulness of parking staff and shuttle drivers shall achieve a Satisfaction Score of $\geq 4.0/5.0$.	Passenger Perception Survey Q7.6 (parking staff attitude sub-question); CAA inspector observations during inspection visits	Passenger survey; CAA inspection checklist Section 8; mystery shopping
* Operation and management license of Airports Applicability: For Muscat International Airport, Salalah Airport, and Sohar Airport, KPI targets, measurement methodologies, compliance thresholds, and penalty triggers specified in operation and management license shall prevail over the values in this table, pursuant to Article 3.4 of this Directive. Where this Directive imposes more stringent requirements than the operation and management license, the more stringent standard shall apply, provided it does not impose additional financial burden on the Airport Operator beyond those contemplated in the operation and management license.*				

Article 13 – Section 8: Overall Satisfaction and Complaint Handling

KPI Ref.	KPI Name	Definition & Target	Measurement Method	Data Source
8.1	Overall ACI ASQ Satisfaction Score	The ACI Airport Service Quality overall passenger satisfaction score shall achieve $\geq 4.2/5.0$ [*For operation and management license Airports: "3.75-very satisfied" on a 5-point Likert scale, as specified in operation and management license *] in each Assessment Period, measured on the ACI ASQ 5-point scale aligned with the Passenger Perception Survey in the CAD oversight document.	Passenger Perception Survey (ACI ASQ-aligned methodology); minimum 200 completed responses per Assessment Period for Designated Airports; minimum 100 for Non-Designated Airports. [*For operation and management license of Airports: Survey sampling aligns with operation and management license: ASQ Survey every 3 months, minimum 80% of responses or automated*].	Passenger survey; ACI ASQ platform data (where enrolled); CAA analysis

8.2	Net Promoter Score (NPS)	The airport's NPS (based on the question "On a scale of 0–10, how likely are you to recommend this airport to other travellers?") shall be ≥ 40 (Good range) as a target, with a minimum acceptable score of ≥ 20 . NPS trend shall be monitored quarterly.	Passenger Perception Survey (NPS question); calculated as % Promoters (9–10) minus % Detractors (0–6)	Passenger survey; quarterly NPS trend analysis
8.3	Complaint Resolution Time	Urgent passenger complaints (safety-related, PRM, significant service failures) shall be acknowledged within 2 hours and resolved or escalated within 24 hours. Standard passenger complaints shall be acknowledged within 24 hours and resolved within 48 hours.	Complaint management system log; timestamp analysis; complaint escalation records	CRM/complaint management system; CAA inspection of complaint log compliance
8.4	Complaint Resolution Satisfaction	Passenger satisfaction with the resolution of complaints shall achieve a Satisfaction Score of $\geq 4.0/5.0$ among passengers who submitted complaints and received a resolution response.	Follow-up survey to complainants; CRM system satisfaction tracking	CRM system; follow-up survey data
* Operation and management license of Airports Applicability: For Muscat International Airport, Salalah Airport, and Sohar Airport, KPI targets, measurement methodologies, compliance thresholds, and penalty triggers specified in operation and management license shall prevail over the values in this table, pursuant to Article 3.4 of this Directive. Where this Directive imposes more stringent requirements than the operation and management license, the more stringent standard shall apply, provided it does not impose additional financial burden on the Airport Operator beyond those contemplated in the operation and management license.*				

PART III – GRADUATED INCENTIVE & PENALTY SCHEME

Article 14 – Three-Tier Graduated Enforcement Model

14.1 The enforcement model under this Directive is explicitly graduated and corrective. Financial penalties are a last resort. The primary purpose of enforcement is to identify underperformance early, provide constructive guidance, secure corrective action, and drive continuous improvement. The three-tier model is as follows:

TIER 1 – OBSERVATION REPORT & RECOMMENDATION (Non-Monetary)

Trigger: An airport operator's performance falls below a KPI Target in an Assessment Period for the first time, or where a minor procedural non-compliance is identified during a CAA compliance inspection and does not pose a material risk to passenger experience.

CAA Response: The CAA shall issue a written Observation Report to the airport operator within fifteen (15) working days of completing the assessment for the relevant period. The Observation Report shall:

- Identify the specific KPI(s) for which the target was not met and the extent of the shortfall;

- Provide a root-cause analysis where the data supports one, or invite the airport operator to provide its own root-cause analysis;

- Set out specific, actionable recommended improvements;

- Specify the timeframe within which improvement should be demonstrated (normally the next Assessment Period).

Airport Operator Response: The operator shall acknowledge the Observation Report within fifteen (15) working days and submit a written response within thirty (30) days confirming the steps it proposes to take.

Financial Penalty: None at this stage.

TIER 2 – FORMAL REMEDIAL DIRECTIVE (Non-Monetary)

Trigger: Either: (a) the non-compliance identified in a Tier 1 Observation Report has not been resolved by the following Assessment Period, based on the available performance data; or (b) the airport operator has failed to submit an adequate response to the Observation Report; or (c) a new instance of substantially the same non-compliance recurs within the same Control Period.

CAA Response: The CAA shall issue a Formal Remedial Directive to the airport operator. The Remedial Directive is a legally binding instrument requiring the airport operator to implement a detailed Remedial Action Plan within a period of thirty (30) to sixty (60) days, as determined by the CAA having regard to the nature and complexity of the required remediation. The Remedial Directive shall specify:

- The specific KPI(s) or operational failing subject to the Directive;

- The required remedial actions and the minimum performance standard that must be achieved;

- The deadline for implementation of the Remedial Action Plan;

- The method by which compliance with the Remedial Directive will be assessed;

- The consequences of failure to comply, including escalation to Tier 3.

Airport Operator Response: The operator shall implement the Remedial Action Plan within the specified period and shall submit a written Compliance Report to the CAA within fifteen (15) working days of the deadline confirming the actions taken and the performance outcomes achieved. The operator may apply for a reasonable extension of time where genuinely necessary, supported by evidence of good-faith implementation progress.

Financial Penalty: None at this stage.

TIER 3 – FINANCIAL PENALTY (After Two Failed Remedial Directives)

Trigger: The airport operator has failed, without adequate justification, to implement the remedies required by two (2) consecutive Remedial Directives issued in respect of the same or materially related QoS non-compliance within a single Control Period. This constitutes a pattern of persistent, unresolved non-compliance.

CAA Response: The CAA may, following due process, impose a fixed, capped financial penalty on the airport operator. Before imposing the penalty, the CAA shall:

- Issue a written notice of intent to impose a penalty, specifying the proposed amount and the grounds;
- Provide the airport operator not less than twenty-eight (28) days to submit representations against the proposed penalty;
- Consider all representations received before issuing a final penalty decision.

Penalty Amount: The financial penalty shall be a fixed amount, capped at the level prescribed in the CAA's published Penalty Schedule, which shall be set in accordance with the Civil Aviation Law. In determining the amount, the CAA shall consider: the nature, duration, and severity of the non-compliance; the degree of cooperation shown by the operator; any harm caused to passengers or airport users; and the operator's financial position.

ABSOLUTE PROHIBITION ON PASS-THROUGH

Financial penalties imposed under this Article shall not be: (a) recoverable through aeronautical charges; (b) included in the Regulatory Asset Base; (c) treated as an allowable cost in tariff calculations; or (d) passed through to airlines or passengers. For the avoidance of doubt, this prohibition does not prevent the Airport Operator from recovering reasonable costs of compliance with KPI Targets through commercial agreements with third-party service providers, provided such recovery is consistent with the operation and management license and Applicable Law.

Financial Penalty Process: Penalties shall be determined using the Proportional Financial Penalty Matrix (Annex 2). The CAA shall consider the airport operator's financial position, passenger impact, duration of non-compliance, and cooperation level. Penalties are strictly administrative, non-recoverable through charges, and shall not exceed the capped thresholds.

14.2 Financial penalties shall be determined in accordance with the penalty framework set out in Annex 2 of this Directive, provided that for airports governed by a operation and management license, the penalty amounts and procedures specified in operation and management license shall apply in lieu of Annex 2, subject to the principles of proportionality and due process set out in this Article.

14.3 Direct Escalation: Notwithstanding the sequential nature of the three-tier process, the CAA may escalate directly from Tier 1 to Tier 3, or bypass Tier 1, where the non-compliance:

- a. Poses an immediate risk to passenger safety;
- b. Constitutes a deliberate or egregious breach of a Remedial Directive;
- c. Has already been the subject of a Tier 2 process in a prior Control Period without sustained improvement.

14.4 Aggravating & Mitigating Factors:

- **Aggravating:** Prior unresolved non-compliance, deliberate disregard of Remedial Directives, systemic failure affecting PRM/safety interfaces, prolonged duration.
- **Mitigating:** Voluntary self-reporting (VRS-style), immediate corrective action, demonstration of systemic root-cause analysis, cooperation with CAA inspectors, first-time minor deviation.

Article 15 – Incentives for Consistently High Performance

15.1 The CAA shall actively recognize and promote excellent airport service quality performance. Airport operators that consistently exceed KPI Targets shall be eligible for the following incentives:

- Public Recognition:** Named recognition in the CAA's Annual QoS Report as an Airport Service Quality Leader, with specific mention of the KPIs in which excellence was demonstrated;
- Reduced Inspection Frequency & Administrative Relief:** Where an airport consistently exceeds all KPI Targets over two consecutive years, the CAA may, at its discretion, reduce the inspection frequency for that airport, subject to maintenance of performance levels. Such relief shall not reduce the Airport Operator's obligation to meet KPI Targets under the operation and management license, and shall be coordinated with the incentive mechanisms in operation and management license.

15.2 Performance excellence is defined as achieving all KPI Targets in every Assessment Period over a full Calendar Year, and achieving a minimum of five (5) KPIs at a level at least 10% above the stated target.

PART IV – DATA COLLECTION, REPORTING AND TRANSPARENCY

Article 16 – Data Collection Obligations

16.1 Each Airport Operator shall establish, maintain and operate a Quality of Service Data Management System capable of capturing, storing and transmitting all data necessary to demonstrate compliance with the KPI Targets set out in Part II of this Directive; To ensure comprehensive measurement of the passenger experience, the CAA accepts data aggregated from multiple approved measurement channels, including but not limited to ACI ASQ surveys, Net Promoter Score (NPS) systems, digital feedback kiosks, customer feedback emails, and Call Centre logs, subject to CAA approval of data integrity.

16.2 Data collection shall employ the following methodologies,

KPI Section	Required Data Source(s)	Minimum Sampling / Coverage
1 – Passenger Processing	CUSS/CUTE system logs; queue management sensors or CCTV analytics; AOP departure data; AODB	100% automated transactions; manual sampling $\geq$ 5% of queue lanes per assessment period. *For operation and management license of Airports, automated monitoring technology per operation and management license (e.g., CAA-approved automated computer vision, AI-driven sensor networks, or equivalent

		automated monitoring systems) is required where available; manual sampling is transitional only and subject to CAA approval per Clause 4.4.*
2 – Baggage Handling	BHS (Baggage Handling System) event logs; belt-activation records; passenger complaint logs	100% belt-event coverage; reconciliation against AODB flight records. *For operation and management license of Airports, automated monitoring technology per operation and management license (e.g., CAA-approved automated computer vision, AI-driven sensor networks, or equivalent automated monitoring systems) is required where available; manual sampling is transitional only and subject to CAA approval.*
3 – Terminal Facilities	Cleaning management system; IoT restroom occupancy sensors; Wi-Fi RADIUS logs; facility inspection sheets	Automated Wi-Fi uptime: 100%; Seating/restroom inspections: ≥ 2 per day per terminal zone. *For operation and management license of Airports, automated monitoring technology per operation and management license (e.g., CAA-approved automated computer vision, AI-driven sensor networks, or equivalent automated monitoring systems) is required where available; manual sampling is transitional only and subject to CAA approval.*
4 – Retail, F&B, Commercial	Passenger Perception Survey (Oversight document Part A); concession performance reporting; complaint records	Survey sample ≥ 50 departing passengers per assessment period per designated airport. *For operation and management license of Airports, automated monitoring technology per operation and management license (e.g., CAA-approved automated computer vision, AI-driven sensor networks, or equivalent automated monitoring systems) is required where available; manual sampling is transitional only and subject to CAA approval.*
5 – PRM & Accessibility	PRM request management system; response-time logs; post-assistance satisfaction survey	100% of PRM assistance events logged; satisfaction survey offered to 100% of assisted passengers. *For operation and management license of Airports, automated monitoring technology per operation and management license (e.g., CAA-approved automated computer vision, AI-driven sensor networks, or equivalent automated monitoring systems) is required where available; manual sampling is transitional only and subject to CAA approval.*
6 – Airside Operations	AODB flight records; stand-assignment system; FIDS API logs	100% of departures and arrivals; stand-availability reconciled against ATC slot data. *For operation and management license of Airports, automated monitoring technology per operation and management license (e.g., CAA-approved automated computer vision, AI-driven sensor networks, or equivalent

		automated monitoring systems) is required where available; manual sampling is transitional only and subject to CAA approval.*
7 – Airport Parking	ANPR / parking management system; payment terminal uptime logs; shuttle GPS tracking; passenger survey	Automated occupancy: 100%; Shuttle timing: 100% GPS-logged runs; Survey sample $\geq$ 100 parking users per period. *For operation and management license of Airports, automated monitoring technology per operation and management license (e.g., CAA-approved automated computer vision, AI-driven sensor networks, or equivalent automated monitoring systems) is required where available; manual sampling is transitional only and subject to CAA approval.*
8 – Overall Satisfaction & Complaints	Passenger Perception Survey; CRM complaint management system; ACI ASQ submission records; NPS data	Survey sample as above; 100% of formal complaints logged within 2 business hours of receipt. *For operation and management license of Airports, automated monitoring technology per operation and management license (e.g., CAA-approved automated computer vision, AI-driven sensor networks, or equivalent automated monitoring systems) is required where available; manual sampling is transitional only and subject to CAA approval.*

16.3 Where automated data collection is not yet available for a specific KPI, the Airport Operator shall implement a documented manual sampling methodology approved in writing by the Authority, and shall submit a Technology Implementation Plan within six (6) months of the commencement date of this Directive, setting out a schedule for transitioning to automated collection within three (3) years.

16.4 All data records shall be retained in a retrievable electronic format for a minimum of five (5) years from the date of collection and shall be made available to the Authority or its authorised inspectors within five (5) business days of any request.

16.5 Airport Operators shall participate in the ACI Airport Service Quality (ASQ) program or an equivalent passenger satisfaction benchmarking program, and shall provide the Authority with unrestricted access to their ASQ survey results and benchmarking reports within ten (10) business days of receipt from ACI or the program provider.

16.6 All passenger data collected under this Directive, including survey responses and complaint records, shall be processed in compliance with the Personal Data Protection Law issued by Royal Decree No. 6/2022. Data shall be anonymized at point of collection where feasible, retained only for the period necessary for compliance verification, and not transferred outside the Sultanate without prior CAA approval. This requirement shall not impose additional technology or staffing costs beyond those contemplated in the Airport Operator's approved Business Plan under the operation and management license.

Article 17 – Periodic Reporting Requirements

17.1 For airports subject to the operation and management license, the periodic operational and performance reports submitted under operation and management license shall be accepted by the CAA as full compliance with the reporting obligations of this Directive. The CAA shall limit routine reporting requests to the key data and indicators strictly required for regulatory oversight purposes. Detailed supporting raw data or exhaustive datasets shall only be requested on an ad-hoc basis when necessary for specific compliance audits, investigations, or targeted root-cause analysis. Duplicate reporting shall be strictly avoided through coordination between the CAA's regulatory and concession management functions.

17.2 Each Quarterly Performance Report shall contain, at a minimum:

- (a) A completed KPI Performance Summary Table cross-referenced to the Consolidated KPI Master Table in Annex 1 of this Directive;
- (b) A summary of data evidence for each KPI, including data source identification, sampling methodology, and any data quality issues encountered. For operation and management license of Airports, the submission of exhaustive raw data sets is not required on a routine quarterly basis unless specifically requested by the CAA for targeted audit purposes;
- (c) A year-on-year trend comparison for all KPIs where prior-period data is available;
- (d) Results of the Passenger Perception Survey administered during the Assessment Period, including sample size, methodology, and statistical summary results. The full anonymized response dataset shall be retained by the Airport Operator and made available to the CAA upon request, rather than submitted routinely with the quarterly report;
- (e) A Complaint Management Summary, including: total complaints received by category, percentage resolved within the target timeframes specified in KPI 8.3, and systemic trends identified;
- (f) Where any KPI Target was not met: a Root Cause Analysis and a Remedial Action Plan with SMART milestones and a completion date not exceeding ninety (90) days from the reporting deadline; and
- (g) The name and contact details of the designated QoS Compliance Officer responsible for the report.

17.3 Reports shall be submitted in the format prescribed by the Authority from time to time, which shall be consistent with the templates provided in the Airport Quality Service Oversight document issued under this Directive. Reports shall be submitted electronically through the Economic Regulation Department, or by such other means as the Authority may specify in writing.

17.4 Late submission of a Performance Report constitutes a separate compliance failure that may be treated as a Tier 1 Observation on first occurrence. Repeated late submission (three or more occasions in any rolling twelve-month period) shall be treated as a Tier 2 finding .

17.5 The Authority shall acknowledge receipt of each Performance Report within five (5) business days and shall issue a formal assessment of the report within thirty (30) business days of receipt. Where the Authority identifies material data quality issues, it may require the Airport Operator to resubmit a corrected report within fifteen (15) business days.

17.6 Performance Reports shall include a Management of Change register per Oman airports standards' documenting operational, technological, or staffing changes that may impact QoS SPIs.

17.7 The CAA shall establish a single electronic portal for submission of QoS reports, KPI data, and compliance documentation for all airports. For airports subject to the operation and management license, the CAA shall utilize the existing concession reporting system, accept direct file uploads, or establish an automated data-feed integration to eliminate the need for the Airport Operator to perform duplicate manual data entry.

PART V – ADMINISTRATION, REVIEW AND INCORPORATION

Article 18 – Authority Oversight and Inspector Powers

18.1 The Authority shall, through its designated inspectors and regulatory officers, conduct Compliance Audits of Airport Operators.

18.2 For the purposes of this Directive, authorized inspectors of the Authority shall have the power to:

- (a) Enter any part of an airport, including terminal buildings, car parks, baggage handling areas, and control rooms, or any part of the airport necessary for the inspection upon presentation of their official credentials; based on Civil Aviation Law, Royal Decree No. 76/2019, article (8).
- (b) Inspect, copy and retain (subject to chain of custody procedures) any documents, records, data files, system logs, or other information relevant to QoS compliance;
- (c) Interview airport staff, concessionaires, ground handling agents, and other persons operating within the airport on matters relevant to QoS performance;
- (d) Administer the Inspector Compliance Audit Checklist contained in the Airport Quality Service Oversight document (Part B), or any successor document thereto; and
- (e) Observe and document passenger interactions, queue times, facility conditions, and service delivery in real time using the tools and forms prescribed in the oversight document.
- (f) The above-mentioned powers shall be exercised in accordance with the provisions of the Civil Aviation Law, as an extension of the competencies prescribed for inspectors under Article 8 of the Civil Aviation Law.

Article 19 – Review of KPI Targets

19.1 The Authority shall review the KPI Targets set out in Part II and Annex 1 of this Directive at least once every two (2) years, or more frequently where warranted by changes in industry standards, technological developments, passenger expectations, or the introduction of new services.

19.2 Any revision to KPI Targets shall be subject to prior consultation with Airport Operators and other stakeholders in accordance with the Authority's consultation procedures, and shall be communicated to Airport Operators in writing not less than (30) days before the revised targets take effect.

19.3 Where KPI Targets are reviewed pursuant to Article 19.1, the CAA shall coordinate such review with the 5-year KPI review cycle specified in this Directive for airports subject thereto, to avoid conflicting requirements. Any proposed revisions that materially increase compliance costs shall be subject to consultation with the Airport Operator and consideration of the Economic Circumstances.

Article 20 – Incorporation Clause

20.1 This Civil Aviation Directive is issued as an interim standalone directive under the Civil Aviation Law. It establishes requirements for airport Quality of Service monitoring, reporting, data collection, inspection and corrective action until a subsequent regulation, operating arrangement, or other applicable instrument is issued. Upon the approval and entry into force of any airport economic regulation, concession arrangement, operating agreement, or other instrument replacing or superseding the existing operation and management license, the Authority may amend, align, replace, repeal, or incorporate this Directive, in whole or in part, as necessary to ensure consistency with such instrument.

Article 21 – Entry into Force

21.1 This Directive shall come into force and effect immediately upon signature by the President of the Civil Aviation Authority. Provided that a grace period of nine (9) months from the date of signature shall apply for the implementation of automated data collection systems and multi-channel survey methodologies for airports not already equipped with such systems. During this grace period, Tier 1 Observations only shall apply and no financial penalties shall be imposed. Where hardware procurement, software implementation, or civil works are required, the Airport Operator may submit a Technology Implementation Plan to the CAA requesting a reasonable extension of the grace period, supported by appropriate justification and implementation milestones.

21.2 Compliance with the reporting obligations specified in Articles 16 and 17 shall commence from the first full Assessment Period following the date of issue of this Directive.

ANNEX 1 – CONSOLIDATED KPI MASTER TABLE

The following table consolidates all KPIs, targets, and measurement sources established under this Directive for reference and reporting purposes.

KPI Ref.	Section	KPI Name	Target	Primary Data Source
1.1	Passenger Processing	Check-in Processing Time	≤10 min (off-peak); ≤15 min (peak); 90% compliance	Queue management system
1.2	Passenger Processing	Security Screening Time	≤10 min; 95% compliance	Security system logs / CCTV
1.3	Passenger Processing	Immigration Processing Time	≤15 min; 95% compliance	AODB / ROP records
1.4	Passenger Processing	Boarding Gate On-Time Process	95% flights on-time boarding	AODB / gate management
1.5	Passenger Processing	Staff Attitude – Passenger Processing	≥4.0/5.0	Passenger survey
2.1	Baggage Handling	First Bag Delivery Time	≤20 min; 90% compliance	BHS logs
2.2	Baggage Handling	Last Bag Delivery Time	≤35 min; 90% compliance	BHS logs
2.3	Baggage Handling	Baggage Delivery Satisfaction	≥4.0/5.0	Passenger survey
2.4	Baggage Handling	Baggage Trolley Availability	≥98% uptime	Trolley management / inspection

2.5	Baggage Handling	Staff Attitude – Baggage	≥4.0/5.0	Passenger survey
3.1	Terminal Facilities	Terminal Cleanliness	≥4.2/5.0; audit ≥95%	Survey / cleaning audit
3.2	Terminal Facilities	Restroom Compliance	≥95% compliance; ≥4.0/5.0	Inspection / survey
3.3	Terminal Facilities	Wi-Fi Uptime and Quality	≥99% uptime; ≥2 Mbps	Network monitoring
3.4	Terminal Facilities	Wayfinding & Information	≥4.0/5.0; FIDS ≥99%	FIDS logs / survey
3.5	Terminal Facilities	Seating and Amenities	≥85% functional; ≥4.0/5.0	Inspection / survey
3.6	Terminal Facilities	Staff Attitude – Terminal	≥4.0/5.0	Passenger survey
4.1	Retail & F&B	Retail & F&B Satisfaction	≥4.2/5.0	Survey / mystery shopping
4.2	Retail & F&B	Retail & F&B Diversity	≥4.0/5.0	Survey / contract data
4.3	Retail & F&B	F&B Quality	≥4.0/5.0; valid health certs	Survey / municipal certs
4.4	Retail & F&B	Staff Attitude – Retail & F&B	≥4.0/5.0	Survey / mystery shopping

5.1	PRM & Accessibility	PRM Assistance Response Time	≤10 min (95%); avg ≤7 min	PRM dispatch system
5.2	PRM & Accessibility	PRM Passenger Satisfaction	≥4.0/5.0	PRM survey / general survey
5.3	PRM & Accessibility	Accessibility of Terminal Facilities	≥98% compliance	CAA inspection / facilities records
5.4	PRM & Accessibility	Staff Attitude – PRM	≥4.0/5.0	PRM survey / training records
6.1	Airside Operations	On-Time Performance	≥90% push-back within 15 min	AODB / delay codes
6.2	Airside Operations	Stand and Gate Availability	≥95% schedule compliance	AODB / gate management
6.3	Airside Operations	FIDS Accuracy	Update within 2 min; ≥99% uptime	FIDS logs / AODB
6.4	Airside Operations	Staff Attitude – Airside	≥4.0/5.0	Passenger survey
7.1	Airport Parking	Parking Space Availability	≥95% (non-peak); ≥85% (peak)	Parking management system
7.2	Airport Parking	Parking Lighting and Safety	≥98% lighting; continuous CCTV	Facilities / CCTV logs
7.3	Airport Parking	Payment System Uptime	≥99% uptime; ≤0.5% error rate	Payment system logs

7.4	Airport Parking	Shuttle Service Frequency	≤5 min wait (peak); ≤10 min (off-peak)	Shuttle GPS / schedule
7.5	Airport Parking	Overall Parking Satisfaction	≥4.0/5.0	Passenger survey
7.6	Airport Parking	Staff Attitude – Parking	≥4.0/5.0	Passenger survey
8.1	Overall Satisfaction	ACI ASQ Satisfaction Score	≥4.2/5.0	Passenger survey / ACI ASQ
8.2	Overall Satisfaction	Net Promoter Score (NPS)	≥40 target; ≥20 minimum	Passenger survey
8.3	Overall Satisfaction	Complaint Resolution Time	Urgent: 2h ack / 24h resolve; Standard: 24h ack / 48h resolve	CRM system
8.4	Overall Satisfaction	Complaint Resolution Satisfaction	≥4.0/5.0	Follow-up survey / CRM

Notes on KPI Application:

- 1- All satisfaction scores are measured on a 5-point scale where 1 = Very Poor and 5 = Excellent, consistent with the ACI Airport Service Quality (ASQ) methodology.
- 2- KPI Targets marked as applying to "All airports" apply to both Designated and Non Designated airports unless explicitly indicated otherwise in the relevant Article.
- 3- Where a KPI is marked as applying to "Designated airports" only, Non-Designated airports are encouraged, but not required, to monitor and report that KPI.
- 4- KPI 6.1 (OTP) is measured solely on delays attributable to the airport operator (delay codes within the airport's control as per IATA delay code taxonomy). Airline-caused, ATC-caused or weather-caused delays are excluded.
- 5- Section 7 (Airport Parking) applies only to airports with public passenger car parking facilities operated by or under the commercial control of the Airport Operator. All targets listed represent

the minimum threshold for compliance. The Authority may publish aspirational benchmark targets in its Annual Performance Report to encourage continuous improvement beyond compliance.

ANNEX 2 – PROPORTIONAL FINANCIAL PENALTY MATRIX

Designed per CAR-12.325 principles (effectiveness, proportionality, dissuasiveness) and ICAO/IATA regulatory best practices. Caps are deliberately conservative to avoid market distortion.

Tier	Trigger Condition	Base Penalty Range (OMR)	Multiplier Factors	Absolute Cap (OMR)
Tier 1	First-time KPI miss; minor NC1	N/A (Observation only)	N/A	N/A
Tier 2	Unresolved Tier 1; recurrence within 6 months	500 – 2,000	×1.5 if prolonged (>30 days) ×0.5 if voluntary self-report	2,000
Tier 3	Two consecutive failed Remedial Directives; NC3/serious impact	2,000 – 5,000	×1.2 if PRM/safety interface affected ×0.7 if full cooperation & root-cause plan submitted	5,000
Repeat/Chronic	3+ Tier 3 penalties in 24 months	5,000 – 10,000	×1.0 (fixed)	10,000

Application Notes:

- Penalties are **annualized per airport**, not per KPI, to prevent punitive stacking.
- **Voluntary Reporting Exemption:** Mirrors CAR-12.205. Operators who self-report a systemic QoS failure and submit a remedial plan within 15 days are exempt from Tier 2/3 penalties.
- **Financial Hardship Clause:** Operators may request penalty reduction if penalties exceed 0.5% of annual non-aeronautical revenue, supported by audited financials or 0.5% of total annual operating revenue, whichever is lower, for airports where non-aeronautical revenue constitutes <20% of total revenue. For airports subject to the operation and management license, the calculation of 'non-aeronautical revenue' shall exclude revenues subject to Concession Fee payments under operation and management license, to avoid double counting.
- **Collection:** Administered via CAA regulatory portal. Non-payment escalates to CAR-12.310 court procedures, not operational restrictions.

- **Operation and management license of Airports:** For Muscat International, Salalah, and Sohar Airports, the penalty amounts, triggers, and escalation procedures set out in operation and management license shall apply in lieu of the amounts and procedures in this Matrix. The CAA shall coordinate enforcement actions with the concession management function to avoid duplicate proceedings.

ANNEX 3 – KPI OWNERSHIP & ACCOUNTABILITY MATRIX

(For Guidance and Coordination Purposes)

To ensure clear accountability and facilitate coordination among all airport stakeholders, the following matrix identifies the primary entity responsible for the operational delivery of each KPI. The Airport Operator remains the primary reporting entity to the CAA for all KPIs, but operational accountability for specific service failures is allocated as follows:

KPI Section	Primary Operational Responsibility	CAA Enforcement Liability (Who gets penalized?)
1. Passenger Processing		
1.1 Check-in	Ground Handler / Airline	Airport Operator (via Ground Handler SLA)
1.2 Security Screening	Royal Oman Police (ROP)	Airport Operator (Facility/Coordination only)
1.3 Immigration (Arrivals)	Royal Oman Police (ROP)	Airport Operator (Facility/Coordination only)
1.4 Boarding Gate	Ground Handler / Airline	Airport Operator (via Gate/SLA management)
2. Baggage Handling		
2.1 - 2.3 Baggage Delivery	Ground Handler	Airport Operator (via Ground Handler SLA)
3. Terminal Facilities		
3.1 - 3.5 Facilities/Cleanliness	Airport Operator / Cleaning Concessionaire	Airport Operator
4. Retail & F&B		
4.1 - 4.4 Retail/F&B	Commercial Concessionaires	Airport Operator (via operation and management license)
5. PRM & Accessibility		
5.1 - 5.4 PRM Services	Ground Handler / Specialized PRM Contractor	Airport Operator (via SLA)
6. Airside & Punctuality		
6.1 On-Time Performance	Shared: Airport (Gate/Aerobridge), Ground Handler (Loading), Airline (Aircraft/crew)	Airport Operator (Strictly for Airport-Controlled delay codes as defined in KPI 6.1)
7. Airport Parking		
7.1 - 7.6 Parking Operations	Airport Operator / Parking Concessionaire	Airport Operator
8. Overall Satisfaction		
8.1 - 8.4 Complaints/ASQ	Airport Operator (Overall Coordination)	Airport Operator

Note: Where the Airport Operator is held liable for the performance of a Ground Handler or Concessionaire, the Airport Operator is expected to manage these entities through its commercial contracts and SLAs. The CAA will not penalize the Airport Operator for delays directly caused by Airlines, ROP, Customs, or Air Navigation Services, as explicitly excluded in the relevant KPI Notes.

Completed
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