



الإستراتيجية
الوطنية للطيران
NATIONAL AVIATION STRATEGY



هيئة الطيران المدني
CIVIL AVIATION AUTHORITY

SSP

State Safety Programme

Sultanate of Oman



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Amendment Records

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Publication Signatures

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CAA President Foreword

The civil aviation sector in the Sultanate of Oman has undergone a remarkable transformation over the past decades, marked by significant achievements at the local, regional, and international levels. The civil aviation sector receives considerable attention by the visionary government as one of the most prominent tributary sectors to the national economy with an enabler role to advance some other locomotive sectors as logistics and tourism.

As a regional and global pioneer in the effective implementation of safety and security oversight systems validated through ICAO's Universal Audit Programmes, civil aviation holds a position of strategic importance in the Sultanate of Oman. In alignment with the SSP, we remain firmly committed to preserving and maintaining the high levels of aviation safety we have achieved.

We are actively implementing the National Aviation Strategy 2040, which paves the way for a more prosperous future for the aviation sector by promoting innovation, expanding air transport networks, and attracting investments, contributing to the Sultanate of Oman's prominence on the global aviation roadmap.

At the CAA, in close coordination with the other state authorities such as OTSB and RAFO, we are steadfast in our mission to enable the safe and sustainable growth of civil aviation within the Sultanate of Oman. We actively collaborate with international and regional bodies, including ICAO, ACI and ACAO, to contribute to the development of global aviation safety standards and regulations.



Eng. Naif Ali Al-Abri

**President of the Civil Aviation
Authority of Oman**



While compliance-based oversight continues to serve as the cornerstone of our safety assurance system, the CAA has adopted a forward-looking, risk-based approach to identify and mitigate emerging safety risks proactively. Our regulatory and surveillance priorities are guided by this approach, allowing us to allocate resources where they are most needed as well as on areas of higher safety concern. In essence, we pursue a justice-based approach rather than one solely grounded in equality.

We are deeply committed to fostering a robust safety culture among all aviation stakeholders, one that is rooted in strong safety management principles. To support this, we oversee and assist aviation service providers in implementing effective Safety Management Systems, which include comprehensive safety reporting mechanisms and are underpinned by the principles of a just culture. We actively encourage a safety-conscious environment where individuals and organizations seek continuous improvement and willingly share safety-related insights for the benefit of the broader aviation community.

In an era where aviation is rapidly evolving, with the emergence of new operational models such as integrated air mobility, advancements like artificial intelligence, and growing public concerns around cybersecurity and environmental impact, the SSP serves as a crucial framework by integrating safety related activities and facilitate managing those interfaces. It enables the government, the CAA, and all civil aviation stakeholders in the Sultanate of Oman to collaboratively address these dynamic challenges and ensure the continued growth and resilience of the aviation sector in the years ahead.

Our ambitions and vision soar beyond limits, striving to elevate Oman's aviation sector to new heights, ensuring it takes flight towards a future of excellence.



Eng. Naif Ali Al-Abri

President of Civil Aviation Authority



Overview

In amendment 1 to the ICAO Annex 19, the State safety oversight critical elements were integrated with the SSP framework to provide a streamlined set of provisions.

Amendment 2 to the ICAO Annex 19 is an evolution of the safety management SARPs, stemming from the outcomes of various meetings and information collected through ICAO implementation support initiatives. SMS applicability is also extended to certified heliports, operators holding a remotely piloted aircraft system (RPAS) operator certificate authorized to conduct international operations as well as approved maintenance organizations providing services.

Accordingly, as a signatory to the Convention on International Civil Aviation, Sultanate of Oman undertakes to regulate civil aviation safety in compliance with the applicable international standards and recommended practices. Sultanate of Oman CAA is the authority to develop civil aviation policies and requirements consistent with the provisions of the Convention and the annexes as well as to provide surveillance activities for ensuring the effective implementation of the policies and requirements.

Sultanate of Oman is committed to fully implement the SSP by 2028 as a State's responsibilities for the management of safety which comprise both safety oversight and safety management, collectively implemented through the SSP. Initiatives listed in the Oman's NASP address organizational challenges and aim to enhance organizational capabilities related to effective safety oversight. This document describes the structure of the SSP and associated procedures, it highlights how the various components work together including the policies, processes and practices that are put in place by the Sultanate of Oman CAA in line with the following ICAO SSP foundation and components.

Also, the roles and responsibilities of the CAA, as the only civil aviation authority in the Sultanate of Oman, and other authorities and entities participating in the SSP development are included in this document.

The safety oversight system and the SSP were closely connected in terms of the safety objectives that each seeks to achieve. Both address the functions and responsibilities of States, the former



primarily with regard to safety oversight and compliance, and the latter with regard to safety management and safety performance. There are clearly some aspects of safety management within the eight CEs that reflect the transition to a proactive approach in managing safety.

As such, the SSP is no longer described as a framework, but rather as a programme to meet the State's safety management responsibilities, which includes safety oversight. So, the SSP is part of the broad concept of state safety management.

The SSP aims to leverage the collective safety functions and capabilities to further enhance safety within the State. When starting to implement SSP, most States find they already have existing processes and activities that address many aspects of SSP. The implementation of SSP aims to enhance these processes with additional performance and safety risk-based elements, and facilitate the effective implementation of SMS by the aviation industry in the State.



Once the SSP is implemented, the CAA periodically reassess the identified safety risks by analysing the safety information generated by the SSP. The analysis will also support the identification of emerging issues. Also, the CAA periodically reviews the progress towards achieving the safety objectives and their continued relevance, keeping in mind any reassessments of the current risks.



01

STATE AVIATION SYSTEM DESCRIPTION

1.1

Summary of Sultanate of Oman aviation industry

The Sultanate of Oman's aviation industry is characterized by a comprehensive and systematic approach to managing aviation safety, in line with international standards set by the International Civil Aviation Organization (ICAO). The foundation of Oman's aviation safety management is its State Safety Programme (SSP), which integrates laws, regulations, policies, objectives, processes and activities aimed at proactively managing safety across the aviation sector.

The Sultanate of Oman CAA at the forefront of implementing and overseeing the SSP, with a clear mission to regulate all aspects of civil aviation activities in line with international standards, ensuring safety, security, and environmental protection.

Whereas OTSB responsibilities include identifying safety risks, conduct trend analysis and conduct investigations in order to come out with associated safety recommendations in order to prevent the reoccurrence of incidents and accidents of the same root cause.

1.2

Internal interfaces

The Sultanate of Oman has developed a civil aviation regulatory system that showcases the integration and collaboration between various organizations and authorities involved in civil aviation.

The internal interfaces within this system are depicted through a structured chart that outlines the interactions and relationships between the CAA, Oman Transport Safety Bureau (OTSB), and other key stakeholders within the civil aviation sector.

The following chart illustrates the civil aviation regulatory system presenting the interfaces within the organizations and authorities.



Sultanate of Oman Board of Ministers

Ministry of
Labour

Ministry of
Transport,
Communication
and Informa-
tion Technology
(MTCIT)

Civil Aviation
Authority
(CAA)

Ministry of
Defense

Ministry of
Justice and
legal affairs

Oman Transport
Safety Bureau
(OTSB)

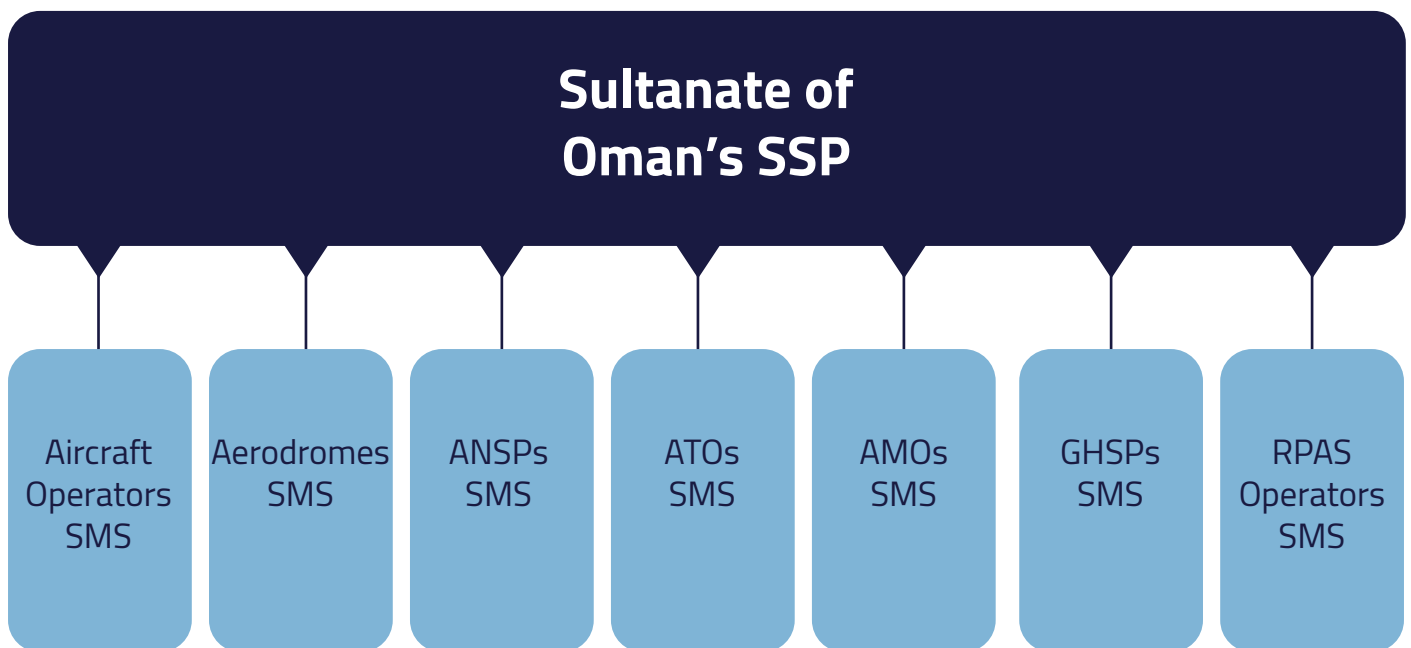
Directorate
General for
Civil Aviation
Regulation
(DGCAR)

Royal Air
Force
of Oman
(RAFO)



1.3 Interface between SSP and SMS

The external interfaces are depicted through the workshop and meetings that the interactions and relationships between the SSP and other stakeholders extracted. The external interfaces identified with ICAO, IATA, ACI, ACAO, Neighbouring state's Safety Program, Space companies working in the Sultanate of Oman and MENA but the interface between SSP and SMS is identified as shown in the below figure.



02

SAFETY POLICY, OBJECTIVE and RESOURCES

The first SSP component defines how a State will manage safety throughout its aviation system. It includes determining the requirements, obligations, functions and activities of the State aviation authority related to the SSP, as well as the broad safety objectives to be achieved.

2.1 State Safety Legislative Framework

The State's legal framework dictates how aviation safety will be managed including both reactive and proactive strategies.

The basic law of the Sultanate of Oman issued by the Royal Decree No. (101/96), and the Civil Aviation Law issued by the Royal Decree No. (93/2004).

The civil aviation affairs shall be governed by the provisions of the Royal Decree No. (76/2019) and the associated amendments. The civil aviation legislative framework comprises four levels of regulatory documents as shown in the figure 0:

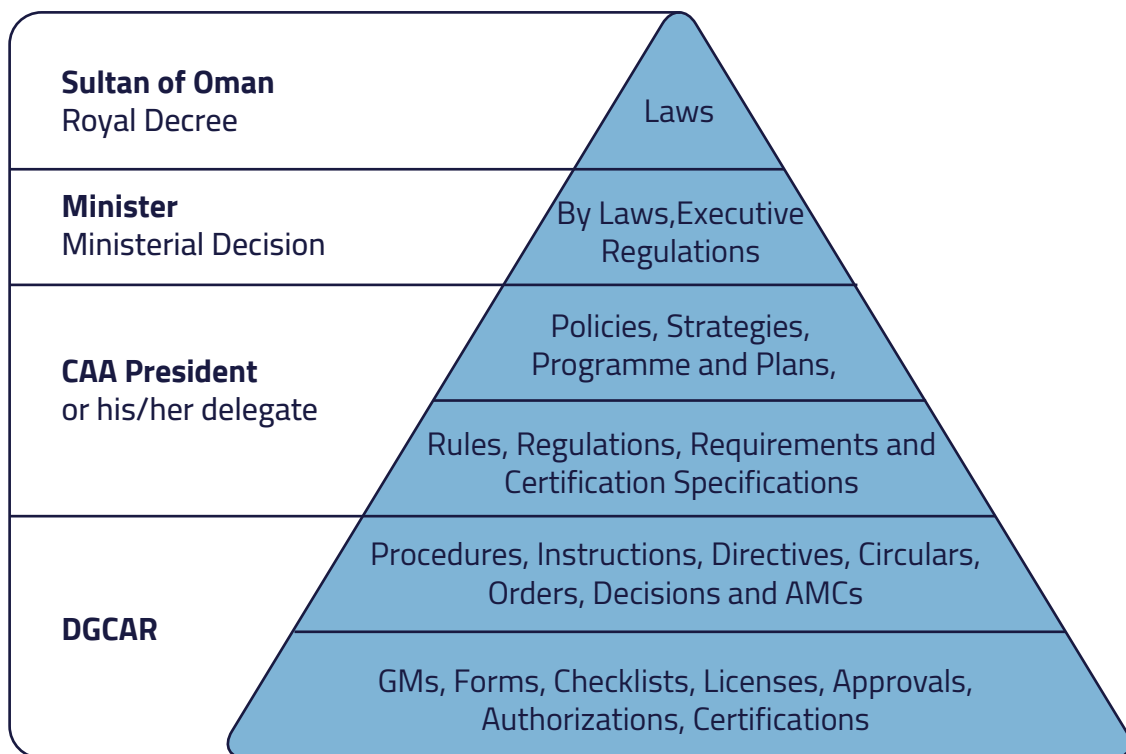


Figure 1 – Sultanate of Oman Civil Aviation Legislative Framework



2.1.1 | Primary aviation legislation

2.1.1.1 Civil Aviation Law

Civil aviation affairs in the Sultanate of Oman shall be governed by the provisions of the Royal Decree No. (76/2019) and its amendment which is promulgated in Arabic and English language. The Civil Aviation Act has a total of 65 articles through 13 chapters which the Arabic language version shall prevail.

This Decree has been published on 9th Rabi al-Awwal 1441, Corresponding to 6th of November 2019 and became effective after one day following its publication.

Article 7 of the Act stipulates that the CAA is responsible for the implementation of the provisions of this Law, and have the powers to issue regulations and conduct safety and security oversight of the civil aviation, commercial air transport facilities, general aviation, air operators, air navigation services, meteorology and any other civil aviation activities.

2.1.1.2 Executive Regulations

The list of by-laws and Executive Regulations made by the Chairman of the Civil Aviation Authority's Board of Directors includes, but not limited to:

- 1 Ministerial Decision No. (116/2023):** Issuing the Executive Regulation of the Civil Aviation Law, the provisions of this Executive Regulation shall apply in regard to Civil Aviation.
- 2 Ministerial Decision No. (1412/2023):** Issuing the Executive Regulation to regulating drone activity.



2.1.2 | Specific operating regulations

The Civil Aviation Act empowers the CAA to develop and issue various specific operating regulations. Specific operating regulations contain more detailed requirements that are mandatory, to facilitate alignment and compliance with the Annexes to the Chicago Convention by providing either prescriptive or performance-based regulations.

The OTSB is the recognized authority for the rule making project within ICAO AIG area relevant to ICAO Annex 13 SARPS.

The Specific operating regulations of CAA are shown in Figure 2 which include, but not limited to:

- 1 Airworthiness requirements:** Including both initial and continuing airworthiness requirements laying down requirements for the airworthiness and environment certification of aircraft and related products, parts and appliances, as well as for the certification of design and production organizations as well as laying down requirements for the continuing airworthiness of aircraft and aeronautical products, parts and appliances, as well as for the approval of organizations and personnel involved in.
- 2 Personnel Licensing requirements:** Laying down technical requirements and administrative procedures related to civil aviation personnel pursuant to the Civil Aviation Law.
- 3 Air Operations requirements:** Laying down technical requirements and administrative procedures related to air operations pursuant to the Civil Aviation Law.
- 4 Air Navigation Services requirements:** Laying down common requirements for the provision of air navigation services.
- 5 Aerodromes requirements:** Laying down requirements and administrative procedures related to aerodromes pursuant to the Civil Aviation Law.
- 6 Air accident / incident investigation requirements:** These regulations prescribe the role and position of the Ministry of Transport, Communications and Information Technology - Oman Transport Safety Bureau (OTSB) in the event of aircraft accident or incident within the airspace of the Sultanate of Oman, or when an Omani registered aircraft experiences an accident or incident outside the Sultanate of Oman.
- 7 Safety Management Requirements:** Laying down requirements and administrative procedures related to safety management pursuant to the Civil Aviation Law.



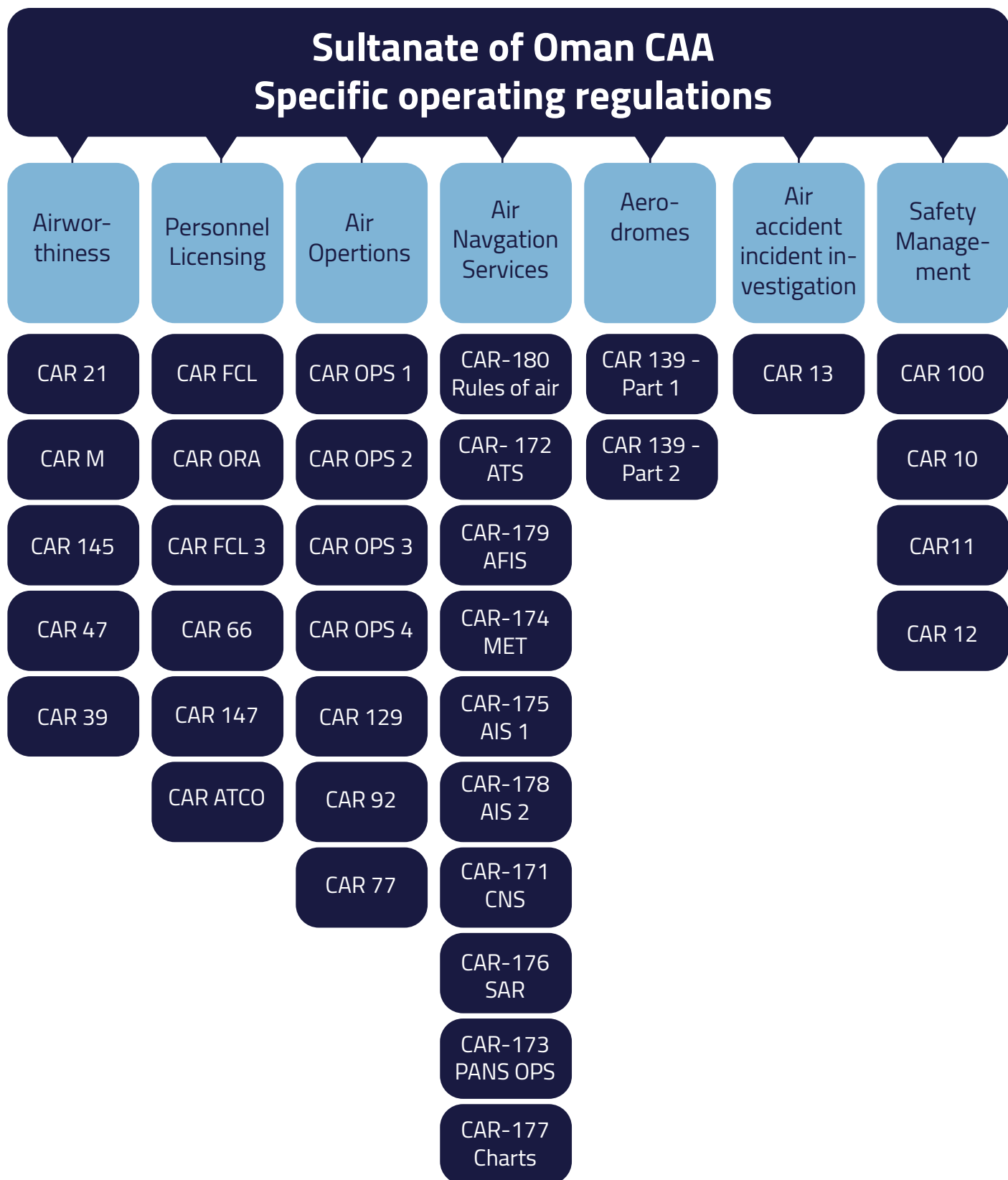


Figure 2 - Specific Operating Regulations

The latest revisions of the Specific Operating Regulations are accessible free of charge through laws and regulation tab in the Sultanate of Oman CAA portal, <https://www.caa.gov.om/en/regulations-2/regulations> .



The GMs provide detailed information on topics such as the policies and regulations issued by the Sultanate of Oman CAA, safety recommendations, guidelines for regulatory processes and administrative instructions. Where appropriate, AMC also illustrate means for establishing compliance with the Specific Operating Regulations.

Policies, procedures, AMC and GM are put in place by CAA to build consistency in our approach towards regulating civil aviation. They also aim to provide guidelines on internal administration such as qualification of technical personnel, staff training, personal conduct as well as internal processes that support safety management activities, such as rulemaking, conduct of surveillance activities and resolution of safety concerns.

The primary means of promulgating regulations and the associated AMC or GM to the industry is through the CAA's portal in electronic version at <https://www.caa.gov.om/en/regulations-2/regulations>.

Moreover, other communication means, such as seminars, workshops, presentations or reports and recommendations are used to address special guidance relating to industry groups or regulated entities.

2.1.3 | Enforcement Policy

In the exercise of safety regulatory oversight over civil aviation operations in Sultanate of Oman and the operation of Omani aircraft outside the state, CAA has broad authority under the Articles 8 of the Civil Aviation Law, to monitor and enforcement in the interests of civil aviation safety and security. The primary aim of the CAA's enforcement policy is to promote compliance with the aviation safety legislation and requirements and deter violations and repeated non-compliances.

CAA maintains an impartial and just culture in its enforcement policy. Enforcement actions are applied in consistent and impartial manners, taking into consideration equity for the stakeholders. A necessary distinction is made between inadvertent non-compliances from gross negligence, wilful misconduct, sabotage, criminal actions or any act of unlawful interference.

During regular audits and ad-hoc inspections, CAA inspectors review corrective action processes within the service provider's approved SMS. These corrective action processes aim to resolve minor non-compliances or incidents and they may be allowed to resolve safety issues internally, within the context of SMS.

The enforcement actions are commensurate with the severity of the violation and the level of risk posed to safety, as well as the culpability of the offender. Considerations are given to circumstances such as whether the violation was inadvertent or deliberate, the attitude and violation history of offender and whether the violation was reported voluntarily.



CAA has a range of enforcement options available in the CAR 12, which include:

- 1 Verbal warning,**
- 2 Formal written warning,**
- 3 Monetary fine,**
- 4 Variation or Limitation of authorization,**
- 5 Suspension of authorisation**
- 6 Revocation of authorisation or banning of operation, and**
- 7 Referral to Public Prosecution of Sultanate of Oman**

Together with the implementations of SMS and SSP, the enforcement policy in CAA seeks to assure effective safety reporting by service providers and individuals, whilst ensuring that enforcement and penalty actions are taken where appropriate to protect public interest.

The statement of enforcement policy is signed by the president of CAA and is accessible in the <https://www.caa.gov.om/en/regulations-2/regulations>.

Also, the Sultanate of Oman CAA actively promotes a Just Culture environment across the aviation sector in the Sultanate of Oman. This culture encourages open reporting of safety occurrences without fear of retribution, provided that the actions do not involve gross negligence, wilful misconduct, or criminal intent. Internal enforcement policies explicitly reflect the principles of Just Culture and distinguish between acceptable human error and blameworthy acts.



2.1.4 | Protection of safety data, safety information & related sources

The objective of protecting safety data, safety information and their related sources is to ensure their continued availability, with a view to using it for maintaining or improving aviation safety, while encouraging individuals and organizations to report safety data and safety information.

Safety data or safety information captured by or derived from safety reporting systems, as well as the sources of such data and information including both individuals and organizations is protected according to the article 16 of CAA Safety occurrence reporting directive, CAD 01-02.

Furthermore, in the Safety policy, the CAA's president and employees are committed to protect the safety data, information and related sources.

The mandatory or voluntary safety reporting methods are reflected in the safety occurrence reporting directive, CAD 01-02. If necessary, individuals can submit the voluntary or confidential safety reporting at <https://www.caa.gov.om/en>

The guidance and advice on the implementation of this regulation by CAA, service providers, legislators, lawyers, prosecutors, judicial officers and other competent authorities with responsibility for making decisions about the use and protection of safety data, safety information and their related sources are established in the rules and instruments system in the CAA's portal and in the CAD 01-02, safety occurrence reporting.

2.1.5 | Periodic review

The CAR 11 is published to control the legislation, specific operating regulations, implementation policies, GM, AMC and procedures. Under article 38 of Chicago Convention and according to the process of Identifying and notifying the differences between National Regulations and ICAO Standards (PM-CAR 11), on-going changes to ICAO standards and recommended practices are reviewed and analysed for effect on the existing legislative framework, existing implementing procedures and guidance, as well as existing regulatory resources and training. The on-going status of Sultanate of Oman's compliance and differences with ICAO SARPS and related ICAO protocols is regularly updated on the ICAO Continuous Monitoring Approach Online Framework (<https://soa.icao.int/usoap/index.aspx>).



The rulemaking process monitored by the SRD under DGCAR to ensuring they are kept up-to-date with international standards and amendments to ICAO SARPs, while at the same time, remain relevant and appropriate to the Sultanate of Oman's aviation system.

Accordingly, the content of the SSP will be internally reviewed up to one-year cycles based on the SSP procedures manual and will be revised in case of need to change for assuring the effectiveness and continuing improvement of the SSP and the associated documents as well as for alignment with evolving international practices and consistency with ICAO SARPs, found primarily in the following ICAO publications:

- 1 ICAO Annex 19 – Safety Management**
- 2 Global Aviation Safety Plan (ICAO Doc 10040)**
- 3 Middle East Regional Aviation Safety Plan (ICAO MID RASP)**
- 4 Safety Management Manual (ICAO Doc 9859)**
- 5 Safety Intelligence Manual (ICAO Doc 10159)**
- 6 Manual on Protection of Safety Information (ICAO Doc 10053)**
- 7 Manual on Human Performance for Regulators (ICAO Doc 10151)**
- 8 Safety Oversight Manual (ICAO Doc 9734, Part A)**

2.2.6 | SSP documentation and records

The SSP of the Sultanate of Oman is documented according to the validated sample structure recommended by the ICAO SMI website including cross references to the supporting documentation.

The means of SSP documentation and associated documents dissemination is a free of charge system in the CAA's website through the rules and instruments system,

<https://www.caa.gov.om/en/regulations-7/regulations-8>

Changes to this document will be achieved by a re-issue or revision. Accordingly, CAA ensures appropriate storage, archiving, protection and retrieval of all documents relating to the SSP activities.



All records related to SSP implementation are securely archived by the SSP Focal Point within a dedicated local shared folder, accessible exclusively to authorized SSP and NASP working level group members directly responsible for tasks under the SSP implementation. Regarding the committee members, the records are shared based on the meeting's agenda and actions to be discussed.

All State authorities involved in the implementation of the SSP can access the data and information archived by a formal request to the SSP & NASP coordination committee chairperson. Also, the data and information will be shared to the SSP & NASP group members through the periodical meetings.

The SSP focal point ensures storage, archiving, protection and retrieval of SSP documents & activities which is backed up in a monthly manner in the CAA DGCAR office.

2.2 State System and Functions

The Sultanate of Oman CAA is under direct supervision of the Board of Directors which report to Ministers Council. The MTCIT is the parent ministry of the OTSB, the independent investigation authority.

The MTCIT supervises a number of national projects such as, the ports and airports that connect the Sultanate of Oman with the world and contribute to diversifying the sources of income and achieve sustainable development in various economic, industrial, commercial, tourism and other fields. The directions and objectives set for Oman Vision 2040 indicate the importance of creating an agile, innovative government apparatus that can shape the future based on the principles of governance and accommodate future ambitions in order to reach advanced levels in the digital government.

Accordingly, the Ministry has developed the National Digital Economy Program 2021-2025 in cooperation with the relevant entities. The program consists of several executive programs, including the government digital transformation program, as one of the main executive programs to achieve the desired priorities.

The functions and duties of the MTCIT are accessible in the <https://www.mtcit.gov.om/ar>
As mentioned previously, according to the Civil Aviation Law, article 7, CAA is the only entity in the Sultanate of Oman which is responsible for upholding compliance with the Chicago Convention.



2.2.1 | Organizational Structure of CAA DGCAR

The Organizational structure directly related to the civil aviation safety is illustrated in the below figure.

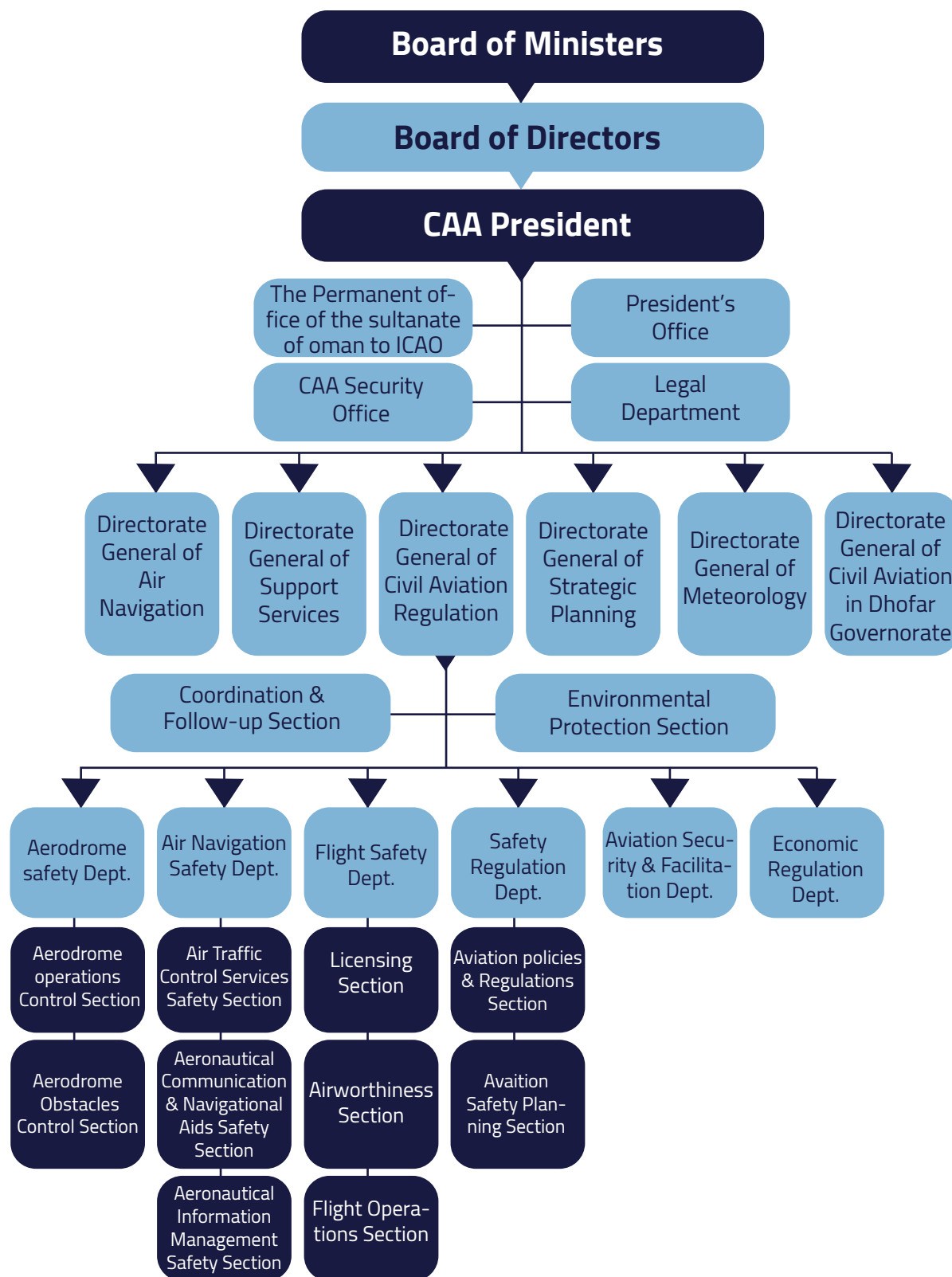


Figure 3 – Sultanate of Oman CAA Organizational structure related to civil aviation safety



2.2.2 | SSP responsibilities and resources

The full implementation of any SSP needs collaboration of all aviation sectors. The CAA's president is the Accountable Executive of the SSP. Overall management of the SSP implementation plan is assigned to the CAA DGCAR.

The CAA has multiple sources of funding for its aviation activities. CAA is funded by a State-allocated budget, fees and charges collected from those participating in the aviation system and from those using services within the aviation system. The CAA's Directorate General of Support Services review the budget and funding annually to ensure that it continues to have a sufficient revenue stream.

2.2.2.1 Directorate General of Civil Aviation Regulation (DGCAR)

DGCAR coordinates the day-to-day management of the various SSP activities and liaise with the other departments. In the management of SSP, DGCAR conducts regular collation of data for monitoring of aggregate safety performance indicators.

The other SSP responsibilities of the DGCAR include the following:

- 1** Coordinating the maintenance and implementation of the SSP
- 2** Coordinates ICAO-related matters, including submission of practical examples and tools to ICAO SMI portal,
- 3** Management of Oman's obligations under the ICAO USAP CMA MoU, ICAO USOAP CMA MoU, SSP, NASP, NRSP and ANP implementation,
- 4** Analyzing the safety information through the SDCPS,
- 5** Formulation and review of aviation safety policies,
- 6** Acceptance of the service providers' SPIs and surveillance of the safety objectives and targets achievement in service providers,
- 7** Management of the development of regulations, guidance materials, AMCs, CADs and CARs,
- 8** Administration of Safety Data Collection and Processing System (SDCPS),
- 9** Administration of Safety Occurrence Reporting System,
- 10** Sharing of safety information for trend analysis and safety improvement,
- 11** Perform other related duties specified in ADs.



2.2.2.2

Oman Transport Safety Bureau (OTSB)

The OTSB is responsible to conduct independent investigation processes in accordance with the CAR 13.

The OTSB's mission is to promote aviation safety through the conduct of independent and objective investigations into air accidents, serious incidents and incidents consistent with the Convention of International Civil Aviation.

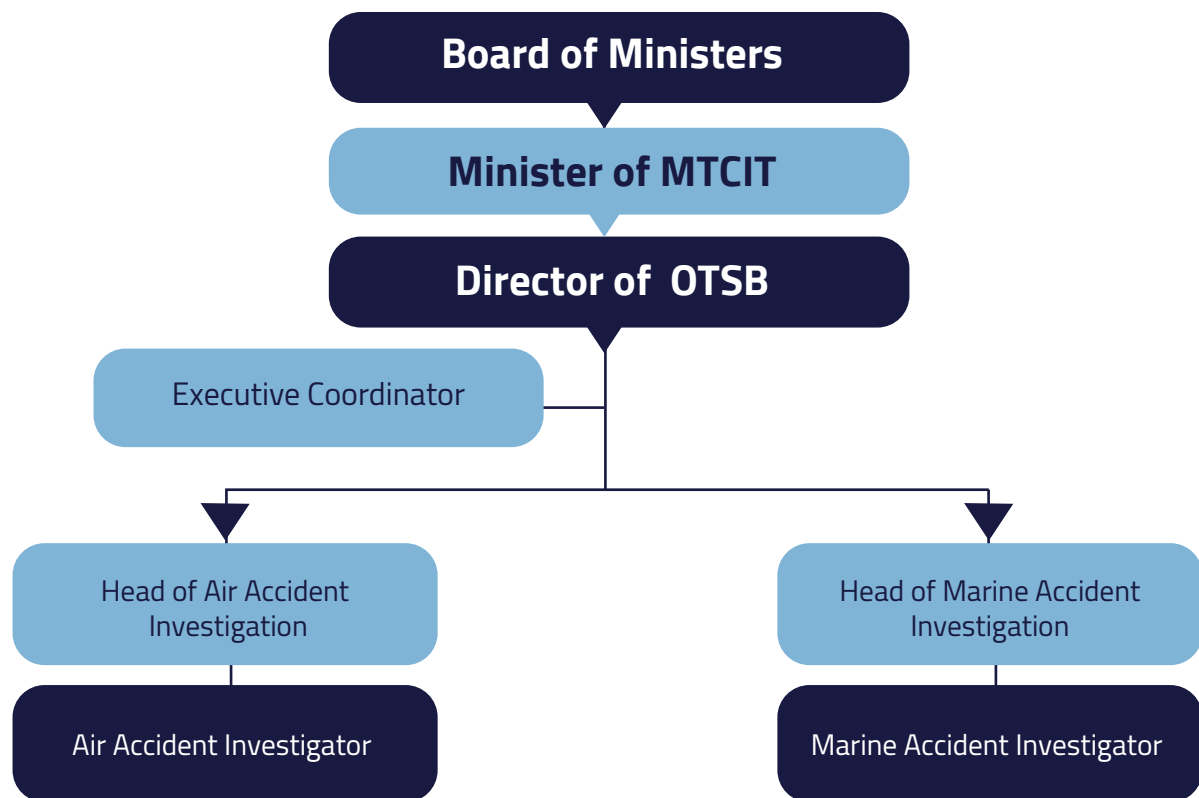


Figure 4 - Sultanate of Oman Organizational structure for Oman Transport Safety Bureau-MTCIT

The SSP related responsibilities of the OTSB include the following:

- 1 Collaboration in the SSP implementation
- 2 Carry out investigations into any accident, serious incident and incident of registered aircrafts (over 2250 kg MTOM) which occurs in Oman territory,



- 3 Carry out investigations into any accident or serious incident or incident outside the Sultanate of Oman, that involves Omani registered aircraft or an aircraft operated by Omani operator, if the investigation has been delegated to Oman, or the occurrence is in a non-contracting state with no intention of carrying out the investigation,
- 4 Carry out investigations into incidents from which air safety lessons may be derived,
- 5 Submission and completion of the accident, incident or serious incident reports into the National Database,
- 6 Submission of ADREPs into the ICAO and the related organizations,
- 7 Collaboration in the SSP implementation,
- 8 Sharing of the safety information appropriately,
- 9 Conduct safety studies based on trends analysis of safety issues
- 10 Issuing safety recommendations when appropriate,

2.2.2.3

Royal Air Force of Oman (RAFO)

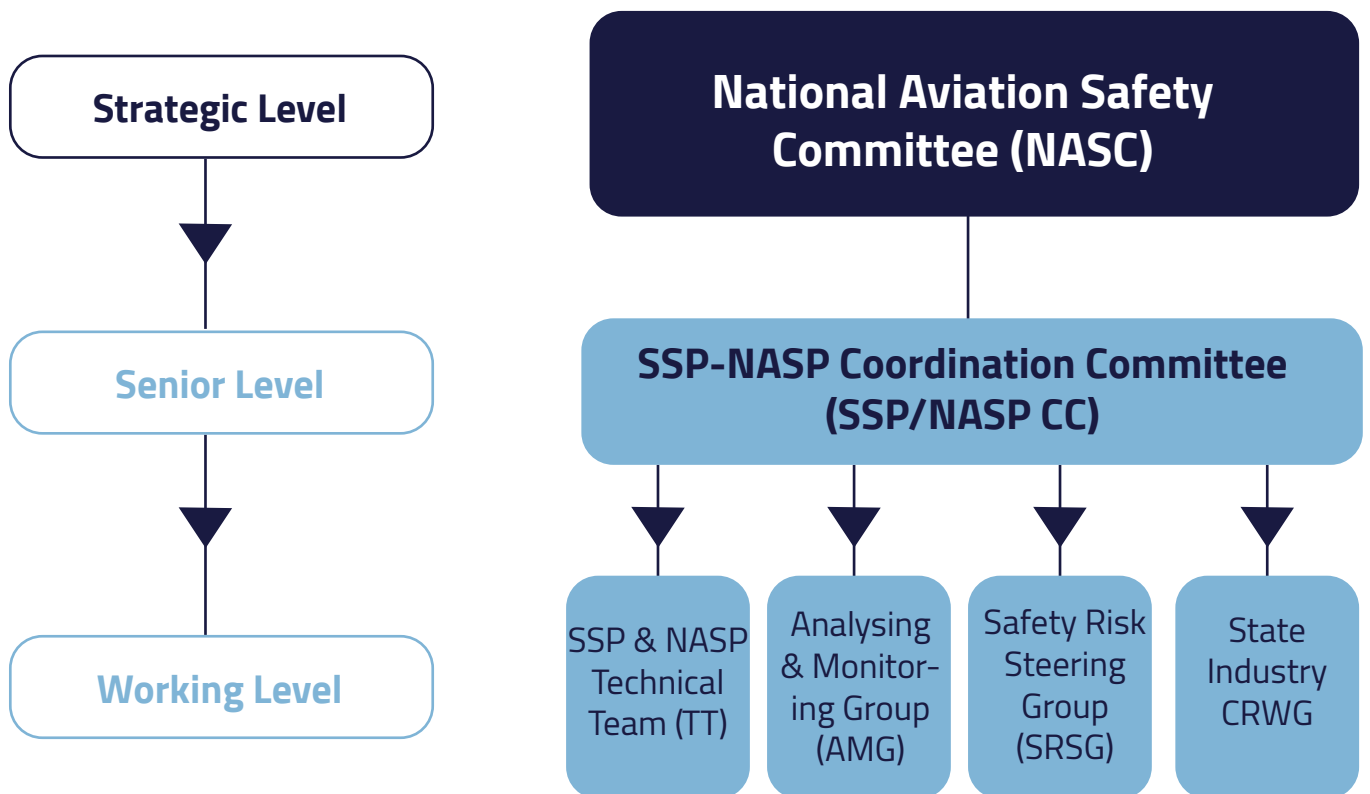
- 1 Collaboration in the SSP implementation,
- 2 Harmonise systems and services associated with the provision of civil and military ATM and aviation support systems (ICAO Doc 10088),
- 3 Coordinate safety measures relating to military activities potentially hazardous to civil aircraft operations (ICAO Doc 9554),
- 4 Share information through NASC and SSP/NASP Coordination committee for exchange and promulgation of those information related to safety risk management for civil aircraft operations over or near conflict zones (ICAO Doc 10084),
- 5 Promote aviation safety and provides a high-level basis for cooperation on harmonisation, where practicable, of civil and military regulatory system outcomes to improve safety, efficiency, consistency and capacity.



2.2.3 | SSP & NASP Governance

The president of CAA is the SSP Accountable Executive (SSP-AE) responsible for coordinating the implementation and maintenance of the SSP across the aviation system. The SSP-AE has control of human and financial resources for the implementation and maintenance of the SSP as well as on the service provider's certification and safety regulatory oversight activities.

The SSP-AE is the chairperson of NASC and the DGCAR, assigned as the deputy chairperson.



Sultanate of Oman established a national committee with representation from the impacted aviation authorities and state level stakeholders with responsibilities related to all aspects of aviation safety as well as the implementation and maintenance of the SSP, including the civil aviation authority as well as the OTSB and military aviation authority and the national level service providers. The national committee will facilitate effective communication, avoid duplication of effort and conflicting policies and ensure effective and efficient SSP implementation.

The committee is chaired by the President of CAA in his/her capacity as the SSP-AE, which have one meeting per year as a minimum and comprise of the following members:

- 1 President of the CAA (Chairperson)
- 2 Director General of Civil Aviation Regulations (DGCAR), CAA (Deputy of Chairperson)
- 3 Director of OTSB, MTCIT
- 4 Director General of Operations (DGOPS), RAFO
- 5 Legal Director, CAA
- 6 Director General of Air Navigation (DGAN), CAA
- 7 Director General of Civil Aviation in Dhofar Governorate, CAA
- 8 Director General of Meteorology (DGMET), CAA
- 9 Director General of Support Services, CAA
- 10 Director General of Strategic Planning, CAA
- 11 The other assigned members by the CAA's president

The Terms of reference of the NASC are:

- 1 Provide Sultanate of Oman's strategic direction for the management of aviation safety,
Ensure the implementation and maintenance of the SSP, ANP, NRSP and NASP by effective
- 2 coordination and cooperation,
Monitor progress in the implementation of the SSP, ANP, NRSP and NASP,



- 3 Monitor safety performance against the safety policy and objectives,
- 4 Ensure achievement of the state level safety objectives.
- 5 Ensure appropriate mitigation strategies is developed and taken,
- 6 Coordinate the mitigation strategies among aviation system,
- 7 Support the achievement of the global and regional safety objectives in the Sultanate of
- 8 Oman,
- Ensure that appropriate resources are allocated by the SSP-AE,
- 9 Avoid duplication of efforts and conflicting policies,
- 10

2.2.3.2 SSP and NASP coordination committee

Also, CAA established senior level committees under supervision of the NASC, the SSP and NASP coordination committee members and administration approved through the Administration Decision which the committee comprises:

- 1 Director General of Civil Aviation Regulations (DGCAR) as the chairperson, CAA
- 2 OTSB Senior representative, MTCIT
- 3 Senior Military representative, RAFO
- 4 Legal Director, CAA
- 5 Human Resource Director, CAA
- 6 Safety Regulation Director (SRD), CAA
- 7 Air Navigation Safety Director (ANSO), CAA
- 8 Flight Safety Director (FSD), CAA
- 9 Aerodrome Safety Director (ASD), CAA
- 10 SSP focal point, CAA
- 11 Alternative SSP focal point, CAA



The SSP and NASP coordination committee established under the CAA Admin Order 2024/77 and shall have four meetings per year, as a minimum, for monitoring and making major decisions to be consulted to SSP-AE and the NASC. The SSP coordination committee terms of reference including:

- 1** Implementation and maintenance of the State Safety Programme,
- 2** Coordination of the activities and responsibilities of the authorities involved in the SSP,
- 3** Reviewing the SSP (policies, processes and procedures),
- 4** Ensuring sufficient resources are available within Oman's civil aviation to implement and maintain the SSP,
- 5** Ensuring that authorities fulfil their individual SSP responsibilities,
- 6** Maintaining the National Aviation Safety Plan, as well as coordinate the implementation of the plan,
- 7** Monitor and review the list of participants as well as the working level groups minutes of meetings to ensure that all appropriate constituents are represented,
- 8** Conduct data-driven analyses (or use existing analyses, or other information),
- 9** Determine operational safety risks and contributing factors leading to national high-risk categories of occurrences (N-HRCs), as well as any systemic safety deficiency (in other words, organizational challenges),
- 10** Based on the results of the self-evaluation and the identified hazards and safety deficiencies, the committee may identify additional stakeholders with supporting capabilities, additional resources and other strengths or opportunities that can assist it in addressing the safety issues and enable SEIs,
- 11** Once the working level groups has completed the safety performance management report, the committee use these lists to set or update the national safety objectives,
- 12** Develop list of prioritized SEIs based on the Gap Analysis to identify SEIs by the technical team,
- 13** Approval and monitoring the safety improvement actions,
- 14** Provide SSP and NASP related reports to be presented in the NASC,



The term of reference of the technical team is:

- 1** Establishing and maintaining legal and institutional framework, NASP and SSP related policies, processes and procedures,
- 2** Performing Gap Analysis
- 3** Define SSP Implementation Plan
- 4** Provide SSP and NASP related reports to be presented in the coordination committee,
- 5** Update organizational job profiles to support the SSP implementation
- 6** Conduct the self-evaluations of the current situation in the Sultanate of Oman to obtain an understanding of its operational context,
- 7** Prepare a list of identified hazards and safety deficiencies,
- 8** Develop list of prioritized national safety issues,
- 9** Measure safety performance to monitor implementation of the NASP and its effectiveness,
- 10** Monitor the implementation of the SEIs listed in the NASP,
- 11** Track performance of each national safety target (including the use of the indicators presented in the NASP).



The Technical team shall have four meetings per year, as a minimum, which comprises to:

- 1** SRD Director, as the chairperson, CAA
- 2** PEL SME, Nominated by FSD
- 3** OPS SME, Nominated by FSD
- 4** AIR SME, Nominated by FSD
- 5** ANS SME, Nominated by ANSD
- 6** AGA SME, Nominated by ASD
- 7** Safety Department Focal Points
- 8** SSP Focal Point, CAA
- 9** Alternative SSP Focal point, CAA
- 10** AIG SME, Nominated by OTSB and invited by the SSP focal point as required,
- 11** Service providers and other representatives as required and invited by the chairperson

2.2.3.3.2

AMG

The term of reference of the Analysis & Monitoring Group is:

- 1** Build SDCPS to enable safety data analysis
- 2** Ensure protection of safety data



- 3 Identify and prioritize Omani aviation safety risks
- 4 Assure preliminary risk assessment and analysis,
- 5 Carry out identification of safety issues and propose new potential safety issues for the SRSG,
- 6 Propose a preliminary set of scenarios related to a new safety issue,
- 7 Maintain the safety risk register in coordination with the SRSG,
- 8 Monitoring of ongoing actions through available data.
- 9 Establishment and monitoring of SPIs.

The AMG shall have four meetings per year, as a minimum, which comprises to:

- 1 ANSD Director, as the chairperson, CAA
- 2 Safety Data Analyzers, Nominated by SRD
- 3 PEL SME, Nominated by FSD
- 4 OPS SME, Nominated by FSD
- 5 AIR SME, Nominated by FSD
- 6 ANS SME, Nominated by ANSD
- 7 AGA SME, Nominated by ASD
- 8 Safety Regulation Expert, Nominated by SRD
- 9 SSP Focal Point, CAA



- 10 Alternative SSP focal point, CAA
- 11 AIG SME, Nominated by OTSB and invited by the SSP focal point as required,
- 12 Service providers representative as required and invited by the chairperson

2.2.3.3.3

SRSG

The Safety Risk Steering Group merged with Safety Risk Assessment and Advisory Group which the term of reference is:

- 1 Manage safety risks at State level
- 2 Manage State safety performance
- 3 Monitor the overall safety situation, performance and achievement of safety objectives,
- 4 Monitor service provider safety performance
- 5 Monitor the development of safety issues situation and changes in operations and the operating environment in the relevant domain and approve the more detailed risk assessments carried out.
- 6 Monitor the implementation and effectiveness of actions and decide on any changes required,
- 7 At the annual level, confirm the Oman's aviation safety risk management risk register and measures for the NASP.
- 8 Identify and propose Action Plans
- 9 Conduct Risk assessments and proposals on the need for further actions.
- 10 Monitor and evaluate the implementation and effectiveness of actions.
- 11 Maintain the safety risk register at least annually.



The SRSG shall have four meetings per year, as a minimum which comprises to:

- 1** ASD Director, Chairperson
- 2** PEL SME, Nominated by FSD
- 3** OPS SME, Nominated by FSD
- 4** AIR SME, Nominated by FSD
- 5** ANS SME, Nominated by ANSD
- 6** AGA SME, Nominated by ASD
- 7** Safety Regulation Expert, Nominated by SRD
- 8** SSP Focal Point
- 9** Alternative SSP Focal Point, CAA
- 10** AIG SME, Nominated by OTSB and invited by the SSP focal point as required,
- 11** Service providers representative as required and invited by the chairperson

2.2.3.3.4

CRWG

The safety data produced by service providers, obtained through oversight, occurrence reporting and other interaction, is an essential information source for forming the safety risk register. Service providers should be taken along in the State-Industry Collaborative Risk Workshop Group.

In the risk workshops, State and service providers go through current SSP matters, the overall safety situation in the domain in question and changing topical safety themes.

The workshops are also used to review the currently valid safety risk register of the relevant domain, gather information on new hazard identified and safety issues by service providers and discuss risk assessment results, ongoing measures and any needs for new measures.

The joint risk workshops provide an opportunity for active discussion and interaction concerning risk management issues. They are a forum for sharing information to support the activities of the authority and service providers alike.



The term of reference is:

- 1** Promote safety at State Level
- 2** Communicate and disseminate safety information internally
- 3** Communicate and disseminate safety information externally
- 4** Promote positive safety culture

The CRWG shall have two meetings per year, as a minimum which comprises to:

- 1** FSD Director, Chairperson
- 2** PEL SME, Nominated by FSD
- 3** OPS SME, Nominated by FSD
- 4** AIR SME, Nominated by FSD
- 5** ANS SME, Nominated by ANSD
- 6** AGA SME, Nominated by ASD
- 7** Safety Regulation Expert, Nominated by SRD
- 8** SSP Focal Point, CAA
- 9** Alternative SSP focal point, CAA
- 10** AIG SME, Nominated by OTSB and invited by the SSP focal point as required,
- 11** Other representative from the industry as required and invited by the chairperson.



2.2.4 | State Safety Policy Statement

The State Safety Policy Statement encapsulates the commitments of CAA to the industry and to the international community towards achieving the highest practicable level of safety. It also reflects how we will approach the management of safety.

The State safety policy is a formal document describing the State's safety intentions and direction. The safety policy is signed by the president of CAA as the SSP AE and endorsed by other state authorities as attached to the Appendix B of the SSP.

The Civil Aviation Authority (CAA) stands at the forefront of aviation safety in the Sultanate of Oman, unwavering in our commitment to develop, implement, and continually enhance safety strategies and regulatory frameworks. Our goal is clear: to ensure that civil aviation under our oversight reaches the highest levels of safety possible.

In pursuit of these objectives, the CAA is dedicated to:

- 1** Alignment with ICAO Standards: Ensuring national requirements are in line with the International Civil Aviation Organization (ICAO) standards and recommended practices (SARPs), with allowances for differences in cases where higher safety levels or specific operational needs for Sultanate of Oman are identified.
- 2** Data-Driven Approach: Adopting a data-driven and performance-based approach in safety regulation and industry oversight.
- 3** Identifying Safety Trends: Focusing on identifying safety trends within the aviation industry and employs a risk-based approach to address areas of greater safety concern or need.
- 4** Continuous Monitoring and Measurement: Continuously monitoring and measuring the safety performance of the aviation system through safety performance indicators of both the state and service providers level.
- 5** Industry Collaboration and Consultation: Collaborating and consulting with the aviation industry to address safety matters and continuously enhance aviation safety.



- 6** Promotion of Safety Practices and Culture: Promoting good safety practices and a positive safety culture within the industry and Omani organizations, grounded in sound safety management principles, to support an environment where frontline operators or others are not punished for actions, omissions, or decisions taken by them that are commensurate with their experience and training, but where gross negligence, willful misconduct, and destructive acts are not tolerated.
- 7** Safety Information Exchange: Encouraging the collection, analysis, and exchange of safety data and information among organizations and service providers, for safety management purposes.
- 8** Resource Allocation for Safety Management: Allocating sufficient financial and human resources for safety management and effective oversight,
- 9** Skill and Expertise Development: Ensuring that staff are equipped with the necessary competency and expertise to competently and effectively discharge their safety oversight and management responsibilities.

We assure to communicate this policy to all relevant parties and to conduct ongoing reviews to ensure its effectiveness and alignment with our overarching safety objectives. This policy is more than just a framework, it is our solemn commitment to maintaining the highest levels of civil aviation safety in the Sultanate of Oman.

The OTSB assures compliance with Sultanate of Oman obligations under ICAO Annex 13 (Aircraft Accident and Incident Investigation). The OTSB is committed to independently investigating every civil aviation accident, incident and serious incident under CAR 13 and issuing safety recommendations aimed at preventing future accidents.

To this end, the OTSB will:

- 1** Collaborate with the aviation industry to address safety matters and continuously enhance aviation safety;
- 2** Promote good safety practices and a positive organizational safety culture within the industry based on sound safety management principles;
- 3** Prioritize sufficient financial and human resources for accident and incident investigations;
- 4** Equip staff with proper skills and expertise to discharge their accident and incident investigation responsibilities competently.



2.2.5 | Safety Objectives

The development of safety objectives starts with a clear understanding of the top safety risks in the aviation system. State safety objectives are brief, high-level statements that provide direction for all relevant State aviation authorities. They represent the desired safety outcomes that the State aims to achieve.

Furthermore, the GASP objectives call for States to put in place robust and sustainable safety oversight systems and to progressively evolve them into more sophisticated means of managing safety. These objectives align with ICAO's standards for the implementation of SSP by States and SMS by service providers.

The current Sultanate of Oman's safety objectives are as follows:

Table 1 - State Safety Objectives

No.	State Safety Objectives
01	Achieve a Continuous Reduction of Operational Safety Risks
02	Maintain the Oman's safety oversight Capabilities
03	Establish and Manage State Safety Programme
04	Strengthening collaboration at the regional and national level
05	Expand the use of Industry Evaluation Programmes and safety information sharing networks
06	Ensure the appropriate infrastructure is available to support safe operations



It is also important, when defining the safety objectives, to consider the State's ability to influence the desired outcomes. The safety objectives represent the current State's priorities for the management of safety in line with global and regional safety objectives and provide a blueprint for allocating and directing the State resources.

Strengthened link considered between the SSP and NASP to monitor the achievement of safety objectives through state level safety performance indicators listed in the section 3 of the NASP.

The state safety performance management procedure is established in the SSP procedures manual.

Additionally, the ICAO Indicator catalogue provides a framework for a harmonized approach to the development of safety and air navigation indicators. The indicators within the catalogue support the effective implementation of State Safety Programme (SSP) and Safety Management System (SMS) in States and industry and can be used as safety performance indicators (SPI), as per the requirements outlined in Annex 19. The use of this catalogue is not mandatory so we selected the indicators that are relevant to our civil aviation and associated safety objectives as listed in the Section 3 of the NASP.

Furthermore, the CAA used indicators related to Global High-Risk Category (G-HRC), Regional High-Risk Category (R-HRC), National High-Risk Category (N-HRC) occurrences and other safety concerns extracted from ICAO GASP, MID RASP and the SDCPS that are linked to each safety objective as mentioned in the Section 3 of the NASP.

It is important to note that all indicators are not applicable or relevant to all service providers. The service providers shall select indicators that are relevant to their organization and its activities within their SPM.

2.3 Qualified technical personnel

Guidance on qualified technical personnel performing safety-related functions (CE-4) can be found in the ICAO Doc 9734, Part A which contain the critical elements of a safety oversight system.



2.3.1 | Aviation authority required competencies

The CAA identified and addressed the competencies required for effective implementation of the SSP, taking into accounts the roles and responsibilities under the SSP performed by the personnel in the CAA's SSP procedures manual based on the ICAO Doc 10070 (Competencies of Civil Aviation Safety Inspectors).

The CAA determined the most appropriate training for personnel with different roles and responsibilities in the SSP including initial, recurrent and On Job Training. **The following are examples of training that are considered:**

- 1 Briefings or familiarization training for senior management on SSP, SMS, safety policy, safety objectives and SPIs;
- 2 Training for inspectors on the SSP and SMS principles to carry out SMS assessments
- 3 Training for personnel responsible for data analysis, safety objectives and SPIs monitoring and any other safety matters
- 4 Soft skills training (effective communication skills, negotiation skills, conflict resolution, etc.) to support inspectors in working collaboratively with service providers to improve safety performance while ensuring continued compliance with the established regulations;

2.3.2 | Internal Training

Employees in CAA are provided with various types of training, ranging from generic 'soft-skill' training to technical training related to aviation safety including OJT and recurrent training.

The CAA's training programmes are fully documented and controlled in the CAA policies and procedures management system.

Internal training may be provided by the subject matter experts in the CAA and usually conducted at the accredited training center, which are the training arm of the CAA. For topics which are not available or updated at CAA, training would be sourced from selected training organisations, authorities or manufacturers. The internal SSP training outlines and objectives are established in the CAA training program.

In all cases a certificate of completion or record of attendance for individual training courses are provided to the attendee and record is filed in the person's training record repository.



2.3.3 | External Training by CAA

CAA contributes to the growth of international safety-related technical personnel through the provision of training on these respective topics at the CAA training center and other approved organizations.

SMS training outlines for service providers are established in the SSP procedures manual and CAA organizes training courses and workshops on key specific topics to ensure effective promotion of safety information.

2.3.4 | Training Needs Analysis

The training plan for the personnel involved in the implementation and maintenance of the SSP will be tailored to the needs of the individual's role within the SSP or SMS. A training needs analysis (TNA) is necessary to ensure there is a clear understanding of the operation, the safety duties of the personnel and the available training. A typical TNA will normally start by conducting an audience analysis, which steps are described in the ICAO Doc 9859 4th edition, Chapter 9, for service providers, but can also be used for States to develop inspector competencies.

Accordingly, the level and depth of the SMS training in service provider's environment categorized into the 3 levels as defined in the CAA's SSP procedures manual. So, the managers involved in the organization's safety committees will be trained more extensive than the personnel directly involved with delivery of the organization's product or services. Personnel not directly involved in the operations may require only a high-level overview of the organization's SMS even through an online course.

The main purpose of the safety training programme is to ensure that personnel, at all levels, maintain their competence to fulfil their safety roles; therefore, the safety training for the SSP related personnel in the Sultanate of Oman is divided into the **3 levels as below:**

- 1 Training of the management personnel**
- 2 Training of the inspectors & investigators**
- 3 Training of the SSP implementation personnel**



2.3.4.1

Training of management personnel

The specific safety training for the Accountable Executive and the NASC members includes the following topics in four hours which will be recurrent each 2 years:

- 1** Safety Management Concepts
- 2** Regulatory Framework including the Oman's SSP
- 3** SSP foundation and Components
- 4** SMS Components

2.3.4.2

Training of safety-related personnel

The training program outline for the safety related personnel in CAA is determined in the CAA's training program based on the document prepared by the SM ICG which includes training outline and required competencies for the field inspectors involved in the service providers' SMS surveillance and for the SSP implementation personnel.

The Training Program Outline for the inspectors SMS Competency consists of five sections in order of progression:

- 1** Safety Management Concepts
- 2** Regulatory Framework
- 3** SSP Components
- 4** SMS Components
- 5** SMS Evaluation



OTSB ensures that all technical personnel tasked with safety investigations responsibilities, investigators are suitably qualified, experienced and competent to perform the range of complex tasks required of them.

OTSB's training programme for safety staff comprises initial, recurrent and specialist modules. This includes a comprehensive induction programme for new investigators staff covering generic training on investigation management, systems and tools, and SMS.

2.4 Technical guidance, tools & provision of safety critical information

Guidance on Technical guidance, tools and the provision of safety-critical information (CE-5) can be found in Doc 9734, Part A which contain the critical elements of a safety oversight system.

The CAA provided guidance to the industry on the service provider's SMS in the SSP procedures manual to help with the interpretation of safety management regulations. This will promote a positive safety culture and aid the service providers in meeting their safety objectives, and consequently, the State's safety objectives, which are often achieved through regulation.

Additionally, the CAA's SSP procedures manual is established as the inspector's procedure for the initial acceptance and review of the service provider's SMS. The evaluation of SMS includes additional tools to determine both the compliance and performance of the service providers' SMS. The procedure including the tool for determining both compliance and performance will be explained through the last section of the safety training for the field inspectors before being implemented.

Furthermore, the free of charge technical guidance, tools and the provisions of safety critical information are accessible through the CAA's website (<https://www.caa.gov.om/en>) for the assigned groups.



By releasing the first edition of the SSP, Oman augments the traditional methods of safety management with proactive and predictive processes through adopting best practices, tools and metrics to further mitigate the potential sources of risk. According to this edition of the SSP, Sultanate of Oman improves those processes to achieve the next level of safety addressed by the ICAO GASP considering the best practices, tools and examples validated and disseminated in the ICAO SMI portal.

The State SRM component includes the establishment of SMS requirements. Service providers' SMS shall be acceptable to the CAA and will be reviewed periodically to ensure that the service provider's SMS remains effective through the surveillance activities.

CAA also applied the principles of SRM to their own activities such as the regulatory impact assessment, prioritization of surveillance activities, issuing exemptions, authorization of high risk SPO, introductory flights, Special aero-medical circumstances based on the process mentioned in the SSP procedures manual which is accessible to the employees in the CAA's share folder,

3.1 Licensing, certification, authorization and approval obligations

Guidance on licensing, certification, authorization and approval obligations (CE-6) can be found in the ICAO Doc 9734, Part A which contain the critical elements of a safety oversight system.

Licensing, certification, authorization and approval obligations are important components of the State safety risk control strategy. They provide Sultanate of Oman with assurance that service providers and other pertinent industry representative organizations have achieved the required standards to operate safely within the aviation system.

Also, CAA has established common operating regulations in the adapted specific operating regulations to facilitate the acceptance of licenses, certificates, authorizations or approvals issued by other States. Such arrangements do not absolve the CAA from its obligations under the Chicago Convention.

ICAO's analysis indicates that implementation of CE-6, is fundamental to the reduction of accident rates. Furthermore, through a root cause analysis, deficiencies in CE-6 can be traced to protocol questions in CE-1 to CE-5, which establish a safety oversight system.



3.2 Safety management system (SMS) obligations

According to the CAA CAR 100 based on the ICAO Annex 19, CAA mandates the service providers and international general aviation operators to implement SMS.

SMS provisions for IGA are addressed with some flexibility in Annex 19 and are therefore not included in the list of service providers.

3.2.1 | SMS requirements for aviation industry

ICAO Annex 19, Appendix II addresses the SMS framework requirements and CAA adapted the requirements into the specific operating regulations.

Separately, the SMS requirements applicable to international general aviation operators as well as the service providers, are established in the CAA CAR 100.

The SMS regulatory requirements will be periodically reviewed according to the CAR 11 as mentioned in the SSP chapter 2.1.

Guidance materials are provided to the industry as well as acceptable means of compliance with the SMS requirements through the specific operating regulations. General guidance for the service providers about how to develop and perform an SMS gap analysis and implementation plan can be found in the CAA CAP 01.

3.2.2 | SMS acceptance

CAA established the SSP procedures manual for the initially acceptance of the service providers' SMS as well as reviewing the SMS through the surveillance activities.

As part of the SMS acceptance process, the service provider's proposed safety performance indicators (SPIs) and their associated targets and alert levels are reviewed and agreed upon by the CAA. The proposed safety performance indicators must be compatible with any state level performance indicators applicable to that domain.

The CAA recognizes that the implementation of Safety Management Systems has attained a higher level of maturity in some areas above others, and as such the CAA can accept an SMS implementation plan allowing for acceptance of a service provider's SPIs at a later phase of their SMS implementation process. In any case, full acceptance of an SMS requires that the CAA is satisfied that the proposed SPIs are appropriate and pertinent to the individual service provider's aviation activities.



Some of the service providers in the Sultanate of Oman granted certificates, authorizations or approvals from other State(s) or conduct operations in other State(s). Harmonization of the SMS requirements is considered to facilitate acceptance of SMS between Sultanate of Oman and other States. Harmonization reduces oversight duplication and the need for service providers to comply with similar SMS obligations through (potentially) dissimilar requirements. By this harmonization, CAA avoids imposing additional undue burden on the service providers. The SMS acceptance among CAA and other States will be addressed through bilateral or multilateral agreements and in some cases is mutual.

Early collaboration between the service providers and the CAA will lead to a smoother development and acceptance process. The Service providers' SMS within the CAA's responsibility will be made acceptable to the CAA through the SMS Manual acceptance process. Service providers are expected to conduct a gap analysis and develop a workable implementation plan (including acceptance by CAA as a planned task). More information to the SMS manual acceptance process can be found in the SSP procedures manual.

3.2.3 | Acceptance of safety objectives and associated SPIs

Agreement on the service provider's performance is the responsibility of the related department under DGCAR.

The service providers' proposed SPIs will be agreed as part of the SMS acceptance process and will be reviewed through the surveillance activities by the competent authorized inspectors to ensure the presented SMS is commensurate with the complexity and scope of operations as well as ensure operating effectively.

The CAA will be satisfied that the proposed SPIs are appropriate and pertinent to the individual service provider's specific operational context as well as are linked to the safety objectives and applicable State level SPIs. It is important that all relevant state SPIs listed in the Section 3 of the NASP, shall be reflected in the relevant service provider's SPIs to report the monthly safety performance status by the end of first week in next month.

Guidance on safety performance monitoring and measurement could be found in the SSP procedures manual.



The OTSB is an entity completely independent from the CAA. The OTSB has established an independent accident and incident investigation process whose sole objective is the prevention of accidents and incidents, and not to apportion blame or liability. Also, such independence enhances the viability of the OTSB and avoids real or perceived conflicts of interest.

The OTSB conducts investigations in accordance with the CAR 13 which is aligned with the Annex 13 to the Chicago Convention on International Civil Aviation. This Annex defines how ICAO member States should conduct aircraft accident, incidents, and serious incident investigations. The OTSB undertakes investigations without any restraining and fear or favor. Such investigations support the management of aviation safety in the Sultanate of Oman.

The OTSB's key product is information and knowledge, imparted to individuals, regulators, aviation industry, aviation service providers and/or other parties to assist in ensuring that unsafe actions or conditions are not repeated or allowed to persist. The emphasis of the OTSB's investigations is on accident, serious incident and incident prevention and not to apportion blame or liability.

The OTSB conducts investigations under the Annex 13, however, this does not preclude other organisations from conducting their own investigations. There are many safety occurrences that do not require an official investigation in accordance with Annex 13. These occurrences and identified hazards may be indicative of systemic problems. These problems can be revealed and remedied by a safety investigation led by the service provider or by the CAA DGCAR.

While OTSB is the primary investigation body, especially for accidents, serious incidents and incidents, CAA's departments may also conduct investigations of safety occurrences to the extent of CAA's powers under the Civil Aviation Law and Civil Aviation Regulations. Such investigations continue independently in parallel with OTSB's investigations as much possible, with priority of evidence given to OTSB. The investigations which are conducted by departments other than OTSB, aim to expeditiously determine safety gaps to prevent recurrence, assess breaches of regulations and guidance material and discover lessons to improve safety regulations and safety oversight processes as well as to considering enforcement actions.



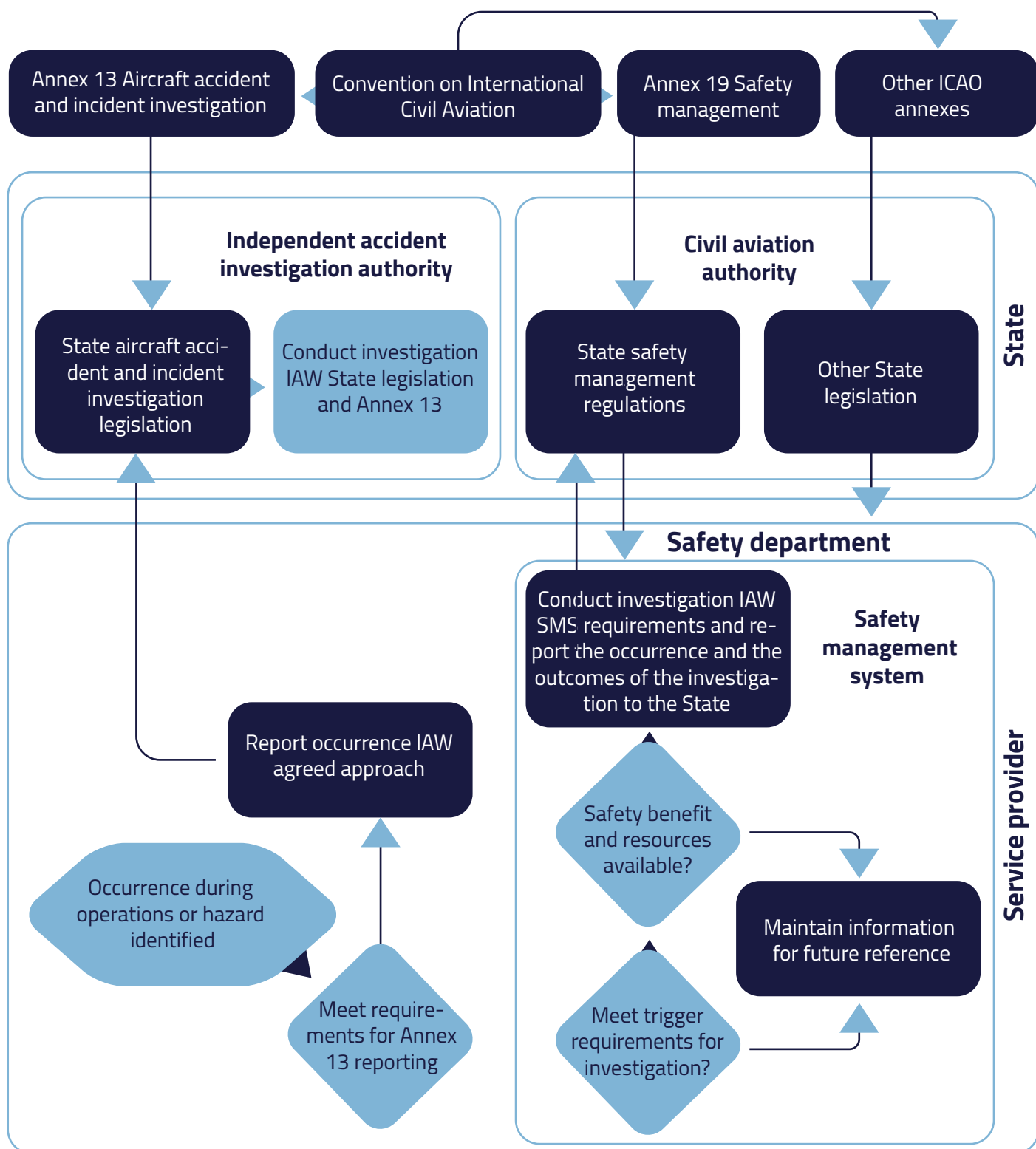


Figure 5 - Safety investigation decision process
(Ref. ICAO Doc 9859, 4th Edition, 2018)

OTSB's investigation reports including safety recommendations are disseminated in the <https://www.mtcit.gov.om/otsb/investigation-reports>



3.4 Hazard identification and safety risk assessment

One of the most important roles of CAA is to identify hazards and emerging trends across the aviation system. This is often achieved by analysing safety data aggregated from multiple sources.

The concept of hazard reporting and management is especially important in SMS. Unlike incident reporting which is reported after a safety occurrence or event, hazard reporting is more proactive, in that it identifies conditions or objects with the potential to cause or contribute to an incident/accident. Accordingly, state level SPIs includes leading indicators to monitor events before leading to incident or accident such as non-compliance rate in service providers or ramp inspection findings which define the unsafe acts.

CAA's hazard identification and safety risk assessment process established in the CAR 100 based on the size, maturity, and complexity of the aviation system in the Sultanate of Oman and is accessible through CAA's portal.

3.5 Management of safety risks

Guidance on resolution of safety issues (CE-8) can be found in the ICAO Doc 9734, Part A which contain the critical elements of a safety oversight system.

The objective of the safety risks management is to ensure safety risks are controlled and safety objective is achieved. CAA develops, documents, and recommends appropriate safety risk mitigation or control strategies. Examples include: direct intervention with a service provider, implementing additional policies or regulations; issuing operational directives or influencing through safety promotional activities.

An evaluation of each proposed safety risk control will be performed as a next step. Once safety risk controls have been selected and implemented, they will be monitored and validated to ensure the intended goals have been achieved.

Many of the safety risk controls require action by service provider(s). CAA will direct the service provider(s) to accomplish effective implementation.

The CAA's SRM procedure, including mitigation of safety risk process, is established in the CAR 100 and is accessible through CAA's portal.



State safety assurance activities aim to assure that the functions are achieving the intended safety objectives and targets. Service providers are required to implement a safety assurance process as part of their SMS which has different elements.

The CAA's safety assurance activities, as part of the SSP, provide assurance that the system is being practiced as designed, and the regulatory controls are having the intended effect on SRM via the collective efforts of the aviation industry.

Safety assurance is a shared responsibility between regulators and service providers. Service providers are responsible for maintaining safety in its day-to-day operations, while the CAA maintains quality assurance of the broader aviation safety system. The CAA's responsibilities cover safety oversight and the establishment of an effective safety data collection, analysis and exchange processes.

The Sultanate of Oman is committed to fulfilling its ICAO USOAP CMA obligations to maintain the SSP foundation. Furthermore, the safety oversight of the Sultanate of Oman's civil aviation system is the responsibility of the CAA and OTSB. The safety oversight system consists of all eight critical elements, including eight audit areas.

The regulatory controls established for Sultanate of Oman address requirements for Safety Management, including the identification of hazards and management of safety risks, and specifically addressing the implementation of Safety Management Systems by general aviation operators and service providers. The control mechanisms ensure the effective implementation of these safety management requirements and ensure that they have the intended effect on safety risks.

4.1 Surveillance obligations

Guidance on Surveillance obligations (CE-7) can be found in the ICAO Doc 9734 Part A.

4.1.1 | Service provider monitoring and surveillance

The CAA established surveillance mechanisms to ensure compliance with the relevant regulations by the service providers as well as evaluation of the effectiveness of the service provider's SMS. The principles of performance-based surveillance are considered for improving these surveillance activities.



4.1.2 | Safety Risk-based surveillance

A Safety Risk-Based Surveillance (SRBS) approach enables prioritization and allocation of the CAA's safety management resources commensurate with the safety risk profile of each sector or individual service provider.

The procedure to prioritize surveillance activities towards those areas of greater safety concern or need is established in the SSP procedures manual. CAA gains experience and familiarity with each service provider by monitoring the steadily developing maturity of their safety assurance process, and in particular, their management of safety performance. Over time the CAA will accumulate a clear picture of the service provider's safety abilities, particularly their management of safety risk. The CAA may choose to amend the scope and/or frequency of surveillance as their confidence and evidence of the service provider's safety capability develops.

Currently, the CAA decided to commence SRBS with Commercial Air Transport (CAT) Air Operating Certificate (AOC) holder's surveillance program benefiting the Risk Based Surveillance application (Data-driven inspection schedules for operations) on the ICAO iSTARS 4.0 SPACE, <https://portal.icao.int/space/Pages/Risk-Based-Surveillance.aspx> (log in required).

The process of SRBS is established in the SSP procedures manual and is accessible to the inspectors. Figure 6 illustrates the concept used based on the 4th edition of the ICAO safety management manual.

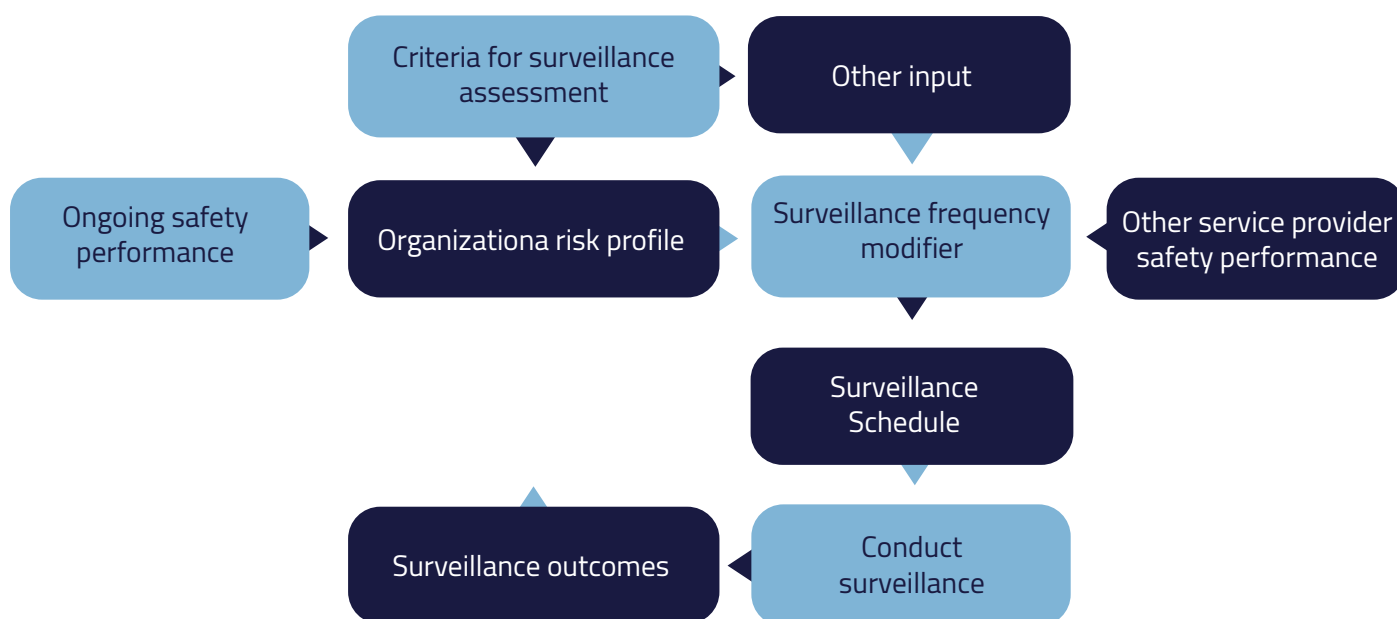


Figure 6 - Safety risk-based surveillance concept (ICAO SMM-4th Edition-2018)



4.1.3 | Periodic review of the service provider's safety performance

The CAA periodically reviews each service provider's safety performance. The review takes into consideration the performance and effectiveness of each SPI. The review may show the need to adjust support the continuous safety improvement.

The SMS evaluation procedure is established in the SSP procedures manual including the initial acceptance and review of individual service providers' SMS, review of their safety performance indicators and their relevant target levels, review of their hazard identification and safety risk assessment processes and etc. to ensure the effectiveness of the service provider's SMS as well as remained acceptable to the CAA.

4.2 State safety performance measurement and monitoring

Periodic review and monitoring of the state safety performance are carried out at the respective SSP & NASP working level groups, coordination committee and NASC meetings. Where any abnormal or unacceptable performance trend is detected, appropriate intervention actions will be initiated as appropriate.

4.2.1 | State Safety Performance Indicators

CAA has defined State-level SPIs including both lagging and leading indicators to be merged in the service provider's SPI appropriately if it is applicable.

The current list of aggregate SPIs is provided in the SSP procedures manual. The SPIs are supported by qualitative means as needed, to measure and monitor the safety performance of the Sultanate of Oman's civil aviation system and the progress towards achieving its safety objectives. This list has been compiled from analysis of collected safety data and information in the Sultanate of Oman as well as from best practices and validated examples shared in the ICAO SMI portal and adapted to the ECCAIRS taxonomy and linked to the safety objectives.



4.2.2 | Safety Performance Management (SPM)

Following the adoption of amendment 2 to ICAO Annex 19, the ALoSP concept is removed from standard 3.4.2.1. accordingly, the State safety performance management process is replaced to measure and monitor desired safety performance outcomes in the state level.

The State safety performance is not only achieved through an SSP but also through SMSs implemented by service providers of the civil aviation system. Collaboration between the CAA and service providers, and MID ICAO Regional Office where applicable, facilitates the development of effective safety performance measurement and monitoring across the Sultanate of Oman's civil aviation system.

4.3 Management of change

Sultanate of Oman CAA recognizes the critical importance of proactively managing changes that may impact aviation safety at the State level. Management of change process is developed in the SSP procedures manual to ensure that the safety risks incurred by the changes are properly controlled while the desired outcomes are achieved.

The SSP & NASP coordination committee is responsible for ensuring that all significant changes are subject to a formal management of change procedure based on the SSP procedures manual and that relevant safety performance indicators are reviewed and updated as required.

This proactive approach enables the Sultanate of Oman to maintain oversight effectiveness, adapt to emerging challenges, and support continuous safety improvement in alignment with ICAO Annex 19 SARPs.

4.4 Continual improvement of the SSP

The process to evaluate the effectiveness of actions taken to manage safety risks and resolve safety issues is developed in the SSP procedures manual. Safety risk assessment results are used to support the prioritization of actions to manage safety risks as explained in the procedure.

Also, SSP & NASP technical team periodically assess the effectiveness of processes and activities to maintain or continuously improve the SSP. For this purpose, the SSP review process is developed and published in the SSP procedures manual.



The periodic review mechanism established in the SSP procedures manual aims to assure the continuing improvement and effectiveness of the SSP. This mechanism supports the update and refinement of the safety objectives and SPIs.

The internal periodic review mechanism is based on the SSP gap analysis and SSPIA. The SSP & NASP technical team is responsible for on-going review of the SSP's effectiveness.

Also, CAA uses the Gap Analysis tool established in the ICAO iSTARS 4.0, <https://portal.icao.int/space/Pages/SSP-Gap-Analysis.aspx> to facilitate the mechanism. The SSP documentation will be amended as necessary to reflect any changes as a result of this review mechanism.

The assessment of the SSP's maturity conducted by the SSP & NASP technical team may be used by external auditors, too. Furthermore, the SSP related protocol questions are added to this procedure. The CAA conducts periodic assessments of SSP maturity using ICAO's SSP Evaluation Tool and Gap Analysis framework. These assessments support internal improvement and are designed to be compatible with ICAO USOAP CMA protocols and regional peer review mechanisms. Results are reviewed annually and used to guide updates to the SSP implementation plan.

The SSP will be assessed at various stages, looking initially for the presence and suitability of key elements. At a later stage, the SSP will be assessed to understand how well it is operating and how effective it is at achieving the objectives.

The CAA may consider bilateral or multi-lateral agreements with other ICAO member states to coordinate external SSP maturity assessment that it could be mutual.



The improvement of safety performance within aviation system is highly dependent on the safety culture. Actions related to the management of safety tend to be more effective when the system has a positive safety culture. When visibly supported by upper- and middle management, frontline employees tend to feel a sense of shared responsibilities towards achieving their safety objectives.

Safety promotion encompasses two distinct but complementary areas, internal and external promotion. Internally, CAA institutionalize training frameworks and promote sharing and retention of institutional and current knowledge to strengthen technical competencies of staff.

Externally, CAA carries out a series of activities to communicate safety information and encourage dialogue with the aviation industry and the public to improve the safety culture positively.

5.1 Internal Communication & Dissemination of Safety Information

Safety promotion actions and publications also improve coordination and collaboration in CAA as the only authority involved with safety oversight within the Sultanate of Oman. Furthermore, the SSP document and its associated documents are fundamental to achieving the integration of training, communication and the dissemination of the related information.

Internally, CAA communicates information either through personal interaction or electronic means. CAA has an internal document management system, hosted on the intranet, for the retention and dissemination of documents, including ICAO State Letters, legislation, regulations, procedures, meeting notes, publicly available newsletters and other relevant information. This system is accessible by the relevant working level group members and the relevant members of the SSP Coordination committee receive the records through the meeting invitation or in the meetings.

When assessing which type of media to convey a particular message, CAA assesses which one is more appropriate to each message and its targeted audience. SSP documents may be posted on the website that is readily available to personnel when they are needed. Other information such as lessons learned and best practices may be more suitable for a periodic bulletin or report. CAA communicates and disseminates safety-relevant information internally by the following formal communication channels:

1

For critical safety-relevant information:

- **Confidential Letters;**
- **CAA intranet (Official Document Automation System)**
- **Voluntary Occurrence Reporting System**



- CAA intranet (Official Document Automation System)
- Safety Report (annual),
- Ad-hoc Meetings,
- Training Courses, Seminars/workshops,
- Rules and instruments system in the CAA's website, as well as Notices; Safety Alerts; Safety News in the CAA's website, and
- E-Mailing lists.

5.2 External Communication & Dissemination of Safety Information

CAA promotes the establishment of safety information sharing or exchange among the aviation community, unless the national law provides otherwise.

When communicating and disseminating safety information externally with the aviation industry, in addition to the items presented in the previous section, CAA also considers:

- 1 Guidance material for the implementation of SMS,**
- 2 Importance of reporting;**
- 3 Identification of available safety training for the aviation community;**
- 4 Promote the exchange of safety information:**
 - With and among service providers;
 - With other states, and
 - Through ICAO SMI portal.

High level meetings are held with industry post holders. The CAA also conducts safety review meetings with other authorities through mutual agreements.

The State Safety Programme document and its related safety and enforcement policies are published on the CAA website which is the primary means to disseminate safety information externally.

The CAA's internet site is used to disseminate guidance and regulatory requirements to all stakeholders. Where changes to requirements are made, notices of amendments or drafts would be issued on the website as well as notified by E-mail and short message system to the subscribed members.

The industry is encouraged to subscribe to the electronic notification service offered by CAA for notifications on rulemaking and events which is free of charge.



The CAA established the following methods of communication and dissemination of safety-relevant information as follows:

- 1** CAA website,
- 2** Safety Recommendations in the investigation final reports,
- 3** Mandatory Occurrence Reporting System,
- 4** Voluntary Occurrence Reporting System
- 5** NOTAM
- 6** Seminars/workshops,
- 7** Ad-hoc Meetings,
- 8** External Training Courses,
- 9** Aeronautical Safety Circulars, Public Notices and Circulars, safety related information
- 10** Mailing lists,
- 11** Safety Directives, Airworthiness Directives and etc.

The effectiveness of dissemination of safety data is assessed as part of the SMS and SSP evaluation process mentioned in the SSP procedures manual.

The OTSB provides regular progress and updates derived from the results of its investigations through preliminary reports, interim statements (when applicable), final reports, media statements and media briefing when applicable.



5.3 Safety awareness

The CAA communicate the SSP functions, safety policy and safety objectives across their aviation community and with other stakeholders impacting aviation safety.

The internal and external means are established to promote safety in support of the achievement of its safety objectives and the development of a positive safety culture across aviation community and with other stakeholders impacting aviation safety.

Other means for promoting safety include, but are not limited to:

- 1** a safety communication plan,
- 2** stakeholder engagement maps,
- 3** social media campaigns,
- 4** annual safety reports,
- 5** collaborative forums with industry, and targeted initiatives through SSP & NASP CRWG.



6.1 Appendix A: Acronyms/ Abbreviations

The Civil Aviation Requirements for definitions and abbreviations of terms have been issued by the Civil Aviation Authority of Oman under the provisions of the Civil Aviation Law of the Sultanate of Oman and is available in the CAA portal. All definitions and abbreviations of terms used here are referred to the CAR 1 except for those specifically listed below:

ACAO	Arab Civil Aviation Organization
AD	Administrative Decision
AMG	Analysis & Monitoring Group
ADREP	Accident/ Incident Data Reporting
AIRS	Accident & Incident Reporting System
AIS	Aeronautical Information Service
ALoSP	Acceptable Level of Safety Performance
AMC	Acceptable Means of Compliance
AMO	Approved Maintenance Organization
ANS	Air Navigation Services
ANSD	Air Navigation Safety Department
ANSP	Air Navigation Services Provider
AOC	Air Operator Certificate
ASD	Aerodrome Safety Department
ATO	Approved Training Organization
ATS	Air Traffic Services
CAA	Civil Aviation Authority
CAMO	Continuing Airworthiness Management Organization
CAP	Corrective Action Plan
CAR	Civil Aviation Regulation
CAT	Commercial Air Transport



CBT	Computer-based Training
CE	Critical Element
CMA	Continuous Monitoring Approach
CRWG	Collaborative Risk Workshop Group (State-Industry)
CVRS	Confidential & Voluntary Reporting System
DGCAR	Director General of Civil Aviation Regulation
DOA	Design Organization Approval
EASA	European Union Aviation Safety Agency
EI	Effective Implementation
FSD	Flight Safety Department
FSTD	Flight Simulation Training Devices
GASP	Global Aviation Safety Plan
GM	Guidance Material
GSAF	General Staff of the Armed Forces
IATA	International Air Transport Association
ICAO	International Civil Aviation Organization
IGA	International General Aviation
MTCIT	Ministry of Transport, Communications & Information Technology
MTOM	Maximum Take Off Mass
NASC	National Aviation Safety Committee
NASP	National Aviation Safety Plan
NCMC	National Continuous Monitoring Coordinator
NOTAM	Notice to Airmen
NRSP	National Runway Safety Programme
OJT	On the Job Training
OTSB	Oman Transport Safety Bureau
POA	Production Organization Approval
PQ	Protocol Question
PSOE	Present-Suitable-Operating-Effective
RPAS	Remotely Piloted Aircraft System
SAFA	Safety Assessment of Foreign Aircraft
SAR	Search and Rescue



SARP	Standards and Recommended Practices
SDCPS	Safety Data Collection and Processing System
SMI	Safety Management Implementation
SMICG	Safety Management International Collaboration Group
SMM	Safety Management Manual
SMS	Safety Management System
SPI	Safety Performance Indicator
SPM	Safety Performance Management
SPO	Specialized Operations
SRD	Safety Regulation Department
SRAAG	Safety Risk Assessment & Advisory Group
SRSG	Safety Risk Steering Group
SSC	Safety Steering Committee
SSP	State Safety Programme
SSP-AE	SSP Accountable Executive
SSP GA	SSP Gap Analysis
SRM	Safety Risk Management
TNA	Training Needs Analysis
USAP	Universal Security Audit Programme
USOAP	Universal Safety Oversight Audit Programme







مكتب الرئيس
President's Office

CAA
هيئة الطيران المدني
CIVIL AVIATION AUTHORITY

Sultanate of Oman
Civil Aviation Authority
State Safety Policy

The Civil Aviation Authority (CAA) stands at the forefront of aviation safety in the Sultanate of Oman, unwavering in our commitment to develop, implement, and continually enhance safety strategies and regulatory frameworks. Our goal is clear: to ensure that civil aviation under our oversight reaches the highest levels of safety possible.

In pursuit of these objectives, the CAA is dedicated to:

- 1) **Alignment with ICAO Standards:** Ensuring national requirements are in line with the International Civil Aviation Organization (ICAO) standards and recommended practices (SARPs), with allowances for differences in cases where higher safety levels or specific operational needs for Sultanate of Oman are identified.
- 2) **Data-Driven Approach:** Adopting a data-driven and performance-based approach in safety regulation and industry oversight.
- 3) **Identifying Safety Trends:** Focusing on identifying safety trends within the aviation industry and employs a risk-based approach to address areas of greater safety concern or need.
- 4) **Continuous Monitoring and Measurement:** Continuously monitoring and measuring the safety performance of the aviation system through safety performance indicators of both the state and service providers level.
- 5) **Industry Collaboration and Consultation:** Collaborating and consulting with the aviation industry to address safety matters and continuously enhance aviation safety.





- 6) **Promotion of Safety Practices and Culture:** Promoting good safety practices and a positive safety culture within the industry and Omani organizations, grounded in sound safety management principles, to support an environment where frontline operators or others are not punished for actions, omissions, or decisions taken by them that are commensurate with their experience and training, but where gross negligence, willful misconduct, and destructive acts are not tolerated.
- 7) **Safety Information Exchange:** Encouraging the collection, analysis, and exchange of safety data and information among organizations and service providers, for safety management purposes.
- 8) **Resource Allocation for Safety Management:** Allocating sufficient financial and human resources for safety management and effective oversight,
- 9) **Skill and Expertise Development:** Ensuring that staff are equipped with the necessary competency and expertise to competently and effectively discharge their safety oversight and management responsibilities, and We assure to communicate this policy to all relevant parties and to conduct ongoing reviews to ensure its effectiveness and alignment with our overarching safety objectives.

This policy is more than just a framework, it is our solemn commitment to maintaining the highest levels of civil aviation safety in the Sultanate of Oman.

Eng. Naif Ali Al-Abri

President of Civil Aviation Authority

Signature:
Date:

04/04/2024



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6.3 Appendix C: SSP implementation plan

The SSP implementation plan aims to progressively enhance the existing State safety oversight and safety management processes. The appropriate tasks / subtasks are prioritized and documented in an action plan.

An SSP implementation plan, together with the SSP main manual, provides the 'blueprint' which guides the State's journey toward more effective safety management and continuous improvement of safety performance. These two key documents are readily accessible to all working level group members to ensure everyone involved is aware of the SSP and the plan for implementation.

The SSP gap analysis is conducted before developing or amending the SSP implementation plan.

The SSP Gap Analysis Tool developed by ICAO used on the ICAO iSTARS 4.0 SPACE includes provisions to develop and consider an implementation plan (<https://portal.icao.int/space/Pages/SSP-Gap-Analysis.aspx>).

The SSP gap analysis Tool supports the CAA in developing a detailed understanding of the gaps between the existing structures and processes and those required for an effective SSP implementation in Oman.

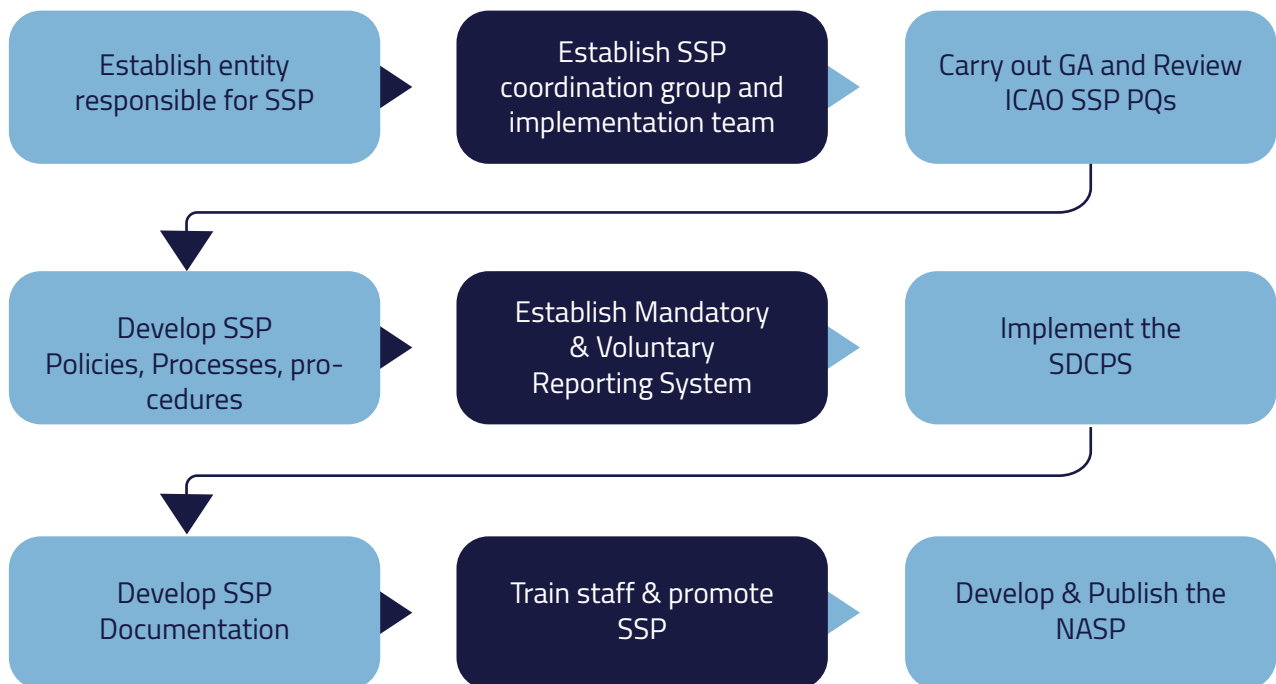


Figure 7 - Steps to establish SSP





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