

NATIONAL AVIATION SAFETY PLAN 2022-2026
OF THE REPUBLIC OF ARMENIA
State Safety Program Annex 1

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ABBREVIATIONS AND DEFINITIONS

ACI	Airports Council International
AC&ATM	Aerodromes Certification and Air Traffic Management
ADR	alternative dispute resolution
AGA	Aerodrome and Ground Aid
AIIA	Accident and Incident Investigation Authority
AIP	Aeronautical Information Publication
AMC	Acceptable means of compliance
ANS	Air Navigation Services
ANSP	ANS Provider
AOC	Air Operators Certificate
APEX	Airport Excellence
ARMATS	Armenian Air Traffic Services
ATM	Air Traffic Management
AVSEC	Aviation Security
AWD	Airworthiness Department
BARS	Basic Aviation Risk Standard
CAC	Civil Aviation Committee
CANSO	Civil Air Navigation Services Organisation
CAP	Corrective Action Plan
CAT	Commercial Air Transport
CEs	Critical Elements
CFIT	Controlled Flight Into Terrain
CICTT	CAST/ ICAO Common Taxonomy Team
CMA	Continuous monitoring approach
EANPG	European Air Navigation Planning Group
EASA	European Aviation Safety Agency
EASP	European Aviation Safety Program
EC	European Commission
EI	Effective Implementation
EPAS	European Plan for Aviation Safety
EUROCONTROL	European Organization for Safety of Air Navigation
FOD	Flight Operations Department
FSF	Flight Safety Foundation
GASP	Global Aviation Safety Plan
GPWS	Ground Proximity Warning System
HR	Human Resource
HRCs	High Risk Categories
IATA	International Air Transport Association
IBAC	International Business Aviation Council
ICAO	International Civil Aviation Organization
IOSA	IATA Operational Safety Audit
IS-BAO	International Standard for Business Aircraft Operations
LOC-I	Loss of Control – In flight
MAC	Mid Air Collision
MORs	Mandatory Occurrence Reports
MSs	Member States
MTAI	Ministry of Territorial Administration and Infrastructure

NASP	National Aviation Safety Plan
OLF	Online Framework
PDCA	Plan Do Check Act
RA	Republic of Armenia
RAIO	Regional Accident and Incident Investigation Organization
RASG	Regional Aviation Safety Group
RASG-EUR	European Regional Aviation Safety Group
RASP	Regional Aviation Safety Plan
RE	Runway Excursion
RI	Runway Incursion
RSOO	Regional Safety Oversight Organization
RSP	Runway Safety Programme
RST	Runway Safety Team
SARPs	Standards and Recommended Practices
SEIs	Safety enhancement initiatives
SMS	Safety Management System
SOI	Safety Oversight Index
SPI	Safety Performance Indicator
SPO	Specialised operations
SPT	Safety Performance Target
SRM	Safety Risk Management
SSP	State Safety Program
SSPI	State Safety Plan
TAWS	Terrain Awareness Warning System
UAS	Unmanned Aircraft System
USOAP	Universal Safety Oversight Audit Programme
VORs	Voluntary Occurrence Reports

LIST OF REVISIONS

Nº	Revision Nº	Revision Date	Revised paragraph	Order number, month, date, year
1.				
2.				
3.				
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FOREWORD

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For Publisher:

Mihran Khachatryan, Acting CAC CHAIR

SECTION 1. INTRODUCTION

1.1 Overview of the NASP of the Republic of Armenia

Armenia is committed to enhancing aviation safety and to the resourcing of supporting activities at the national level (<http://gdca.am/page/45>). The purpose of the National aviation safety plan (NASP) is to continually reduce fatalities, and the risk of fatalities, through the development and implementation of a national aviation safety strategy. A safe aviation system contributes to the economic development of Armenia and its industries. The NASP promotes the effective implementation of Armenia's safety oversight system, a risk-based approach to managing safety, as well as a coordinated approach to collaboration between Armenia and other States, regions and industry.

NASP sets out activities and measures for the implementation of the State Safety Program (SSP) adopted by the Government of Republic of Armenia (RA). It describes the actions that Civil Aviation Committee (CAC) and aviation stakeholders are required to take as part of national risk management efforts, the parties responsible for the actions and the timeframes for their implementation in 2022–2026. All stakeholders are encouraged to support and implement the NASP as the strategy for the continuous improvement of aviation safety.

The primary objective of the NASP is to improve aviation safety standards in the Republic of Armenia and to ensure constant improvement and monitoring of safety. This document defines activities in relation to the identified national safety indicators.

The NASP is in alignment with the ICAO *Global Aviation Safety Plan* (GASP, Doc 10004) and the EUR Regional Aviation Safety Plan (RASP) 2020-2022.

Signature
Mihran Khachatryan
Acting Chair of Civil Aviation Committee of the Republic of Armenia

1.2 THE GLOBAL AVIATION SAFETY PLAN (GASP)

GASP is a strategic document that enables States, regions and industry to adopt a flexible, step-by-step approach for safety planning and implementation. In accordance with ICAO Standards and Recommended Practices (SARPs), States must develop their safety oversight capabilities and implement an SSP. The GASP is a means for States to achieve compliance with ICAO safety-related SARPs and to go beyond the minimum level of compliance by proactively enhancing safety through the management of operational safety risks. The GASP assists States to identify deficiencies and prioritize actions so they can meet their safety responsibilities by providing an implementation strategy presented in the global aviation safety roadmap. The GASP further assists States in strengthening their capabilities in the management of safety through a structured process founded on the critical elements (CEs) of a State safety oversight system. A State's safety responsibilities comprise both safety oversight and safety management, collectively implemented through an SSP.

The GASP (ICAO Doc 10004) promotes the implementation of a State's safety oversight system, a risk-based approach to managing safety as well as a coordinated approach to collaboration between States, regions and industry.

The 2020-2022 edition of the GASP introduced a new set of goals, targets and indicators, in line with the United Nations' *2030 Agenda for Sustainable Development*. The GASP included the global aviation safety roadmap, which was expanded to encompass organizational challenges and operational safety risks. The 2020-2022 edition of the GASP also introduced the concept of regional and national aviation safety plans, as well as the high-risk categories of occurrences (HRCs).

In addition to the GASP objectives, ICAO has identified high-risk accident categories (global priorities). These categories were initially determined based on an analysis of accident data, for scheduled commercial air transport (CAT) operations, covering the period 2006-2011. Feedback from the Regional Aviation Safety Groups (RASGs) indicates that these priorities still applied during the development of the 2017-2019 GASP edition.

Since 2017 the ICAO Regional Office for the EUR/NAT region and EASA have been working together to develop a Regional Aviation Safety Plan (RASP) based on European Plan for Aviation Safety (EPAS), thus allowing all States that are part of the EUR/NAT region to benefit from this approach. The aim of the RASP is to facilitate the achievement of the GASP goals at a regional level. The European Regional Aviation Safety Group (RASG-EUR) is the main body to monitor the EUR RASP implementation and to collect feedback from stakeholders with the assistance of ICAO and EASA.

In May 2018, the draft EUR RASP was endorsed at the combined meeting of the coordination groups of the European Air Navigation Planning Group (EANPG) and RASG – EUR region (RASG-EUR) of ICAO. The main purpose of the RASG-EUR is to develop an integrated, data-driven strategy to support the implementation of the Global Aviation Safety Plan (GASP) and the associated Global Aviation Safety Roadmap in the region and to provide the ICAO Council with a monitoring tool.



1.3 EUROPEAN PLAN FOR AVIATION SAFETY (EPAS)

The European Plan for Aviation Safety (EPAS) is built on a proactive approach to support the future growth of aviation while securing a high and uniform level of safety for all Member States (MSs). This proactive approach allows the European Commission (EC), the European Aviation Safety Agency (EASA) and MSs to take the necessary actions at the right time in order to prioritize the risks

to be managed and to face the challenges posed by the increasing complexity and continued growth in civil aviation, as well as to ensure safe, secure and environmental friendly implementation of new business models and new technologies.

A European Plan for Aviation Safety (EPAS) contains key identified safety risks to aviation at the European level and strategic safety objectives and actions for achieving them, and addresses the global objectives defined in the Global Aviation Safety Plan (GASP) published by ICAO.

The EASA issues a four-year European Plan for Aviation Safety (EPAS) every year. The latest version of this document for 2022-2026 was published at <https://www.easa.europa.eu/domains/safety-management/european-plan-aviation-safety>

The strategic priorities of the EPAS are based on the Commission's Aviation Strategy and the EASA strategic plan (EPAS 2020–2024, Appendix D and EPAS 2022-2026 Volume I - Strategic Priorities). The EPAS is prepared as part of EASA's Safety Risk Management process (SRM). Within the framework of its SRM process, EASA coordinates the identification of key safety risks in European aviation and the development of the European Safety Risk Portfolio.

The revised EASA Basic Regulation entered into force on 11 September 2019. It contains the obligations of preparing a European Aviation Safety Program and Plan as well as national aviation safety program and plans. These obligations already apply to states under ICAO Annex 19.

The actions contained in the EPAS seek to influence systemic and operational safety in commercial air transport and general aviation. These actions concern manned aviation with airplanes and helicopters and unmanned aviation. They are also a means to prepare for changes in the aviation system, such as new technologies or operating models, threats caused by these changes, such as cyber threats, and the proactive and safe integration of these changes in the aviation system.

The European Plan for Aviation Safety is drawn up by EASA for a five-year period at a time, and it is updated annually. The actions defined in the plan are assigned to EASA, the European Commission, the Member States and various networks and teams that participate in EASA's SRM process as well as various working groups owning the actions.

1.4 EUR REGIONAL AVIATION SAFETY PLAN 2020-2022

The main objective of this European Regional Aviation Safety Plan (EUR RASP) is to create a common focus on regional aviation safety issues as a continuation of the European work to improve aviation safety and to comply with ICAO standards. This approach complements the existing system of developing safety regulations, complying with them and investigating accidents and serious incidents when they occur.

The EUR RASP tries to add a proactive element to the current system by closing the safety management cycle and connecting the safety issues at regional level with the action plans and initiatives launched to mitigate the underlying risks. The EUR RASP establishes the first layer of priorities which is further complemented at national level by national safety plans and programs. It builds a network for action, thus coordination and close collaboration are key to keeping it up to date and effective.

The first EUR RASP covers the five-year period between 2019 and 2023 and will be updated on a yearly basis, as required, to cover subsequent 5 year periods. It is a rolling 5-year plan.

1.5 Structure of the NASP of the Republic of Armenia

The NASP of the Republic of Armenia presents the strategy for enhancing aviation safety for a period of 5 years. It comprises six sections. In addition to the introduction, sections include: the purpose of the NASP, Armenia's strategic approach to managing aviation safety, the national operational safety risks identified for the 2022-2026 NASP, other safety issues addressed in the NASP, and a description of how the implementation of the safety enhancement initiatives (SEIs) listed in the NASP is going to be monitored.

1.6 Relationship between the NASP and the State safety programme (SSP) of the Republic of Armenia

The State Safety Program (SSP) of the Republic of Armenia describes the national aviation safety management system (<http://www.gdca.am/page/45>). It contains the state safety policy and a general high-level description of the legislative background, processes and safety work. By maintaining SSP, Armenia fulfils the obligations laid down in Article 7 of EASA's Regulation (EU) 2018/1139 on a national safety programme.

The NASP is appended to the State Safety Program as Annex 1. It describes key safety risks for Armenian aviation identified through global and national safety risk management, the specified strategic safety objectives and the actions to be taken to achieve them (see section 3 and Appendix). By maintaining NASP, Armenia fulfils the obligations laid down in Chapter 3 of ICAO Annex 19 and Article 8 of EASA's Regulation (EU) 2018/1139 on a national aviation safety plan.

The NASP addresses operational safety risks identified in the ICAO GASP and the EUR RASP. Armenia is committed to fully implement an SSP by 2026 as a State's responsibilities for the management of safety comprise both safety oversight and safety management, collectively implemented through an SSP. Initiatives listed in this NASP address organizational challenges and aim to enhance organizational capabilities related to effective safety oversight.

The SSP and its Annexes also comply with the ICAO requirement of establishing and maintaining a State Safety Program.

Through an SSP Armenia identifies and mitigates national operational safety risks. The SSP provides safety information to the NASP. The SSP allows Armenia to manage its aviation activities in a coherent and proactive manner, measure the safety performance of its civil aviation system, monitor the implementation of the NASP's Safety enhancement initiatives (SEIs) and address any identified hazards and deficiencies. The NASP is one of the key documents produced as part of Armenia's SSP documentation. It is the means by which Armenia defines and drives the implementation of SEIs generated by the SSP process and drawn from the ICAO GASP and the EUR RASP. It also allows Armenia to determine initiatives to strengthen the SSP or otherwise needed to achieve its safety objectives. Further information on Armenia's SSP can be found at <http://www.gdca.am/page/45>

1.7 Responsibility for the NASP development, implementation and monitoring

The Civil Aviation Committee of the Republic of Armenia is responsible for the development, implementation and monitoring of the NASP, in collaboration with the Ministry of Territorial Administration and Infrastructure (MTAI) of the Republic of Armenia and with the national aviation industry. The NASP was developed in consultation with national operators and other stakeholders, and in alignment with the fourth of the GASP and the EUR Regional Aviation Safety Plan 2020-2022.

1.8 National safety issues, goals and targets

The NASP of the Republic of Armenia addresses the following **national safety issues**:

Operational Safety Issues

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

In addition to the national operational safety risks listed above, the following **additional categories of operational safety risks** have been identified:

6. Fire, smoke and fumes (Fire)
7. Bird strike (Bird)

The NASP of the Republic of Armenia addresses the following **deficient critical elements**

Critical Elements (CEs)

- CE-1 Primary aviation legislation
- CE-5 Technical guidance, tools and provision of safety-critical information
- CE-8: Resolution of Safety Issues

The NASP of the Republic of Armenia addresses the following **deficient critical areas**:

- AIG: Accident and Incident Investigation
- AGA: Aerodrome and Ground Aids

To address the issues listed above and enhance aviation safety at the national level, NASP 2022-2026 contains the following goals and targets which are in alignment with GASP goals and targets

- Goal 1:** achieve a continuous reduction of operational safety risks.
- Goal 2:** calls for all States to strengthen their safety oversight capabilities.
- Goal 3:** is also aimed at individual States and calls for the implementation of effective SSPs.
- Goal 4:** calls for States to increase collaboration at the regional level to enhance safety.
- Goal 5:** aims to expand the use of industry programmes.
- Goal 6:** focuses on the need to ensure the appropriate infrastructure is available to support safe operations.

ORG related targets in yellow / OPS related targets in green		
Goal	Target	
Goal 1: Achieve a continuous reduction of operational safety risks	1.1	maintain a decreasing trend of national accident rate
Goal 2: Strengthen Armenia’s safety oversight capabilities	2.1	improve the score for the effective implementation (EI) of the critical elements (CEs) of Armenia’s safety oversight system (with focus on priority PQs) as follows: by 2022 – 75 per cent by 2026 – 85 per cent by 2030 – 95 per cent
	2.2	by 2022, reach a safety oversight index greater than 1, in all categories

	2.3	endeavour to have no Significant Safety Concerns (SSCs) under the USOAP Continuous Monitoring Approach (CMA), and to resolve any findings promptly within the time frame specified in the Corrective Action Plan and agreed to by ICAO from 2018 to 2023
Goal 3: Implement effective State safety programme (SSP)	3.1	by 2022, implement the foundation of an SSP
	3.2	by 2025, implement effective SSP, as appropriate to the aviation system complexity
	3.3	by 2023 create a regulatory system which efficiently contributes to the protection of the aviation system from cyber-attacks and their consequences. To achieve this objective it is proposed to introduce a regulation covering all the aviation domains (design, production, maintenance, operations, aircrew, ATM/ANS, ADRs), which include high-level, performance-based requirements, supported as applicable by acceptable means of compliance (AMC), guidance material and Industry Standards.
Goal 4: Increase collaboration at the regional level	4.1	by 2020 seek assistance to strengthen safety oversight capabilities using <ul style="list-style-type: none"> • a regional safety oversight mechanism • another State or other safety oversight • organization’s ICAO recognized functions
	4.2	by 2022 contribute information on safety risks, including SSP Safety Performance Indicators (SPIs), to EUR RASG
	4.3	by 2022 actively lead RASG safety risk management activities with effective safety oversight capabilities and an effective SSP
	4.4	by 2022 actively participate in the regional mechanism for data collection, analysis and sharing
	4.5	encourage to increase the participation in flight data sharing initiatives by air operators, with aircraft of mass 27,000kg or above
	4.6	by 2022 actively participate in the regional mechanism for data collection, analysis and sharing
Goal 5: Expand the use of industry programmes	5.1	by 2025 all service providers to use globally harmonized SPIs as part of their safety management system (SMS) taking into account operational needs
	5.2	by 2022, increase the number of service providers participating in the corresponding ICAO-recognized industry assessment programmes (Airports Council International (ACI) Airport Excellence (APEX) in Safety programme, the Civil Air Navigation Services Organisation (CANSO) and European Organisation for the Safety of Air Navigation (EUROCONTROL) maturity assessment within the Standard of Excellence in Safety Management Systems, the Flight Safety Foundation (FSF) Basic Aviation Risk Standard (BARS), the International Air Transport Association (IATA) Operational Safety Audit (IOSA), and the International Business Aviation Council (IBAC) International Standard for Business Aircraft Operations (IS-BAO))

Goal 6: Ensure the appropriate infrastructure is available to support safe operations	6.1	implement the air navigation and airport core infrastructure (GASP) by 2022
	6.2	achieve at least 75% EI in AGA of USOAP CMA by 2022
	6.3	achieve at least 75% EI in AIG of USOAP CMA by 2022
	6.4	certify all aerodromes that are used for international operations by 2022
	6.5	establish an independent Accident and Incident Investigation Authority (AIIA) as required by Annex 13, as well as related investigation system and procedures by 2022

1.9 Operational Context

There are 3 certified aerodromes in Armenia, including 2 international aerodromes and 1 domestic. The airspace of Armenia is classified into Class C controlled and G uncontrolled. There were 61751 movements in over the period 2018 of to 2020. There are currently 7 air operator certificates (AOCs) issued by Armenia, and of those there are 2 issued to operators conducting international commercial air transport operations. Armenia also has 1 helicopter operator.

SECTION 2. PURPOSE OF NATIONAL AVIATION SAFETY PLAN

The NASP is the master planning document containing the strategic direction of Armenia for the management of aviation safety for a period of 5 years (from 2022 to 2026). This plan lists national safety issues, sets national aviation safety goals and targets, and presents a series of safety enhancement initiatives (SEIs) to address identified safety deficiencies and achieve the national safety goals and targets.

The NASP has been developed using international safety goals, targets and high-risk categories (HRCs) from both the GASP (www.icao.int/gasp), the EUR RASP (<https://www.icao.int/safety/GASP/Pages/REGIONAL-AVIATION-SAFETY-PLAN.aspx>), Corrective action plan developed to be taken off the EU air safety list and the SSP gap analysis. These are highlighted in the text, where applicable. The SEIs listed in the NASP support the improvement of safety at the wider regional and international levels, include several actions to address specific operational safety risks, and recommended SEIs for individual States set out in the EUR RASP. Armenia has adopted these SEIs and has included them in this plan. Cross-references are provided to the EUR RASP for individual SEIs where relevant.

SECTION 3. ARMENIA’S STRATEGIC APPROACH TO MANAGING AVIATION SAFETY

The NASP presents the SEIs that were developed based on the **organizational challenges (ORG)** and **operational safety risks (OPS)**, as presented in the ICAO global aviation safety roadmap, as well as **State-specific issues identified** by the reporting system. This plan is developed and maintained by the Civil Aviation Committee of the Republic of Armenia, in coordination with all stakeholders and is reviewed every year and updated every year upon necessity.

The NASP includes the following **national safety goals and targets**, for the management of aviation safety, as well as a series of indicators to monitor the progress made towards their achievement. They are tied to the goals, targets and indicators listed in the GASP and the EUR RASP and include additional national safety goals, targets and indicators.

ORG related targets in yellow / OPS related targets in green

Goal	Target	Indicators	Link to GASP and EUR RASP
Goal 1: Achieve a continuous reduction of operational safety risks	1.1 Maintain a decreasing trend of national accident rate	<ul style="list-style-type: none"> • Number of accidents • Number of accidents per million departures (accident rate) • Number of fatal accidents • Number of fatal accidents per million departures (fatal accident rate) • Number of fatalities • Number of fatalities per passengers carried (fatality rate) • Percentage of occurrences related to high-risk categories (HRCs) 	This goal is directly linked to GASP Goal 1 Target 1.1 and EUR RASP Goal 1 Target 1.1
Goal 2: Strengthen Armenia’s safety oversight capabilities	2.1 improve the score for the effective implementation (EI) of the critical elements (CEs) of Armenia’s safety oversight system (with focus on priority PQs) as follows: by 2022 – 75 per cent by 2026 – 85 per cent by 2030 – 95 per cent	<ul style="list-style-type: none"> • Overall global EI score • Overall EI score per State • Overall regional EI score • Number of States that met the EI score as per the timelines • Number of States that have fully implemented the priority PQs related to a safety oversight system • Percentage of priority PQs implemented by a State • Percentage of each priority PQs implemented globally • Number of States timely updating the filing of differences • Percentage of required corrective action plans (CAPs) submitted by States (using OLF) • Percentage of completed CAPs per State (using OLF) 	This goal is directly linked to GASP Goal 2 Target 2.1 and EUR RASP Goal 2 Target 2.1
	2.2 By 2022, reach a safety oversight index greater than 1, in all categories	<ul style="list-style-type: none"> • Number of States maintaining a safety oversight index greater than 1 in all categories • Percentage of States maintaining a safety oversight index greater than 1 in all categories • Percentage of each category with a safety oversight index greater than 1 globally • Safety oversight index per State, per category 	This goal is directly linked to GASP Goal 2 Target 2.2 and EUR RASP Goal 2 Target T2.2

	2.3	endeavor to have no Significant Safety Concerns (SSCs) under the USOAP Continuous Monitoring Approach (CMA), and to resolve any findings promptly within the time frame specified in the Corrective Action Plan and agreed to by ICAO from 2018 to 2023	<ul style="list-style-type: none"> • Time taken to resolve the findings of QMS of civil aviation safety regulation functions. 	This goal is directly linked to GASP Goal 2 and EUR-RASP Goal 2
Goal 3: Implement effective State safety programme (SSP)	3.1	By 2022, implement the foundation of an SSP	<ul style="list-style-type: none"> • Number of States having implemented the foundation of an SSP • Percentage of each subject area implemented globally • Percentage of satisfactory SSP foundational PQs • Percentage of required CAPs related to the SSP foundational PQs submitted by States (using OLF) • Percentage of required CAPs related to the SSP foundational PQs completed per State (using OLF-Online Framework) 	This goal is directly linked to GASP Goal 3 Target 3.1 and EUR RASP Goal 3 Target T3.1
	3.2	By 2025, implement an effective SSP, as appropriate to the aviation system complexity	<ul style="list-style-type: none"> • Number of States having implemented an effective SSP • Level of maturity achieved in Annex 19 PQs, per State • Number of States that require applicable service providers under their authority to implement an SMS • Number of States that have implemented a national aviation safety plan 	This goal is directly linked to GASP Goal 3 Target 3.1 and EUR RASP Goal 3 Target 3.2
	3.3	By 2023 create a regulatory system which efficiently contributes to the protection of the aviation system from cyber-attacks and their consequences. To achieve this objective it is proposed to introduce a regulation covering all the aviation domains (design, production, maintenance, operations, aircrew, ATM/ANS,	<ul style="list-style-type: none"> • Legal framework regarding cyber-attacks 	This goal is directly linked to GASP Goal 3 Target 3.1 and EUR RASP Goal 3 Target 3.2

		ADRs), which include high-level, performance-based requirements, supported as applicable by acceptable means of compliance (AMC), guidance material and Industry Standards.		
Goal 4 Increase collaboration at the regional level	4.1	use a regional safety oversight mechanism, another State or other safety oversight organization's ICAO recognized functions in seeking assistance to strengthen safety oversight capabilities by 2023	<ul style="list-style-type: none"> • Number of States requiring assistance/support • Number of States actively seeking assistance • Number of States that received assistance • Number of States offering assistance 	This goal is directly linked to GASP Goal 4 Target 4.1 and EUR RASP Goal 4 Target 4.1
	4.2	By 2022 contribute information on safety risks, including SSP Safety Performance Indicators (SPIs).	<ul style="list-style-type: none"> • Number of States contributing information on safety risks to RASGs • Number of States that are sharing their SSP SPIs with RASGs • Number of States forwarding information on safety matters to States, RASGs or other stakeholders 	This goal is directly linked to GASP Goal 4 Target 4.2 and EUR RASP Goal 4 Target 4.2
	4.3	By 2022 actively lead RASGs' safety risk management activities with effective safety oversight capabilities and an effective SSP	<ul style="list-style-type: none"> • Number of States with effective safety oversight capabilities and an effective SSP, leading RASGs' safety risk management activities • Number of RASGs that have a regional aviation safety plan 	This goal is directly linked to GASP Goal 4 Target 4.3 and EUR RASP Goal 4 Target 4.3
	4.4	actively participate in the regional mechanism for data collection, analysis and sharing by 2022	<ul style="list-style-type: none"> • Armenia's participation in Regional Mechanism for data collection, analysis and sharing. 	This goal is directly linked to GASP Goal 4 and EUR RASP Goal 4

	4.5	encourage to increase the participation in flight data sharing initiatives by Armenian air operators, with aircraft of mass 27,000kg or above	<ul style="list-style-type: none"> Level of participation in flight data sharing initiatives of Armenian air operators, with aircraft of mass 27,000kg or above. 	This goal is directly linked to GASP Goal 4 and EUR RASP Goal 4
Goal 5: Expand the use of industry programmes	5.1	By 2025, all service providers to use globally harmonized SPIs as part of their safety management system (SMS)	<ul style="list-style-type: none"> Number of service providers using globally harmonized metrics for their SPIs 	This goal is directly linked to GASP Goal 5 Target 5.1 and EUR RASP Goal 5 Target 5.1
	5.2	By 2022, increase the number of service providers participating in corresponding ICAO-recognized industry assessment programmes	<ul style="list-style-type: none"> Number of service providers participating in the corresponding ICAO-recognized industry assessment programmes 	This goal is directly linked to GASP Goal 5 Target 5.2 and EUR RASP Goal 5 Target 5.2
Goal 6: Ensure the appropriate infrastructure is available to support safe operations	6.1	By 2022, all States to implement the air navigation and airport core infrastructure	<ul style="list-style-type: none"> Number of States having implemented the air navigation and airport core infrastructure elements 	This goal is directly linked to GASP Goal 6 Target 6.1 and EUR RASP Goal 6 Target 6.1
	6.2	Achieve at least 75% EI in AGA of USOAP CMA by 2022	<ul style="list-style-type: none"> Armenia's EI score in AGA 	This goal is directly linked to GASP Goal 6 Target 6.1
	6.3	Achieve at least 75% EI in AIG of USOAP CMA by 2022	<ul style="list-style-type: none"> Armenia's EI score in AIG 	This goal is directly linked to GASP Goal 6 Target 6.1
	6.4	Certify all aerodromes that are used for international operations by 2022	<ul style="list-style-type: none"> Number/percentage of certified aerodromes that are used for international operations. 	This goal is directly linked to GASP Goal 6
	6.5	Establish an independent Accident and Incident Investigation Authority (AIIA) as required by Annex 13, as well as related investigation system and procedures by 2022.	<ul style="list-style-type: none"> Establishment of an independent accident and incident investigation authority (AIIA) as required by Annex 13, as well as related investigation system and procedures. 	This goal is directly linked to GASP Goal 6

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

SECTION 4. NATIONAL OPERATIONAL SAFETY RISKS

Operational issues are more directly linked to the actions of an individual person, organisation or operational area or to environmental factors, including weather events. At the operational level, threats may directly cause a situation to develop into an occurrence, incident or accident.

Operational threats and safety factors are often identified by **analysing occurrence data from flight safety reports** and by carrying out risk assessments. Risk management measures seek to reduce the probability of events that result in occurrences, incidents and accidents and mitigate the severity of their consequences

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

The summary of accidents and serious incidents that occurred in the Republic of Armenia, and those for aircraft registered in Armenia involved in commercial air transport, is shown in the tables below.

<i>Year</i>	<i>Fatal Accidents</i>	<i>Non-fatal accidents</i>	<i>Serious incidents</i>
Commercial air transport occurrences in Armenia			
From 2016-2021	-	-	2
<i>Year</i>	<i>Fatal Accidents</i>	<i>Non-fatal accidents</i>	<i>Serious incidents</i>
Occurrences involving commercial air transport aircraft registered in Armenia			
From 2016-2021	-	2	2

The following 7 national **high-risk categories of occurrences (HRCs)** in the Armenian context were considered of the utmost priority because of the number of the risk of potential fatalities associated with such events. They were identified based on analyses from mandatory and voluntary reporting systems, accident and incident investigation reports, safety oversight activities over the past years, the SSP, as well as on the basis of regional analysis conducted by EUR RASG and on the operational safety risks described in the GASP. These HRCs are in line with those listed in the 2020-2022 of the GASP, as well as the 2020 to 2022 edition of EUR RASP:

- 1) Controlled Flight Into Terrain (CFIT)
- 2) Loss of Control – In flight (LOC-I)
- 3) Mid Air Collision (MAC)
- 4) Runway Excursion (RE)
- 5) Runway Incursion (RI)

In addition to the national operational safety risks listed above, the following **additional categories of operational safety risks** have been identified through data-driven approach:

- 6) Fire/smoke/fume (Fire)
- 7) Bird strike (BIRD)

The aviation occurrence categories from the CAST/ICAO Common Taxonomy Team (CICTT) were used to assess risk categories in the process of determining national operational safety risks. The CICTT Taxonomy is found on the ICAO website at <https://www.icao.int/safety/airnavigation/AIG/Pages/Taxonomy.aspx>

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

HRC 1: Controlled Flight Into Terrain (CFIT)

- 1) procedure design and documentation
- 2) pilot disorientation
- 3) adverse weather conditions



Action:

Controlled flight into terrain (CFIT) threat has been included in RA SSP (Annex 1) and its identified causal factors will be included in the RA State Safety Programme Safety Objectives and Safety Performance Indicators and Targets (SSP Annex 2). The stakeholders must address and process CFIT threats in their safety management and take action to reduce the risk.

CAC will monitor the number and risk level of CFIT events, define the required actions as part of the RA aviation safety risk management and evaluate how the stakeholders have addressed and processed CFIT threats.

To process CFIT threats as part of their safety management, operators must

- assess risks in their own operations
- define the acceptable level of safety and the necessary management and response levels
- define and implement the required actions
- monitor the effectiveness of their actions.

Objective of the action:

Reducing CFIT risks

Stakeholder responsible for implementation:

CAC: As regards RA aviation safety risk management and oversight (SSP article VIII)

Aviation organizations (AOC, SPO, ATO, ANS): Addressing the CFIT threat in their operations

Timetable

Continuous

Deliverable

Controlled flight into terrain has been included in RA SSP Annex 1 and the related threat factors will be included in the SSP Annex 2 and addressed in the RA aviation safety risk management and the stakeholders' safety management.

Status

CAC is in partial implantation phase, and CAC ensures implementation by stakeholders as part of its oversight.

HRC 2: Loss of control in-flight (LOC-I)

- 1) *pilot-induced accidents*
- 2) aeroplane systems-induced
- 3) environmentally induced

Action:

Loss of control in flight (LOC-I) threat has been included in RA SSP (Annex 1) and its identified causal factors will be included in the RA State Safety Programme Safety Objectives and Safety Performance Indicators and Targets (SSP Annex 2). The stakeholders must address and process LOC-I threats in their safety management and take action to reduce the risk. Examples of factors that may cause LOC-I threats include among other things bird strikes and incidents involving foreign object debris (FOD).

CAC monitors the number and risk level of LOC-I events, defines the required actions as part of the RA aviation safety risk management and evaluates how stakeholders have addressed and processed LOC-I threats.

To process LOC-I threats as part of their safety management, operators must

- assess risks in their own operations
- define the acceptable level of safety and the necessary management and response levels
- define and implement the required actions
- monitor the effectiveness of their actions.

Objective of the action:

Reducing LOC-I risks

Stakeholder responsible for implementation:

CAC: As regards RA aviation safety risk management and oversight (SSP VIII)

Aviation organizations (AOC, SPO, ATO, ANS, ADR): Processing the LOC-I threat in their operations

Timetable

Continuous

Deliverable

LOC-I has been included in RA SSP Annex 1 and the related threat factors will be included the RA State Safety Programme Safety Objectives and Safety Performance Indicators and Targets (SSP Annex 2) and addressed in the RA aviation safety risk management and the stakeholders' safety management.

Status

CAC is in partial implantation phase, and CAC ensures implementation by stakeholders as part of its oversight

HRC 3: Mid Air Collision (MAC)

- 1) traffic conditions
- 2) air traffic controller workload
- 3) aircraft equipment
- 4) flight crew training



Action:

Mid-air collisions (MAC) threat has been included in RA SSP (Annex 1) and its identified causal factors will be included in the RA State Safety Programme Safety Objectives and Safety Performance Indicators and Targets (SSP Annex 2). The stakeholders must process MAC threats in their safety management and take action to reduce the risk.

CAC monitors the number and risk level of MAC events, defines the required actions as part of the RA aviation safety risk management and evaluates how the stakeholders have addressed and processed the MAC threats.

To process MAC threats as part of their safety management, operators must

- assess risks in their own operations
- define the acceptable level of safety and the necessary management and response levels
- define and implement the required actions
- monitor the effectiveness of their actions.

Objective of the action:

Reducing MAC risks

Stakeholder responsible for implementation:

CAC: As regards RA aviation safety risk management and oversight

Aviation organizations (AOC, SPO, ATO, ANS, RPAS): Addressing the MAC threat in their operations

Timetable

Continuous

Deliverable

Mid-air collisions and their causal factors will be included in the SSP Annex 2 and addressed in the RA aviation safety risk management and the stakeholders' safety management.

Status

CAC is in partial implantation phase, and CAC ensures implementation by stakeholders as part of its oversight

HRC 4: Runway Excursion (RE)

- 1) unstabilized approaches
- 2) the condition of the runway

**Action:**

Runway excursion (RE) threats and their identified causal factors, such as runway conditions (RWY CON), will be included in the RA Safety Objectives and Safety Performance Indicators and Targets (SSP Annex 2). The stakeholders must address and process RE threats in their safety management and take action to reduce the risk.

CAC monitors the number and risk level of RE events, defines the required actions as part of the NM aviation safety risk management and evaluates how the stakeholders have addressed and processed RE threats.

To process RE threats as part of their safety management, operators must

- assess risks in their own operations
- define the acceptable level of safety and the necessary management and response levels
- define and implement the required actions
- monitor the effectiveness of their actions.

Objective of the action:

Reducing RE risks

Stakeholder responsible for implementation:

CAC: As regards RA aviation safety risk management and oversight

Aviation organizations (AOC, SPO, ATO, ANS, ADR): Addressing the RE threat in their operations

Timetable

Continuous

Deliverable

Runway excursions and their causal factors are included in the SSP Annex 2 and addressed in the RA aviation safety risk management and the stakeholders' safety management

Status

CAC is in partial implantation phase, and CAC ensures implementation by stakeholders as part of its oversight

HRC 5: Runway Incursion (RI)

- 1) pilot and air traffic controller workload;
- 2) use of non-standard phraseology



Action:

Runway incursion (RI) threats and their identified causal factors will be included in the RA Safety Objectives and Safety Performance Indicators and Targets (SSP Annex 2). The stakeholders must address and process RI threats in their safety management and take action to reduce the risk.

CAC monitors the number and risk level of RI events, defines the required actions as part of the RA aviation safety risk management and evaluates how the stakeholders have addressed and processed RI threats.

To process RI threats as part of their safety management, operators must

- assess risks in their own operations
- define the acceptable level of safety and the necessary management and response levels
- define and implement the required actions
- monitor the effectiveness of their actions.

Objective of the action:

Reducing RI risks

Stakeholder responsible for implementation:

CAC: As regards RA aviation safety risk management and oversight

Aviation organizations (AOC, SPO, ATO, ANS, ADR): Addressing the RI threat in their operations

Timetable

Continuous

Deliverable

Runway incursions and their causal factors will be included in the SSP Annex 2 and addressed in the RA aviation safety risk management and the stakeholders' safety management.

HRC6: Fire, smoke and fumesAction:

Threats of fire as well as observations of smoke and other fumes and their causal factors will be included in the RA Safety Objectives and Safety Performance Indicators and Targets (SSP Annex 2). The stakeholders must address these threats in their safety management and take action to reduce the risk.

CAC monitors the number and risk level of fires and observations of smoke and other fumes, defines the required actions as part of the RA aviation safety risk management and evaluates how the stakeholders have addressed and processed these threats.

To process the threats associated with fire, smoke and fumes as part of their safety management, operators must assess risks in their own operations define the acceptable level of safety and the necessary management and response levels define and implement the required actions monitor the effectiveness of their actions.

Objective of the action:

Reducing the risks of fire, smoke and fumes

Stakeholder responsible for implementation:

CAC: As regards RA aviation safety risk management and oversight

Aviation organizations (AOC, AIR): Addressing threats related to fire, smoke and fumes in their operations

Timetable

Continuous

Deliverable

Threats of fires, smoke and fumes and their causal factors will be included in the SSP Annex 2 and addressed in the RA aviation safety risk management and the stakeholders' safety management.

Status

CAC is in partial implantation phase, and CAC ensures implementation by stakeholders as part of its oversight



HRC 7: Bird strikes (Bird)

- 1) Habitat features, open areas of grass and water as well as shrubs and trees, for birds
- 2) Flight paths

A bird strike is a collision between an airborne animal and an aircraft. Bird strikes pose a serious threat to aircraft safety, and have caused a number of fatal accidents.

Bird strikes on aircraft are a common occurrence and can be a significant threat to aircraft safety. For smaller aircraft, significant damage can be done to the structure of the aircraft as well as to the entire aircraft, especially jet aircraft. They are quite sensitive to the loss of thrust, which can occur when birds are blown into the engine air intake, which has caused a series of fatal accidents in the past.

Bird strikes can occur during any phase of flight, but this is most common during the take-off phase, initial climb, approach and landing phase, due to the increased number of birds at lower altitudes. Since most birds fly mostly during the day, so do most bird crashes and accidents occur during daylight flights

Opportunities for mitigating the risk of bird strikes are greatest at airports, because it is the place where a large number of bird strikes occur, and because this is the most easily controlled and managed danger.

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

SECTION 5. OTHER SAFETY ISSUES (ORGANIZATIONAL CHALLENGES)

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

Organizational challenges are **systemic issues** which take into consideration the impact of organizational culture, policies and procedures on the effectiveness of safety risk controls. Civil aviation organizations in Armenia (CAC, service providers, operators of aeroplanes, ATS providers and operators of aerodromes) should identify hazards in systemic issues and mitigate the associated risks to manage safety. Armenia's responsibilities for the management of safety comprise both safety oversight and safety management, collectively implemented through an SSP.

Systemic issues do not necessarily have a direct, short-term link with individual occurrences, incidents or accidents. Systemic threats are background factors, either easily identifiable or latent. For example, they may be associated with shortcomings in processes, methods or operating cultures. If systemic threats are not identified and if the risks caused by them are not managed, they may trigger or contribute to an occurrence, incident or accident.

The global safety management chain (GASP–EASP/EPAS–SSP/SSPL–SMS) was created to systematically develop the safety of the entire aviation system and its elements. Key system-level elements are the state safety program (SSPs, including the SSP in RA) and the organizations' safety management systems (SMS).

The eight critical elements (CEs) of a safety oversight system are defined by ICAO. CAC is committed to the effective implementation of these eight CEs, as part of its overall safety oversight responsibilities, which emphasize Armenia's commitment to safety in respect of its aviation activities. The eight CEs are presented in Figure 1 below.

Figure 1

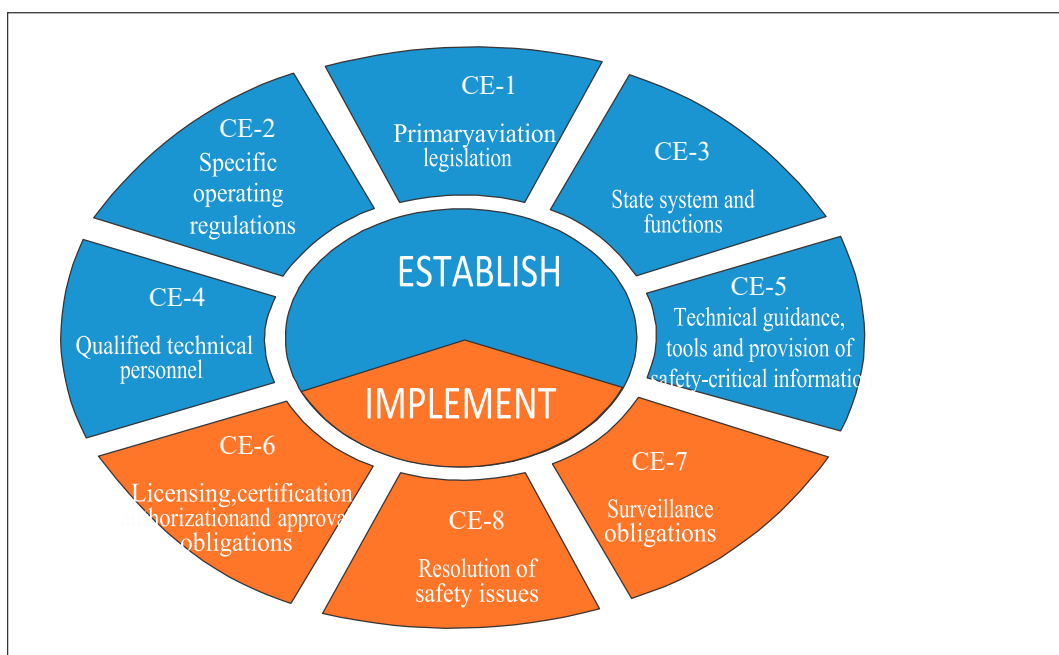


Figure 1. Critical elements of a State’s safety oversight system

The latest ICAO activities (USOAP Off-site validation activity 2020), which aim to measure the effective implementation of the eight CEs of Armenia’s safety oversight system, as part of the ICAO Universal Safety Oversight Audit Programme (USOAP), have resulted in the following scores:

Overall EI score 83.6%							
EI score by CE							
CE-1	CE-2	CE-3	CE-4	CE-5	CE-6	CE-7	CE-8
75%	86.05%	93.1%	93.02%	76.15%	86.03%	82.11%	73.17%
EI score by audit area							
Eight audit areas pertaining to USOAP, i.e. primary aviation legislation and civil aviation regulations (LEG), civil aviation organization (ORG); personnel licensing and training (PEL); aircraft operations (OPS); airworthiness of aircraft (AIR); aircraft accident and incident investigation (AIG); air navigation services (ANS); and aerodromes and ground aids (AGA).							
LEG	ORG	PEL	OPS	AIR	AIG	ANS	AGA
95.45%	100%	96.47%	93.86%	84%	65.82%	83.33%	72.73%

The safety oversight index (SOI) of a State is an ICAO indicator of its safety oversight capabilities. Every State audited by ICAO has an SOI. It is a number greater than zero, where “1” represents a level at which the safety oversight capabilities of a State would indicate the minimum expected capabilities considering the number of departures as an indication of the size of that State’s aviation system. The calculations conducted by ICAO of Armenia’s SOI have resulted in the following scores as of 16.05.2022.

Overall SOI score	Score in the area of Operations	Score in the area of Air Navigation	Score in the area of Support Functions
1.84	1.78	1.89	1.86

The following 3 **safety issues** in the Armenian context were considered of the **utmost priority** because they are **systemic** issues, which impact the effectiveness of safety risk controls. They were identified based on analysis from USOAP data, accident and incident investigation reports, safety oversight activities over the past years, the SSP, as well as on the basis of regional analysis conducted by EUR RASG. These issues are typically organizational in nature and relate to challenges associated with the conduct of States' safety oversight functions, implementation of SSP at the national level and the level of SMS implementation by national service providers. They take into consideration organizational culture, policies and procedures within CAC, MTAI and those of service providers. These safety issues are in line with those listed in the 2020-2022 Edition of the GASP, as well as the EUR RASP:

Critical Elements with the lowest EIs after the Off-site Validation Activity (October 2020)

- a) CE-8, Resolution of safety issues.** This was the CE where Armenia received the lowest EI (73.17 %) score based on previous USOAP Off-site validation activity. Therefore, this CE was placed as a high priority issue to resolve.
- b) CE-1, Primary aviation legislation.** This was the CE where Armenia received the lowest EI (75%) score based on previous USOAP Off-site validation activity. Therefore, this CE was placed as a high priority issue to resolve.
- c) CE-5, Technical guidance, tools and provision of safety-critical information.** This was the CE where Armenia received one of the lowest EIs (76.15%) score based on previous USOAP Off-site validation activity. Therefore, this CE was placed as a high priority issue to resolve.

Areas with the lowest EIs after the Off-site Validation Activity (October 2020)

AIG: Accident and Incident Investigation. This was the Area where Armenia received the lowest EI (65.82%) score based on previous USOAP Off-site validation activity and was therefore placed as a high priority issue to resolve.

AGA: Aerodrome and Ground Aids (Regional deficient Area). This was the Area where Armenia received low EI (72.73%) score based on previous USOAP Off-site validation activity and was therefore placed as a high priority issue to resolve.

Global COVID-19 pandemic

Background:

2020 and 2021 were exceptional years due to the COVID-19 pandemic. The COVID-19 pandemic gave rise to unprecedented disruption to air operations. In April 2021 EASA published a revised COVID-19 Safety Risk Portfolio and it continues to support industry through the Return to Normal Operations (RNO) project. During the pandemic Armenia followed the developments and the guidance material provided by ICAO and EASA. Armenia has implemented a series of short and long term strategies and initiatives in response to COVID-19, to support airline industry through the sustained impact of the pandemic.

Action:

Support the implementation of a resilient management system, manage a dedicated safety promotion campaign in support of safe ramp-up / return to operations, making use of the safety promotion campaigns and deliverables provided by EASA.

Objective of the action:

Safe return to operations-Ramp up safely

Safety Promoting to support ramp-up

Stakeholder responsible for implementation:

CAC and aviation organizations

Timetable 2020–2022

Deliverable

Armenia followed the developments and the guidance material provided by ICAO and EASA. CAC developed the "Action Plan for Civil Aviation Activities of the Republic of Armenia" in accordance with the International Civil Aviation Organization recovery guidance document ‘‘Take-off: Guidance for Air Travel through the COVID-19 Public Health Crisis (Order 199-A 03.09.2020) CAC developed Order 198-A on approving the guidelines for the implementation of aviation security measures at the Armenia's airports in the conditions of the Covid-19 epidemic (03.09.2020) Participation in the deployment of the Implementation Package (iPack) "Establishing a Public Health Corridor"

Status

Actions were completed in 2020, 2021 and in progress in 2022.

Impact of security on safety in conflict zones

The safety actions in this area are aimed at mitigating the security-related safety risks. The safety actions in this area also include the mitigation of the risks posed by flying over zones where an armed conflict exists. Managing the impact of security on safety is a strategic priority.

Since the tragic downing of Malaysian Airlines flight MH17 and recently of Ukraine International Airlines flight 752, there is a strong consensus that States shall share their information about possible risks and threats in conflict zones. Numerous initiatives have been taken to inform the air operator certificate holders about risks on their international flights.

Cybersecurity

Background:

There is a shared understanding and growing concern within the military community that security and especially cybersecurity may introduce considerable risk for aviation, as systems on board aircraft and the European ATM System rely on increased connectivity. Moreover, effectively mitigating cyber-related risks is key to enabling unmanned aircraft systems (UAS) (or drones) integration into non-segregated airspace. The management of cyber risks, or the management of operational information security risks to be more precise, will become increasingly central in flight safety activities. To this end, the management of information security must become a more integral part of the operational activities carried out by the authority and organizations in the aviation system.

Action:

Cybersecurity was included in RA State Security Program. Stakeholders must be prepared to identify cybersecurity threats and to manage the related risks.

Objective of the action:

Efficiently identify cybersecurity threats and managing the risks caused by them

Stakeholder responsible for implementation:

CAC and aviation organizations

Timetable

2021–2023:

CAC: Maintaining the SSP, State Security Program and risk picture in terms of cybersecurity

Continuous:

Stakeholders: Identifying cybersecurity threats and managing the risks caused by them
2021:

CAC: Preparing a national strategy for cybersecurity in line with the European strategy for cybersecurity in aviation and Armenia's national Cyber Security Strategy

Deliverable

Cybersecurity was included in the RA State Security Program.

Status

Actions were completed in 2020.

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

Safety of unmanned Aircraft Systems (UAS)

No EPAS reference: EPAS has no actions directly assigned to the Member States. The actions listed below were defined on the basis of globally identified needs for actions.

Airborne collision with an unmanned aircraft system (UAS) is a safety issue worldwide. It is exacerbated by the fact that UAS are often not detected by ground equipment and/or on-board conspicuity devices of other aircraft. As a result, aerodrome traffic may be stopped or diverted, leading to secondary risks, such as fuel shortages, airspace capacity saturation and an increased workload of air traffic controllers and pilots. The evolution of UAS calls for a well-planned integration in the airspace and the aviation system. The objective is to establish the conditions of the safe operation of both recreational and professional use of drones.

Objective of the action:

Safe integration of drones in the airspace while maintaining a high and uniform level of safety.

Actions:

Following EASA Counter Drone (C-UAS)⁸² Action Plan and EPAS, Armenia has set the following actions:

- Introduction of a regulatory framework for the operation of drones
 - implement an innovative new set of rules for the three categories of U-space ('Open' category: low-risk operation not requiring authorisation or declaration before flight, 'Specific' category: medium-risk operation requiring authorisation or declaration before flight, 'Certified' category: high-risk operation requiring certification process)
- Development of safety promotion material to create public awareness and understanding of the existence and purpose of geographical zones
 - promote dissemination of information on illegal UAS usage and set incentives for the informers
 - NO UAS SIGN placement in special zones
- Distinguish UAS usage risks based on potential accident causation and violation risks

Timetable

2021–2024

Stakeholder responsible for implementation: CAC and aviation organizations

Deliverable

Foundation for General Aviation of Armenia was established (registered 28.03.2022)

Charter of Foundation for General Aviation of Armenia was developed

Foundation for General Aviation of Armenia is governed by ICAO, EASA, RA CAC standards

General aviation (including UAS) regulation in closed or restricted areas meeting held on 25.03.2022

Procedure for the implementation of training flights and special flights in the Republic of Armenia was updated on May 5, 2022.

Status

Actions in progress.

SECTION 6. MONITORING IMPLEMENTATION

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

In addition to the above, Armenia will review the NASP every year, if required, to keep the identified operational safety risks, safety issues and selected SEIs updated and relevant. CAC will periodically review the safety performance of the initiatives listed in the NASP to ensure the achievement of national safety goals and targets. If required, Armenia will seek the support of EUR RASG to ensure the timely implementation of SEIs to address safety deficiencies and mitigate risks. Through close monitoring of the SEIs, Armenia will make adjustments to the NASP and its initiatives, if needed, and update the NASP accordingly.

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

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

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

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

Civil Aviation Committee of the Republic of Armenia

Email: gdca@gdca.am

Telephone number: +374 10 28-07-22

Website: <http://gdca.am/>

APPENDIX A

DETAILED SEIs: NATIONAL OPERATIONAL SAFETY RISKS

Issue No. 1: Operational Safety Risks							
HRC1: Controlled Flight Into Terrain (CFIT)							
Goal 1: Achieve a continuous reduction of operational safety risks							
Target 1: Maintain a decreasing trend of the national accident rate							
<i>Safety enhancement initiative</i>	<i>Action</i>	<i>Timeline</i>	<i>Responsible entity</i>	<i>Stakeholders</i>	<i>Metrics/ Indicators</i>	<i>Priority</i>	<i>Monitoring Activity</i>
GASP OPS SEI on CFIT (State) Mitigate contributing factors to the risk of CFIT	1. Implement the following CFIT safety actions: a. ensure aircraft are equipped with terrain awareness and warning system (TAWS) or Ground Proximity Warning System (GPWS) in accordance with ICAO Annex 6	Implemented 2004	AWD	CAC inspectors Air Operators ARMATS	Number of CFIT Accident/ incident per 10,000 flight movements	HIGH	Surveillance of operator, ANSP Activities, Safety reporting (MOR/VOR)
	b. promote the wider use of TAWS beyond the requirements of Annex 6	Implemented (11.02.2022)	FOD				
	c. issue a Safety Advisory to increase adherence to TAWS warning procedures	Implemented (11.02.2022)	FOD				
	d. promote the use of GPS-derived position data to feed TAWS	Implemented (11.02.2022)	FOD				
	e. guidance for Operators on Training Programme on the use of GPWS and TAWS	Implemented (11.02.2022)	FOD				
	f. promote greater awareness of approach risks	Implemented (11.02.2022)	FOD				
	g. consider the implementation of continuous descent final approaches (CDFA)	Implemented 2013	ARMATS				

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h. implement minimum safe altitude warning (MSAW) systems	Implemented 2013	ARMATS				
i. ensure the timeliness of updates and accuracy of Electronic Terrain and Obstacle Data (eTOD)	Being updated annually	Airport AC&ATM				
2. validate the effectiveness of the safety enhancement initiatives (SEIs) through the analysis of mandatory occurrence reporting (MORs) and voluntary occurrence reporting systems (VORs) and accident/incident investigations (apply safety management methodologies)	2023	FOD, AWD, AC&ATM	CAC inspectors Air operators ARMATS	Number of CFIT occurrences reports via MOR and VOR systems per 10,000 flight movements		
3. Identify additional contributing factors: a. Flight in adverse environmental conditions	Local instructions updated 2020	ARMATS/ AC&ATM FOD	ARMATS CAC inspectors Air Operators			
b. Approach design and documentation (e.g. approaches with vertical guidance (APV) or localizer performance with vertical guidance (LPV) approaches)	APV Implemented 2013	ARMATS AC&ATM	ARMATS CAC inspectors Air Operators			
c. Phraseology used (standard vs. non-standard)	Implemented 2013 Updated 2021	AC&ATM ARMATS	ARMATS CAC inspectors Air Operators	Number of CFIT occurrence per 10,000 flight movements		
d. Pilot fatigue and disorientation	Implemented (11.02.2022)	FOD	ARMATS CAC inspectors Air Operators			
4. conduct continuous evaluations of the performance of the SEIs	Continuous 2025	FOD, AWD, AC&ATM	ARMATS CAC inspectors Air Operators			

HRC 2: Loss of Control – In flight (LOC-I)

Goal 1: Achieve a continuous reduction of operational safety risks

Target 1: Maintain a decreasing trend of the national accident rate

<i>Safety enhancement initiative</i>	<i>Action</i>	<i>Timeline</i>	<i>Responsible entity</i>	<i>Stakeholders</i>	<i>Metrics/ Indicators</i>	<i>Priority</i>	<i>Monitoring Activity</i>
GASP OPS SEI on LOC-I (State) Mitigate contributing factors to the risk of LOC-I accidents and incidents	1. Implement the following LOC-I safety actions: a. Require upset prevention and recovery training in all full flight simulator type conversion and recurrent training programmes	Implemented (11.02.2022)	FOD	Air Operators, Flight simulator product and service providers, CAC inspectors	Number of LOC-I Accident/incident per 10,000 flying hours	HIGH	Surveillance of operator and ATO training activities
	b. Require more time devoted to training for the pilot monitoring role	Implemented (11.02.2022)	FOD				
	2. validate the effectiveness of the SEIs in the industry through MORs and VORs systems and accident/incident investigations (apply safety management methodologies- PDCA)	2023	FOD, AWD, AC&ATM	CAC SMS	LOC-I occurrence rates in MOR, VOR and AIG reports	HIGH	MOR, VOR and AIG reports
3. Identify additional contributing factors: a. Distraction b. Adverse weather c. Complacency d. Inadequate standard operating procedures (SOPs) for effective flight management e. Insufficient height above terrain for recovery f. Lack of awareness of or competence in procedures for recovery from unusual aircraft attitudes g. Inappropriate flight control inputs in response to a sudden awareness of	2023	FOD ARMATS	Air Operators Flight simulator product and service providers CAA inspectors	Stick shaker activation events in Flight Data Analysis data LOC-I occurrence rates	HIGH	Surveillance of operator and ATO training activities	

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	an abnormal bank angle						
	4.conduct continuous evaluations of the performance of the SEIs	continuous	FOD, AWD, AC&ATM		Number of LOC-I occurrence per 10,000 flying hours	HIGH	

HRC 3: Mid Air Collision (MAC)

Goal 1: Achieve a continuous reduction of operational safety risks Target

Target 1.1: Maintain a decreasing trend of the national accident rate

<i>Safety enhancement initiative</i>	<i>Action</i>	<i>Timeline</i>	<i>Responsible entity</i>	<i>Stakeholders</i>	<i>Metrics/ Indicators</i>	<i>Priority</i>	<i>Monitoring Activity</i>
GASP OPS SEI on MAC (State) Mitigate contributing factors to risk of MAC accidents and incidents	1. Implement the following MAC safety actions:	Implemented 2004	AWD	Air Operators ANS service provider CAC inspectors	Number of MAC Accident/ incident per 10,000 Flying hours	HIGH	Surveillance of operator , ANSP activities Safety reporting (MOR/VO R)
	a. Establish guidance and regulations to ensure aircraft are equipped with airborne collision avoidance system (ACAS), in accordance with Annex 6	Implemented 2004	AWD				
	b. Ensure adherence to ACAS warning procedures	Continuous	ARMATS AC&ATM				
	c. Promote the improvement of air traffic control (ATC) systems, procedures and tools to enhance conflict management	Planned 2024	ARMATS AC&ATM				
	d. Promote the improvement of communications systems and procedures, such as controller pilot datalink	Continuous	FOD, AWD, AC&ATM				
2. Validate the effectiveness of the SEIs through the analysis of MORs and VORs and accident/incident investigations (apply safety management methodologies)	Continuous	FOD, AWD, AC&ATM					
3. Identify additional contributing factors:	2023	ARMATS AC&ATM	Air Operators ANS service provider CAC inspectors	Number of MAC Accident/	HIGH	Surveillance of ANSP, air operator	
a. Traffic conditions - traffic density,							

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complexity, mixture of aircraft types and capabilities, etc.				incident per 10,000 flying hours		and ATO training activities
b. ATC performance related to workload, competence, teamwork, procedures, commitment, etc., as well as the influence of air navigation services providers' (ANSP) safety management	2023	ARMATS AC&ATM				
c. Flight crew training and corporate culture with workload, competence, teamwork, procedures, commitment etc., and the influence of aircraft operator's safety management	2023	FOD				
d. ATC systems - flight data processing, communication, short term conflict alert (STCA), etc., as well as the interaction with the human operators and the aircraft systems, and the procurement policy of the ANSP	2023	ARMATS AC&ATM				
e. Aircraft equipment - autopilots, transponders and ACAS, but also aircraft performance (e.g. rate-of-climb) and their physical size	2023	AWD				
f. Navigation infrastructure - both coverage and quality	2023	ARMATS AC&ATM				
g. Surveillance - both coverage and quality	2023	ARMATS AC&ATM				
h. Flight plan processing - efficiency and reliability of flight plan submission, approval and distribution	2023	ARMATS AC&ATM				
i. Airspace - complexity of airspace design, route layout, extent of controlled or uncontrolled airspace, proximity of military operational or training areas, etc.	Implemented 2003	ARMATS AC&ATM				

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	j. Flight in adverse environmental conditions that may influence conflict management and collision avoidance	2023	ARMATS AC&ATM FOD				
	2) Conduct continuous evaluations of the performance of the SEI	continuous	FOD, AWD, AC&ATM		Number of MAC occurrence per 10,000 flying hours	HIGH	Surveillance of ANSP, air operator and ATO training activities

HRC 4: Runway Excursion (RE)

Goal 1: Achieve a continuous reduction of operational safety risks

Target 1.1: Maintain a decreasing trend of the national accident rate

<i>Safety enhancement initiative</i>	<i>Action</i>	<i>Timeline</i>	<i>Responsible entity</i>	<i>Stakeholders</i>	<i>Metrics/ Indicators</i>	<i>Priority</i>	<i>Monitoring Activity</i>
GASP OPS SEI on RE (State) Mitigate contributing factors to risk of RE accidents and incidents	1. Implement the following RE safety actions:	Implemented as of 2010	AC&ATM	Air Operators ANS service provider Aerodrome service providers CAA inspectors	Number of RE Accident/ incident per 10,000 Flying hours	HIGH	Surveillance of Aerodrome s, ANSP, air operator and ATO training activities Safety reporting (MOR/VO R)
	a. Ensure the establishment and implementation of a State runway safety Programme (RSP) and runway safety teams (RST) in all certified aerodromes.						
	b. Promote the establishment of policy and training on rejected landings, go-arounds, crosswind and tailwind landings (up to the maximum manufacturer-demonstrated winds)	2023	AC&ATM ARMATS FOD				
	c. Promote equipage of runway overrun awareness and alerting systems on aircraft	2023	AC&ATM FOD				
	d. Ensure effective and timely reporting of meteorological and aerodrome conditions (e.g. runway surface condition in accordance to the ICAO global reporting format in Annex 14, Volume I, braking action and revised declared distances)	2022	AC&ATM ARMATS				

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e. Certify aerodrome in accordance with ICAO Annex 14, Volume I as well as Doc 9981, PANS-Aerodrome	Implemented 2007 Updated 2016 Will be updated 2023	AC&ATM			
f. Promote the installation of arresting systems if runway end safety area (RESA) requirements cannot be met.	Not planned (RESA requirements are met)	AC&ATM			
g. Ensure that procedures to systematically reduce the rate of unstabilized approaches to runways are developed and used	2023	FOD			
h. Runway Safety Maturity Checklist	Implemented 2007 Updated 2015	AC&ATM			
i. Guidance material and training program for runway pavement, maintenance and operations from aerodrome operator's perspective	Guidance material Implemented 2016	AC&ATM			
2. Validate the effectiveness of the SEI through the analysis of MORs, VORs and accident/incident investigations (apply safety management methodologies).	2023	AC&ATM ARMATS FOD AWD AVSEC			
3. Identify additional contributing factors: a. Ineffective SOPs b. Failure to adhere to the appropriate SOPs c. Long/floated/bounced/firm/off-centre/crabbed landing	2023	AC&ATM ARMATS FOD			

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	d. Inadequate approach procedures design e. Inadequate regulatory oversight						
	4. Develop and implement further SEIs to mitigate the risk of the identified contributing factors, if any, for RE	2023	AC&ATM ARMATS FOD AWD AVSEC				
	5. Conduct continuous evaluations of the performance of the SEI	Continuous	AC&ATM ARMATS FOD AWD AVSEC				

HRC 5: Runway Incursion (RI)

Goal 1: Achieve a continuous reduction of operational safety risks

Target 1.1: Maintain a decreasing trend of the national accident rate

<i>Safety enhancement initiative</i>	<i>Action</i>	<i>Timeline</i>	<i>Responsible entity</i>	<i>Stakeholders</i>	<i>Metrics/ Indicators</i>	<i>Priority</i>	<i>Monitoring Activity</i>
GASP OPS SEI on RI (State) Mitigate contributing factors to the risk of RI accidents and incidents	1. Implement the following RI safety actions: a. Ensure the establishment and implementation of a State runway safety programme (RSP) and runway safety teams (RST)	Runway safety teams (RST) implemented 2010	AC&ATM	Air Operators ANS service provider Aerodrome service providers CAC inspectors	Number of RI Accident/ incident per 10,000 flying hours	HIGH	Surveillance of Aerodromes, ANSP, air operator and ATO training activities Safety reporting (MOR/VOR)
	b. Promote the establishment of policy, procedures and training that supports situational awareness for controllers, pilots and airside vehicle drivers	For vehicle drivers implemented 2003	AC&ATM ARMATS FOD				
	c. Ensure effective use of suitable technologies to assist the improvement of situational awareness, such as improved resolution airport moving maps (AMM), electronic flight bags (EFBs), enhanced vision systems (EVS)	2023	AC&ATM ARMATS				

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and head-up displays (HUD), advanced-surface movement guidance and control systems (ASMGCS), stop bars, and runway incursion warning systems (ARIWS).						
d. Certify aerodrome in accordance with ICAO Annex 14, Volume I as well as Doc 9981, PANS-Aerodrome	Implemented 2007 Updated 2016 Will be updated 2023	AC&ATM				
e. Ensure the use of standard phraseologies in accordance with applicable State regulations and ICAO provisions (e.g. Doc 9432, Manual of Radiotelephony)	Implemented	AC&ATM ARMATS FOD				
f. Ensure the identification and publication in the aeronautical information publication (AIP) of hot spots at aerodromes	N/A	AC&ATM ARMATS				
g. Ensure that suitable strategies to remove hazards or mitigate risks associated with identified hot spots are developed and executed	N/A	AC&ATM ARMATS				
h. Runway Safety Maturity Checklist	Implemented	AC&ATM ARMATS				
i. Model Advisory Circular — Runway Incursion (RI) Prevention and Pilot Training	2023	AC&ATM FOD				
2. Validate the effectiveness of the SEIs through the analysis of MORs, VORs and accident/incident investigations (apply safety management methodologies)	2023	AC&ATM FOD				

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	<p>3. Identify additional contributing factors:</p> <ul style="list-style-type: none"> a. Operations in low visibility conditions b. Complex or inadequate aerodrome design c. Complexity of traffic (multiple simultaneous line-ups) d. Conditional clearances e. Simultaneous use of intersecting runways f. Late issue of or late changes to departure clearances g. Phraseology use (e.g. non-standard vs. standard, call-sign confusion) h. Concurrent use of more than one language for ATC communications i. English language competence despite the introduction by ICAO of a system of validating competence in aviation English j. Inadequate manoeuvring area driver training and assessment programme. 	<p>Implemented</p>	<p>ARMATS AC&ATM FOD</p>			
	<p>4. Develop and implement further SEIs to mitigate the risk of the identified contributing factors, if any, for RI</p>	<p>2023</p>	<p>ARMATS AC&ATM FOD</p>			
	<p>5. Conduct continuous evaluations of the performance of the SEIs</p>	<p>Continuous</p>	<p>ARMATS AC&ATM FOD</p>			

HRC6: Fire/smoke/fume (Fire)

Goal 1: Achieve a continuous reduction of operational safety risks
Target 1.1: Maintain a decreasing trend of the national accident rate

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<i>Safety enhancement initiative</i>	<i>Action</i>	<i>Timeline</i>	<i>Responsible entity</i>	<i>Stakeholders</i>	<i>Metrics/ Indicators</i>	<i>Priority</i>	<i>Monitoring Activity</i>
NASP OPS SEI on Fire Mitigate contributing factors to risk of Fire/smoke/fume accidents and incidents	1. raise passenger awareness, therefore preventing them from unintentionally carrying non-allowed items while acknowledging the risks posed by lithium batteries	Implemented	AVSEC Zvartnots	CAC Airports Air operators	Number of Fire/Smoke/Fume accident/incident per 10,000 flying hours	HIGH	Surveillance of Aerodromes, ANSP, air operator activities Safety Reporting (MOR/VOR)
	2. inform operators of the risks and best practices of transporting lithium batteries, and issue a recommendation in this regard	2023	AVSEC				
	3 Validate the effectiveness of the SEI through the analysis of MORs, VORs and accident/incident investigations (apply safety management methodologies)	2023	AVSEC				
	4 Conduct continuous evaluations of the performance of the SEIs	2023	AVSEC				

HRC7: Bird strike (Bird)

Goal 1: Achieve a continuous reduction of operational safety risks

Target 1.1: Maintain a decreasing trend of the national accident rate

<i>Safety enhancement initiative</i>	<i>Action</i>	<i>Timeline</i>	<i>Responsible entity</i>	<i>Stakeholders</i>	<i>Metrics/ Indicators</i>	<i>Priority</i>	<i>Monitoring Activity</i>
NASP OPS SEI on Bird Mitigate contributing factors to the risk of Bird strike accidents and incidents	1. Implement the following Bird Strike safety actions: a. Observe bird activities and bird strikes at the airports and promote collecting, reporting, recording and analysis of data through various means.	Implemented 2007	AC&ATM	Air Operators ANS service provider Aerodrome service providers CAC inspectors	Number of BIRD accident/incident per 10,000 flying hours	HIGH	Surveillance of Aerodromes, ANSP, air operator activities Safety Reporting (MOR/VOR)
	b. Ensure the better management of vegetation and land use at the airports.	Implemented 2007	AC&ATM				
	c. Ensure the implementation of effective bird distracting mechanisms at	Implemented 2016	AC&ATM				

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	the airports.						
	2 Validate the effectiveness of the SEI through the analysis of MORs, VORs and accident/incident investigations (apply safety management methodologies)	Implemented	AC&ATM				
	3 Conduct continuous evaluations of the performance of the SEIs	Continuous	AC&ATM				

APPENDIX B

**DETAILED SEIs: OTHER SAFETY ISSUES
(Organizational challenges)**

Issue no 2: Establishment of a safety oversight framework

Focus on lower EI scores for categories namely

CE-8: Resolution of safety issues

CE-1: Primary aviation legislation

CE-5: Technical guidance, tools and provision of safety-critical information

Areas:

AIG: Accident and Incident Investigation

AGA: Aerodrome and Ground Aids (Regional deficient Area)

Goal 2: Strengthen State safety oversight capabilities

Target 2.1: improve the score for the effective implementation (EI) of the critical elements (CEs) of Armenia’s safety oversight system (with focus on priority PQs) as follows: by 2022 – 75 per cent, by 2026 – 85 per cent, by 2030 – 95 per cent

Target 2. 2: By 2022, reach a safety oversight index greater than 1, in all categories

Target 2.3: endeavor to have no Significant Safety Concerns (SSCs) under the USOAP Continuous Monitoring Approach (CMA), and to resolve any findings promptly within the time frame specified in the Corrective Action Plan and agreed to by ICAO from 2018 to 2023

<i>Safety enhancement initiative</i>	<i>Action</i>	<i>Timeline</i>	<i>Responsible entity</i>	<i>Stakeholders</i>	<i>Metrics/Indicators</i>	<i>Priority</i>	<i>Monitoring Activity</i>
GASP ORG SEI-1 Consistent implementation of ICAO SARPs at the national level	1. Work at the national level to address significant safety concerns as a priority	Continuous	AWD, FOD, ACATM, AVSEC	Air Operators, ANS service Provider, Aerodrome service providers	EI percentage State Safety Index	HIGH	Quality assurance of oversight functions Surveillance of
	2. Address all priority protocol questions (PQs) of the USOAP CMA	2022	AWD, FOD, ACATM, AVSEC		Rate of improvement in compliance		

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			Advisor for coordinating independent functions/ NCMC		Percentage of priority PQs addressed		Aerodromes, ANSP, air operator activities
	3. Establish primary aviation law and regulations, to empower the competent authority to conduct regulatory oversight, this includes separation of oversight functions and service provision functions (CE-1 and CE-2)	2023	ALL CAC (NCMC)				
	4. Increase the level of compliance with ICAO SARPs and the EI of CEs at the national level (CE-1 to CE-5)	Continuous	ALL CAC (NCMC)				
	5. Establish a process for the identification of differences with ICAO SARPs (CE-2)	2023	Advisor for coordinating independent functions				
GASP ORG SEI 2 (State)	1. Establish and maintain an independent regulatory oversight authority, which includes separation of oversight functions from service provision functions where these exist within the authority (CE-3)	2023	ALL CAC	Air operators ANS service provider Aerodrome service providers CAC inspectors	Independent regulatory oversight authority Safety oversight functions	HIGH	Quality assurance of oversight functions Surveillance of Aerodromes, ANSP, air operator activities
Development of a comprehensive regulatory oversight framework	2. Develop an effective system to promulgate technical guidance and tools, and provide safety critical information needed for technical personnel to effectively perform their safety oversight functions (CE-5).	2023	ALL CAC NCMC				
	3. Establish an effective system to attract, recruit, train and retain qualified and sufficient technical personnel to support regulatory	Implemented 22.04.2022	HR				

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	oversight (see SEI-5) (CE-3 and CE-4)						
GASP ORG SEI-3 (State)	1. Establish an independent accident and incident investigation authority, as per Annex 13 requirements (CE-1 and CE-3)	2023	Ministry of Territorial Administration and Infrastructure	Ministry of Territorial Administration and Infrastructure	Independent accident and Incident investigation Authority	HIGH	AIG reports Quality assurance regarding the AIG functions
Establishment of an independent accident and incident investigation authority, consistent with Annex 13	2. Develop an effective system to promulgate technical guidance and tools, and provide safety critical information needed for technical personnel to effectively conduct accident and incident investigations (CE-5)	2023					
	3. Establish an effective system to attract, recruit, train and retain qualified and sufficient technical personnel to support accident and incident investigations (see SEI-5) (CE-3 and CE-4)	Implemented 22.04.2022					
GASP ORG SEI-4 (State)	1. Confirm executive or legislative mandate to receive financial resources from government or other external sources and expend them (CE-1)	2023	CAC Ministry of Territorial Administration and Infrastructure	Air Operators ANS service Provider Aerodrome Service providers CAC	CAC acts and regulations	HIGH	Provisions and implementation of CAC acts and regulations
Strategic allocation of resources to enable effective safety oversight	2. Establish a process for the resource planning and allocation in alignment with a competent authority's organizational structure, which is required to conduct effective safety oversight (CE-2 and CE-3). SEI-1 and SEI-5 could be used to identify resource requirements (CE-1 to CE-5)	Implemented 02.03.2022	CAC HR Ministry of Territorial Administration and Infrastructure				

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	<p>3. Obtain a sustainable and stable source of financing through commitments from the national and agency leadership and other stakeholders (CE-1 to CE-3). For small scope short-term improvements:</p> <p>a. Utilize the ICAO Safety Fund (SAFE), Technical Co-operation Bureau, or other means to acquire technical and financial assistance in coordination with RASG/RSOO/ICAO Regional Office</p> <p>b. Seek assistance from more experienced States and other stakeholders in coordination with RASG/RSOO/ICAO Regional Office</p> <p>c. Seek assistance from sources of financing (World Bank, Asian Development Bank etc.) in coordination with RASG/RSOO/ICAO Regional Office</p>	2024	CAC Ministry of Territorial Administration and Infrastructure				
	4. Develop a process for assessing changing resource requirements and sustain necessary coordination with resource stakeholders for safety oversight improvements, as outlined in Component 1 of this roadmap (CE-1 to CE-3)	2026 After self-financing	CAC HR				
GASP ORG SEI-5 (State)	1. Establish an effective system to identify and track qualifications and training of existing technical personnel (CE-4)	Implemented 02.03.2022	CAC HR	Air Operators ANS service Provider	Qualified technical manpower	HIGH	Quality assurance of oversight functions
Qualified technical personnel to support effective safety oversight	2. Identify the gaps in qualified technical personnel and training requirements necessary to implement the oversight mandate (CE-4)	Implemented 02.03.2022	CAC professional departments HR	Aerodrome service providers CAC			

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3. Establish a compensation scheme for the attraction and retention of qualified technical personnel (CE-4)	2026 After self-financing	CAC HR	inspectors			
4. Make use of RSOOs, RAIOS, or equivalent means, to secure qualified technical personnel to perform those functions which cannot be performed by the State acting on its own (CE-4)	Continuous	CAC				
5. Establish human resource plans to support hiring and retention of the appropriate number of qualified technical personnel required (CE-4)	2026 After self-financing	CAC HR				
6. Implement training policies and programmes for technical personnel and verify that the type and frequency of training successfully completed (i.e. initial, recurrent, specialized and on-the-job training) are sufficient to acquire/maintain the required qualifications and level of competence corresponding to the assigned duties and responsibilities of technical personnel (CE-4)	Implemented 2022	CAC professional departments HR				
7. Develop a process for assessing changing needs for qualified technical personnel requirements and develop procedures to update hiring, retention and training of personnel needs, in coordination with SEI-4B (CE-4)	2026 After self-financing	CAC professional departments HR				

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<p>GASP ORG SEI-7 (State)</p> <p>Provision of the primary source of safety information to ICAO by completing, submitting and updating all relevant documents and records</p>	1.Update USOAP corrective action plan items	2023	NCMC CAC professional departments	<p>CAC Ministry of Territorial Administration and Infrastructure</p>	<p>Protocol Questions Findings</p>	<p>HIGH</p>	<p>USOAP validation activity</p>
	2.Complete and submit the self-assessment checklist based on USOAP CMA priority PQs	2022	NCMC CAC professional departments				
	3 Complete and submit the State aviation activity questionnaire	Implemented 2022	RA SSP focal point				
	4.Complete and submit the compliance checklists on electronic filing of differences system	2023	Advisor for coordinating independent functions CAC professional departments				
	5. Update documents and records, as required, in a timely manner	2023	CAC professional departments Advisor for coordinating independent functions				
<p>GASOPORG SEI-8</p> <p>Consistent implementation of</p>	1.Work at the national level to address significant safety concerns as a priority	2023	CAC professional departments RA SSP focal point	<p>Air Operators ANS service Provider Aerodrome service</p>	<p>Number of Significant Safety Concerns</p>	<p>HIGH</p>	<p>Quality assurance</p>

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ICAO SARPs at the national level			NCMC	providers CAC inspectors			
	2. Increase the level of compliance with ICAO SARPs and the EI of CEs at the national level (all CEs, emphasis on CE-6 to CE-8)	2023	CAC professional departments Advisor for coordinating independent functions		ICAO SARPs CEs		
GASP ORG SEI-9 Continued implementation of and compliance with ICAO SARPs at the national level	1. Implement licensing, certification, authorization and approval processes (CE-6)	2023	CAC professional departments Advisor for coordinating independent functions	Air Operators ANS service Provider Aerodrome service providers CAC inspectors	CAC acts and regulations	HIGH	Provisions and implementation of CAC acts and regulations
	2. Implement regulatory oversight and enforcement processes (CE-7 and CE-8)	2023	CAC professional departments Advisor for coordinating independent functions				
	3. Establish a system to resolve safety concerns identified via accident and incident investigations, surveillance activities, safety reports and other means (CE-8)	2024	Ministry of Territorial Administration and Infrastructure				Number of safety concerns

Issue No. 3: Slow pace of SSP implementation, as well as understanding of newer safety management and performance-based concepts

Goal 3: Implement effective SSP

Target 3.1: By 2022, implement the foundation of an SSP

Target 3.2: By 2025, implement effective SSP, as appropriate to the aviation system complexity

Target 3.3: By 2023 create a regulatory system which efficiently contributes to the protection of the aviation system from cyber-attacks and their consequences.

To achieve this objective it is proposed to introduce a regulation covering all the aviation domains (design, production, maintenance, operations, aircrew, ATM/ANS, ADRs), which include high-level, performance-based requirements, supported as applicable by acceptable means of compliance (AMC), guidance material and Industry Standards.

<i>Safety enhancement initiative</i>	<i>Action</i>	<i>Timeline</i>	<i>Responsible entity</i>	<i>Stakeholders</i>	<i>Metrics/Indicators</i>	<i>Priority</i>	<i>Monitoring Activity</i>
GASP ORG SEI-13 (State)	1. Secure State-level commitment to improve safety	Continuous	CAC	Air Operators ANS service Provider Aerodrome Service providers	Level of SSP implementation Level of SMS implementation in service providers	HIGH	ICAO ISTARs Quality assurance of oversight functions and SSP implementation
Start of SSP implementation at the national level	2. Conduct initial SSP gap analysis (checklist) then the detailed SSP self-assessment	Implemented 2017 Updated 2022	CAC professional departments RA SSP focal point				
	3. Establish an SSP implementation team	Implemented	CAC				
	4. Develop an implementation plan for the SSP	2021	CAC professional departments RA SSP focal point				
	5. Issue SMS regulations for service providers and verify SMS implementation	2022	CAC professional departments RA SSP focal point				
	6. Identify and share safety management best	2023	CAC				

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	practices		professional departments RA SSP focal point				
GASP ORG SEI-14 (State) Strategic allocation of resources to start SSP implementation	1. Establish a process for planning and allocation of resources to enable SSP implementation and identify areas where resources are needed	2026 After self-financing	CAC HR	CAC	CAC acts and regulations	HIGH	Provisions and implementation of CAC acts and regulations
	2 Obtain resources from national and appropriate authorities' leadership and stakeholders within the State to support SSP implementation	2025	CAC Ministry of Territorial Administration and Infrastructure	Ministry of Territorial Administration and Infrastructure			
	3. Work with the ICAO Regional Office to make use of available means (e.g. Technical Cooperation Bureau) to acquire assistance needed for SSP implementation	2025	CAC professional departments RA SSP focal point				
	4. Work with RSOO, other States and other organizations, as appropriate to train qualified technical personnel to fulfil their duties and responsibilities regarding SSP implementation	2025	CAC professional departments RA SSP focal point				
GASP ORG SEI-15 (State) Strategic collaboration	1. Identify areas where collaboration/support is needed as part of the SSP implementation plan (see SEI-14)	2023	CAC professional departments RA SSP focal point	Air Operators ANS service Provider	Number of collaborator Identified Number of activities	HIGH	Monitoring and evaluating collaborative activities through

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with key aviation stakeholders to start SSP implementation	2. Identify relevant collaborators from key aviation stakeholders, including other States that are implementing or have implemented an SSP	2022	CAC professional departments RA SSP focal point	Aerodrome Service providers Global and Regional bodies	collaborated with identified collaborators		Steering committees and regional forums
	3. Develop an action plan to address the elements identified as missing or deficient during the SSP gap analysis (see SEI-13B)	2022	CAC professional departments RA SSP focal point	Other states			ICAO ISTARs
	4. Establish a process via RASG and/or RSOO for a mentoring system, including providing assistance to States/industry, as well as sharing of best practices to support SSP implementation	2022	CAC professional departments RA SSP focal point RESG Focal point				
	5. Develop a process to provide training on SSP to relevant staff, in collaboration with RSOO and/or other States (e.g. initial, recurrent and advanced).	2023	HR RA SSP focal point				
	6. Establish and implement a process for sharing technical guidance, tools and safety-critical information related to SSP (e.g. advisory circulars, staff instructions, safety performance indicators), in collaboration with other States, RASG, RSOO, ICAO and/or other stakeholders.	2022	RA SSP focal point CAC professional departments				
	GASP ORG SEI-16 (State)	1. Work with collaborators (identified in SEI-15) to execute the action plan for implementation	2025	RA SSP focal point CAC			Air Operators ANS service

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Strategic collaboration with key aviation stakeholders to complete SSP implementation	2. Work with collaborators to ensure all elements of the SSP are present, suitable, operational and effective	2023	RA SSP focal point CAC professional departments	Provider Aerodrome Service providers Global and Regional bodies Other states	Collaborators Level of SSP implementation Number of best practices shared with other states	HIGH	activities through Steering committees and regional forums ICAO ISTARs
	3. Establish a system for the continuous improvement of the SSP, in collaboration with all relevant stakeholders	2023	RA SSP focal point CAC professional departments				
	4. Serve as a champion State to promote best practices among other States	2026	RA SSP focal point CAC professional departments				
GASP ORG SEI-17 (State)	1. Establish a legal framework related to the protection of safety data, safety information and other related sources	Implemented	CAC	Air Operators	Number of mandatory and voluntary reports	HIGH	Quality assurance of SRMs conducted
Establishment of safety risk management at the national level (step 1)	2. Establish a State mandatory occurrence reporting system	2022	RA SSP focal point CAC professional departments	ANS service provider Aerodrome service providers	Legal framework regarding to hazard id and SRM		Effectiveness of reporting systems
	3. Develop a safety database for monitoring system safety issues and hazards, in line with	2023	RA SSP focal point		Number of SRM conducted.		

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	the principles of Doc 9859 — Safety Management Manual		CAC professional departments				
	4. Establish and maintain a process to identify hazards from collected safety data	2022	RA SSP focal point CAC professional departments				
	5. Establish and utilize a process to ensure the assessment of safety risks associated with identified hazards	2022	RA SSP focal point CAC professional departments				
	6. Establish a State confidential voluntary safety reporting system providing data to the safety database (see SEI-17C)	2023	RA SSP focal point CAC professional departments				
GASP ORG SEI-18 (State)	1 Develop safety performance indicators using the established safety risk management process	2023	RA SSP focal point CAC professional departments	Air Operators ANS service provider	Number of mandatory and voluntary reports Legal framework regarding to hazard id and SRM	HIGH	Quality assurance of SRMs conducted
Establishment of safety risk management at the national level (step 2)	2. Develop safety performance measurement methodologies, aligned with the regional safety metrics, using the established safety risk management process (see SEI-17E)	2022	RA SSP focal point CAC professional	Aerodrome service providers CAC inspectors	Number of SRM conducted.		Effectiveness of reporting systems Quality of SPIs

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			departments		Number of SPIs and SPTs defined	and SPTs defined
3. Establish the acceptable level of safety performance to be achieved through the SSP	2023	RA SSP focal point CAC professional departments				Contribution of SPIs to EUR RASP
4. Ensure the establishment of mandatory safety reporting systems by service providers.	2022	RA SSP focal point CAC professional departments				
5. Encourage establishment of voluntary safety reporting systems as part of service providers' SMS.	2022	RA SSP focal point CAC professional departments				
6. Promote safety awareness and the two-way communication, sharing and exchange of safety relevant information within the State's aviation organizations and encourage sharing of safety information with industry within the State	Continuous	RA SSP focal point CAC professional departments				
7. Contribute information on safety risks and SSP safety performance indicators to the RASP	2025	RA SSP focal point CAC professional departments				

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<p>Development of cybersecurity strategy in Armenia and assessing cybersecurity threats</p>	<p>1. Create a regulatory system which efficiently contributes to the protection of the aviation system from cyber-attacks and their consequences covering all the aviation domains (design, production, maintenance, operations, aircrew, ATM/ANS, ADRs)</p>	<p>2023</p>	<p>AVSEC</p>	<p>CAC Organisations Air Operator Certificate Holders Approved Maintenance Organisations, Providers of Air Traffic Management/Air Navigation Services Operators of certified aerodromes</p>	<p>Legal framework regarding cyber-attacks</p>	<p>HIGH</p>	<p>Quality assurance of SRMs conducted Effectiveness of reporting systems Quality of SPIs and SPTs defined Contribution of SPIs to EUR RASP</p>
	<p>2. Develop Strategy for Cybersecurity in Aviation (including Information sharing, Research and studies, Event investigation and response, Knowledge and competence building, International cooperation and harmonization, Regulatory activities and development of Industry Standards)</p>	<p>2023</p>	<p>AVSEC</p>	<p>ALL</p>	<p>Number of SRM conducted. Number of SPIs and SPTs defined</p>	<p>HIGH</p>	<p>Quality assurance of SRMs conducted Effectiveness of reporting systems Quality of SPIs and SPTs defined Contribution of</p>

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							SPIs to EUR RASP
<p>GASP ORG SEI-19</p> <p>Acquisition of resources to increase the proactive use of risk modelling capabilities</p>	<p>1. Identify resources needed to support safety intelligence collection and processing, advanced data analysis, risk modelling and information sharing capabilities</p>	2022	RA SSP focal point CAC professional departments	<p>Air Operators</p> <p>ANS service provider</p> <p>Aerodrome service providers</p>	<p>Number of qualified technical personnel for SMS and SSP implementation</p> <p>Resource allocated to SSP implementation</p>	HIGH	<p>Quality assurance of SSP implementation related activities</p>
	<p>2. Attract, recruit, train, and retain qualified technical personnel to specialize in risk modelling</p>	2026 After self-financing	CAC HR				
	<p>3. Ensure that the Civil Aviation Safety Inspector workforce is trained to perform safety oversight of service providers that have implemented SMS</p>	2026 After self-financing	CAC HR professional departments				
<p>GASP ORG SEI-20 (State)</p> <p>Strategic collaboration with key aviation stakeholders to support the proactive use of risk modelling capabilities</p>	<p>1. Identify areas where collaboration/support is needed to ensure that stakeholders understand and implement safety culture concepts to fully embrace an open, just culture and non-punitive safety reporting</p>	2023	RA SSP focal point CAC professional departments	All	<p>Number of areas identified for collaboration</p> <p>Number of assistance received and best practices shared</p>	HIGH	<p>Surveillance of state risk modelling capabilities</p>
	<p>2. Establish a process via RASG and/or RSOO (or other regional bodies) for a mentoring system, including providing assistance to States/industry, as well as the sharing of best practices, to support safety culture development and the proactive use of risk modelling</p>	2022	RA SSP focal point RESG focal point CAC professional departments				

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	3. Foster and participate in public-private partnerships similar to the commercial/general aviation safety teams' concept to identify and implement system safety enhancements.	2023	RA SSP focal point CAC professional departments				
	4. Collaborate with national and industry stakeholders to establish a mechanism for the regular sharing and exchange of safety information, analyses, safety risk discoveries/lessons learned and best practices within a confidential and non-punitive environment	2023	CAC RA SSP focal point CAC professional departments				
GASP ORG SEI-21 (State) Advancement of safety risk management at the national level	1. Establish data sharing connectivity and integration among the State's aviation safety databases, including the mandatory occurrences reporting system, voluntary safety reporting systems, safety audit reports and aviation system statistics (traffic counts, weather information, EI scores, etc.)	2023	RA SSP focal point CAC professional departments	Air Operators			
	2. Develop risk modelling capabilities to support monitoring system safety issues and accident/incident prevention	2023	CAC RA SSP focal point CAC professional departments Ministry of Territorial Administration and Infrastructure	ANS service provider Aerodrome service providers	Number of information shared among ARMATS	HIGH	Surveillance of state safety risk management

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	3. Encourage information-sharing with industry	2025	CAC RA SSP focal point CAC professional departments				
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Issue no. 4: Lack of resources and expertise to manage and collect data on a State level, and no formal mechanisms in place that allow for the sharing and benchmarking of information at the regional level.

Goal 4: Increase collaboration at the regional level

Target 4.1: By 2023 seek assistance to strengthen safety oversight capabilities using

- a regional safety oversight mechanism,
- another State or other safety oversight,
- organization’s ICAO recognized functions

Target 4.2: By 2022 contribute information on safety risks, including SSP Safety Performance Indicators (SPIs), to EUR-RASG

Target 4.3: By 2022 actively lead RASGs’ safety risk management activities with effective safety oversight capabilities and an effective SSP

Target 4.4: to actively participate in the regional mechanism for data collection, analysis and sharing by 2020.

Target 4.5: to encourage the increased participation in flight data sharing initiatives by air operators, with aircraft of mass 27,000kg above by 2020.

<i>Safety enhancement initiative</i>	<i>Action</i>	<i>Timeline</i>	<i>Responsible entity</i>	<i>Stakeholders</i>	<i>Metrics/Indicators</i>	<i>Priority</i>	<i>Monitoring Activity</i>
GASP ORG SEI-6 (State) Strategic collaboration with key aviation stakeholders to enhance safety	1. Based on the identified safety deficiencies, establish a mechanism to identify collaborators and develop an action plan for the resolution of those deficiencies (CE-1 to CE-5)	2024	RA SSP focal point CAC professional departments	Other states	Number of collaborators identified for assistance.	HIGH	State safety oversight capability and effectiveness by State Quality assurance.
	2. Based on the identified safety deficiencies, establish a mechanism to identify collaborators and develop an action plan for the resolution of those deficiencies (CE-6 to CE-8)	2024	RA SSP focal point CAC professional departments	RSOOs	Number of assistance received to strengthen oversight of state from regional		

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					bodies or/and States.		
	3. Use a regional safety oversight mechanism, or the services of another competent State or organization	2023	CAC professional departments				
	4. Establish a process via RASG and/or RSOO for a mentoring/collaboration system, including providing State/industry assistance as well as sharing of best practices and internal follow-up actions (CE-1 to CE-5, emphasis on CE-3)	2022	RESG focal point RA SSP focal point CAC professional departments				
	5 Collaborate with RASG and/or RSOO, other States, ICAO, industry joint programmes and/or technical school partnerships to attract, recruit and train qualified and sufficient technical personnel and develop a strategy for their retention (CE-4)	2022	CAC HR RESG focal point				
	6. Establish and implement a process for the development and promulgation of technical guidance, tools and the provision of safety-critical information, in collaboration with other States, RSOO, ICAO and/or other stakeholders, with the understanding that these materials need to be tailored to each State's national regulations and operational environments (CE-5)	2024	CAC professional departments Advisor for coordinating independent functions				
	7. While working to improve safety oversight, work with RASG and/or RSOO to address high-risk categories of occurrences	2022	RESG focal point RA SSP focal point				

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			CAC professional departments				
	8 Use technical guidance, tools and safety-critical information, developed in collaboration with other States, RSOO, ICAO and/or other stakeholders, to enable technical personnel to perform their safety oversight functions effectively (CE-6 to CE-8)	2025	CAC professional departments				

Goal 5: Expand the use of industry programmes

Target 5.1: By 2020, all service providers to use globally harmonized SPIs as part of their safety management system (SMS) taking into account operational needs

Target 5.2: By 2022, increase the number of service providers participating in the corresponding ICAO-recognized industry assessment programmes (Airports Council International (ACI) Airport Excellence (APEX) in Safety programme, the Civil Air Navigation Services Organisation (CANSO) and European Organisation for the Safety of Air Navigation (EUROCONTROL) maturity assessment within the Standard of Excellence in Safety Management Systems, the Flight Safety Foundation (FSF) Basic Aviation Risk Standard (BARS), the International Air Transport Association (IATA) Operational Safety Audit (IOSA), and the International Business Aviation Council (IBAC) International Standard for Business Aircraft Operations (IS-BAO))

<i>Safety enhancement initiative</i>	<i>Action</i>	<i>Timeline</i>	<i>Responsible entity</i>	<i>Stakeholders</i>	<i>Metrics/Indicators</i>	<i>Priority</i>	<i>Monitoring Activity</i>
GASP SMS SEI-5 Improvement of industry compliance	1. Ensure implementation of a safety management system (SMS) commensurate to the size and complexity of the service provider, as required by national regulations and Annex 19.	2023	RA SSP focal point CAC professional departments	Air Operators ANS service provider Aerodrome service	Level of SMS Implementation Number of guidance materials available Number of	HIGH	Surveillance of service providers' SMS implementation

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with applicable SMS requirements	2. Ensure utilization of available guidance material to assist with SMS implementation	2023		Providers	discrepancies reported to authority		
GASP SMS SEI-6 Resources for service providers to effectively implement SMS	1. Ensure working in collaboration with the State and industry associations to advance SMS implementation and identify expectations that cannot be efficiently resourced	2023	RA SSP focal point CAC professional departments	Air Operators ANS service provider Aerodrome service Providers	No of areas identified for support Level of Commitment from accountable manager	HIGH	Surveillance of service providers' SMS implementation
	2. Ensure identification of areas where resources are needed as part of the SMS implementation plan developed following the SMS gap analysis	2022	RA SSP focal point CAC professional departments				
	3. Ensure establishing a process for resource planning and allocation to enable SMS implementation, including resources which may be obtained from industry organizations	2023	RA SSP focal point CAC professional departments				
	4. Ensure obtaining commitment from the accountable executive within the service provider for the necessary resources to enable SMS implementation	2025	RA SSP focal point CAC professional departments				
GASP SMS SEI-7 Strategic collaboration	1. Ensure working with the action plan of SSP implementation through sharing and supporting harmonization of SMS within industry	2024	RA SSP focal point CAC professional departments	Air Operators ANS service provider Aerodrome service	Number of collaborators identified Level of information shared	HIGH	Surveillance of service providers' SMS implementation

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with key aviation stakeholders to complete SSP implementation	2. Ensure support for continuous improvement of SSP implementation	2025	RA SSP focal point CAC professional departments	Providers	with state Number and quality of defining HRCs		
GASP SMS SEI-8 Establishment of safety risk management at the service provider level (step 1)	1. Ensure establishment of mandatory safety reporting systems	2022	RA SSP focal point CAC professional departments	Air Operators ANS service provider Aerodrome service Providers	No of MOR and VOR received. Definition of SPIs and SPTs No Techniques used for measuring performance measurement	HIGH	Surveillance of service providers' SMS implementation
2. Ensure providing information from the service provider to the State mandatory safety reporting system, as required	2022	RA SSP focal point CAC professional departments					
3. Ensure establishment of internal mechanisms related to the protection of safety data, safety information and related sources for the purpose of safety improvement	Implemented	RA SSP focal point CAC professional departments					
4. Ensure establishment of voluntary and confidential hazard/occurrence reporting systems as part of the SMS	2022	RA SSP focal point CAC professional					

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			departments				
	5. Ensure establishment and maintenance of a safety database for technical personnel to monitor system safety issues within the service provider	2023	RA SSP focal point CAC professional departments				
	6. Ensure establishment and utilization of a safety risk management process	2022	RA SSP focal point CAC professional departments				
GASP SMS SEI-8 Establishment of safety risk management at the service provider level (step 2)	1. Ensure development of safety performance measurement methodologies, aligned with harmonized safety metrics within industry, via the established safety risk management process	2022	RA SSP focal point CAC professional departments	Air Operators ANS service provider Aerodrome service Providers	Number of MOR and VOR received. Definition of SPIs and SPTs Number of Techniques used for measuring performance measurement	HIGH	Surveillance of service providers' SMS implementation
	2. Ensure development of safety performance indicators and associated targets/alert settings, via the established safety risk management process	2023	RA SSP focal point CAC professional departments				
	3. Encourage the use of globally harmonized metrics for the development and monitoring of safety performance indicators, as part of the service providers' SMS	2023	RA SSP focal point CAC professional departments				

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	4. Encourage sharing and use of information from within industry to identify hazards and mitigate safety risks	2023	RA SSP focal point CAC professional departments				
GASP SMS SEI-10 Allocation of industry resources to support continuous improvement of SSP and SMS	1. Ensure competent technical personnel are allocated, at the service provider level, to support the requirements of the SSP infrastructure	2022	RA SSP focal point CAC professional departments	Air Operators ANS service provider Aerodrome service Providers	Level of competence of staff allocated for SMS implementation	HIGH	Surveillance of service providers' SMS implementation
	2. Ensure providing safety analysis results from service providers to support the SSP	2023	RA SSP focal point CAC professional departments				
GASP SMS SEI-11 Strategic collaboration with key aviation stakeholders to support the proactive use of risk modelling capabilities	1. Ensure working with industry stakeholders to leverage best practices with safety information analysis	2025	RA SSP focal point CAC professional departments	Air Operators ANS service provider Aerodrome service Providers	Number of stakeholders identified and mechanism established to deal with them	HIGH	Surveillance of service providers' SMS implementation
	2. Ensure sharing of safety risk identification with stakeholders for mitigation and monitoring strategies	2023	RA SSP focal point CAC professional departments				
	3. Ensure active participation with State and organizations engaged in risk modelling	2025	RA SSP focal point				

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			CAC professional departments				
<p>GASP SMS SEI-12</p> <p>Advancement of safety risk management at the service provider level</p>	1. Ensure safety information and other related sources is implemented and effective	2025	IA, Advisor for coordinating independent functions	Air Operators ANS service provider Aerodrome service Providers	No of Processes established and activities carried out for continuous improvement of SMS	HIGH	Surveillance of service providers' SMS implementation
	2. Ensure developing risk modelling capabilities to support the monitoring of system safety issues and accident/incident prevention	2022	CAC professional departments Ministry of Territorial Administration and Infrastructure				
	3. Ensure monitoring safety information exchange networks for continuous improvements	2022	Advisor for coordinating independent functions IA				

Goal 6: Ensure the appropriate infrastructure is available to support safe operations

Target 6.1: to implement the air navigation and airport core infrastructure (GASP) by 2022.

Target 6.2: to achieve at least 75% EI in AGA of USOAP CMA by 2022.

Target 6.3: to achieve at least 75% EI in AIG of USOAP CMA by 2022.

Target 6.4: to certify all aerodromes that are used for international operations by 2022.

Target 6.5: to establish an independent Accident and Incident Investigation Authority (AIIA) as required by Annex 13, as well as related investigation system and procedures by 2022.

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<i>Safety enhancement initiative</i>	<i>Action</i>	<i>Timeline</i>	<i>Responsible entity</i>	<i>Stakeholders</i>	<i>Metrics/Indicators</i>	<i>Priority</i>	<i>Monitoring Activity</i>
Implement the air navigation and airport core infrastructure and improve the EI percentage	1. Establish a means to informally share information and coordinate on operational issues in the USOAP Audit Areas of AIG and AGA	2022	NCMC	CAC Ministry of Territorial Administration and Infrastructure	Number of operational safety issues shared and coordinated.	HIGH	Surveillance to ensuring the quality of operational information sharing and coordination mechanism, implementation of EUR-RASG Seamless ANS Plan 3 and AIG conduction
	2. Establish an independent accident and incident investigation authority (AIIA) as required by Annex 13, as well as related investigation system and procedures	2022	Ministry of Territorial Administration and Infrastructure	Ministry of Territorial Administration and Infrastructure CAC inspectors Air Operators ANS service provider Aerodrome service providers	Number of AIG conducted in accordance with Annex 13		

One issue may be associated with multiple goals and/or targets.