PAPUA NEW GUINEA

NATIONAL AVIATION SAFETY PLAN (PNG NASP) 2026-2028

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Executive Summary

The existence of geographical limitations to transportation within Papua New Guinea (PNG) means civil aviation has a significant role to play in enhancing national prosperity through economic growth and the maintenance of social structures.

To this end, Section 6 of the Civil Aviation Act 2000 (as amended) is explicit with regards to matters of national importance:

"A person exercising a power or function under this Act shall recognise and provide for the following matters of national importance: –

(a) the maintenance of safety and security in civil aviation operations in Papua New Guinea, especially for the travelling public;

(b) the compliance by Papua New Guinea with international agreements that relate to civil aviation safety and security;

(c) the independence of CASA and the Commission from the providers of air services and aviation related services;

(d) the maintenance of air services to provincial and rural communities

PNG, as a signatory to the Chicago Convention on International Civil Aviation, is committed to the maintenance of internationally accepted standards of safety and the achievement of aviation safety outcomes. Air transport is essential to PNG's economy, community and market access. A safe and secure aviation system contributes to Papua New Guineans' confidence in our air transport network. As the world recovers from Covid-19, it will be important that the PNG aviation industry rebounds and grows in a safe and sustainable way, and that we strengthen our safety oversight capabilities.

PNG recognises adequate air navigation services, airport infrastructure and safety governance systems supported by qualified personnel and resources will be essential to enabling a broader economic recovery for PNG.

The PNG National Aviation Safety Plan (NASP) details PNG's commitment to continuously improve aviation safety management capabilities in order to reduce the risks to aviation. It complements PNG's State Safety Programme (SSP) and PNG's National Vision 2050 to support the achievement of an acceptable level of safety performance. Through the NASP and SSP, aviation stakeholders affirm their commitment to the ongoing improvement of aviation safety, sufficient resourcing of activities and increased collaboration at the global, regional and State levels.

The NASP establishes PNG's safety goals, targets and initiatives consistent with the International Civil Aviation Organisation's (ICAO's) Global Aviation Safety Plan (GASP) and the Asia Pacific Regional Aviation Safety Plan (AP-RASP). The NASP is subject to a periodic review cycle in synchronisation with the PNG National Elections cycle and the formation of Government ensuring that aviation safety goals, targets, and initiatives remain relevant, effective, and aligned with national priorities and the State Safety Programme (SSP).

PNG's three (3) aviation safety objectives for 2026–2028 are to:

(1) Continuously improve PNG's civil aviation safety outcomes;

(2) Strengthen PNG's safety oversight capabilities, capacities and governance;

(3) Engage constructively with stakeholders at local, regional and international levels;

Statement by the Hon. Minister for Transport and Civil Aviation

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NATIONAL AVIATION SAFETY PLAN (NASP) STATEMENT

The aviation industry in Papua New Guinea (PNG) plays a vital role in the changing economic, political, social development and life of the country, as alternative forms of transport are often not available. Given the complexity of PNG's topography and terrain, air transport for many remote parts of PNG will continue to be the only possible means to link to the main centres of the country with each other.

Infrastructure is the key and essential driver of economic growth and development, however PNG's challenging geography comprising mountainous terrain and many remote islands with scattered population, requires large investments for connecting rural people to urban areas throughout the country. Investing in sustainable infrastructure plays an important role by laying stronger foundations for economic growth, as well as creating demand and providing access to economic and social services.

Land, water and air transport are also a key component of infrastructure consisting of roads, bridges, jetties, wharves, airstrips and airports, etc. and services such as public road transport, ships, aircraft etc. Effective delivery of goods, services and the conduct of socioeconomic activities are enhanced by a good transport infrastructure and service network system.

Papua New Guinea is a signatory to the Convention on International Civil Aviation (Chicago Convention), which established principles and arrangements for the conduct of safe and secure international civil aviation. The International Civil Aviation Organisation (ICAO), which administers the Chicago Convention, undertakes safety and security oversight of signatory States to measure compliance with, and application of, the ICAO Standards and Recommended Practices (SARPs). As part of its ICAO obligations, PNG continues to align its civil aviation laws, rules, standards and practices with the ICAO SARPS, international best practice and with those States in the Asia Pacific Region with which it shares common aviation aspirations.

Aviation infrastructure providers, such as operators of airport, air navigation and meteorological facilities, equipment and services are required to meet PNG's international obligations and the legitimate requirements of civil aviation users in regard to aviation safety. To this end, Government will continue to fund the rehabilitation and upgrading of such facilities and airports to ensure they meet ICAO certification standards.

The Government of Papua New Guinea (GoPNG)'s National Transport Strategy (NTS) policy statement says safety is, and will continue to be regarded, as the paramount requirement in the Government's regulation, provision and facilitation of air transport. Safety standards and safety compliance will not be traded off against other aspects of Government spending in the air transport subsector. Through this policy statement, GoPNG requires the Civil Aviation Safety Authority of PNG (CASA PNG), and state aviation enterprises (SAEs), the National Airports Corporation (NAC) and NiuSky Pacific Ltd (NSP) to make aviation safety its first priority.

In this PNG NASP, GoPNG details its continuing commitment to aviation safety and to the resourcing of activities for the enhancement of aviation safety at the national level.

Yours Sincerely,

HONORABLE WAKE G. GOI, MP
Minister for Civil Aviation

HON. WAKE GOI, MP
The Common Seal of
MINISTER FOR CIVIL AVIATION

Signature Date: **13 July 2026**

Statement by the Director of Civil Aviation

The Papua New Guinea (PNG) National Aviation Safety Plan (NASP) is the master planning document that contains PNG's strategic direction for the management of aviation safety for the period 2026-2028.

It lists the 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.

As part of the requirements of the International Civil Aviation Organisation (ICAO) and in line with the Global Aviation Safety Plan (GASP) and Regional Aviation Safety Plan (RASP), the PNG NASP has been developed in line with the GASP goals, targets and global high-risk categories of occurrences (G-HRCs) and national high-risk categories of occurrences (N-HRC). The NASP is the means to demonstrate PNG's commitment to the implementation of activities for improvement of safety in PNG.

The PNG State Safety Programme (SSP) is an integrated set of regulations and activities aimed at improving safety. These activities include, for example, the establishment of requirements for the qualification of technical personnel, technical guidance and tools, a process to identify hazards from collected safety data, the assessment of safety risks, and mechanisms for the resolution of safety issues.

Even though PNG is in the process towards full implementation of its State Safety Programme (SSP), the PNG NASP has been developed guided primarily by the GASP and RASP and used to identify and manage operational safety risks.

The NASP is a single document containing the State's strategy for the management of aviation safety and includes activities to address organisational challenges and enhance organisational capabilities, and the steps necessary to fully implement the PNG SSP.



Mr. Benedict Igo Oraka, ML
Director of Civil Aviation
Civil Aviation Safety Authority of Papua New Guinea

Signature Date: **13 July 2026**

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Abbreviations and Acronyms

Acronym	Definition
Act	PNG Civil Aviation Act 2000 (*as amended*)
APRAST	Asia Pacific Regional Aviation Safety Team
AP-RASP	Asia Pacific Regional Aviation Safety Plan
CASA PNG	Civil Aviation Safety Authority of Papua New Guinea
CAR	PNG Civil Aviation Rule
CAOR	PNG Civil Aviation (Offences) Regulation
EI	ICAO Effective Implementation
FIR	Flight Information Region
ICAO	International Civil Aviation Organisation
GASP	Global Aviation Safety Plan
NASP	National Aviation Safety Plan
NASSC	National Aviation Safety and Security Committee
PASO	Pacific Aviation Safety Office
PNG	Papua New Guinea
RAMM	Regional Aviation Ministers' Meeting
RASG	Regional Aviation Safety Group
RASP	Regional Aviation Safety Plan
RPAS	Remotely Piloted Aircraft Systems
SAF	Sustainable Aviation Fuel
SEIs	Safety Enhancement Initiatives
SSP	State Safety Programme
USAP	ICAO Universal Security Audit Programme
USOAP	ICAO Universal Safety Oversight Audit Programme

Section 1: Introduction

1.1 Overview of the NASP

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

The NASP of Papua New Guinea is in alignment with the International Civil Aviation Organisation (ICAO) *Global Aviation Safety Plan* (GASP, Doc 10004) and the Asia-Pacific Regional Aviation Safety Plan (APAC-RASP).

1.2 Structure of the NASP

This NASP presents the strategic direction for the management of aviation safety at the national level for a period of 3 years – 2026 - 2028. It comprises six sections. In addition to the introduction, sections include: the purpose of the NASP, the national operational safety risks, the national organisational challenges, PNG's strategic direction for the management of aviation safety, and a description of how the implementation of the safety enhancement initiatives (SEIs) listed in the NASP is going to be monitored.

1.3 Relationship between the NASP and the SSP

Through the safety data analysis capabilities of the SSP, PNG has the ability to use its hazard identification and safety risk management process as a source of safety information to identify hazards and safety deficiencies and determine national operational safety risks and organisational challenges for inclusion in the NASP. The SSP provides safety information to the NASP. The SSP allows PNG 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 SEIs and address national safety issues. The NASP is one of the key documents produced as part of PNG's SSP documentation. It is the means by which PNG defines and drives the implementation of SEIs determined through SSP processes and drawn from the ICAO *Global Aviation Safety Roadmap* (Doc 10161) and the Asia-Pacific Regional Aviation Safety Plan (APAC-RASP). It also allows PNG to determine initiatives to strengthen the SSP or otherwise needed to achieve its safety objectives. Safety information gathered through the SSP also contributes to other national plans. Further information on PNG's SSP will be uploaded to CASA's website once endorsed by the SSP and NASP Steering Committee.

1.4 Process for the NASP Development, Implementation and Monitoring

The Civil Aviation Safety Authority of Papua New Guinea (CASA PNG) is responsible for the development, implementation and monitoring of the NASP, in collaboration with Ministry of Transport (DoT), Accident Investigation Commission (AIC), Niusky Pacific Limited (NSPL), National Airports Corporation (NAC) and with the national aviation industry. The NASP was developed in consultation with national operators and other key aviation stakeholders, aligned with the 2026 – 2028 edition of the GASP and the Asia-Pacific Regional Aviation Safety Plan (APAC-RASP). Its implementation requires a collaborative approach to achieve the national safety strategy. To ensure its relevance, this plan is maintained by CASA PNG, in coordination with key aviation stakeholders and is updated at least every 3 years.

1.5 National Safety Issues, Goals and Targets

1.5.1 The NASP addresses the following national safety issues:

(1) Continuously improve PNG's civil aviation safety outcomes;

(2) Strengthen PNG's safety oversight capabilities, capacities and governance;

(3) Engage constructively with stakeholders at national, regional and international levels;

1.5.2 To address the issues listed above and enhance aviation safety at the national level, the 2026 – 2028 NASP contains the following goals and targets:

(1) Achieve a continuous reduction of operational safety risks
(2) Strengthen PNG's safety oversight capabilities.
(3) Establishment and management of the State safety programme.
(4) Strengthening collaboration at the regional and national levels to address safety issues.
(5) Strengthening aviation safety planning, through RASPs and NASPs.
(6) Expand the use of industry evaluation programmes and safety data sharing programmes.

1.6 Papua New Guinea Operational Context

There are 22 aerodromes in PNG, including 2 international aerodromes. The airspace of PNG is classified into Class A, Class C and Class F. There were 27,000 – 28,000 movements in PNG over the period of 2024 to 2025. There are currently 21 air operator certificates (AOCs) issued by CASA PNG, and of those, there are 4 issued to an operator conducting international commercial air transport operations. PNG also has 7 operators, which operate domestic air services, primarily on turboprop aircraft, as well as 10 helicopter operators. Currently, CASA PNG does not certify heliports for international helicopter operations within Papua New Guinea. However, domestic helicopter operators are responsible for the establishment, operation, and management of their heliports, provided that the associated hazards and risks have been identified, assessed, and appropriately mitigated through their operational risk assessment and safety management processes. Common hazards and safety deficiencies in PNG include:

(1) challenging terrain and mountainous operating environments (including environmental, airport infrastructure deficiencies, airspace, airport design and air-route design;
(2) rapidly changing weather conditions and limited meteorological reporting in remote areas;
(3) runway incursions and excursions;
(4) unstable approaches;
(5) controlled flight into terrain (CFIT) risks associated with remote and high-altitude aerodromes;
(6) wildlife hazards;
(7) ageing aviation infrastructure at some regional aerodromes;
(8) communication and navigation limitations in remote locations;
(9) shortages of qualified and experienced aviation personnel;
(10) human performance
(11) human-machine interface
(12) organisational changes
(13) organisational procedures
(14) external interfaces (e.g.: outsourced services)
(15) operational procedures
(16) maintenance procedures
(17) airborne or ground equipment (hardware/software)

(18) mid-air collisions (MAC)
(19) loss-of-control in flight (Loc-I)
(20) abnormal runway contact (arc)
(21) system / component failure or malfunction – non-powerplant
(22) turbulence encounter

Section 2. Papua New Guinea's Strategic Approach to Managing Safety

NASP is the master planning document containing the strategic direction of PNG for the management of aviation safety for a period of 3 years (2026 to 2028). This plan lists national safety issues, sets national safety goals and targets, and presents a series of safety enhancement initiatives (SEIs) to achieve those goals.

Other national plans were considered in the development of the NASP, including the following: PNG State Safety Programme (SSP), CASA PNG Corporate Plan (2023-2027) and the PNG Government development plans as outlined in Appendix C.

The NASP has been developed using the safety goals and targets, the high-risk categories of occurrences (HRCs), and the organisational challenges from both the GASP (www.icao.int/gasp) and the Asia-Pacific Regional Aviation Safety Plan (APAC-RASP). These are highlighted in the text, where applicable. The SEIs listed in the NASP form the action plan that supports the national safety strategy. Ultimately, they support the improvement of safety at the wider regional and international levels. NASP includes several actions to address specific safety issues and recommended SEIs for individual States set out in the Asia-Pacific Regional Aviation Safety Plan (APAC-RASP). PNG has adopted these SEIs and has included them in this plan.

Cross references are provided to the Asia-Pacific Regional Aviation Safety Plan (APAC-RASP) for individual SEIs where relevant.

Section 3. National Operational Safety Risks

The vision of GASP is to achieve and maintain the goal of zero fatalities in commercial operations by 2030 and beyond. To do so, operational safety risks need to be identified and addressed. In line with the vision of the GASP, national operational safety risks are listed in this section of the NASP. They are addressed through the action plan presented in Section 5 and Appendices A and B of this document.

CASA PNG will publish an Annual Safety Report and will be available on the CASA PNG website (https://casapng.gov.pg/).

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

Year	Fatal accidents	Non-fatal accidents	Serious incidents
Commercial air transport occurrences in PNG			
2017 – 2021	3	12	10
2021 – 2025	3	13	6
2026	0	3	1
General aviation aircraft occurrences in PNG			

2017-2021	0	0	0
2021 – 2025	0	0	0
2026	0	0	0

Year	Fatal accidents	Non-fatal accidents	Serious incidents
Occurrences involving commercial air transport aircraft registered in PNG			
2017 – 2021	4	11	9
2021 – 2025	2	12	5
2026	0	3	1
Occurrences involving general aviation aircraft registered in PNG (NA to PNG)			
2017 – 2021	0	0	0
2021 – 2025	0	0	0
2026	0	0	0

The aviation occurrence categories from the Commercial Aviation Safety Team (CAST)/ICAO Common Taxonomy Team (CICTT) were used 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.

The following seven (7) national high-risk categories of occurrences (N-HRCs) in the PNG context are considered of the utmost priority because they have historically resulted or could result in a high number of fatalities, or because they pose a risk since they comprise the largest number of accidents (or serious incidents) in comparison to the overall number of occurrences. They were identified based on data analysis from mandatory and voluntary reporting systems, accident and incident investigation reports, safety oversight activities over the past five years, as well as on the basis of regional analysis conducted by the Asia Pacific Regional Aviation Safety Group (AP-RASG), the Pacific Aviation Safety Office (PASO), the Asia/Pacific Air Navigation Planning and Implementation Regional Group (APANPIRG) and on the global operational safety risks described in the GASP.

These N-HRCs are in line with all the relevant HRCs listed in the 2026–2028 Edition of the GASP, as well as the 2026–2028 Edition of the Asia-Pacific Regional Aviation Safety Plan (APAC-RASP):

(1) Controlled Flight into Terrain (CFIT) - PNG has extensive mountainous terrain, remote airstrips, limited ground navigation infrastructure in some areas, and frequent low-cloud conditions. Aircraft may inadvertently collide with terrain while under pilot control, particularly during approach and departure phases.

(2) Loss of Control In-Flight (LOC-I) - Operators have reported occurrences involving deviations from intended flight paths, aircraft handling issues, turbulence encounters, and loss of aircraft control during adverse weather and mountainous operations. PNG's challenging terrain and rapidly changing weather increase the likelihood and severity of LOC-I events.

(3) Mid-Air-Collision (MAC) - PNG airspace includes a mixture of controlled and uncontrolled operations, particularly in remote regions. Increased helicopter activity, domestic air transport operations, and limited surveillance coverage in some areas elevate collision risks.

(4) Runway Excursion (RE) and Runway Incursion (RI) and - Runway-related safety occurrences in PNG are primarily driven by challenging operating environments, including wet or short

airstrips, variable runway conditions, and difficult weather, leading to excursions and unstable approaches. In addition, mixed and increasing aerodrome traffic with inconsistent infrastructure standards raises the risk of unauthorized access to movement areas. These factors, combined with demanding approach profiles and sloping runways, also contribute to abnormal runway contacts such as hard landings, tail strikes, and bounced landings.

(5) Turbulence Encounters (TURB) – PNG's mountainous terrain and tropical weather create frequent turbulence hazards, including mountain waves, thunderstorms, clear air turbulence, and wind shear. These conditions can affect aircraft controllability and safety, particularly during approach, departure, and low-level operations.

(6) System Component Failure/Reliability – Non-Powerplant (SCF-NP) – PNG's remote operations, tropical climate, and maintenance challenges can increase the risk of non-powerplant system failures. Equipment malfunctions, aging systems, maintenance errors, and environmental degradation may adversely affect flight safety.

(7) Abnormal Runway Contact (ARC): Hard landings, tail strikes, bounced landings, and abnormal runway contacts can occur due to challenging approach profiles, weather conditions, and short or sloping runways commonly found throughout PNG.

For each of the N-HRCs identified in the NASP, the following main contributing factors were identified:

N-HRC 1: CFIT

(1) Rugged topography and valley operations

(2) Flight in adverse environmental conditions

(3) Limited navigation aids in remote regions

(4) High reliance on visual flight rules (VFR)

(5) Pilot fatigue, sensory illusion, and loss of situational awareness

N-HRC 2: LOC-I

(1) Distraction

(2) Adverse Weather

(3) Complacency

(4) Inadequate standard operating procedures (SOPs) for effective flight management

(5) Insufficient height above terrain for recovery

(6) Automation dependency leading to degraded pilot proficiency in manual flying, lack of awareness or competence in procedures for recovery from unusual aircraft attitudes

(7) Startle effect, inappropriate flight control inputs in response to sudden awareness of an abnormal aircraft state (such as, bank angle, angle of attack or stall)

N-HRC 3: MAC

(1) Traffic conditions: considerations include traffic density, complexity, and the mixture of aircraft types and capabilities

(2) Air traffic control (ATC) performance: factors such as workload, competence, teamwork, and adherence to procedures. Additionally, the influence of the air navigation services provider (ANSP) safety management system (SMS)

(3) Flight crew training and organisational (corporate) culture: aspects such as workload management, competence, teamwork, adherence to procedures and the impact of operator's SMS.

(4) ATC systems: elements such as, flight data processing, communication systems, short-term conflict alert (STCA) systems, as well as the interaction between the human operators and the

aircraft systems, and the procurement policies of ANSPs

(5) Aircraft equipment: considerations include autopilot systems, transponders and airborne collision avoidance system (ACAS), as well as aircraft performance characteristics (such as, rate-of-climb) and their physical dimension

(6) Navigation infrastructure: both coverage and quality of surveillance technologies used to monitor aircraft position movements

(7) Surveillance systems: coverage and quality of surveillance technologies used to monitor aircraft positions and movements

(8) Flight plan processing: the efficiency and reliability of processes related to flight plan submission, approval, and distribution

(9) Airspace design: the complexity of airspace structure, route layouts, and the extent of controlled or uncontrolled airspace and proximity of military operational or training areas

(10) Flight in adverse environmental conditions that may influence conflict management and collision avoidance

N-HRC 4: RE

(1) Wet/contaminated runway surfaces due to heavy rainfall
(2) Ineffective SOPs
(3) Lack of adherence to SOPs
(4) Long/floated/bounced/firm/off-center/crabbed landing
(5) Unstabilized approach
(6) Inadequate reporting of runway surface conditions
(7) Inadequate approach procedures design
(8) inadequate regulatory oversight

N-HRC 5: RI

(1) Operations in low visibility conditions
(2) Complex or inadequate aerodrome design, equipment and signage
(3) Diversity and complexity of traffic (such as, multiple simultaneous line-ups)
(4) Conditional clearances
(5) Simultaneous use of intersecting runways
(6) Late issue or late changes to departure clearances
(7) Unintentional deviations from ATC clearances by flight and ground crew
(8) Phraseology use (such as, non-standard versus standard; call-sign confusion)
(9) Concurrent use of more than one language for ATC communications
(10) English language proficiency
(11) Inadequate maneuvering area driver training and assessment programme

N-HRC 6: Turbulence Encounters

(1) Adverse weather conditions (clear air turbulence, thunderstorms, mountain waves, wake turbulence)

(2) Inadequate weather information, forecasting, or flight planning

(3) Failure to avoid known turbulence areas

(4) Inadequate crew actions, communication, or cabin preparation

(5) Weather radar or turbulence detection system limitations.

N-HRC 7: System Component Failure/Reliability – Non-Powerplant

(1) Equipment failures

(2) Maintenance errors

(3) Aging systems

(4) Poor reliability monitoring

(5) Environmental degradation

N-HRC 8: Abnormal Runway Contact (ARC)

(1) Unstable approaches

(2) Ineffective SOPs

(3) Lack of adherence to SOPs Long/floated/bounced/firm/off-center/crabbed landing

(4) Crosswinds

(5) Pilot technique

N-HRC 9: Ground Collision and Ramp:

(1) Ramp congestion

(2) Vehicle collisions

(3) Marshalling errors

(4) Poor communication

(5) Inadequate supervision

(6) Adverse weather

In addition to the N-HRCs listed above, other national risk categories of occurrences have been identified:

(1) Bird Strike (BIRD): Bird strike occurrences are considered a safety risk in Papua New Guinea (PNG) because they directly threaten aircraft safety during the most critical phases of flight (take-off and landing) and can lead to serious damage, emergency situations, or loss of control.

(2) System/Component Failure or Malfunction (Powerplant) (SCF-PP): Turboprop and helicopter operations in remote regions depend heavily on engine reliability. Engine malfunctions or failures can have severe consequences where suitable diversion aerodromes are limited.

Section 4. Other Safety Issues

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

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

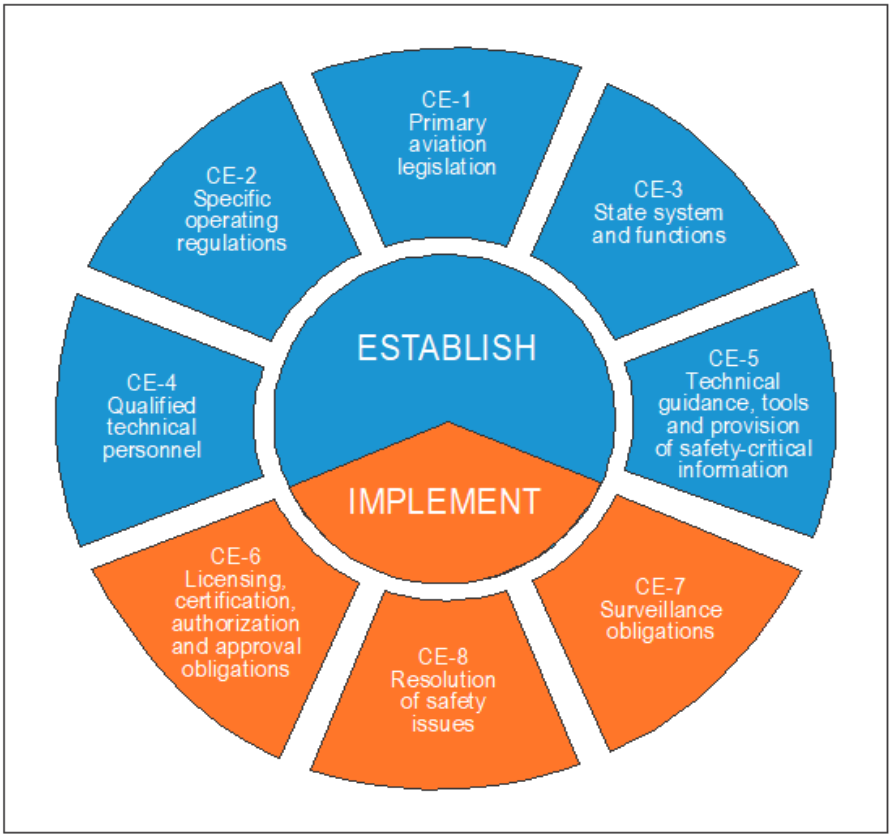


Figure 1. Critical elements of a State's safety oversight system

NASP also encompasses the civil aviation areas, addressed through the audit areas (AAs)[1] defined by ICAO in the *Universal Safety Oversight Audit Programme Continuous Monitoring Manual* (Doc 9735). The latest ICAO activities, which aim to measure the effectiveness and sustainability of PNG's safety oversight system, as part of the Universal Safety Oversight Audit Programme (USOAP), have resulted in the following scores consolidated in a national "Heat Map":

CE-1	100%	-	-	100%	-	75%	100%	100%
CE-2	80%	-	72.7%	81.8%	96%	91.7%	100%	94.7%
CE-3	-	85.7%	83.3%	90%	71.4%	88.9%	100%	83.3%
CE-4	-	100%	71.4%	60%	66.7%	100%	85.7%	83.3%
CE-5	100%	100%	100%	78.9%	95.7%	100%	100%	100%
CE-6	-	-	72.7%	75.5%	86.2%	-	73.3%	66.7%
CE-7	-	-	50%	46.2%	14.3%	-	69.8%	61.5%
CE-8	-	-	85.7%	100%	88.3%	100%	71.4%	50%
	LEG	**ORG**	**PEL**	**OPS**	**AIR**	**AIG**	**ANS**	**AGA**

1. Eight audit areas pertaining to USOAP, that is, primary aviation legislation and civil aviation regulations (LEG), civil aviation organisation (ORG), personnel licensing and training (PEL), aircraft operations (OPS), airworthiness of aircraft (AIR), aircraft accident and incident investigation (AIG), air navigation services (ANS), and aerodromes and ground aids (AGA).

The following organisational challenges in the PNG context are considered the utmost priority because they impact the State's safety oversight and safety management capabilities and, consequently, aviation safety at the national level.

They were identified based on analysis from USOAP data, accident and incident investigation reports, safety oversight activities over the past 5 years, as well as on the basis of regional analysis conducted by ICAO Asia and Pacific Regional Office (APAC), Regional Aviation Safety Group – Asia Pacific (RASG-APAC), Pacific Islands Regional Aviation Safety Office (PIRSO/RSOO arrangements).

These issues are typically systemic 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 safety management systems (SMS) implementation by national service providers.

They take into consideration the impact of organisational aspects (such as organisational culture, policies and procedures, employee selection and training, and allocation of resources) on the safety oversight and safety management capabilities within CASA PNG, the Accident Investigation Commission (AIC), National Airports Corporation (NAC) and Niusky Pacific Ltd and those of service providers.

These organisational challenges are in line with those listed in the Second Edition of the GASP and the Regional Aviation Safety Plan (RASP) for the Asia Pacific Region:

(1) Surveillance Obligations (CE-7). CASA PNG is strengthening its surveillance system through the implementation of risk-based oversight, improved surveillance planning, enhanced SSP and SMS oversight, and more effective monitoring of aviation service providers to ensure ongoing regulatory compliance and safety performance.

(2) Qualified Technical Personnel (CE-4). CASA PNG is addressing technical personnel challenges by improving recruitment, training, competency development, and succession planning to ensure a sustainable workforce capable of effectively carrying out safety oversight and supporting SSP and SMS implementation.

(3) Financial Resources for Safety Oversight (CE-3). CASA PNG is working to secure sustained budgetary allocation sufficient to meet its national and international safety oversight obligations, consistent with GASP Target 2.1 and AP-RASP Target 2.1.

(4) Resolution of Safety Issues (CE-8). CASA PNG is strengthening its regulatory processes for the timely identification, tracking and closure of safety issues, particularly in the AGA audit area, consistent with GASP Target 2.3 and AP-RASP Target 2.3.

(5) State Safety Programme (SSP) Implementation. PNG is progressing the establishment and management of its SSP, including the development of a safety data collection and processing system (SDCPS), consistent with GASP Target 3.2 and AP-RASP Target 3.2.

(6) Regional collaboration: CASA PNG shall ensure consistent and continuous collaboration with ICAO member state to manage safety effectively through collective sharing of support, expertise and resources.

(7) Emerging technologies: CASA PNG shall ensure a dedicated RPAS team is established within the organisation to ensure effective implementation of Remotely piloted aircraft systems (RPAS), AAM (Advanced Air Mobility), Artificial Intelligence (AI), and new energy aircraft.

Section 5 PNG'S Strategic Direction for the Management of Aviation Safety

PNG 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 Asia-Pacific Regional Aviation Safety Plan (APAC-RASP) and include additional national safety goals, targets and indicators.

Safety Goal	PNG Safety Target	Safety Indicators	Link to GASP and AP-RASP
1. Achieve a continuous reduction of operational safety risks	1.1 By 2028, PNG will maintain a decreasing trend of the national accident rate (using a five-year rolling Year 2025 as a baseline)	1.1.1 Accident rate (number of accidents per 100000 departures) 1.1.2 Fatal accident rate (number of fatal accidents per 100000 departures) 1.1.3 Fatality rate (number of fatalities per 100000 passengers carried)	GASP - Goal 1 AP-RASP - Goal 1
	1.2 By 2028, PNG will reduce CFIT-related accidents and serious incidents by 50% (using a five-year rolling Year 2025 as a baseline)	1.2.1 Number of CFIT-related accidents 1.2.2 Number of CFIT-related serious incidents	GASP - Goal 1 AP-RASP - Goal 1
	1.3 By 2028, PNG will reduce LOC-I occurrences by 30% (using a five-year rolling Year 2025 as a baseline)	1.3.1 Number of LOC-I occurrences	GASP - Goal 1 AP-RASP - Goal 1
	1.4 By 2028, PNG will reduce MAC occurrences by 30% (using a five-year rolling Year 2025 as a baseline)	1.4.1 Number of MAC occurrences	GASP - Goal 1 AP-RASP - Goal 1
	1.5 By 2028, PNG will reduce RE occurrences by 40% (using a five-year rolling Year 2025 as a baseline)	1.5.1 Number of RE occurrences	GASP - Goal 1 AP-RASP - Goal 1
	1.6 By 2028, PNG will reduce RI occurrences by 30% (using a five-year rolling Year	1.6.1 Number of RI occurrences	GASP - Goal 1 AP-RASP - Goal 1

Safety Goal	PNG Safety Target	Safety Indicators	Link to GASP and AP-RASP
	2025 as a baseline)		
2. Strengthening PNG's safety oversight capabilities	2.1 By 2028, PNG to achieve High ICAO Effective Implementation (EI) score (> *90%*).	2.1.1 % of ICAO PQs implemented nationally 2.1.2 % of ICAO PQ Corrective Action Plans (CAPs) implemented nationally	GASP - Goal 2 AP-RASP - Goal 2
	2.2 By 2028, CASA PNG to continue to have sufficient financial resources to meet national and international obligations.	2.2.1 PNG with a "Satisfactory rating for the Universal Safety Oversight Audit Programme (USOAP) protocol question (PQ_ 2.051	GASP - Goal 2 AP-RASP - Goal 2
	2.3 By 2028, PNG to meet or exceed the 2025 baseline global average effective implementation (EI) score for qualified technical personnel (CE-4) for flight operations (OPS), airworthiness (AIR) and Personnel Licensing (PEL) respectively	2.3.1 PNG EI score equal or greater than the baseline global average6 for CE-4/OPS 1. PNG EI score equal or greater than the baseline global average for CE-4/AIR 2. PNG EI score equal or greater than the baseline global average for CE-4/PEL	GASP - Goal 2 AP-RASP - Goal 2
	2.4 By 2028, PNG to meet or exceed the 2025 baseline global average EI score for resolution of safety issues (CE-8) in AGA	2.4.1 PNG EI score equal or greater than the baseline global average for CE-8/AGA	GASP - Goal 2 AP-RASP - Goal 2
3. Establish and manage PNG's State Safety Programme (SSPs)	3.1 By 2026, PNG to assess the level of implementation of SSP	3.1.1 Completed SSP PQ self-assessment, using the ICAO online framework (OLF)	GASP - Goal 3 AP-RASP - Goal 3

Safety Goal	PNG Safety Target	Safety Indicators	Link to GASP and AP-RASP
	3.2 By 2028, PNG will establish an SSP	3.2.1 PNG SSP Established 3.2.2 PNG Established a safety data collection and processing system (SDCPS) 3.2.3 PNG established a framework for the protection of safety data and safety information	GASP - Goal 3 AP-RASP - Goal 3
	3.3 By 2028, PNG will achieve 100%-implementation of SSP	3.2.1 EI score for (16) SSP PQs 3.2.2 EI score for SMS PQs in PEL, OPS, AIR, ANS, AGA	GASP - Goal 3 AP-RASP - Goal 3
4 .-Strengthening collaboration at the Regional and National-Levels to address safety Issues	4.1 By 2026, PNG to identify APAC States/Administrations that need assistance to address highest priority safety issues based on their effective Implementation (EI) as follows: Group 1: EI < 50 %, Group 2: 50 % < EI < 75 %	• Percentage of APAC States/Administrations within each group identified to require assistance in addressing the highest priority safety issues	GASP - Goal 4 AP – RASP Goal 4
	4.2 By 2028, the PNG to facilitate the required assistance to the APAC States/Administrations as identified from Target 4.1 to address the highest priority safety issues	• Percentage of APAC States/Administrations within each group that receive the required assistance to address the highest priority safety issues	GASP - Goal 4 AP – RASP Goal 4
	4.3 By 2027, PNG established and implement a mechanism within APAC to make use of the information on operational safety risks and emerging issues for the purpose of	• PNG registered to ICAO Secure Portal on “Operational Safety Risks and Emerging Issues” • Number of reports submitted via the Secure Portal on Operational Safety Risks and Emerging Issues • Number of studies or analysis PNG receives from studies or analyses conducted by RASG-APAC based on reports received	GASP - Goal 4 AP – RASP Goal 4

Safety Goal	PNG Safety Target	Safety Indicators	Link to GASP and AP-RASP
	aviation safety planning	via Secure Portal on Operational Safety Risks and Emerging Issues	
	4.4 By 2028, RASG-APAC, PNG to actively lead RASG activities.	• PNG to actively lead RASG-APAC activities (Working Groups, Teams, Task Forces and SEI implementation)	
Goal 5: Strengthen aviation safety planning	5.1 By 2027, PNG to publish an updated national aviation safety plan (NASP), taking into consideration the 2026–2028 edition of the GASP and AP-RASP	• PNG publishes an updated NASP • PNG NASPs developed in consultation with industry	GASP - Goal 5 AP-RASP - Goal 5
Goal 6: Expand the use of industry evaluation programmes and safety data sharing programmes	6.1 By 2028, industry in PNG to maintain an increasing trend in its use of industry evaluation programmes and safety data sharing programmes in the below area: Aerodrome Aircraft operations ANSP Ground Handling * *The trend is calculated using year 2025 as a baseline.*	• Number of service providers in PNG participating in the corresponding ICAO-recognized industry evaluation programmes • Number of service providers in PNG participating in industry safety data sharing programmes	GASP - Goal 6 AP-RASP - Goal 6

PNG NASP includes an action plan, composed of a list of prioritized SEIs (ref: Appendix A and B), that supports the national safety strategy. The list of prioritized SEIs will help to achieve the national safety goals by addressing the national safety issues identified in this plan, with specific actions for each of the national operational safety risks and organisational challenges identified in Sections 3 and 4, respectively. These SEIs include actions such as policy development, capacity-building activities, safety data analysis, safety risk assessments and safety promotion. The NASP presents the SEIs that were developed based on the organisational (ORG) challenges and operational (OPS) safety risks roadmaps, as presented in the ICAO *Global Aviation Safety Roadmap* (Doc 10161), as well as State-specific issues identified by regulatory review, hazard identification, occurrence reporting & investigation system, State oversight, USOAP CMA audits [CE-4 to CE-8, data driven risk analysis, risk-based surveillance]. 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 NASP.

The SEIs in this plan are implemented through PNG's existing safety oversight capabilities and the service providers' SMS.

PNG NASP also addresses emerging issues, which may stem from new concepts of operations, new technologies, changes to public policies, new business models or ideas that might impact safety in the future, for which insufficient data exist to complete a typical data-driven analysis. Due to the lack of data, emerging issues cannot automatically be considered as operational safety risks. It is important that PNG remains vigilant on emerging issues to identify hazards, collect and share relevant data, and proactively develop mitigations to address any associated risks.

PNG NASP addresses the following emerging issues, which were identified by annual safety and security conference for further analysis:

(1) increasing use of drones for government, mining, surveying and recreational activities presents new safety challenges, particularly in the vicinity of aerodromes, helicopter landing sites, and low-level aviation operations [risk of drones flying above the maximum limit (400ft AGL/□120m), potential risk of *small drones operating in the vicinity of aerodromes*]

(2) use of handheld laser devices directed at aircraft operating at night [Reported occurrences of laser devices being directed at aircraft operating in the vicinity of aerodromes and populated residential areas]

(3) emerging technologies and advanced air mobility [existing related CARs may not fully address the autonomous aircraft systems, remotely piloted passenger aircraft (future concept), eVTOL certification standards]

Section 6 Monitoring and Implementation

PNG 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, PNG will review the NASP every 3 years or earlier, if required, to keep the identified operational safety risks, organisational challenges and selected SEIs updated and relevant. CASAPNG will periodically review the safety performance of the initiatives listed in the NASP to ensure the achievement of national safety goals. If required, PNG will seek the support of AP-RASG or industry to ensure the timely implementation of SEIs to address national safety issues. Through close monitoring of the SEIs, PNG will make adjustments to the NASP and its initiatives, if needed, and update the NASP accordingly.

PNG will use the indicators listed in Section 5 of this plan to measure safety performance of the national civil aviation system and monitor each national safety target. A biannual safety report will be published to provide stakeholders with relevant up-to-date information on the progress made in achieving the national safety goals, as well as the implementation status of the SEIs.

In the event that the national safety goals are not met, the contributing factors will be presented. If PNG 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.

PNG adopted a standardized approach to provide information at the regional level and to report to AP-RASG by standardised reporting templates and dashboard.

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

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Civil Aviation Safety Authority of Papua New Guinea
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Port Moresby, PNG
+675 302 7501
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Appendix A.1 – Detailed SEIs: National Operational Safety Risks

Goal 1: Achieve a continuous reduction of operational safety risks Target 1.1 By 2028, PNG will maintain a decreasing trend of the national accident rate (using a five-year rolling Year 2025 as a baseline)							
Safety Enhancement Initiative	**Action**	**Timeline**	**Responsible Entity**	**Stakeholders**	**Metrics**	**Priority**	**Monitoring Activity**
Mitigate contributing factors to accidents and serious incidents	-Identify and analyse national accident and serious incident causal factors; -implement targeted risk controls through SSP/SMS oversight, safety promotion, and corrective action follow-up	2026–2028	CASA PNG / SSP Coordination Unit	AOC holders Aerodrome operator(s) ANSP AIC MOC holders Flight training organisations	• Five-year rolling national accident rate • Number of serious incidents • Percentage of corrective actions closed on time • Number of completed risk reviews and safety recommendations addressed	High	Quarterly review of occurrence data, SPI trends, corrective action status, and safety risk register Annual SSP/NASP progress report to confirm reduction against the 2025 baseline.

N-HRC 1: Controlled Flight Into Terrain (CFIT) **Goal 1:** Achieve a continuous reduction of operational safety risks Target 1.2 By 2028, PNG will reduce CFIT-related accidents and serious incidents by 50% (using a five-year rolling Year 2025 as a baseline)							
Safety Enhancement Initiative	**Action**	**Timeline**	**Responsible Entity**	**Stakeholders**	**Metrics**	**Priority**	**Monitoring Activity**
ICAO OPS SEI – CFIT Prevention	– Enhance CFIT prevention through improved training, procedures, and terrain awareness capabilities. – Improve operational procedures for rugged	Q1 2026 – Q4 2028	CASA PNG	Operators, ATOs, NiuSky Pacific, Pilots' Associations	Number of CFIT awareness training programmes conducted • Percentage of pilots completing recurrent CFIT training • CFIT occurrences	High	Surveillance of operators, flight operations inspections, SMS data analysis, occurrence reporting reviews

	terrain and valley operations. – Strengthen weather briefing and decision-making processes for operations in marginal weather conditions. – Promote installation and effective use of TAWS/EGPWS systems where applicable.				reported • TAWS/EGPWS warning events		

N-HRC 2: Loss of Control In-Flight (LOC-I)							
Goal 1: Achieve a continuous reduction in LOC-I accidents and serious incidents. **Target 1.3:** By 2028, reduce LOC-I occurrences by 30% from the 2025 baseline.							
Safety Enhancement Initiative	**Action**	**Timeline**	**Responsible Entity**	**Stakeholders**	**Metrics**	**Priority**	**Monitoring Activity**
ICAO OPS SEI – Mitigate Contributing Factors to LOC-I	Strengthen upset prevention and recovery training (UPRT) and recurrent simulator training.	Q1 2026 – Q4 2028	CASA PNG	Operators, ATOs, Simulator Providers, Pilots' Associations	Percentage of pilots completing UPRT • LOC-I occurrence rate • Simulator training completion rates • Weather-related loss of control reports	High	Operator surveillance, training audits, SMS performance monitoring

N-HRC 3: Mid-Air Collision (MAC)							
Goal 1: Eliminate fatal mid-air collision events and reduce collision risk. **Target 1.4:** By 2028, maintain zero fatal MAC accidents and reduce loss-of-separation events by 30%							
Safety Enhancement Initiative	**Action**	**Timeline**	**Responsible Entity**	**Stakeholders**	**Metrics**	**Priority**	**Monitoring Activity**
ICAO ANS SEI – Collision Risk Reduction	– Improve surveillance and traffic management in high-density airspace. – Strengthen procedural separation standards in remote airspace. – Improve communication reliability and radio coverage. – Promote ADS-B surveillance implementation and use.	Q1 2026 – Q4 2028	CAA PNG / NiuSky Pacific	Operators, ANSP, Military Aviation, Aerodrome Operators	– Number of loss-of-separation events – Airprox reports – Traffic conflict reports – Communication failure occurrences	High	ATS audits, occurrence investigations, safety trend analysis

N-HRC 4: Runway Excursion (RE)							
Goal 1: Achieve a continuous reduction in runway excursion occurrences. **Target 1.5:** By 2028, reduce runway excursion accidents and serious incidents by 40%.							
Safety Enhancement Initiative	**Action**	**Timeline**	**Responsible Entity**	**Stakeholders**	**Metrics**	**Priority**	**Monitoring Activity**
ICAO AGA/OPS SEI – Runway Safety	– Implement runway safety programmes at certified aerodromes. – Improve runway surface condition monitoring and reporting. – Strengthen landing performance assessment procedures. – Promote stabilized approach criteria and go-around policies.	Q1 2026 – Q4 2028	CASA PNG	Aerodrome Operators, Airlines, NiuSky Pacific, Ground Handlers	– Number of runway excursions Runway condition reports – Stabilized approach compliance rate – Braking action reports	High	Aerodrome inspections, runway safety team reviews, operator surveillance
N-HRC 5: Runway Incursion (RI)							
Goal 1: Reduce runway incursions and strengthen runway safety management. **Target 1.6** By 2028, reduce runway incursions by 30% from the 2024 baseline.							
Safety Enhancement Initiative	**Action**	**Timeline**	**Responsible Entity**	**Stakeholders**	**Metrics**	**Priority**	**Monitoring Activity**
ICAO AGA/ANS SEI – Runway Incursion Prevention	– Establish and strengthen Runway Safety Teams at major aerodromes. – Improve aerodrome signage, markings, and lighting systems. – Strengthening vehicle and pedestrian movement controls.	Q1 2026 – Q4 2028	CASA PNG	Aerodrome Operators, NiuSky Pacific, Airlines, Ground Service Providers	– Number of runway incursions – Corrective actions completed – Aerodrome inspection findings – Communication-related occurrence reports	High	Runway safety meetings, aerodrome inspections, ATS audits, occurrence reporting analysis

	– Enhance communication and human factors training for operational personnel.						
N-HRC 6: Turbulence Encounters							
Goal 1: Reduce the risk of turbulence-related injuries and operational disruptions **Target 1.7**: By 2028, reduce turbulence-related serious injuries and high-risk encounters							
Safety Enhancement Initiative	Action	Timeline	Responsible Entity	Stakeholders	Metrics	Priority	Monitoring Activity
SEI 1. Reduce Turbulence Encounters	Enhance turbulence risk management through improved weather briefings, flight planning, pilot reporting, cabin crew coordination, passenger seat-belt procedures and use of available weather radar/turbulence detection information.	Q1 2026 – Q4 2028	CASA PNG; Air Operators; PNG aviation meteorological service providers	Air operators; ANSP; aerodrome operators; meteorological service providers; flight crew; cabin crew; passengers	Number/rate of turbulence reports; serious injuries from turbulence; percentage of operators with current turbulence procedures and training; number of weather-related safety recommendations closed.	High	Review mandatory and voluntary occurrence reports, flight data monitoring trends, operator SMS reports, weather advisory effectiveness and surveillance findings at least quarterly, ensuring all air operators implement effective turbulence risk management measures

N-HRC 7: System Component Failure/Reliability – Non-Powerplant							
Goal: Enhance aircraft system reliability and airworthiness by reducing non-powerplant system failures **Target 7.1**: By 2028, achieve a measurable reduction in non-powerplant system component failures across PNG air operator fleets							
Safety Enhancement Initiative	Action	Timeline	Responsible Entity	Stakeholders	Metrics	Priority	Monitoring Activity
SEI 1. Enhanced Reliability Programme SEI 2. Monitor Unplanned component removal SEI 3. Monitor Deferrals exceeding allowable time limits	Strengthen continuing airworthiness, maintenance control, defect reporting, reliability monitoring and corrective action processes for non-powerplant aircraft systems and equipment.	Q1 2026 – Q4 2028	CASA PNG; Approved Maintenance Organisations; Air Operators	Aircraft operators; maintenance organisations; aircraft owners; manufacturers; continuing airworthiness personnel; safety managers	Number/rate of non-powerplant system failures; repeat defects; deferred defects; maintenance error reports; reliability programme findings; corrective actions completed on time.	High	Monitor defect trends, reliability reports, maintenance audit findings, service difficulty reports, corrective action status and surveillance outcomes on a quarterly basis.
N-HRC 8: Abnormal Runway Contact (ARC)							
Goal: Reduce the occurrence and severity of abnormal runway contact events **Target 8.1**: By 2028, reduce abnormal runway-related serious incidents by at least 30% across all commercial air transport operations							
Safety Enhancement Initiative	Action	Timeline	Responsible Entity	Stakeholders	Metrics	Priority	Monitoring Activity
SEI 1. Mitigate unstable approaches (primary precursor) SEI 2. Monitor go-around discipline SEI 3. Mitigate hard landing and tail strike events SEI 4. Runway	Reduce abnormal runway contact through stabilized approach criteria, go-around policy reinforcement, runway condition assessment, crosswind and landing technique training, and monitoring of hard landing, tail strike and bounced landing events.	Q1 2026 – Q4 2028	CASA PNG; Air Operators; Aerodrome Operators	Flight crew; training organisations; aerodrome operators; ANSP; safety managers; maintenance organisations	Rate of unstable approaches; go-around compliance; hard landing reports; tail strike reports; runway condition reports; ARC occurrence rate per departures/landings.	High	Use flight data monitoring, occurrence reporting, operator training records, runway condition reporting reviews and targeted inspections to track ARC risk monthly or quarterly.

condition and short/sloped runway performance SEI 5. Pilot decision-making under challenging terrain and weather							
N-HRC 9: Ground Collision and Ramp							
Goal: Prevent ground collision and ramp-related accidents and incidents **Target 8.1**: By 2028, reduce ground collision and ramp-related incidents (including aircraft–vehicle, aircraft–equipment and aircraft–aircraft ground contact events)							
Safety Enhancement Initiative	Action	Timeline	Responsible Entity	Stakeholders	Metrics	Priority	Monitoring Activity
SEI 1. Mitigate contributory factors to Ground Collision and Ramp	Improve ramp and ground operations safety through apron traffic management, vehicle control, marshalling standards, communication procedures, supervision, adverse weather procedures and recurrent training for ground personnel.	Q1 2026 – Q4 2028	CASA PNG; Aerodrome Operators; Air Operators; Ground Handling Organisations	Ground handlers; airport operations; vehicle operators; marshallers; ANSP; air operators; maintenance organisations; security and emergency response teams	Number/rate of ground collisions; ramp incidents; vehicle/aircraft contact events; marshaling errors; communication-related occurrences; completion rate of ramp safety corrective actions.	High	Review ramp occurrence reports, apron inspections, vehicle permit records, ground handling audits, communication event reports and corrective action closure at least quarterly.

Appendix B. Detailed SEIS: National Organisational Safety Risks

Goal 2: Strengthening PNG's-safety oversight capabilities **Target 2.1**: By 2028, PNG to achieve High ICAO Effective Implementation (EI) score (> *90%*).							
Safety Enhancement Initiatives (SEI(s))	**Action**	**Timeline**	**Responsible Entity**	**Stakeholders**	**Metrics/Indicators**	**NASP Priority**	**Monitoring Activity**
Conduct USOAP CMA corrective action programme	Close PQ findings, update legislation/procedures, conduct internal audits	2026-2028	CASA PNG	ICAO Aviation document holders	Unsatisfactory PQs Unvalidated PQs	High	Quarterly EI review
Goal 2: Strengthening PNG's-safety oversight capabilities **Target** 2.2: By 2028, CASA PNG to continue to have sufficient financial resources to meet national and international obligations.							
SEI	**Action**	**Timeline**	**Responsible Entity**	**Stakeholders**	**Metrics/Indicators**	**NASP Priority**	**Monitoring Activity**
Secure sustainable funding	Prepare budget, engage Government, monitor expenditure	Annual	CASA PNG	CASA Board MoCA	Budget allocated vs required	High	Annual budget review
Goal 2: Strengthening PNG's-safety oversight capabilities **Target** 2.3: By 2028, PNG to meet or exceed the 2025 baseline global average effective implementation (EI) score for qualified technical personnel (CE-4) for flight operations (OPS), airworthiness (AIR) and Personnel Licencing (PEL) respectively							
SEI	**Action**	**Timeline**	**Responsible Entity**	**Stakeholders**	**Metrics/Indicators**	**NASP Priority**	**Monitoring Activity**
Strengthening inspector competency	Recruit/train inspectors	2026-2028	CASA PNG	Training providers	CE-4 EI improved	High	Training records review

Goal 2: Strengthening PNG's-safety oversight capabilities **Target** 2.4: By 2028, PNG to meet or exceed the 2025 baseline global average EI score for resolution of safety issues (CE-8) in AGA							
SEI	**Action**	**Timeline**	**Responsible Entity**	**Stakeholders**	**Metrics/Indicators**	**NASP Priority**	**Monitoring Activity**
Resolve AGA safety findings	Implement CAPs	2026-2028	CASA PNG AGA	Aerodromes	CE-8 score	Medium	Quarterly follow-up
Goal 3: Establish and manage PNG's State Safety Programmes (SSPs) **Target** 3.1: By 2026, PNG to assess the level of implementation of SSP							
SEI	**Action**	**Timeline**	**Responsible Entity**	**Stakeholders**	**Metrics/Indicators**	**NASP Priority**	**Monitoring Activity**
Conduct SSP gap analysis	Use iSTARS/ICAO tool	2026	CASA PNG SQA	ICAO	Gap assessment completed	High	Progress reports
Goal 3: Establish and manage PNG's State Safety Programmes (SSPs) **Target** 3.2: By 2028, PNG will establish an SSP							
SEI	**Action**	**Timeline**	**Responsible Entity**	**Stakeholders**	**Metrics/Indicators**	**NASP Priority**	**Monitoring Activity**
	Conduct periodic SSP assessments and continuously improve SSP maturity to achieve full implementation by 2028.	2026 and ongoing	CASA PNG	ICAO, Regional Safety Oversight Organisations (RSOOs), Industry	ICAO SSP implementation level achieved; corrective actions completed; improved SSP maturity score	High	Annual SSP maturity assessment and management review
Goal 3: Establish and manage PNG's State Safety Programmes (SSPs) **Target** 3.3: By 2028, PNG will achieve 100%-implementation of SSP							
SEI	**Action**	**Timeline**	**Responsible Entity**	**Stakeholders**	**Metrics/Indicators**	**NASP Priority**	**Monitoring Activity**
	Prepare for and support ICAO monitoring activities, including USOAP Continuous Monitoring Approach (CMA), demonstrating effective SSP implementation.	2026 and ongoing		ICAO, Department of Transport, Aviation industry	Improved ICAO Effective Implementation (EI); SSP-related Protocol Questions satisfactorily implemented	High	Continuous monitoring of ICAO findings and corrective action plans

	Establish a continuous improvement programme for the SSP based on safety performance data, emerging risks and lessons learned.	2026 and ongoing		All aviation stakeholders	Annual SSP improvement plan implemented; emerging safety risks addressed; continuous improvement actions completed	Medium	Annual review of SSP maturity, safety performance trends and improvement initiatives

Goal 4: Strengthening collaboration at the regional and national levels to address safety Issues

Target 4.1: By 2026, PNG to identify APAC States/Administrations that need assistance to address highest priority safety issues based on their effective Implementation (EI) as follows:

- Group 1: EI < 50 %,
- Group 2: 50 % < EI < 75 %

SEI	Action	Timeline	Responsible Entity	Stakeholders	Metrics/Indicators	NASP Priority	Monitoring Activity
Provide technical assistance	Coordinate missions/workshops	2026-2028	CASA PNG	APAC States	Assistance delivered	Medium	Mission reports

Goal 4: Strengthening collaboration at the regional and national levels to address safety Issues

Target 4.2 By 2028, the PNG to facilitate the required assistance to the APAC States/Administrations as identified from Target 4.1 to address the highest priority safety issues

SEI	Action	Timeline	Responsible Entity	Stakeholders	Metrics/Indicators	NASP Priority	Monitoring Activity
Implement regional safety data mechanism	Share safety data	2026-2027	CASA PNG	RASG-APAC	Mechanism operational	Medium	Quarterly reports

Goal 4: Strengthening collaboration at the regional and national levels to address safety Issues **Target 4.3:** By 2027, PNG to establish and implement a mechanism within APAC to make use of the information on operational safety risks and emerging issues for the purpose of aviation safety planning							
SEI	**Action**	**Timeline**	**Responsible Entity**	**Stakeholders**	**Metrics/Indicators**	**NASP Priority**	**Monitoring Activity**
Participate in RASG activities	Attend/lead meetings	2026-2028	CASA PNG	ICAO APAC	Participation rate	Medium	Annual review
Goal 4: Strengthening collaboration at the regional and national levels to address safety Issues **Target 4.4:** By 2028, RASG-APAC, PNG to actively lead RASG activities.							
SEI	**Action**	**Timeline**	**Responsible Entity**	**Stakeholders**	**Metrics/Indicators**	**NASP Priority**	**Monitoring Activity**
Participate in RASG activities	Attend/lead meetings	2026-2028	CASA PNG	ICAO APAC	Participation rate	Medium	Annual review
Goal 5: Strengthen aviation safety planning **Target 5.1:** By 2027, PNG to publish an updated national aviation safety plan (NASP), taking into consideration the 2026–2028 edition of the GASP and AP-RASP							
Update NASP	Align with GASP/AP-RASP 2026-2028	2027	CASA PNG	Industry	NASP published	High	Management review
Goal 6: Expand the use of industry evaluation programmes and safety data sharing programmes **Target 6.1:** By 2028, industry in PNG to maintain an increasing trend in its use of industry evaluation programmes and safety data sharing programmes in the below area: • Aerodrome • Aircraft operations • ANSP • Ground Handling							
SEI	**Action**	**Timeline**	**Responsible Entity**	**Stakeholders**	**Metrics/Indicators**	**NASP Priority**	**Monitoring Activity**
	Conduct annual industry safety forums to disseminate lessons learned, emerging risks and best practices identified through	2026-2028	CASA PNG	All aviation stakeholders	Number of safety forums conducted; stakeholder attendance; safety recommendations issued	Medium	Annual stakeholder feedback and implementation review

	evaluation programmes and safety data analysis.						
	Publish an annual State aviation safety intelligence report summarising industry safety trends, lessons learned and performance improvements derived from shared safety data.	2026-2028	CASA PNG	**MoCA AIC**	Annual safety intelligence report published; safety recommendations monitored and implemented	Medium	Annual publication and follow-up of recommendations

Appendix C. Detailed SEIS: National Emerging Safety Risks

SEI	Action	Timeline	Responsible Entity	Stakeholders	Metrics/Indicators	NASP Priority	Monitoring Activity
Manage increased use of drones for government, mining, surveying and recreational activities	Promote education and awareness programmes for recreational and commercial drone users on safe operations and regulatory requirements.	Annual	CASA PNG	Schools, Universities, Government agencies, Mining companies	Number of awareness campaigns conducted Number of participants trained Increased voluntary compliance	Medium	Annual awareness programme evaluation and stakeholder feedback
	Strengthen coordination among aviation authorities, law enforcement, defence and government agencies for UAS safety oversight and enforcement.	2026 onwards	CASA PNG	PNG Defence Force Royal PNG Constabulary National Disaster Centre, Air Navigation Service Provider, Communications Regulator	Memoranda of Understanding established Number of joint operations conducted Number of coordination meetings held annually	Medium	Annual review of inter-agency coordination arrangements
Minimising risk of handheld laser devices directed at aircraft operating at night	Conduct education campaigns highlighting the dangers and legal consequences of directing lasers at aircraft.	2026–2028	CASA PNG	Schools, Media, Community Groups, Airport Operators	Minimum four awareness campaigns conducted annually	Medium	Annual evaluation of campaign reach and effectiveness
	Establish coordination arrangements between CASA PNG, Police, Communications Authority, Airport Operators and Local Authorities for rapid response to laser incidents.	2026–2028	CASA PNG	Royal Papua New Guinea Constabulary, NICTA, NAC, Provincial Governments	Memorandum of Understanding (MoU) signed; response procedures established	Medium	Annual coordination meetings and effectiveness review
Emerging technologies and	Establish a national framework and	2026–2027	CASA PNG	AOC holders PNG Defence	Framework approved and published	Medium	Annual review by SSP

SEI	Action	Timeline	Responsible Entity	Stakeholders	Metrics/Indicators	NASP Priority	Monitoring Activity
advanced air mobility	policy for the safe integration of emerging aviation technologies (UAS, eVTOL/AAM, AI applications and automation) aligned with ICAO guidance.		Air Navigation & Aerodrome Inspectorates)	Force UAV operators NAC			Steering Committee
	Conduct workshops and awareness programmes on safe implementation of emerging technologies.	Annual	CASA PNG	Operators Training Organisation's Universities	Number of workshops; participant feedback	Medium	Annual safety promotion report
	Train inspectors on oversight of emerging technologies including AAM, UAS, automation, cybersecurity and digital aviation systems.	2026–2028	CASA PNG HR	ICAO COSCAP Asia-Pacific	Number of inspectors trained; competency assessments completed Workshops/Conferences	High	Training records reviewed annually

Appendix D. NASP Safety Goals and PNG Government Vision 2050

The NASP is aligned with key PNG Government Development frameworks and Development Plans which are:

(1) Vision 2050

(a) Pillar 1 - Human capital development, gender, youth and people empowerment

(b) Pillar 3 - Institutional development and service delivery

(c) Pillar 5 - Environmental Sustainability and Climate Change

(d) Pillar 7 - Strategic planning, integration and control

(2) The PNG Development Strategic Plan (DSP- 2010-2030) – Part 4.8

(a) Transport Sector Development:

(b) The Goal is to establish a transportation network that links all of PNG.

(c) Aviation Sector: Key Strategies Areas:

- Share of regional airports meeting international certification.
- Airports upgraded for higher seating capacity aircraft
- Number of unused airstrips rehabilitated

(3) The Medium-Term Development Plan (MTDP) IV (2023-2027)

(a) Strategic Priority Areas (SPA) 02 – Connect PNG Infrastructure

(b) Deliberate Intervention Programme (DIP) 2.3 – Connect PNG – Air Transport; and

(c) Strategic Priority Areas (SPA) 10 – Climate and Environment Protection

(d) Deliberate Intervention Programme (DIP) 10.1 – Climate Change Mitigation and Adaptation

(4) National Transport Strategy (NTS) Vol 3. – Part 13.5.3

(a) 13.5.3 Civil Aviation Safety Authority

(b) 13.8.1-6 Aviation Safety

(c) 13.1-3 Aviation Security

(5) Medium Term Transport Plan 3 (MTTP 3)

The primary objectives of the MTTP3 are to:

- Enhance connectivity across PNG through comprehensive infrastructure development;
- Prioritise and allocate resources effectively to critical transport projects;
- Improve the institutional and regulatory framework governing the transport sector;
- Foster sustainable economic growth by developing key transport corridors and facilitating trade; and
- Plan for maintenance and rehabilitation of existing infrastructure to prevent deterioration and maximise the lifespan of assets.

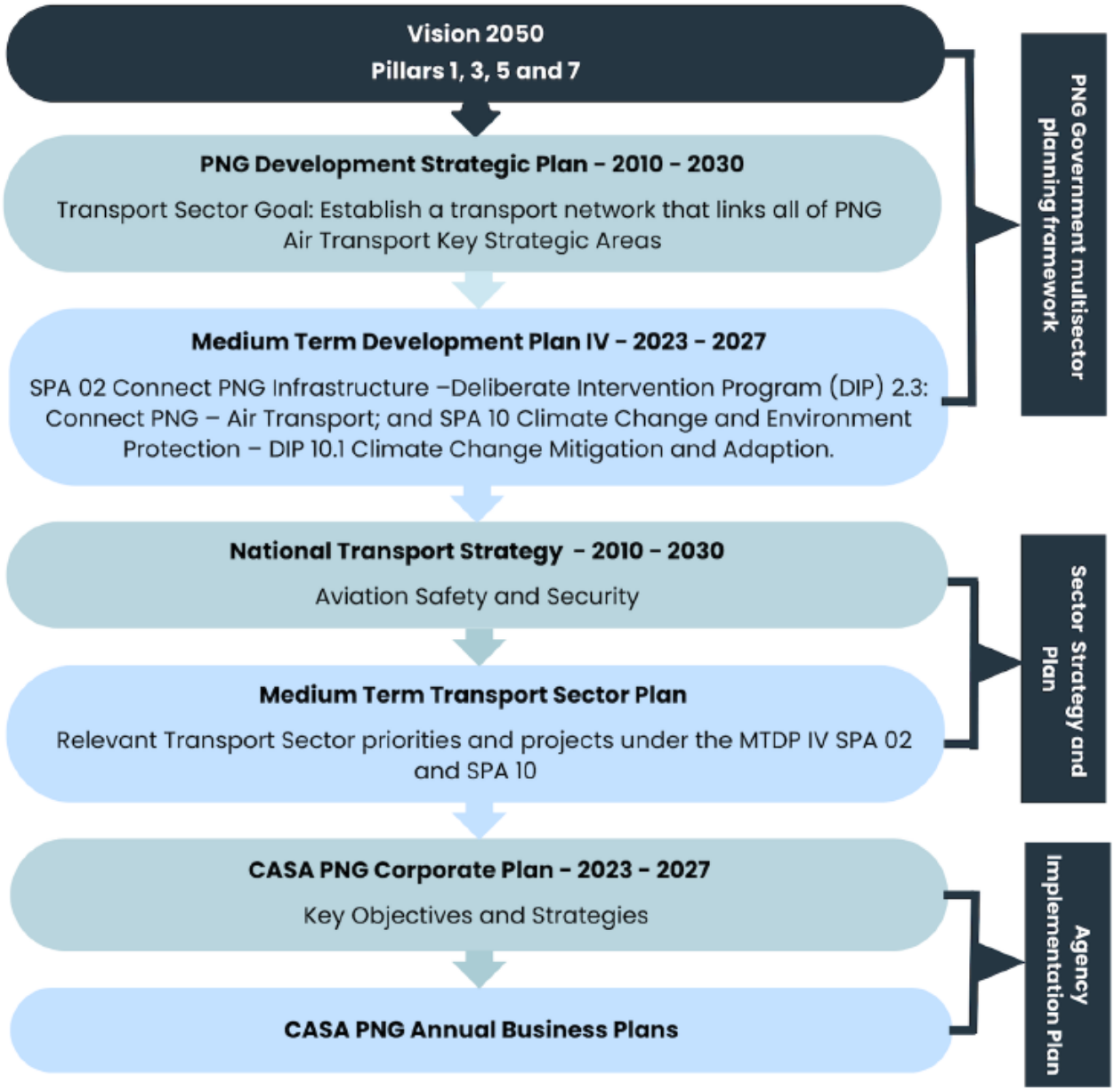


Figure 1: The cascading of the National Aspirations & Goals into Agency Level