



**RWANDA
NATIONAL AVIATION
SAFETY PLAN
2026-2028**



This Page is intentionally left blank



Foreword

In alignment with the ICAO Global Aviation Safety Plan (GASP), Rwanda has developed a National Aviation Safety Plan (NASP) to emphasize the critical importance of aviation safety in fostering the growth of its aviation industry and national economy.

Aviation is a key driver of Rwanda's economic development, as well as regional and global integration, serving as a cornerstone of globalization. To sustain its position as a reliable and preferred mode of transport, aviation must maintain and continuously enhance safety across the entire system.

The NASP serves as a strategic framework for managing aviation safety in Rwanda for a period of 3 years (2026–2028). It identifies national safety challenges, establishes clear aviation safety goals and targets, and introduces a series of Safety Enhancement Initiatives (SEIs) aimed at addressing safety deficiencies and achieving these objectives.

Rwanda remains committed to enhancing aviation safety by dedicating resources and implementing measures designed to reduce fatalities and mitigate safety risks. The NASP supports this commitment by outlining strategies for developing and implementing a comprehensive national aviation safety strategy. A safe and effective aviation system contributes significantly to the economic growth of Rwanda and its associated industries.

The NASP also focuses on strengthening Rwanda's safety oversight system, adopting a risk-based approach to safety management, and fostering collaboration with other States, regions, and industry stakeholders. To ensure the continuous improvement of aviation safety, all participants in Rwanda's aviation sector are encouraged to adopt and actively support the NASP as a unified strategy for progress.

To ensure continued alignment with evolving aviation safety challenges and global best practices, the NASP will be reviewed and updated every 3 years. This iterative approach ensures that Rwanda's aviation sector remains adaptive, resilient, and at the forefront of safety management.



Silas UDAHEMUKA
Director General
Rwanda Civil Aviation Authority



Record of Revisions

Rev. No.	Revision Date	Rev. No.	Revision Date
00	31 MAR 2022	26	
01	11 NOV 2025	27	
02		28	
03		29	
04		30	
05		31	
06		32	
07		33	
08		34	
09		35	
10		36	
11		37	
12		38	
13		39	
14		40	
15		41	
16		42	
17		43	
18		44	
19		45	
20		46	
21		47	
22		48	
23		49	
24		50	
25		51	



Table of Contents

Foreword.....	FOR-1
Record of Revisions	REV-1
Table of Contents.....	i
Abbreviations and acronyms.....	ii
SECTION 1. Introduction.....	1
1.1 Structure of the NASP.....	1
1.2 Responsibility for the NASP development, implementation and monitoring.....	1
1.3 National Safety issues, goals and targets.....	1
1.4 Operational Context.....	2
SECTION 2. Purpose of Rwanda’s National Aviation Safety Plan.....	3
SECTION 3. Rwanda’s Strategic approach to managing Aviation Safety.....	4
SECTION 4. National Operational Safety Risks.....	8
4.1 HRC 1: Runway excursions (RE).....	9
4.2 HRC 2: Runway incursions (RI).....	9
4.3 HRC 3: Mid-Air Collisions (MAC).....	10
4.4 HRC 4: Controlled Flight into Terrain (CFIT).....	10
4.5 HRC 5: Loss of Control in Flight (LOC-I)	10
SECTION 5. Other Safety Issues.....	11
SECTION 6. Monitoring implementation.....	13
APPENDIX TO THE NASP.....	14



ABBREVIATIONS AND ACRONYMS

ACAS	Airborne Collision Avoidance System
ACI	Airports Council International
AFCAC	African Civil Aviation Commission
ANSP	Air Navigation Services Provider
AOC	Air Operator Certificate
ATC	Air Traffic Control
CANSO	Civil Air Navigation Services Organisation
CAP	Corrective Action Plan
CASSOA	Civil Aviation Safety and Security Oversight Agency
CAST	Commercial Aviation Safety Team
CFIT	Controlled Flight into Terrain
CICTT	CAST/ICAO Common Taxonomy Team
EI	Effective Implementation
GASP	Global Aviation Safety Plan
HRC	High Risk Category
ICAO	International Civil Aviation Organization
IOSA	IATA Operational Safety Audit
LOC-I	Loss of Control In-flight
MAC	Mid Air Collision
MININFRA	Ministry of Infrastructure
OLF	Online Framework
OPS	Operational Safety
PBN	Performance Based Navigation
PQ	Protocol Question
RASG	Regional Aviation Safety Group
RASP	Regional Aviation Safety Plan
RCAA	Rwanda Civil Aviation Authority
RE	Runway Excursion
RI	Runway Incursion
RSOO	Regional Safety Oversight Organisation
SDCPS	Safety Data Collection and Processing Systems
SEI	Safety Enhancement Initiatives
SMS	Safety Management System
SOI	Safety Oversight Index
SPI	Safety Performance Indicator
SSO	State Safety Oversight
SSP	State Safety Programme
STCA	Short Term Conflict Alert
UAS	Unmanned Aircraft Systems
USOAP	Universal Safety Oversight Audit Programme



SECTION 1

INTRODUCTION

1.1 STRUCTURE OF THE NASP

This plan presents the strategy for enhancing aviation safety for a period of 3 years (2026-2028). It is comprised of the Introduction, the purpose of the NASP, Rwanda strategic approach to managing aviation safety, the national operational safety risks identified, 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.

1.2 RESPONSIBILITY FOR THE NASP DEVELOPMENT, IMPLEMENTATION AND MONITORING

RCAA is responsible for the development, implementation and monitoring of NASP in collaboration with stakeholders in the aviation industry. Stakeholders include: the Accident and Incident Investigation Directorate, Aviation Service providers, Military Aviation Authority and the Unmanned Aircraft Systems (UAS) Service Providers in Rwanda. NASP was developed in consultation with other stakeholders and in alignment with the ICAO Doc 10004 (GASP).

1.3 NATIONAL SAFETY ISSUES, GOALS AND TARGETS

A. NASP addresses the following Global High-Risk Categories of occurrences:

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

B. NASP also addresses these additional global risk categories of occurrences:

1. Bird strikes
2. Abnormal runway contact (ARC)
3. System/component failure or malfunction (non-powerplant) (SCF-NP), and
4. Turbulence encounter (TURB)

C. To address the issues listed above and enhance safety at the national level, Rwanda's goal is to maintain a continuously reducing accident and incident rate through establishment of safety enhancement initiatives (SEIs). Rwanda National aviation safety plan (NASP) will address the GASP HRCs mentioned above and other identified safety issues.



1.4 OPERATIONAL CONTEXT

- A. Rwanda currently has one certified international aerodrome, which is Kigali International Airport, and one operational domestic aerodrome, which is Kamembe Airport. Additionally, Gisenyi Airport and Musanze Airstrip are domestic airfields which primarily support general aviation and charter operations rather than scheduled commercial international services.
- B. Kigali International Airport remains the sole international aerodrome of entry and departure for international air traffic in Rwanda. It serves as the primary point where customs, immigration, public-health and related border-control procedures are performed, and it provides regular air traffic services to support both passenger and cargo operations.
- C. Rwanda's airspace is classified into Classes A, C, D and G. Classes B, E and F are not applied within the Rwandan FIR, consistent with the national airspace classification framework and ICAO provisions.
- D. Rwanda continues to maintain a growing civil-aviation sector, with increasing commercial air-transport activity and expanding regional and international connectivity. While the sector is developing steadily, Rwanda's terrain and topography remain key operational considerations for aviation planning, navigation, and infrastructure.
- E. Rwanda is constructing a new international airport in Bugesera District designed to complement and ultimately transition international operations from the existing Kigali International Airport. Located approximately 25 km southeast of Kigali, the airport is being developed to serve as a major regional passenger and cargo hub, with modern infrastructure, greater capacity, and long-term phased expansion. The project forms part of Rwanda's strategic transport connectivity programme and national ambition to strengthen its aviation and logistics capacity, with operational readiness currently projected around 2027–2028.



SECTION 2

PURPOSE OF RWANDA'S NATIONAL AVIATION SAFETY PLAN

- A. NASP is the master planning document containing the strategic direction of Rwanda for the management of aviation safety for a period of 3 years (2026-2028).
- B. 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 to achieve the national safety goals and targets.
- C. Although some safety issues listed above have not yet occurred in Rwanda, they are still considered national safety issues because they are common in aviation and therefore can occur if not dealt with proactively.
- D. In cases where historical data is not available, the Authority will endeavor to identify contributing factors to identify factors that may contribute to such occurrences and strategize on how to mitigate such risks.
- E. The Rwanda Civil Aviation Authority (RCAA) oversees State aviation activities and provides the strategic framework for aviation safety development with the objective of providing a clear and comprehensive planning and implementation strategy for the future development of the entire civil aviation sector.
- F. NASP contains in-depth information specific to aviation safety aspects in Rwanda Civil Aviation Authority Strategic Plan. NASP has been developed using international safety goals, safety targets and HRCs from the GASP, available on the ICAO website. (www.icao.int/gasp).
- G. The SEIs listed in GASP support the improvement of safety at the wider regional and international levels, include several actions to address specific safety risks, and recommended SEIs for individual States as reflected in the global aviation safety plans.
- H. With the availability of the Regional Aviation Safety Plan (RASP), Rwanda has adopted the Safety Enhancement Initiatives (SEIs) from the ICAO Global Aviation Safety Plan (GASP) and aligned them with the priorities outlined in the RASP.



SECTION 3

RWANDA’S STRATEGIC APPROACH TO MANAGING AVIATION SAFETY

- A. NASP presents the SEIs derived from the SSP, including Rwanda’s safety risk management process, safety data collection and processing systems, as well as the work undertaken by service providers in the development and implementation of their safety management systems (SMS).
- B. This plan is developed and maintained by Rwanda Civil Aviation Authority, in coordination with all stakeholders and is updated at least every 3 years.
- C. 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.

Goal	Target	Indicators	Link to GASP
1. Achieve a continuous reduction of operational safety risks.	1.1. By 2028, maintain a zero-accident rate across all operations.	1.1.1. Accident rate (number of accidents per million departures). 1.1.2. Fatal accident rate (number of fatal accidents per million departures). 1.1.3. Fatality rate (number of fatalities per billion passengers carried).	This goal is directly linked to Goal 1 and Target 1.1, 1.2 and 1.3 of the GASP.
	1.2. By 2028, to decrease the rate of accidents and serious incidents for each global high-risk category of occurrence (G-HRC).	1.2.1. Accident rate by G-HRC. 1.2.2. Serious incident rate by G-HRC. 1.2.3. Percentage of accidents related to G-HRC compared to all accidents. 1.2.4. Percentage of serious incidents related to G-HRC compared to all serious incidents.	
	1.3. By 2028, to decrease the rate of accidents and serious incidents related to the other global risk categories of occurrences.(abnormal runway contact (ARC), system/component failure or malfunction and turbulence encounter.	1.3.1. Accident rate by other global risk category of occurrence. 1.3.2. Serious incident rate by other global risk category of occurrence. 1.3.3. Fatal accident rate by other global risk category of occurrence. 1.3.4. Fatality rate by other global risk category of occurrence. 1.3.5. Number of injuries per billion passengers carried (injury rate).	



2. Strengthen State's safety oversight capabilities.	2.1. By 2028, to commit to national aviation safety plans that allocate to each safety oversight authority sufficient financial resources to meet national and international obligations.	2.1.1. A “satisfactory” rating for the Universal Safety Oversight Audit Programme (USOAP) protocol question (PQ) 2.051.	This goal is directly linked to Goal 2 and Target 2.1, 2.2 and 2.3 of the GASP.
	2.2. By 2028, to improve the effective implementation (EI) score for qualified technical personnel (CE-4) for aircraft accident and incident investigation (AIG) and for aerodromes and ground aids (AGA), respectively, with a further commitment to achieve an EI score equal to or greater than the global baseline average	2.2.1. EI score of equal or greater than the baseline global average for CE 4/AIG. 2.2.2. EI score of equal or greater than the baseline global average for CE-4/AGA.	
	2.3. By 2028, to improve the EI score for the resolution of safety issues (CE-8) in AGA with a further commitment that we don't get a score of less than the baseline global average.	2.3.1. EI score of equal or greater than the baseline global average for CE-8/AGA.	
3. Establish and manage State Safety Programme (SSP)	3.1. By 2026, to assess the level of implementation of the SSP.	3.1.1. Completed SSP PQ self-assessment, using the ICAO online framework (OLF)	This goal is directly linked to Goal 3 and Target 3.1 of the GASP.
4. Strengthen collaboration at the regional and national levels to address safety issues	4.1. By 2026, Rwanda will collaborate through AASPG and CASSOA to identify and support regional States requiring assistance	4.1.1. States that need assistance to address the lack of sufficient financial resources for the safety oversight authority to meet its national and international obligations. 4.1.2. States that need assistance to address the lack of qualified technical personnel, primarily aircraft accident investigators and aerodrome inspectors.	This goal is directly linked to Goal 4 and Target 4.1, 4.2 of the GASP.



		<p>4.1.3. States that need assistance to address the resolution of safety issues, primarily related to aerodrome operations.</p> <p>4.1.4. States that need assistance to address a low level of SSP implementation.</p> <p>4.1.5. States that need assistance to address deficiencies in safety data and safety information collection, analysis and exchange, to support safety management activities.</p> <p>4.1.6. States that need assistance to address operational safety risks, including HRCs.</p> <p>4.1.7. States that need assistance to address other safety issues.</p>	
	<p>4.2. By 2028, to facilitate the required assistance, to identified States, to address safety issues.</p>	<p>4.2.1. States that receive the required assistance to address the lack of sufficient financial resources for the safety oversight authority to meet its national and international obligations.</p> <p>4.2.2. States that receive the required assistance to address the lack of qualified technical personnel, primarily aircraft accident investigators and aerodrome inspectors.</p> <p>4.2.3. States that receive the required assistance to address the resolution of safety issues, primarily related to aerodrome operations.</p> <p>4.2.4. States that receive the required assistance to address a low level of SSP implementation.</p> <p>4.2.5. States that receive the required assistance to address deficiencies in safety data and safety information collection, analysis and exchange, to support safety management Activities.</p> <p>4.2.6. States that receive required assistance to address operational safety risks, including HRCs.</p> <p>4.2.7. States that receive the required assistance to address other safety issues.</p>	<p>This goal is directly linked to Goal 4 and Target 4.2 of the GASP.</p>



5. Strengthen aviation safety planning	5.1. By 2027, to publish an updated national aviation safety plan (NASP), taking into consideration the 2026–2028 edition of the GASP.	5.1.1. Publish an updated NASP.	This goal is directly linked to Goal 5 and Target 5.2 of the GASP.
6. Expand the use of industry evaluation programmes and safety data sharing programmes	6.1. By 2028, industry to maintain an increasing trend in its use of industry evaluation programmes and safety data sharing programmes	6.1.1 Number of service providers participating in the corresponding ICAO-recognized industry evaluation programmes 6.1.2. Number of service providers participating in industry safety data sharing programmes	This goal is directly linked to Goal 6 and Target 6.1 of the GASP.

- D. The SEIs in this plan are implemented through Rwanda’s existing safety oversight capabilities and the service providers’ SMS. SEIs derived from the ICAO global aviation safety plan and roadmap were identified to achieve the national safety goals and targets presented in NASP. The national SEIs are linked to GASP goals and will help to enhance safety globally.
- E. The full list of the SEIs is presented in the Appendix 1 to NASP. NASP also addresses emerging issues which include; concepts of operations, technologies, public policies, business models or ideas that might impact safety in the future, for which insufficient data exists to complete typical data-driven analysis.
- F. It is important that we remain vigilant on emerging issues to identify potential safety risks, collect relevant data and proactively develop mitigations to address them. NASP addresses the following emerging issues, which were identified by an analysis conducted by Rwanda civil Aviation Authority in collaboration with the relevant stakeholders for further analysis.
1. Unmanned Aircraft systems operations within the national Airspace.
 2. Human factors issues related to new Technologies such as; Automation and automated systems in Aviation.



SECTION 4

NATIONAL OPERATIONAL SAFETY RISKS

- A. 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. Separate sections are provided to address commercial air transport and general aviation, in order to make the information more accessible to stakeholders.
- B. RCAA publishes the NASP on its website (<https://www.caa.gov.rw/>) and is updated whenever necessary. The summary of accidents and serious incidents that occurred in Rwanda and those for aircraft registered in Rwanda involved in commercial air transport and aircraft in general aviation is shown in the table below.

Year	Fatal accidents	Non-Fatal accidents	Serious incidents
Commercial air transport occurrences in Rwanda			
2015-2020	0	0	4
2021-2025	0	0	7
General aviation aircraft occurrences in Rwanda			
2015-2020	0	0	0
2021-2025	0	0	2
Occurrences involving commercial air transport aircraft registered in Rwanda			
2015-2020	0	0	4
2021-2025	0	0	7
Occurrences involving general aviation aircraft registered in Rwanda			
2015-2020	0	0	1
2021-2025	0	0	2
Occurrences involving Helicopters registered in Rwanda			
2015-2020	0	0	1
2021-2025	0	0	1



- C. The data in the table above was derived from the database of occurrences reported by accident investigation Authority as well as the SDCPS of RCAA (Safety core).
- D. Rwanda aviation safety plan aims at addressing the HRCs as reflected in the current edition of the ICAO global aviation safety plan (GASP). The following are the HRCs;
1. Loss of Control In-flight (LOC-I);
 2. Controlled Flight into Terrain (CFIT);
 3. Mid Air Collision (MAC);
 4. Runway excursion (RE);
 5. Runway incursion (RI).
- E. In addition to the national operational safety risks listed above, the following additional categories of operational safety risks have been identified:
1. Wildlife hazard related incidents (Bird strikes);
 2. Abnormal runway contact (ARC);
 3. System/component failure or malfunction (non-powerplant) (SCF-NP), and
 4. Turbulence encounter (TURB).
- F. 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>
- G. In order to address the national operational safety risks listed above, RCAA identified the following contributing factors that can lead to HRCs and will implement a series of SEIs when required, some of which are derived from the ICAO OPS roadmap, contained in the GASP:

4.1. HRC 1: RUNWAY EXCURSIONS (RE)

Likely causes;

1. Ineffective SOPs.
2. Failure to adhere to the appropriate SOPs.
3. Long/floated/bounced/firm/off-center/crabbed landing.
4. Inadequate approach procedures design.
5. Inadequate regulatory oversight.

4.2. HRC 2: RUNWAY INCURSIONS (RI)

Likely causes;

1. Operations in low visibility conditions.
2. Complex or inadequate aerodrome design.
3. Complexity of traffic (multiple simultaneous line-ups).
4. Many runway/taxiway crossings by vehicles.



4.3. HRC 3: MID-AIR COLLISIONS (MAC)

Likely causes;

1. Traffic conditions - traffic density, complexity, mixture of aircraft types and capabilities, etc.
2. ATC performance related to workload, competence, teamwork, procedures, commitment, etc., as well as the influence of air navigation services providers' (ANSP) safety management.
3. Flight crew training and corporate culture with workload, competence, teamwork, procedures, commitment etc., and the influence of aircraft operator's safety management.
4. 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.
5. Aircraft equipment - autopilots, transponders and ACAS, but also aircraft performance (e.g. rate-of-climb) and their physical size.
6. Navigation infrastructure - both coverage and quality.
7. Surveillance - both coverage and quality.

4.4. HRC 4: CONTROLLED FLIGHT INTO TERRAIN (CFIT)

Likely causes;

1. Deficiency in technology and Equipment.
2. Poor Visibility.
3. Navigation Aids malfunction/ not available.
4. Flight crew errors.
5. Deficiency in safety management.
6. Deficiency in regulatory oversight.

4.5. HRC 5: LOSS OF CONTROL IN FLIGHT (LOC-I)

Likely causes;

1. Weather and terrain issues e.g lack of visual reference.
2. Unstable approaches.
3. Vertical, lateral or speed deviation.
4. Deficiency in safety management.
5. Flight Crew errors.
6. Deficiency in regulatory oversight.

SECTION 5

OTHER SAFETY ISSUES

- A. In addition to the national operational safety risks listed above based on the GASP, RCAA has identified other safety issues and initiatives selected for the NASP. These are given priority in the NASP aimed at enhancing and strengthening Rwanda’s safety oversight capabilities and the management of aviation safety at the national level. Wildlife hazards particularly bird strikes are influenced by factors including:
1. Bird migration.
 2. Land fill and other waste disposal sites.
 3. Agricultural activities around the Aerodrome.
 4. Habitat, open areas of grass, water and trees as well as roosting sites in vicinity of Airport.
- B. RCAA will work with all Stakeholders to address the challenges of wildlife hazard to minimize bird strikes.
- C. As per goal 2 of the GASP, it is important to strengthen the State Safety Oversight (SSO) system through ensuring that all the eight CEs of a SSO system are fully addressed.
- D. The eight critical elements (CEs) of a safety oversight system are defined by ICAO. Rwanda is committed to the effective implementation of these eight CEs, as part of its overall safety oversight responsibilities, which emphasizes Rwanda’s commitment to safety in respect of its aviation activities. The eight CEs are presented in the figure below.

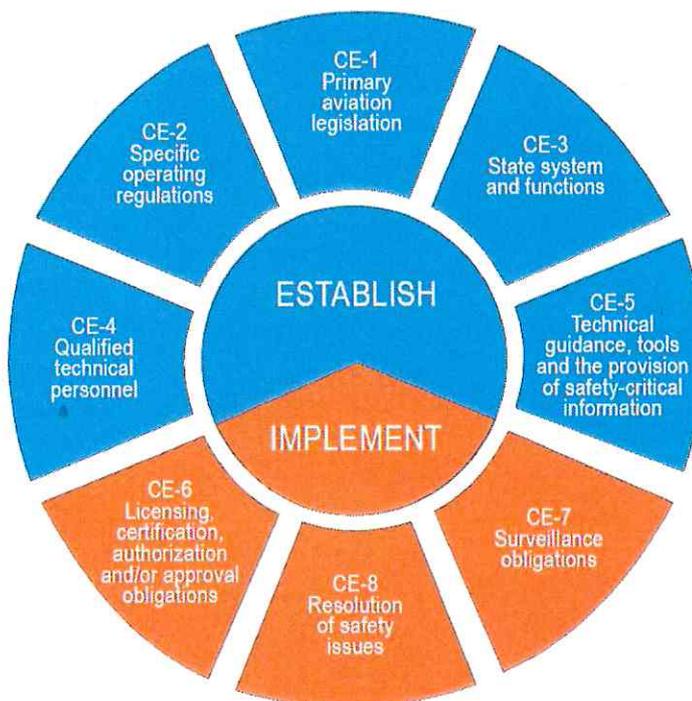


Figure 1. Critical elements (CEs) of a State’s Safety Oversight System



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

Overall EI Score							
Rwanda Overall EI Score is 78%							
EI Score by CE							
CE-1	CE-2	CE-3	CE-4	CE-5	CE-6	CE-7	CE-8
84.62%	83.33%	88.24%	83.78%	67.01%	87.34%	66.67%	58.33%
EI Score by Audit Areas							
LEG	ORG	PEL	OPS	AIR	AIG	ANS	AGA
83.33%	100%	90.41%	90.53%	96.59%	36.62%	76.85%	69.16%

The Total EI score for Rwanda as of November 2025 is 78%

- F. 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 Rwanda’s SOI have resulted in the following scores:

Score in the area of Operations	Score in the area of Air Navigation	Score in the area of Support Functions
1.52	1.04	1.68

- G. Based on the USOAP data and self-assessment in Rwanda’s Context, Accident Investigation is considered of utmost priority because it is the area with the lowest EI Score.
- H. In order to address the issue of AIG, Rwanda will implement the requirements of Annex 13 and Annex 19 as well other ICAO guidance materials to ensure that AIG is functioning effectively.



SECTION 6

MONITORING IMPLEMENTATION

- A. RCAA 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 1 to this plan.
- B. In addition to the above, RCAA in collaboration with industry stakeholders will review the NASP every 3 years or earlier, if required, to keep the identified operational safety risks, safety issues and selected SEIs updated and relevant.
- C. RCAA will periodically review the safety performance of the initiatives listed in the NASP to ensure that the national safety goals and targets are achieved. If required, RCAA will seek the support of MININFRA, RSOO, ICAO and other industry stakeholders to ensure the timely implementation of SEIs to address safety deficiencies and mitigate risks. Through close monitoring of the SEIs, Rwanda will adjust the NASP and its initiatives, if needed, and update the NASP accordingly.
- D. Rwanda 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. The NASP will be reviewed every 3 years 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.
- E. In the event that the national safety goals and targets are not met, the root causes will be presented. If RCAA identifies critical safety risks, reasonable measures will be taken to mitigate them as soon as practicable, possibly leading to an unscheduled revision of the NASP.
- F. Rwanda adopted a standardized approach to provide information at the regional level, for reporting to the RASGs through AFCAC.
- G. Rwanda actively participate in providing status of implementation of Abuja Safety Targets through filling the survey forms normally administered to the state. This allows the region to receive information and assess safety risks using common methodologies.

Any questions regarding the NASP and its initiatives, and further requests for information may be addressed to the following email address: nasp@caa.gov.rw and copy: info@caa.gov.rw

APPENDIX TO THE NASP

DETAILED SEIs: NATIONAL OPERATIONAL SAFETY RISKS

HRC 1: Runway excursion (RE)							
Goal 1: Achieve a continuous reduction of operational safety risks							
Target 1.1: By 2028, to decrease the accident rate							
Safety enhancement initiative	Actions	Timeline	Responsible entity	Stakeholders	Metrics/Indicators	Priority	Monitoring Activity
Mitigate contributing factors to RE accidents and incidents	<p>1. Implement the following safety actions:</p> <ul style="list-style-type: none"> a) Ensure the establishment and implementation of a state runway safety programme and runway safety teams. b) Promote the establishment of policy and training on rejected landings, go-arounds, crosswind and tail wind landings. c) Promote equipage of runway overrun awareness and alerting systems on aircraft. d) Ensure effective and timely reporting of meteorological and aerodrome conditions. (e.g: runway surface conditions). e) Ensure that procedures to systematically reduce the rate of unstabilized approaches to runways are developed and used. 	Q1 2026/27 to Q4 2027/28	RCAA	<ul style="list-style-type: none"> 1) RAC 2) RwandAir 3) Akagera Aviation 4) ASECNA 5) AAID 	RST meetings/workshops per annum.	High	Surveillance of service providers.



	<p>2. Identify additional contributing factors, for example:</p> <ul style="list-style-type: none"> a) Ineffective SOPs b) Failure to adhere to the appropriate SOPs c) Inadequate approach procedure design d) Inadequate regulatory oversight <p>3. Conduct continuous evaluations of the performance of the SEIs.</p>					
<p>HRC 2: Runway Incursion (RI)</p>						
<p>Goal 1: Achieve a continuous reduction of operational safety risks Target 1.2: By 2028, to decrease the rate of accidents and serious incidents for each global high-risk category of occurrence (G-HRC).</p>						
Safety enhancement initiative	Actions	Timeline	Responsible entity	Stakeholders	Metrics/Indicators	Monitoring Activity
Mitigate contributing factors to RI accidents and incidents	<p>Implement the following safety actions:</p> <ul style="list-style-type: none"> a) Establish effective low visibility operation procedures. b) Ensure proper signages and markings of runways and taxiways. c) Ensure proper ATC communication procedures. 	Q1 2026/27 to Q4 2027/28	RCAA	<ul style="list-style-type: none"> 1) RAC 2) RwandAir 3) Akagera Aviation 4) ASECNA 5) AAID 	RST meetings/workshops per annum.	Surveillance of service providers.



HRC 3: Mid Air Collision (MAC)							
Goal 1: Achieve a continuous reduction of operational safety risks							
Target 1.2: By 2028, to decrease the rate of accidents and serious incidents for each global high-risk category of occurrence (G-HRC).							
Safety enhancement initiative	Actions	Timeline	Responsible entity	Stakeholders	Metrics/Indicators	Priority	Monitoring Activity
Mitigate contributing factors to MAC accidents and incidents	Implement the following safety actions: a) Ensure appropriate mix of Air traffic. b) Ensure adequate training of Air Traffic Controllers. c) Ensure adequate ATC procedures. d) Ensure adequate training of pilots. e) Ensure good quality of navigation and surveillance equipment. f) Ensure effective safety management systems implementation.	Q1 2026/27 to Q4 2027/28	RCAA	1) Aerodrome operators 2) ANSP 3) Air operators	Trainings/workshops for flight crew and ATC personnel on MAC prevention.	High	Surveillance activities.
HRC 4: Loss of control in-flight (LOC-I)							
Goal 1: Achieve a continuous reduction of operational safety risks							
Target 1.2: By 2028, to decrease the rate of accidents and serious incidents for each global high-risk category of occurrence (G-HRC).							
Safety enhancement initiative	Actions	Timeline	Responsible entity	Stakeholders	Metrics/Indicators	Priority	Monitoring Activity
Mitigate contributing factors to MAC accidents and incidents	Implement the following safety actions: a) Ensure effective safety management system is implemented. b) Ensure that pilots comply with standard operating procedures.	Q1 2026/27 to Q4 2027/28	RCAA	1) ANSP 2) Air operators	Training/workshops for flight crew and ATC personnel on LOC-I prevention.	High	Surveillance activities.



	<ul style="list-style-type: none"> c) Ensure that overall flight crew performance is monitored. d) Ensure that aircraft systems are functioning normally. e) Ensure pilots make timely decision making. f) Avoid operating in adverse meteorological conditions whenever possible. 					
HRC 5: Controlled flight into terrain (CFIT)						
Goal 1: Achieve a continuous reduction of operational safety risks Target 1.2: By 2028, to decrease the rate of accidents and serious incidents for each global high-risk category of occurrence (G-HRC).						
Safety enhancement initiative	Actions	Timeline	Responsible entity	Stakeholders	Metrics/Indicators	Monitoring Activity
Mitigate contributing factors to CFIT accidents and incidents	Implement the following safety actions: a) Implement precision approaches or PBN approaches to reduce the risk of CFIT accidents. b) Mandate the use of terrain awareness system in Air transport Aircraft. c) Provide to manufacturer the respective terrain data when a new airport opens. d) Comply with ICAO recommendations and guidelines regarding PBN implementation. e) Train and ensure effective implementation of SOPs, Flight crew monitoring, cross checking and pilot communication in all approaches when weather and visibility are factors.	Q1 2026/27 to Q4 2027/28	RCAA	1) ANSP 2) Air operators	Trainings/workshops for flight crew and ATC personnel on CFIT prevention.	Surveillance activities.

OTHER SAFETY ISSUES

Goal 1: Achieve a continuous reduction of operational safety risks
Target 1.3: By 2028, to decrease the rate of accidents and serious incidents related to the other global risk categories of occurrences.(abnormal runway contact (ARC), system/component failure or malfunction and turbulence encounter).

Safety enhancement initiative	Actions	Timeline	Responsible entity	Stakeholders	Metrics/Indicators	Priority	Monitoring Activity
Runway condition reporting & monitoring	Improve RSC assessment, wind alerts, runway surface maintenance	Q1 2026/27 to Q4 2027/28	Aerodrome Operator	ANSP, Airlines, RCAA	Runway condition compliance; ARC trend	High	Monthly runway safety meetings
Systems reliability & maintenance	Fleet reliability monitoring; predictive maintenance; SMS integration	Q1 2026/27 to Q4 2027/28	Air operators	AMOs, RCAA	SCF-NP rate; maintenance programme adoption	High	Quarterly SMS review
Training & human-factors	HF training for maintenance & flight crews	Q1 2026/27 to Q4 2027/28	Air operators	RCAA, AMOs	Training completion rate; HF event rate	Medium	Annual training audit
Strengthen approach & landing stability	National stabilised approach guidance; go-around enforcement; recurrent flight crew training	Q1 2026/27 to Q4 2027/28	Air operators	Aerodrome Operator, ANSP	% stabilised approaches; ARC rate; go-around compliance	High	Quarterly FDM review

END OF NASP