danubefab

functional airspace block

DANUBE FAB

STRATEGIC PROGRAM

2015-2019

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Abstract

This document represents the DANUBE FAB Strategic Program, covering the period 2015 to 2019, as required by the State Agreement.

Keywords

Vision	Means of achievement	Common functions
Mission	Performance indicators	
Strategic Program	Projects	
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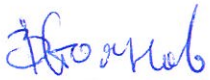
BULATSA CO-CHAIR OF THE DANUBE FAB SAPSC	 MR. VESELIN STOYANOV	19.03.2015
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0.1	December 2014	Working draft	All
0.2	January 2015	Updated with stakeholder comments, proposed issue	All
1.0	January 2015	Released Issue	All

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CONTENTS

1 INTRODUCTION

1.1 BACKGROUND & LEGAL BASIS

This document represents the DANUBE FAB Strategic Program, covering the period 2015 to 2019, as required by the Agreement on the establishment of DANUBE Functional Airspace Block between the Republic of Bulgaria and Romania (the State Agreement).

The development of this Strategic Program has been coordinated by two dedicated Focal Points, representing each ANSP, in consultation with domain experts involved in DANUBE FAB activities. This document is a revision and extension of the DANUBE FAB Strategic Program 2014-2019 ensuring the continued relevance of DANUBE FAB activities.

1.2 PURPOSE & SCOPE

The purpose of this Strategic Program is to set out the ambitions and goals i.e. 'strategic objectives' of DANUBE FAB and to set out a high level overview of how and when these objectives are to be achieved.

This Strategic Program applies to the following stakeholders:

- States authorities on transport;
- NSAs/Civil Aviation Authorities;
- Military Authorities:
- Military Regulatory Authorities as applicable
- Military Service Providers as applicable
- ANSPs.

And will have impact also on:

- Airspace users,
- Airports (in particular the airports subject to Regulation (EU) no 391/2013,), and
- Organisations and personnel involved in the design, production and maintenance of systems and constituents for ATM/ANS.

In accordance with the State Agreement this Strategic Program covers a period of 5 years from 1st January 2015 to 31st December 2019, and in complete alignment with the second reference period of the performance scheme (RP2) as defined in Regulation (EU) 390/2013. This Strategic Program includes the establishment of short-medium term objectives, but more importantly it develops a view of where the DANUBE FAB sees itself in the medium and long-term.

In fulfilling this purpose, the Strategic Program and Annual Plans build upon the existing business and planning processes of stakeholders to ensure a coherent and consistent approach that does not duplicate existing processes. It is also consistent with the relevant European Union requirements applicable to service provision, interoperability and airspace in a FAB framework – as reflected for example through SESAR objectives, European NOP Programme and other relevant plans.

The scope may be considered graphically, direct related with the roles and tasks pertaining to NSAs, ANSPs and Military Authorities, as the area denoted by the letters A-L in the diagram below.

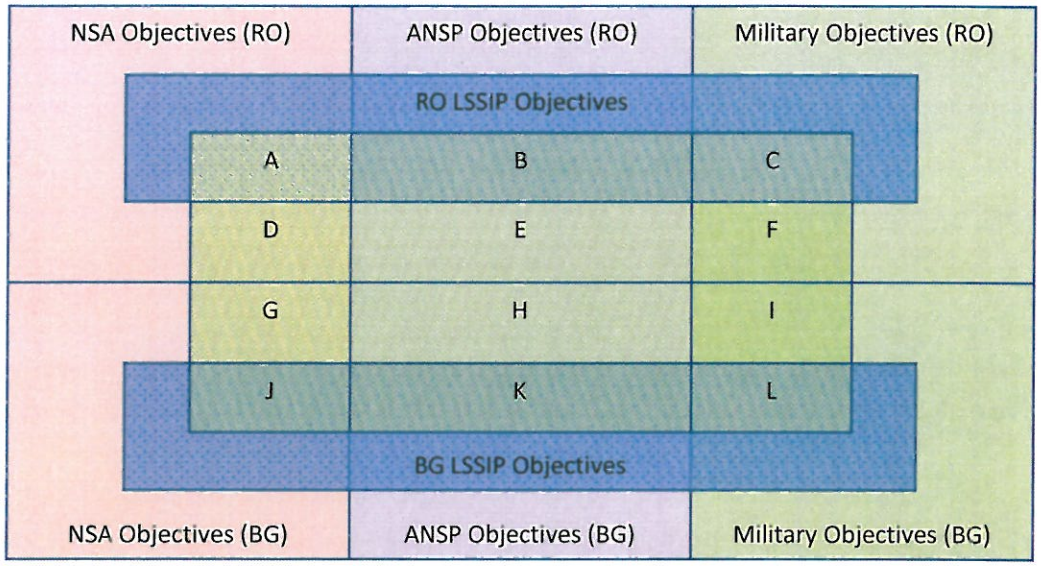

Figure 1: Scope of the DANUBE FAB Strategic Program and Annual Plans

The diagram considers 12 distinct sets of objectives as follows:

For Romania (RO):

A. NSA objectives reflected in the LSSIP
B. ANSPs objectives reflected in the LSSIP
C. Military objectives reflected in the LSSIP
D. NSA objectives not reflected in the LSSIP
E. ANSPs objectives not reflected in the LSSIP
F. Military objectives not reflected in the LSSIP

For the Republic of Bulgaria (BG):

G. NSA objectives not reflected in the LSSIP
H. ANSP objectives not reflected in the LSSIP
I. Military objectives not reflected in the LSSIP
J. NSA objectives reflected in the LSSIP
K. ANSP objectives reflected in the LSSIP
L. Military objectives reflected in the LSSIP

The intent of the Strategic Program is not to replace or to repeat any individual plans of individual stakeholders but to create a harmonised plan that establishes a way forward at DANUBE FAB level and from which individual plans will follow.

Under Regulation (EU) 1035/2011, service providers are required to maintain their own Business Plans (SBPs) in order to be certified. Although these plans will be unique to BULATSA and ROMATSA, they both contain common activities that fall within the FAB framework – these are contained in and elaborated on in this Strategic Program.

The inputs to the Strategic Program are best illustrated graphically as in Figure 2: This figure shows the formal relationship between the State plans and the DANUBE FAB Plans together with the means of their coordinated achievement. A single coordination process is carried out at State level for both DANUBE FAB Plans and all the other State plans not related to the FAB. Clear and unobstructed lines of communication are in place the needed coordination by the key stakeholders at FAB level.

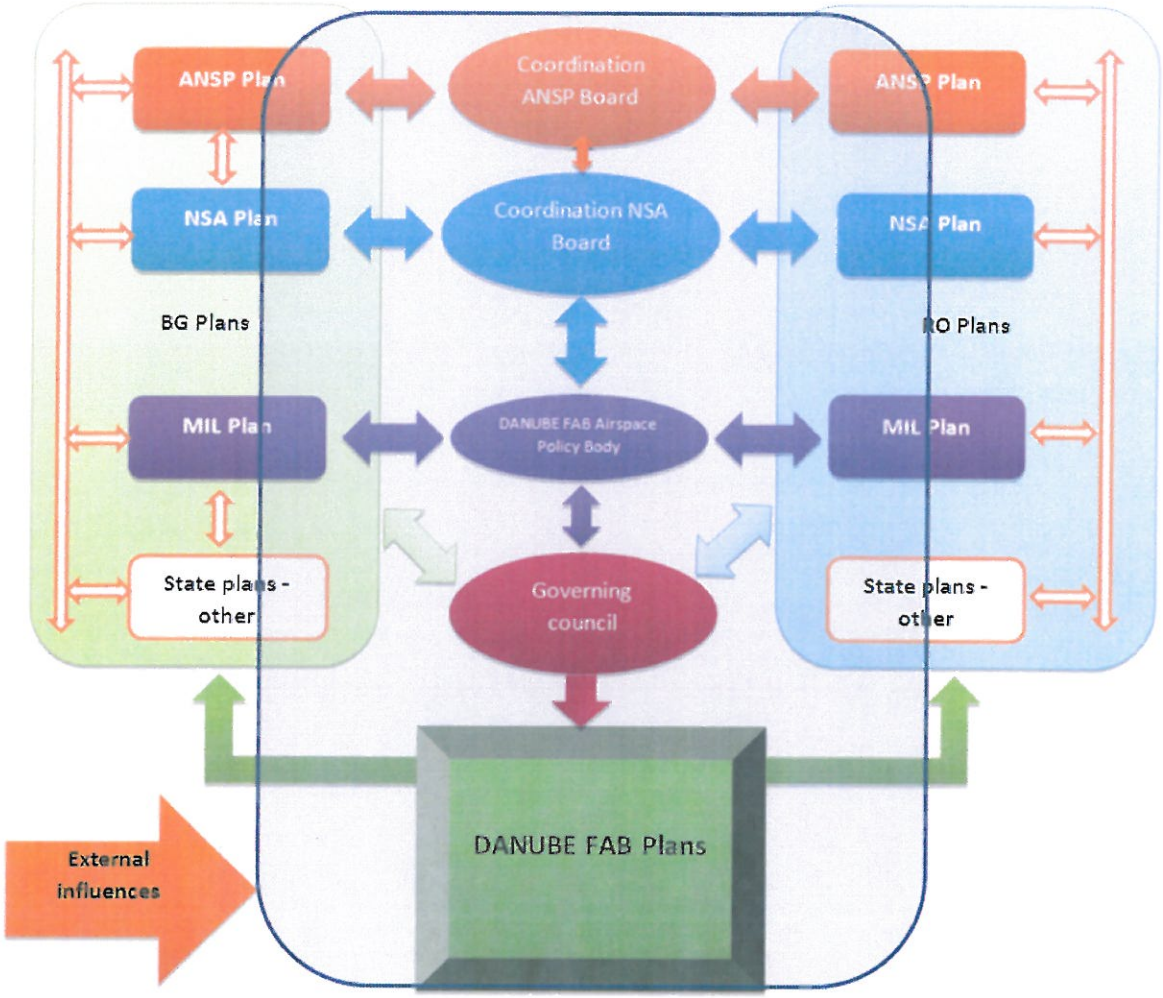

Figure 2 Formal relationship between Individual State plans and DANUBE FAB Plans

In order to distinguish between FAB-related objectives and non FAB-related objectives, the following separation criteria has been defined:

The non FAB-related objectives are considered as being defined within the individual States plans.

Taking into account the source of the applicable requirements the following criteria are taken into consideration:

- The SES requirements:
  - The FAB-related objectives shall contribute to meeting the SES requirements explicitly applicable to FAB
  - The FAB-related objective may result from considering those SES requirements applicable to individual ANSPs, for which a decision of FAB approach is made within DANUBE FAB.
- The DANUBE FAB mission:
  - The FAB-related objectives shall contribute to the performance of the DANUBE FAB mission.
- The FAB-related objectives will be transposed into individual stakeholders' objectives and taken over as such in the individual ANSPs Business Plans and other stakeholders' plans.

1.3 PUBLICATION & CONFIDENTIALITY

The approved Strategic Program is a public document that is made available on the DANUBE FAB website (www.danubefab.eu).

Aspects that are considered confidential or inappropriate for general publications have been

developed separately (e.g. as Annexes that are restricted for internal stakeholder use only).

1.4 MAINTAINENCE, MODIFICATION AND MONITORING

Over the period of this Strategic Program, it is inevitable that situations will change and critical review on an annual basis will be required to ensure current applicability. Nevertheless the idea of this Strategic Program is to set longer-term ambitions that cannot realistically be achieved in short timescales.

The Strategic Program and the relevant Annual Plan will be endorsed each year in order to allow the development of the plans of individual stakeholders to follow in due time.

1.4.1 Internal Reporting

The implementation progress of the Strategic Program and the Annual Plan will be monitored regularly through the Annual Report. The output of an Annual Report may be used as a basis for modifying this Strategic Program, for example where successive Annual Reports indicate a trend that suggests a previous goal identified in the Strategic Program is no longer achievable or desired.

1.4.2 External Reporting

DANUBE FAB should aim to speak with a single voice to the European Commission. Correspondence is prepared and coordinated quickly to ensure maximum benefit and opportunities to meet with the Commission wherever possible in order to maintain the pro-active engagement now established with the EC.

In the response to the Letters of Formal Notice, DANUBE FAB proposed **monitoring mechanisms** to actively provide assurance to the Commission that implementation is progressing at a satisfactory rate.

To be simple and pragmatic, without significant administrative burden the mechanism proposed was as follows:

- A representative of the European Commission may attend Governing Council meetings with Observer Status, subject to invitation by the Co-Chairs of the Governing Council.
- When it is not possible to ensure the presence of the European Commission at a Governing Council meeting, the minutes of the meeting (or relevant extracts thereof) will be submitted to the European Commission for their information.

The monitoring/reporting on the progress at 6-montly intervals is adequate to provide assurance to the Commission of the rate of implementation without creating unnecessary overhead).

In addition to the monitoring mechanism described above, the DANUBE FAB ANSPs already have in place a reporting mechanism supporting initiatives co-financed through TEN-T funds (i.e. aspects of FRA and AGDL). DANUBE FAB is also part of various reporting mechanisms – DANUBE FAB Annual reports, National Performance Plans Annual reports, Local Single Sky ImPlementation (LSSIP) documents, annual European Single Sky ImPlementation reporting, SESAR Interim Deployment Program (IDP) reporting, Single European Sky (SES) reporting etc.

The European Commission has access to the INEA reports submitted under the TEN-T action as an additional means of monitoring the FRA and DLS activities. Therefore the existing TEN-T reporting mechanisms may also be used to track progress on these projects, including annual status and financial reports, and a final technical implementation report.

In addition to meeting with the EC on the topic of the infringement proceedings, opportunities to discuss developments with the EC as a FAB should also be capitalised on as a means of showcasing the FAB's achievements to date.

2 DANUBE FAB VISION & MISSION

The DANUBE FAB vision describes where the FAB sees itself progressing to in the next five years. It offers a top-down view in order to set strategic objectives and to develop the implementation plans required to realise these objectives.

DANUBE FAB has achieved a sound basis for cooperation in a number of areas in recent years, and has worked hard to achieve and maintain compliance with the FAB legislation. BULATSA and ROMATSA should continue to take actions to provide ANS that will be responsive to the challenges set by the EC and other ATM stakeholders.

2.1 VISION

The DANUBE FAB vision is

> *"to provide the safest, most efficient and environmentally friendly air-navigation services in south-eastern Europe"*

DANUBE FAB strives towards a qualitative transformation of the functional air navigation systems achieving the highest safety standards, providing the highest performing infrastructure for all users in line with a seamless single sky while ensuring effective environmental sustainability. The air traffic operations will be performed safely, swiftly, efficiently, and seamlessly. Flights will take off and land on time, every time, without ATM related delay and there will be no fatal accidents induced by ANS. Air travel will be routine and uneventful for everyone involved. Costs will be acceptable for operators, and the impact on the environment will be minimised. States' obligations related to sovereignty and security of the nations will be performed in most efficient and effective manner.

2.2 MISSION

In respect to the vision, DANUBE FAB is commited to:

- achieving FAB-level performance targets
- designing and managing the FAB airspace, irrespective of national borders
- following the common concept of operations
- establishing a common training system
- harmonising SQSE management systems
- commonly planning the CNS development and deployment
- making best use of common procurement benefit
- implementing all other beneficial initiatives for a safe, efficient and environmental friendly operations in the DANUBE FAB.

Based upon these mission statements, DANUBE FAB has established a series of strategic objectives and implementation projects which are described in the following sections.

3 OVERVIEW OF ORGANISATION, CUSTOMERS AND BUSINESS

3.1 DANUBE FAB STAKEHOLDERS

DANUBE FAB is comprised of stakeholders from the Republic of Bulgaria and Romania as below:

3.1.1 Bulgarian Stakeholders

The main National Stakeholders involved in ATM in Bulgaria are the following:

- Directorate General Civil Aviation Administration (DGCAA)
- Bulgarian Air Traffic Services Authority (BULATSA)
- Military Authorities
- Airport Operators.

Their activities relationships are shown in the diagram below.

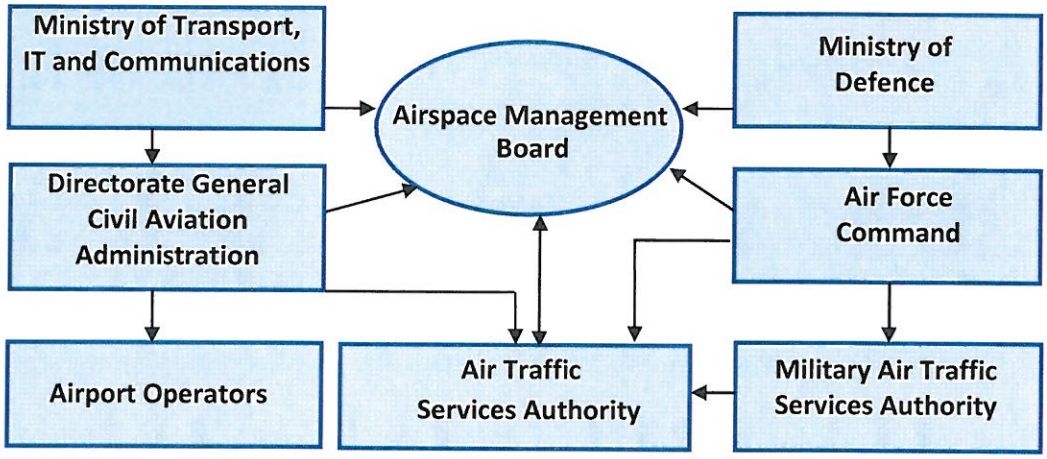

Figure 3 Bulgarian stakeholders

The Airspace Management Board is not a stakeholder itself but a strategic level body of the unified system for civil and military air space management in Bulgaria. It comprises of stakeholders' representatives from the

- Ministry of Transport, IT and Communications
- Ministry of Defence/ Staff of Defence
- Directorate of the Civil Aviation Administration
- Air Forces Command
- Bulgarian Air Traffic Services Authority (BULATSA)
- Military Air Traffic Management (MATM).

3.1.2 Romanian Stakeholders

The main national stakeholders involved in ATM in Romania are the following:

- Ministry of Transport through Air Transport Directorate
- Civil Aviation Safety Investigation and Analysis Centre (CIAS)
- Romanian Civil Aeronautical Authority (RCAA as NSA for all matters)
- Ministry of National Defence
    - Air Force Staff

- National Military Command Centre
- Air Operations Centre

- Romanian Air Traffic Services Administration (ROMATSA)
- Romanian Airports
- Airspace Users (National and International Air Carriers, other operators)

Their relationships are shown in the diagram below.

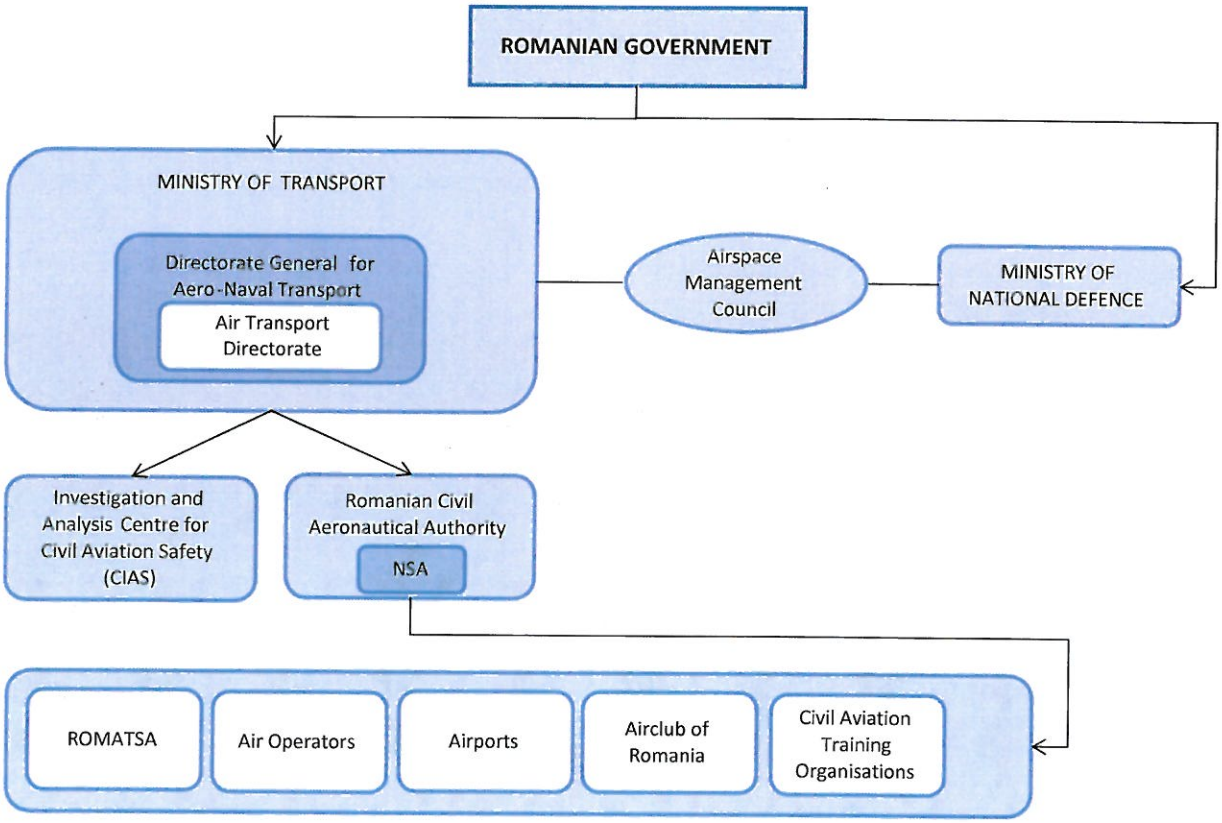

Figure 4 Romanian stakeholders

3.2 DANUBE FAB ORGANISATION

The DANUBE FAB State Agreement provides the overarching legal framework for the governance of the FAB. The core bodies are:

- **Governing Council:** provides oversight and approval of key FAB documentation (annual plans, safety policy, airspace policy, performance plans etc). It is composed of one high level representative of the State authority on transport of each Party, one representative from the authority responsible for military aviation in each Party, the Heads of both NSAs and the Heads of both ANSPs.
- **NSA Board:** provides a formal coordination and an interface between the NSAs involved in supervisory tasks at DANUBE FAB level. It is composed of the heads of the NSAs of both States as well as by representatives nominated by them
- **ANSP Board:** oversees implementation of the FAB at the ANSP level via the ANSP agreement. It is composed of the ANSP Director Generals and representatives from both ANSPs.
- **Airspace Policy Body:** responsible for enhancing the joint civil-military coordination process and for the flexible use of airspace application within the cross-border airspace. It is composed of representatives for each Party from the: State authority on transport, State authority on defence, Military aviation authorities, CAAs, ANSPs and from the Military authorities.

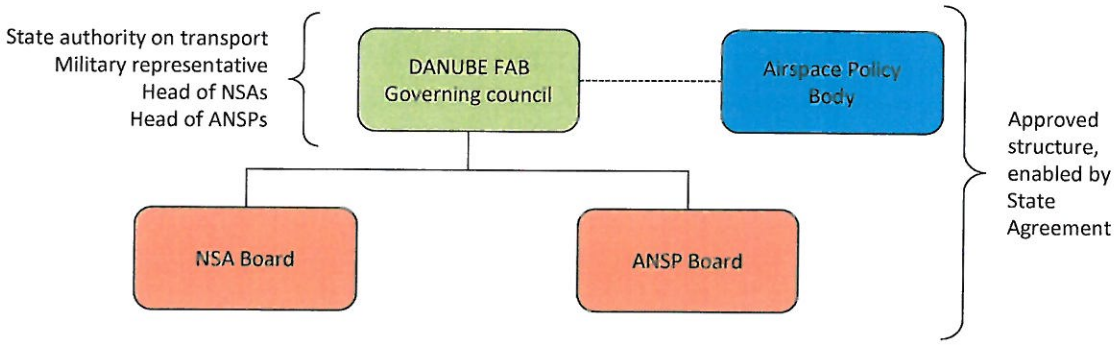

Figure 5: DANUBE FAB Governance Structure

The ANSP Board is supported in the implementation of the FAB through its working arrangements, including specialised Standing Committees or other supporting bodies established in accordance with their respective Rules of Procedures.

In turn the ANSP Board is supported by the Strategy and Planning Standing Committee (SAPSC) for all DANUBE FAB cooperation domains, and is composed of ANSP experts. It is supported by the Operations Standing Committee (OSC) which carries out work in the areas of operations, technical and training, and by the Safety, Quality, Environment and Security Standing Committee (SQSESC) which performs the necessary tasks in its domain areas.

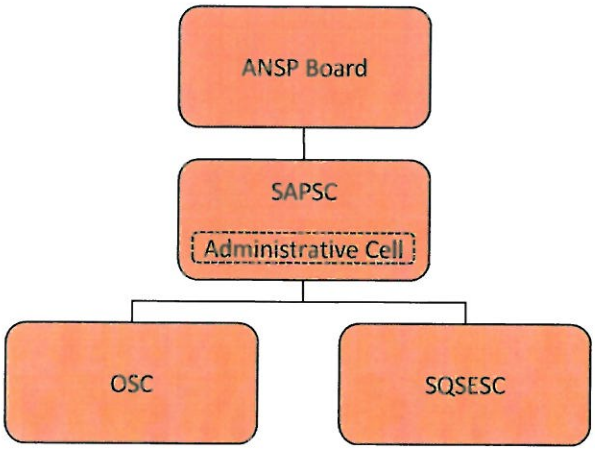

Figure 6: DANUBE FAB ANSP Working Structure

The Administrative Cell supports the SAPSC and is guided in its work by a set of overarching documents including the Project Management Plan (including the Communications Plan and Quality Management Plan) as well as the DANUBE FAB State Agreement and ANSP Cooperation Agreement.

4 MARKET ASSESSMENT

Before defining the strategy and objectives of the DANUBE FAB it is first worth reflecting on the current environment and drivers that may impact on DANUBE FAB. This is necessary to ensure that the strategy is able to respond to these drivers and that DANUBE FAB is able to position itself accordingly. It also provides reassurance that DANUBE FAB considers the economic trends and how it is prepared for the future socio-economic environment that it is likely to encounter.

This market assessment uses a PEST analysis and a SWOT analysis to consider a number of both external and internal factors about the context in which the DANUBE FAB will operate.

4.1 PEST ANALYSIS

4.1.1 Political

FABs are considered as central to achieving the SES, as a means to defragmenting air traffic management and achieving the performance improvements in aviation as foreseen in the SES. In a recent speech EU Commissioner for Transport Violeta Bulc underlined the need to further action to make Functional Airspace Blocks a reality, justifying the recent spate of infringement proceedings by stating that FABs *"remain today little more than an empty construct, offering little change or benefit"*.

The EC will be looking to States to make further improvements in performance during RP2, and this is likely to be achieved through a combination of individual ANSPs improving efficiencies within their own organisations and cooperating with other ANSPs through FABs and inter-FAB cooperation to achieve performance improvements.

The **infringement cases** no 2014/2102 and 2014/2103 brought against the DANUBE FAB Member States in July 2014 represent a driver for accelerating FAB implementation plan. The referred high priority initiatives are:

- Implementation of the Free Routes Airspace (see Section 6.7).
- Establishment of the Cross Border Sectors (completed in 2014).
- Inter-FAB cooperation (see Section 6.1).
- Technical rationalization and infrastructure (see Section 6.6).
- Data Link Services (see Section 6.6).

SES 2+ aims to makes FABs more flexible, industry led, and more focused on performance. This includes, *inter alia,* the liberalisation of support services such as CNS or training, encouragement to establish industrial partnerships, a better consultation of the airspace users by giving them a role in signing-off major investment plans, more independence given to the PRB in the context of the performance scheme, and opening the door to new centralised services to be performed by the Network Manager.

In October 2014, EUROCONTROL released the first Call for Tender for the demonstration phase for its **Centralised Services** initiative. The DANUBE FAB ANSPs are eligible to respond jointly to CfTs for 4 of the CSs. Participation in Centralised Services as a FAB could provide an additional source of revenue for both ANSPs whilst raising the profile of the DANUBE FAB at European level. In October 2014, the ANSP Board tasked the SAPSC to analyse further cooperation between BULATSA and ROMATSA in relation with joint participation as new information becomes available.

Inter-FAB cooperation and the developing **relations with third countries** is of strategic importance to DANUBE FAB to create benefits for stakeholders. DANUBE FAB agreed a 'Letter on ANSP level cooperation in FAB matters' with the purpose to establish regular cooperation with a view to exchanging information on plans and activities carried out within the FAB framework, especially in the areas of operations, technical, training, performance and safety. In particular the ANSPs will cooperate in the implementation of operational improvements, thereby contributing to the flight efficiency of the overall European network and maximizing operational and environmental benefits, and exchange information concerning the SESAR deployment phase, coordinating implementation where possible. The agreement also supports the establishment of other joint or cooperative plans/projects.

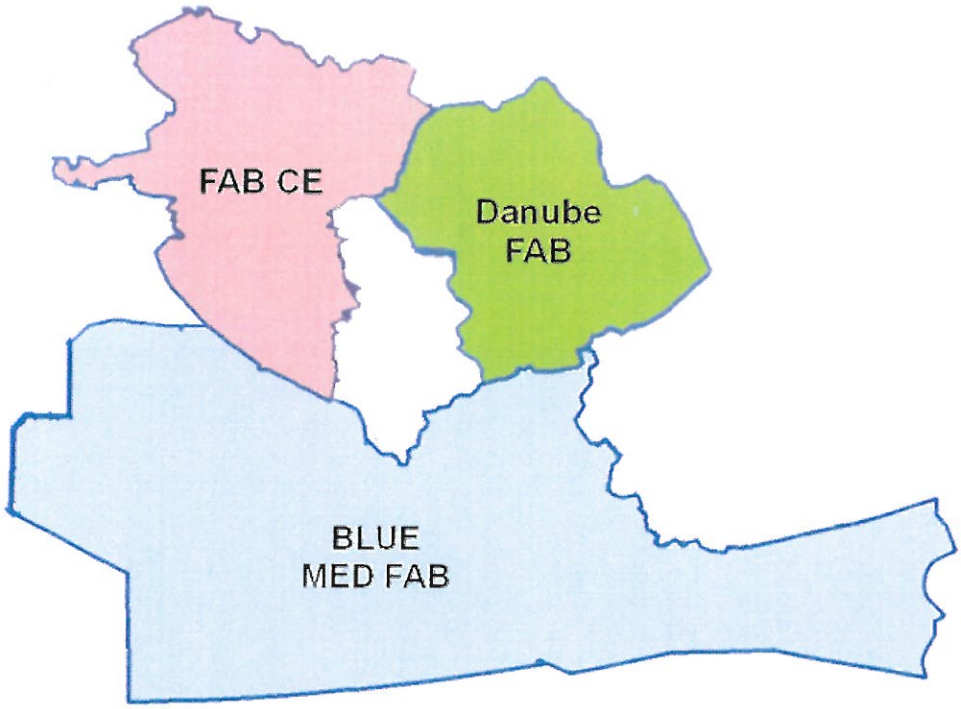

Figure 7 Inter-FAB Cooperation with BLUE MED FAB and FAB CE

DANUBE FAB also plans to work in close cooperation with FAB CE, and has entered into discussions with FAB CE concerning the establishment of an inter-FAB cooperation agreement at ANSPs level.

The **political situation** in the neighbouring region presents a possible impact on DANUBE FAB's business (see also the Economic assessment, Section 4.1.2), since it is difficult to determine the extent of the influence or the period over which DANUBE FAB will be affected – in particular concerning increased numbers of traffic. This needs to be built into the individual ANSP business plans.

4.1.2 Economic

In line with Regulations (EU) 390/2013 and (EU) 391/2013, DANUBE FAB has elaborated a common **Performance Plan for RP2** (2015 – 2019). There is a big focus on ANSP cost-efficiency and the targets are likely to be significantly harder to achieve for RP2 compared to RP1. DANUBE FAB submitted a common FAB performance plans with a clear allocation of accountability within the FAB to the PRB in June 2014. Following revisions, adoption of the plan by the EC is expected in March 2015. With the exception of the cost-efficiency KPI, there is one single FAB target per KPI.

The planned **investments** necessary to achieve the performance targets have to be relevant to the European ATM Master Plan, the Network Strategy Plan and the common projects, highlighting the benefits and synergies achieved at FAB level. Public funding is available through the **Connecting Europe Facility** for projects undertaken by multiple stakeholders which enhance network benefits.

The DANUBE FAB Performance Plan includes four Key Performance Areas (KPAs) with corresponding Key Performance Indicators (KPIs) and associated targets that should be set at charging level, national level or DANUBE FAB level, as indicated below.

KPA	KPI	Target level
Safety	Effectiveness of safety management	FAB level with an indication for monitoring purposes of the contribution at national level.
	Application of the severity classification based on the Risk Analysis Tool (RAT) methodology	
	Just culture	
Environment	The average horizontal *en route* flight	FAB level

	efficiency of the actual trajectory	
Capacity	The average minutes of *en route* ATFM delay per flight	FAB level with a breakdown at national level
	The average minutes of arrival ATFM delay per flight attributable to terminal and airport air navigation services	National level with a breakdown at airport level
Cost-efficiency	The determined unit cost (DUC) for *en route* air navigation services	Charging zone level
	The determined unit cost (DUC) for *terminal* air navigation services	

Table 1: Overview of RP2 Performance Scheme KPAs and KPIs

The EU wide targets in the area of capacity, environment, cost/flight efficiency and safety would bring more incentives to increase Inter-FAB cooperation and would push further the implementation of regional/cross-border projects.

There is an upward trend in the **traffic forecast** in the DANUBE FAB area over RP2. Increased growth in the neighbouring region is expected and is likely to result in more traffic in DANUBE FAB airspace and increased revenue for the ANSPs. Whilst this is an opportunity for DANUBE FAB ANSPs, there is also an element of risk due to the unit rate being fixed in the performance scheme.

		2015	2016	2017	2018	2019	2019/2014
DANUBE FAB	H	5.3%	5.6%	5.6 %	4.5%	5.8%	**2.1%**
	B	3.4%	4.1%	4.1%	2.9%	4.8%	**3.9%**
	L	1.5%	2.1%	2.4%	2.5%	2.7%	**2.3%**

Table 2: Consolidated Summary of Forecast total IFR flight growth for DANUBE FAB (source: EUROCONTROL 7 year forecast September 2014)

The traffic downturn in the short term will help States achieve interim targets but as traffic recovers, further actions will be required from ANSPs on containing costs. Rising fuel costs and slow growth for airspace users will increase the pressure to reduce costs.

4.1.3 Social

DANUBE FAB involves several **stakeholders**, each with different requirements and objectives depending on the nature of their business (eg military providers vs. civil providers). DANUBE FAB needs to maintain a smooth and efficiency **governance structure** and working arrangements in order to guarantee the successful achievement of its objectives.

The **social dimension** of DANUBE FAB remains an important consideration and is reflected through the regular Social Consultation Forums and also a broader stakeholder consultation with airspace users and airports. It is also worth noting that SES 2+ could require airspace users to play a part in the approval of ANSP business plans.

A solid **communication and publicity strategy** is required in order to raise the DANUBE FAB profile in Europe – including the developing and maintaining good relations with key European institutions such as the Commission, EUROCONTROL, INEA and EASA.

4.1.4 Technological

The **European ATM Master Plan** is the overarching blueprint for SESAR, including new operational concept and technologies. The trend is towards advanced technologies with high performance levels to support sufficient capacity for airspace users. The Master Plan also foresees a shift away from ground based infrastructure towards satellite navigation as the primary means to provide a navigation services. The future technologies should support cross-border service provision and dynamic sector management, enabling airspace users to fly their preferred trajectories without limitations imposed by national borders.

The **ESSIP and LSSIP** process enables the European ATM Master Plan activities to be planned at a local level. Whilst not all objectives can be addressed in a common FAB manner, many can be, and these need to be reflected in the DANUBE FAB strategy.

SESAR will be deployed through a series of common projects, the first set of which comprises the **Pilot Common Project** as defined in Regulation (EU) 716/2014. The Pilot Common Project is based upon the European ATM Master Plan, the objectives of the Interim Deployment Program and the Network Strategy Plan, and should be implemented by 2024. There are 6 ATM Functionalities (AFs) which are composed of a number of implementation projects to be executed – many of these can be completed at FAB level and should therefore be reflected in the DANUBE FAB strategy. The implementation of the PCP will be according to a Deployment Programme and supervised by the Deployment Manager – to be selected in 2015.

4.2 SWOT ANALYSIS

This section aims to identify the resources available to deliver the strategy and the plans already committed to. The implementation of the strategy will be limited by these resources and plans so it is therefore important to identify them in order to be able to prioritise and determine how best to use what is available.

STRENGTHS	WEAKNESSES
• Capacity available in the DANUBE FAB airspace meets the present and forecasted traffic demand (Capacity KPA) • Good performance in terms of safety of both DANUBE FAB ATM systems. • Good quality of the provided ANS • Adequate infrastructure for providing ANS according to SES requirements. • Availability of licensed personnel for performing the tasks assigned. • Financial stability and independence of external sources of financing. • Competitive en-route unit rates. • Increased traffic in the region. • Experience gained through the CBSs establishment. • Experience gained through common procurement. • Good cooperation between internal stakeholders.	• Difficulties in covering costs for services within the terminal areas from ANS charges. • Difficulties to meet the deadlines for completion of the projects, with negative impact on realisation of the annual planned costs. • Difficulties to assess the institutional changes necessary at national/ FAB level due to the frequent modification of EU law. • Slow common procurement procedures due to national administrative burdens. • Limited resources creating difficulties to achieve compliance with some requirements contained in EC/EU Regulations. • Limited publicity as a FAB at EU level
OPPORTUNITIES	**THREATS**
• Attracting new neighbouring States into the DANUBE FAB. • Inter-FAB cooperation, starting from ANSPs level. • Increase of revenue in the long-term due to the attraction of additional en-route traffic resulting from the commissioning of new and optimised routes from/to Hungary, Greece, Russian Federation and Turkey. • Increase in the number of landing and departing international aircraft as a result of the general development of the DANUBE FAB countries. • FAB participation in the industrial partnership concept. • Develop relationships with EU institutions.	• Constantly changing European legislative framework. • Increased costs resulted from the fulfilment of the requirements imposed by SES legislative package, especially those regarding the FAB establishment and assurance of interoperability. • The conflict in the Middle East could result in a substantial reduction of the main flow of en-route traffic. • A general seasonal weak European air traffic, which will result in reduced revenue. This trend is preconditioned by the development of the financial crisis and its impact on tourist travel. • Persistence of the global financial crisis and its negative impact on the financial status of air carriers. • Infringements proceedings due to non-compliance with EC Regulations.

5 STRATEGIC OBJECTIVES

The DANUBE FAB Strategic Objectives are focused around the Key Performance Areas of the RP2 Performance Plan and other elements to ensure the continued evolution of the DANUBE FAB.

5.1 SAFETY

SO1	**Maintain and wherever possible improve the current level of safety so that the number of accidents or serious incidents induced by air navigation services at least remains at, or decreases from, its current level, notwithstanding increased traffic**
Performance indicator	• Level of Effectiveness of Safety Management • Application of the severity classification based on the Risk Analysis Tool (RAT) methodology • Just culture Performance targets for each key performance indicator are established in accordance to the DANUBE FAB Performance Plan for the second reference period (2015-2019) currently under assessment by the EC.

5.2 CAPACITY

SO2	**Provide capacity to accommodate increasing traffic and airspace user demands, whilst reducing flight delays**
Performance indicator	• En route ATFM delay per flight Performance targets for the key performance indicator are established in accordance to the DANUBE FAB Performance Plan for the second reference period (2015-2019) currently under assessment by the EC.

5.3 COST-EFFICIENCY

SO3	**Deliver high quality air navigation services at a competitive rate in line with European-wide targets**
Performance indicator	• Determined unit cost (DUC) for en route ANS Performance targets for the key performance indicator are established in accordance to the DANUBE FAB Performance Plan for the second reference period (2015-2019) currently under assessment by the EC.

5.4 ENVIRONMENT

SO4	**Improve the efficiency of flight operations and minimise the environmental impact of ATS.**
Performance indicator	• Horizontal en route flight efficiency (KEA) Performance targets for the key performance indicator are established in accordance to the DANUBE FAB Performance Plan for the second reference period (2015-2019) currently under assessment by the EC.

5.5 TRANSVERSAL

SO5	Drive benefits through technological changes and interoperability of systems and procedures
Performance indicator	Achievement of this strategic objective will be indicated by compliance with the established deployment / implementation deadlines.

SO6	Continuous development and evolution of the DANUBE FAB
Performance indicator	Achievement of this strategic objective will be indicated through meeting the expectations and needs of customers and stakeholders. Performance against this strategic objective is assessed through the Annual Report.

6 IMPLEMENTATION PROJECTS

This section presents a high level overview of the proposed projects/programmes and activities for the period covered by the Strategic Program.

The projects/programmes cover the period 2015 to 2019 inclusive. The level of detail of this section is such that it does not set out the plan for each individual activity, but neither is it presented at such a high level that effectively every activity appears as a continuous activity running for the full term of the Strategic Program.

The projects/programmes cover governance and performance issues as well as the more specific practical operational and implementation enabler activities. There is unavoidably some overlap between the projects/programmes but the idea is that each has a clearly defined set of attributes. Two types of attributes are identified:

- General project attributes: These include the main objectives, benefits, outputs, schedule and resources needed to deliver the project. In the annual plan these aspects are identified for each project activity and task, at this Strategic level they are only identified per project.
- Project Description attributes: This means the goals and activities of each project. In the annual plan, the projects are further broken down into tasks.

General project attributes are presented in a single table for each project.

Project description attributes are presented in a separate table according to the following key:

[ACTIVITY A1] A domain level initiative, with a 1-5 year time horizon (though only those with 1 year time horizon will be included in the Annual Plan), can be the responsibility of multiple parties

[TASK A1.T01] A detailed and specific domain level initiative, with a 1-5 year time horizon (only those within 1 year will be included in the Annual Plan) assigned to a specific party

6.1 STRATEGY AND PLANNING

6.1.1 General Attributes

Attribute	Description
Description	Project to put in place, transition to and maintain the governance structure throughout the implementation phase including regular meetings of the Governing Council, the ANSP and NSA Boards and to formulate robust implementation projects and activities that clearly articulate how new policies, programs, plans and actions will be delivered on time, on budget and to expectations, so as to maintain an effective and functional strategic and planning process within DANUBE FAB.
Project priority	High
Impact on relevant stakeholders	NSAs, ANSPs, MIL Authorities, airspace users, airports
Expected costs/benefits	Maintain common governance structure for the FAB
How achievement might be measured	Effective and functional strategic and planning process within DANUBE FAB.
Risks	- Delay in organising the governance structure. - Risk of late involvement and late input from the stakeholders - Different understanding on specific projects development and deployment
Schedule	2015 – 2019
Deliverables / expected outputs	To any related:

	- DANUBE FAB State Agreement - NSA Cooperation Agreement - ANSP Cooperation Agreement - DANUBE FAB CBS ANSP Agreement - DANUBE FAB Observations on Letters of Formal Notice Infringement Cases no 2014/2102 and no 2014/2103 - FAB common functions, - EU Regulations, - European ATM Master Plan, edition 2, October 2012 - ESSIP objectives.
Reference	To any related: - DANUBE FAB State Agreement - NSA Cooperation Agreement - ANSP Cooperation Agreement - FAB common functions, - EU Regulations, - European ATM Master Plan, edition 2, October 2012 - ESSIP objectives.
Impact on performance	Safety, Capacity, Cost efficiency, Environment
Responsibilities	The allocation of responsibility for conducting the project is that of the SAPSC.

6.1.2 Schedule

Actions	Period / Deadline	Responsible Experts or Entity
[ACTIVITY A1] **Maintain Governing Council**		
[TASK A1.T01] Maintain Governing Council	2015 – 2019	SAPSC
[ACTIVITY A2] **Maintain NSA Board**		
[TASK A2.T01] Maintain NSA Board	2015 – 2019	NSAs
[ACTIVITY A3] **Maintain ANSP Board**		
[TASK A3.T01] Maintain ANSP Board	2015 – 2019	SAPSC
[ACTIVITY A4] **Maintain DANUBE FAB Airspace Policy Body**		
[TASK A4.T01] Maintain DANUBE FAB Airspace Policy Body	2015 – 2019	OSC / ADODEG
[ACTIVITY A5] **Adopt Strategic Program for Year n-n+5 and Annual Plan for Year n**		
[TASK A5.T01] Initiate development and update of the Strategic Program and the Annual Plan	Aug-Sept Yn-1 (2015 – 2019)	SAPSC
[TASK A5.T02] Set up any required Task Forces to deliver the Annual Plan	Aug-Sept Yn-1 (2015 – 2019)	SAPSC
[TASK A5.T03] Adopt Strategic Program and Annual Plan (GC approval)	Dec Yn-1 (2015 – 2019)	SAPSC
[ACTIVITY A6] **Adopt Annual Report Year n**		
[TASK A6.T01] Initiate development of the annual report	Dec Yn-Jan Yn+1 (2015 – 2019)	SAPSC

Actions	Period / Deadline	Responsible Experts or Entity
[TASK A6.T02] Adopt Annual Report	April Yn+1 (2015 – 2019)	SAPSC
[ACTIVITY A7] **Coordinate activities of Network Management Board**		
[TASK A7.T01] Coordinate activities of the Network Management Board	2015 – 2019	SAPSC
[ACTIVITY A8] **Coordination to prepare LSSIPs at FAB level**		
[TASK A8.T01] Receive and review new set of ESSIP objectives and significant changes to existing ones for Year n	Jul – Aug Yn (2015 – 2019)	ANSP Experts
[TASK A8.T02] Prepare and coordinate LSSIP aspects based on common activities with LSSIP Focal Points and EUROCONTROL coordinator (Contact Person).	Sep Yn (2015 – 2019)	ANSP Experts
[TASK A8.T03] Participate to a common DANUBE FAB kick-off meeting for LSSIPs edition Yn	Sep – Oct Yn (2015 – 2019)	ANSP Experts
[TASK A8.T04] Common in-cycle activities for the alignment of LSSIPs edition Yn at FAB level (i.e. alignment meetings, e-mail / phone / webex sessions coordination)	Jan – Feb Yn+1 (2015 – 2019)	ANSP Experts
[TASK A8.T05] Submit coordinated LSSIPs edition Yn	Feb – Mar Yn+1 (2015 – 2019)	ANSP Experts
[ACTIVITY A9] **Support to DANUBE FAB actions in relation with Infringement Cases no 2014/2102 and no 2014/2103**		
[TASK A9.T01] Monitor actions	2015 – 2019	SAPSC
[TASK A9.T02] Report to Governing Council on the status of the actions	2015 – 2019	SAPSC
[ACTIVITY A10] **Coordinated involvement in the SESAR deployment and governance structures**		
[TASK A10.T01] Coordinated IDP Reporting to IDSG	2015	ANSP Experts
[TASK A10.T02] Coordinated elaboration of IDP ANSPs' recommendations input to IDSG	2015	ANSP Experts
[TASK A10.T03] Coordinated Deployment program reporting to DM	2015 – 2019	ANSP Experts
[TASK A10.T04] Coordinated participation in DM Coordination platform	2015 – 2019	ANSP Experts
[ACTIVITY A11] **Coordinate to maintain compliance with ICAO standards and EU regulations**		
[TASK A11.T01] Coordinate to maintain compliance with ICAO standards and EU regulations	2015 – 2019	TBD
[ACTIVITY A12] **Inter-FAB cooperation**		
[TASK A12.T01] Implement Inter-FAB cooperation mechanism with BLUE MED FAB	2015 – 2019	SAPSC
[TASK A12.T02] Implement Inter-FAB cooperation mechanism with FAB CE	2015	SAPSC
[ACTIVITY A13] **FAB involvement in an industrial partnership**		
[TASK A13.T01] Activities to analyse opportunities for FAB involvement in an industrial partnership	2015 – 2019	SAPSC
[ACTIVITY A14] **FAB enlargement**		
[TASK A14.T01] Organise meetings at regional level	2015 – 2019	Governing Council
[TASK A14.T02] Perform (pre)feasibility study for DANUBE FAB enlargement	June 2016	ANSPs/NSAs and Military Authorities
[TASK A14.T03] Define strategy for FAB enlargement, based on certain proposals from ANSP Board/NSA Board	December 2016	Governing Council
[TASK A14.T04] Setup cooperation mechanisms with interested parties for FAB enlargement, based on certain proposals from Governing Council	2017	Competent Authorities

6.2 EXTERNAL RELATIONS AND COMMUNICATIONS

6.2.1 General Attributes

Attribute	Description
Description	Activities and tasks in the External relations & Communications are designed to make sure that the project achievements are promoted. The communication activities are vital aspect of the DANUBE FAB. They ensure that all stakeholders are kept informed about the current status, new events and developments in the FAB, while providing easy access to additional up-to-date information if required. A living communications plan needs to be maintained and updated in order to maximise the communications opportunities with all stakeholders. An open and honest dialogue between FAB partners will foster trust internally and coherence externally. A lot of effort was invested in promoting DANUBE FAB achievements through press releases, website material and publicity events during the development phase. These previous communication efforts should be developed and implemented further, to extend the good practices.
Project priority	Medium
Impact on relevant stakeholders	Airspace users, international aviation organisations, EU institutions, Bulgarian/Romanian institutions, other FABs, social partners, press, ANSPs
Expected costs/benefits	Expected costs, related to: - DANUBE FAB website redesign and maintenance; - Newsletters and press releases; - Stakeholders meetings organizing; - Other costs related to communication activities internal/external support; Expected Benefits-not quantifiable, but: - DANUBE FAB promotion - Useful feedback from the stakeholders - Mitigation of the risk of resistance to change
How achievement might be measured	Ensure unobstructed access to relevant information sources, 'open lines' of communication
Risks	- Stakeholders' misunderstanding and misinterpreting of the activities within DANUBE FAB; - Insufficient feedback related to stakeholders' perception; - Resistance to change.
Schedule	2015 – 2019
Deliverables / expected outputs	- DANUBE FAB communication plan kept updated and current. Safeguard consistency and coherence between the various Project work streams; - Disseminating information internally and externally; - Ensure clear and consistent messages are given by all Project partners; - Develop and maintain positive press relations; - Ensure that suitable publicity is given to the Project;
Reference	DANUBE FAB International Agreement, ANSP Cooperation Agreement, NSA Cooperation Agreement, SES legislation.
Impact on performance	Organisational Excellence
Responsibilities	GC, SAPSC, OSC, SQSESC, Administrative Cell

6.2.2 Schedule

Actions		Period / Deadline	Responsible Experts or Entity
[ACTIVITY A15]	**Administrative activities**		
[TASK A15.T01]	Annual review of the DANUBE FAB communications plan and update as required	Nov 2015	Administrative Cell
[TASK A15.T02]	Maintain a contact database for all those involved in the project.	January 2015	Administrative Cell
[TASK A15.T03]	Develop administrative/communications related documentation in support to DANUBE FAB Governance	2015 – 2019	Administrative Cell
[ACTIVITY A16]	**Website and members area**		
[TASK A16.T01]	Update website on regular basis	2015 – 2019	Administrative Cell
[TASK A16.T02]	Ongoing activities to maintain the 'Members Area' information file store on the website	2015 – 2019	Administrative Cell
[TASK A16.T03]	Migrate to the new look and website platform	May 2015	Administrative Cell
[ACTIVITY A17]	**News and press**		
[TASK A17.T01]	Ongoing activities to include all press releases, newsletter, documents for library, etc onto web site.	2015 – 2019	Administrative Cell
[TASK A17.T02]	Issue annual DANUBE FAB newsletter	2015 – 2019	Administrative Cell
[TASK A17.T03]	Develop FAB distribution list, comprising internal and external stakeholders and customers, including EU institutions	March 2015	Administrative Cell
[ACTIVITY A18]	**Support FAB international standing and relations**		
[TASK A18.T01]	FAB representation at international events (e.g. NM, ECTL, EC, EASA, etc.)	2015 – 2019	SAPSC, OSC, SQSESC
[TASK A18.T02]	FAB participation at World ATM Conference	2015 – 2019	SAPSC
[TASK A18.T03]	Administrative activities to support of the coordination with EC	2015 – 2019	Administrative Cell
[TASK A18.T04]	Maintain awareness of ongoing activities and status within other FABs, including lessons learned	2015 – 2019	SAPSC
[TASK A18.T05]	Activities to promote DANUBE FAB among neighbouring third countries	2015 – 2019	Administrative Cell
[ACTIVITY A19]	**Maintain regular stakeholder consultation**		
[TASK A19.T01]	Coordinate stakeholder consultation meetings	2015 – 2019	GC, SAPSC, Administrative Cell
[ACTIVITY A20]	**Promotion and marketing**		
[TASK A20.T01]	Define consistent approach towards promotional and marketing materials (eg document files, USB sticks pens, notepads, stands)	March 2015	Administrative Cell
[TASK A20.T02]	Develop a FAB video presentation	March 2015	Administrative Cell
[TASK A20.T03]	Develop DANUBE FAB Identity Manual	January 2015	Administrative Cell
[TASK A20.T04]	Maintain and update DANUBE FAB Identity Manual	2015 – 2019	Administrative Cell
[TASK A20.T05]	Create common templates for newsletters, press releases, documents etc.	March 2015	Administrative Cell
[TASK A20.T06]	Revise/resolve DANUBE FAB motto, considering the availability and copyright issues	June 2015	Administrative Cell

6.3 NSA COORDINATION

6.3.1 General attributes

Attribute	Description
Description	Development, implementation and monitoring DANUBE FAB NSAs Annual Plan for 2015
Project priority	High
Impact on relevant stakeholders	In particular: NSAs, ANSPs, State authorities on transport (but possible also on Military Authorities and airspace users)
Expected costs/benefits	- increase the efficiency of NSAs coordination due to the implementation of working arrangements for specific common NSAs activities, set up in accordance with NSA Cooperation Agreement - Financial implication for each NSA will be annually assessed
How achievement might be measured	Assessment of results for specific activities/ sub-activities
Risks	Modification on initial plan in the second semester 2015 due to objective reasons
Schedule	– May 2015 (to be formally adopted)
Deliverables / expected outputs	- Identification of possible common activities on continuing oversight of ANSPs and Training Organisations - Identification of national rules and procedures that should be harmonised - Documents developed further the application of the "Consultation Mechanism and processes for the harmonization of rules and procedures" - Exchange of good practices and information
Reference	- Annual Audit Programmes of all NSAs - National rules and procedures relevant for supervisory tasks - Regulation (UE) 1034/2011
Impact on performance	N/A
Responsibilities	NSA Board

6.3.2 Schedule

Actions	Period / Deadline	Responsible Experts or Entity
[ACTIVITY A21] **Review NSA Rules and Procedures and harmonise as the case may be**		
[TASK A21.T01] Review NSA Rules and Procedures and harmonise as the case may be	continuous process, according to NSAs Annual Plan	NSAs
[ACTIVITY A22] **Implementation of the "Consultation Mechanism and processes for the harmonisation of rules and procedures", ed. 1/2013**		
[TASK A22.T01] Implementation of the "Consultation Mechanism and processes for the harmonisation of rules and procedures", ed. 1/2013	continuous process, according to NSAs Annual Plan	NSAs
[ACTIVITY A23] **Mutually Recognise Supervisory Tasks**		
[TASK A23.T01] Mutually Recognise Supervisory Tasks	continuous process, according to NSAs Annual Plan	NSAs
[ACTIVITY A24] **Cooperate in supervision, oversight, safety policy, coordination with the Network Manager and stakeholder consultation**		
[TASK A24.T01] Cooperate in supervision, oversight, safety policy, coordination with the Network Manager and stakeholder consultation	continuous process, according to NSAs Annual Plan	NSAs

Actions		Period / Deadline	Responsible Experts or Entity
[ACTIVITY A25]	**Formal coordination forum between the NSAs**		
[TASK A25.T01]	Formal coordination forum between the NSAs	continuous process, according to NSAs Annual Plan	NSAs
[ACTIVITY A26]	**NSAs to set up a common task force to monitor performance**		
[TASK A26.T01]	NSAs to set up a common task force to monitor performance	2015	NSAs

6.4 PERFORMANCE PLANNING, MONITORING AND REPORTING

6.4.1 General Attributes

Attribute	Description
Description	DANUBE FAB Performance Plan for RP2 and Annual Monitoring Reports
Project priority	High
Impact on relevant stakeholders	All stakeholders, including airports and airspace users.
Expected costs/benefits	Benefits: - Safety, capacity, environment and cost-efficiency improvements by reaching the EC targets. Costs: - Staff costs.
How achievement might be measured	Adoption of the DANUBE FAB Performance for RP2 by the European Commission.
Risks	European Commission requirements for targets revision. Delays in the preparation of the documents.
Schedule	2015-2019
Deliverables / expected outputs	DANUBE FAB Performance Plan for RP2. DANUBE FAB Performance Plan - Annual Monitoring Reports (2015-2019). Assessment of possible common charging policies and FAB-wide or synthetic FAB unit rates.
Reference	- Regulation (EU) 390/2013, - Regulation (EU) 391/2013, - Other new relevant EU Regulations.
Impact on performance	Safety, Capacity, Cost efficiency, Environment
Responsibilities	NSA Board with the participation of all stakeholders.

6.4.2 Schedule

Actions		Period / Deadline	Responsible Experts or Entity
[ACTIVITY A27]	**Preparation and Operational implementation of Danube FAB Performance Plan for RP2**		
[TASK A27.T01]	Submit revised Performance Plan(s) (if required)	As required by EC Decision	Governing Council, NSAs, ANSPs

Actions	Period / Deadline	Responsible Experts or Entity
[TASK A27.T02] Operational implementation of Danube FAB Performance Plan for RP2	Jan 2015	NSAs, ANSPs
[ACTIVITY A28] **Reporting of performance**		
[TASK A28.T01] Submission of State Monitoring Reports	1st Jun (on annual basis)	NSAs, SAPSC
[TASK A28.T02] Submission of Reporting Tables for previous reporting period (n-1) and preliminary forecast for next reporting period (n+1)	1st Jun (on annual basis)	NSAs, SAPSC
[TASK A28.T03] Submission of Reporting Tables with final forecast for next reporting period (n+1)	1st Nov (on annual basis)	NSAs, SAPSC
[ACTIVITY A29] **Assessment of possible common charging policies and FAB-wide or synthetic FAB unit rates**		
[TASK A29.T01] Assessment of common charging policies and FAB-wide or synthetic FAB unit rates	2015 – 2019	SAPSC

6.5 HUMAN RESOURCES AND TRAINING

6.5.1 General Attributes

Attribute	Description
Description	The Human Resources and Training project of DANUBE FAB is required to ensure that all staff are trained and certified to the required level of competence to allow them to perform their duties.
Project priority	High
Impact on relevant stakeholders	NSAs, CAAs, ANSPs, staff
Expected costs/benefits	Sufficient number of relevant ANSPs staff.
How achievement might be measured	Continuous comparison of the number of required staff and available relevant ANSP staff.
Risks	Difficulties to select and train relevant ANSPs staff Difficulties to identify training organization for NSAs' staff (except IANS)
Schedule	2015 - 2019
Deliverables / expected outputs for ANSPs	- - Harmonised Annual Training Plans - Common Training System document - Common training approach specifications
Deliverables / expected outputs for NSAs	- Harmonisation of methodologies to identify training needs for NSAs' staff
Reference	- DANUBE FAB ANSP Agreement, - ANSP Cooperation Agreement - NSA Cooperation Agreement
Impact on performance	Organisational Excellence, Safety, Capacity, Flight Efficiency
Responsibilities	OSC, Common Training Board, NSA Board

6.5.2 Schedule

Actions	Period / Deadline	Responsible Experts or Entity
[ACTIVITY A30] **Maintain appropriate human resources numbers and competences for FAB operation**		

Actions		Period / Deadline	Responsible Experts or Entity
[TASK A30.T01]	Ensuring the necessary arrangements for the allotment of appropriate human resources, in number and competencies required for the performance of the Annual Plan tasks.	2015 – 2019	HR experts
[TASK A30.T02]	Harmonise the methodologies to identify training needs for NSAs' staff	2015-2019	NSAs
[ACTIVITY A31]	**Maintain Regular Social Consultation Forum**		
[TASK A31.T01]	Organise and support SCF meetings	2015 – 2019	SAPSC & Adm Cell
[ACTIVITY A32]	**Maintain common training board**		
[TASK A32.T01]	Maintain training board	2015 – 2019	Training experts
[ACTIVITY A33]	**Maintain the DANUBE FAB training policy**		
[TASK A33.T01]	Maintain DANUBE FAB training policy	2015 – 2019	Training experts
[ACTIVITY A34]	**Establish Common approach for Training System**		
[TASK A34.T01]	Coordination of activities related to the common training system for student ATCO selection and basic training (including basic training syllabus, selection requirements)	December 2015	Training Experts
[TASK A34.T02]	Establish common training approach (competence and certification) for SQSE staff	December 2015	Training Experts, SQSE experts
[TASK A34.T03]	Establish common training approach (competence and certification) for ATSEP staff	December 2015	Training Experts, CNS experts
[TASK A34.T04]	Establish common training approach (competence and certification) for AIS staff	December 2015	Training Experts, AIS experts
[TASK A34.T05]	Establish common training approach (competence and certification) for MET staff	December 2015	Training Experts, AIS experts
[ACTIVITY A35]	**Common Training Approach and activities for ATCOs, ATSEP and SQSE staff**		
[TASK A35.T01]	Implementation of common training approach for ATCOs	December 2015	Training Experts
[TASK A35.T02]	Implementation of common training approach (competence & certification) for SQSE staff	December 2015	SQSE experts & training experts
[TASK A35.T03]	Implementation of common training approach (competence & certification) for ATSEP staff	December 2015	CNS experts & training experts
[TASK A35.T04]	Implementation of common training approach (competence & certification) for MET staff	December 2015	MET experts & training experts
[ACTIVITY A36]	**Harmonisation of AIS Staff Training**		
[TASK A36.T01]	Biennial workshop with AIS managers and training experts to analyse compliance with legislation and future developments / requirements	Nov 2015	AIS Experts, Training Experts
[TASK A36.T02]	Propose a common AIS theoretical training structure and syllabus	Nov 2015	AIS Experts, Training Experts

	Actions	Period / Deadline	Responsible Experts or Entity
[TASK A36.T03]	Implement common AIS theoretical training structure and syllabus	Nov 2016	AIS Experts, Training Experts

6.6 TECHNICAL RATIONALISATION AND INFRASTRUCTURE

6.6.1 General attributes

Attribute	Description
Description	The DANUBE FAB SESAR Deployment and Infrastructure Developments Project have been established to undertake a range of strategic activities as well as some quite specific implementation activities to develop DANUBE FAB throughout the implementation phase of the project. Deployment of SESAR is increasingly becoming a FAB level activity. The activities addressed under this project area include the various requirements related to the deployment of SESAR on schedule. However, non-SESAR activities with a common aspect that affect the infrastructure and system design are also covered in this area. Further activities and lines of action are likely to be included under this project to help to prepare for implementation of the EATM Master Plan. The Interim Deployment Steering Group (IDSG) has been set up to steer and monitor ongoing and short-term implementation activities, ensuring deployment baseline contributions to SESAR key features and essential operational changes and also the Network Strategic Plan. In the near-term the Commission considers the IDSG, as a 'test bed' for future SESAR deployment governance and DANUBE FAB will actively engage with the IDSG to ensure their involvement in how the future governance of SESAR deployment is likely to develop.
Project priority	High
Impact on relevant stakeholders	ANSP, MIL, AO, NSA
Expected costs/benefits	- Reduced costs following the implementation of all C8 related activities; - Reduce human and time efforts for developing technical requirements related to joint procurement of technical assets; - Reduced costs for procurement of technical assets.
How achievement might be measured	A specific weight will be associated to each activity/ subproject/ task. Each finalised activity/ task weight will be added in order to measure the project achievement.
Risks	- Implementation Delays - Procurement procedure delays - Certification delays - Cost overrun
Schedule	Is included in "Transfer Activities and Required System Changes for Implementation within DANUBE FAB"
Deliverables / expected outputs	As per "Transfer Activities and Required System Changes for Implementation within DANUBE FAB" document.
Reference	[2], [9], [10], [11]
Impact on performance	Interoperability, Flight Efficiency, Cost Efficiency, Environment, Safety, Capacity
Responsibilities	OSC, SAPSC

6.6.2 Schedule

Actions		Period / Deadline	Responsible Experts or Entity
[ACTIVITY A37]	**Implement Advanced Airspace Management**		
[TASK A37.T01]	Extended deployment of LARA working positions to other airspace users (other military users, major VFR operators	2015	ANSPs/Military Authorities
[TASK A37.T02]	National LARA systems (ROMANIA and BULGARIA) integration	2015 - 2019	ANSPs/Military Authorities
[TASK A37.T03]	DANUBE FAB AMS enhanced to exchange information with the Network Operations Plan	2016	ANSPs/Military Authorities
[ACTIVITY A38]	**Implementation of Voice Over Internet Protocol (VOIP) in ATM (ground-ground)**		
[TASK A38.T01]	Develop safety assessment for the changes.	2015 – 2018	Safety Experts
[TASK A38.T02]	Test voice required connectivity and performance for inter-center VoIP connections.	March 2015	Technical Experts
[TASK A38.T03]	System certification/authorisation inter-center VoIP and acceptance of change by NSA	2018	NSAs
[TASK A38.T04]	Update of LoA	2018	Operational Experts
[TASK A38.T05]	Put into service upgraded voice communication systems	2018	Technical Experts
[TASK A38.T06]	Update VoIP addressing information in the EUROCONTROL AGVN web-database	2018	Technical Experts
[ACTIVITY A39]	**Implementation of Voice Over Internet Protocol (VOIP) in ATM (air-ground)**		
[TASK A39.T01]	Develop safety assessment for the changes.	2015 – 2018	Safety Experts
[TASK A39.T02]	Purchase and install VCS equipment able to support VoIP in ATM.	2015 –	Technical Experts
[TASK A39.T03]	Purchase and install TCP/IP infrastructure able to support VoIP in ATM.	2015 - 2016	Technical Experts
[TASK A39.T04]	Purchase and install GRS equipment and/or gateways able to support VoIP in ATM.	2015 – 2016	Technical Experts
[TASK A39.T05]	Test voice required connectivity and performance including AG ground segment voice application.	2015 – 2018	Technical Experts
[TASK A39.T06]	System certification/authorisation for VoIP A/G segment and acceptance of change by NSA	2016-2018	Technical Experts, NSAs
[TASK A39.T07]	Put into service upgraded voice communication systems.	2015 – 2018	Technical Experts
[ACTIVITY A40]	**Implement PENS**		
[TASK A40.T01]	A coordinated decision of ROMATSA and BULATSA to join PENS will be taken after the information that at least two of neighbouring to BULATSA and ROMATSA ANSP are joined PENS.	TBD	ANSP management
[TASK A40.T02]	Sign a contract with SITA to become PENS member and establish access nodes	TBD	ANSP management & legal experts
[TASK A40.T03]	Migrate exchange of radar data to PENS	TBD	Technical experts
[TASK A40.T04]	Migrate exchange of FMTP to PENS	TBD	Technical experts

Actions		Period / Deadline	Responsible Experts or Entity
[TASK A40.T05]	Migrate exchange of AMHS to PENS	TBD	Technical experts
[TASK A40.T06]	Migrate voice connections to PENS	TBD	Technical experts
[ACTIVITY A41]	**Migrate ground international or regional X.25 data networks or services to the Internet Protocol (IP)**		
[TASK A41.T01]	Migrate IP communications from IPv4 to IPv6	2015-2016	Technical Experts
[ACTIVITY A42]	**Implement Data Link Services above FL 285 (including CPDLC using VDL/2)**		
[TASK A42.T01]	Implementation of the upgraded/ new ATM system implementing AGDL (CPDLC using VDL/2 data link)	2015	Technical Experts
[TASK A42.T02]	SAT and certification /authorisation of the upgraded/ new ATM system implementing AGDL and acceptance of change by NSA	2016	Technical Experts, NSAs
[TASK A42.T03]	Operational use of the upgraded/ new ATM system implementing AGDL	2015-2016	Technical Experts
[ACTIVITY A43]	**Implement ADS-B when necessary**		
[TASK A43.T01]	Call for Tender	2015 – 2017	Procurement Experts, Technical Experts
[TASK A43.T02]	Installation, Validation & Verification and Site acceptance	2015 – 2017	Technical Experts
[TASK A43.T03]	Preparation of safety case, certification/authorisation, and acceptance of change by NSA	2015 – 2018	Safety Case, NSA
[TASK A43.T04]	Trials and operation in test mode for ADS-B RAD and ADS-B APT	2015 – 2018	Technical, Operational Experts
[TASK A43.T05]	Operational evaluation for ADS-B RAD and ADS-B APT	2015 – 2018	Technical, Operational Experts
[TASK A43.T06]	Begin of operational use of ADS-B RAD and ADS-B APT	2015 – 2018	Operational Experts
[ACTIVITY A44]	**Exchange surveillance data from ADS-B out sensors in FAB airspace**		
[TASK A44.T01]	Identify common ADS-B out KPIs	2015	Surveillance experts
[TASK A44.T02]	Bilateral exchange ADS-B out sensor surveillance data	2017	Surveillance experts
[ACTIVITY A45]	**Implement extended set of OLDI messages**		
[TASK A45.T01]	Implement following change of LoA	2015	Operational Experts
[TASK A45.T02]	Implement LOF, NAN messages	2015	R&D, Technical, Operational, Safety Experts
[TASK A45.T03]	Integrated test of LOF, NAN messages	2015	R&D, Technical, Operational, Safety Experts
[TASK A45.T04]	Operational use of LOF and NAN messages	2016	R&D, Technical, Operational, Safety Experts
[ACTIVITY A46]	**Migrate from AFTN (Aeronautical Fixed Telecommunication Network) to AMHS (ATS Message Handling System)**		
[TASK A46.T01]	Activate operational AMHS connection between Bucharest and Sofia	2015	Technical Experts
[TASK A46.T02]	Progressive migration of AFTN traffic flows between Bucharest and Sofia from CIDIN to AMHS connection.	2015	Technical Experts
[TASK A46.T03]	Deactivations and deletion of the former CIDIN/AFTN connectivity between Bucharest and Sofia, and acceptance of change by NSA	2015	Technical Experts

Actions		Period / Deadline	Responsible Experts or Entity
[ACTIVITY A47]	**Implement aircraft identification for surveillance for the Single European Sky**		
[TASK A47.T01]	Mode S coverage for APP and en-route	2016	Surveillance Experts
[TASK A47.T02]	Common Aircraft identification using Mode S data	2016	Surveillance Experts
[ACTIVITY A48]	**Exchange surveillance data from new Mode-S sensors**		
[TASK A48.T01]	Review of Radar Data Sharing Agreement to include quality of sharing radar data, methods to report radar data quality	2015	Surveillance experts
[TASK A48.T02]	Identify common Mode S radar coverage KPIs	2015	Surveillance experts
[TASK A48.T03]	Bilateral exchange of Mode S radar surveillance coverage	2019	Surveillance experts
[TASK A48.T04]	Inform (and if necessary receive the approval by) civil authorities to use Mode–S exchanged data in accordance with (EU) No 1034/2011	2016	Surveillance Experts
[ACTIVITY A49]	**Implement Mode S radar coverage in DANUBE FAB airspace (APP and ENR)**		
[TASK A49.T01]	Identify common Mode S radar coverage KPIs	2016	Surveillance experts
[TASK A49.T02]	Deploy Mode S radar surveillance coverage	2017	Surveillance experts
[ACTIVITY A50]	**Provide appropriate terrestrial navigation infrastructure to support RNAV operation**		
[TASK A50.T01]	FAB level plan for future development of NAV infrastructure	2016	Navigation experts
[TASK A50.T02]	Common approach regarding GNSS monitoring in DANUBE FAB with both Romanian and Bulgarian CAAs	2016	NSAs
[ACTIVITY A51]	**Establish mutual agreement on AFTN / AMHS contingency**		
[TASK A51.T01]	Establish mutual agreement on AFTN / AMHS contingency	2015	Technical Experts
[ACTIVITY A52]	**Implement air-ground voice channel spacing requirements below FL195**		
[TASK A52.T01]	Develop safety assessment	2015 – 2018	Safety Experts
[TASK A52.T02]	Convert 25 kHz frequencies to 8,33 kHz	2015 – 2018	Technical Experts
[ACTIVITY A53]	**Implementation of interactive rolling NOP**		
[TASK A53.T01]	Upgrade and integrate the automated ASM support system with the capability of AIXM 5.1 B2B data exchange with NM	2015 – 2016	Technical Experts
[TASK A53.T02]	Produce a safety assessment on the upgrade of automated ASM support systems to the AIXM 5.1 capability	2015 – 2016	Safety Experts

6.7 AIRSPACE MANAGEMENT & ROUTE IMPROVEMENT

6.7.1 General Attributes

Attribute	Description
Description	The proposed DANUBE FAB routes are part of the ERNIP. Under this project new routes will be implemented by applying the necessary process for airspace changes including capacity analysis using SAAM and RAMS, Fast Time Simulations (FTS) and safety assessments

	of the route changes. Airspace proposed changes must be agreed and endorsed by all institutional bodies involved according to legislation, in order to become valid. The safety assessments are assumed to be a common effort and the NSAs will need to approve the safety assessment before publication. The final step is the publication of the route changes in the AIPs and this would usually need to be delivered for processing 3-4 AIRAC cycles before the effective date. Significant airspace redesign usually requires around 2-3 days' training per ATCO. Routes that could require cross-border sectorisation may require small-scale RTS. Integrated Airspace Management (ASM) and Air Traffic Flow and Capacity Management (ATFCM) process within the collaborative air traffic management framework will be gradually applied within the DANUBE FAB area.
Project priority	High
Impact on relevant stakeholders	NSAs, ANSPs, Military Authorities, airspace users
Expected costs/benefits	Fuel reduction and CO_2 reduction according with the figures provided by Route Network Catalogue, Enhanced capacity, Flight Efficiency Costs, related to: - develop Study for definition of activities, train the personal to develop a coordinated ASM/FUA/ATFCM tasks and associated cost to interconnect the working procedures; Qualitative benefits: - Increase interoperability, capacity and airspace usage; Provide useful feedback from the stakeholders
How achievement might be measured	According to Regulation (EU) 691/2010, SAAM measurement before RN implementation; According to Regulation (EU) 691/2010 and Regulation (EC) 2150/2005
Risks	Reduced efficiency and capacity
Schedule	2015 – 2019
Deliverables / expected outputs	The full list of expected deliverables is outlined in the DANUBE FAB Airspace Design – Phase 2, Catalogue of ATS route network proposals Route network improvement, Integration of DANUBE FAB Route Network into ARN v.8 Studies for specific aspects for Airspace Management Working arrangements and procedures regarding ASM/ATFCM
Reference	- Regulation (EU) 691/2010, - European NOP, - DANUBE FAB Airspace Design – Phase 2, - Catalogue of ATS route network proposals - ICAO and European Regulations (e.g. 2150/2010), - DANUBE FAB State Agreement, - NSA Cooperation Agreement, - ANSP Cooperation Agreement
Impact on performance	Cost efficiency, Environment, Capacity, Flight Efficiency

Responsibilities	ANSP Board, NSA Board, Military Authorities, OSC, SQSESC

6.7.2 Schedule

Actions	Period / Deadline	Responsible Experts or Entity
[ACTIVITY A54] **Adopt DANUBE FAB Common operational policy**		
[TASK A54.T01] Development of the DANUBE FAB Common Operational Policy	2015	OSC
[ACTIVITY A55] **Routes implementation for the period 2015-2019 as planned in ERNIP**		
[TASK A55.T01] Perform FTS (incl. capacity analysis)	2015-2019	ATM Experts
[TASK A55.T02] Safety assessments of the route changes	2015-2019	ATM Experts, Safety & Quality Experts
[TASK A55.T03] Acceptance of change	2015-2019	NSA
[TASK A55.T04] Publication of the route changes in the AIPs	2015-2019	ATM Experts
[ACTIVITY A56] **Implement necessary sector re-shaping**		
[TASK A56.T01] Implement necessary sector re-shaping	2015-2019	ATM Experts
[ACTIVITY A57] **Develop common airspace policy and perform annual updates**		
[TASK A57.T01] Develop common airspace policy and perform annual updates	2015-2019	ATM Experts
[ACTIVITY A58] **Review the airspace classification**		
[TASK A58.T01] Review the airspace classification	2015-2019	ATM Experts
[ACTIVITY A59] **Prepare airspace design for free-route airspace (FRA)**		
[TASK A59.T01] Perform FRA simulation	2015 – 2019	ATM Experts, ATCOs
[TASK A59.T02] Perform FRA training for all categories of staff involved	2015 – 2016	ATM Experts, Training Experts
[TASK A59.T03] Develop FRA procedures	2015 – 2019	ATM Experts
[TASK A59.T04] FRA publication and safety case	2015 – 2019	ATM Experts, Safety & Quality Experts
[ACTIVITY A60] **Implement night FRA at FAB level**		
[TASK A60.T01] Implement night FRA at FAB level	2016	ATM Experts
[ACTIVITY A61] **Implement extension of FRA operational hours at FAB level**		
[TASK A61.T01] Implement extension of FRA operational hours at FAB level	2019	ATM Experts
[ACTIVITY A62] **Implement longer term airspace changes after 2020 as proposed in ERNIP**		
[TASK A62.T01] Implement longer term airspace changes after 2020 as proposed in ERNIP	2020 +	ATM Experts
[ACTIVITY A63] **Terminal airspace projects and evolution towards future CDA operations**		
[TASK A63.T01] Terminal airspace projects and evolution towards future CDA operations	2016 +	ATM Experts
[ACTIVITY A64] **Study for Definition of activities and tasks for the domain specific aspects for Airspace Management**		

Actions	Period / Deadline	Responsible Experts or Entity
[TASK A64.T01] Analyse the modality for implementation of ASM/ATFCM (strategic elements)	2015 – 2016	ATM Experts
[TASK A64.T02] Analyse the modality for implement ASM/ATFCM (pre-tactical elements)	2016 – 2017	ATM Experts, AMC/FMP Experts
[TASK A64.T03] Analyse the modality for implement ASM/ATFCM (tactical elements)	2017 – 2018	ATM Experts, AMC/FMP Experts
[TASK A64.T04] Analyse the modality for gradual integration of ASM/ATFCM at FAB level	2016 – 2017	ATM Experts, AMC Experts
[ACTIVITY A65] **Common ASM/ATFCM functions applied within the FAB**		
[TASK A65.T01] Common ASM/AFTCM functions applied within the FAB	2017 – 2018	ATM Experts, AMC Experts
[ACTIVITY A66] **Analyse the possibility of introducing the dynamic airspace management**		
[TASK A66.T01] Analyse the possibility of introducing the dynamic airspace management	2017 – 2018	ATM Experts, AMC Experts
[ACTIVITY A67] **Define the activities and tasks for CDM**		
[TASK A67.T01] Define the activities and tasks for the CDM	2016 – 2017	ATM Experts

6.8 OPERATIONAL CONCEPT AND PROCEDURES

6.8.1 General attributes

Attribute	Description
Description	Operational procedures need to be continuously updated and revised as the airspace is developed and improved in order to remain safe and efficient. The Operational Procedures project is tasked with fulfilling that role. The changes that are needed to be made are often already known and it is then a matter of implementing them. Any changes need to be reflected in the national legislation (ordinances) – in cases where CAAs endorsement is needed - or, where appropriate, in the ATS Operations Manuals. Operational procedures need to be amended also when a new technology is implemented (e.g. A-SMGCS, ADS-B, CPDLC and etc.). The document "Operational Procedures Harmonisation Plan" is a living document which identifies where and when procedural change will require to be developed and implemented. Even before the DANUBE FAB entered the implementation phase, full procedural collaboration has been taking place within DANUBE FAB to align with the many airspace changes that were already rolled out. For the operational procedures developed and managed at ANSP level, the responsibility for leading tasks in the development of modifications of those documents at a FAB level are nominally split between representatives of the two ANSPs. DANUBE FAB operates using a common Concept of Operations which describes the DANUBE FAB operational environment and associated operational improvements planned up to and after 2018, The ConOps is a living document, which describes the provision of ATS in the DANUBE FAB, and as such it is important that it is developed and

	maintained as the FAB develops. The document shall be reviewed regularly (at least annually), and whenever the DANUBE FAB ConOps signing parties consider that a review of the document is necessary
Project priority	High/Medium
Impact on relevant stakeholders	ANSPs, NSAs, Military Authorities and airspace users
Expected costs/benefits	Improve the activity, working arrangements and overall performance Enhanced performance of the ATM network in the region in terms of safety, capacity, cost-efficiency and protection of the environment.
How achievement might be measured	Review on regular basis the level of harmonisation of the operational procedures applicable in DANUBE FAB according to the European Regulations for air traffic management or derived from ICAO within the limit of both ANSPs' responsibility for further improvement and maintenance.
Risks	Difficulties to interconnect the ATM systems, reduced performance
Schedule	2015 – 2019
Deliverables / expected outputs	- Continuous amendments to LoAs in the light of DANUBE FAB development . - Working arrangements and procedures regarding the further development/extension of FRA, - Effective Cross border operations - Harmonized procedures for CPDLC, mode S and etc. - DANUBE FAB ConOps
Reference	- COMMISSION IMPLEMENTING REGULATION (EU) No 923/2012 SERA - ICAO Doc 4444 PANS-ATM, - ICAO Doc 7030 EUR/NAT,
Impact on performance	Interoperability, Safety, Capacity, Flight Efficiency, Environment, Cost Efficiency
Responsibilities	ANSP Board, NSA Board

6.8.2 Schedule

	Actions	Period / Deadline	Responsible Experts or Entity
[ACTIVITY A68]	**Maintain harmonised ATS procedures**		
[TASK A68.T01]	Elaborate ATS procedures harmonisation mechanism, including annual monitoring and relevance analysis of EU Regulations in order to ensure up-to-date operational procedures	December 2015	OPSG
[TASK A68.T02]	Implement harmonisation mechanism	March 2016	OPSG
[TASK A68.T03]	Support CAAs in harmonised transposition of ICAO Doc 4444 / ICAO Doc 7030 into national laws	On regular basis	OPSG/SAPSC
[TASK A68.T04]	Annual Review of the Operational Procedures Harmonisation Plan and notify NSA Board consequently	Annually	OPSG/SAPSC
[ACTIVITY A69]	**LoA amendment**		
[TASK A69.T01]	LoA amendment	On regular basis	ACC Sofia and ACC Bucharest
[ACTIVITY A70]	**Maintain Up to Date & Comprehensive DANUBE FAB CONOPS**		
[TASK A70.T01]	Identification and coordination of necessary amendments of the ConOps	Annually	ConOps Task Force

	Actions	Period / Deadline	Responsible Experts or Entity
[TASK A70.T02]	Carrying out the terms set out in the ConOps Maintenance Procedure	2015-2019	OSC
[ACTIVITY A71]	**Enhanced civil-military cooperation (TSA/TRA optimisation, increased use of CDRs, LARA at FAB level)**		
[TASK A71.T01]	Enhanced civil-military cooperation (TSA/TRA optimisation, increased use of CDRs, LARA at FAB level, increase FRA)	2015 – 2019	SAPSC
[ACTIVITY A72]	**Enhanced civil-military coordination and other activities**		
[TASK A72.T01]	Develop procedures for civil/military coordination (in terms of civilian to military airspace control transition, handling procedures and horizontal, lateral and vertical separation minima provision during Air Policing and for other operational flights)	2015-2019	SAPSC

6.9 AIS

6.9.1 General Attributes

Attribute	Description
Description	The work of the DANUBE FAB AIS Project is based on a clear roadmap of activities and schedule for harmonisation that was developed during the pre-implementation phase. Two documents which clearly define the roadmap were developed during the pre-implementation phase in the AIS domain and these have been used as the basis for most of the activities and tasks detailed in the Strategic Program and Annual Plans: • Study on areas for harmonisation of AIS services • Strategic implementation schedule for harmonisation activities
Project priority	Medium
Impact on relevant stakeholders	Both ANSPs, Airports and NSAs
Expected costs/benefits	Improved quality of provided AIS products and service
How achievement might be measured	- Update of AIS operational manuals, update of QMS manual, - Update of AIPs, implementation of new AIS software
Risks	Delay in coordination between the AIS providers
Schedule	2015 – 2019 +
Deliverables / expected outputs	- Update of AIS operational manuals, update of QMS manual, - Update of AIPs, implementation of new AIS software
Reference	- ICAO Annex 15, - DANUBE FAB AIS Strategic Plan, - Reg. (EU) 73/2010
Impact on performance	Improved quality of provided AIS products and service
Responsibilities	SAPSC, OSC

6.9.2 Schedule

	Actions	Period / Deadline	Responsible Experts or Entity
[ACTIVITY A73]	**Maintain AIS services compliance with SESAR, ICAO and EU regulations and standards**		
[TASK A73.T01]	Annual revision of AIS international standards compliance document.	Dec 2015	AIS Experts
[ACTIVITY A74]	**Maintain AIS CONOPS**		

Actions		Period / Deadline	Responsible Experts or Entity
[TASK A74.T01]	Annual review of AIS aspects in DANUBE FAB CONOPS and update AIS related aspects if considered necessary.	Dec 2015	AIS Experts
[ACTIVITY A75]	**AIS KPI Harmonisation**		
[TASK A75.T01]	Study opportunities to align national KPIs and, if appropriate, adopt a common KPI set	Feb 2015	AIS Experts
[TASK A75.T02]	Prepare draft amendments to Bulgarian QMS manuals to include revised common KPIs	Jun 2015	AIS Experts, Quality Experts
[TASK A75.T03]	Prepare draft amendments to Romanian QMS manuals to include revised common KPIs	Jun 2015	AIS Experts, Quality Experts
[ACTIVITY A76]	**DANUBE FAB Contingency Plan for NOTAM**		
[TASK A76.T01]	Identify common set of measures to adopt in case of NOTAM degradation scenario	Mar 2015	AIS Experts
[TASK A76.T02]	Study the development of a DANUBE FAB contingency plan for NOTAM	Oct 2015	AIS Experts
[ACTIVITY A77]	**Harmonisation of AIS Products and Services**		
[TASK A77.T01]	AIP generation and AIP updates based on electronic static database extraction	Oct 2015	AIS Experts
[TASK A77.T02]	Integrated briefing implementation for objective INF04 (ESSIP 2012)	Oct 2016	AIS Experts

6.10 MET SERVICES

6.10.1 General Attributes

Attribute	Description
Description	Within DANUBE FAB, significant work was carried out in the MET domain to prepare for the implementation phase. Many areas for collaboration and harmonisation were identified and documented in a clear roadmap with a schedule for roll out during the first 3 or 4 years of FAB operation. Some of the stated aspects for harmonisation in the MET domain that will be undertaken by the MET Project include: - Identify common MET KPIs - Bilaterally exchange of MET reports and weather radar data - Ensure mutual access to databases and ensure contingency of services - Provide online access to MET briefing data: - Develop common best practices in the MET domain in line with ICAO requirements - Develop common competence scheme and competence assessment structure for MET staff in accordance with the WMO requirements, - Common approach to use automation within the aeronautical MET services
Project priority	High
Impact on relevant stakeholders	Both ANSPs, Aircraft and Airport Operators
Expected costs/benefits	Improved efficiency and quality of MET products and services
How achievement might be measured	Common DANUBE FAB KPIs
Risks	- Delay in coordination between MET units and relevant technical departments in both ANSPs - Long duration of the acceptance process on behalf of NSAs for

	implementing the new concept agreed by the parties, related to the MET services to be provided within Danube FAB
Schedule	2015 – 2019
Deliverables / expected outputs	Separate deliverable developed for each specific activity completed, Appropriate update of MET Manual, procedures, instructions, as well as of the QMS Manual
Reference	- ICAO Annex 3, - Reg. (EC) 1035/2011, - Harmonisation of MET Services within DANUBE FAB, - Strategic Plan for MET Services Implementation within DANUBE FAB, - DANUBE FAB ConOps
Impact on performance	Improved timeliness, more accurate weather observations and forecasts will contribute to increase the airport capacity and to enhance safety.. They will also support the calculation of optimum flight path and trajectory for each flight in order to minimize fuel burn and reduce the aircraft noise footprint.
Responsibilities	SAPSC, OSC

6.10.2 Schedule

Actions		Period / Deadline	Responsible Experts or Entity
[ACTIVITY A78]	**Maintain MET services compliance with international standards**		
[TASK A78.T01]	Annual revision of MET international standards compliance document.	May 2015	MET experts
[ACTIVITY A79]	**Ensure coordinated MET training is provided for all MET Staff to common syllabus**		
[TASK A79.T01]	Annual report on combined MET staff with summary of recent training provided and training history.	Dec 2015	MET experts
[TASK A79.T02]	Participate in the update of the common DANUBE FAB training policy and input for the MET domain	Dec 2015	MET experts
[ACTIVITY A80]	**Maintain MET CONOPS**		
[TASK A80.T01]	Annual review of MET aspects in DANUBE FAB CONOPS and update if considered necessary.	Dec 2015	MET experts
[ACTIVITY A81]	**Harmonisation of services and exchange of GAMET (BULATSA) AND LL SIGWX (ROMATSA)**		
[TASK A81.T01]	Feasibility study to analyse possible upgrade of MET systems to be able to interface to AMHS	2015	MET experts
[TASK A81.T02]	Upgrade MET systems to be able to interface to AMHS (as required)	2015	MET experts
[ACTIVITY A82]	**Coordination between MWCs for issuing coherent SIGMETS**		
[TASK A82.T01]	Implement the common working procedure for issuing coherent SIGMETs	Mar 2015	MET experts
[ACTIVITY A83]	**Harmonisation of Low Level Significant Weather Charts**		
[TASK A83.T01]	Complete acquisition procedures of the new forecaster workstations	Jun 2015	MET experts
[TASK A83.T02]	Commissioning of new forecaster workstation and implementation of the agreed form of the SWL chart	Jun 2015	MET experts
[ACTIVITY A84]	**Harmonisation of MET KPIs**		
[TASK A84.T01]	Propose modifications to ROMATSA and BULATSA QMS Manuals and related procedures, for improving the MET objectives.	Dec 2015	MET experts, Quality Experts

Actions		Period / Deadline	Responsible Experts or Entity
[ACTIVITY A85]	**Establish common minimum levels of service for MET service provision within DANUBE FAB**		
[TASK A85.T01]	First draft for the MLS procedure framework for aeronautical meteorological services	Mar 2014	MET experts
[TASK A85.T02]	Resolve legal aspects with the NSAs for MSL implementation	Jun 2015	MET experts, Legal experts
[TASK A85.T03]	Finalise MLS procedure framework for aeronautical meteorological services	Sep 2015	MET experts
[TASK A85.T04]	National implementation of MLS for meteorological services	Dec 2015	MET experts
[ACTIVITY A86]	**Mutual access to MET databases**		
[TASK A86.T01]	Complete testing and study of costs and feasibility to implement request / reply data exchange via datalink.	Mar 2015	MET experts
[TASK A86.T02]	Feasibility study to analyse possible usage of AMHS for request / reply	Dec 2015	MET experts
[TASK A86.T03]	Upgrade MET systems to be able to interface to AMHS for request / reply (if required)	Jun 2015	MET experts
[ACTIVITY A87]	**Contingency for MET self-briefing applications**		
[TASK A87.T01]	Annual review of coordinated actions to develop MET self briefing applications	Dec 2015	MET experts
[ACTIVITY A88]	**Harmonization of the policy for training and assessment for AMP**		
[TASK A88.T01]	Training concept for MET domain, applicable within the DANUBE FAB	Mar 2015	MET experts
[TASK A88.T02]	Develop common long term plan for implementation of WMO requirements and implementation deadlines	May 2015	MET experts
[TASK A88.T03]	Develop revised competence scheme and competence assessment structure	June 2015	MET experts
[TASK A88.T04]	Develop training structure and syllabus	Sep 2015	MET experts
[TASK A88.T05]	Annual coordination meetings of BULATSA and ROMATSA MET training managers	Dec 2015	MET experts
[TASK A88.T06]	Annual report of recent training provided and training history for MET staff	Dec 2015	MET experts
[ACTIVITY A89]	**Common principles for the use of automation versus human assistance**		
[TASK A89.T01]	First draft of framework procedure for METAR AUTO on airports within DANUBE FAB	Mar 2015	MET experts
[TASK A89.T02]	Resolve legal aspects with NSA for MSL implementation	Sept 2015	MET experts
[TASK A89.T03]	Finalise framework procedure for METAR AUTO on airports within DANUBE FAB	Sept 2015	MET experts
[TASK A89.T04]	Operational implementation on national basis of METAR AUTO	Dec 2015	MET experts
[ACTIVITY A90]	**Meteorological Radar Data Exchange**		
[TASK A90.T01]	Start the exchange of the raw data and integrated products	Jan 2015	MET experts
[TASK A90.T02]	Finalise the software applications for decoding and integrating the MET radar data	Mar 2015	MET experts
[ACTIVITY A91]	**Approach to volcanic ash or other contaminants**		
[TASK A91.T01]	Develop common working procedure for exchanging information regarding contaminants such as volcanic ash	May 2015	MET experts
[TASK A91.T02]	Implement common working procedure for exchange of information regarding contaminants	Sept 2015	Met experts

6.11 SAFETY MANAGEMENT

6.11.1 General attributes

Attribute	Description
Description	The DANUBE FAB ANSP Safety Management activities are tasked to enhance BULATSA and ROMATSA Safety Management Systems within DANUBE FAB. During the pre-implementation phase, a detailed set of harmonisation and common activities in the safety domain were identified and a schedule for implementation was laid out in the ANSPs SMS Roadmap and their common Safety Management Manual. The Safety Management activities require to work closely with the NSAs who are providing the oversight for BULATSA and ROMATSA
Project priority	High
Impact on relevant stakeholders	Both ANSPs, Both NSAs,
Expected costs/benefits	Safety Improvement and, over the long term, cost savings
How achievement might be measured	Safety KPIs as per Performance Scheme at ANSP and FAB level
Risks	Shortage in human resources
Schedule	2015 – 2019
Deliverables / expected outputs	BULATSA and ROMATSA common safety Policy and Safety Management Manual within DANUBE FAB Common Safety KPIs
Reference	- Regulation (EU) No.1035/2011, - DANUBE FAB Safety Case, - SMS ROADMAP for the harmonisation and enhancement of BULATSA and ROMATSA Safety Management Systems within DANUBE FAB
Impact on performance	Common safety policy and Improved safety
Responsibilities	Safety Working Group within SQSESC

6.11.2 Schedule

Actions		Period / Deadline	Responsible Experts or Entity
[ACTIVITY A92]	**Ongoing updates of the safety case and safety policy**		
[TASK A92.T01]	Review and update of safety occurrence reporting and investigation procedures (e.g. in case of cross-border provision)	2015 – 2019	Safety experts
[TASK A92.T02]	Annual review and revision (as necessary) of the DANUBE FAB Safety Case	2015 – 2019	Safety experts
[ACTIVITY A93]	**Annual review and update (as necessary) of the Common generic safety management manual**		
[TASK A93.T01]	Annual review and update (as necessary) of the Common generic safety management manual	2015 – 2019	Safety experts
[ACTIVITY A94]	**Implementation of a common set of DF safety KPIs**		
[TASK A94.T01]	Implementation of a common set of DF safety KPIs	2015 – 2019	Safety experts
[ACTIVITY A95]	**Use of RAT for severity assessment of ATM occurrences**		
[TASK A95.T01]	Implement RAT for the classification of all reported occurrences	2015 – 2019	Safety experts

Actions		Period / Deadline	Responsible Experts or Entity
[ACTIVITY A96]	**Hold joint workshop, with the support of EUROCONTROL, to exchange experience in the use of RAT**		
[TASK A96.T01]	Hold joint workshop, with the support of EUROCONTROL, to exchange experience in the use of RAT	2015 – 2019	Safety experts
[ACTIVITY A97]	**Safety culture measurement and improvement**		
[TASK A97.T01]	Share information on ANSP safety culture, including safety culture survey reports and improvement plans/actions	ongoing process periodic	Safety experts
[TASK A97.T02]	Coordinate and collaborate in the conduct of the safety culture surveys within the service providers' organisations	2015 – 2019	Safety experts
[ACTIVITY A98]	**Development of DF safety targets**		
[TASK A98.T01]	Share information on national/ANSP safety targets and achieved safety levels	ongoing process, periodic	Safety experts
[TASK A98.T02]	Contribute to the development of FAB level safety targets for RP2, as required	ongoing process, periodic	Safety experts
[ACTIVITY A99]	**Implementation of DF safety performance monitoring**		
[TASK A99.T01]	Share information on national/ANSP safety performance indicators and monitoring arrangements	ongoing process, periodic	Safety experts
[TASK A99.T02]	Implement the FAB safety performance monitoring arrangements and process at ANSP level	Arrangements as specified in the common DF Safety Management Manual	Safety experts
[ACTIVITY A100]	**Coordinated adoption of best safety practices**		
[TASK A100.T01]	Analyse ANSPs' safety management arrangements and processes and identify areas of improvement	periodic, annually	Safety experts
[TASK A100.T02]	Carry out dedicated study of best practices in the areas of common interest	2015 – 2019	Safety experts
[TASK A100.T03]	Conduct implementation workshops with concerned staff of FAB ANSPs	2015 – 2019	Safety experts
[TASK A100.T04]	Adopt the proposed best practice and amend SMMs, arrangements and processes, as appropriate	2015 – 2019	Safety experts
[TASK A100.T05]	Train concerned staff, as applicable	2015 – 2019	Safety experts
[TASK A100.T06]	Implement the best practice	2015 – 2019	Safety experts

6.12 QUALITY & ENVIRONMENTAL MANAGEMENT SYSTEMS

6.12.1 General attributes

Attribute	Description
Description	The main quality objective involved in activities related to the established DANUBE FAB is to improve continually the level of services provided considering that safety is the most important aspect of the quality of air navigation services provided in the DANUBE FAB and to minimize the environmental impact in all domains of activities, while keeping safety as a priority over commercial, operational, environmental and social pressures.
Project priority	Low
Impact on relevant	Both ANSP`s, NSAs

stakeholders	
Expected costs/benefits	Costs: IMS administration, auditing, certification, training, specialist forums participation; Benefits: Quality improvement of the level of services and minimize environmental impact in all domains of activities
How achievement might be measured	KPIs as set per Performance Scheme at ANSP and FAB level Maintenance of accredited certification
Risks	Shortage in human resources/ lack of commitment
Schedule	2015 – 2019
Deliverables / expected outputs	- Harmonised internal audit process, customer satisfaction and environmental external communication, QMS/EMS competence and training, identify the environmental aspects harmonised the specific procedures. - Common KPIs
Reference	- Reg. EU 1035/2011 - Study on harmonisation of QMS/EMS within DANUBE FAB. - ISO 9001:2008 Quality Management Systems - Requirements. - ISO 9000:2005 Quality Management Systems – Fundamentals and vocabulary - ISO 9004:2009 Managing for the sustained success of an organization – A quality management approach - ISO 14001:2004 Environmental management systems – Requirements with guidance for use - ISO 19011:2011 Guidance for auditing management systems - Commission Regulation (EU) No. 691/2010 laying down a performance scheme for air navigation services and network functions and amending (EC) No 2096/2005 laying down common requirements for the provision of air navigation services - Commission Regulation (EU) No. 390/2013 laying down a performance scheme for air navigation services and network functions - CANSO Standard of Excellence: Fitness Check for ANSPs - CANSO Standard of excellence: Improving Business Performance through Auditing
Impact on performance	Improved quality and minimise the environmental impact
Responsibilities	SQSE SC working group.

6.12.2 Schedule

Actions	Period / Deadline	Responsible Experts or Entity
[ACTIVITY A101] **Development and monitoring of environmental KPIs for RP2 at FAB level as they will be set in performance scheme**		
[TASK A101.T01] Development of environmental KPIs for RP2 at FAB level as they will be set in performance scheme	2015 – 2017	Operational, Technical, Quality & Environmental Experts
[TASK A101.T02] Monitoring of environmental KPIs for RP2 at FAB level as they will be set in performance scheme	2015 – 2019	Operational, Technical, Quality & Environmental Experts
[ACTIVITY A102] **Harmonised management systems for Quality and Environment**		
[TASK A102.T01] Harmonise activities, procedures, documentation and records, related to QMS/EMS;	2015 – 2019	Quality & Environmental Experts

	Actions	Period / Deadline	Responsible Experts or Entity
[TASK A102.T02]	Development of a programme for joint activities to continuous improvement of the harmonized QMS/EMS in BULSATSA and ROMATSA	2015 – 2019	Quality & Environmental Experts
[TASK A102.T03]	Participation in regular meetings with representatives of the customers and stakeholders	2015 – 2019	Quality & Environmental Experts, Operational, Technical, Performance Experts, and all the interested parties
[TASK A102.T04]	Analysis and improvement of the system of indicators for monitoring of the effectiveness of the activities and processes in BULATSA and ROMATSA	2015 – 2019	Quality & Environmental Experts
[TASK A102.T05]	Exchange and disseminate internal audit findings in both ANSP's	2015 – 2019	Quality & Environmental Experts
[TASK A102.T06]	Participation of common training for experts / auditors	2015 – 2019	Quality & Environmental Experts

6.13 ATM SECURITY MANAGEMENT SYSTEMS

6.13.1 General attributes

Attribute	Description
Description	Following the meeting which was held in Sofia, on 6-7 December 2012, where the document "Harmonization Review Report for ANSP Security Systems and Procedures in Danube FAB" was completed, there has been set a number of steps for harmonisation of both ATM Security Management Systems according to the requirements of EU REG nr.1035, ECAC Doc 30, Part II, Chapter 13, ICAO – ATM Security Manual (approved at the end of 2012). Regarding Cyber Security (protection of operational data) both countries remain compliant with the international requirements and legislations (e.g. ISO 27001 and ECAC Doc 30, Part. II, Chapter 14, ICAO Annex 17-Chapter 18. ROMATSA and BULATSA have already implemented ISMS – Information Security Management System (IT&C), which is based on the requirements of ISO 27001 (ROMATSA and BULATSA are in the process of certification in accordance with ISO 27001).
Project priority	Medium
Impact on relevant stakeholders	Both ANSPs, Both NSAs, Military authorities, State authorities on security, Aircraft operators
Expected costs/benefits	- Safety Improvement, - Cost savings, - Security of operational data and networks across the FAB, - Capacity improvement
How achievement might be measured	- Proportion of Security Roadmap deadlines met. - Number of security incidents affecting the provision of ANS
Risks	Insufficient number of personnel, lack of culture in the ATM Security domain, lack of training;
Schedule	2015 – 2019

Deliverables / expected outputs	- Security Roadmap Activities - Defining DANUBE FAB Security Indicators
Reference	- Regulation (EU) No.1035/2011 - ICAO – ATM Security Manual - ECAC Doc 30, Part II, Chapter 13 &14 - Harmonization Review Report for both ANSPs Security Systems - DANUBE FAB procedures - ISO 27001
Impact on performance	Safety, security and interoperability
Responsibilities	SQSESC

6.13.2 Schedule

Actions	Period / Deadline	Responsible Experts or Entity
[ACTIVITY A103] **ATM Security Roadmap**		
[TASK A103.T01] BULATSAs ISMS and ROMATSA IT&C security Management Manuals review.	2015 – 2017	Security Experts / Information Security Dept, IT Directorate
[TASK A103.T02] DANUBE FAB ATM security reporting procedure – Development of a common procedure for reporting of acts of unlawful interference.	2015 – 2017	Security Experts / Information Security Dept, IT Directorate
[ACTIVITY A104] **Ongoing activities**		
[TASK A104.T01] Mutual notifications in case that significant changes are introduced in the SecMSs of BULATSA and ROMATSA	2015 – 2017	Security Experts / Information Security Dept, IT Directorate
[TASK A104.T02] When new national or international legislation in the Security domain is being introduced, BULATSA and ROMATSA shall coordinate the matter and decide what appropriate course of action, if any, is needed	2015 – 2017	Security Experts / Information Security Dept, IT Directorate
[TASK A104.T03] Defining DANUBE FAB Security Indicators	2015 – 2017	Security Experts / Information Security Dept, IT Directorate

7 DEFINITIONS AND ACRONYMS

For the purpose of this document the definitions in the harmonised regulatory framework for the creation of the Single European Sky shall apply. The following definitions and acronyms shall apply:

AIS – Aeronautical Information Service
AP – Annual Plan
AR – Annual Report
ANSP – Air Navigation Service Provider
ARN – ATM Route Network
CDM – Collaborative Decision Making
CNS – Communications, Navigation and Surveillance
DM – Deployment Manager
EATM – European Air Traffic Management
EC – European Commission
ERNIP – European Route Network Implementation Plan
EU – European Union
FAB – Functional Airspace Block
ICAO – International Civil Aviation Organisation
IMS – Integrated Management System
IDP – Interim Deployment Programme
IDSG – Interim Deployment Steering Group
KPA – Key Performance Indicator
MET – Aeronautical Meteorological Services
MIL - Military
NM – Network Manager
NMB – Network Management Board
NOP – Network Operations Plan
NSA – National Supervisory Authority
NSP – Network Strategic Plan
OI – Operational Improvement
OSC - Operational Standing Committee
PCP – Pilot Common Project
PCP CIR – Pilot Common Project Commission Implementing Rule
PP – Performance Plan
PRB – Performance Review Body
SAPSC - Strategies and Planning Standing Committee
SBP – Strategic Business Plan
SEC MS – Security Management System
SES – Single European Sky
SESAR – SES ATM Research
SP – Strategic Program
SSC – Single Sky Committee
(E)/(L)SSIP – European/Local Single Sky ImPlementation (mechanism/documents)
SQSESC – Safety, Quality, Security and Environment Standing Committee
TEN-T SAP – Trans-European Transport Network Strategic Action Plan