



**danubefab**

functional airspace block

## **STRATEGIC PROGRAMME 2025-2029**

<b>Edition Number</b>	:	<b>v1.0</b>
<b>Edition Date</b>	:	<b>January 2025</b>
<b>Status</b>	:	<b>FINAL</b>
<b>Intended for</b>	:	<b>General Public</b>

## DOCUMENT CHARACTERISTICS

TITLE			
<b>DANUBE FAB Strategic Programme 2025-2029</b>			
Publications Reference:			
<b>Document Identifier</b>	<b>Edition Number:</b>	v1.0	
DF Strategic Programme 2025–2029	<b>Edition Date:</b>	January 2025	
Abstract			
This document represents the DANUBE FAB Strategic Programme, covering the period 2025 to 2029, as required by the State Agreement.			
Keywords			
Vision	Means of achievement	Common functions	
Mission	Performance indicators	Analysis	
Strategic Programme	Projects		
Strategic Objectives	Activities		
Authors			
DANUBE FAB SAPSC with input from DANUBE FAB stakeholders			
Contact Persons			
		<b>Tel</b>	<b>Organisation</b>
Mr. Vladimir GRIGOROV		+359 2 937 1380	BULATSA
Mr. Mihai DUMITRACHE		+40 21 2083 136	ROMATSA

STATUS, AUDIENCE AND ACCESSIBILITY			
Status		Intended for	Accessible via
Working Draft	<input type="checkbox"/>	General Public	<input checked="" type="checkbox"/> Internet
Draft	<input type="checkbox"/>	Stakeholders	<input type="checkbox"/>
Proposed Issue	<input type="checkbox"/>	Restricted Audience	<input type="checkbox"/>
Released Issue	<input checked="" type="checkbox"/>	<i>Electronic copies of the document can be obtained from: <a href="http://www.danubefab.eu">www.danubefab.eu</a></i>	

## DOCUMENT CHANGE RECORD

The following table records the complete history of the successive editions of the present document.

EDITION NUMBER	EDITION DATE	REASON FOR CHANGE	PAGES AFFECTED
1.0	March 2013	Released issue (2013 – 2017)	All
1.0	April 2014	Released issue (2014 – 2019)	All
1.0	January 2015	Released issue (2015 – 2019)	All
1.0	April 2016	Released issue (2016 – 2020)	All
1.0	May 2017	Released issue (2017 – 2021)	All
1.0	May 2018	Released issue (2018 – 2022)	All
1.0	May 2019	Released issue (2019 – 2023)	All
1.0	March 2021	Released issue (2021 – 2025)	All
1.0	March 2022	Released issue (2022 – 2026)	All
1.0	March 2023	Released issue (2023 – 2027)	All
1.0	January 2024	Released issue (2024 – 2028)	All
1.0	January 2025	Released issue (2025 – 2029)	All

## CONTENTS

<b>INTRODUCTION.....</b>	<b>6</b>
Background and Legal Basis.....	6
Purpose, Scope and Objectives .....	6
Inputs .....	7
Publication and Confidentiality .....	8
Maintenance, Modification and Monitoring.....	8
<b>DANUBE FAB VISION AND MISSION .....</b>	<b>9</b>
Vision9	
Ambition.....	9
A Vision for the Future.....	10
<b>STAKEHOLDERS AND ORGANISATION.....</b>	<b>11</b>
DANUBE FAB Stakeholders .....	11
DANUBE FAB Organisation .....	12
<b>STRATEGIC ANALYSIS .....</b>	<b>14</b>
Pestle Analysis .....	14
SWOT Analysis .....	16
Conclusions .....	17
<b>STRATEGIC OBJECTIVES.....</b>	<b>19</b>
<b>IMPLEMENTATION PROJECTS.....</b>	<b>20</b>
<b>A-STRATEGY, PLANNING, EXTERNAL RELATIONS AND COMMUNICATIONS.....</b>	<b>22</b>
General Attributes .....	22
Schedule.....	23
<b>B-NSA COORDINATION.....</b>	<b>24</b>
General Attributes .....	24
Schedule.....	25
<b>C- FAB PERFORMANCE .....</b>	<b>26</b>
General Attributes .....	26
Schedule.....	27
<b>D-HUMAN RESOURCES AND TRAINING .....</b>	<b>28</b>
General Attributes .....	28
Schedule.....	29
<b>E-TECHNICAL RATIONALISATION AND INFRASTRUCTURE .....</b>	<b>30</b>
General Attributes .....	30
Schedule.....	31
<b>F-OPERATIONAL ACTIVITIES .....</b>	<b>32</b>
Airspace Design .....	32



## DANUBE FAB Strategic Programme 2025 - 2029

General attributes.....	32
Schedule .....	33
Operational Procedures Management .....	34
General attributes.....	34
Schedule .....	35
Aeronautical Information Services .....	36
General Attributes .....	36
Schedule .....	36
MET Services .....	37
General Attributes .....	37
Schedule .....	38
<b>G-SAFETY, QUALITY, ENVIRONMENT &amp; SECURITY ACTIVITIES.....</b>	<b>39</b>
Safety Management .....	39
General attributes.....	39
Schedule .....	40
Quality & Environmental Management Systems .....	40
General attributes.....	40
Schedule .....	41
ATM/ANS Information Security Management Systems .....	42
General attributes.....	42
Schedule .....	43
<b>DEFINITIONS &amp; ACRONYMS .....</b>	<b>44</b>

## INTRODUCTION

### Background and Legal Basis

This document constitutes the DANUBE Functional Airspace Block (DANUBE FAB) Strategic Programme, covering 2025 to 2029, as required by the State Agreement on the establishment of DANUBE Functional Airspace Block between the Republic of Bulgaria and Romania. Under Commission Implementing Regulation (EU) 2017/373<sup>1</sup>, as amended, Air Navigation Service Providers (ANSPs) are required to maintain business plans in order to be certified. These plans are unique to BULATSA and ROMATSA, however, they contain common activities that are presented in this Strategic Programme.

This document is a revision of the DANUBE FAB Strategic Programme 2024-2028 and has been developed in coordination with project managers and domain experts involved in DANUBE FAB activities.

### Purpose, Scope and Objectives

The purpose of this Strategic Programme 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. More importantly, this document develops a DANUBE FAB vision for the medium and long-term. The Strategic Programme is built upon the existing planning processes of each ANSP to ensure a coherent and consistent approach that does not duplicate ongoing individual efforts.

### Stakeholders

This Strategic Programme applies to the following stakeholders:

- States authorities for transport;
- NCAs/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 those subject to Regulation (EU) 2019/317), organisations, and personnel involved in the design, production and maintenance of systems and constituents for Air Traffic Management (ATM) / Air Navigation Services (ANS).

Given that starting in 2025, at the level of EU Member States (MS), there will be both National Competent Authorities (NCAs) and National Supervisory Authorities (NSAs),

---

<sup>1</sup> Commission Implementing Regulation (EU) 2017/373 of 1 March 2017 laying down common requirements for providers of ATM/ANS and other ATM network functions and their oversight, repealing Regulation (EC) No 482/2008, Implementing Regulations (EU) No 1034/2011, (EU) No 1035/2011 and (EU) 2016/1377 and amending Regulation (EU) No 677/2011.

## DANUBE FAB Strategic Programme 2025-2029

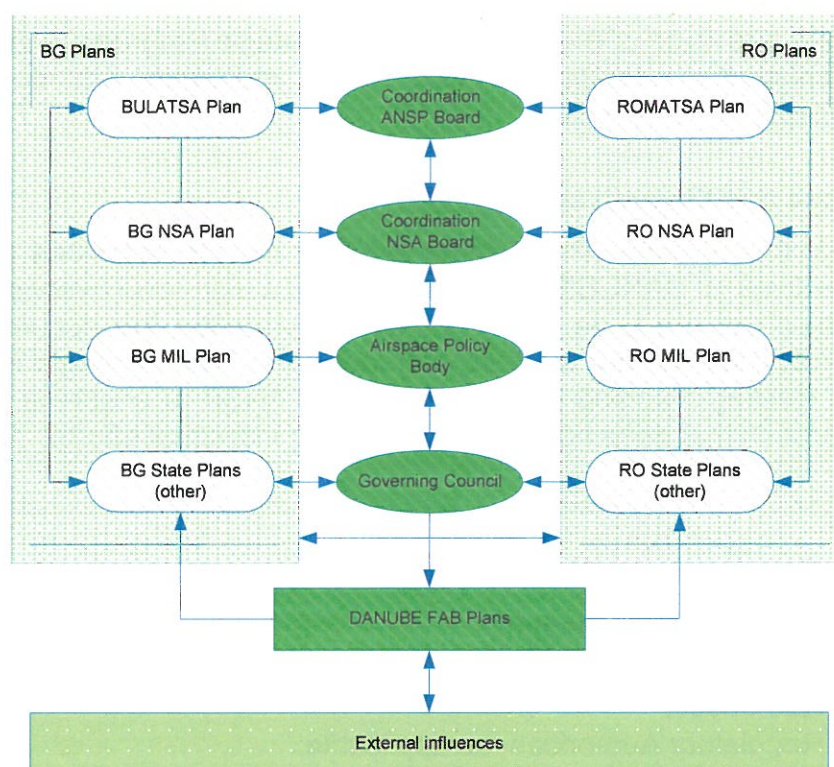
this strategic program will have to reflect the existence of two or more SES2+ competent authorities.

### Period

In accordance with the State Agreement, this Strategic Programme covers a period of 5 years from 1<sup>st</sup> January 2025 to 31<sup>st</sup> December 2029.

### Inputs

The inputs to the Strategic Programme are illustrated in Figure 1 which shows the relationships between the State and FAB-level plans. Clear and unobstructed communication lines are in place enabling FAB-level stakeholder coordination.



**Figure 1: Formal relationships between Individual State plans and DANUBE FAB Plans**

The development of DANUBE FAB plans is an ongoing process, illustrated through the evolution of the Strategic Programme and the Annual Plan. The following criteria are considered when developing DANUBE FAB plans:

- The Single European Sky (SES) requirements:
  - The FAB-related objectives shall contribute to meeting the SES requirements;
  - The FAB-related objectives may result from considering SES requirements applicable to individual ANSPs, for which a decision of a FAB approach is made.
- 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.
- FAB or non-FAB Objectives:
  - The non-FAB related objectives are considered as being defined within the individual State plans.

Further information on how these plans are implemented and effectively managed within the FAB is summarized in the section titled "*Stakeholders and Organisation*".

### **Publication and Confidentiality**

The approved Strategic Programme is a public document that is made available on the DANUBE FAB website ([www.danubefab.eu](http://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 use only).

### **Maintenance, Modification and Monitoring**

Over the period of this Strategic Programme, it is inevitable that situations will change and critical review on an annual basis will be required to ensure current applicability. The Strategic Programme and the relevant Annual Plan will be reviewed at least annually, and all appropriate updates made.

### **Internal Reporting**

The implementation progress of the Strategic Programme 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 Programme, for example where successive Annual Reports indicate a trend that suggests a previous goal identified in the Strategic Programme is no longer achievable or desired.

### **External Reporting**

DANUBE FAB aims to speak with a single voice to the European Commission and other institutional stakeholders. 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.

DANUBE FAB Air Navigation Service Providers (ANSPs) apply various reporting mechanisms to the European Commission, covering ANSP performance, technical implementation projects and planning among other topics.



## DANUBE FAB VISION AND MISSION

The DANUBE FAB vision describes where the FAB sees itself progressing 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.

### Vision

**‘To provide the safest, most secure, 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 European Sky while ensuring effective environmental sustainability. The air traffic operations will be performed seamlessly, safely, swiftly and efficiently. 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.

### Ambition

In parallel to this vision, DANUBE FAB ambition for the coming years is summarized in the diagram below:



**Figure 2: DANUBE FAB 2035 Ambition**

Overall DANUBE FAB aims to be a “Stable, Sustainable and Significant” partnership. It wants to maintain its status as a well-performing FAB and recognises that the close collaboration between BULATSA and ROMATSA over the years has led to significant benefits to both ANSPs. DANUBE FAB is also committed to continue to adhere to the

requirements set out in the Performance and Charging Scheme to ensure that ATM is provided in a safe, efficient and in the most environmentally friendly manner. This will provide the foundation for continued investment in both staff and resources, hence ensuring the continued success and longevity of the FAB. Some high-level tasks required to achieve this are summarized in these mission statements:

- Designing and managing the FAB airspace, irrespective of national borders;
- Following the common concept of operations;
- Harmonising training systems;
- Harmonising Safety, Quality, Security and Environmental (SQSE) management systems;
- Synchronised planning Communication, Navigation and Surveillance systems (CNS) development and deployment;
- Making best use of common procurement benefits;
- Implementing all other beneficial initiatives for safe, secure, efficient and environmentally 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.

### **A Vision for the Future**

DANUBE FAB has established a sound basis for cooperation and has worked hard to achieve and maintain compliance with the FAB legislation. DANUBE FAB will continue to align and to have a proactive approach towards the Single European Sky and SESAR requirements, simultaneously expanding its interests and focusing on an ambitious vision for the future, which may bring benefits in a competitive environment. DANUBE FAB intends to transition from a process-oriented initiative to a business-oriented one; ensuring that the FAB will continue to deliver mutual benefit and focus on innovative ideas. In order to achieve the vision for the future, DANUBE FAB has identified the following key areas of interest to be explored:

- Focus on business partnerships;
- Collaborative involvement in SESAR projects;
- Harmonised approach to Air Traffic Controller (ATCO) / Air Traffic Safety Electronics Personnel (ATSEP) training;
- Increased focus on joint technical implementation projects;
- Active engagement in InterFAB cooperation activities;



## STAKEHOLDERS AND ORGANISATION

### DANUBE FAB Stakeholders

DANUBE FAB is comprised of stakeholders from the Republic of Bulgaria and Romania with the interactions and dependencies between them explained in this section.

### Bulgarian Stakeholders

The main national stakeholders involved in ATM/ANS in Bulgaria and their relationships regarding coordination, rulemaking and reporting processes are shown in Figure 3.

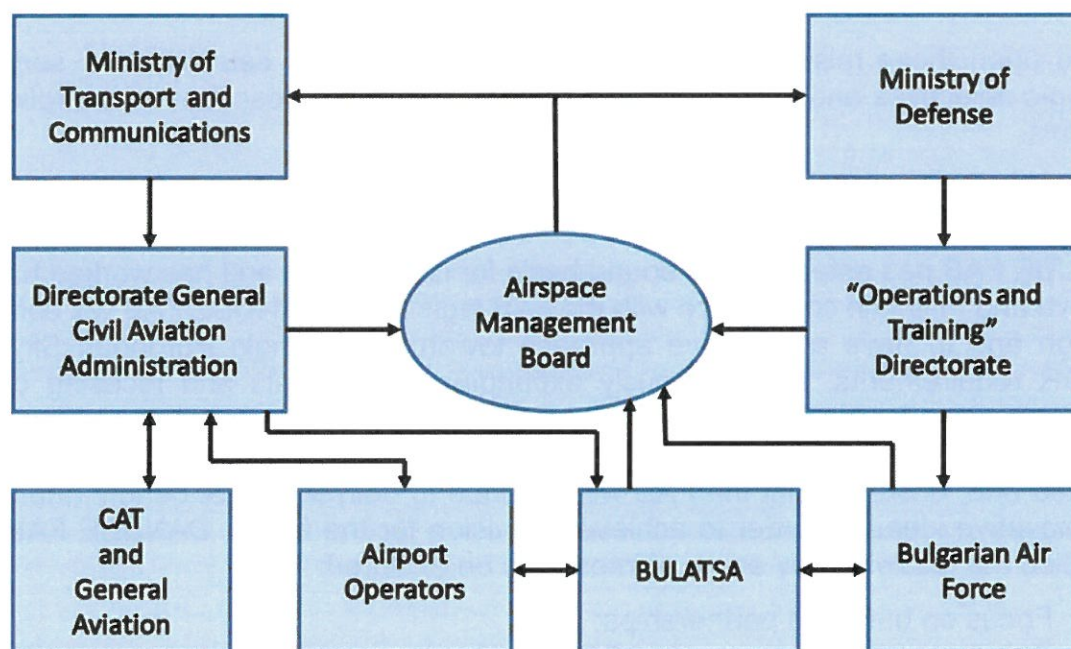


Figure 3: Bulgarian stakeholders

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

## Romanian Stakeholders

The main national stakeholders involved in ATM/ANS in Romania and their relationships regarding coordination, rulemaking and reporting processes are shown in Figure 4.

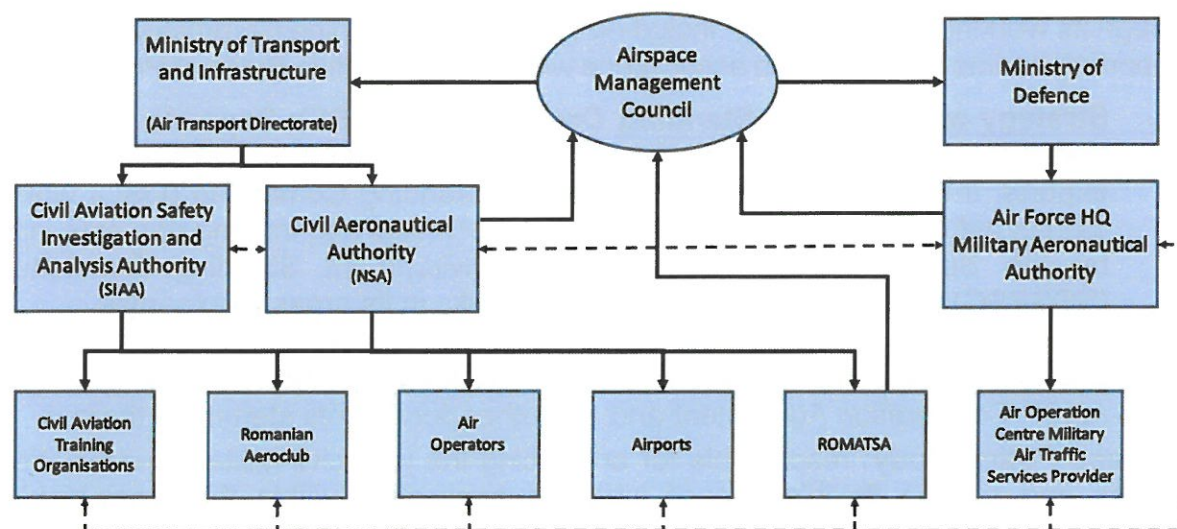


Figure 4: Romanian Stakeholders

## DANUBE FAB Organisation

The DANUBE FAB State Agreement provides the overarching legal framework for the governance of the FAB. A summary of this can be seen in Figure 5 below.

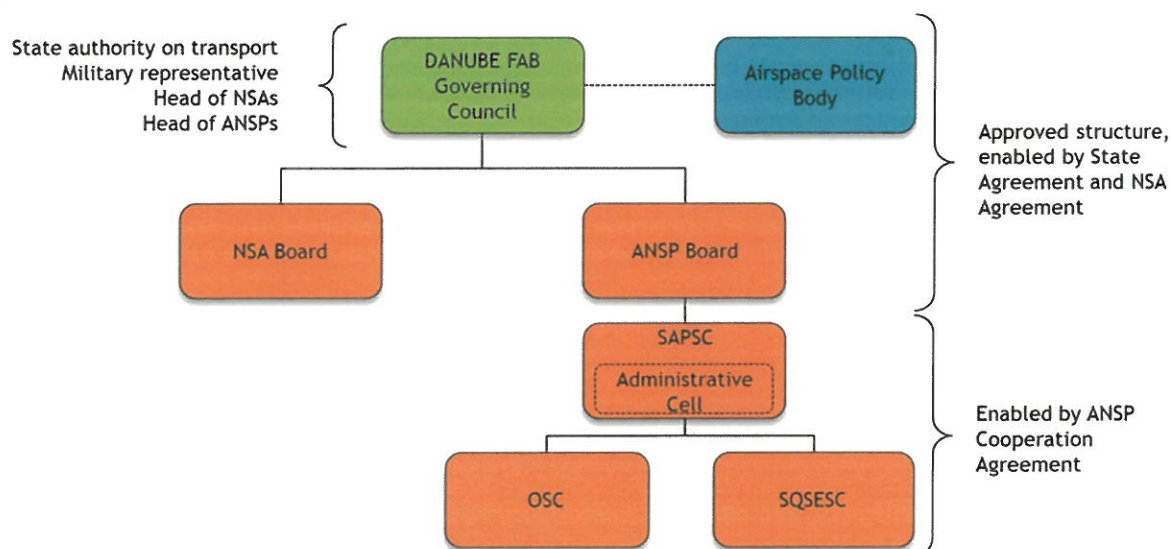


Figure 5: DANUBE FAB Governance & Working Structure

The core bodies shown above are as follows:

**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 based on the ANSP agreement. It is composed of the ANSP Directors General and representatives from both ANSPs. 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.

- **Strategy and Planning Standing Committee (SAPSC):** Supports the ANSP Board 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 domains, and by the Safety, Quality, Security and Environment Standing Committee (SQSESC) which performs the necessary tasks in its areas of expertise.
- **Administrative Cell:** supports the SAPSC and is guided in its work by a set of overarching documents including the DANUBE FAB State Agreement and ANSP Cooperation Agreement and any other documents stemming thereof.

**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, Civil Aviation Authorities, ANSPs and from the Military air traffic service provision authorities.

## STRATEGIC ANALYSIS

Before defining the strategy and objectives of the DANUBE FAB it is necessary to reflect on the current environment and drivers that impact or may impact on DANUBE FAB. This is to ensure the strategy responds to these drivers and 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 PESTLE analysis and a SWOT analysis to consider a number of external and internal factors regarding DANUBE FAB's operating concept.

### Pestle Analysis

The PESTLE analysis describes the external macro-environment in which DANUBE FAB operates (PESTLE is the abbreviation for **P**-Political, **E**-Economic, **S**-Social, **T**-Technological, **L**-Legal and **E**-Environmental).

There are certain questions that one needs to ask while conducting this analysis, for example:

- What does the European Commission envisage for the future of the European airspace?
- How the DANUBE FAB ANSPs are affected by the increased volatility in the traffic flows re-routing in the context of invasion of Ukraine and other regional conflicts in the Middle East?
- How shall the revised Performance Scheme and the updated national Performance Plans impact ANSPs given the current volatile nature of traffic levels?
- What are the social factors in a FAB context that may affect the SES policy?
- What technological innovations are likely to affect the ATM/ANS industry?
- How will the new SES legislation affect FABs?
- How shall an increased focus on the environment impact ANSPs/FABs?
- How can FAB facilitate the achievement of ambitious environmental targets?

### **Political factors**

- The impact of the amended Regulation of the European Parliament and of the Council on the implementation of the Single European Sky Regulation (EU) 2024/2803 of the European Parliament and of the Council on the implementation of the Single European Sky (recast);
- Since the end of February 2022, routes for the flows impacted by restrictions on the airspaces of Ukraine, Russia, Belarus and Moldova were re-calculated based on alternative routings; European airlines has shifted some traffic to the South-East axis, thus increasing the complexity in Bucharest FIR and Sofia FIR. As the restrictions will remain the airspace unavailability will continue to disrupt traffic flows and put pressure on certain sectors; this will further exacerbate demand for airspace despite the invasion / COVID-19, as airlines take delivery of new aircraft and restore capacity.

### **Economic factors**

- Seasonality in the number of flights (holidays, vacation, etc.);
- The invasion of Ukraine still continuing, causing growing energy and inflation crisis;
- Increased scrutiny on the costs that underpin all ATM/ANS services and activities.



### **Social factors**

- Social dialogue required at all levels;
- Social dimension is an important factor to improve ATM economic performance (people-centric operations);
- Industrial actions.

### **Technological factors**

- The historically slow pace of SESAR deployment;
- The adoption on 19<sup>th</sup> November 2021 of the Regulation for SESAR 3 JU, of which BULATSA and ROMATSA are “*founding members*”;
- BULATSA and ROMATSA are both members of the SESAR Deployment Manager;
- Evolution and/or renewal of ATM/ANS infrastructure;
- Differences in technological development between Member States leading to challenges in harmonizing technological capabilities of ANSPs and within FABs;
- The impact of integrating UTM/Drones on how European ATM functions;
- Commission plans to deliver the Digital European Sky through a Strategic Research and Innovation Agenda (SRIA) and the creation of an Infrastructure Manager;
- Commission Implementing Regulation (EU) 2021/116 of 1<sup>st</sup> February 2021 on the establishment of the Common Project One.

### **Legal factors**

- The evolution of the European institutional and regulatory landscape, resulting in significant duplication and overlaps;
- Regulation (EU) 2024/2803 of the European Parliament and of the Council on the implementation of the Single European Sky (recast);
- Commission Implementing Regulation (EU) 2017/373, applicable from 2<sup>nd</sup> January 2020 and amendments made thereafter;
- The European Climate Law (“EU Green Deal”), applicable from 9<sup>th</sup> July 2021;
- The regulatory framework for ATM/ANS systems and ATM/ANS constituents (ATM/ANS equipment).

### **Environmental factors**

- The objective of net-zero greenhouse gas emissions by 2050 set out by the EU Green Deal;
- Increased importance of the environmental aspects of DANUBE FAB activities on sustainability offers a unique opportunity;
- Reducing CO2 emissions.

## **SWOT Analysis**

The SWOT analysis describes the present situation of and influences on DANUBE FAB (SWOT stands for **S-Strengths**, **W-Weaknesses**, **O-Opportunities**, and **T-Threats**).

### **Strengths**

- Capacity available in the DANUBE FAB airspace meets the present and forecasted traffic demand;
- 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;
- Competitive en-route unit rates;
- Increased traffic in the region;
- Experience of effectively working collaboratively gained through the establishment of Cross Border Sectors, joint implementation of technical projects, and establishment of expanded cross-border H24 FRA operations;
- Experience gained through common procurement;
- Good cooperation between internal stakeholders.

### **Weaknesses**

- Difficulties to meet the deadlines for completion of some FAB projects;
- Difficulties to accurately assess the institutional changes necessary to implement change at national/ FAB level due to the frequent and major 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;
- Difficulties in covering costs for services within the terminal areas from ANS charges.

### **Opportunities**

- InterFAB cooperation, at ANSPs level through cooperation agreements and between all FAB layers through the InterFAB cooperation platform;
- Increase in the number of landing and departing international aircrafts as a result of the general development of the DANUBE FAB countries;
- Attracting neighbouring States into DANUBE FAB projects or other initiatives, or working closely with them to enact efficiencies;
- Reduce the impact of ATC on the environment within DANUBE FAB airspace through research, development and implementation activities;
- Developing strong relationships with EU institutions;
- SESAR activities.

### **Threats**

- Changing European legislative framework;
- Lack of clear SES targets and objectives supported by impact studies;
- Unpredictable political situation in the region;
- The conflicts in Ukraine and the Middle East result in significant volatility of the main flow of en-route traffic, causing staffing difficulties;
- Regional traffic flow changes could have knock on effects and cause local disagreements with neighbouring states;
- Increase in the level of competition at ANSP level in the EU.



## **Conclusions**

### **European ATM Situation**

The current situation of Air Traffic Management (ATM) in Europe is raising the need for a proactive position from FABs to ensure that the evolution of the Pan-European ATM system is satisfactory and synchronised with the ANSPs rather than being imposed to them. As the latest edition of the European ATM Master Plan constitutes the primary input for SESAR, including new operational concept and digital technologies to transform Europe's aviation infrastructure to handle the future growth and diversity of air traffic, DANUBE FAB follows the trend towards implementing advanced technologies with high performance levels to support sufficient capacity for airspace users. The ESSIP and LSSIP processes enable the European ATM Master Plan activities to be planned at 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. To ensure all possible joint projects are identified and collaboratively progressed DANUBE FAB, completed an internal Strategic Impact Study in November 2021. This document identified opportunities for DANUBE FAB to further develop and improve its collaboration on a number of technical, operational and strategic projects. These new projects are included in this version of the Strategic Programme and shall be further developed in the Annual Plan 2025.

### **Moving towards Digital European Sky**

The Digital European Sky leverages ever improving technologies to transform Europe's aviation infrastructure enabling it to handle the future growth and diversity of air traffic safely and efficiently, while minimizing environmental impact. This transformation focuses on technologies that can increase the levels of automation, cyber-secure data sharing and connectivity in air traffic management (ATM), as well as the virtualisation of infrastructure and air traffic service provision in all types of airspace. While the COVID-19 pandemic has delayed this initiative and poses new challenges to its implementation, the targets outlined in this Digital European Sky vision are still relevant and necessary to improve ATM across Europe.

On 11<sup>th</sup> November 2024 Regulation (EU) 2024/2803 of the European Parliament and of the Council on the implementation of the Single European Sky (recast) has been published.

### **FAB Implementation**

One key recent change noted in the SES 2+ recast legislation is that the Functional Airspace Blocks (FABs) are made optional, meaning it will be left up to Member states to decide whether to maintain these partnerships or create other form of partnership beyond FAB borders. At their latest round of meetings in November 2024 the DANUBE FAB Governing Bodies reaffirmed DANUBE FAB's alignment with SES and SESAR strategies, with a shared vision for a resilient, sustainable, and integrated European airspace. DANUBE FAB remains steadfast in its commitment to cross-border collaboration and operational excellence.

### **Performance and Economic Factors**

The volatility of traffic has reached unprecedented levels and the frequency of appearance of such factors (e.g. COVID-19 pandemic, regional conflicts, etc.) has

increased in the recent years, which imposed many challenges to overcome. One of these is accurately forecasting the traffic across Europe.

### **Stakeholder Engagement & Social Consultation**

DANUBE FAB involves several stakeholders, each with different requirements and objectives depending on the nature of their business (e.g. military providers vs. civil providers). A smooth and efficient governance structure and working arrangements are required to ensure adequate engagement and effective decision making.

As is important in the ATM industry, DANUBE FAB has built an effective social dialogue process, in order to fully engage staff and ensure all stakeholders fully engage in the FAB in order to make it a success.

### **Regulatory Changes**

A significant amount of regulation falls under the SES legislative framework with legislation constantly adapting to the new requirements and needs of all stakeholders.

DANUBE FAB is closely and actively monitoring the evolution of the SES regulatory framework, to ensure continued compliance with all Regulations as they are released.

### **Environmental**

DANUBE FAB partners aim to assess their contribution to meeting the objectives set by the European Green Deal, released by the European Commission in July 2021, and continue to reduce the environmental impact of their operations, by minimising delay attributable to air traffic management and maximising the horizontal efficiency of trajectories.



## STRATEGIC OBJECTIVES

The DANUBE FAB activities contribute to EU-wide performance targets and specifically the Key Performance Areas of the RP4 Performance Plans of each FAB state. As the FAB is a multi-state initiative, any differences in performance objectives between the two States will be clearly stated or excluded from this plan.

### Strategic Objective 1 (SO1): SAFETY

<p><b>SO1</b></p> <p>PERFORMANCE INDICATORS</p>	<p><i>Maintain and wherever possible improve the current level of safety so 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.</i></p> <p>Measurable Performance indicators:</p> <ul style="list-style-type: none"> <li>• Level of Effectiveness of Safety Management;</li> <li>• Number of Accidents with ATM contributions per year with zero accidents as target.</li> </ul>
---	--

### Strategic Objective 2 (SO2): ENVIRONMENT

<p><b>SO2</b></p> <p>PERFORMANCE INDICATORS</p>	<p><i>Improve the efficiency of flight operations and minimise the environmental impact of ATS.</i></p> <p>Measurable Performance indicators:</p> <ul style="list-style-type: none"> <li>• Horizontal en-route flight efficiency (KEA).</li> </ul>
---	--

### Strategic Objective 3 (SO3): CAPACITY

<p><b>SO3</b></p> <p>PERFORMANCE INDICATORS</p>	<p><i>Provide capacity to accommodate increasing traffic and airspace user demands, whilst reducing flight delays.</i></p> <p>Measurable Performance indicators:</p> <ul style="list-style-type: none"> <li>• En-route ATFM delay per flight.</li> </ul>
---	--

### Strategic Objective 4 (SO4): COST-EFFICIENCY

<p><b>SO4</b></p> <p>PERFORMANCE INDICATORS</p>	<p><i>Deliver high quality air navigation services at a competitive rate in line with European-wide targets.</i></p> <p>Measurable Performance indicators:</p> <ul style="list-style-type: none"> <li>• Determined unit cost (DUC) for en-route ANS.</li> </ul>
---	---

### Strategic Objective 5 (SO5): TRANSVERSAL

<p><b>SO5</b></p> <p>PERFORMANCE INDICATORS</p>	<p><i>Drive benefits through technological changes and interoperability of systems and procedures.</i></p> <p>Measurable Performance indicators:</p> <ul style="list-style-type: none"> <li>• Compliance with deployment / implementation deadlines;</li> <li>• Meeting the expectations and needs of customers and stakeholders.</li> </ul> <p>Performance against this strategic objective is assessed through the Annual Report.</p>
---	---

## IMPLEMENTATION PROJECTS

Based on the PESTLE analysis and the Strategic Objectives above, this DANUBE FAB Strategic Programme identifies key working areas that would benefit both Bulgaria and Romania should initiatives under them be completed collaboratively. This document identifies seven key working areas within which cooperation would bring benefits to the FAB ANSPs, NSAs and Military authorities. These working areas are:

- A. Strategy, Planning, External Relations and Communications;
- B. NSA Coordination;
- C. FAB Performance;
- D. Human Resources and Training;
- E. Technical Rationalisation and Infrastructure;
- F. Operational Activities;
- G. Safety, Quality, Environment & Security Activities.

These working areas have been transcribed into projects covering the period from 2025 to 2029 inclusive. Each project in this section has been further split into one of more 'activity'. The level of detail of this section is such that it does not set out the plan for each individual activity, but it is presented at such a high level that each activity appears as a continuous activity running for the full term of the Strategic Programme. More clarity on the specific tasks under each activity is provided in the Annual Plan 2025.

To refresh the activities under each working area, DANUBE FAB recently undertook an internal Strategic Impact Study. This reviewed the DANUBE FAB ambitions, coupled with all ongoing European institutional initiatives over the next fifteen years and identified new activities and projects that should be undertaken to ensure this ambition is achieved.

Information relating to each working area and its projects is presented in this section in two standard tables, representing:

- **General 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. In this Strategic Programme they are only identified per project.



## DANUBE FAB Strategic Programme 2025-2029

ATTRIBUTE	DESCRIPTION
DESCRIPTION	Explanation of key activity targets and actions
PROJECT PRIORITY	High
IMPACT ON RELEVANT STAKEHOLDERS	Description of the impact on which stakeholders inside and outside the FAB.
EXPECTED COSTS/BENEFITS	Benefits: <ul style="list-style-type: none"> <li>Benefit of project</li> </ul> Costs: <ul style="list-style-type: none"> <li>Staff Costs?</li> <li>Mission Costs?</li> </ul>
HOW ACHIEVEMENT MIGHT BE MEASURED	Actions required to ensure the joint success of this project.
RISKS	<ul style="list-style-type: none"> <li>Summary of challenges and risks to the successful joint implementation of this project.</li> </ul>
SCHEDULE DELIVERABLES / EXPECTED OUTPUTS	Overall timeline for project relevance. <ul style="list-style-type: none"> <li>List of key documentation and meetings to be completed.</li> </ul>
REFERENCE	Any related documents, such as: <ul style="list-style-type: none"> <li>DANUBE FAB State Agreement;</li> <li>NSA Cooperation Agreement;</li> <li>ANSP Cooperation Agreement;</li> <li>FAB common functions;</li> <li>EU Regulations;</li> <li>European ATM Master Plan, edition 2020;</li> <li>ESSIP objectives.</li> </ul>
IMPACT ON PERFORMANCE	Safety / Capacity / Cost efficiency / Environment
RESPONSIBILITIES	Which standing committee or working group leads this work.

- **Schedule:** Activities and target completion dates associated with the implementation project. Former activity denotation is included in blue.

ACTIONS	TARGET DATE
[ACTIVITY A01]	Brief activity descriptions Estimated timeline for activity
[ACTIVITY A02]	Brief activity descriptions Estimated timeline for activity
[ACTIVITY A03]	Brief activity descriptions Estimated timeline for activity

## A-STRATEGY, PLANNING, EXTERNAL RELATIONS AND COMMUNICATIONS

### General Attributes

ATTRIBUTE	DESCRIPTION
<b>DESCRIPTION</b>	<p>Project to maintain the established governance structure of DANUBE FAB; including regular meetings of the Governing Council, the ANSP and NSA Boards.</p> <p>Additionally, to formulate robust implementation projects and activities that clearly articulate how new policies, programmes, plans and actions will be delivered on time, on budget and to expectations; so as to maintain effective strategic and planning processes within DANUBE FAB.</p>
<b>PROJECT PRIORITY</b>	High
<b>IMPACT ON RELEVANT STAKEHOLDERS</b>	States Authorities on transport, NSAs, ANSPs, MIL Authorities, airspace users, airports
<b>EXPECTED COSTS/BENEFITS</b>	<p>Benefits:</p> <ul style="list-style-type: none"> <li>• Maintain common governance structure for the FAB;</li> <li>• Maintain FAB processes, procedures.</li> </ul> <p>Costs:</p> <ul style="list-style-type: none"> <li>• Staff Costs;</li> <li>• Mission Costs;</li> <li>• Project Management Contractor Costs.</li> </ul>
<b>HOW ACHIEVEMENT MIGHT BE MEASURED</b>	Effective strategic and planning processes within DANUBE FAB.
<b>RISKS</b>	<ul style="list-style-type: none"> <li>• Risk of late involvement and late input from the stakeholders;</li> <li>• Different understanding on specific project development and deployment.</li> </ul>
<b>SCHEDULE</b>	2025 – 2029
<b>DELIVERABLES / EXPECTED OUTPUTS</b>	<ul style="list-style-type: none"> <li>• FAB common functions;</li> <li>• Maintenance of FAB governance structure;</li> <li>• FAB external communications;</li> <li>• FAB strategic documentation;</li> <li>• Management of FAB activities.</li> </ul>
<b>REFERENCE</b>	<p>To any related:</p> <ul style="list-style-type: none"> <li>• DANUBE FAB State Agreement;</li> <li>• NSA Cooperation Agreement;</li> <li>• ANSP Cooperation Agreement;</li> <li>• FAB common functions;</li> <li>• EU Regulations;</li> <li>• European ATM Master Plan;</li> <li>• ESSIP objectives.</li> </ul>
<b>IMPACT ON PERFORMANCE</b>	Safety, Capacity, Cost efficiency, Environment
<b>RESPONSIBILITIES</b>	The responsibility lies with the SAPSC.



## DANUBE FAB Strategic Programme 2025-2029

### Schedule

ACTIONS		TARGET DATE
[ACTIVITY A01]	Maintain Governing Bodies and their specialised Standing Committee/Supporting Bodies.	2025-2029
[ACTIVITY A02]	Maintain DANUBE FAB Airspace Policy Body.	2025-2029
[ACTIVITY A03]	Update DANUBE FAB Strategic Programme.	2025-2029
[ACTIVITY A04]	Develop DANUBE FAB Annual Plan.	2025-2029
[ACTIVITY A05]	Develop DANUBE FAB Annual Report.	2025-2029
[ACTIVITY A06]	Maintenance of DANUBE FAB Project Management Plan.	2025-2029
[ACTIVITY A07]	Coordination at FAB level to prepare national LSSIPs.	2025-2029
[ACTIVITY A08]	FAB enlargement.	2025-2029
[ACTIVITY A09]	InterFAB coordination and cooperation.	2025-2029
[ACTIVITY A10]	Maintain and update DANUBE FAB website and extranet application.	2025-2029
[ACTIVITY A11]	DANUBE FAB publicity.	2025-2029
[ACTIVITY A12]	Support FAB international standing and relations.	2025-2029
[ACTIVITY A13]	Maintain regular stakeholder consultation.	2025-2029
[ACTIVITY A14]	Coordinate position for Network Management Board.	2025-2029
[ACTIVITY A15]	External communication relating to SESAR.	2025-2029
[ACTIVITY A16]	Maintain Social Consultation Forum.	2025-2029
[ACTIVITY A17]	Coordinate common DANUBE FAB projects under the SESAR 3 programme.	2025-2029

## B-NSA COORDINATION

### General Attributes

ATTRIBUTE	DESCRIPTION
<b>DESCRIPTION</b>	NSAs to work together to maintain and increase the level of cooperation in the development of projects, share experiences in order to bring added-value between NSA related activities and obtain common vision and understanding of the different aspects of the European regulatory framework. Furthermore, one of the priorities is the development, implementation and monitoring DANUBE FAB NSAs Annual Plan.
<b>PROJECT PRIORITY</b>	High
<b>IMPACT ON RELEVANT STAKEHOLDERS</b>	In particular: NSAs, ANSPs, State authorities on transport (but possible also on Military Authorities and airspace users).
<b>EXPECTED COSTS/BENEFITS</b>	<p>Benefits:</p> <ul style="list-style-type: none"> <li>• Increase the efficiency of NSA coordination, in planning and performing common NSA activities, as the case may be, planned and set up in accordance with NSA Cooperation Agreement.</li> <li>• Financial implication for each NSA will be annually assessed.</li> </ul> <p>Costs:</p> <ul style="list-style-type: none"> <li>• Staff Costs;</li> <li>• Mission Costs.</li> </ul>
<b>HOW ACHIEVEMENT MIGHT BE MEASURED</b>	Assessment of results for specific activities / sub-activities.
<b>RISKS</b>	Modification on initial plan in the second semester 2024 due to objective reasons.
<b>SCHEDULE</b>	2025-2029
<b>DELIVERABLES / EXPECTED OUTPUTS</b>	<ul style="list-style-type: none"> <li>• Review potential solutions to improve NSA activities (certification and oversight);</li> <li>• Identification of possible common activities on continuing oversight of ANSPs and Training Organisations;</li> <li>• Obtain a common understanding of the European regulatory framework and identify national rules and procedures that could be harmonised;</li> <li>• Continue and develop the application of the "Consultation Mechanism and processes for the harmonization of rules and procedures";</li> <li>• Develop mechanisms for the exchange of good practice, lessons learnt and identify areas for improvement;</li> <li>• Exchange of information, including information on compliance with Regulation (EU) 2017/373, as modified, and on findings during NSAs' annual audits;</li> <li>• Expected actions regarding forthcoming changes to Regulation 2015/340.</li> </ul>
<b>REFERENCE</b>	<ul style="list-style-type: none"> <li>• Annual Audit Programmes of all NSAs;</li> <li>• National rules and procedures relevant for supervisory tasks;</li> <li>• Commission Implementing Regulation (EU) 2017/373.</li> </ul>
<b>IMPACT ON PERFORMANCE</b>	N/A
<b>RESPONSIBILITIES</b>	NSA Board



## Schedule

ACTIONS		TARGET DATE
[ACTIVITY B01] RENAMED	Coordinate and improve cooperation mechanisms to review NSA rules and procedures and verify the extent to which these can be harmonised as required.	2025-2029
[ACTIVITY B02]	Application of the "Consultation Mechanism and processes for the harmonisation of rules and procedures", ed. 1/2013.	2025-2029
[ACTIVITY B03] RENAMED	Mutually recognise supervisory tasks and develop mechanisms for the exchange of good practice, lessons learnt and identify areas for improvement.	2025-2029
[ACTIVITY B04]	Cooperate in supervision, oversight, safety and security policy, coordination with the Network Manager and stakeholder consultation.	2025-2029
[ACTIVITY B05] RENAMED	Formal coordination forum between the NSAs, including coordination of security issues and cybersecurity.	2025-2029

## C- FAB PERFORMANCE

### General Attributes

ATTRIBUTE	DESCRIPTION
<b>DESCRIPTION</b>	Activities relating to the DANUBE FAB performance. DANUBE FAB States have submitted their RP4 performance plans in 2024, which are to be assessed and approved during 2025. It has been beneficial to share information and coordinate on the performance matters and so these activities shall continue into the coming years. As the new SES2+ legislation has entered into force on December 1 <sup>st</sup> 2024, bringing several changes to the performance framework, DANUBE FAB states shall make a priority to coordinate on the secondary legislation and decisions that are to be initiated in the upcoming period.
<b>PROJECT PRIORITY</b>	Medium
<b>IMPACT ON RELEVANT STAKEHOLDERS</b>	NSAs, ANSPs
<b>EXPECTED COSTS/BENEFITS</b>	Benefits: <ul style="list-style-type: none"> <li>• Safety, capacity, environment and cost-efficiency improvements achieved supported by sharing and exchanging information;</li> <li>• Common position on performance matters.</li> </ul> Costs: <ul style="list-style-type: none"> <li>• Staff costs;</li> <li>• Mission costs (if required).</li> </ul>
<b>HOW ACHIEVEMENT MIGHT BE MEASURED</b>	<ul style="list-style-type: none"> <li>• Effective sharing of information and common position achieved</li> </ul>
<b>RISKS</b>	<ul style="list-style-type: none"> <li>• Delayed exchange of information due to unforeseeable circumstances</li> </ul>
<b>SCHEDULE</b>	2025-2029
<b>DELIVERABLES / EXPECTED OUTPUTS</b>	<ul style="list-style-type: none"> <li>• Reports to ANSP Board and Governing Council</li> </ul>
<b>REFERENCE</b>	<ul style="list-style-type: none"> <li>• Regulation (EU) 2019/317;</li> <li>• Regulation (EU) 2020/1627 (on exceptional measures);</li> <li>• Other new relevant EU Regulations.</li> </ul>
<b>IMPACT ON PERFORMANCE</b>	Safety, Capacity, Cost efficiency, Environment.
<b>RESPONSIBILITIES</b>	NSA Board, ANSP Board



## Schedule

ACTIONS		TARGET DATE
[ACTIVITY C01]	Exchange of information on Implementation and reporting of national Performance Plans.	2025-2029
[ACTIVITY C02] NEW	Exchange of information and achieving common position on secondary legislation and measures for implementing the SES2+ framework.	2025-2027
[ACTIVITY C03]	Exchange of information on approval of the Performance Plans for RP4.	2025

## D-HUMAN RESOURCES AND TRAINING

### General Attributes

ATTRIBUTE	DESCRIPTION
<b>DESCRIPTION</b>	<p>The Human Resources and Training project of DANUBE FAB aims to increase the efficiency and cost-effectiveness of training across the FAB. This should be achieved through harmonisation of annual training plans, methodologies and investigating the implementation of shared training courses.</p> <p>With both ANSPs approved by their CAAs to complete ATCO training via online meetings during the COVID pandemic, the opportunity for joint training has also increased and so shall be explored extensively in 2025 and into the coming years.</p>
<b>PROJECT PRIORITY</b>	High
<b>IMPACT ON RELEVANT STAKEHOLDERS</b>	NSAs, CAAs, MIL, ANSPs, staff.
<b>EXPECTED COSTS/BENEFITS</b>	<p>Benefits:</p> <ul style="list-style-type: none"> <li>Improvement in training quality and cost-effectiveness across DANUBE FAB.</li> </ul> <p>Costs:</p> <ul style="list-style-type: none"> <li>Staff costs;</li> <li>Mission costs (if required).</li> </ul>
<b>HOW ACHIEVEMENT MIGHT BE MEASURED</b>	<ul style="list-style-type: none"> <li>Joint training plans established;</li> <li>Joint training undertaken;</li> <li>Training expertise shared across the FAB.</li> </ul>
<b>RISKS</b>	<ul style="list-style-type: none"> <li>Differing training requirements of FAB member organisations;</li> <li>Conversion of national training packages to English;</li> <li>Difficulties to train relevant ANSPs staff;</li> <li>Difficulties to identify training organization for NSAs' staff (except IANS).</li> </ul>
<b>SCHEDULE</b>	2025-2029
<b>DELIVERABLES / EXPECTED OUTPUTS FOR ANSPS</b>	<ul style="list-style-type: none"> <li>Harmonised Annual Training Plans;</li> <li>Common training approach specifications.</li> </ul>
<b>DELIVERABLES / EXPECTED OUTPUTS FOR NSAS</b>	<ul style="list-style-type: none"> <li>Harmonisation of methodologies to identify training needs for NSAs' staff.</li> </ul>
<b>REFERENCE</b>	<ul style="list-style-type: none"> <li>DANUBE FAB ANSP Agreement;</li> <li>ANSP Cooperation Agreement;</li> <li>NSA Cooperation Agreement;</li> <li>EASA BR (Regulation (EU) 2018/1139).</li> </ul>
<b>IMPACT ON PERFORMANCE</b>	Organisational Excellence, Safety, Capacity, Flight Efficiency.
<b>RESPONSIBILITIES</b>	OSC, Training Board, NSA Board.



## Schedule

ACTIONS		TARGET DATE
<b>GENERAL</b>		
[ACTIVITY D01]	Maintain DANUBE FAB Common Training Board.	2025-2029
<b>ESTABLISH COMMON APPROACH FOR ATCO TRAINING</b>		
[ACTIVITY D02]	Identify common training opportunities for ATCOs.	2025-2029
<b>HARMONISATION OF MET TRAINING</b>		
[ACTIVITY D03]	Annual coordination between BULATSA and ROMATSA MET training managers.	2025-2029
[ACTIVITY D04]	Identify common training opportunities for AMP professional development.	2025-2029
<b>ATSEP TRAINING</b>		
[ACTIVITY D05]	Investigate common approach to ATSEP competency in collaboration with national authorities.	2025-2029
[ACTIVITY D06]	Investigate common training opportunities (in or outside the scope of Regulation (EU) 2017/373).	2025-2029

## E-TECHNICAL RATIONALISATION AND INFRASTRUCTURE

### General Attributes

ATTRIBUTE	DESCRIPTION
<b>DESCRIPTION</b>	<p>The DANUBE FAB Technical Rationalisation and Infrastructure implementation project has been established to encourage the joint completion of technical projects within the FAB to leverage potential efficiency savings, as well as the potential for reduced overall cost of purchasing new services or equipment.</p> <p>The activities addressed under this project have been identified as essential rationalisation efforts. Further activities are expected to be introduced as the recommendations of the internal Strategic Impact Study are discussed further and progressed within the FAB through collaborative implementation projects.</p>
<b>PROJECT PRIORITY</b>	Medium
<b>IMPACT ON RELEVANT STAKEHOLDERS</b>	ANSPs, Military Authorities, airspace users, Aerodrome Operators, NSAs.
<b>EXPECTED COSTS/BENEFITS</b>	<p>Benefits:</p> <ul style="list-style-type: none"> <li>• Reduced costs following the implementation of all activities;</li> <li>• Increased interoperability and information sharing;</li> <li>• Reduce human and time efforts for developing technical requirements related to joint procurement of technical assets;</li> <li>• Reduced costs for procurement of technical assets.</li> </ul> <p>Costs:</p> <ul style="list-style-type: none"> <li>• Staff costs;</li> <li>• Mission costs (if required);</li> <li>• Infrastructure / equipment costs;</li> <li>• Write-off costs should equipment be replaced early in lifecycle.</li> </ul>
<b>HOW ACHIEVEMENT MIGHT BE MEASURED</b>	Joint implementation of technical projects within the FAB, coupled with the regular sharing of information relating to other projects ongoing within each ANSP.
<b>RISKS</b>	<ul style="list-style-type: none"> <li>• Implementation delays (e.g. investments cannot be made on the terms initially assumed, due to the reduction in income as a direct consequence of the decrease of the traffic volume);</li> <li>• Procurement procedure delays;</li> <li>• Certification delays;</li> <li>• Cost overrun;</li> <li>• BULATSA and ROMATSA procurement cycles at different stages, making joint investment challenging.</li> </ul>
<b>SCHEDULE</b>	2025-2029
<b>REFERENCE</b>	N/A
<b>IMPACT ON PERFORMANCE</b>	Interoperability, Flight Efficiency, Cost Efficiency, Environment, Safety, Capacity.
<b>RESPONSIBILITIES</b>	OSC, SAPSC.



**Schedule**

ACTIONS		TARGET DATE
[ACTIVITY E01]	Maintain Technical Working Group (TWG).	2025-2029
[ACTIVITY E02]	Support InterFAB cooperation activities.	2025-2029
[ACTIVITY E03]	Provide appropriate terrestrial navigation infrastructure to support RNAV operation.	2025-2029
[ACTIVITY E04]	Implement extended set of OLDI messages.	2025-2029
[ACTIVITY E05]	Maintain Service Level Agreements for the shared use of Communication, Navigation and Surveillance.	2025-2029
[ACTIVITY E06]	Agree the next steps and progress new technical implementation projects identified within the internal Strategic Impact Study.	2025

## F-OPERATIONAL ACTIVITIES

### Airspace Design

#### General attributes

ATTRIBUTE	DESCRIPTION
<b>DESCRIPTION</b>	<p>Under this project airspace optimisation will be implemented by applying the necessary process, including capacity analysis and safety cases of the airspace changes. Airspace proposed changes must be agreed and endorsed by all institutional bodies involved according to legislation, in order to become valid.</p> <p>Safety cases are assumed to be a common effort and the NSAs will need to approve the overarching safety arguments / safety support assessments before publication. Airspace changes with impact on the High Seas need international consultation with ICAO. The final step is the AIP publication, 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.</p> <p>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.</p> <p>Proposed DANUBE FAB airspace related changes are part of the ERNIP.</p>
<b>PROJECT PRIORITY</b>	High
<b>IMPACT ON RELEVANT STAKEHOLDERS</b>	NSAs, ANSPs, Military Authorities, airspace users
<b>EXPECTED COSTS/BENEFITS</b>	<p>Benefits:</p> <ul style="list-style-type: none"> <li>Fuel reduction and CO<sub>2</sub> reduction in accordance with the figures provided by Route Network Catalogue, Enhanced capacity, Flight Efficiency;</li> <li>Increase interoperability, capacity and airspace usage;</li> <li>Provide useful feedback from the stakeholders.</li> </ul> <p>Costs:</p> <ul style="list-style-type: none"> <li>Develop study for definition of activities, train the personnel to develop coordinated ASM/FUA/ATFCM tasks and associated cost to interconnect the working procedures;</li> <li>Staff costs;</li> <li>Mission costs.</li> </ul>
<b>HOW ACHIEVEMENT MIGHT BE MEASURED</b>	<ul style="list-style-type: none"> <li>According to Commission Implementing Regulation (EU) 2019/123 and Regulation (EU) 2019/317,</li> <li>NEST measurement before airspace change implementation;</li> <li>According to Regulation (EC) 255/2010, as modified and Regulation (EC) 2150/2005.</li> </ul>
<b>RISKS</b>	Increased safety incidents or delays caused to technical and operational projects within the FAB.
<b>SCHEDULE</b>	2025-2029



ATTRIBUTE	DESCRIPTION
<b>DELIVERABLES / EXPECTED OUTPUTS</b>	<p>The full list of expected deliverables is outlined in:</p> <ul style="list-style-type: none"> <li>DANUBE FAB Airspace Design – Phase 2, Catalogue of ATS route network proposals;</li> <li>Updated European Route Network Improvement Plan,</li> <li>Studies for specific aspects for Airspace Management,</li> <li>Working arrangements and procedures regarding ASD/ASM/ATFCM.</li> </ul>
<b>REFERENCE</b>	<p>ASM:</p> <ul style="list-style-type: none"> <li>Regulation (EC) 2150/2005 FUA</li> </ul> <p>ATFCM:</p> <ul style="list-style-type: none"> <li>Regulation (EC) 255/2010, as modified;</li> </ul> <p>Other:</p> <ul style="list-style-type: none"> <li>Commission Implementing Regulation (EU) 2019/317;</li> <li>Commission Implementing Regulation (EU) 2019/123;</li> <li>Commission Implementing Regulation (EU) 2018/1048;</li> <li>European NOP and ERNIP;</li> <li>DANUBE FAB Airspace Design – Phase 2;</li> <li>Catalogue of ATS route network proposals;</li> <li>ICAO Standards and Recommended Practices;</li> <li>DANUBE FAB State Agreement;</li> <li>NSA Cooperation Agreement;</li> <li>ANSP Cooperation Agreement.</li> </ul>
<b>IMPACT ON PERFORMANCE RESPONSIBILITIES</b>	<p>Environment, Capacity, Flight Efficiency, Cost efficiency</p> <p>ANSP Board, NSA Board, Military Authorities, OSC, SQSESC, as well as State Authorities on Transport, Airspace Policy Body and Governing Council, as the case may be.</p>

### Schedule

ACTIONS	TARGET DATE
[ACTIVITY F01]	Airspace changes as planned in ERNIP. 2025-2029
[ACTIVITY F02]	Implement necessary sector re-shaping. 2025-2029
[ACTIVITY F03]	Develop common airspace policy and perform annual updates. 2025-2029
[ACTIVITY F04]	Coordinate a common position on the FRA extension projects. 2025-2029
[ACTIVITY F05]	Implement longer term airspace changes after 2023 as proposed in ERNIP. 2025-2029
[ACTIVITY F06]	Terminal airspace projects and evolution towards future CDA operations. ON-HOLD
[ACTIVITY F07]	Common ASM/ATFCM functions applied within the FAB. ON-HOLD
[ACTIVITY F08]	Analyse the possibility of introducing the dynamic airspace management. 2025-2029

## Operational Procedures Management

## General attributes

ATTRIBUTE	DESCRIPTION
<b>DESCRIPTION</b>	<p>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 working group is tasked with fulfilling that role.</p> <p>DANUBE FAB operates using a common Concept of Operations (DANUBE FAB Concept of Operations, edition 4.0, dated 07.05.2018 – 'ConOps') which describes the DANUBE FAB operational environment and associated operational improvements planned up to and after 2019.</p> <p>The 'ConOps' is a living document, which describes the provision of ATM/ANS in the DANUBE FAB, and as such it is important that it is developed and maintained as the FAB develops.</p>
<b>PROJECT PRIORITY</b>	High/Medium
<b>IMPACT ON RELEVANT STAKEHOLDERS</b>	ANSPs, NSAs, Military Authorities and airspace users.
<b>EXPECTED COSTS/BENEFITS</b>	<p>Benefits:</p> <ul style="list-style-type: none"> <li>• Improve the activity, working arrangements and overall performance.</li> <li>• Enhanced performance of the ATM network in the region in terms of safety, capacity, cost-efficiency and protection of the environment.</li> </ul> <p>Costs:</p> <ul style="list-style-type: none"> <li>• Staff costs;</li> <li>• Mission costs (if required).</li> </ul>
<b>HOW ACHIEVEMENT MIGHT BE MEASURED</b>	<ul style="list-style-type: none"> <li>• Regular review of 'ConOps';</li> <li>• ATS procedures harmonised;</li> <li>• Ease of Civil-Military coordination.</li> </ul>
<b>RISKS</b>	Difficulties to interconnect the ATM/ANS systems, reduced performance.
<b>SCHEDULE</b>	2025-2029
<b>DELIVERABLES / EXPECTED OUTPUTS</b>	<ul style="list-style-type: none"> <li>• Continuous amendments to LoAs in the light of DANUBE FAB development;</li> <li>• Working arrangements and procedures regarding the further development/expansion of FRA;</li> <li>• Effective Cross border operations;</li> <li>• Harmonized procedures for provision of ATS;</li> <li>• DANUBE FAB Concept of Operations (updated, as the case may be).</li> </ul>
<b>REFERENCE</b>	<ul style="list-style-type: none"> <li>• Commission Implementing Regulation (EU) No 923/2012, as modified (including the amendments made by Commission Implementing Regulation (EU) No 2016/1185);</li> <li>• Commission Implementing Regulation (EU) 2017/373;</li> <li>• ICAO Doc 4444 PANS-ATM;</li> <li>• ICAO Doc 7030 EUR/NAT.</li> </ul>
<b>IMPACT ON PERFORMANCE</b>	<ul style="list-style-type: none"> <li>• Interoperability;</li> <li>• Safety;</li> <li>• Capacity;</li> </ul>



## DANUBE FAB Strategic Programme 2025-2029

ATTRIBUTE	DESCRIPTION
	<ul style="list-style-type: none"> <li>• Flight Efficiency;</li> <li>• Environment;</li> <li>• Cost Efficiency.</li> </ul>
<b>RESPONSIBILITIES</b>	ANSP Board

### Schedule

ACTIONS		TARGET DATE
[ACTIVITY F09]	Maintain harmonised ATS procedures.	2025-2029
[ACTIVITY F10]	Maintenance of LOA.	2025-2029
[ACTIVITY F11]	Maintain up to date & comprehensive DANUBE FAB 'ConOps'.	2025-2029
[ACTIVITY F12]	Enhanced civil-military cooperation airspace configuration, military airspace demands at FAB level).	2025-2029
[ACTIVITY F13]	Interconnect Romanian and Bulgarian LARA software.	2025-2029
[ACTIVITY F14]	Enhanced civil-military coordination and other activities.	2025-2029

## Aeronautical Information Services

### General Attributes

ATTRIBUTE	DESCRIPTION
<b>DESCRIPTION</b>	The DANUBE FAB AIS project is based on a roadmap of activities developed during the pre-implementation phase. The following key documents developed form the basis of the Strategic Programme and Annual Plans: <ul style="list-style-type: none"> <li>• Study on areas for harmonisation of AIS services;</li> <li>• Strategic implementation schedule for harmonisation activities.</li> </ul>
<b>PROJECT PRIORITY</b>	Medium
<b>IMPACT ON RELEVANT STAKEHOLDERS</b>	Both ANSPs, and NSAs, Aerodrome Operators, Data providers.
<b>EXPECTED COSTS/BENEFITS</b>	Benefits: <ul style="list-style-type: none"> <li>• Improved quality of provided AIS products and service.</li> </ul> Costs: <ul style="list-style-type: none"> <li>• Staff costs;</li> <li>• Mission costs (if required);</li> <li>• Any required equipment.</li> </ul>
<b>HOW ACHIEVEMENT MIGHT BE MEASURED</b>	<ul style="list-style-type: none"> <li>• Update of AIS operational manuals;</li> <li>• Update of AIPs, implementation of new AIS software.</li> </ul>
<b>RISKS</b>	Delay in coordination between the AIS providers.
<b>SCHEDULE</b>	2025-2029
<b>DELIVERABLES / EXPECTED OUTPUTS</b>	<ul style="list-style-type: none"> <li>• Update of AIS operational manuals;</li> <li>• Update of AIPs;</li> <li>• Implementation of new AIS software.</li> </ul>
<b>REFERENCE</b>	<ul style="list-style-type: none"> <li>• ICAO Annex 15;</li> <li>• ICAO Doc 1066, PANS-AIM;</li> <li>• Commission Implementing Regulation (EU) 2017/373;</li> <li>• Commission Implementing Regulation (EU) 2021/116.</li> </ul>
<b>IMPACT ON PERFORMANCE</b>	Improved quality of provided AIS products and service.
<b>RESPONSIBILITIES</b>	SAPSC, OSC

### Schedule

ACTION		TARGET DATE
[ACTIVITY F15]	Maintain AIS services compliance with SESAR, ICAO and EU regulations and standards.	2025-2029
[ACTIVITY F16]	Maintain AIS aspects of the DANUBE FAB 'ConOps'.	2025-2029

## MET Services

### General Attributes

ATTRIBUTE	DESCRIPTION
<b>DESCRIPTION</b>	Within DANUBE FAB, significant areas for collaboration and harmonisation have been identified and scheduled for progressive roll out. This includes identification of common KPIs, mutual MET data access, common competency schemes and the development of common best practice.
<b>PROJECT PRIORITY</b>	High
<b>IMPACT ON RELEVANT STAKEHOLDERS</b>	Both ANSPs, Aircraft and Airport Operators.
<b>EXPECTED COSTS/BENEFITS</b>	<p>Benefits:</p> <ul style="list-style-type: none"> <li>Improved efficiency and quality of MET products and services;</li> <li>Improved the harmonization process in issuance of meteorological warnings and forecasts for area near common border;</li> <li>Increased forecasting redundancy across the FAB.</li> </ul> <p>Costs:</p> <ul style="list-style-type: none"> <li>Staff costs;</li> <li>Mission costs (if required);</li> <li>Any required equipment.</li> </ul>
<b>HOW ACHIEVEMENT MIGHT BE MEASURED</b>	Achievement of the harmonisation areas identified above.
<b>RISKS</b>	<ul style="list-style-type: none"> <li>Delay in coordination between MET units and relevant technical departments in both ANSPs;</li> <li>Technological implementation delays;</li> <li>Long duration of the acceptance process on behalf of NSAs.</li> </ul>
<b>SCHEDULE</b>	2025-2029
<b>DELIVERABLES / EXPECTED OUTPUTS</b>	Separate deliverable developed for each specific activity completed, Appropriate update of MET Manual, procedures, instructions, as well as of the QMS Manual.
<b>REFERENCE</b>	<ul style="list-style-type: none"> <li>ICAO Annex 3;</li> <li>Commission Implementing Regulation (EU) 2017/373;</li> <li>Harmonisation of MET Services within DANUBE FAB, ed. 1.0 dated 29.08.2012;</li> <li>Strategic Plan for MET Services Implementation within DANUBE FAB, ed. 1.0, dated 05.10.2012;</li> <li>DANUBE FAB 'ConOps', edition 4.0, dated 07.05.2018.</li> </ul>
<b>IMPACT ON PERFORMANCE</b>	Improved timeliness, presence of products harmonization, 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.
<b>RESPONSIBILITIES</b>	SAPSC, OSC



**Schedule**

ACTION		TARGET DATE
[ACTIVITY F17]	Maintain MET services compliance with international standards.	2025-2029
[ACTIVITY F18]	Harmonisation of MET KPIs.	2025-2029
[ACTIVITY F19]	SWIM services coordination for the MET domain	2025-2029
[ACTIVITY F20] NEW	Harmonisation of SIGWX LL chart	2025-2029

## G-SAFETY, QUALITY, ENVIRONMENT & SECURITY ACTIVITIES

### Safety Management

#### General attributes

ATTRIBUTE	DESCRIPTION
<b>DESCRIPTION</b>	<p>The DANUBE FAB ANSP Safety Management activities are intended to enhance the Safety Management Systems within DANUBE FAB. A detailed set of safety domain harmonisation activities have been identified between BULATSA and ROMATSA and a schedule for implementation was laid out in the ANSP's Safety Management System Roadmap and their common Safety Management Manual.</p>
<b>PROJECT PRIORITY</b>	High
<b>IMPACT ON RELEVANT STAKEHOLDERS</b>	ANSPs, Both NSAs,
<b>EXPECTED COSTS/BENEFITS</b>	<p>Benefits:</p> <ul style="list-style-type: none"> <li>• Safety improvement and, over the long term, cost savings.</li> </ul> <p>Costs:</p> <ul style="list-style-type: none"> <li>• Staff costs;</li> <li>• Mission costs (if required).</li> <li>• Harmonised safety KPIs;</li> <li>• Maintenance of Common Safety Management Manual;</li> <li>• Safety Culture improvement across the FAB.</li> </ul>
<b>HOW ACHIEVEMENT MIGHT BE MEASURED</b>	
<b>RISKS</b>	<p>Shortage of human resources.</p> <p>Delays attributed to prioritization of internal activities (both scheduled and non-scheduled).</p>
<b>SCHEDULE</b>	2025-2029
<b>DELIVERABLES / EXPECTED OUTPUTS</b>	<ul style="list-style-type: none"> <li>• BULATSA and ROMATSA common safety Policy and Safety Management Manual within DANUBE FAB revised/revalidated in accordance with Regulation (EU) 2017/373.</li> </ul>
<b>REFERENCE</b>	<ul style="list-style-type: none"> <li>• Commission Implementing Regulation (EU) 2017/373;</li> <li>• DANUBE FAB Safety Case;</li> <li>• SMS ROADMAP for the harmonisation and enhancement of BULATSA and ROMATSA Safety Management Systems within DANUBE FAB.</li> </ul>
<b>IMPACT ON PERFORMANCE</b>	Common safety policy and improved safety management.
<b>RESPONSIBILITIES</b>	SQSESC

## Schedule

ACTIONS		TARGET DATE
[ACTIVITY G01] RENAMED	Ongoing revisions/revalidations of the safety policy and common generic safety management manual.	2025-2029
[ACTIVITY G02]	Safety culture measurement and improvement.	2025-2029
[ACTIVITY G03] FORMERLY G04	Coordinated adoption of best safety practices.	2025-2029
[ACTIVITY G04] FORMERLY G05	Conduct common operational safety surveys and SMS audits.	2025-2029
[ACTIVITY G05] FORMERLY G06	Adopt a common procedure for conducting consultation process and information sharing mechanism in case of managing changes which affect both ANSPs.	2025-2029

## Quality &amp; Environmental Management Systems

## General attributes

ATTRIBUTE	DESCRIPTION
DESCRIPTION	<p>The main objective of this Implementation Project is to continuously improve the management systems and increase the level of quality of air navigation services provision in the DANUBE FAB, and to minimize the environmental impact in all domains of activities. Additionally, the DANUBE FAB partners aim to assess their contribution to meeting the objectives set by the European Green Deal.</p> <p>It is also important to note that safety should be kept as a priority over commercial, operational, environmental and social pressures. In view of the new approach of Reg. 2017/373 on the Management System of the ATM/ANS providers (Part-ATM/ANS.OR.B), the quality management system based on ISO 9000 series of standards is the basis for the Management System of the provider, covering different areas and respective responsibilities, such as safety, quality, security, finance, human resources, etc.</p>
PROJECT PRIORITY	Medium
IMPACT ON RELEVANT STAKEHOLDERS	ANSP's, NSAs
EXPECTED COSTS/BENEFITS	<p>Benefits:</p> <ul style="list-style-type: none"> <li>Quality improvement of the level of services and minimise environmental impact in all domains of activities.</li> </ul> <p>Costs:</p> <ul style="list-style-type: none"> <li>Staff costs;</li> <li>Mission costs;</li> <li>IMS administration, auditing, certification, training, specialist forums participation.</li> </ul>
HOW ACHIEVEMENT MIGHT BE MEASURED	<ul style="list-style-type: none"> <li>KPIs as per Performance Scheme at state level, as per policies established at DANUBE FAB level and according to the indicators established in ANSPs own certified management systems;</li> <li>Common KPIs (for QMS and EMS) established at FAB level;</li> <li>Maintenance of accredited ISO certification.</li> </ul>
RISKS	Shortage in human resources/ lack of commitment.
SCHEDULE	2025-2029



ATTRIBUTE	DESCRIPTION
<b>DELIVERABLES / EXPECTED OUTPUTS</b>	<ul style="list-style-type: none"> <li>Harmonised internal audit process, customer satisfaction and environmental external communication, QMS/EMS competence and training, harmonised identification of the environmental aspects;</li> <li>Harmonisation of the specific management system processes in view of the Reg.2017/373 requirements to the management system of ATM/ANS providers;</li> <li>Common KPIs.</li> </ul>
<b>REFERENCE</b>	<ul style="list-style-type: none"> <li>Commission Implementing Regulation (EU) 2017/373;</li> <li>Study on harmonisation of QMS/EMS within DANUBE FAB;</li> <li>ISO 9000:2015 Quality Management Systems – Fundamentals and vocabulary;</li> <li>ISO 9001:2015 Quality Management Systems – Requirements;</li> <li>ISO 9004:2018 Quality Management – Quality of an Organization – Guidance to achieve sustained success;</li> <li>ISO 14001:2015 Environmental management systems – Requirements with guidance for use;</li> <li>ISO 19011:2018 Guidelines for auditing management systems;</li> <li>Commission Implementing Regulation (EU) 2019/317;</li> <li>Commission Decision (EU) 2022/2424 of 5 December 2022;</li> <li>CANSO Standard of excellence: Improving Business Performance through Auditing;</li> <li>Communication from the Commission COM (2019) 640 final regarding the European Green Deal.</li> </ul>
<b>IMPACT ON PERFORMANCE</b>	Improved quality of services and minimised environmental impact.
<b>RESPONSIBILITIES</b>	SQSESC

## Schedule

ACTIONS	TARGET DATE
<b>[ACTIVITY G06]</b> <small>FORMERLY G07</small> Monitoring of environmental KPIs as per Performance Scheme. Monitoring of common KPIs (for QMS and EMS) established at FAB level.	2025-2029
<b>[ACTIVITY G07]</b> <small>FORMERLY G08</small> Harmonisation of the Quality and Environment management systems within the overall management system of both ATM/ANS providers.	2025-2029
<b>[ACTIVITY G08]</b> <small>FORMERLY G09</small> Coordination and sharing information relating to each ANSP meeting the objectives set by the European Green Deal.	2025-2029

## ATM/ANS Information Security Management Systems

### General attributes

ATTRIBUTE	DESCRIPTION
<b>DESCRIPTION</b>	<p>Following the latest DANUBE FAB SQSE Standing Committee meeting, a number of measures were agreed to harmonise both ANSPs information security management systems and to re-establish communication and collaboration on DANUBE FAB cybersecurity tasks, in light of the requirements of EU Regulation 2018/1139 (EASA Basic Regulation), Reg. (EU) 2017/373, Reg EU 2023/203, ICAO Annex 17, the directive on measures for a high common level of cybersecurity across the Union, repealing Directive 2022/2555 (NIS 2 Directive), the directive on the resilience of critical entities and repealing Directive 2008/114/EC etc.</p> <p>Regarding Cyber Security (protection of information and communication technology systems and data), both countries remain compliant with the requirements of national and international legislation, both ANSPs have already implemented, have been maintaining and improving an Information Security Management System (ISMS), aligned to ISO 27001 requirements. BULATSA ISMS has been certified since May 2017 in accordance with ISO 27001 standard. ROMATSA ISMS is aligned to the requirements of ISO 27001 standard, according to national legislation.</p> <p>As cybersecurity and cyber resilience have become system-wide priorities, with global quality standards that every user must comply with the ATM/ANS domain couldn't be an exception, as highlighted in a series of initiatives at European and international level, already completed or in progress.</p> <p>In this regard, the focus and importance of cybersecurity related tasks within Danube Fab has increased and better collaboration is expected to help ANSPs work on these topics in the coming years.</p>
<b>PROJECT PRIORITY</b>	Medium
<b>IMPACT ON RELEVANT STAKEHOLDERS</b>	<ul style="list-style-type: none"> <li>• Both ANSPs;</li> <li>• Both NSAs;</li> <li>• Military authorities;</li> <li>• State authorities on information security;</li> <li>• Aircraft operators.</li> </ul>
<b>EXPECTED COSTS/BENEFITS</b>	<p>Benefits:</p> <ul style="list-style-type: none"> <li>• Quality of processes and services improvement;</li> <li>• Information security and Safety Improvement;</li> <li>• Cost savings;</li> <li>• Security of operational data and networks across the FAB.</li> </ul> <p>Costs:</p> <ul style="list-style-type: none"> <li>• Staff costs;</li> <li>• Mission costs (if required).</li> </ul>
<b>HOW ACHIEVEMENT MIGHT BE MEASURED</b>	<ul style="list-style-type: none"> <li>• Number of cybersecurity incidents affecting the provision of ANS.</li> </ul>
<b>RISKS</b>	<ul style="list-style-type: none"> <li>• Insufficient number of personnel;</li> <li>• Lack of culture in the ATM/ANS information security domain;</li> <li>• Inadequate implementation of the regulatory framework;</li> <li>• Different transposition and interpretation of the Directives at national level;</li> <li>• Non-scheduled delays.</li> </ul>



## DANUBE FAB Strategic Programme 2023-2027

ATTRIBUTE	DESCRIPTION
<b>SCHEDULE</b>	2025-2029
<b>DELIVERABLES / EXPECTED OUTPUTS</b>	<ul style="list-style-type: none"> <li>• Sharing of experience and security information between staff;</li> <li>• Analysis of applicable cyber security legislation with a view of harmonised implementation;</li> <li>• Defining common DANUBE FAB Information Security KPI.</li> </ul>
<b>REFERENCE</b>	<ul style="list-style-type: none"> <li>• EASA Basic Regulation 2018/1139;</li> <li>• Commission Implementing Regulation (EU) No.2017/373;</li> <li>• Commission Implementing Regulation (EU) No. 2023/203;</li> <li>• EU Directive 2022/2555 concerning measures for a high common level of security of network and information systems across the Union;</li> <li>• ISO 27000 Series on 'information security management systems (ISMS)' standards;</li> <li>• ICAO Annex 17;</li> <li>• ICAO Cybersecurity Action Plan;</li> <li>• ICAO Doc.9985 (Restricted) ATM Security Manual;</li> <li>• EUROCAE ED-201A - Aeronautical Information System Security Framework Guidance;</li> <li>• EUROCAE ED-205 - Process Standard for Security Certification and Declaration of ATM/ANS Ground Systems;</li> <li>• EUROCAE ED-206 - Guidance on Security Event Management;</li> <li>• Directive on measures for a high common level of cybersecurity across the Union, repealing Directive 2016/1148 (NIS 2 Directive);</li> <li>• Directive on the resilience of critical entities and repealing Directive 2008/114/EC.</li> </ul>
<b>IMPACT ON PERFORMANCE</b>	Safety, information security, interoperability, capacity.
<b>RESPONSIBILITIES</b>	SQSESC

### Schedule

ACTIONS		TARGET DATE
[ACTIVITY G09] FORMERLY G10	Harmonisation of Information Security Management Systems of both ATM/ANS providers.	2025-2029
[ACTIVITY G10] FORMERLY G11	Establishing a coordination and information exchange mechanism between DANUBE FAB ANSPs, in the cybersecurity domain.	2025-2029
[ACTIVITY G11] FORMERLY G12	ATM/ANS Cybersecurity Roadmap update.	2025-2029



## DEFINITIONS & ACRONYMS

For purpose of this document the definitions in the harmonised regulatory framework for the creation of the Single European Sky shall apply:

**AIS** – Aeronautical Information Service  
**AMP** – Aeronautical Meteorological Personnel  
**ANSP** – Air Navigation Service Provider  
**AP** – Annual Plan  
**AR** – Annual Report  
**ARN** – ATM Route Network  
**CDM** – Collaborative Decision Making  
**CNS** – Communications, Navigation and Surveillance  
**DM** – Deployment Manager  
**DUC** – Determined Unit Cost  
**(E)/(L)SSIP** – European/Local Single Sky Implementation (mechanism/documents)  
**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  
**IDP** – Interim Deployment Programme  
**IDSG** – Interim Deployment Steering Group  
**IMS** – Integrated Management System  
**ISMS** – Information Security Management System  
**KPA** – Key Performance Indicator  
**MET** – Aeronautical Meteorological Services  
**MIL** – Military  
**MWO** – Meteorological Watch Office  
**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  
**RAT** – Risk Analysis Tool  
**SAPSC** – Strategies and Planning Standing Committee  
**SBP** – Strategic Business Plan  
**SES** – Single European Sky  
**SESAR** – SES ATM Research  
**SP** – Strategic Programme  
**SQSE** – Safety, Quality, Security and Environment  
**SQSESC** – Safety, Quality, Security and Environment Standing Committee  
**SSC** – Single Sky Committee