



*International Civil Aviation Organization*

**Regional Aviation Safety Group - Middle East**

**Sixth Meeting (RASG-MID/6)**  
*(Bahrain, 26-28 September 2017)*

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**Agenda Item 3: Regional Performance Framework for Safety**

**RASG-MID ENGAGEMENT STRATEGY**

*(Presented by the Secretariat)*

**SUMMARY**

This paper presents the implementation status of the RASG-MID Engagement Strategy.

Action by the meeting is at paragraph 3.

**1. INTRODUCTION**

1.1 The success of RASG-MID is dependent on the commitment, participation and contribution of its members and partners from States, industry and Regional and Sub-regional Organizations through financial and in-kind support.

**2. DISCUSSION**

2.1 The RASG-MID/4 meeting (Jeddah, Saudi Arabia, 30 March - 1 April 2015), through Conclusion 4/13 endorsed the RASG-MID Engagement Strategy as at **Appendix A**. The objective is to outline a strategy and plan for engagement and communication with safety stakeholders and partners in the MID Region to enhance the level of participation in and support to RASG-MID and its subsidiary bodies, in order to achieve the RASG-MID's objectives.

2.2 The RASG-MID/5 meeting commended the achievements of the RASG-MID since its establishment; nevertheless, it was recognized that the level of attendance/support to the RASG-MID and its subsidiary bodies was still below expectation.

2.3 The RASG-MID/5 meeting agreed to an Engagement Criteria, which requires a feedback from all RASG-MID stakeholders and partners. Accordingly, a Feedback Questionnaire was developed and an ICAO State Letter (ME 4-16/296, dated 23 October 2016) was issued requesting States to complete the Questionnaire. Due to the low level of replies, a reminder letter Ref.: ME 4-17/172 was also issued on 7 June 2017. Nine (9) States (Bahrain, Egypt, Iran, Iraq, Jordan, Kuwait, Oman, Qatar and UAE) and three International Organizations (ACI, CANSO and IATA) have completed the Questionnaire. A summary of the replies received is at **Appendix B**.

**3. ACTION BY THE MEETING**

3.1 The meeting is invited to:

- a) review the replies/feedback received from States and stakeholders at **Appendix B**;
- b) urge States and Stakeholders that have not yet replied to complete the Feedback Form/Questionnaire and send it to the ICAO MID Office;
- c) explore ways and means to enhance stakeholders' engagement in the RASG-MID activities; and
- d) urge all stakeholders to secure necessary resources to support the RASG-MID activities.

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APPENDIX A



## 1 EXECUTIVE SUMMARY

In the context of renewed growth of air traffic and in light of anticipated increases in air travel, it is imperative to maintain a very strong focus on initiatives that will further improve safety outcomes.

The Regional Aviation Safety Group - Middle East (RASG-MID) has been established with the main objective of supporting the establishment and operation of a performance-based safety system in the MID Region and the implementation of the Global Aviation Safety Plan (GASP). Its mission is to enhance civil aviation safety in the MID Region by ensuring effective coordination and cooperation between all aviation stakeholders and monitoring progress in the implementation of the GASP and the MID Region Safety Strategy.

The success of RASG-MID is dependent on the commitment, participation and contribution of its members and partners from States, industry and Regional and Sub-regional Organizations through financial and in-kind support.

The objective of this document is to outline a strategy and plan for engagement and communication with safety stakeholders and partners in the MID Region to enhance the level of participation in and support to RASG-MID and its subsidiary bodies, in order to achieve RASG-MID's objectives.

## 2 STAKEHOLDER ENGAGEMENT

The RASG-MID objectives cannot be achieved without support and commitment from all Stakeholders in the MID Region. This section of the document outlines the strategy and plan for the engagement of safety stakeholders in the MID Region.

### 2.1 Why do we need engagement?

The need for enhanced safety stakeholders' engagement is three-fold;

- Benefits for Stakeholders
  1. They will contribute as experts in their field to the activities of RASG-MID.
  2. They will have a platform to voice their issues and concerns.
  3. They will take part in the decision making process.
- Benefits for RASG-MID
  1. Enhanced quality decision making.
  2. Streamlined program/work development process.
  3. Enhanced collaboration and capacity for innovation.
  4. Effective implementation of action plans to achieve agreed safety targets.
- Benefits for the Region
  1. More transparent communication.
  2. More synergies.
  3. Avoidance of duplication of efforts.
  4. Improved awareness, buy-in and commitment.

## 2.2 Who are our safety stakeholders?

Safety is everyone's concern, and within that context the following are the RASG-MID's safety stakeholders:

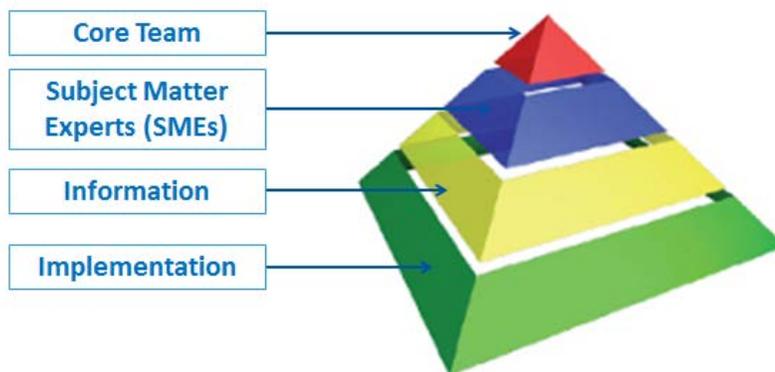
- States
- Airlines
- Airports
- Air Navigation Service Providers
- International Organizations
- Regional and Sub-regional Organizations
- Maintenance and Repair Organizations
- Training Organizations
- Aircraft Manufacturers

## 2.3 What is the desired outcome from engagement?

RASG-MID wishes to achieve the following through enhanced engagement with safety stakeholders:

- Regional, national, and local knowledge and awareness.
- Buy-in.
- Commitment.
- Effective contribution to the work under RASG-MID.
- Active participation to meetings, events, and forums.
- Harmonization of efforts.

## 2.4 RASG-MID Working Arrangements and Engagement Strategy & Tools



### 2.4.1 Core Team:

The Core Team of the RASG-MID is composed of the following:

1. RASG-MID Chairpersons and RSC Co-Chairs
2. MID Annual Safety Report Team (MID-ASRT), MID Regional Aviation Safety Team (MID-RAST) and MID Safety Support Team (MID-SST) Rapporteurs
3. Risk Areas Coordinators (Runway Safety, LOC-I, CFIT, Emerging Risks, etc.)
4. ICAO Secretariat

The roles and responsibilities of the different RASG-MID stakeholders are defined in the RASG-MID Procedural Handbook. According to the Handbook, the States should ensure necessary co-ordination and follow-up of the Group's activities within their Administrations.

In addition, roles and responsibilities of each of the Safety Teams (MID-ASRT, MID-RAST and MID-SST) including Rapporteurs and Coordinators are explained in the related Terms of References (TORs).

Commitment of the Core Team is vital for the success of RASG-MID.

#### **2.4.2 Subject Matter Experts**

The Safety Teams were established to support the development, implementation and prioritization of RASG-MID Safety Initiatives. These Teams are charged with preparatory work on specific subjects requiring expert advice for their resolution. They should accomplish their tasks by developing mitigation strategies based on gathering and processing safety data and information.

Participation in Safety Teams should be by specialists in the subjects under consideration. Such specialists should have relevant experience in the field concerned. Accordingly, all stakeholders should support the work of the Safety Teams by providing the expertise to be active contributors to the work (voluntary basis), including the review of the RASG-MID deliverables.

#### **2.4.3 Information:**

The main purpose of the RASG-MID is to develop an integrated, data-driven strategy and implement a work programme that supports a regional performance framework for the management of safety.

For the development of the MID Annual Safety Report (MID-ASR), there's a need for 3 categories of safety information: Reactive, Proactive and Predictive. States and Stakeholders should provide/share information about the safety occurrences (unidentified). An open and transparent communication channel/mechanism is needed to support data collection.

RASG-MID shares information with all safety partners and stakeholders, in order to keep them aware of the different activities and deliverables of RASG-MID. Such information sharing is ensured through:

1. RASG-MID meetings Reports.
2. MID Region Safety Summits.
3. RASG-MID Newsletters, if deemed necessary (To be developed).
4. Bulletins and circulars.
5. RASG-MID Webpage.

#### **2.4.4 Implementation:**

The RASG-MID has started to produce deliverables. Stakeholders are encouraged to use the RASG-MID deliverables to enhance safety. Feedback on the use/implementation of these deliverables is very important for continuous improvement. In addition, difficulties for implementation should be claimed for identification of possible assistance.

#### **2.4.5 Buy-in and Commitment:**

To ensure the continued commitment and contribution of safety partners in the MID Region to various RASG-MID activities, the following will be used as a means to achieve engagement and commitment:

1. High-level engagement and commitment of CEOs/DGs:

Half a day of each MID Safety Summit would be dedicated to a briefing to the CEOs/DGs of regulators, airlines, ANSPs, and airports from the Region. Such briefing will be focusing on:

- a) the engagement and commitment of CEOs/DGs to RASG-MID activities;
- b) the commitment of availing the right expertise at RASG-MID and its subsidiary bodies meetings and forums;
- c) the continuity of participation of representatives in RASG-MID meetings; and
- d) the commitment for global and regional safety measures such as SSP and SMS implementation.

2. Commitment and contribution of States, airlines, airports, ANSPs, manufacturers and organizations:

Following the high-level engagement and commitment of CEOs/DGACs, RASG-MID will, through the ICAO MID Regional Office, IATA, CANSO, and ACI Offices, approach all their members to:

- a) identify a Main Focal point for RASG-MID to ensure receiving of correspondence in timely manner;
- b) identify focal points for all RASG-MID subsidiary bodies; and
- c) identify volunteers to contribute to the work of RASG-MID; and
- d) establish an Internal Safety Support Action Group to assist the RASG-MID Core Team, as required.

3. Sharing and exchange of safety data and information:

Without proper and accurate safety data and information sharing, RASG-MID will not be able to continue its work and achieve its goals. Within that context, RASG-MID will use the following to expand the safety data sharing and exchange platform:

- a) States to enhance internal mechanism for receiving/replying to State Letters;
- b) make use of IATA safety data sharing tool such as STEADES, and FDX;
- c) expand the use of the ICAO tools and databases such as iSTARS, ECCAIRS, etc;
- d) launch a campaign to promote safety culture and safety data sharing among safety partners in the MID Region, through;
  - i. Presentations at regional fora and events; and
  - ii. Circulars and Bulletins
- e) the continuity of participation of representatives in RASG-MID meetings; and
- f) the agreement on a mechanism to improve the sharing of safety data at regional level, including the possibility of establishment of Regional/Sub-Regional safety database(s).

#### **2.4.6 Travel budget and financial support:**

Travel budget remains one of the main challenges for safety partners in the Region to continuously attend and take part in RASG-MID activities. RASG-MID will explore means to assist and support partners in meeting this challenge.

Where possible, meetings, events, and forums will be held in connection with other events already planned so as to avoid extensive travel and costs.

Virtual meetings will be used to compensate for face-to-face meetings where possible.

### **3 MONITORING OF EFFECTIVENESS**

#### **3.1 How to assess engagement and effective communication?**

RASG-MID should monitor the implementation of the engagement strategy and assess its effectiveness based on the following:

- level of participation in RASG-MID activities;
- effective implementation of safety action plans and mitigation measures;
- achievement of safety targets within set timelines;
- streamlining of efforts and avoidance of duplication of efforts;
- level of communication with stakeholders as per set plans; and
- feedback questionnaire (customers satisfaction surveys) from RASG-MID stakeholders and partners.

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## RASG-MID Feedback Questionnaire

*Excellent (1) Very Good (2) Good (3) Fair (4) Poor (5)*

States	Bahrain					Egypt					Iran					Iraq					Jordan				
	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
Level of Participation in RASG-MID activities			x						x		x						x					x			
Effective implementation of Safety Action Plans and Mitigation Measures		x					x					x						x				x			
Achievement of Safety Targets within set timelines	x							x				x						x			x				
Streamlining of Efforts and Avoidance of Duplication of Efforts	x					x						x						x				x			
Level of Communication with Stakeholders as per set plans	x					x						x				x					x				
Effectiveness of RASG-MID Publications such as MID Annual Safety Report (MID-ASR) and Safety Advisories (RSAs)	x					x					x						x					x			
Overall Satisfaction of RASG-MID	x					x					x						x				x				
<i>Comments/Suggestions</i>	<div style="border: 1px solid black; padding: 5px; min-height: 150px;">                     No comment.                 </div>					<div style="border: 1px solid black; padding: 5px; min-height: 150px;">                     -We recommend in RASG-MID meeting's Invitation Letters to focus on necessity and importance of RASG-MID members and alternates to attend on a regular basis to ensure continuity &amp; follow-up &amp; tracking for all issues raised.                       - Request from States to assign focal person to be responsible for giving ICAO feedback for all correspondences and coordinate issue within CAA.                 </div>					<div style="border: 1px solid black; padding: 5px; min-height: 150px;">                     - The decisions should have timeline and after finishing timeline, the next meeting will be held.                 </div>					<div style="border: 1px solid black; padding: 5px; min-height: 150px;">                     Iraq CAA thanks ICAO MID and Qatar CAA to held RASG-MID/5 and would like to have ICAO MID assistance under ICAO MID NCLB to develop an initial action plan to establish USOAP CMA (CE1-CE5) .                 </div>					<div style="border: 1px solid black; padding: 5px; min-height: 150px;">                     No comment.                 </div>				

*Excellent (1) Very Good (2) Good (3) Fair (4) Poor (5)*

States	Kuwait					Oman					Qatar					UAE					CANSO				
	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
Level of Participation in RASG-MID activities			x				x				x					x						x			
Effective implementation of Safety Action Plans and Mitigation Measures			x				x						x				x					x			
Achievement of Safety Targets within set timelines			x					x					x			x							x		
Streamlining of Efforts and Avoidance of Duplication of Efforts			x				x						x			x					x				
Level of Communication with Stakeholders as per set plans		x						x					x			x					x				
Effectiveness of RASG-MID Publications such as MID Annual Safety Report (MID-ASR) and Safety Advisories (RSAs)			x				x					x				x						x			
Overall Satisfaction of RASG-MID			x				x				x					x							x		
<i>Comments/Suggestions</i>	No comment.					The level of representative from stakeholders such as airlines and aerodromes are not sufficient. Those stakeholders should be encouraged to participate and to be involved in all the meeting and activities of RASG committees.					States should be more involved in the RASG-MID activities.					No comment.					Yes, it is very important to achieve the safety targets with a set timelines , but we should make sure of maintaining the results as well RASG-MID Publications are very important, but what after publishing them, how we can make sure that people are making use of them, and if they did, are they satisfied! Still ATM SMS needs to be seriously addressed by RASG-MID the same way Airlines and airports SMS are tackled. Maybe ATM SMS should be tackled by MIDANPIRG since it the body dealing with ATM and ANSPs issues. This is only a thought hope to be considered.				

*Excellent (1) Very Good (2) Good (3) Fair (4) Poor (5)*

States	IATA					ACI				
	1	2	3	4	5	1	2	3	4	5
Level of Participation in RASG-MID activities			x						x	
Effective implementation of Safety Action Plans and Mitigation Measures		x							x	
Achievement of Safety Targets within set timelines			x						x	
Streamlining of Efforts and Avoidance of Duplication of Efforts				x				x		
Level of Communication with Stakeholders as per set plans			x					x		
Effectiveness of RASG-MID Publications such as MID Annual Safety Report (MID-ASR) and Safety Advisories (RSAs)			x					x		
Overall Satisfaction of RASG-MID			x						x	
<i>Comments/Suggestions</i>	<div style="border: 1px solid black; padding: 5px;">                     Need more contribution and support from States .                 </div>					RASG-MID is perhaps the most important forum where the States and Industry Partner can discuss and work together to improve safety in the region. However the levels of participation and discussion tend to be low. There could be two reasons: the language barrier and the large size of the meeting. To overcome these problems, maybe ICAO should consider: a) Allowing the meeting to be conducted in both Arabic and English and providing translation; and b) When appropriate, splitting the meeting into smaller working groups that are given specific topics to discuss or tasks to complete.				