



International Civil Aviation Organization

**Third Meeting of the RASG-MID Steering Committee
(RSC/3)**

(Cairo, Egypt, 9-11 December 2014)

Agenda Item 3: Regional Performance Framework for Safety

RASG-MID ENGAGEMENT STRATEGY

(Presented by the Secretariat)

SUMMARY

This paper presents a revised Draft RASG-MID Engagement Strategy, based on the outcome of the Second MID Region Safety Summit and the High-Level Briefing/Meeting (DGCAs and CEOs), as well as, the feedback from the key stakeholders in the MID Region.

Action by the meeting is at paragraph 3.

1. INTRODUCTION

1.1 The Safety Management Workshop (Muscat, Oman, 11-12 June 2013) discussed safety data sharing challenges, tools, and recommendations to enhance sharing of information on national and regional level. It highlighted the need to develop a strategy of engagement, which involves the top management, in order to enhance safety and reporting culture.

1.2 The RASG-MID/3 meeting (Kuwait, 27 - 29 January 2014) noted that the level of attendance/support to the RASG-MID and its subsidiary bodies is far below expectation. In addition, the level of reply to the ICAO MID Regional Office State Letters and Questionnaires related to safety is very low.

1.3 The meeting agreed that in order to improve coordination of civil aviation activities in the Region, avoid duplication of efforts and join efforts for the enhancement of safety, certain administrative and resource issues should be addressed at the appropriate level (Safety Summit, DGCA-MID meetings, High-level Go-Teams, etc).

1.4 The meeting recalled that in accordance with the RASG-MID Procedural Handbook, States should ensure necessary co-ordination and follow-up of the Group's activities within their Administrations. It emphasized that RASG-MID Chairpersons, Rapporteurs, Coordinators and Members should effectively execute their roles and responsibilities as defined in the Handbook.

2. DISCUSSION

2.1 The RASG-MID/3 meeting reviewed a Draft RASG-MID Engagement Strategy and recognized that the Engagement Strategy would enhance the RASG-MID efficiency including the

active participation of its stakeholders. The meeting tasked the RSC to finalize the Strategy in order to be presented to the RASG-MID/4 meeting for endorsement.

2.2 The Second MID Region Safety Summit (Muscat, Oman, 27-29 April 2014) discussed the need for support, commitment/engagement, participation and contributions of all States and Stakeholders in the MID Region to the RASG-MID activities to achieve the agreed objectives.

2.3 The High-Level Briefing/Meeting (DGCAs and CEOs), which was held on the third day of the Summit, was briefed about the RASG-MID working arrangements, activities and deliverables, as well as, the necessary support and commitment/engagement to achieve the RASG-MID's objectives.

2.4 The Draft RASG-MID Engagement Strategy was revised as shown in **Appendix A** to reflect the outcome of the Second MID Region Safety Summit and the High-Level Briefing/Meeting (DGCAs and CEOs), as well as, the feedback from the key stakeholders in the MID Region.

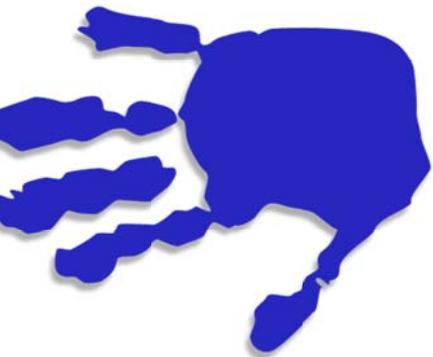
3. ACTION BY THE MEETING

3.1 The meeting is invited to review and update, as appropriate, the Draft RASG-MID Engagement Strategy at **Appendix A**.



RASG-MID

Engagement Strategy



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:

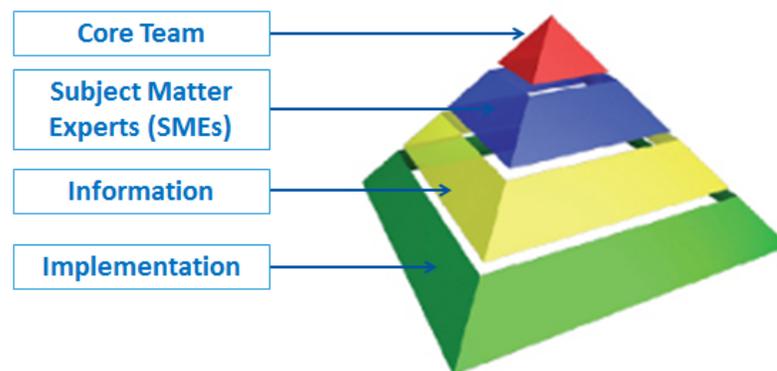
- States
- Airlines
- Airports
- Air Navigation Service Providers
- International Organizations
- Regional and Sub-regional Organizations
- Maintenance and Repair Organizations
- Training Organizations
- Aircraft Manufacturers

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.

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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