



*International Civil Aviation Organization*

**Fourth DGCA-MID Virtual Meeting**  
**(3 June 2021 from 10:30 to 13:30 UTC)**

**Agenda Item 6: Any other Business**  
***Regional Safety Oversight Organization (RSOO)***

**PROJECT MANAGEMENT FOR RSOO IMPLEMENTATION**

*(Presented b by GACA / Kingdom of Saudi Arabia)*

**SUMMARY**

The aim of this working paper is to present a brief history of RSOO establishment and a way forward action plan in order to start RSOO operations. The Kingdom of Saudi Arabia as hosting State of the RSOO underlines its commitment for the success of the RSOO operations and the implementation of concrete measures which will improve regional and global safety levels by the means of cooperation and synergy of MENA States. Hence, KSA calls upon ICAO MID States to take active participation in the RSOO implementation process and operations success to achieve ICAO objectives and its goals in aviation safety.

Action by the meeting is in paragraph 3.

**REFERENCES**

- \*First MENA RSOO Steering Committee Report
- \*DGCA-MID/5 Report
- \*MENA RSOO Technical Meeting Report
- RASG-MID/8 Report

\* Principal references

**1. INTRODUCTION**

1.1 ICAO Assembly Resolution A37-8 highlighted that an RSOO fosters collaboration on the part of its member States to develop solutions to common problems in building State safety oversight capabilities.

1.2 In view of the objective and purpose of an RSOO should, at the very least, include experts advisory and consultative services in safety oversight matters and the provision of technical assistance. The establishment of MENA RSOO is one of the initiatives, which is coordinated with the Arab Civil Aviation Organization (ACAO) under the framework of the RASG-MID. The primary objective of MENA RSOO is to assist its Member States to develop and implement State Safety Programme (SSP). The MENA RSOO would also, on the demand of individual States, provide assistance to improve States' safety oversight capabilities. The RSOO should perform its duties and functions within the framework of the ICAO Global Aviation Safety Program (GASP) and should be fully aligned with the RASGs' priorities and objectives.

1.3 In addition, the execution of safety oversight functions on behalf of member States, the RSOO provides the best dividend in terms of efficiency and the effective use of resources.

1.4 The meeting may wish to recall that the First MENA RSOO Steering Committee (DGs Level) was held on 1 October 2018, in Riyadh, Saudi Arabia, back-to-back with the Fourth MID Region Safety Summit (2-3 October 2018), which was hosted by the General Authority of Civil Aviation (GACA) including a visit to the MENA RSOO premises located near King Khaled International Airport in Riyadh.

1.5 The DGCA-MID/4 meeting (held in Muscat, Oman, 17-19 October 2017) supported the proposals of Saudi Arabia, which were made during the RASG-MID/6 and agreed to *CONCLUSION 4/5 – ESTABLISHMENT PROCESS OF THE MENA RSOO*

*That:*

- a) the MENA RSOO be governed by a Steering Committee composed of the MENA RSOO member States (both ICAO and ACAC will be part of the Steering Committee);*
- b) the Steering Committee decides on all the details related to the establishment and operation of the MENA RSOO (organization, funding, etc.); and*
- c) Saudi Arabia (the host State) is invited to organize the first meeting of the MENA RSOO Steering Committee as soon as possible.*

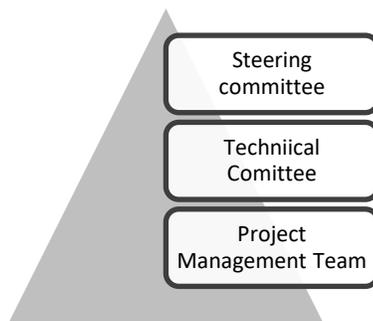
1.6 KSA had availed the RSOO premises and allocated resources as fund and in-kind with commitment to continue supporting this initiative. More details on the background and actions taken for the establishment of MENA RSOO is provided in Appendix 1 to this WP.

1.7 The 2nd RSOO Technical Team meeting scheduled to take place on March 09-10 2020 had been cancelled by requests of various States due to persistent and unforeseen COVID-19 pandemic circumstances. The Kingdom of Saudi Arabia had also postponed the 2nd MENA RSOO steering committee meeting to Q3 2021 due to the same reasons.

1.8 It has been proven that coordinated efforts during COVID-19 pandemic had led to success on various levels of the aviation industry which KSA had capitalized on to expedite the introduction of RSOO activities and ensure successful operations.

## **2. DISCUSSION**

2.1 As agreed during RASG-MID/6, the RSOO organization structure shall be composed of:



2.2 The RSOO Technical Committee and RSOO Project Management Team are intended to support the establishment of the RSOO and will be dissolved by the RSOO Steering Committee decision when the RSOO is operating.

2.3 The Current technical committee team setting lacks formal framework. Thus, the RSOO technical committee should:

- a) Prepare of RSOO document containing commitment of its member States to the terms and conditions contained in the RSOO's project document
- b) Define of RSOO scope of activities depending on the needs of its member States as presented in the Project Document prepared by the International Civil Aviation,
- c) Define of condition on how new countries may join RSOO,
- d) Providing methods for effective monitoring and control through the different phases of RSOO development, in particular in relation to costs, timescales and the benefits,
- e) As a project management tools may be used Project Management Institute's (PMI) Project Management Body of Knowledge (PMBOK), used in North America, and the second edition of the Project IN Controlled Environments (PRINCE2) used in EU
- f) Schedule and organize of meeting of all three RSOO governance.
- g) Define of effective and efficient institutional structure composed of legal, organizational and financial and operation models/ frameworks and a business model that provides for sustainable funding.

2.4 The Items of paragraph 2.3 a) – g) shall be presented to the Technical Committee for review and validation, and the outcome should be submitted to the Steering Committee.

### 3. ACTION BY THE MEETING

3.1 The meeting is invited to:

- a) Review the organization structure of the Technical Committee and approve Technical Committee's Charter (**Appendix 2**);
- b) Restructure and nominate Technical Committee members by June 30<sup>th</sup> 2021,
- c) Convene the 2<sup>nd</sup> meeting of the Technical Committee on July 05<sup>th</sup> 2021 (tentative) to consider at least the following subjects:
  - i. Circulation of the Final Draft of MoA by July 05<sup>th</sup> 2021 or earlier,
  - ii. When physical attendance of signatory States representatives is not feasible, the diplomatic representation of MENA States may be considered to sign the final version of the document.
- d) Final MoA signed by signatory States by Aug 30th 2021 (tentative),
- e) Agree that the 3rd meeting of Steering Committee is organized after signing of MoA, but no later than 15th Sep 2021 (tentative). This meeting should:
  - i. Define mechanism of appointment and roles of Executive Director, and
  - ii. Develop a plan for a recruitment of required staff and contracted advisors.
- f) Convene the 2nd Steering Committee meeting on 30th Oct. 2021 (tentative), and
- g) Agree to start RSOO operations once all the above actions are completed.

**APPENDIX 1**

Background and actions taken for the establishment of RSOO

<b>Date / Event</b>	<b>Declaration</b>	<b>Follow-up</b>
17-21 Oct 2010 / MIDANPIRG/12	<ul style="list-style-type: none"> <li>To follow ICAO HLSC 10 initiative concerning RSOOs</li> <li>Iran showed interest to host and support RSOO</li> </ul>	<ul style="list-style-type: none"> <li>States asked to show their interest till 31 MAR 2011</li> </ul>
18-19 SEP 2011 / RASG-MID/1	<ul style="list-style-type: none"> <li>Conclusion 1/9 to establish RSOO MENA</li> </ul>	<ul style="list-style-type: none"> <li>To perform workshop on Regional Safety Oversight Programs</li> </ul>
22-26 APR 2012 / MIDANPIRG/13	<ul style="list-style-type: none"> <li>Countries decided to address RSOO agenda to DGCA meetings and to be followed by RASG-MID</li> </ul>	
27-29 JAN2014 / RASG-MID/3	<ul style="list-style-type: none"> <li>RSOO should help participating countries in SSP implementation</li> <li>RSOO included in MID Region Safety Strategy document</li> </ul>	<ul style="list-style-type: none"> <li>Perform Study on Establishment of RSOO</li> <li>Send Survey to ACAC &amp; ICAO MID countries</li> </ul>
30 MAR-01 APR 2015 / RASG-MID 4	<ul style="list-style-type: none"> <li>Preliminary results of Survey presented (11 or 13 states participated, 8 showed interest in joining RSOO)</li> </ul>	
27-29 APR 2015 / DGCA – MID 3	<ul style="list-style-type: none"> <li>Conclusion 3/5 – Establishment of MENA RSOO</li> <li>Bahrain, Egypt, Jordan, Kuwait, Morocco, Oman, Qatar, Saudi Arabia and Sudan signed the Letter of Intent and UAE willingness to support RSOO</li> <li>Letter of Intent was handed to the Director General of ACAC</li> </ul>	<ul style="list-style-type: none"> <li>location of the RSOO should be left to the MENA RSOO Steering Committee</li> <li>RSOO study was presented with results of the survey</li> </ul>
22-24MAY 2016 / RASG-MID 5	<ul style="list-style-type: none"> <li>9 states signed LOI with intention to join during DGCA-MID/3</li> <li>First Steering Committee in April 2015 failed (later reclassified as preparatory)</li> <li>KSA confirmed commitment to support RSOO project implementation</li> </ul>	<ul style="list-style-type: none"> <li>ACAC asked to coordinate the RSOO project with ICAO MID and RAG-MID Office</li> <li><b><u>RSOO should be on agenda of ACAC Executive Committee meeting in May 2017</u></b></li> </ul>
26-28 SEP 2017 / RASG – MID/6	<ul style="list-style-type: none"> <li>States declared support to RSOO Action plan</li> <li><b><u>However, ACAC did not present outcome from its Executive meeting</u></b></li> <li>KSA to be involved in every further step towards RSOO implementation</li> </ul>	<ul style="list-style-type: none"> <li>Decision to create an RSOO Steering Committee where will be represented RSOO participating countries</li> <li>KSA will host next Steering Committee which should approve all related documentation</li> </ul>
04-06 NOV 2019 / DGCA – MID/5	<ul style="list-style-type: none"> <li>Update on RSOO presented</li> <li>Revised LOI was signed already by 15 countries</li> </ul>	<ul style="list-style-type: none"> <li>First Steering Committee met in RUH in Oct 2018</li> <li>First Technical Committee met in new RSOO facilities in RUH in 2-4 FEB 2019`</li> </ul>
7 DEC 2020 / DGCA – MID/3 Virtual	<ul style="list-style-type: none"> <li>RSOO was not discussed due to Covid-19 agenda</li> </ul>	

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## APPENDIX 2

### RSOO TECHNICAL COMMITTEE CHARTER

#### 1 Reference:

- DGCA – MID/5 Report
- MENA RSOO Technical Meeting Report
- RASG-MID/8 Report

#### 2 Terms of Reference

Technical Committee's assessments and proposals are pursued taking into account:

- a) Preparation of the RSOO documentation (Charter / MOA) feasibility, economic reasonableness and industry benefit to be achieved;
- b) Developments in other associated fields, e.g. preparation of RSOO daily agenda, recruiting process, management of facilities;
- c) Participation in international programmes related to RSOO agenda based on Steering Committee's instructions
- d) Preparation of change management process for handing over the duties once Technical Committee will be replaced by regular RSOO structure.

#### 3. Purpose:

- a) develop all necessary documentation, process and procedures,
- b) facilitating communication during RSOO preparation stage;
- c) becoming an information hub and competence centre by facilitating the exchange of information and the development of RSOO documentation, as well as establishing common or harmonized definitions, standards and specifications relevant to RSOOs' activities;
- d) conducting common feasibility activities;
- e) facilitating the supply of technical assistance and support to and between prospect RSOO member States;
- f) interfacing with ICAO on topics of mutual interest for RSOO establishment and operation;
- g) carrying out tasks from ICAO that concerns development of the RSOO;
- h) providing a pool of RSOO experts;
- i) supporting the development of relevant ICAO guidance material.
- j) support RSOO steering committee's decisions with necessary technical knowledge.

#### 4 Membership, Member Responsibilities, Benefits and Tasks

4.1 For the purpose of the RSOO Project, a Technical Committee is a group of experts from prospect States when preparing the RSOO organization on behalf of group of interesting States.

4.2 Any RSOO prospect State may nominate an expert as a member of the Technical Committee. Any other interesting countries or organizations may nominate a candidate to join, as decided on a case-by-case basis and if requested by ICAO and approved by the RSOO steering committee,

4.3 Members are expected to actively contribute to the activities of the Technical Committee by:

- a) regularly attending Committee meetings and teleconferences/video conferences;
- b) sharing information and best practices;

- c) contributing with expertise to conduct the work of the Technical Committee and in assisting the RSOO Steering Committee;
- d) drafting reports, commenting on proposals, guidance material and other documents prepared by the RSOO Project Management Team;
- e) contributing to formalizing a common draft of RSOO's Charter and/or other required documents on a specific topic and ensure that the Technical Committee's view is coordinated with the prospect members of the RSOO and its Steering Committee; and
- f) promoting the activities of all RSOO transitional bodies in their State.

4.4 Members can expect the following benefits:

- a) access to best practices and guidance material, oversight handbooks and checklists, provided by other RSOO States; and to available resources, assistance by Steering Committee, Project Management team and other RSOO experts on specific issues or projects and set-up/functioning of an RSOO; and
- b) direct interaction with RSOO bodies and available expertise.

## **5 Leading Figures**

MENA RSOO steering committee shall appoint a Technical Committee Chairperson with following responsibilities:

- a) updating RSOO steering committee on RSOO technical issues
- b) escalating issues to RSOO steering committee as necessary,
- c) ensure availability of technical expertise needed for the establishment and operation of the RSOO,
- d) act as a liaison point between Steering Committee and Technical Committee and Project Management Team on relevant issues, and support the related RSOO Preparation activities;
- e) ensure that relevant RSOO technical and operational documentation is developed, approved and made available for States.

## **6. Tasks**

- a) identify and inform RSOO steering committee about ICAO, project management meetings and events which may be of relevance for the Technical Committee and RSOOs, and attend such meetings as RSOO Technical Committee representative, where possible;
- b) establish an information network of focal points among RSOO prospect member countries;
- c) regularly report to its members and the Steering Committee regarding its activities and the actions undertaken;
- d) organize the Technical Committee meetings;
- e) in coordination with the network of focal regional points, prepare the Technical Committee meetings by preparing and coordinating an agenda and any relevant documentation;
- f) maintain the RSOO project cloud and establish and maintain a suitable IT tool facilitating the
- g) sharing of information;
- h) identify areas where the Technical Committee could assist Steering Committee in its activities;
- i) build mechanisms for the Technical Committee to carry out its future tasks, and
- j) initiate the termination of Technical Committee once RSOO will commence its activities.
- k) Technical Committee Chairperson will be assisted in the daily duties by a secretariat working in permanent Technical Committee facilities and financed from the approved budget

## **7 Meetings**

Technical Committee will as the Secretariat and Project Management Team organize weekly meetings for the purpose of information exchange and best practices. It is recommended that one face-to-face meeting be held weekly) and bi-weekly tele- or videoconferences be conducted to ensure a continuous exchange of information. The frequency of meetings may be revised by RSOO steering committee and/or by members of the Technical Committee if approved by RSOO steering committee.

## **8 Conflict of Interests**

8.1 A conflict of interest occurs when a Technical Committee has multiple interests which may influence the way in which they act or vote on a Technical Committee's meetings. The specific risk inherent in conflicts of interest is that the professional judgement or actions of a Technical Committee member in relation to the State they represent are influenced by a secondary interest, such as a political advantage, personal financial interest, the financial interests of family and friends, or the desire for personal advancement.

8.2 At the outset of each Technical Committee meeting, the chairperson should ask the members if they would like to declare a conflict of interest. The Technical Committee member should state which agenda item the conflict relates to, and excuse themselves for that portion of the meeting.

8.3 If it becomes apparent during the meeting that a conflict will arise, the Technical Committee member should immediately inform the chairperson and excuse themselves for that portion of the meeting.

8.4 If a Technical Committee member believes that another Technical Committee member has a conflict of interest which has not been declared, it shall be tabled through the chairman who will have ultimate responsibility in deciding if a Technical Committee member should excuse themselves from the meeting and take no part in the decision-making process. If this happens, it shall be included into Technical Committee meeting minutes.

## **9 Reports**

9.1 The Technical Committee will develop a weekly report and send to the RSOO steering committee,

## **10. Archive**

10.1 Technical Committee activities follow the Action List which is maintained by the Secretariat and contains all agreed actions for RSOO preparation activities and RSOO Steering Committee Members.

10.2 Every meeting, as well as finalized task from the Action plan shall be documented in Technical Committee report prepared by the Secretariat and distributed to Steering Committee and Technical Committee members

## **11 Revisions**

11.1 This Technical Committee Charter, as well as the Action List generated during its activities, are subject to regular revision during the Technical committee and/or steering committee meetings or when a group of 2 or more prospect countries asks to do so.