



ICAO MID

الهيئة العامة للطيران المدني
Civil Aviation Authority
دولة قطر • State of Qatar



الاجتماع الثامن للمدراء العاميين للطيران المدني في منطقة الشرق الأوسط (DGCA-MID/8)

Eighth Meeting of the Directors General of Civil Aviation-Middle East Region (DGCA-MID/8)



ICAO MID



Resilient Skies - Lessons Learned for Future Readiness

United Arab Emirates
Ahmed Al Jallaf – UAE GCAA ADG



Alert Raised. Readiness Elevated.

Towards National and Regional Business Continuity

Maturity Through Experience

- Learning from the previous disruptions.
- Emergency Security Control of Air Traffic (ESCAT)

National Resilience

- Strategic Infrastructure Investments and Readiness
- Tabletop Exercises and scenario planning

Regional Level: Special Coordination Meetings, GCC Team & MID Regional Support

The Disruption

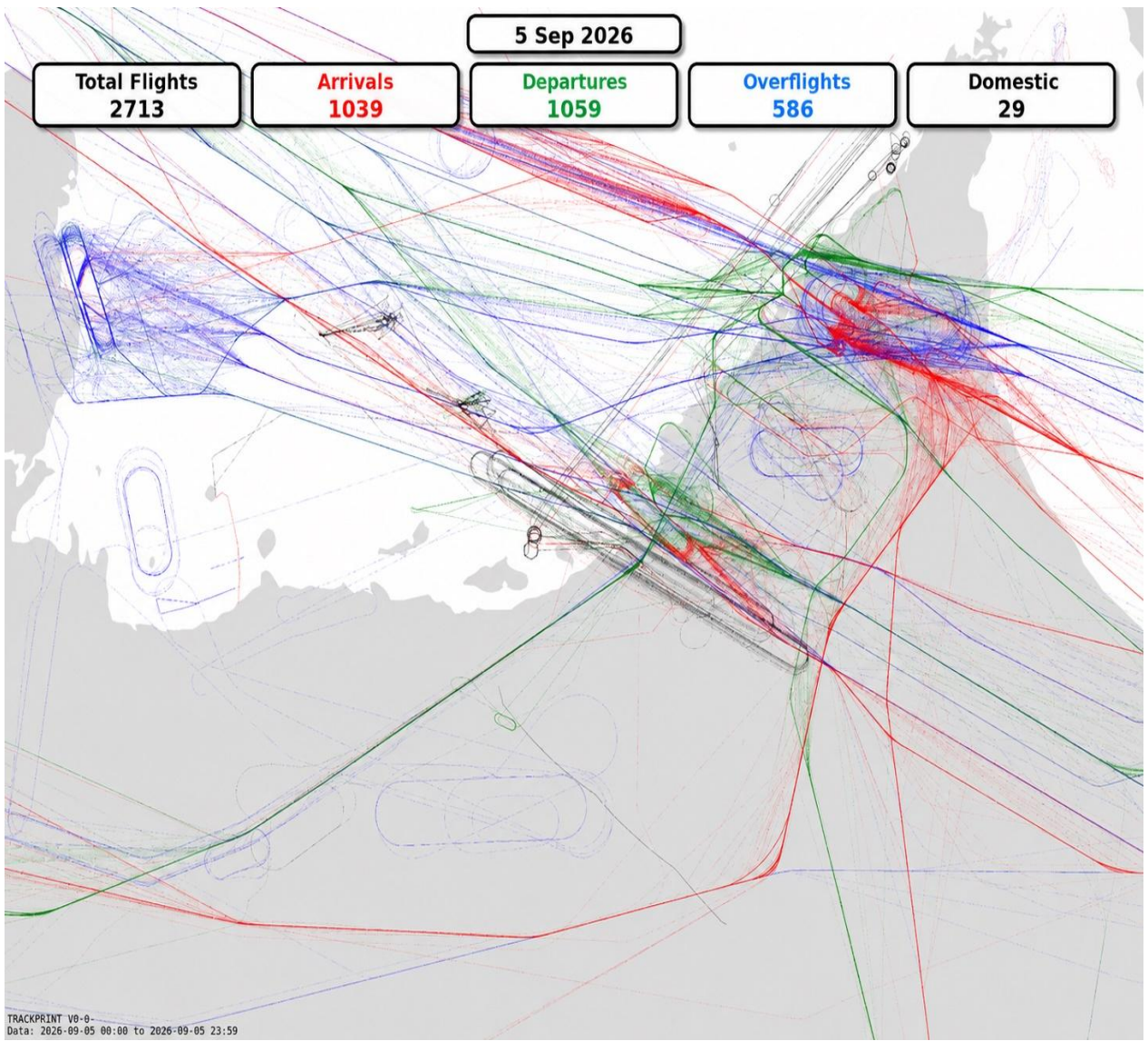
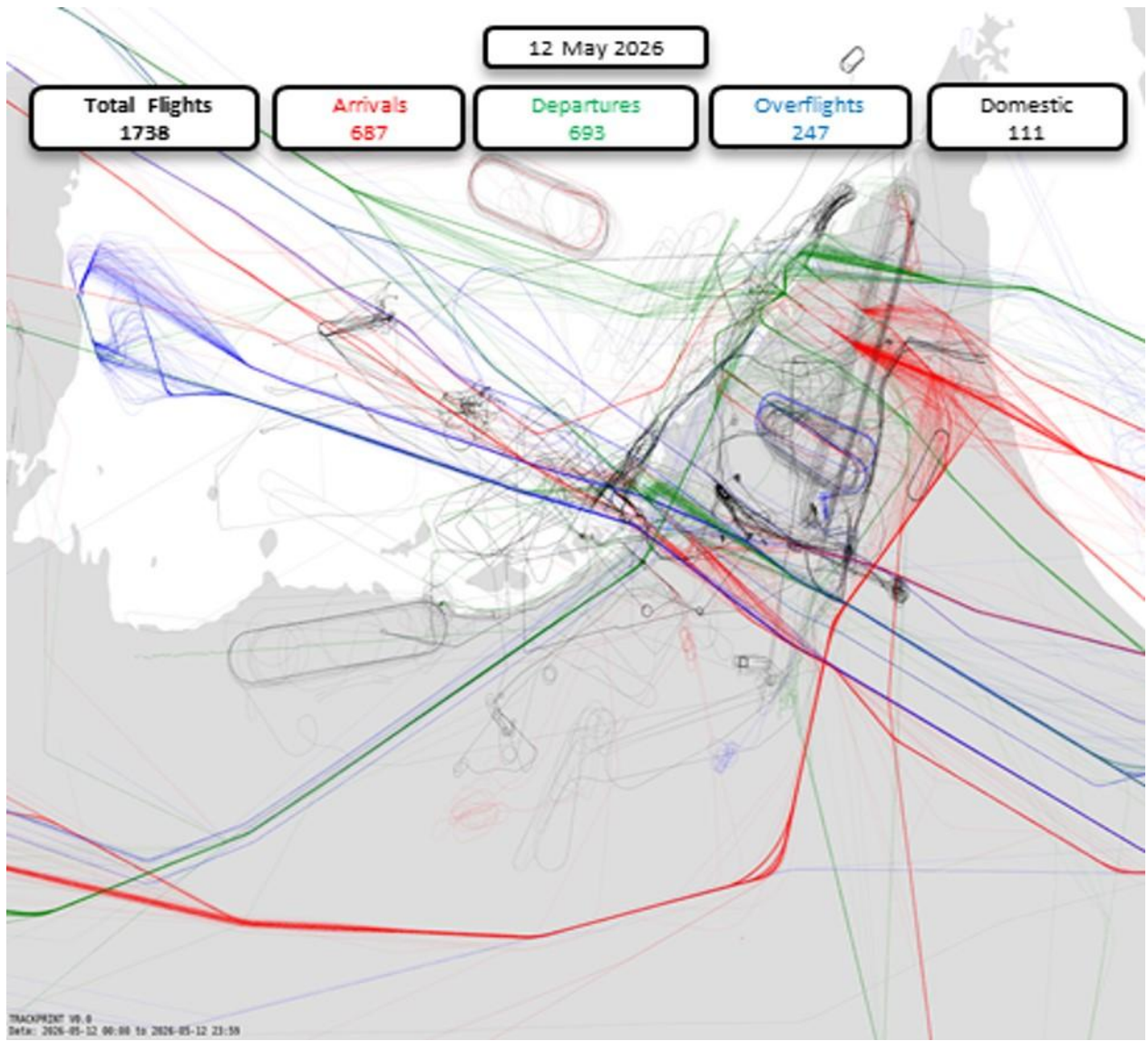
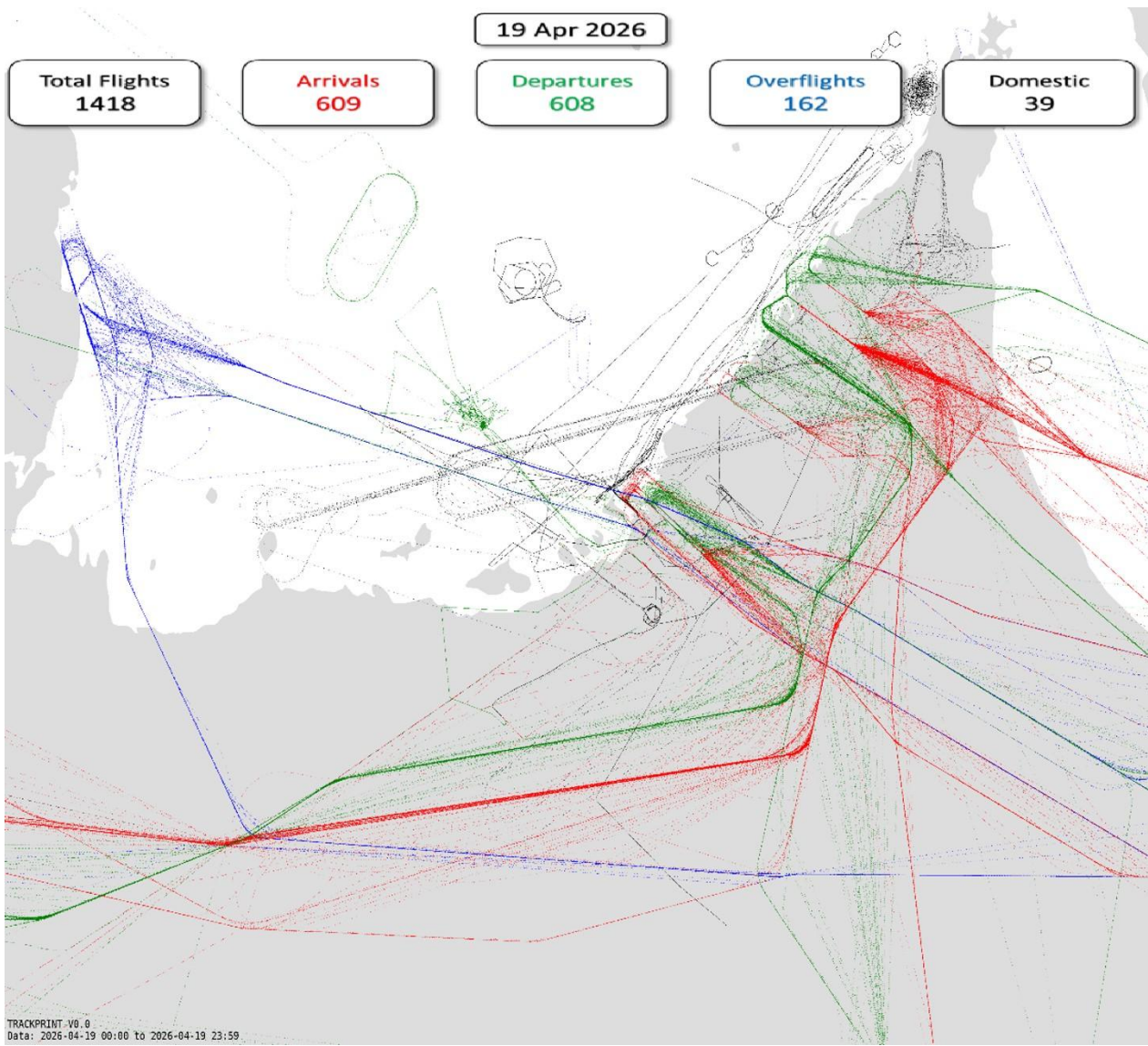
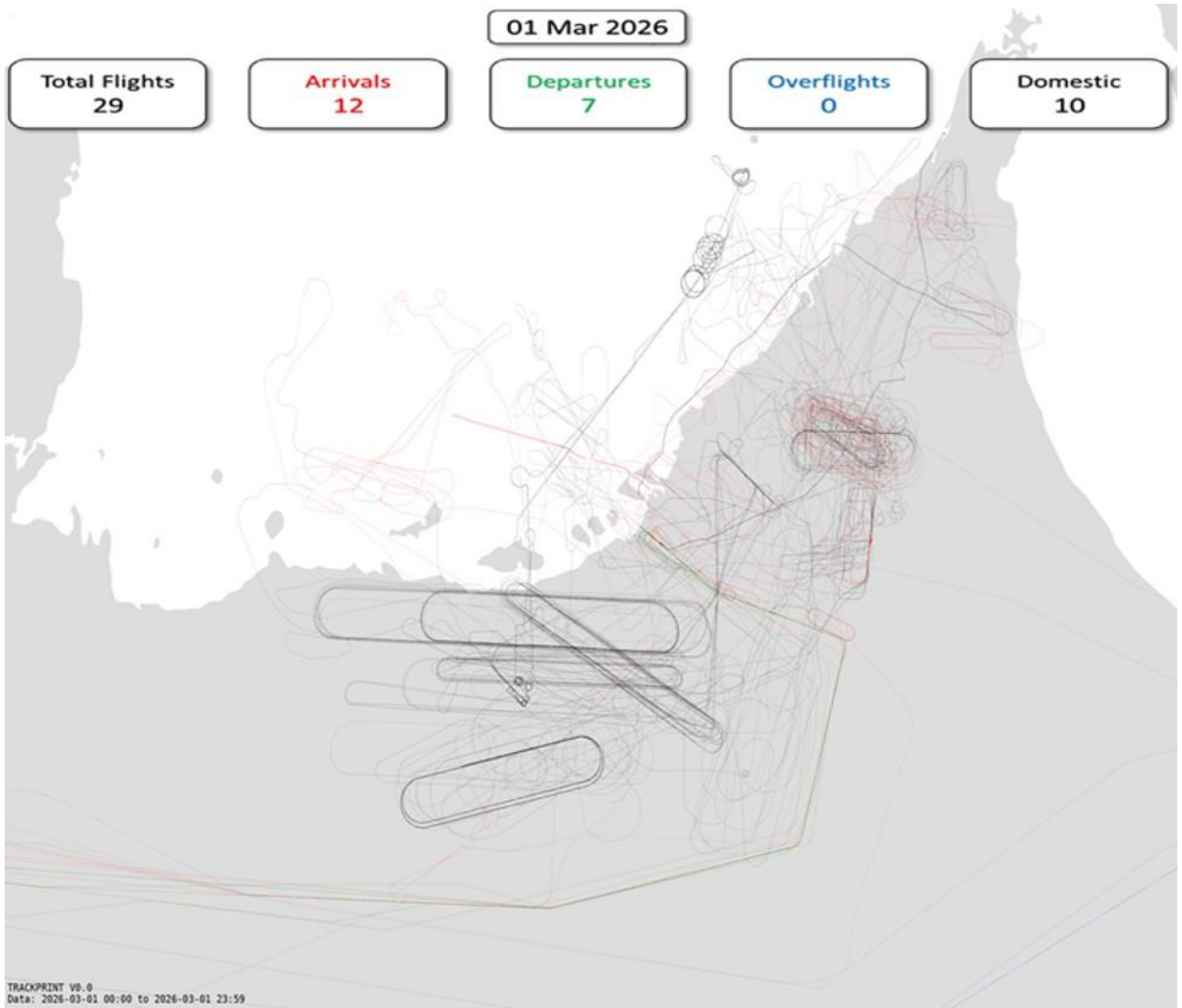
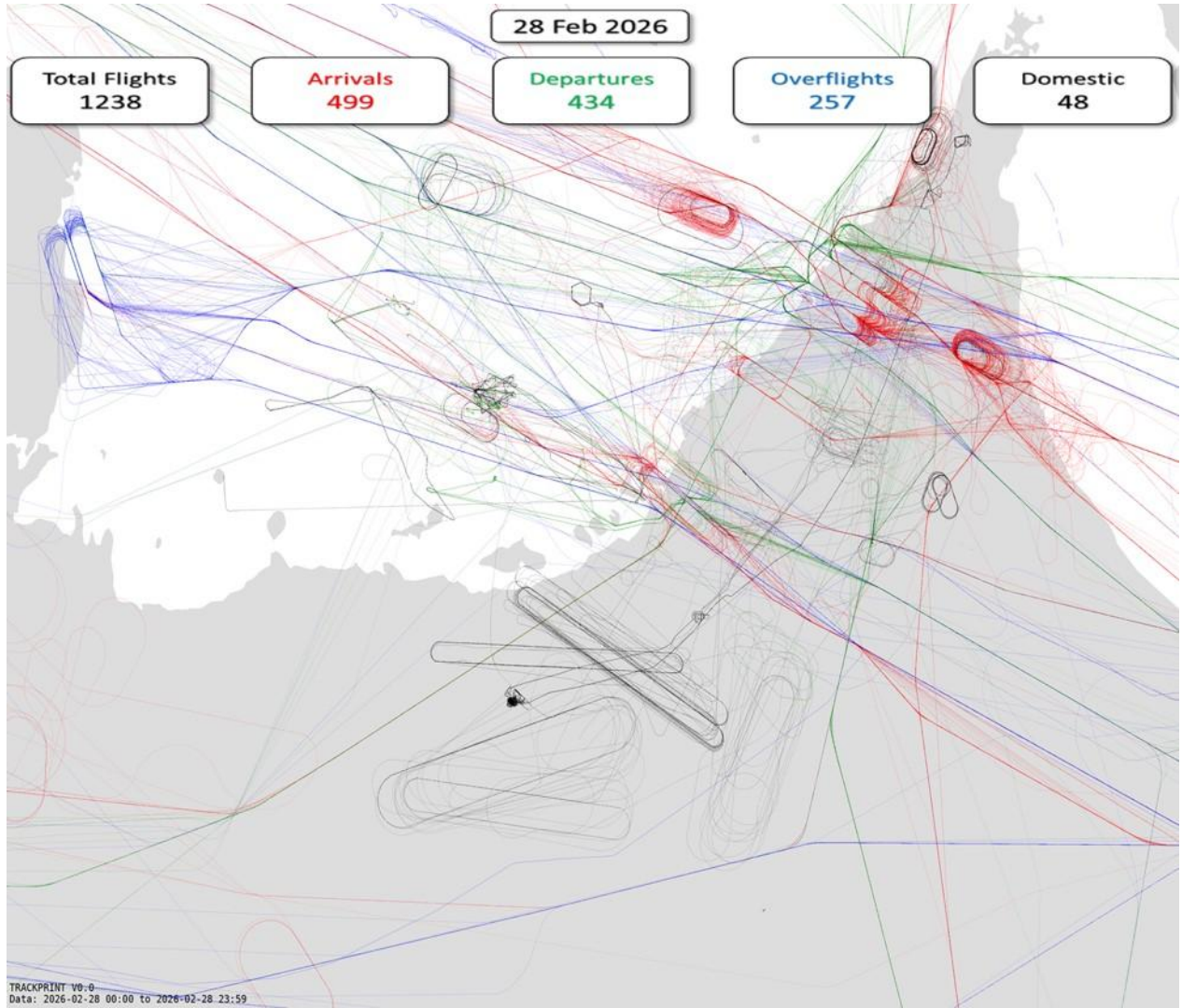
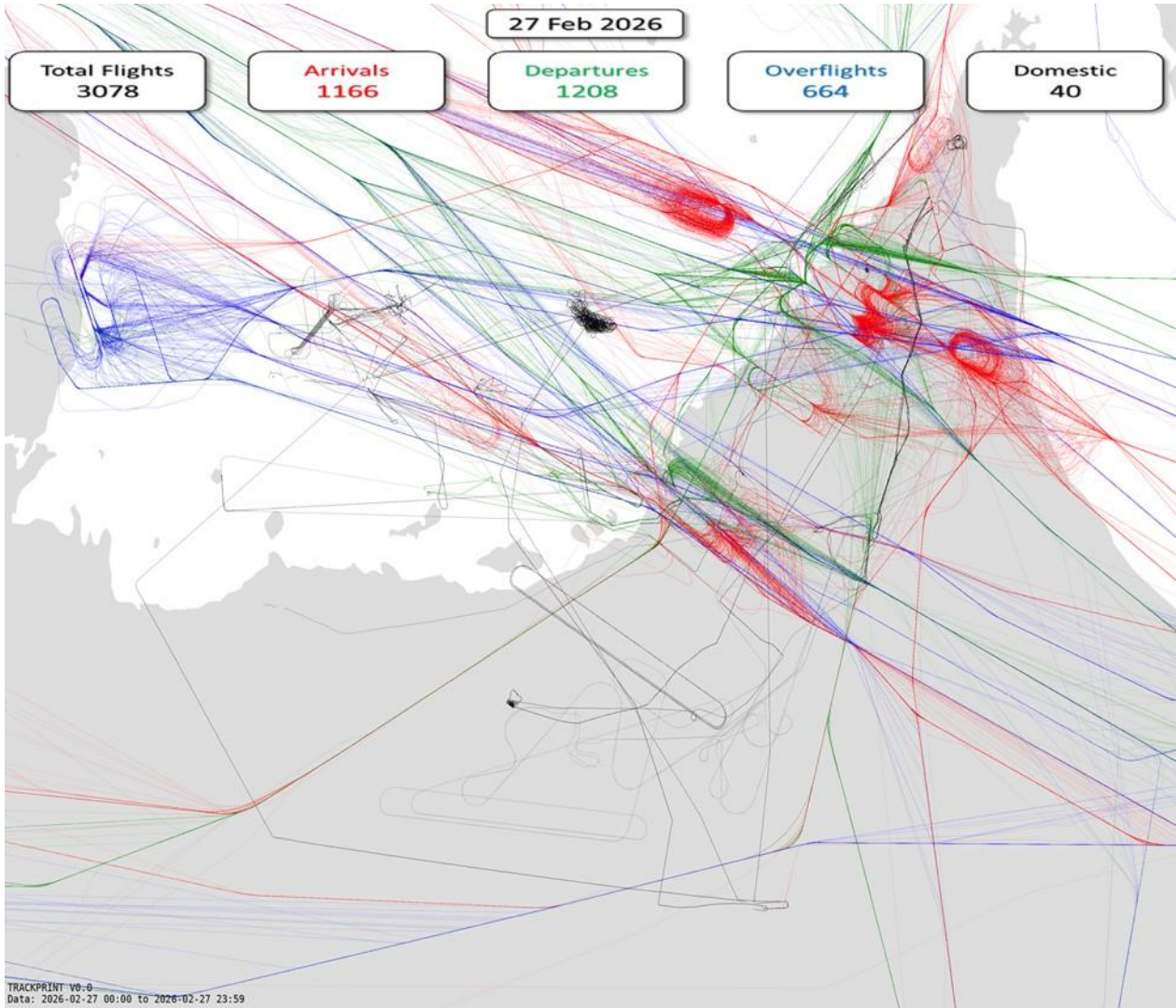
Operating under severe airspace constraints



- State of Uncertainty.
- Airlines had to assess the situation's security conditions and operational resumption.
- ESCAT activation supported controlled and coordinated air traffic flow measures.
- Safety and Security assessments approval enabled continuation of traffic, and commercial operators started to gradually resume operations

The Disruption

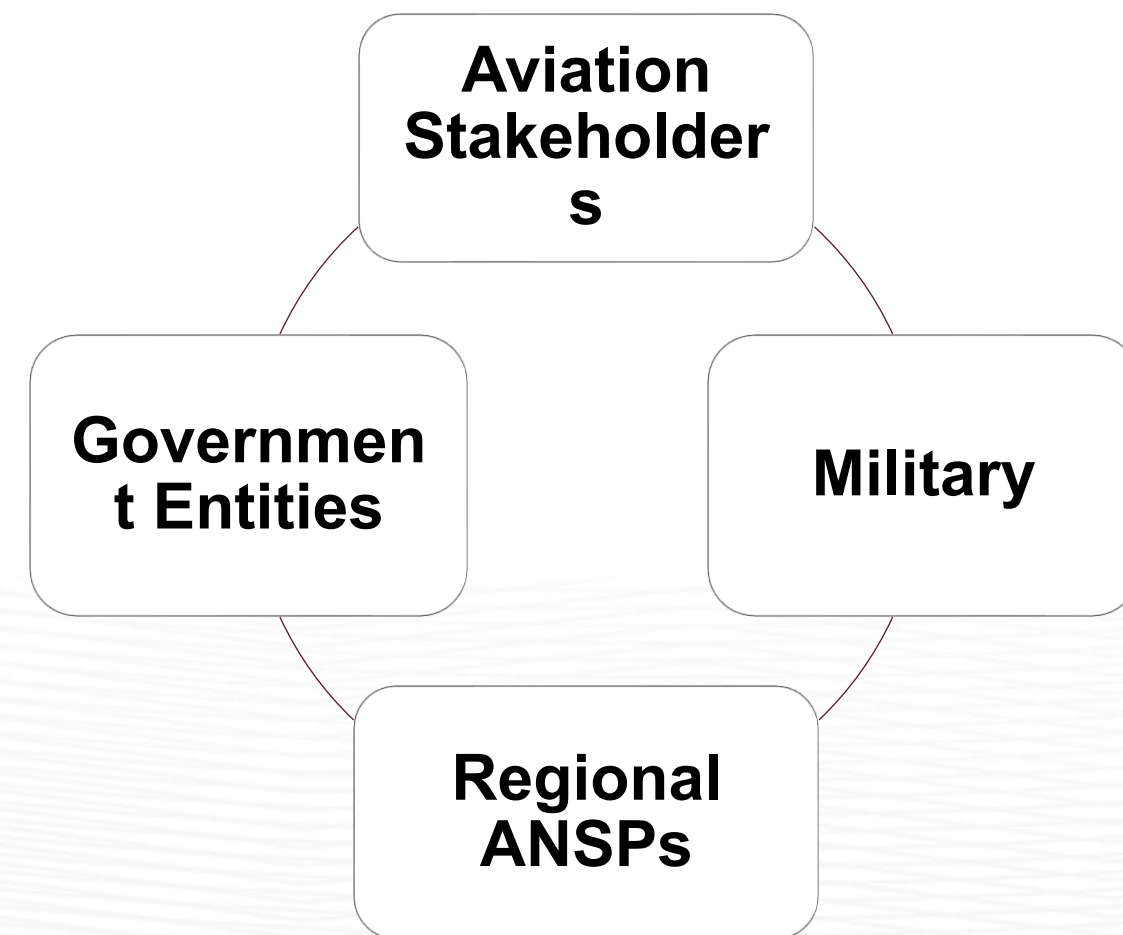
Disruption to Recovery



What went well?

A response built on collaboration, flexibility and shared efforts

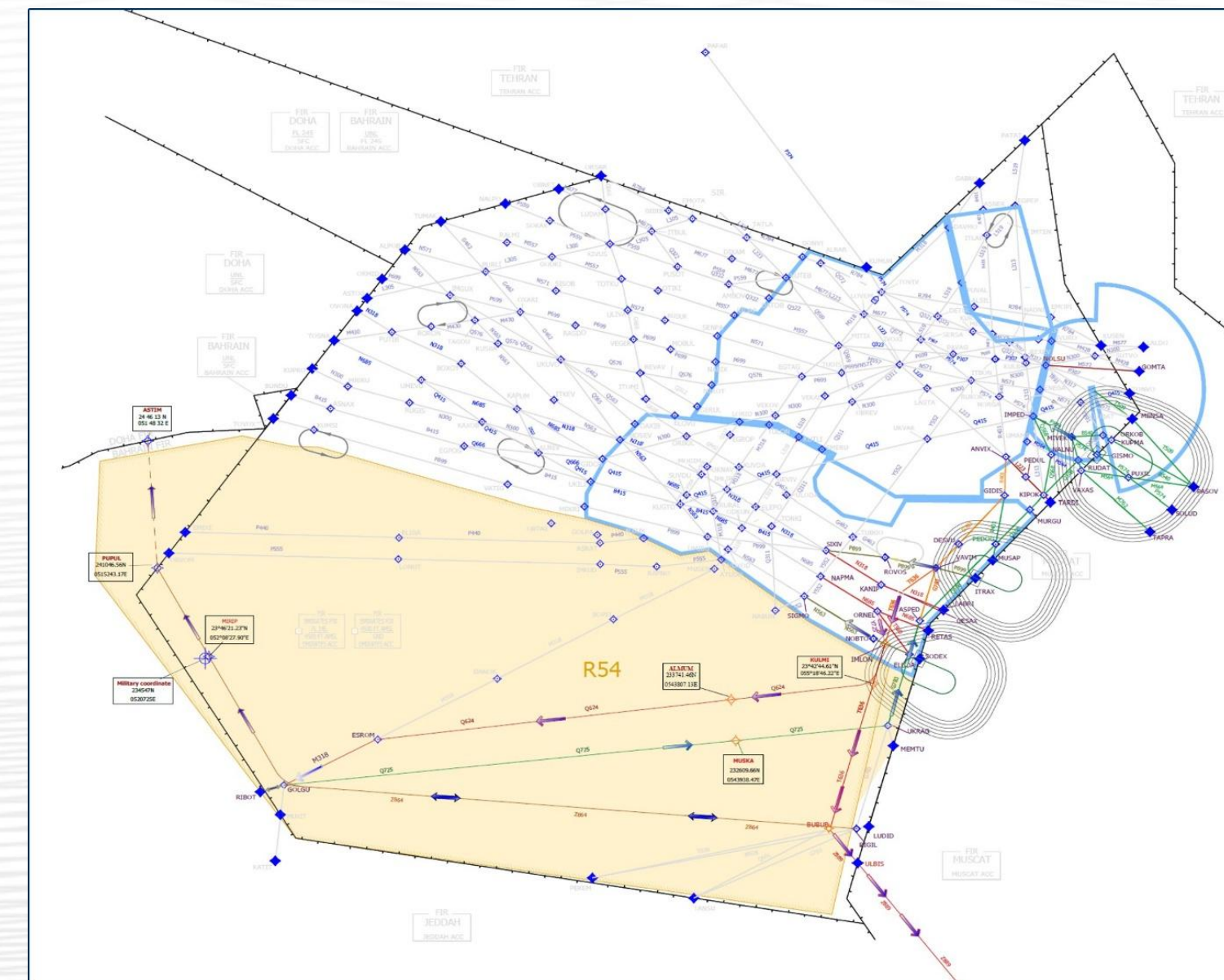
Collaborative Spirit



- National government entities, companies and stakeholders worked together in a harmonised efficient manner
- Daily capacity and demand balancing application.
- Immediate formation of cross-functional support teams

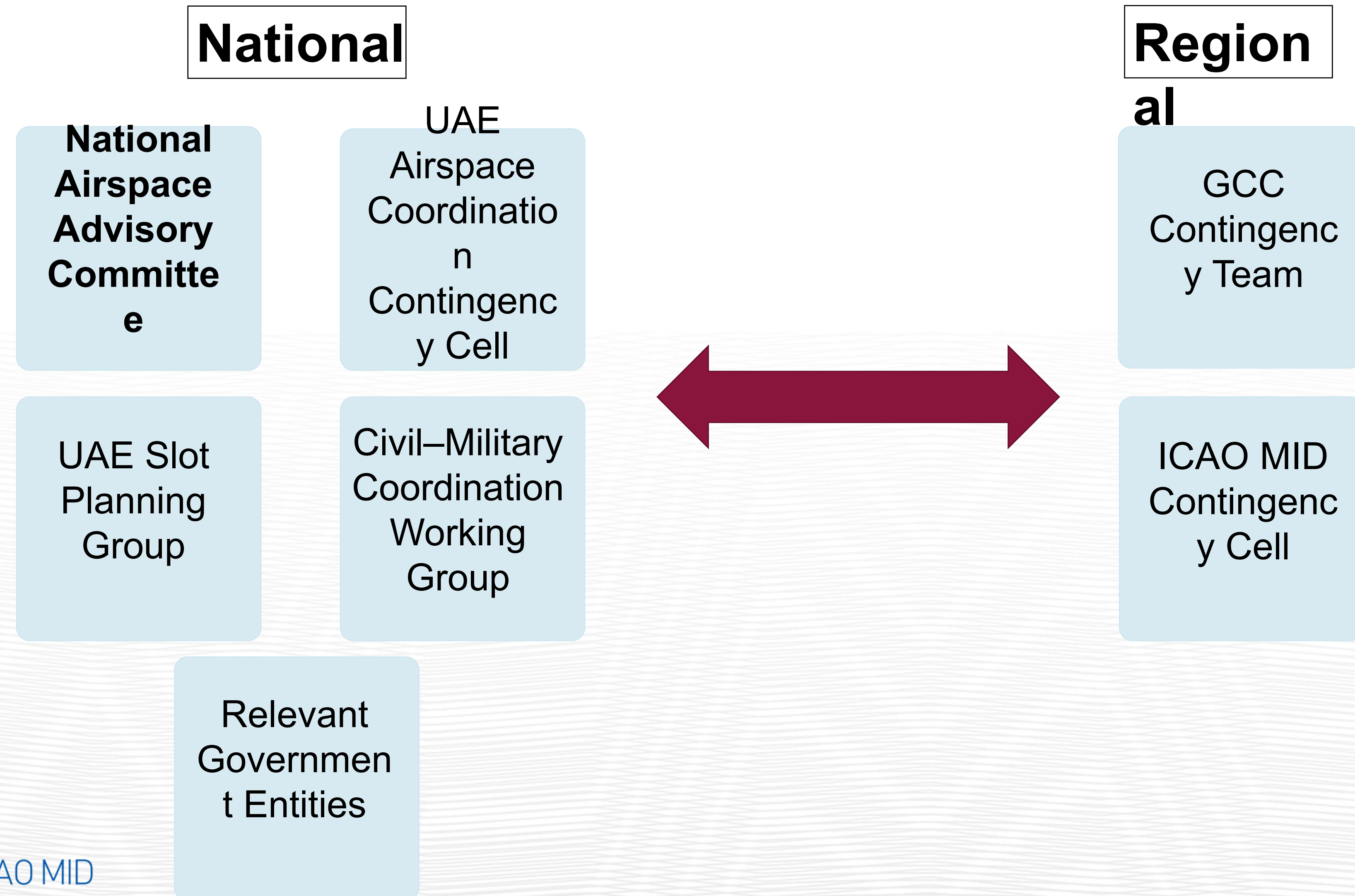
New Era of Civil-Military Collaboration

- Flexible emergency plans, adjusted as the situation escalated or de-escalated
- Enabled contingency routes and holding patterns
- This approach established a new level of civil–military collaboration.



What went well?

Integrated National and Regional Collaborative Teams



Resilience Beyond Airspace

People, Procedures and Systems

Systems

Anti-jamming measures reduced effects on GPS reliant systems during interference

Human Factors

Wellness and fatigue-management practices supported air traffic controllers (ATCOs) working under high complexity scenarios and stress conditions.

Validation

Planned and unplanned relocations validated facilities, systems, people and procedures.

Competency

- **Flexible and Hybrid** competency framework for ATCOs to compensate for traffic reduction.

What didn't go well?

1. Prioritization – Increased workload and management of uncertainties would necessitates different sets of priorities and reallocation of resources
2. Civil Military Coordination was done on a state level, which increased the civilians workload and lead to significant delayed decisions. A joint civil military contingency platform is needed
3. Pre-defined approved corridors established and agreed for implementation lacked clear and tested procedures and capacity arrangements
4. ATFM flow measures, including ADPs and capacity calculations, were even absent or managed manually, that overwhelmed the congestions, significantly increased ATC workload and jeopardized safety
5. Appropriate forum to share the immediate risks, lessons learned, success stories and joint decisions to support managing the contingencies

Action by the meeting

The Meeting is invited to:-

1. note the importance of modernizing aviation investments including specialized staff training, airspace structure and systems to ensure the civil aviation system resilience and readiness.
2. acknowledge the success of the MID CCT; and invite States to support the ICAO MID in the development of the new Regional ATM Contingency Framework, taking into consideration lessons learned and coordinated regional decisions during crises
3. MIDANPIRG and its ATM SG to:
 - i. explore ways for updating and validating cross-border contingency airways/corridors, supported by agreed procedures and capacity management arrangements and
 - ii. elevate and prioritize regional ATFM implementation through agreed key performance indicators (KPIs), implementation timelines, and measurable milestones.





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Collaboration is the Formula for Success

Thank You