



International Civil Aviation Organization

**First Meeting of the Middle East Regional Aviation Safety Group
(RASG-MID/1)**

(Cairo, Egypt, 18 – 19 September 2011)

Agenda Item 5: RASG-MID Terms of Reference and Working Arrangements

**INTER-RELATION BETWEEN THE TOP LEVEL SAFETY TEAM (TLST)
AND THE RASG-MID**

(Presented By the Chairman of the MEASRM)

SUMMARY

This paper highlights the work of the TLST of the MEASRM and look at the ways of inter-relation between the TLST and the RASG-MID

Action by the meeting is at paragraph 3.

REFERENCES

- Abu Dhabi Resolution 2008 (**Appendix A**)
- Executive Report of the TLST/5 meeting (**Appendix C**)
- Global Air Navigation Plan (Doc 9750)
- ICAO Global Aviation Safety Plan (July 2007)
- MID Regional Roadmap Assessment Plan (**Appendix D**)
- Safety Management Manual (Doc 9859)
- Safety Oversight Manual (Doc 9734)
- The MEASRM Business Plan Document (**Appendix B**)

1. INTRODUCTION

1.1 During the Middle East Aviation Safety Summit back in January 2008, held in Abu Dhabi, the Middle East Aviation Safety Roadmap (MEASRM) was established by the Abu Dhabi Resolution (attached to this working paper as **Appendix A**). The MEASRM is designed to support the implementation of the ICAO Safety Strategic Objective.

1.2 A Top Level Safety Team (TLST) was established to implement the recommendations of the Global Aviation Safety Roadmap (GASR) drawn up by the International Safety Strategy Group (ISSG).

1.3 Since then and until today, the TLST had several meetings and formed some Working Groups to assist in achieving its main Goals and Objectives (The MEASRM Business Plan Document is attached to this working paper as **Appendix B**).

1.4 The scope of the activities of the TLST started in the Gulf States region, but has recently being increased to include all the Middle East States; the workload increased. Therefore, based on agreement reached during the last TLST/5 meeting, (the latest Executive Report of the TLST/5 meeting is attached to this working paper as **Appendix C**), the TLST of the MEASRM is in the process to be established as an independent stand alone Organization that will have an appropriate bylaws and Terms of Reference based on the Abu Dhabi Resolution and will be registered in the UAE.

1.5 The TLST has achieved significant progress by producing a MID Regional Roadmap Assessment Plan (attached to this working paper as **Appendix D**) with Recommended/Prioritized Actions, and has identified Safety Risk mitigation factors. Presently it is in the process to launch an educational awareness raising workshop and has started to produce guidance and circular material.

1.6 The foreseen TLST educational awareness raising workshops are:

- a) (SMS) Safety Management System (Full Course) organized by WFP and conducted by ICAO HQ/Montreal December 2011.
- b) (FRMS) Fatigue Risk Management workshop organized by WFP and conducted by ICAO, IATA and IFALPA not decided in Amman or Dubai Nov. 2011.
- c) Risk Management (Advanced Course) organized by WFP and conducted by GATES Aviation Dubai Nov. 2011.
- d) SMS/SSP workshop organized by WFP and conducted by ICAO HQ/ Montréal last week of Feb. 2012.
- e) Emergency Response Plan (ERP) work Shop organized by WFP and conducted by GATES Aviation March 2012 (not confirmed yet).

2. DISCUSSION

2.1 ICAO is a signatory to the Abu Dhabi resolution and has attended the entire TLST meetings in the past, and has contributed a lot to its foundation.

2.2 The TLST of the MEASRM has encouraged all the States of the region to take part in the RASG-MID. The terms of reference (TOR) of the MEASRM Organization once set will clearly indicate the relationship with other organizations and once the MEASRM Organization is registered and established then it will seek to enter into a cooperation agreement with ICAO.

3. ACTION BY THE MEETING

3.1 The meeting is invited to:

- a) note the content of this working paper and all its appendices; and
- b) seek out means for inter-relation with the TLST of the MEASRM in order to work together to achieve common targets for safer sky for the region and the whole world.

APPENDIX A

Abu Dhabi Resolution
on the Global Aviation Safety Roadmap
Middle East Safety Summit, Abu Dhabi, UAE – 21/22 January 2008

Whereas ICAO has adopted the Global Aviation Safety Plan which is based on the Global Aviation Safety Roadmap.

Whereas the Global Aviation Safety Roadmap recognizes that all stakeholders of the aviation system need to be involved and clearly identifies the roles played by the regulatory and industry elements while emphasizing their complementary nature, promotes a proactive approach to safety and provides a means to ensure that safety initiatives throughout the world deliver improved safety by the coordination of effort, thus reducing inconsistency and duplication;

Recognizing that continuous efforts must be maintained to ensure high levels of safety in the Middle Eastern region during this period of rapid growth;

Recognizing experience has shown that the most successful aviation safety initiatives have resulted from industry, Regulators, manufacturers, and other involved organizations working together to address common safety issues;

Recognizing Middle East safety initiatives should be realigned and focused to take advantage of the proven principles of the Global Aviation Safety Roadmap;

Therefore the Summit resolves to:

- Accept the ICAO Global Aviation Safety Plan and the Global Aviation Safety Roadmap as the basis for the development of safety action plans within the Region.
- Establish a Middle East Safety Team comprised of industry and government stakeholders from across the Region which will:
 - Include all relevant stakeholders including those who were unable to participate in the Safety Summit.
 - Be co-chaired by industry and government partners on a rotational basis to ensure appropriate regional representation.
 - Develop a Middle East Safety Action Plan.
 - Continuously monitor implementation of the Safety Action Plan.
 - Continuously update the Safety Action Plan by conducting gap analyses in order to identify further safety improvements.
 - Establish Working Groups to cover each Focus Area of the Roadmap, as required
- Realign regional safety efforts to support the actions of the Middle East Safety Team.
- Provide adequate resources to ensure effective support of the Middle East Safety Team.
- Share safety information required for development of effective implementation plans.
- Commit to implementing the safety priorities identified by the Middle East Safety Team.

APPENDIX B



Business Plan

OWNERS

Business name: Middle East Safety Roadmap

Address: P. O. Box 6558
Abu Dhabi
UAE

Telephone: +971 2 405 4232

Fax: +971 2 405 4405

Ural: <http://www.gcaa.ae/en/measrm/pages/home.aspx>

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Executive Summary

The air transport industry plays a major role in the world economic activity and remains one of the fastest growing sectors of the world economy. One of the key elements to maintaining the vitality of civil aviation is to ensure safe, secure, efficient and environmentally sustainable conditions at the global, regional and national levels.

ICAO's efforts at addressing the needs of the air transport industry and international civil aviation as described above, are aimed at the coordination of the global planning processes. The Global Aviation Safety Plan serves as a strategic document, providing the planning methodology that will lead to global harmonization in the area of safety.

The Global Aviation Safety Plan follows an approach and philosophy similar to that of the *Global Air Navigation Plan* (Doc 9750). Both were developed with the close coordination and participation of industry and both provide a common framework to ensure that regional, sub-regional, national and individual initiatives are coordinated to deliver a harmonized, safe and efficient international civil aviation system.

The Middle East Aviation Safety Roadmap was established and designed to support the implementation of the ICAO Safety Strategic Objective and other safety objectives that might be established.

The Middle East Aviation Safety Roadmap Targets are:

1. Reduce the number of fatal accidents and fatalities in the Middle East Region irrespective of the volume of air traffic.
2. Achieve a significant decrease in accident rates, particularly in the Middle East Region.

The Middle East Aviation Safety Roadmap established a Top Level Safety Team comprised of industry and government stakeholders from across the Middle East Region, with the main Goals and Objectives:

- Defines specific best or preferred practices which enable the industry and States to address and correct the deficiencies outlined by the identified focus areas.
- Provide a common frame of reference for all stakeholders.
- Coordinate and guide safety policies and initiatives to reduce the accident risk for commercial aviation.
- Encourage close industry and government cooperation on common safety objectives
- Develop a Middle East Safety Action Plan.
- Continuously monitor implementation of the Safety Action Plan.
- Continuously update the Safety Action Plan by conducting gap analyses in order to identify further safety improvements.
- Implementation of the 12 Focus Areas

The 12 Focus Areas

States

1. Consistent implementation of international Standards
2. Consistent regulatory oversight
3. Effective errors / incidents reporting
4. Effective incident and accident investigation

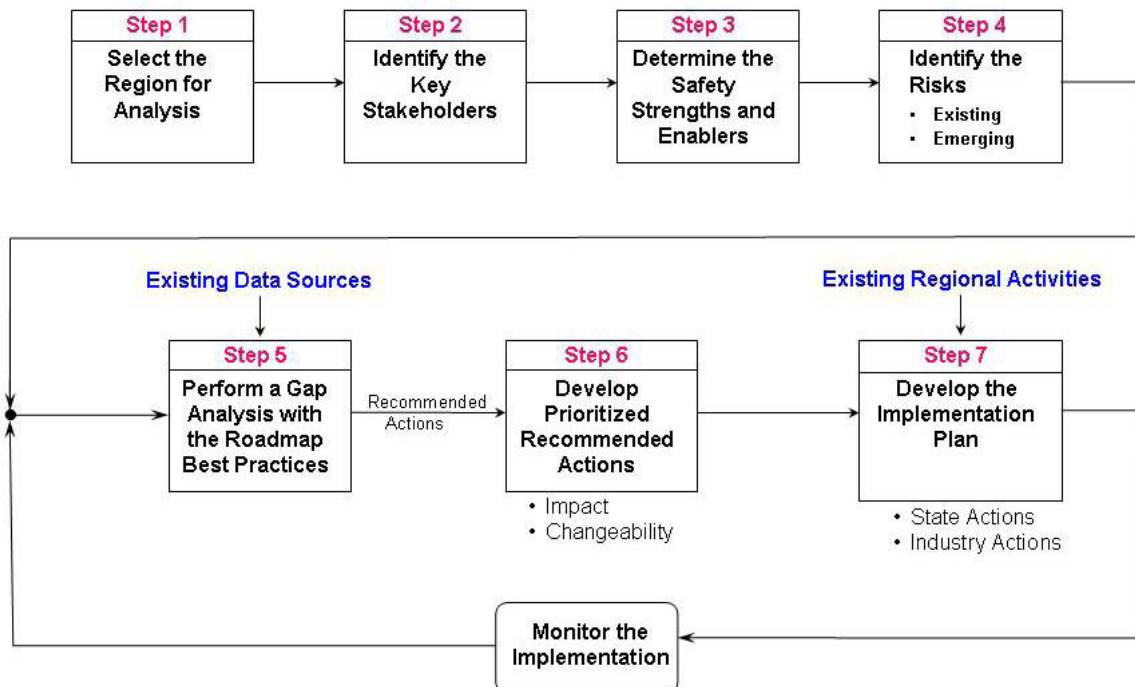
Region

5. Consistent coordination of regional programmes

Industry

6. Effective reporting and analysis of errors and incidents
7. Consistent use of Safety Management Systems
8. Consistent compliance with regulatory requirements
9. Consistent adoption of industry best practices
10. Alignment of global industry safety strategies
11. Sufficient number of qualified personnel
12. Effective use of technology to enhance safety

Regional Safety Enhancement Plan Development Process



History/ Achievements

- 21-22 January 2008
The Safety Summit took place in Abu Dhabi:
 - The Middle East Aviation Safety Roadmap (MEASRM) in was established, during the Safety Summit,
 - The formulation of ME Top Level Safety Team (TLST) was one of the Abu Dhabi resolutions of the MEASRM,
 - *HE Mr. Saif Al Suwaidi* (GCAA Director General) elected to be the Chairmen of the MEASRM.

- 12 November 2008
The First Top Level Safety Team (TLST/1) meeting took place in Abu-Dhabi, headed by a Secretary General.

- 27 July 2009
The Chairmen of the MEASRM nominated a new Secretary General.

- 14 January 2010
The Second TLST/2 meeting took place in Dubai:
 - A new Secretary General was nominated,
 - The formulation of the Working Group Focal Members was established,
 - The TLST work started with the Gulf States and will be expanded later to include the rest MID States,
 - The frequency of the TLST meetings increased to four meetings per year,
 - The MEASRM Web site was launched,

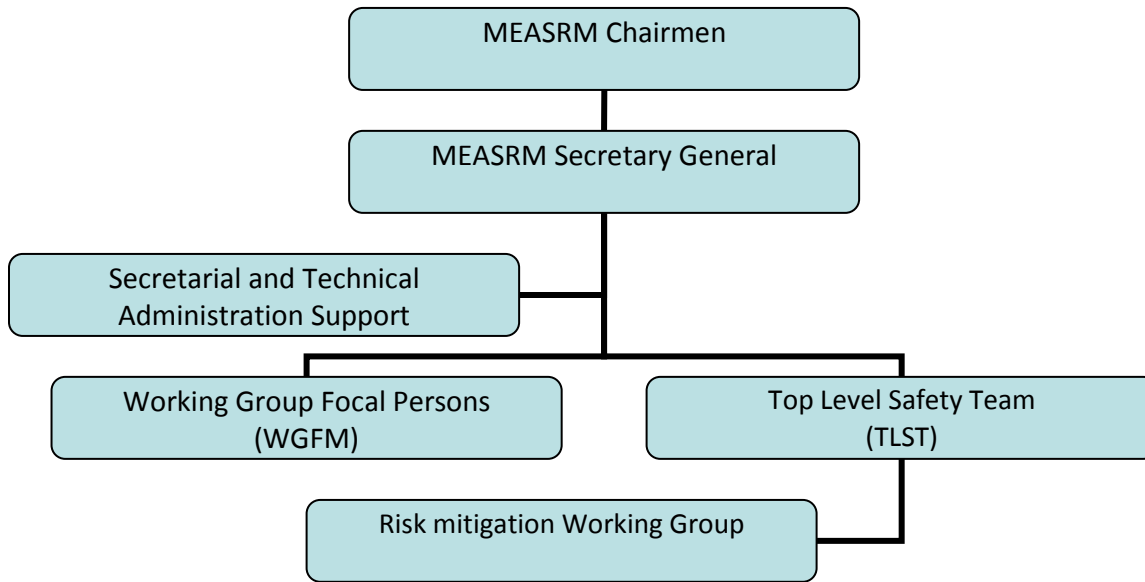
- 25 May 2010
The Third TLST/3 meeting took place in Bahrain:
 - A Draft Regional Roadmap Assessment Plan was established,
 - Safety sharing working groups initiated,
 - Presentation on Gap Analysis on the ICAO Audits of the Gulf States delivered.

- 14 October 2010
The fourth TLST/4 meeting took place in Doha:
 - The activities of the TLST has been extended to all the 15 Middle East States,
 - The formulation of a joint Working Group from the CAAs and the Airlines to cooperatively develop and implement a priorities safety agenda on the indentified CAST risk factors,
 - The implementation of the MID Regional Roadmap Assessment Plan has been adopted.

The main Recommended / Prioritized Actions of the Assessment Plan

- Implementation and Harmonization of EASA based regulations between MID States,
- Establishment of Regional Aviation Safety Team to work under the TLST, and to be the focal point for gathering safety data, analyzing it, using CAST data and established guidance material, circulars etc. to customize as required and distribute to the States for implementation,
- Establishment by ICAO of a Regional Aviation Safety Group for the Middle East Region (RASG-MID) to which the TLST will communicate its findings and outcomes,
- Sharing of best Safety practices by regulators by setting up States Safety Programmes,
- Lobbying for regional ATC design/operations.

Composition of the MEASRM



The MEASRM Chairmen

The TLST members elect the Chairperson for a period of 2 years.

The MEASRM Secretary General

The TLST members nominate the Secretary General.

Secretarial Support

The Secretarial Support is composed by:

- One (full time) secretary and
- One (part time) technical administrator.

Working Group Focal Members (WGFM)

The WGFM is a small group composed from the TLST members to meet every month in the State, which is hosting the MEASRM.

Risk Mitigation working group

This is Joint Working Group from the CAAs and the Airlines to cooperatively develop and implement a prioritized safety agenda on the identified by the Commercial Aviation Safety Team (CAST) risk factors.

Top level Safety Team (TLST)

The TLST hold 3 to 4 month meeting per year in different TLST member States on a rotation basis.

1. One qualified person from each Civil Aviation Authorities of the Middle East States (15 States)

Originally, the GCC States and the State of Yemen now it is to all the 15 MID States (Libya, Egypt, Sudan, Jordan, Lebanon, Syria, Iraq, Iran, Kuwait, Bahrain, Qatar, Oman, Saudi Arabia, Yemen, UAE.)

2. One qualified person from each Main National Carriers of the Middle East States (almost 18 Airlines)

3. One representative from the Supporting Organization

Industry Safety Strategy Group (ISSG)

- Manufacturer (Airbus & Boeing)
- Airports Council International (ACI),
- Civil Air navigation Services Organization (CANSO),
- International Air Transport Association (IATA),
- International Federation of Air Line Pilots' Associations (IFALPA),
- Flight Safety Foundation (FSF)

Organization

- International Civil Aviation Organization (ICAO)
- Arab Civil Aviation Commission (ACAC)
- Arab Air Carrier Organization (AACO)
- UN World Food Programme (WFP)
- Middle East Business Aviation Association (MEBAA)
- Gulf Flight Safety Committee (GFSC)
- GCC Helicopter Safety Team (GHST)
- Federal Aviation Administration (FAA)
- Cooperative Development of Operational Safety & Continuing Airworthiness Programme (COSCAP- GS)

Names of the actual active Members of the TLST of the MEASRM

Chairperson
Secretary General

H. E. Saif Al Suwaidi (GCAA Director General)
Capt. Nikolaos Antypas (GCAA Advisor)

	State	Regulators	Airlines
1	UAE	Engr. Ismaeil Al Balooshi Engr. Matar Al Suwaidi Mr. Mohamed Abu baker Al Farea	(EK) Capt. Alan Stealey (EY) Capt. Richard Hill (CAE) Capt. Ahmed Al Nadi
2	KSA	Mr. Mohammad Ali Jamjoom Mr. Haithem Gauwas	(SV) Capt. Mohamed D. Al-Deeb (SV) Capt. Mohammed A. Motab
3	Bahrain	Mr. Ahmed Nemat Ali Engr. A. Rahman Moh'd Hadi	(GF) Capt. Nasser Al Salmi
4	Qatar	Mr. Ibrahim Abdul Qader Ibrahim Mr. Capt. Nassereddin A. Shaebelain	(QR) Capt. Ashish Jain (QR) Capt. Abdullah Johar
5	Oman	Mr. Abdullah Al Ojaili	(WY) Capt. Patrick Rotsaert
6	Yemen	Mr. Abdullah Al Mutawakel	(IW) Mr. Amin Ahmed Al Haimy
7	Egypt	Capt. Sameh El Hefny	(MS) Capt. Basem Gohar
8	Kuwait	TBA	(KU) Engr. Kamil Al-Awadhi (KU) Capt. Shawki Al Ablani
9	Lebanon	TBA	(ME) Capt. Mohammed Aziz
10	Jordan	Eng. Saleh Al Amoush	(RJ) Capt. Adnan Al-Takrouri
11	Syria	TBA	(RB)
12	Iran	TBA	(IR)
13	Sudan	Mr. Kamil Mahmoud Elbakri	(SD) Capt. A. Saied
14	Iraq	TBA	(IA)
15	Libya	TBA	(LN)

Supporting Organizations		
ICAO	Mr. Mohamed Khonji/Capt. Peter Budd	
IFALPA	Capt. Mohammed Hassoun/Capt. Georges Dib	
IATA	Ms. Ruby SAYYED	
MEBA	Mr. Ali Al Naqbi	
CANSO	Mr. Salem Al Jahdli/Mrs. Gudrun Held	
WFP	Mr. Samir Sajet	
FAA	Mr. Roy Barnett	
GFSC	Mrs. Linda Nicol	
FSF	Mr. William Voss	
AACO	Mr. Rashad Karaky	
Boeing/ Airbus	Mr. Chamsou D. Andjorin Mr. Gerardo Huerto	
COSCAP-GS	Mrs. Nadia Konzali	
ACAC	TBA	

Already signed the Abu Dhabi Resolution

Resources

1. Commitments

Members of the TLST from the States, Industries and Supporting Organizations should be committed to the work of the TLST by participating and attending all the TLST meetings and by sharing all safety data needed by the TLST.

2. Secretarial Support

- A secretary to support and assist the Secretary General
- Technical Administration officer to tailor the reference material derived from the TLST Risk Mitigation working group according to the needs and context of each target and to organize and deliver workshops and other events, for the purpose of awareness raising and assistance to the target audience.

3. Funding

The estimated Annual minimum Budget is: **1.500.000 AED (\$ 400.000 USA)** based on the Budget of the working group report.

The budget caters for the following:

- Salaries for:
 - The Secretary General (full time),
 - One secretarial support (full time),
 - A technical administrator (part time).
- Traveling and accommodation expenses for attending TLST meetings and international conferences
- Expenses for hosting TLST and Safety Summit meetings.
- Miscellaneous expenses (such as cost of CDs and expenses of Risk mitigation deliverable such the cost involved delivering training educational seminar).

The above cost does not include the following:

- Cost of rental for an office (complementary by the hosting State)
- Telephone/ Fax/ internet charges (complementary by the hosting State)
- Cost involving hosting the MEASRM Web site (complementary by the hosting State)

All the members of the MEASRM will share equally the expenditure by providing adequate resources to ensure effective support of the TLST work and their working groups.

Funds received from any sponsoring Supporting Organizations will be deducted from the contribution of the members of the MEASRM.

Any surplus to be added to the budget of the next fiscal year.

Secretary General will present an expenditure sheet by the end of each fiscal year for approval by the TLST members.

APPENDIX C



Executive Summary
By Capt. Nikolaos Antypas
(Secretary General of the Middle East Aviation Safety Roadmap)

The fifth meeting of Members of the Top Level Safety Team (TLST/5) and the Supporting Organizations of the Middle East Aviation Safety Roadmap

1. Date and Venue

- 1.1. Hosted by the kind courtesy of Royal Jordanian Airlines, a one day meeting of the Top Level Safety Team (TLST) and the Supporting Organizations of the Middle East Aviation Safety Roadmap (MEASRM) took place on the 16th June 2011 at the Le Meridian Hotel in Amman, Jordan.
- 1.2. Registration started at 08.300 and the meeting started at 09.00 and lasted until 17.30

2. Welcome and introduction

- 2.1. The President of Royal Jordanian Airlines Mr. Hussein Dabbas delivered a welcome speech; his intervention is attached to this report (Appendix B).
- 2.2. The MEASRM Chairman H.E. Saif Al Suwaidi (Director General of UAE GCAA) welcomed all the participants to the meeting and thanked Royal Jordanian Airlines for hosting the meeting. His intervention is attached to this report (Appendix C).
- 2.3. The President of the Jordanian Civil Aviation Regulatory Commission (CARC) Capt. Mohammad Amin Al Mustafa Al Quran delivered a speech. His intervention is attached to this report (Appendix D).
- 2.4. On behalf of the TLST members, the Secretary General Captain Nikolaos Antypas thanked Royal Jordanian Airlines for hosting the meeting and introduced all the participants, the list of the participants is attached to this report (Appendix A).
 - 7 TLST Members from the Regulators.
 - 10 TLST Members from the Airlines.
 - 9 TLST Members from the Supporting Organizations.
 - 3 Observers from Civil Aviation Regulatory Commission (CARC).
 - 8 Observers from Royal Jordanian Airlines.

1. Agenda item 1 “Adoption of the Agenda”

1.1. The new Agenda of the meeting was adopted without any alterations

2. Agenda item 2 “Review of the executive report of last TLST/4 meeting”

2.1. The participants reviewed the Executive report of the last TLST/4 meeting; there were no comments.

3. Agenda item 3 “Report of the Secretary”

3.1. Briefing on the meetings with the Working Group Focal Members (WGFM).

3.1.1. The Secretary briefed the meeting on the continuous support that he received from the Working Group Focal Members and the supporting organizations based in the UAE.

3.1.2. Since the last TLST/4 meeting the WGFM had 4 meetings in Dubai and Abu Dhabi simultaneous teleconference.

- WGFM/11 (29 November 2010)
 - ✓ Establishing the TLST Risk mitigation WG
- WGFM/12 (24 January 2011)
 - ✓ Process of the implementation of the MID Regional Roadmap Assessment Plan.
 - ✓ Establishing a WG for the MEASRM Business Plan.
 - ✓ Review the progress of the Risk Mitigation WG.
 - ✓ Review the conclusions and recommendations of the ICAO High Level Safety Conference 2010.
- WGFM/13 (3 May 2011)
 - ✓ Review the outcome of the DGCA-MID/1 meeting.
 - ✓ Publishing the Risk Mitigation (Tool) in the MEASRM Web site.
 - ✓ Establishing the MEASRM Budget Working Group.
- WGFM/14 (31 May 2011)
 - ✓ Review and amending the Report of the MEASRM Budget Working Group.
 - ✓ Finalizing the Agenda of the TLST/5 meeting.

3.1.3. The executive reports of all the above meetings are posted on the MEASRM Website.

3.2. Briefing on the DGCA-MID/1 meeting.

3.2.1. The meeting was briefed on the Working Paper/13 that was presented by the UAE on the “enhancement of the Middle East Aviation Safety Roadmap”. It summarized the progress made and the activities of the TLST following the declaration of the Middle East Aviation Safety Summit, which was held in Abu Dhabi, January 2008. The meeting noted that the TLST has produced a MID Regional Roadmap Assessment Plan with Recommended/Prioritized Actions, and has identified Safety Risk mitigation factors.

Presently it is in the process to launch an educational awareness campaign. The meeting noted that the UAE GCAA was the main source of funding the activities of TLST. The meeting encouraged MID States that have not yet signed the Abu Dhabi Resolution on the Global Aviation Safety Roadmap, to do so as soon as possible. Based on the above, the meeting agreed to the following Conclusion:

DGCA-MID/1 CONCLUSION 1/7 - SUPPORTING THE TOP LEVEL SAFETY TEAM (TLST)

That, recognizing the important role of TLST, in implementing the recommendations of the Global Aviation Safety Roadmap (GASR), MID States is encouraged to commit resources to the work of the TLST.

3.2.2. The final ICAO Report can be found at the below Web site of the ICAO Middle East Regional Office. http://www.icao.int/mid/2011/DGCA_mid1/index.html

3.3. Briefing on the Abu Dhabi Resolution.

3.3.1. The meeting was briefed on the actual status of the signing of Abu Dhabi Resolution as per the below table.

	State/CAA		International Organizations
1	UAE	1	ICAO/COSCAP-GS
2	KSA	2	IFALPA
3	Bahrain	3	IATA
4	Qatar	4	ACI
5	Oman	5	ACAC
6	Yemen	6	MEBAA
7	Egypt	7	CANSO
8	Kuwait	8	WFP
9	Lebanon	9	FAA Rep./FAA/CAST
10	Jordan	10	GFSC
11	Syria	11	FSF
12	Iran	12	AACO
13	Sudan	13	Boeing
14	Iraq	14	Airbus
15	Libya		

10	States that signed the Abu Dhabi Resolution
7	Organization that signed the Abu Dhabi Resolution

3.3.2. The meeting agreed that additional effort should continue for all the CAA of the Region and all the supporting Organizations to sign the Abu Dhabi Resolution.

3.4. Review the actions of the results of the last TSLT/4 meeting

3.4.1. The Secretary reviewed the Tasks actions of the last TLST/4 meeting held on 14th of October 2010 in Doha, Qatar. The below table illustrate the agreed upon Actions and the actions taken.

	Results of the agreed upon Actions:	Actions taken:
1	The meeting agreed that closer contacts with other supporting Organization should be established.	Closer contacts with many Supporting Organization is on going FSF is very much interested to participate in annual ME Aviation Safety summit.
2	The meeting agreed that closer contacts with other States of the Region should be established and to extend invitations to non GCC States as they are members of the Middle East Aviation Safety Roadmap.	All the 15 MID ICAO have been contacted and have been invited to join the MEASRM
3	The meeting agreed that efforts should continue to form a working group from the CAAs and not to be limited to GCC States. The Committee will be tasked to look into the implementation of the Conclusions and Recommendations of the ICAO High Level Safety Conference.	The Committee will be formed during the TLST/5 meeting (Agenda 7)
4	The meeting agreed to include in this list other non GCC Airlines and for Capt. Alan Stealey to continue his efforts of forming a working Group for Regional sharing of Safety Data.	New non GCC are being contacted to join forming a working Group for sharing Safety Data
5	The meeting agreed that the Secretary should visit Capt. Sameh El Hefny (President of the ECAA) and Capt. Mohamed Aziz (Advisor to MEA Chairman) to discuss involving other non GCC States Authorities and Airlines in the work of the Middle East Aviation Safety Roadmap and to enlarge the Top Level Safety Team accordingly.	Capt Sameh and Hefny (President of the ECAA), Capt. Mohamed Aziz (Advisor to MEA Chairman) and Mr. Rashad Karaky (AACO) have been contacted for the enlargement of the MEASRM.
6	The meeting agreed to form a joint Working Group from the CAAs and the Airlines to cooperatively develop and implement a priorities safety agenda on the indentified CAST risk factors.	The TLST Risk Mitigation have been formed
7	The meeting agreed to adopt and start the implementation of the MID Regional Roadmap Assessment Plan.	A Working Group is now monitoring the implementation of the MID Regional Roadmap Assessment Plan.

4. Agenda item 4 “MEASRM Achievements and way forward”

- 4.1. The Secretary General provided a presentation on the main goals, objectives and targets of the MEASRM and listed all the achievements of its phase 1. (Copy of the presentation is published in the MEASRM web site).
- 4.2. The next implementation phase are the following:
 - Focusing on major safety risks identified: Runway Safety, Loss of Control, CFIT.
 - Collecting available knowledge and expertise for mitigation strategies.

- Sharing collected knowledge with the end users, in operation, maintenance, regulation, service delivery.
- Developing detailed implementation plans of risk mitigation strategies.
- A dedicated team to coordinate and follow-up on the detailed implementation plans (DIPs) for each risk area.
- A platform for sharing information within the ME aviation community.
- The establishment of an annual ME Aviation Safety summit in partnership with FSF.

4.3. In addition to all the above and in order to complement all of Phase 2, MEASRM is seeking a comprehensive and efficient tool, such as workshops training aim not only to bringing an awareness raising on this world-wide priority topic, but also to provide efficient education material that will be available for the regulators as well as for the services providers.

4.4. In order to achieve all the above for the next phase, a properly funded budget is needed. Due to budget restrain and in order to make all the stakeholders more involved and to increase the efficiency of the work of the TLST a Working Group was established and produced the MEASRM Business Plan that was introduced to the DGCA-MID/1 meeting.

4.5. Since the creation of the Middle East Aviation Safety Roadmap back in 2008 until today, the UAE-GCAA was bearing the cost of running the MEASRM and its TLST meetings and it is now time for all the stake holders to share the cost of properly funding the budget as stated by the Abu Dhabi Resolution and called upon by the DGCA-MID/1 conclusion mentioned above.

4.6. The MEASRM Budget Working Group was tasked to properly tackle the MEASEM budget issue, that Working Group propose that in order to have an appropriate budget mechanism, the whole structure of the MEASRM should be addressed in view of the enlargement of the MEASRM to includes all the Regulatory bodies, the Airlines, the Support Associations and Industry stakeholders from all the 15 MID States. After almost 3 years of the creation of the MEASRM it is believed that it has matured enough to stand alone as an independent organization that should have its own bylaws, it should be registered and have an appropriate term of references and subscriptions.

4.7. The Budget Working Group produced a report (attached as Appendix E) with an annex detailing the way that the budget should be structured as below:

- a) Administrative budget (day to day operating cost)
(About 200.000 USD annually for the first year)
Member States will share the Administrative costs (the amount to be paid by each Member States will be calculated as per 3 categories depending on the number of the AOCs that are issuing).
- b) Technical support budget (Educational Workshops and Seminars)

(About 200.000 USD annually for the first year) the Industries stakeholders (manufacturers) will sponsor the Technical support costs.

- c) The Airlines can contribute on a voluntarily basis.
- d) The MEASRM Organization should have a permanent continuous financial credit that will allow it to run the day-to-day expenses and the Secretary General will present an expenditure sheet by the end of each fiscal year for approval by the TLST and endorsed by the General Assembly.
- e) For the first year the Administrative cost does not include the following:
 - I. Cost of rental for an office (complementary by UAE-GCAA).
 - II. Telephone/ Fax/ internet charges (complementary by UAE-GCAA).
 - III. Cost involving hosting the MEASRM Web site (complementary by UAE-GCAA).

4.8. The administrative structure of the MEASRM Organization will be defined in the term of references, its Initial structure can be to have an elected Chairman on a 2 years term, permanent Secretary General appointed to be on full time employment, supported by a secretarial Admin and Technical workforce and the Administration body for running the MEASRM Organization could be from selected Top Level Safety Team (TLST) and members from the supporting Organization reporting to a General Assembly on a yearly basis.

4.9. After a long discussion and deliberations from the Chairman of the MEASRM the meeting agreed to form a working group with the assistance of a lawyer for establishment of an appropriate bylaws based on the Abu Dhabi Resolution and to set the Terms of References (TOR). Once this is achieved then to proceed with formalities related for registering the MEASRM Organization with the UAE and with formalities related to the financial procedure for opening a bank account for the MEASRM Organization.

4.10. The meeting agreed that once all the above is done then a letter should be drafted to all the TLST members (from the Regulators, Industry and the Supporting Organizations asking them to contribute their membership as per Item 4.1.7 above).

5. Agenda item 5 “Review the progress of the Risk mitigation working group.”

5.1. Mrs. Nadia Konzali member of the Risk Mitigation Working Group provided a presentation on the Approach & Strategy towards Risk Mitigation process and the progress of first phase the Working Group. (The presentation is published in the MEASRM Web site).

5.2. The meeting agreed that once a proper budget has been allocated then this working group will be tasked to assist for the implementation of the next phase by:

- a) Identifying the target audience;
- b) Deciding on material to be included in the program;
- c) Deciding on a format for delivery;

- d) Establishing training/delivery teams (if applicable)

6. Agenda item 6 “Review the implementation of the MID Regional Roadmap Assessment Plan”

- 6.1. The Secretary General reminded the meeting that the MID Regional Roadmap Assessments Plan had already been adopted during the last TLST/4 meeting and since then a small working group composed by the Secretary General, Mrs. Nadia Konzali and Mr. Roy Barnett to monitor the progress of the Plan, their report is published in the Executive Report of the WGFM/12.
- 6.2. A briefing on the Recommended / Prioritized Actions of the Plan was provided:
 - a) Mrs. Nadia Konzali contacted the EUROMED Aviation Project to establish the current situation regarding the effective implementation and harmonization of EASA based regulations within the MID States. It was recommended that each Regulator will try to adhere to this recommendation as appropriate.
 - b) The Risk Mitigation group has been established (see Item 5).
 - c) On going progress for the Establishment by ICAO of a Regional Aviation Safety Group for the Middle East Region (RASG-MID) to which the TLST will communicate its findings and outcomes; after a question from the FAA representative on the relationship between the RASG and TLST, Mr. M. Khonji provided a deliberation on this question and presented his opinion on how the two groups will be related once the RASG will be established.
 - d) It is now a common practice during each TLST meeting for States to share their best practices in setting up their respective SSPs; and for the Airlines to share their experience in implementing the SMS.
 - e) CANSO have been contacted to provide progress report for regional ATC design/ Operations.
- 6.3. The meeting agreed that the small working group will continue monitoring the progress of the implementation of the MID Regional Roadmap Assessment Plan and will provide a report to the next TLST/6 meeting.

7. Agenda item 7 “Review the progress of the implementation of the Conclusions and Recommendations of the ICAO High Level Safety Conference”

- 7.1. The Secretary General presented a tailored Document (Attachment F) on all the Conclusions and Recommendations of the ICAO High Level Safety Conference concerning the States and urged the entire Regulator to implement those Conclusions/Recommendations.
- 7.2. The meeting agreed that a Working group from the regulators to be formed to monitor the proper implementation of the above. This working group can address the issue by teleconference.

8. Agenda item 8 “Sharing experiences in the implementations of the SMS and State Safety Program”

- 8.1. Mrs. Nadia Konzali provided a presentation on the COSCAP-GS assistance to the States members of the COSCAP-GS to set up and implement the SSP. (Presentation is published in the MEASRM Web site).
- 8.2. Eng. Matar Al Suwaidi from the UAE GCAA provided a presentation on the UAE achievements in setting up and implementing the SSP. (Presentation is published in the MEASRM Web site).
- 8.3. The Secretary urged those States that have not yet implemented SSP to do so as it addresses the States 4 Focus Areas of the Roadmap.
- 8.4. Mr. Ashish Jain from Qatar Airways delivered a presentation on Qatar Airways' experience in the implementation of the Safety Management System (SMS).
- 8.5. Capt. Mohammed Aziz from Middle East Airlines (MEA) delivered a presentation on MEA experience in the implementation of the Safety Management System (SMS). (Presentation is published in the MEASRM Web site).
- 8.6. Capt. Osama Mustafa from Royal Jordanian Airlines provided a presentation on the way Royal Jordanian Airlines is preparing to implement SMS. (Presentation is published in the MEASRM Web site).
- 8.7. The Secretary urged those Airlines that have not yet implemented SMS to do so, as it addresses the Industry 7 Focus Area of the Roadmap.
- 8.8. The meeting agreed that “*sharing experiences in the implementations of the SMS and State Safety Program*” should remain as an agenda item for our future TLST meetings.

9. Agenda item 9 “ECCAIRS Data sharing”

- 9.1. The Secretary General provided a presentation on the ECCAIRS (European Co-ordination Centre for Aviation Incident Reporting Systems), emphasizing its usefulness addressing the Safety data collection, analysis and exchange. (Presentation is published in the MEASRM Web site).
- 9.2. The meeting agreed that ECCAIRS to be used by the MEASRM and urged all the Regulators and the Industry to consider using it.
- 9.3. The meeting noted that there will be an ECCAIRS training course on the 4 to 8 December 2011 at the ICAO Middle East Regional Office in Cairo, Egypt.

10. Agenda item 10 “FAA Presentation. (Inspector Training System)”

10.1. This agenda item has been deferred to time restrain.

11. Agenda item 8 “Discussion and proposed actions”

11.1. General discussion took place and the Secretary summarized all the agreements of the meeting:

- The meeting agreed that additional effort should continue for all the CAA of the Region and all the supporting Organizations to sign the Abu Dhabi Resolution.
- The meeting agreed to form a working group with the assistance of a lawyer for establishment of an appropriate bylaws based on the Abu Dhabi Resolution and to set the Terms of References (TOR). Once this is achieved then to proceed with formalities related for registering the MEASRM Organization with the UAE and with formalities related to the financial procedure for opening a bank account for the MEASRM Organization. And the meeting agree that once all the above is done then a letter should be drafted to all the TLST members (from the Regulators, Industry and the Supporting Organizations asking them to contribute their membership as per Item 4.1.7 above.
- The meeting agreed that once a proper budget has been allocated then the Risk Mitigation working Group will be tasked to assist for the next implementation phase.
- The meeting agreed that the small working group will continue monitoring the progress of the implementation of the MID Regional Roadmap Assessment Plan and will provide a report to the next TLST/6 meeting.
- The meeting agreed that a Working group from the regulators to be formed to monitor the proper implementation of the recommendations and conclusions of the ICAO High Level Safety Conference above. This working group can address the issue by teleconference.
- The meeting agreed that “*sharing experiences in the implementations of the SMS and State Safety Program*” should remain as an agenda item for our future TLST meetings.
- The meeting agreed that ECCAIRS to be used by the MEASRM and urged all the Regulators and the Industry to consider using it.
- The Meeting agreed to form an Aviation Medicine Committee under the umbrella of the TLST of the MEASRM. This Committee to be chaired by Dr. Nabila Al Awadhi from the UAE GCAA Licensing and Aero medical Department.

12. Agenda item 10 “Date of next TLST/6 meeting (November-October 2011)”

- 12.1. The President of the Egyptian CAA invited the next TLST/6 meeting to be hosted in Cairo, Egypt in November 2011. (The exact location & date will be announced in the near future).

13. Agenda item 11 “Any other business”

- 13.1. The Secretary General provided a presentation on a proposal by the UAE GCAA Licensing Department to form a Middle East Civil Aviation Medicine Committee its main objective is to organize and codify practice specialization in aviation medicine among Middle East countries to spread awareness among the citizens of Middle East countries in aviation medicine and its importance in ensuring the health of passengers and their wellbeing while traveling and to promote scientific research in the field of Aviation medicine. This committee will be established under the umbrella of the TLST of the MEASRM (The presentation is published in the MEASRM Web site).
- 13.2. The Meeting agreed to form an Aviation Medicine Committee under the umbrella of the TLST of the MEASRM. This Committee to be chaired by Dr. Nabila Al Awadhi from the UAE GCAA Licensing and Aero medical Department.
- 13.3. The ICAO Regional Director Mr. M. Khonji informed the meeting about all the tentative schedules of the ICAO Regional Office that are published on the following ICAO Web Site: <http://www.icao.int/MID/meetings.htm>.
- 13.4. All the participants thanked Royal Jordanian Airlines for hosting the meeting and congratulated the Secretary General for his efforts and commitments.

-END-



(Appendix A)

**Participation List of the TLST/5 meeting
(Amman, 16 June 2011)**

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(Appendix B)



You're Excellencies

Dear Guests

Good morning to you,

I am pleased to welcome in Amman, and I hope you had a pleasant, enjoyable flight coming to Jordan on board RJ or any other SAFE carrier. A warm welcome goes to His Excellency Mr. Saif Al Suwaidi, Captain Nikolaos Antypas, Captain Mohammad Amin Al-*Quran* and all distinguished regulators and delegates gathered here today, representing their countries and different sectors in the aviation industry.

It is certainly a pleasure for Royal Jordanian to host of the 5th Top Level Safety Team Meeting, as it constitutes a pillar to resolve safety concerns and forms a significant body that generates safety initiatives. The team has proved proficiency of offering the useful advice to airlines in this field, and improving safety in the region.

Since its establishment, Royal Jordanian, through its partnership with the Civil Aviation Regulatory Commission, has always been convinced and committed to air and ground safety that occupies an important place in our mission statement.

It is due to the efforts of the Royal Jordanian team, the airline successfully accomplished the requirements of renewing the IATA Operational Safety Audit (IOSA) and the IATA Safety Audit for Ground Operations (ISAGO) accreditations with no findings- a credential that we are all proud of at RJ. Going back in years when RJ was crowned with the IOSA for the first time in 2005, it ranked 28 amongst 270 international air carriers and number two among the Arab airlines to obtain it.

Furthermore, Being an official EASA (European Aviation Safety Agency) member and implementer, RJ is keen on applying the best international aviation safety standards and effective implementation of the EASA rules and regulations.

Additionally, I would like to praise all ground safety dimensions taken in the design of the new airport that is being built, thus backing the RJ efforts in maintaining safety at the top of its pyramid of priorities.

Aviation is a series of interconnected links; we all have the knowledge and experience to strengthen them and to keep the highest levels of safety. Therefore, Royal Jordanian regularly performs emergency response workshops and drills whether within the airline itself and with the Civil Aviation Regulatory Commission, or with its **one** world alliance partners.

Applying safety instructions starts with theoretical learning and identifying risks, their causes, protection methods and reporting any hazards, and ends with the safe use of equipment in offices, at airports, on the ramps, in the cargo and maintenance hangars and shops, and on board the aircraft.

Implementing the best aviation safety practices and the improvement in safety, in addition to the growing awareness of the airlines in this area contribute to further boosting passengers' trust in the carrier.

“Safety is everybody’ responsibility” and “prevention is better than cure” are two key adages if we want to enhance aviation safety in the region.

Finally, I would like to wish you good luck in concluding a fruitful safety meeting, in order to make the Middle East a safer environment for flying through cooperation with all civil aviation authorities in the region and our partners in the aviation industry.

Thank you

(Appendix C)



**Speech of H.E. Saif Mohammed Al Suwaidi
Director General of the UAE GCAA
& Chairman of the MEASRM**

TLST/5 meeting
(Amman, Jordan, 16 June 2011)

Dear Excellencies, Ladies and Gentlemen.... Good morning

First I would like to extend a warm welcome to Captain Mohamed Amin Al-Mustafa Chief Commissioner of the Jordanian Civil Aviation Regulatory Commission and to Mr. Hussein Dabbas, CEO of Jordanian Airlines and to all distinguished delegates participating in this important meeting.

The air transport industry plays a major role in the world economic activity and remains one of the fastest growing sectors of the world economy. One of the key elements to maintaining the vitality of civil aviation is to ensure safe, secure, efficient and environmentally sustainable conditions at the global, regional and national levels.

The Middle East Aviation Safety Roadmap was established and designed to support the implementation of the ICAO Safety Strategic Objective and other safety objectives, and also established this Top Level Safety Team (TLST) that is compromised of industry, Support Associations and government stakeholders from across the Middle East Region to address all the Global Safety Initiatives (GSIs) of the Global Aviation Safety Plan (GASP).

I am pleased to report that after the DGCA-MID/1st meeting held in Abu Dhabi from 22nd to 24th March 2011, many States and International Organizations has joined and signed the Abu Dhabi Resolution and are now participating in the work of the Top Level Safety Team TLST.

Today we will review all the achievements of phase 1 of the Middle East Aviation Safety Roadmap MEASRM and the whole structure will be addressed in view of the enlargement of the scope of the Top Level Safety Team TLST to include all the regulatory bodies, the Airlines, the support associations and Industry stakeholders from all the 15 MID States.

Many challenges are still ahead of us as we are now entering the implementation phase of our Plan and the co-operation between the aviation industry and the Governments is the key factor to obtain best results, therefore all stakeholders should commit resources in order to achieve good results in meeting our objectives and targets.

Our role is to improve safety. In many cases, individual States do not possess the resources or the expertise to act alone in resolving safety concerns. Therefore, this regional body is best suited to coordinate and align multiple safety initiatives by strategically leveraging expertise and resources of States concerned.

Finally, I would like to present my appreciation to Jordanian Airlines for hosting this meeting and take this opportunity to thank you for your attention and to wish all of you good luck in concluding a productive safety meeting that will not only serve this region, but also contribute to the safety of global aviation.

-END-

(Appendix D)



HE MR. SAIF AL SUWAIDI, CHAIRMAN OF THE MIDDLE EAST AVIATION SAFETY ROAD MAP (MEASRM)

DIRECTOR GENERAL OF THE UNITED ARAB EMIRATES GENERAL CIVIL AVIATION AUTHORITY (GCAA).

DEAR EXCELLENCIES.

LADIES AND GENTLEMEN.... GOOD MORNING.

ON BEHALF OF THE HASHEMITE KINGDOM OF JORDAN REPRESENTED BY THE JORDAN CIVIL AVIATION REGULATORY COMMISSION, IT IS A GENUINE PRIVILEGE AND INDEED A REAL PLEASURE TO HAVE THE OPPORTUNITY TO EXTEND A WARM WELCOME TO ALL DISTINGUISHED DELEGATES PARTICIPATING IN THIS IMPORTANT MEETING.

I AM PLEASED THAT ROYAL JORDANIAN IS HOSTING THIS VERY IMPORTANT FORUM IN THE HOME STATE OF OUR SUPERIOR NATIONAL CARRIER.. I WOULD LIKE TO TAKE THIS OCCASION TO THANK ROYAL JORDANIAN PRESIDENT AND CEO / MR. HUSSEIN DABBAS FOR HOSTING THE FIFTH TOP LEVEL SAFETY TEAM MEETING (**TLST-5**) OF THE MIDDLE EAST AVIATION SAFETY ROADMAP (**MEASRM**), WHICH CONFIRMS THE IMPORTANCE AND NECESSITY FOR MEANINGFUL PARTNERSHIPS BETWEEN THE REGULATORS, INDUSTRY , REGIONAL AND INTERNATIONAL AVIATION ORGANIZATIONS.

JORDAN HAS A STRONG BELIEF THAT THE MID REGION RELATIONSHIP HAS, OF COURSE, MANY DIMENSIONS – POLITICAL, ECONOMIC, SOCIAL AND CULTURAL. BUT IT IS ABOVE ALL A PROGRESSIVE RELATIONSHIP, BASED ON SHARED VALUES. THE STRENGTH OF THIS COMMON BOND BETWEEN US WAS DEMONSTRATED MOST CLEARLY DURING THE (DGCA-MID/1) MEETING / (ABU DHABI, UAE, 22-24 MARCH 2011) BY THE VALUABLE CONCLUSIONS OF THE SAID SUCCESSFUL MEETING.

FURTHERMORE, THE AVIATION INDUSTRY IN THE MID REGION IS GROWING AT UNPRECEDENTED LEVELS. THIS REQUIRES COLLECTIVE AND STRUCTURED EFFORTS AMONGST ALL PARTIES IN THE AVIATION SECTOR TO FIND SOLUTIONS TO THE VARIOUS NEW AND EMERGING CHALLENGES IN CIVIL AVIATION. THE MIDDLE EAST SHOWS THE VALUE OF VISIONARY THINKING AND COORDINATED PLANNING BY INDUSTRY AND

GOVERNMENT. OVER THE DECADE THE REGION'S MARKET SHARE GREW FROM 4% TO 11%. SUCH ACHIEVEMENT REQUIRES INTELLECTUAL AND POLICY PLATFORMS TO SUSTAIN, PROTECT AND COLLABORATIVE EFFORT FROM ALL STAKEHOLDERS TO SUPPORT THE OBJECTIVES OF OUR REGION AVIATION INDUSTRY.

RECOGNIZING THAT THE ICAO GLOBAL AVIATION SAFETY PLAN (GASP) FOLLOWS AN APPROACH AND PHILOSOPHY SIMILAR TO THAT OF THE GLOBAL AIR NAVIGATION PLAN (DOC 9750). BOTH WERE DEVELOPED WITH THE CLOSE COORDINATION AND PARTICIPATION OF INDUSTRY AND BOTH PROVIDE A COMMON FRAMEWORK TO ENSURE THAT REGIONAL, SUB-REGIONAL, NATIONAL AND INDIVIDUAL INITIATIVES ARE COORDINATED TO DELIVER A HARMONIZED, SAFE AND EFFICIENT INTERNATIONAL CIVIL AVIATION SYSTEM. THE MIDDLE EAST AVIATION SAFETY ROADMAP WAS ESTABLISHED IN 2008 WITH THE SUPPORT FROM ICAO, THE INDUSTRY SAFETY STRATEGY GROUP (ISSG), AVIATION AUTHORITIES IN THE REGION AND REPRESENTATIVES OF THE AVIATION INDUSTRY. THIS INITIATIVE CONSIDERED AS AN INTRODUCTION OF THE MID REGION AVIATION SAFETY ROADMAP ADOPTED BY ICAO IN THE FORM OF THE GLOBAL AVIATION SAFETY PLAN. ACCORDINGLY, THE MIDDLE EAST AVIATION SAFETY ROADMAP ESTABLISHED A TOP LEVEL SAFETY TEAM COMPROMISED OF INDUSTRY AND GOVERNMENT STAKEHOLDERS FROM ACROSS THE MIDDLE EAST REGION, WITH 8 MAIN GOALS AND OBJECTIVES, AMONG THESE GOALS AND OBJECTIVES THE IMPLEMENTATION OF THE 12 ICAO FOCUS AREAS WHICH DISTRIBUTED BETWEEN STATES, REGION AND AVIATION INDUSTRY; AVIATION INDUSTRY MANDATED TO IMPLEMENT 7 OF THE AFOREMENTIONED FOCUS AREAS. SUCH DISTRIBUTION OF THE MAIN FOCUS AREAS STRENGTHENS THE FACT THAT THE MOST SUCCESSFUL AVIATION SAFETY INITIATIVES HAVE RESULTED FROM WORKING TOGETHER, BETWEEN REGULATORS , REGION AND THE AVIATION INDUSTRY.

LOOK THROUGH THE AGENDA FOR TODAY'S MEETING; IT SEEMS THAT THERE ARE SOME VERY INTERESTING DISCUSSION ITEMS, WHICH NEED YOUR VALUABLE TIME AND EXPERIENCE.

IN CLOSING, I AM SO IN HIGH SPIRITS TO SEE BETWEEN US A DISTINGUISHED FIGURES IN THE INTERNATIONAL AVIATION ARENA AND THE ARCHITECT OF THE MIDDLE EAST AVIATION SAFETY ROAD MAP.

I WOULD LIKE TO TAKE THIS OPPORTUNITY TO THANK YOU FOR YOUR ATTENTION AND TO WISH ALL OF YOU THE BEST OF LUCK IN CONCLUDING A PRODUCTIVE SAFETY MEETING.

THANK YOU AND WELCOME AGAIN.

END

(Appendix E)



Report of the MEASRM Budget Working Group

1. Objective of the MEASRM Budget WG

- 1.1 Since the creation of the Middle East Aviation Safety Roadmap back in 2008 until today, the UAE-GCAA was bearing the cost of the salary and travel expenses of the Secretary General organizing and running the TLST meetings, but nevertheless due to budget restraint and in order to make all the stakeholders more involved and to increase the efficiency of the work of the TLST of the MEASRM and their Working Groups; the Chairman of the MEASRM (GCAA Director General) has raised the possibility for all stakeholders to share the cost of the MEASRM, taking into consideration the fact that there is an article in the Abu Dhabi Resolution asking members to provide adequate resources to ensure effective support of the TLST.
- 1.2 During the WGFM/13 meeting dated the 3rd of May 2011 a decision was taken to form a Working Group to establish an appropriate formula and an adequate mechanism for sharing the cost of funding the TLST. This working group will submit its report to the next WGFM/14 meeting for review before submitting it to the next TLST/5 meeting.

2. Date and place of the venue

- 2.1 The first meeting of the MEASRM Budget WG took place on the 23rd of May 2011 in the Palace Hotel in Dubai, UAE, present in the meeting where all the MEASRM Budget WG members, Capt. Nikolaos Antypas, Mr. Ali Al Naqbi, Mr. Chamsou D. Andjorin.

3. Background

- 3.1 The air transport industry plays a major role in the world economic activity and remains one of the fastest growing sectors of the world economy. One of the key elements to maintaining the vitality of civil aviation is to ensure safe, secure, efficient and environmentally sustainable conditions at the global, regional and national levels.

- 3.2 The Middle East Aviation Safety Roadmap was established and designed to support the implementation of the ICAO Safety Strategic Objective and other safety objectives that might be established.
- 3.3 The Middle East Aviation Safety Roadmap Targets are:
- a) Reduce the number of fatal accidents and fatalities in the Middle East Region irrespective of the volume of air traffic.
 - b) Achieve a significant decrease in accident rates, particularly in the Middle East Region.
- 3.4 The Middle East Aviation Safety Roadmap established a Top Level Safety Team comprised of industry, Support Associations and government stakeholders from across the Middle East Region, with the main Goals and Objectives:
- Defines specific best or preferred practices which enable the industry and States to address and correct the deficiencies outlined by the identified focus areas.
 - Provide a common frame of reference for all stakeholders.
 - Coordinate and guide safety policies and initiatives to reduce the accident risk for commercial aviation.
 - Encourage close industry and government cooperation on common safety objectives
 - Develop a Middle East Safety Action Plan.
 - Continuously monitor implementation of the Safety Action Plan.
 - Continuously update the Safety Action Plan by conducting gap analyses in order to identify further safety improvements.
 - Implementation of the 12 Focus Areas

4. Proposals of the WG

- 4.1 After a long discussion taking in to consideration the following:
1. The Abu Dhabi Resolution
 2. The Conclusion 1/7 of the DGCA-MID/1 meeting.
 3. The MEASRM Business Plan that was attached to WP/13 of the DGCA-MID/1 meeting.
- 4.2 It was proposed that in order to properly tackle the MEASEM budget issue, and in order to have an appropriate budget mechanism, the whole structure of the MEASRM should be addressed in view of the enlargement of the MEASRM to includes all the Regulatory bodies, the Airlines, the Support Associations and Industry stakeholders from all the 15 MID States and to render it more efficient.
- 4.3 After almost 3 years of the creation of the MEASRM it is believed that it has matured enough to stand alone as an independent Organization that should have its own bylaws, it should be registered and have an appropriate term of references and subscriptions.
- 4.4 Subscription membership to the MEASRM Organization should be open to all stakeholders' members from the Regulators and the Industries and associate membership for the Supporting Organizations and the Manufacturer will be asked for sponsorship donations.

- 4.5 The annual forecasted budget for running efficiently such organization is based on the following expenses that are reflected in the MEASRM Business Plan:
The initial estimated Annual minimum Budget is: 1.500.000 AED (\$ 400.000 USA)
The budget caters for the following:
- Salaries for:
 - The Secretary General (full time),
 - One secretarial support (full time),
 - A technical administrator (part time).
 - Traveling and accommodation expenses for attending TLST meetings and international conferences
 - Expenses for hosting Safety Summit Conferences.
 - Miscellaneous expenses (such as cost of CDs and expenses of Risk mitigation deliverable such the cost involved delivering training educational seminar).
- 4.6 The above cost does not include the following:
- Cost of rental for an office (complementary by the hosting State, UAE-GCAA)
 - Telephone/ Fax/ internet charges (complementary by the hosting State, UAE-GCAA)
 - Cost involving hosting the MEASRM Web site (complementary by the hosting State, UAE-GCAA)
- 4.7 The MEASRM Organization should have a permanent continuous financial credit that will allow it to run the day-to-day expenses and the Secretary General will present an expenditure sheet by the end of each fiscal year for approval by the TLST and endorsed by the General Assembly.
- 4.8 The administrative structure of the MEASRM Organization will be defined in the term of references, its Initial structure can be to have an elected Chairman on a 2 years term, permanent Secretary General appointed to be on full time employment, the Administration body of the running the MEASRM Organization could be selected Top Level Safety Team (TLST) and members from the supporting Organization reporting to a General Assembly on a yearly basis.
5. Actions needed:
1. To establish the bylaws based on the AD Resolution.
 2. To establish appropriate Terms of References (TOR)
 3. To proceed with formalities related for registering the MEASRM Organization with the UAE.
 4. To proceed with formalities related to the financial procedure and open a bank account for the MEASRM Organization.

Capt. Nikolaos Antypas

Mr. Ali Al Naqbi

Mr. Chamsou Andjorin

Annex to the Working Group Report on the MEASRM Budget

1. Introduction

- 1.1. Referring to the discussion that took place during the WGFM/14 meeting dated 31 of May 2011. It was agreed to add the following annex to the Report of the MEASRM Budget.

2. Structure of the MEASRM Budget

2.1. The budget of the first year of the MEASRM Organization is estimated to be 1.500.000 AED (\$ 400.000 USA), this amount will be for the following expenditure:

- a) *Administrative budget* (day to day operating cost)
(About 200.000 USD annually for the first year)
- b) *Technical support budget* (Educational Work shops and Seminars)
(About 200.000 USD annually for the first year)

3. MEASRM Subscription membership

3.1 For the first year the subscription membership to the MEASRM will be based on the following categories:

- ✓ Member States will share the *Administrative budget* (on a proportional activities basis)*
- ✓ The Industries stakeholders (manufacturers) will sponsor the *Technical support budget*
- ✓ The Airlines/International Supporting Organizations can contribute on a voluntarily basis.

3.2 Only for the first year the following *Administrative budget* will be complementary by UAE-GCAA:

- Cost of rental for an office.
- Telephone/ Fax/ internet charges.
- Cost involving hosting the MEASRM Web site.

*NOTE: The *Administrative Budget* that will be paid by each Member States will be calculated as per a study taking into consideration the number of the AOC that are issuing.

-END-

The CONCLUSIONS AND RECOMMENDATIONS OF THE ICAO HIGH LEVEL SAFETY CONFERENCE.

THEME 1: THE FOUNDATIONS FOR GLOBAL AVIATION SAFETY

**Topic 1.1: The ICAO safety framework
HLSC 2010-WP/80**

1. CONCLUSION 1/1

1.1 The Conference agreed on the following conclusions:

a) *Aviation safety*

1) Even though air transport is a very safe mode of transportation, there is a need to achieve a further reduction in the number of accidents and especially fatal accidents to maintain the public confidence in the safety of the global air transport system; and

2) States support an ICAO safety framework based on sound safety management principles and processes.

b) *Business Aviation*

1) Business aviation safety information needs to be recognized and incorporated into ICAO's safety framework.

2. RECOMMENDATION 1/1

2.1 The Conference agreed on the following recommendations:

a) *Aviation safety*

1) Further improvement of aviation safety and the reduction of the number of accidents, fatal accidents and fatalities should continue to be an objective of the highest priority for ICAO, and that States support the ICAO safety framework based on sound safety management principles and processes;

2) States should support the ICAO framework based on sound safety management principles and processes by providing safety information and support as required; and

3) Responding to a moral need, ICAO should ensure enhanced transparency of civil aviation safety information to the travelling public.

b) *Business Aviation*

1) ICAO should incorporate business aviation safety information into its safety framework and work with IBAC and other interested parties to that effect.

**Topic 1.2: The evolution of the safety oversight audit process by ICAO
HLSC 2010-WPs/3, 18, 28, 55, 61 Revised and 76 Revised**

1. CONCLUSION 1/2

1.1 The Conference agreed on the following conclusions:

a) That the Universal Safety Oversight Audit Programme (USOAP) has been a major achievement for aviation safety, and has provided the ability to evaluate States' oversight capabilities and identify areas for improvement;

b) The Conference fully supports the evolution of the ICAO Audit Programme toward the Continuous Monitoring Approach (CMA);

c) That Contracting States and regional organizations should support ICAO in the implementation of the CMA, notably by providing ICAO with information in a timely manner;

d) That the sharing of safety information between ICAO, regional and international entities and organizations under the USOAP-CMA will allow for the optimum use of resources and potentially lead to less duplication of monitoring activities;

e) That prior to launching the USOAP-CMA, a transition period is required. The duration of this transition period should be flexible, but will initially be set at two years. ICAO Coordinated Validation Missions (ICVMs) will take place throughout the transition period;

f) As is necessary with any fundamental shift in methodology, the Conference agreed that ICAO should provide States, regional organizations and other stakeholders with ongoing training in the new approach, together with appropriate support tools, procedures and guidance material;

g) That detailed information regarding the transition plan to USOAP-CMA should be provided to each State prior to the next Assembly via State Letter or Electronic Bulletin;

h) That the principle of transparency currently applied under the USOAP Comprehensive Systems Approach (CSA) will continue to apply under the USOAP-CMA; and

i) That USOAP-CMA procedures should allow for the appointment of more than one National Continuous Monitoring Coordinator, where necessary.

2. RECOMMENDATION 1/2

- 2.1 The Conference agreed on the following recommendations:
- a) States should commit to supporting the CMA, particularly during the transition period, by providing ICAO with relevant safety information;
 - b) The Council of ICAO should monitor the progress made during the transition period and adjust its duration as required. The Council should report to the 37th and 38th Sessions of the ICAO Assembly on progress made in transitioning to the CMA; and
 - c) ICAO should enter into new agreements and amend existing agreements for the sharing of confidential safety information with international entities and organizations in order to reduce the burden on States caused by repetitive audits or inspections and to decrease the systematic duplication of monitoring activities.

THEME 2: TOWARDS THE PROACTIVE MANAGEMENT OF SAFETY

Topic 2.1: Managing the transition to the implementation of a State Safety Programme (SSP) environment
HLSC 2010-WPs/4, 14, 19, 46, 48, 51, 56, 59, 63, 64 and 68
HLSC 2010-IPs/2, 3 Revised, 5, 6, 8, 10 Revised, 13 and 18

1. CONCLUSION 2/1

1.1 The Conference agreed on the following conclusions:

a) *Managing the transition to an SSP environment*

- 1) States require a phased transition to the implementation of SSP with the integration of performance-based processes and practices into the prevailing prescriptive environment;
- 2) The incorporation of performance based processes by States requires effective interaction with industry, recognizing the value of best practices and standards in order to successfully implement an SSP;
- 3) There is a need for harmonized methodology for the development of Safety Performance Indicators (SPIs) to enable States to develop and establish an Acceptable Level of Safety (ALoS) related to an SSP;
- 4) There is a need to develop further tools and guidance material, as well to share experiences and lessons learned at individual and regional level, in the development and implementation of SSP; and
- 5) ICAO should explore alternatives to a single accountable person when the SSP is established in a decentralized environment.

2. RECOMMENDATION 2/1

2.1 The Conference agreed on the following recommendations:

a) *Managing the transition to an SSP environment*

- 1) States should undertake the necessary legal and structural adjustments required to manage a phased transition to the implementation of SSP with the integration of safety data management activities and risk reduction strategies;

2) ICAO should work with States and regions in developing a common methodology for the development of Safety Performance Indicators (SPIs); and

3) ICAO should assist States in the implementation of State Safety Programmes through the development of additional guidance material, facilitating the sharing of experiences and other appropriate means.

Topic 2.2: The relationship between SSP and Continuous Monitoring Approach (CMA)

HLSC 2010-WPs/5, 31, 37

1. CONCLUSION 2/2

1.1 The Conference agreed on the following conclusions:

a) That effective implementation of State Safety Programmes (SSPs) requires a constant inflow of safety information from service providers and other source of safety data to support the safety risk management (SRM) and safety assurance (SA) processes;

b) That the Continuous Monitoring Approach (CMA) will use safety data generated by States as SSPs evolve over time, in addition to data provided by other recognized entities. This data will be used to enhance the CMA's effectiveness. It is envisioned that the CMA will provide the means for the future oversight of SSP, once both programmes have been deployed and have had time to mature;

c) That the integrated analysis of data generated by both SSP and CMA will strengthen the SSP/CMA link and will yield significant benefits in the conduct of safety oversight. The realization of such benefits will be dependent upon the free exchange of safety information derived from analysis of common safety metrics as well as the development of advanced analysis capabilities; and

d) The Conference recognized the need to develop standardized methodologies for the establishment of safety performance indicators (SPIs) in support of the information exchange process.

2. RECOMMENDATION 2/2

2.1 The Conference agreed on the following recommendations:

a) ICAO should develop a methodology for safety performance measurement, including key safety performance indicators that can facilitate the exchange of safety information among States, service providers and ICAO. The safety data gathered through the application of this methodology could also be used to support the CMA; and

b) ICAO should continue to participate in the Safety Management International Collaboration Group, and evaluate the safety measurement matrix proposed in WP/37 as an appropriate framework to be used to define safety performance indicators.

Topic 2.3: Sharing of safety information

**HLSC 2010-WPs/6, 12, 20 Revised, 21, 29, 41, 47 Revised, 50, 62 Revised, 74 and
78 Revised
HLSC 2010-IPs/7 and 21 Revised**

1. CONCLUSION 2/3

1.1 The Conference agreed on the following conclusions:

a) *Sharing of safety information:*

- 1) That the sharing of safety information is essential to the furtherance of aviation safety and that measures taken to improve safety, including those related to foreign operators, should be based on consistent safety indicators;
- 2) There is a need to develop principles of confidentiality and transparency to ensure that safety information is used in a fair and consistent manner, solely to improve aviation safety and not for inappropriate purposes including for the purpose of gaining economic advantage. These principles should be developed in a code of conduct;
- 3) That it is important to define and harmonize safety metrics, associated data requirements and processes in support of integrated safety analyses, which can be best accomplished by an international group of experts;
- 4) The analysis of State safety data should normally be conducted at the State or regional levels, with the integration of resulting information to be facilitated by ICAO;

b) *Transparency:*

- 1) That ICAO should also explore measures to increase transparency, including how:
 - SSCs could be shared with interested stakeholders, such as international organizations, regional safety groups, operators, airports and service providers; and
 - SSC information could be shared ultimately with the public in a form which would allow them to make an informed decision about the safety of air transportation; and
- 2) That safety information made available by ICAO should be used by Member States, regional organizations and other donors to prioritize technical and financial assistance, with particular priority given to assisting regional cooperation projects in States whose safety performance is not at an acceptable level and where political willingness exists to improve State safety oversight functions.

2. RECOMMENDATION 2/3

2.1 The Conference agreed on the following recommendations:

a) *Sharing of safety information:*

- 1) ICAO should develop a code of conduct on the sharing of safety information, which will state that such information is to be used in a fair and consistent manner, solely to improve aviation safety, and not for inappropriate purposes including for the purpose of gaining economic advantage;
- 2) ICAO should convene a group of experts to determine harmonized safety metrics, associated data requirements and processes to enable integrated safety analyses and to ensure consistent development of related safety measures; and
- 3) ICAO should facilitate the integration of safety data and information from various sources as well as the dissemination of related analysis output, with the objective to ensure that such information is disseminated for appropriate purposes.

b) *Transparency:*

- 1) ICAO should develop criteria for the sharing of SSCs with interested stakeholders and assess how the information on SSCs could be shared with the public in a form which would allow them to make an informed decision about the safety of air transportation;
- 2) ICAO should collaborate in the identification of financial and technical support for Member States with unresolved SSCs, or whose safety performance is shown to be at an unacceptable level and/or deteriorating rapidly where the political willingness exists to improve State safety oversight functions; and
- 3) ICAO should develop a framework for the use of safety information to include clearly identified expected actions for both ICAO and Member States.

Topic 2.4: The protection of sources of safety information

**HLSC 2010-WPs/7, 22, 30 Revised, 44, 58, 66, 72, 77 Revised and 79
HLSC 2010 IP/21 Revised**

1. CONCLUSION 2/4

1.1 The Conference agreed on the following conclusions:

- a) Both the State Safety Programme (SSP) and Safety Management Systems (SMS) need a steady inflow of safety data beyond those related to accidents or serious incidents to function effectively;
- b) To assure the continued inflow of safety data to support development and implementation of SSP and SMS, data relating to hazards identified through routine operations must not be used for retributive purposes against the sources of such data. Nor should the collection and archiving such data, necessary in support of SSP and SMS safety risk management processes create an undue liability for aviation organizations;
- c) The protection of information from all available sources of safety data from improper use is essential to ensure its continued availability;
- d) That safety information should be used only for safety purposes including the prioritization of technical cooperation; and
- e) Recommendations from accident and incident investigations should be followed up and the effectiveness of their implementation monitored and confirmed.

2. RECOMMENDATION 2/4

2.1 The Conference agreed on the following recommendations:

- a) That ICAO establishes a multidisciplinary group to progress activities regarding the protection of safety data and safety information with the view to ensure the availability of safety information required for the management of safety;
- b) **States and international organizations should support the multidisciplinary group;** and
- c) When establishing the terms of reference for the group, ICAO should take into account the ideas developed in the working papers on this item and should consider:
 - 1) Protection of safety data in support of SSP and SMS other than those related to accidents and incidents records;
 - 2) Protection of certain accident and incident records; and
 - 3) Interactions between safety and judicial authorities and the concept of open reporting culture; and

d) States should follow the safety recommendations issued by their accident and incident investigation authorities, ask for the action to be taken, evaluate their effectiveness and record their results.

Topic 2.5: Implementing new safety management process

HLSC 2010-WP/86

1. CONCLUSION 2/5

1.1 The Conference agreed on the following conclusions:

a) *Safety management*

- 1) Safety management processes under the direct responsibility of Contracting States that are critical to civil aviation safety should be contained in a single Annex. They are contained, in a principled manner, within the ICAO State Safety Programme (SSP) framework, and include the eight critical elements of a safety oversight system;
- 2) The SMS requirements specific to one area of activities, such as operations, airport or air traffic service should remain in individual Annexes; and
- 3) The SMS requirements should cover general and business aviation activities.

b) *SARPs and PANS development*

- 1) Proposals for new Standards and Recommended Practices (SARPs) or new Procedures for Air Navigation Services (PANS) should be supported by an ICAO impact statement to assist States in evaluating such proposals and also facilitate the development of associated impact statements by States when integrating ICAO SARPs into their own regulations; and
- 2) ICAO should consider improving the user friendliness of Annexes and other documents by taking advantage of tools such as hyperlinks in electronic versions.

2. RECOMMENDATION 2/5

2.1 The Conference agreed on the following recommendations:

a) *Safety management*

- 1) ICAO should develop, in close collaboration with States, international and national organizations, a new Annex dedicated to safety management responsibilities and processes which would address the safety management responsibilities of States framed under the State Safety Programme (SSP); and
- 2) The new Safety Management Annex should facilitate the provision of State and air carrier safety information to the travelling public, in addition to specifying the high level safety responsibilities of States.

b) *SARPs and PANS development*

- 1) ICAO should develop a methodology for impact assessment to be used when proposing new SARPs or new PANS; and
- 2) ICAO should ensure wide dissemination of available contextual information associated with the development of SARPs and PANS using already existing tools and platforms.

THEME 3: OTHER SAFETY ISSUES

Topic 3.1 Harmonization of rules and processes to address other safety issues

HLSC 2010-WP/87

1. CONCLUSION 3/1

1.1 The Conference agreed on the following conclusions:

- a) There is a need for globally harmonized systems of certification, approval or acceptance by a State. Such systems should be based only on safety requirements taking into account regional initiatives, to facilitate the recognition and validation by other States of certificates, approvals or acceptances regarding Air Operators Certificates, Approved Maintenance Organizations, Approved Training Organizations, Safety Management Systems and products;
- b) Harmonization efforts should be data driven;
- c) Sharing of information among Contracting States is essential to maintain trust and facilitate the recognition of Air Operators Certificates, Approved Maintenance Organizations and Approved Training Organizations of other States; and
- d) The Conference recognized and supported the role of Regional Safety Oversight Organizations in reducing the administrative and financial burdens to industry for the approval of Maintenance Organizations (AMOs) and Training Organizations (ATOs) and for recognition of type certificates.

2. RECOMMENDATION 3/1

2.1 The Conference agreed on the following recommendations:

a) State and industry access to information and assistance, transparency and sharing of information

- 1) That all Contracting States and concerned stakeholders should cooperate to share sufficient information to properly manage the recognition process of Air Operator Certificates (AOC), Approved Maintenance Organizations (AMO) and Approved Training Organizations (ATO). Contracting States and all civil aviation stakeholders need sufficiently detailed information in order to maintain mutual trust.

b) Verification

- 1) That States verify that the requirements under which other States approve AMOs and ATOs, and conduct their surveillance responsibilities, are at least equal to applicable ICAO Standards before recognizing and/or validating AMOs and ATOs; and
- 2) That guidance material should be developed in such a way as to permit joint regulatory audits by States.

c) Approval, acceptance and recognition

- 1) That ICAO should establish groups of expert to develop the framework and conditions for the recognition of certificates, approvals or acceptance of AOCs, AMOs, ATOs, Safety Management Systems and products; and
- 2) That, in developing the terms of reference for the groups of experts, ICAO should take into account the ideas developed in the working papers presented under this topic and during the ensuing discussion.

Topic 3.2: Safety initiatives arising from recent accidents

HLSC 2010-WP/88

1. CONCLUSION 3/2

1.1 The Conference agreed on the following conclusions:

- a) The Conference re-affirms that all accidents need to be thoroughly investigated in order to ensure that lessons are learnt and integrated into the safety framework;
- b) It is not acceptable that an accident cannot be completely investigated due to the lack of recorded data. As a result, ICAO should pursue as a matter of high priority a review of Standards and Recommended Practices (SARPs) and guidance material with the aim of proposing to States for consideration any amendment which would be necessary to ensure that the data necessary to support investigations of accidents are available, including provisions for the recovery of data and information from flight recorders;
- c) ICAO should also assess the changes which might be necessary to improve surveillance, flight monitoring and communications in oceanic/remote areas, including timely and adequate search and rescue services and review SARPs and guidance material as necessary;
- d) ICAO should review existing provisions and guidance material regarding flight deck activities in order to assess further actions to be taken; and
- e) ICAO should provide the most up-to-date information on the subject above at the 37th Session of the Assembly.

2. RECOMMENDATION 3/2

2.1 The Conference agreed on the following recommendations:

- a) ICAO should pursue as a matter of high priority a review of SARPs and guidance material with the aim of ensuring that necessary data to support investigations of accidents and incidents are available to investigators, including provisions for the recovery of flight recorder data;
- b) ICAO should review with priority SARPs and guidance material to improve surveillance, flight monitoring and communications of aircraft operating in oceanic/remote areas and the provision of timely and adequate search and rescue services in areas of need;
- c) ICAO should review with priority existing requirements on flight deck activities, checklist and standard operating procedure design with emphasis on critical phases of flight operations in order to assess, applying safety management principle, further actions to be taken;
- d) ICAO should urge States to take urgent action to address safety issues arising from accidents in particular those actions which can have an immediate safety benefit at a reasonable implementation cost. One example of such action may be the increase of the ULB battery life from 30 to 90 days;

- e) ICAO should urge States, as a priority, to take all the necessary measures to utilize aircraft and ground stations available technology to enable permanent communication and surveillance over oceanic and remote areas, including modification of procedures for alerting key personnel; and
- f) ICAO should provide updated information on the above-mentioned subjects in a report to be presented at the 37th Session of the Assembly.

Topic 3.3: Any other safety related topics

HLSC 2010-WP/89

1. CONCLUSION 3/3

1.1 The Conference agreed on the following conclusions:

a) Safety oversight collaboration

- 1) Regional Safety Oversight Organizations (RSOOs) are having an increasingly important role in supporting States to meet their safety oversight responsibilities;
- 2) ICAO needs support to foster the development and sustainability of RSOOs;
- 3) Alternative solutions for States in situations where the establishment of an RSOO is not possible need to be explored; and
- 4) There is a need to update existing guidance material on RSOOs contained in ICAO Doc 9734, *Safety Oversight Manual, Part B — The Establishment and Management of a Regional Safety Oversight System* particularly with respect to guidance on the sustainable funding of RSOOs and their underlying business models.

b) The Next Generation of Aviation Professionals and harmonized training proposals

- 1) Efforts should be made to further improve the competencies and professionalism of aviation personnel and to ensure that training of aviation professionals is enhanced to meet the demands of new procedures and increasingly complex technologies;
- 2) States and the industry should support the work of the Next Generation of Aviation Professionals Task Force (NGAP) including work on the enhancement of pilot training to meet the demand of new procedures and increasingly complex technologies; and
- 3) There is need to support the Task Force's recommendations to develop Competency based requirement for inclusion in ICAO Standards and Recommended Practices (SARPs), PANS/TRG as well as guidance material as required.

c) Surrender, suspension and revocation of type certificates

- 1) There is a need for a common international understanding of how design-related airworthiness instructions should be provided to the State of Registry in the event that the Type Certificate is suspended, surrendered or revoked by the State of Design.

d) Improving the safety of approach and landing operations

- 1) Approach and landing operations have historically experienced a high number of fatal accidents and that unstable approaches have been identified as a causal factor in the majority of approach and landing accidents and incidents. There is a need for a harmonized effort by all parties to address this issue; and
- 2) Runway safety continues to be one of aviation's greatest challenges and every practical effort should be made to stop runway incursions at airports throughout the world.

- e) *Availability of ICAO guidance material in the official languages of ICAO*
 - 1) The Conference agreed on the importance of having the safety-related documents of ICAO translated into all the languages of the organization.
- f) *Development of guidance material on the conduct of safety management systems audits based on safety performance management*
 - 1) ICAO needs to develop guidance material for inclusion in the ICAO Safety Management Manual, regarding the conduct of safety management systems audits based on safety performance management.
- g) *Funding of ICAO safety framework initiative*
 - 1) Several States and regions of the world including Africa are in need of assistance in the development of sustainable levels of aviation safety, and particularly in the development of funding models that would guarantee sustainability in the provision of infrastructure and services for adequate air transport activity.

2. **RECOMMENDATION 3/3**

2.1 The Conference agreed on the following recommendations:

- a) *Regional safety oversight arrangements*
 - 1) States should support ICAO in efforts to foster the development and sustainability of Regional Safety Oversight Organizations (RSOOs);
 - 2) States should participate and actively support RSOOs whenever possible;
 - 3) ICAO should explore the development of alternative solutions for situations where the development of an RSOO is not possible; and
 - 4) ICAO should update existing guidance material on RSOOs in ICAO Doc 9734, *Safety Oversight Manual, Part B — The Establishment and Management of a Regional Safety Oversight System* including guidance on the sustainable funding of RSOOs and their underlying business models.
- b) *The Next Generation of Aviation Professionals and harmonized training proposals*
 - 1) States should support the work of the Next Generation of Aviation Professionals (NGAP) Task Force including work on the enhancement of pilot training to meet the demand of new procedures and increasingly complex technologies.
- c) *Surrender, suspension and revocation of type certificates*
 - 1) ICAO should consider establishing a group of experts to facilitate the development of a process for assessing State of Design responsibilities when Types Certificates are suspended, surrendered or revoked.
- d) *Improving the safety of approach and landing operations*
 - 1) ICAO should continue its efforts to support the implementation of initiatives that can improve safety in all phases of flight, such as performance based navigation or enhanced flight vision systems; and
 - 2) States should support the proposal to hold regional International Runway Safety Summits with the support and assistance of ICAO.
- e) *Availability of ICAO guidance material in the official languages of ICAO*
 - 1) ICAO should prioritize the allocation of its limited translation resources based on risk for the aviation community. Safety-related documents should have priority over internal documents.
- f) *Development of guidance material on the conduct of safety management systems audits based on safety performance management*
 - 1) ICAO should develop guidance material for inclusion in the ICAO Safety Management Manual, on the conduct of safety management systems audits based on safety performance management.
- g) *Funding of ICAO safety framework initiative*
 - 1) ICAO should work with States and Regional Organizations requiring assistance to develop appropriate funding models to ensure the sustainable provision of infrastructure and services based on the level of activity for adequate air transport activity.

— END —

APPENDIX D



MID Regional Roadmap Assessment Plan

1. Regional Scope

The MID Region includes the following States: Bahrain, Egypt, Iran, Iraq, Jordan, Kuwait, Lebanon, Libya, Oman, Qatar, Saudi Arabia, Sudan, Syria, UAE and Yemen.

1.1 Regional Safety Goal

Reduce the number of accidents and fatalities in MID States or air carriers where these remain high irrespective of air traffic volumes.

1.2 Purpose

This document captures and summarizes many of the underlying influences of the overall safety of this region's aviation industry. Since influential factors are not limited to the aviation system proper (e.g., operators, ATM/ATC, airport, etc.), but also includes political, socio-economic, and cultural variables, these are captured here as well. If appropriate, the influences and recommended actions can be broken down by State.

This document is intended to assist the Regional Top Level Safety Team (TLST) as they seek out and work to identify and implement changes intended to improve the region's overall safety environment.

Initial Focus Rating

There are issues that must be addressed, and actions are required to reach and maintain industry standards.

2. Key Stakeholders

The following authorities, organizations and initiatives constitute the key stakeholders for the enhancement of aviation safety in the MID region.

2.1. – State Authorities & International Organizations

- ICAO
- Aviation authorities / safety agencies (EASA, US FAA, French DGAC, etc.)
- World Food Programme
- European Union
- ACAC

2.2 – Regional State Authorities / Organizations

- Regional Authorities (all the CAAs)

2.3 – Regional Safety Organizations

- Gulf Flight Safety Committee (GFSC)

2.4 – Industry Organizations

- IATA – International Air Transport Association
- IFALPA – International Federation of Airline Pilots Associations
- Aircraft manufacturers: Airbus, Boeing, etc.
- AACO – Arab Air Carriers Organization

3. Safety Strengths / Enablers

The following programs and initiative should be considered as enablers for the deployment of future regional efforts.

3.1 – International Enablers

- ICAO— COSCAP-Gulf States (GS)
- EASA Technical Cooperation
- Manufacturer (Airbus, Boeing) and EASA support for:
 - Harmonization of civil aviation codes and regulations.
 - Training of civil aviation personnel.

3.2—Regional Enablers

- Financial strength of the region
- Willingness of States to participate

3.3 – Industry Enablers

- EASA – participation in regulation development
- Manufacturers' support to their respective operators and COSCAP

3.4 – Regional Strengths

- A few strong legacy carriers (“pockets of strength”)
- Region motivated to improve aviation
- Considerable English-speaking capability
- Continued increase in the number of glass cockpit airplanes
- Rapidly expanding aviation industry

4. Issues / Challenges / Weaknesses

4.1 – States

4.1.1 – Regulatory Environment—Governments, Aviation Laws and Regulations

4.1.1.1 – Existing Risks

- Large number of old Russian era aircraft operated by foreign crews with little or no oversight by their authorities
- Heavy air traffic
- Language barriers at some airports in the region
- ATC organization and oversight by GCC Regulators
- Lack of collaboration between ANSP's and regulators
- Lack of independent aircraft accident board
- Rapid regional aviation growth increased capacity
- GCC regulators challenged to keep pace
- Insufficient regulatory oversight due to inability to keep pace with growth in the region
- Insufficient regulatory resolve
- Insufficient trained and experienced manpower in regulatory bodies
- Regulators not 'in tune' with industry needs
- Bureaucracy very evident in some Regulators – impedes progress and safety

4.1.1.2 – Emerging Risks

- Aviation growth in the region
- New Technology
- Regulators with insufficient trained staff
- Accident rate could increase which would focus world attention on MENA/GCC countries

4.1.2 – Regulatory Oversight

4.1.2.1 – Existing Risks

- Low level of regulatory control/oversight of foreign carriers
- Shortage of qualified CAA personnel for safety oversight
- Insufficient regulatory oversight in validation of foreign operators
- Lack of sufficient regulation for foreign operators meeting ICAO Annex 6 requirements
- Ineffective/incomplete primary aviation law

4.1.2.2 – Emerging Risks

- Increasing industry and shortage of qualified and experienced staff at the authority for oversight responsibilities
- The regulator will need to grow in size in line with the significant growth of the industry in the region

4.1.3 – Unique States Considerations

4.1.3.1 – Existing Risks

- Impact of culture on decision-making
- Lack of a viable Safety Culture that awards openness and self-disclosure.

4.1.3.2 – Emerging Risks

- Co-operation between the States needs to improve in order to find a solution to issues such as the airspace design, capacity and air traffic control of the region

4.2 – Region

4.2.1—Unique Regional Considerations

The MID States present unique considerations in terms of:

- Political diversity (national wealth, operating environment, infrastructure, growth, etc.)
- Multitude of existing safety-enhancement programs and initiatives, but lack of coordination
- Coping with regional weather in the regional context (e.g. sandstorms, fog)
- Regional "at-risk" behavior / cultural relation to risk
- Language proficiency (English) at some airports and with some operators

4.2.1.1 – Existing Risks

- Controlled Flight into Terrain (as identified by the CAST)
- Loss of Control In-flight (as identified by the CAST)
- Lack of cooperation and failure to utilize safety synergies in the GCC
- Lack of a viable safety culture which looks for the source of accidents and does not penalize the individual.

4.2.2.1.1 – Operating Environment

- Environment (sandstorms, etc.)

4.2.2.1.2 – Most Frequent Types of Events:

- Approach-and-landing accidents
- Runway incursions/excursions
- ATC related

4.2.2.2—Emerging Risks

- Unaccommodated traffic growth
- Absence of foreign operator approval programmes
- Shortage of quality and quantity in pilots
- Shortage of mechanics and certifying staff
- Shortage of qualified Air Traffic Controllers
- Shortage of civil aviation personnel, in general
- Shortage of operators' initial and continued competence with AOC (i.e. small cargo operators)
- Continued growth, despite increasing competition in the region, forces airlines to cut costs unrealistically
- Lack of GCC regulators to keep pace with the growth of aviation in the region
- Inability of the Organizational Culture to be flexible enough to move with the changing times and address organizational changes appropriately

4.3—Industry

4.3.1 – Operators’ Organization / Business Practices

4.3.1.1 – Existing Risks

- Fleet Obsolescence (small cargo operators)
- Operators not overseen adequately by Regulator

4.3.1.2 – Emerging Risks

- Lack of operators' initial and continued competence with AOC (new small operators)
- Unaccommodated traffic growth
- Operators not overseen adequately by Regulator

4.3.2 – Operators’ Fleets / Equipment

4.3.2.1 – Existing Risks

- Obsolescence of fleet (eastern-built + first generation jets) – small operators

4.3.2.2 – Emerging Risks

- New Technology
- Regulator unable to deal in a timely manner with new technology
- Lack of proactive regulator
- Fleet expansion plans not safely implemented
- Disconnect between new technologies and aviation sectors e.g. ATC/aircraft equipment

4.3.3 – Flight Operations / Crew Training

4.3.3.1 – Existing Risks

- Immature voluntary reporting systems/”just culture”
- Fatigue vs. increasing workloads
- Disparate safety data collection by operators
- Inability of Regulator to aggregate operators safety data

4.3.3.2 - Emerging Risks

- Decreasing experience base
- Inability of Regulator to aggregate operators safety data
- Crew training not adequately overseen by Regulator
- AQP not implemented correctly
- Single pilot VLJs mixing with large airplanes in complex, busy airspace

4.3.4—Maintenance / Training

4.3.4.1 – Existing Risks

- Lack of cohesion between operations and maintenance within airlines

- Fatigue
- Error management not adequate
- Just culture non-existent

4.3.4.2 – Emerging Risks

- Lack of skilled maintainers
- SMS incorrectly implemented

4.3.5 – Infrastructures—Airports, Nav aids, ATC

4.3.5.1 – Existing Risks

- Airspace design not coordinated within or outside of the State
- Poor relationship between some ANSPs and Regulator
- Poor relationship between ANSPs/Regulator and Military

4.3.5.1.1—Airport Infrastructures

- Expansion plans too ambitious for constraints of airport leading to safety concerns
- Airport ramp safety
- Airport security

4.3.5.1.2 – Nav aids / ATM / ATC Infrastructures

- Multiple, small FIRs
- Uncoordinated ATC activities

4.3.5.2 – Emerging Risks

- Increasing traffic density
- Lack of National Aviation Plan and Airspace Plan

4.3.6 – Unique Industry Considerations

4.3.6.1 – Existing Risks

- SMS not adequately implemented
- Breakdown in relationship between operators and Regulator

4.3.6.2 – Emerging Risks

- Environmental concerns not adequately addressed

5. Identification of Gaps between Best Practices and Current State

- Gaps between objectives and current state should be assessed using the observations resulting from the following assessment / audit programs:
 - ICAO USOAP programme
 - IATA IOSA programme
 - Regional assessment by Regulators and air carriers
 - CAST programme

- Aircraft manufacturers need to be involved more with industry and regulators
- IFALPA
- Other organizations as appropriate

6. Recommended / Prioritized Actions

To be developed by regional implementation team based upon gap analysis and an assessment of the impact and potential changeability of each proposed action – Some examples of items to consider for MID States may include:

- Implementation and Harmonization of EASA based regulations between MID States
- Establishment of Regional Aviation Safety Team to work under the TLST, and to be the focal point for gathering safety data, analyzing it, using CAST data and established guidance material, circulars etc. to customize as required and distribute to the States for implementation.
- Establishment by ICAO of a Regional Aviation Safety Group for the Middle East Region (RASG-MID) to which the TLST will communicate its findings and outcomes
- Sharing of best practice by regulators in setting up SSPs
- Lobbying for regional ATC design/operations

7. Regional Action Plan Definition

7.1 Current Regional Activities

- ICAO—COSCAP-GS
- MEASRM / TLST
- RASG-MID (1st meeting to be convened in 2011)

-END-