



Agenda Item 2: Review of the RASG-PA ESC/17 Working Papers

**RASG-PA STRATEGIC PLAN FOR COMMUNICATION
2014 - 2016**

(Presented by Brazil)

SUMMARY

During the RASG-PA ESC/16 Meeting that was held in Lima, Peru, the RASG-PA ESC agreed to draft a RASG-PA Strategic Plan for Communication, which would benefit RASG-PA membership by ensuring clear and concise communication and participation by member States. The ESC representative from Brazil volunteered to draft the strategic plan and submit it to the RASG-PA ESC for comments.

This working paper presents a draft RASG-PA Strategic Plan to the Executive Steering Committee of RASG-PA to allow the proper discussion and decision on it.

References:

- RASG-PA Decision RASG-PA ESC/16/3

Strategic Objective

This working paper is related to Strategic Objective A – Safety

1. Introduction

1.1 Aviation safety contributes to sustainable growth and an economically viable civil aviation system. It is a guiding priority for States and the aviation industry that fosters economic prosperity and social development.

1.2 During the RASG-PA Executive Steering Committee meeting held in Lima, Peru, between 12 and 13 March 2013, the Executive Steering Committee agreed that a Strategic Plan for Communication should be drafted in order to enhance State and aviation industry participation and commitment to RASG-PA activities.

2. Discussion

2.1 Across well-developed organizations, strategic planning is used to direct and support decisions on allocating resources to meet internal goals and targets. It is also an important tool that can allow transparent communication to all stakeholders.

2.2 Aviation authorities in the region, such as the FAA, DGAC of Chile and ANAC, have been developing and implementing strategic plans to enhance safety in their aviation systems. The plans are developed and implemented using tools such as: standardization of procedures and processes, collaboration in developing guidance material and training, and establishing methodologies of exchanging safety information.

2.3 Considering industry best-practices in governance, this proposal presents a strategic approach to communicate regional perspectives to States and other aviation stakeholders. This action will ensure a continuous and harmonized safety environment in the Pan American Region during a period of expected aviation growth, increasing efficiency and responsible environmental stewardship that societies and economies globally now require.

2.4 Since 2008, the Regional Aviation Safety Group - Pan America (RASG-PA) has played an important role in supporting aviation safety in the region. The RASG-PA role of bringing together States and the aviation industry to improve aviation safety was recognized by the Flight Safety Foundation (FSF) in 2012 when RASG-PA was awarded the Flight Safety Foundation and Boeing - Aviation Safety Lifetime Achievement Award

2.5 In the area of promoting data driven initiatives, the Commercial Aviation Safety Team (CAST) is supporting regional cooperation by partnering with RASG-PA and providing specific flight data information related to CAR/SAM airports derived from US airlines. This has provided RASG-PA with a new source of data and a new level of program implementation. In the near future, this will be augmented by the ALTA-IATA Trend Sharing Program (AITSP), which will also provide data related to CAR/SAM airports from Latin American and Caribbean carriers.

2.6 GASP is the strategic tool created to establish targeted safety objectives and initiatives while ensuring the efficient and effective coordination of complementary safety activities between all stakeholders, globally and regionally.

2.7 GASP recognizes the need for a region’s States to establish priorities within a global framework that are appropriate to their distinct operational situation. In this context, RASG-PA decided to develop a Strategic Plan to communicate its initiatives to stakeholders and facilitate improvement of safety programs and implementation of a safety structure that will support the air navigation systems of the future.

2.8 The RASG-PA Strategic Plan, when approved, will be published as a communication tool, focusing on States and other civil aviation industry stakeholders, to disseminate RASG-PA strategic goals for the short-term (2014 to 2016), but also for long-term planning (2014-2024). This will allow RASG-PA to prioritize initiatives required to fulfill these objectives.



Figure 1 – Strategic Plan Process

2.9 Figure 1 describes the map of the strategy starting from RASG-PA vision statements to improve civil aviation safety in the Pan American Region going down to the Strategic Safety. The Plan also includes a proposal of values and ten key aviation safety policy principles as part of our communication plan.

2.10 A SWOT Analysis (Strengths, Weaknesses, Opportunities, and Threats) was developed and included in the document to determine what could be transformed into an opportunity during implementation of this planning.

2.11 Three strategic safety performance areas were identified to implement a progressive approach to continuously improve safety in our region: standardization, collaboration and safety information exchange.

2.12 The metrics and safety targets are proposed in the Strategic Plan and need to be reviewed and agreed upon by the RASG-PA ESC members in order to validate the strategy and its implementation.

2.13 As a complement, a situation analyses for the region can be included based on the Annual Safety Report. This will allow a basis for future benchmark and performance evaluation of all the work that will have been done.

3. Conclusion

3.1 The further development of the Strategic Plan proposed in this working paper will provide a tool for increasing the number of States and aviation industry organizations that are committed to RASG-PA objectives in the Pan American Region since they will be aware of our priorities, metrics, and goals in promoting safety.

3.2 It will also communicate the RASG-PA work programme that will support aviation safety to achieve a high standard in the Pan American Region.

4. Suggested Action

4.1 The meeting is invited to:

- a) review the RASG-PA Strategic Plan provided in the appendix;
- b) discuss the metrics and targets proposed and agree on final wording;
- c) define the Terms of Reference for this document, including its approval methodology;
- d) define the communication procedure to disseminate it to the Region; and
- e) incorporate the current situation as basis for further benchmarking.

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APPENDIX



REGIONAL AVIATION SAFETY GROUP

PAN AMERICA

STRATEGIC PLAN

DRAFT

2014 - 2016

REGIONAL AVIATION SAFETY GROUP - PAN AMERICAN (RASG-PA)

STRATEGIC PLAN

Message from the Authority Co-Chairman

Message from the Industry Co-Chairman

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EXECUTIVE SUMMARY

Since 2008 the Regional Aviation Safety Group Pan American - RASG-PA has played an important role in support safety in the Region. This work between States and Aviation Industry had been recognized by Flight Safety Foundation in 2012 when was awarded the FSF - Boeing Lifetime Safety Award.

The need for data driven actions, projects, training and regulation is one of the main effort of the Group. In this motivation and the support from Commercial Aviation Safety Team - CAST from the US providing data on CAR/SAM airports from US airlines created a new level of work and acted as a leverage tool for Regulators and Industry. Starting in 2013, the ALTA IATA Trend Sharing Program (AITSP) will also provide the data for the CAR/SAM airports from Latin American and Caribbean carriers.

The Group created three working teams to support the job: Pan American Regional Aviation Safety Team - PA-RAST; Aviation Safety Report Team - ASRT; and Aviation Safety Training Team - ASTT.

Several projects has been started and delivered its outputs to improve aviation safety, in alignment with the Global Aviation Safety Plan - GASP published by the International Civil Aviation Organization - ICAO in 2013.

Now is time to consolidate RASG-PA Strategic plan for the future in order to communicate to stakeholders, including States and civil aviation industry, what are the strategies selected as goals for short-term, 2014 to 2016, but also for beyond that, for a long-term planning, 2024, prioritizing actions needed to fulfill this objectives

Beginning with RASG-PA mission and vision to improve civil aviation safety in the Pan American Region, it also states our values and our ten key aviation safety police principles, as part of RASG-PA communication planning.

To establish RASG-PA Strategic plan, a SWOT analysis was developed to understand our strength, limitation, challenges and what could be transformed in opportunity during the implementation of this planning.

Three strategic safety performance areas were identified to implement a progressive approach to continuously improve safety in our region: standardization, collaboration and safety information exchange.

These areas of safety performance, together with the implementation priorities defined, will help States and industry in Pan American region to support reducing runway safety issues, numbers of CFIT and LOC-I, in alignment with ICAO GASP.

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Finally, RASG-PA Strategic Plan has established metrics and safety targets to help implementing this strategic plan and assure its effectiveness, as well as to communicate the commitment in bringing aviation safety to a very high standard.

MISSION

Improve civil aviation safety and efficiency in the Pan American region by applying the ICAO Global Aviation Safety Plan (GASP) principles through a collaborative and coordinated approach in partnership with all aviation stakeholders under the leadership of ICAO.

VISION

Involve all aviation safety stakeholders to reduce aviation safety risks in the North American, Central American, Caribbean (NAM/CAR), and South American (SAM) Regions through harmonization and coordination of efforts aimed at mitigating safety risks and promoting implementation of safety initiatives by all stakeholders.

VALUES STATEMENT

The values of RASG-PA are:

Integrity	- which guides our actions.
Respect	- which makes our working relationships effective.
Collaboration	- which gets the right people involved at the right time.
Clarity	- which is what people can expect from us.
Learning	- which ensures we take the initiative to improve.
Confidentiality	- which supports exchanging of safety data and information.
Drive	- which delivers tangible outcomes efficiently.

RASG-PA's TEN KEY AVIATION SAFETY POLICY PRINCIPLES

1. Commitment to the implementation of ICAO's Strategic Objectives

RASG-PA civil aviation initiatives will encompass each of ICAO's Strategic Objectives in Pan American region.

2. Aviation safety is the highest priority

In all planning related to ICAO's Strategic Objectives, RASG-PA will give due consideration to the safety priorities set out by ICAO in the GASP.

3. Tiered approach to safety planning

The development of safety activities in the Pan American region will also guide and harmonize the development of inter-regional, individual State, and civil aviation industry safety activities.

4. State safety programme and safety management systems

RASG-PA stakeholders will continue to consider Annex 19 on Safety Management and companion documents the basis for global aviation safety.

5. Regional aviation safety priorities

RASG-PA should further harmonize safety requirements and supporting material for its stakeholders, considering their needs but consistent with ICAO.

6. Regional and State air navigation priorities

RASG-PA will coordinate and support Pan American region and its individual States in establishing their own aviation safety priorities to meet their individual needs and circumstance in line with the global safety navigation priorities.

7. RASG-PA objectives and its strategic Safety Performance Areas

The objectives and its strategic safety performance areas form a key enabling component to the RASG-PA, noting that they will continue to evolve as more work is done on refining and updating their content and on subsequent development of related material and actions.

8. Use of objectives and GASP's Safety Performance Areas

Although RASG-PA has a regional perspective, it is intended that the prioritization of initiatives associate with the Safety Performance Areas should be established by each State and its civil aviation industry to effectively address their safety risks.

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Safety enhancement initiatives will be adopted considering the region or States individualities and should be followed in alignment with ICAO SARPs, guidance material, and Industry best practices.

9. Cost benefit and financial issues

When considering the adoption of Safety Performance Areas, RASG-PA should undertake analysis to ensure that safety benefits are sustainable.

10. Review and evaluation of aviation safety strategic planning

RASG-PA will review this document every two years and, if necessary, all relevant aviation safety planning documents through an established and transparent process. The progress and effectiveness of Pan American region against the priorities set out in their respective aviation safety plans will be continuously measured and annually reported, using a harmonized reporting format.

SWOT ANALYSES

The growth of air transport in the Pan America region is still a challenge in short-term as well as in long-term. Understanding current environment and trends for future is fundamental for RASG-PA planning in how to bring aviation safety to a high standard. Identifying special capabilities existing in our stakeholders will help in implementing proactive action to fulfill our mission.

With this in mind, RASG-PA has evaluated the Pan American Civil Aviation scenario and the results are:

- Strengths:** Presence and commitment of decision makers from stakeholders, unique forum that gathers all stakeholders to harmonize all activities undertaken to address safety issues on Pan American regional basis.
- Weaknesses:** Low budget, high cost of meetings for gathering decision makers, low States CAA participation, and region (NAM, CAR and SAM) with very different realities and effective implementation of USOAP Critical Elements.
- Opportunities:** Development of collective solutions to common safety deficiencies, implement a coordinated and collaborative framework where States and partners are able to support and assist one another, refine RASG-PA role as aviation safety intelligence producer. It should target consumers of high level safety information at aviation stakeholders for their deployment of mitigation strategies.
- Threats:** Decreasing trend on participation, becoming irrelevant in time, difficulties in harmonizing safety requirements, fail in implementing safety culture and management systems in the region at State and industry levels.

REGION STRATEGIC OBJECTIVES

This plan provides objectives defined by the achievement of safety initiatives according to a prescribed long-term (10 years) and short-term (2 years). These objectives are strategic in nature and are intended to provide a comprehensive regional safety strategy through the continual maturation Pan American States' aviation safety oversight systems, implementation of State safety Programmes as well as the introduction of capabilities required to support the ASBU concept as contained in the ICAO GANP.

SHORT-TERM (2014 - 2016)

- Implement a group of measurable targets that includes:
 - Promoting the creation of Local Runway Safety Teams and safety enhancement initiatives intended to address specific operational risks related to runway safety, controlled flight into terrain and loss of control in flight; and
 - Promote regional seminars to study and evaluate CFTI e LOC-I events.
- Become a reporting channel to ICAO that allows the aviation community to monitor worldwide implementation of the GASP.
- Implement a RASG-PA Executive Steering Committee (ESC) meeting twice a year to review progress on key activities, performance indicators and agreed safety targets.

LONG-TERM (2014 - 2024)

- Harmonize implementation of ICAO Standards and Recommended Practices (SARPs) related to the State approval, authorization certification and licensing process to enable a safer and sustainable air traffic growth in the Pan America region.
- Help stakeholders to fully implement SSP components and SMS elements, according to each State's level of maturity.
- Implement a group of measurable safety targets that includes:
 - Developing predictive risk controls necessary to support real-time collaborative decision-making processes as part of an integral future aviation system;
 - Aiming for creating a predictive aviation safety system for the NAM, CAR and SAM regions;
 - Supporting the implementation of information exchange programmes by promoting the implementing safeguards against the improper use of safety information; and

- Enhancing stakeholders capability to continuously improve their safety oversight systems and achieve a high management standard in implementing State safety programs.
- Align safety reporting methods to facilitate a harmonized approach for addressing global aviation safety issues.
- Combine meetings with GREPECAS to realign working processes and priorities.

STRATEGIES SAFETY PERFORMANCE AREAS

RASG-PA will work considering a progressive approach to continuous safety improvement in our region. The strategy plan proposes three main safety performance areas to be continuously improved: standardization, collaboration and safety information exchange.

These safety performance areas were defined to facilitate the RASG-PA planning process but are not to be treated as stand-alone, but rather, as interrelated and interdependent elements of a safety system.

RASG-PA will establish a process to monitor tendencies in order to define or review safety targets for the region. An important base for implementing this strategy is the availability of safety data. In this sense collect safety information (reactive, proactive and predictive) from different aviation stakeholders will produce safety intelligence for improving the decision making process for properly allocate resources to the most effective mitigation actions. This process would avoid duplication of efforts and allow a rational use of financial and human resources .

STANDARDIZATION

An effective and efficient approach to aviation safety requires standardization between all concerned stakeholders. The need for standardization is a fundamental tenet of the Convention on International Civil Aviation (the Chicago Convention) and forms the foundation of a safe and sustainable global aviation system. Through greater transparency and increased involvement of stakeholders, RASG-PA strives to support States in improving safety and overall implementation of ICAO SARPs.

COLLABORATION

A proactive approach to aviation safety requires the participation and commitment of all concerned stakeholders. Therefore, the RASP-PA plays an important role in support a means for collaboration. Based on the need for a coordinated and transparent approach for aviation safety, RASG-PA supports and encourages the collaboration and harmonization among States and aviation partners.

SAFETY INFORMATION EXCHANGE

Attainment of the RASG-PA objectives will increasingly be facilitated through advances in information exchange programmes, enabling the detection of emerging safety issues and facilitating effective and timely action. In the long-term, the implementation of collaborative decision-making processes will be required to support air traffic management systems of the future. The exchange of safety information is a fundamental part of the regional and global plan

and is required to achieve its objectives. Information exchange initiatives promote global standardization and enhance the monitoring of compliance with national regulations that are based on international requirements as well as industry best practices.

The proposal of an implementation of a risk-based approach relies increasingly on the regular exchange of information generated by ICAO, States, regional safety entities and industry organizations to identify hazards as well as systemic weaknesses having a potential safety impact. Progression to the risk-based and collaborative decision-making approaches will depend upon the ability to increase the frequency and broaden the scope of safety monitoring activities required to maintain desired levels of safety performance in States as well in region as a whole

To encourage and support the exchange of safety information it is imperative that RASG-PA can implement safeguards against the improper use of safety information. To this end, ICAO is cooperating with States and industry to develop provisions to ensure appropriate protection of safety information.

COMMUNICATION PLANNING

The RASG-PA communication planning is based on six pillars: Annual Safety Report, Seminars, Website, Newsletter, Social Media, and Plenary Meeting.

The Annual Safety Report will be comprised on reactive, proactive and predictive sections. This report will be coordinated with the ICAO safety report and IATA safety report to ensure a consistent message to industry.

The purpose of this report is:

1. Show the region and RASG-PA stakeholders the performance against its established targets and the benchmark with other regions allowing the identification of enhancement opportunities.
2. Show the level of progress from moving from reactive to predictive safety management;
3. Get more States involvement in the safety enhancement initiatives;
4. Be an instrument for reaching consensus on the region main aviation safety concerns; and
5. Provides valuable aviation safety information intelligence for region decision-makers.

As part of communication planning, RASG-PA will implement a series of Seminars aimed at the implementation of safeguards against the improper use of safety information and its protection. RASG-PA will also monitor with States the level of progress on the implementation of these safeguards and its protection by means of ICAO periodic surveys to States.

The RASG-PA website must be maintained update with the collection of all material used and created by the group.

Every quarter a newsletter shall be released with a summary of the RASG-PA activities, to be sent for all members and aviation community.

Social media such as Facebook and Twitter can be used as part of RASG-PA safety promotion, but a special group must be created to handle this effort.

Considered an essential part of this communication planning, RASG-PA will convene a plenary meeting every year of all its members to discuss safety issues and reach agreements on required actions to improve regional aviation safety as defined in its Procedural Handbook.

IMPLEMENTATION PRIORITIES

RASG-PA is an industry and government collaborative group that is facilitated by ICAO, and where all stakeholders and parties have an equal voice.

RASG-PA supports global aviation safety through the implementation of the safety enhancement initiatives. RASG-PA is assisted in the implementation of these activities and programmes developed by States and Aviation Industry. This initiative enables RASG-PA to cultivate strategic partnerships with local, regional and international organizations and stakeholders in order to provide the most cost-effective and operationally beneficial assistance possible to its Member States.

It has to be noted that when looking at the accidents in recent years there are indications that the regional international airlines are the lower level risk compared against the world scenario. Data looking at the past 20 years, may not be indicative of today's actual risk, as many operators have new fleets, States have added infrastructure, continuous surveillance procedures and other tools that enhance the safety level. The accidents are occurring at commercial operators with less infrastructure and older equipment or in areas with less aeronautical infrastructure and less expertise.

That is why it is important that RASG-PA's stakeholders have a more active participation and partner to initiate projects in the region, at regulator and/or operator levels, to assist in integration of mitigation strategies.

The following are the highlighted activities that RASG-PA is undertaking with States and international and regional organizations to improve aviation safety.

RUNWAY SAFETY PROGRAMME

RASG-PA will support ICAO's Runway Safety Programme, aiming to collaborate with ICAO's global effort to improve runway safety. This programme needs to involve substantial collaboration with partner organizations including: Civil Aviation Authorities; Aircraft Accident Investigation Agencies; the International Air Transport Association; Latin American and Caribbean Air Transport Association; Airports Council International; Civil Air Navigation Services Organization; Flight Safety Foundation; International Business Aviation Council; International Coordinating Council of Aerospace Industries Associations; International Council of Aircraft Owner and Pilot Associations; International Federation of Airline Pilots' Associations, International Federation of Air Traffic Controllers' Associations; and aircraft manufacture industry.

Statistical analysis has shown that runway safety related accidents are the result of contributing factors across multiple aspects of the aviation system. Therefore, the RASG-PA Runway Safety Programme is considering a multidisciplinary approach, requiring collaboration among regulatory authorities as well as stakeholders in air traffic management, aerodromes, operators and the design and manufacturing organizations. The aim of this programme is to share best

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practices and other innovative approaches being developed by aviation safety experts to continuously reduce risks related to runway accident and incident.

As part ICAO's Runway Safety Programme, RASG-PA will promote the establishment of Runway Safety Teams (RST) and regional workshops, known as Regional Runway Safety Seminars, that will follow the themes of the ICAO Global Runway Safety Symposium, enabling specific regional actions through the sharing of information and the identification of best practices to continued support and involvement in this initiative.

The themes for these workshops will be based upon safety management principles related to the assessment of risks and consideration of mitigation measures having the potential to improve safety through increased standardization, collaboration across all relevant operational disciplines, the sharing of safety information and the implementation of technical solutions to address runway safety issues and promoting the establishment of Runway Safety Teams (RST).

CONTROLLED FLIGHT INTO TERRAIN (CFIT)

RASG-PA has promoted ICAO SARPs and related guidance material to reduce the risk of CFIT accidents in the region. RASG-PA is a partner to Flight Safety Foundation Approach and Landing Accident Reduction (ALAR) tool kit distribution in other languages as Spanish and Portuguese.

While ICAO and other organizations have undertaken a number of initiatives over the past 15 years which have met with some success, the data would suggest that additional efforts should be considered. In this sense, RASG-PA will support ICAO awareness campaign in the region including, amongst other, the use of instrument approaches with vertical guidance, the use of the continuous descent angle (CDA) technique when flying approach procedures with lateral guidance only and recurrent training of escape maneuvers based on Enhanced Ground Proximity Warning Systems (EGPWS).

LOSS OF CONTROL IN-FLIGHT (LOC-I)

Reducing the number of LOC-I accidents is a RASG-PA priority. In the last eight years, this accident category has resulted in more fatalities in scheduled commercial operations than any other type, including runway incursions and excursions, and controlled flight into terrain.

As part of this strategic plan, RASG-PA will work collaboratively with stakeholders throughout the aviation community to develop harmonized training requirements and guidance material considering latest technology.

METRICS AND SAFETY TARGETS

Safety indicators will be used to monitoring and measuring the effectiveness of this plan for Pan American region and its stakeholders safety performance. The level of safety performance will be, initially, represented by safety indicators related to high consequence outcomes (such as accident and serious incident rates) and high-level system assessment outcomes (such as effective implementation of ICAO SARPs). Safety performance indicators will be monitored using basic quantitative data trending tools that generate graphs or charts that incorporate alert/target levels commonly used in technical, quality or reliability control systems.

Targets are established to define long-term RASG-PA safety performance objectives. They are expressed in numerical terms and are concrete, measurable, acceptable, reliable, and relevant, including also a completion dates with milestones. Targets provide a measurable way of ensuring and demonstrating the effectiveness of this RASG-PA Strategic Plan.

STANDARDIZATION REGIONAL INDICATORS

The level of standardization in the Pan American Region can be measured by the results of the Compliance Checklist analyses by each State, according to ICAO Continuous Monitoring Approach metrics. The target for the region is to have no State with less than 80% of Effective implementation by year 2024. The metric used will be percentage of States above 80% Overall EI.

COLLABORATION REGIONAL INDICATORS

The metric to measure level of collaboration, in relation to guidance material, will be the number of harmonized support documents publish in RASG-PA site, in compliance with Critical Element 5 of the Safety Oversight System in ICAO Annex 19. The target for the region is having 12 documents publish related to SSP and SMS implementation and for ICAO auditing areas, by 2024: PEL, OPS, AIR, AIG, AGA, AIS.

SAFETY INFORMATION EXCHANGE REGIONAL INDICATORS

The metric to measure level of Safety Information Exchange in the Pan American Region will be the percentage of States in the region with more than 10 safety action implemented considering data exchange programs. This can be related to (i) the number of RST implemented with effective exchange of safety information, and to (ii) the number of SMSs using ECCAIRS and exchanging encrypted data file with ECCAIRS data bases of SSPs.

RUNWAY SAFETY REGIONAL INDICATORS

The runway safety regional indicators are based on the number of accidents classified as runway safety related event by ADREP 2000 Taxonomy for each 100.000 movements. The target for the region is reduce the number of runway safety events by 50%, by 2024.

Another target is to have Implemented individual Runway Safety Teams on the 100 major airports on the Pan American region, by 2024.

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CFIT REGIONAL INDICATORS

The Controlled Flight into Terrain regional indicators are based on the number of accidents classified as CFIT related event by ADREP 2000 Taxonomy for each 100.000 movement. The target for the region is to reduce the number of CFIT events by 50% by 2024.

For this, another target is, as part of RASG-PA continuously supporting ICAO's awareness campaign, to promote at least two seminars every two years containing information that air operators may utilize to develop Standard Operating Procedures and training for pilots, by 2024.

LOC-I REGIONAL INDICATORS

The Loss of Control in Flight regional indicators are based on the number of accidents classified as LOC-I related event by ADREP 2000 Taxonomy for each 100.000 movement. The target for the region is to reduce the number of LOC-I by 50% by 2024.

To help with this reduction, another target is, as part of working collaboratively with stakeholders, publish in RASP-PA website at least three harmonized documents with training requirements and guidance material for flight crew that focus on LOC-I prevention and recovery, by 2024.