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1. **Conference Overview**

The MEAUSE Conference is the annual gathering of representatives of all ME aviation stakeholders to agree joint activities and targets, track progress against workplan results, discuss quick-wins and exchange experience and best-practice examples. This result oriented approach was again reflected in the programme of the 4th MEAUSE Conference, which was organized in cooperation with IATA MENA and hosted by CARC Jordan.

On day 2 of the Conference, Salem Al-Jahdli, CANSO Director ME Affairs, thanked Mr. Mohey Ragheb for his commitment to the industry stating he is and will remain to be an inspiration.

After 2 days of intensive discussions, the participants suggested the following key areas for 2014:

1. **Civil-Military Coordination:**
   a) ‘Civil-Military Support- Teams’ (attached is the framework)
   b) Inviting the Military to attend MEAUSE activities and events [use NATO and Embassies to get to the right people]
   c) Engage with the military in their events (go to the military)

2. **Customer Relationship Management (CRM) Roll out and promotion:**
   Build on the successful result of the CRM Pilot Project presented by CARC in cooperation with RJ and continue to lead the implementation of CRM in the ME. CRM is a crucial enabler to improve relationships and –ultimately- performance. It was discussed that CRM should be linked to other Management Systems (Quality, Human Resources, Finance, etc.) and over time matured to a ‘Stakeholder Management System’.

3. **Regional Implementation Unit:**
   a) Complement ICAO activities and meetings
   b) ICAO involvement in MEAUSE

4. **Increased membership in MEAUSE:**
   MEAUSE is the recognized regional platform for stakeholders engagement. It was proposed to promote the value of the platform and invite all stakeholders to join.

5. **Information Sharing:**
   a) Identifying challenges (e.g. IATA Regional Coordination Group “RCG”)
b) Identify impact and implications
c) Use a form of SWIM concept for information sharing and exchange

6. **Avoid duplication of efforts**
   MEAUSE is an engagement platform with a clear focus on working in close cooperation with ICAO and all other organization in the ME. MEAUSE activities will always focus on a collaborative approach and will be complementary to the ICAO workplan and in support of the ACAC targets.
   ICAO sets the framework and defines the plans, also ensuring the link to the global dimension – MEAUSE is a regional vehicle to facilitate implementation putting into communication stakeholders – the individual stakeholders / states are responsible for the implementation.

7. **Continue the A-CDM Pilot – Project:**
   A-CDM Roll-out and Promotion Continue to lead the introduction and implementation of A-CDM in the ME Region. To support this target, GACA of KSA volunteered to conduct an A-CDM Pilot Project at Jeddah Airport, which would be supported by the A-CDM Core Team.
   Experience and recommendations will be shared at the 5th MEAUSE Conference in November 2014.
   Hold A-CDM workshops / seminars in 2014

8. **Change Format of the MEAUSE Conference** to allow more discussions on joint solutions (‘meet and solve’).

The 5th MEAUSE Conference will be held on 24 – 25 November 2014 (location to be decided).
2. Summary of Sessions and Discussions

Day 1

2.1 Welcome
Facilitator: Salem Al – Jahdli, CANSO Director ME Affairs

- H.E. Mohammad Amin Al Mustafa, Chairman MEC3, CANSO & Chief Commissioner, CARC
- Mohamed Khonji, Regional Director, Middle East Office, ICAO
- Patti Chau, Regional Director ACI, Asia-Pacific
- Brig. Gen. Atta Al Abaddi, Director of Operations, Royal Jordanian Air Force
- Achim Baumann, Regional Director Safety and Flight Operations, MENA, IATA

The opening session was an excellent example of the successful all – stakeholder approach of MEAUSE.
2.2 MEAUSE Annual Progress Report
Gudrun Held, the MEAUSE Chair, thanked the Vice-Chair Ruby Sayyed and all MEAUSE members for their hard work and their contributions during the entire year. She also thanked HE Al-Quaran for his guidance to stay focused on delivering regional benefits as well as Salem Al-Jahdli, CANSO Director MEA for his support.
The MEAUSE Chair referred to the written MEAUSE Annual Report, which had been provided to all participants with the conference badge and to the ‘progress report sessions’ on the MEAUSE Surveys, on setting up a regional consultation and engagement process as well as the CRM and A-CDM pilot projects.

2.3 MEAUSE Excellence Award
In support of the MEAUSE vision –to bring all ME stakeholder together to work on joint solutions to improve and transform ATM in the ME’, the MEAUSE Excellence Award recognises ‘achievements through cooperation’.
The first 2 MEAUSE Excellence Awards, that were presented by HE Al-Quaran, CEO of CARC Jordan and Achim Baumann, IATA MENA, recognised:

- **The successful completion of the CRM Pilot-Project:**
  MEAUSE members wanted to thank CARC and RJ for their collaborative efforts to improve their provider-customer relationship in the context of the MEAUSE CRM pilot project.
The awards were accepted by Eng. Daoud Abu-Hussein, CARC, and Mr. Radi Radi, Flight Operations Deputy, Royal Jordanian Airlines RJ, on behalf of their colleagues.
The successful completion of the first MEAUSE pilot-project is an excellent example of ‘the value of teamwork and the MEAUSE platform’ and will –hopefully-be followed by many more in the future.

- **Personal Achievement:**
The MEAUSE members thanked Ruby Sayyed, IATA MENA and Hanan Qabartai, CARC Jordan for their commitment to the MEAUSE Vision. Their competence and dedication is outstanding and inspiring.
2.4 MEAUSE Pilot Project: Airport CDM

**Facilitation: Loay Beshawri, GACA**

**Panel:**
- Patti Chau, Regional Director ACI, Asia-Pacific
- Frank Lindenmayer, Senior Expert Airport CDM, DFS Deutsche Flugsicherung GmbH
- John Swift, Middle East Director, NATS

The session is a part of the annual conference agenda to report the A-CDM PP status at KAIA in Jeddah. The session included the following:

- General Introduction to A-CDM (Patti Chau, ACI Regional Director)
- A-CDM pilot project at Jeddah (Eng. Loay Beshawri, A-CDM Project Manager, GACA)
- A-CDM Panel Discussion

**Topic discussed:**

How A-CDM can be taken from local to regional concept
- Building trust between A-CDM Stakeholders.
- ATFCM will complement the A-CDM concept in the region.
- Having the A-CDM project to be part of the ICAO-ASBU- Block 4

2.5 MEAUSE Surveys: Next steps and recommendations

**Speakers:**
- Ruby Sayyed, Assistant Director Safety and Operations, Middle East & North Africa, ATA
- Grant Wilson, Assistant Director, Safety and Flight Operations, Middle East & North Africa, IATA
Results of the launched ANSPs and airlines’ surveys were presented showing snapshots of gaps identified between users requirements and ANSPs investment plans. Following the presentation of the surveys’ results, several challenges faced in the Middle East were discussed to set the scene for an interactive discussion leading to the consecutive sessions. Main points of discussions were:

- The need for consultation and engagement is paramount when introducing new technology or procedure. For example, discussions highlighted the need to engage users when planning to introduce a mandate for ADS-B in a Terminal airspace. CARC shared with the participants their plans to mandate ADS-B for AQJ airport. However, this should be further discussed with the concerned airspace users focusing on operational benefit, cost, consequences, and implications.
- There is a need for a regional framework for implementation of technologies and procedures. In particular this is important with the ASBU modules and the new GANP. Several challenges are faced in the region when we are talking about a regional framework for airspace efficiency, such as funding the political will.
- In 2014, a joint ICAO-IATA Workshop is planned to discuss ASBU, the GANP, and the MID Air Navigation Strategy. The main goal of this workshop is to define a regional roadmap for implementation that is endorsed and accepted by the States, ANSPs, and the industry.

Some participants shared information about regional and non-regional activities which serve as good examples for collaboration and engagement;
- A-CDM implementation at Rome FCO.
- Virtual GCC FIR – progress being made but it’s taking a long time. There is a need to engage and open dialogue in such projects to identify what are the blockers and try to resolve them.
- The idea of FABs can be a good example of consultation and collaboration.

2.6 Setting up a Middle East Regional Regular Engagement Mechanism

- Alessandro Ghilari, International Strategies, ENAV S.p.A.
- Jonathan Astill, Director, International Strategy, NATS
- Matthew Riley, General Manager Air Traffic Services, Serco

Facilitator: Daoud Abu Hussein, Development & Planning Director, CARC
It was discussed how to overcome the challenges identified in the previous sessions and in particular: fragmentation, lack of communication, alignment of plans and visions, lack of focus on performance and the need to have a regional approach. The surveys carried out within MEAUSE showed in fact that non-alignment exits in the plans of ANSPs and Airlines when addressing topics like CPDLC, GNSS, ADS-B.

ENA and NATS provided presentations to describe the European perspective, how stakeholders are involved in the planning, implementation and operations phases, how the regional approach flows into the national view and the company management.
Dubai ANS highlighted the challenges we have to face in the region, the well understood problems at political and operational and technological level, the need for shared regional objectives and targets and some management at regional and network level.

From the ensuing discussion it emerged the need to take into consideration the specificities of the region, the need to address the political and technical/operational issues as well as the need to use a gradual approach, starting from some activities and then evolving while gaining maturity. Some examples in the region exist already and in this respect it has to be considered also the need to make use of the existing processes (e.g. ICAO MIDANPIRG and RASG-MID as well as the MID Safety Plan and the MID Air Navigation Plan), better clarifying which is the difference of a regional engagement mechanism and how this mechanism can be described (e.g. process, system, framework, guidance).
It was raised the issue of the leadership of the activities in this context, recognizing the role already played by ICAO for some of the activities in the Region, and also the need to address the issue related to financial mechanisms, that could ease and support the development of regional initiatives putting together stakeholders.

Day 2

2.7 MEAUSE wishlist: Presentation of Queen Alia Airport

Smael Banse, Director Operations, Quality & Safety, Queen Alia Airport

March 21st 2013 marked a new era in Jordan’s air transport sector with the opening of the State Of The Art New Terminal QAIA by Their Majesties King Abdullah II and Queen Rania.
The investor, Airport International Group (AIG) is a Jordanian company comprising a consortium of local, regional and international partners brought together for their experience in finance, airport operations and construction under a 25-year concession toward an Extensive construction program, investing over US$850m, including new 100,000 m2 state-of-the-art terminal building assorted airfield rehabilitation and upgrading works.

QAIA Receives 'Gold' Recognition as Best Emerging Market Infrastructure Project for Europe, Central Asia and MENA; Jumps 142 Points Ahead in 2013 Airport Service Quality Survey on Global Ranking and Receives Airport Carbon Accreditation.

Such achievements while coping with a significant growth of the traffic (50% over 5 years) are in line with AIG strategy and have been facilitated by an advanced and certified Integrated Management System (ISO 9001, 14001, 10002). Furthermore, QAIA Safety Management System adheres to Jordanian Standards ensuring safe and sustainable operations.

From 28 in late 2007, 36 regular carriers are serving QAIA; challenges in terms of resources related to construction phases are overcome through a close coordination with all stakeholders and partners. This result has been achieved by implementing proper forums (committees) and open communication channels relying on a trustful collaboration.

With the extension phase which has just started, will further increase the capacity (A380, Contact gates, commercial areas etc.) QAIA will be confirming its position as a preferred transit hub of choice in the region within its category.

2.8 Final Report of the MEAUSE CRM Pilot Project:
Customer Relationship Management (CRM) -
• Daoud Abu-Hussein, Development & Planning Director, CARC, and Project Lead of CRM Pilot Project
• Nicola Jordan, Customer-Account, NATS
• Radi Radi, Flight Operations Deputy, Royal Jordanian Airlines

Chaired by Eng Daoud Abu Hussein from CARC, this session provided an overview of the MEAUSE CRM pilot project that was conducted in 2013.

Nicola Jordan (Customer Account Manager, NATS) set the scene, providing the background to CRM activities within the ME region. The MEAUSE initiative identified the objective to develop and promote customer relationship management tools that contribute to better understanding and performance improvement. To this end CANSO and IATA jointly produced the ME Guide to CRM; this was subsequently followed up by a CRM seminar in 2012 attended by 39 stakeholders from across the
industry. During 2013 the CRM pilot project was undertaken by CARC Jordan in cooperation with the MEAUSE CRM Support Team.

Eng Daoud Abu Hussein (Planning and Studies Director, CARC) explained CARC-ANSP’s vision and the pilot project objectives and deliverables. The activities and tools used during the 9 month pilot project were described and the achievements highlighted. Highlights of the project achievements include:

- Buy-in and enhanced understanding of CRM benefits and processes within ANSP achieved through awareness campaign with top and middle management
- CRM roadmap defined and manual under development for ANSP staff
- Agreed action plan with customer for joint activities including pilot visits to ANSP and vice versa and a review of existing MoUs with customers
- Established focal points within customer and ANSP organisations
- Review of existing CRM processes and MOUs with customers

Radi Radi (Pilot, Royal Jordanian) provided an overview of Royal Jordanian and a summary of the pilot project from a customer perspective. Radi advised that RJ welcomed the CRM pilot project initiative. The project has already delivered a number of quick wins including changes to local procedures to better align with best practices (following feedback from a survey of flight crew), awareness material on the ANSP organisation’s function, role and structure, a mechanism for arranging visits to the ATC Centres has been agreed, access to new and suggested procedures was facilitated and consultation on future programs is being conducted. Radi concluded by inviting other airlines and ANSPs to adopt similar programmes and benefit from the results of this experience.

- Eng Doud Hussein concluded the session by highlighting a number of the lessons learned during the pilot project. These included recognising that CRM on its own cannot solve all issues – it is one element of an integrated management system; recognising the importance of top level management buy-in; tailoring the ME CRM questionnaire. The pilot project has produced a CRM flyer which provides a checklist of best practices to consider when implementing a CRM improvement project. A plan for further roll-out of CRM in the ME is being developed; it is recommended that a MEAUSE CRM Support Team is established and an opportunity to work with another ANSP(s) from region during 2014 is identified. Initially this support team should be established with experts from the Region and supported by non-regional MEAUSE members. Over time it is anticipated that the CRM Support Team will expand to include participation from more ME ANSPs such that the Region and that the participation of the non-regional members will diminish.
2.9 Cultural Change to Enable Implementation

- Cultural Change to achieve Civil-Military Coordination:
  Col. Azmi Al Abaddi, Chief Tactical Controller, Royal Jordanian Air Force,

Col. Azmi Al Abaddi, stressed that the 'sky is neither civil nor military' and that a good relationship between civil-military airspace users would unlock tremendous possibilities for efficiency gains. His presentation highlighted basic principle of cultural change management that could or should be applied to promote and facilitate civil-military cooperation.

- Mohey Ragheb, former Chairman, NANSC Egypt

NANSC of Egypt is the first fully separated ANSP in the ME. Mr. Ragheb shared the journey of NANSC from a state-unit to an organisational and financially independent Air Navigation Services Provider.

Facilitation: Gudrun Held, MEAUSE Chair and Head of DFS Office Brussels

2.10 Hot Topics and MEAUSE Key Areas for 2014

Al Corner, Helios
Ruby Sayyed, MEAUSE Vice-Chair
Gudrun Held, MEAUSE Chair

Please see summary in section 1 of the post-conference report.
2.11 Farewell

Summarizing the key messages of the conference sessions, H.E. Mohammad Amin Al Mustafa stressed once again that the challenges of the Middle East can only be solved if all stakeholders are willing to work together.

He referred to the progress reports and results that had been presented during the previous days and stated that they gave proof that MEAUSE has developed into a ‘successful stakeholder engagement’.

H.E. Mohammad Amin Al Mustafa thanked all participants for their active participation and the team for their support.