



ICAO

INTERNATIONAL CIVIL AVIATION ORGANIZATION

Appendix C

**GROUP FOR THE CONTINUED IMPROVEMENT OF AIR TRAFFIC
SERVICE OVER THE SOUTH ATLANTIC
(SAT)**

**SAT
HANDBOOK**

SAT PROCEDURAL HANDBOOK - GENERAL
RECORD OF AMENDMENTS

Amendment	Date	Part	Part and Page No.	Entered by
V ₀	28.05.19	All	All	F.X Salambanga
V ₁	06.06.19	All	All	P. Zo'o-Minto'o
V ₂	20.03.20	All	All	L. Bakienon
V ₃	30.07.21	All	All	Albert Taylor

Table of Contents

RECORD OF AMENDMENTS.....	1
FOREWORD.....	3
1. Background of the SAT and its contributory bodies.....	3
2. Introduction.....	7
PART I - TERMS OF REFERENCE OF THE SAT – Steering Group (SAT-SG)	9
1. Background.....	9
2. Terms of reference.....	9
3. Composition.....	10
4. SAT resources allocation and funding mechanism.....	11
5. Creation and dissolution of contributory bodies or project teams.....	12
6. Position in ICAO	13
PART II - WORKING ARRANGEMENTS OF SAT--SG	15
1. Relations with members.....	15
2. Relations with other Organizations.....	15
3. Administration of the SAT-SG	15
4. Meetings of the SAT Steering Group.....	16
5. Mechanisms of document approval	16
6. Communication.....	16
7. Co-ordination and reporting lines	17
PART III - RULES OF PROCEDURES FOR THE CONDUCT OF MEETINGS OF SAT-SG ..	19
1. General.....	19
2. Participation	19
3. Convening of meetings	19
4. Establishment of the Agenda	20
5. Languages.....	20
6. Officials and Secretariat of the SAT-SG	20
7. Reports, Working Papers and other Documentation	21
8. Conclusions and Decisions of the Meetings	22
9. Conduct of business	22
10. Reports.....	22
PART IV-A - SAT Implementation Management Group (SAT IMG/WG)	25
TERMS OF REFERENCE, WORK PROGRAMME AND COMPOSITION OF THE SAT- Implementation Management Group (SAT IMG)	25
1. Terms of Reference	25
2. Composition.....	26
3. Working methods.....	27
PART IV-B - SAT SAFETY MANAGEMENT GROUP (SAT SOG)	28
TERMS OF REFERENCE, COMPOSITION AND WORKING ARRANGEMENT OF THE SAT Safety Management Group (SAT SOG)	28
1. TERMS OF REFERENCE	28
2. COMPOSITION	29
3. WORKING ARRANGEMENT:.....	29
4. ADDITIONNAL TERMS OF REFERENCE OF THE RMAs	30
SAT HANDBOOK - PART V.....	32
PART V - ESTABLISHMENT OF AD HOC PROJECT GROUPS AND IMPLEMENTATION	32
TEAMS.....	32
1. General considerations	32
2. Composition and working methods	33
3. Project monitoring and evaluation	33
3. Project definition content.....	34

SAT HANDBOOK - GENERAL

FOREWORD

1. Background of the SAT and its contributory bodies

1.1 The Limited Africa/Indian Ocean (COM/MET/RAC) Regional Air Navigation Meeting (LIM/AFI, Lomé, Togo 12-27 April 1988), under its Recommendation 3/13- *Amendment of the AFI and SAM Regional Supplementary Procedures*-endorsed a proposal for amendment of the AFI and SAM regional Supplementary Procedures (Doc 7034/4 Part I-*Rules of the Air, Air Traffic Services and Search and Rescue*) to reduce the minimum of separation from 20 to 15 minutes using the Mach number technique in Canarias, Dakar Oceanic, Recife and Sal Oceanic FIRs.

1.2 Accordingly, Conclusion 3/14-*SAT Co-ordination Meeting*-was framed to call for the holding, under the auspices of ICAO, of co-ordination meetings of concerned States, international organization, and representatives from Administrations of Communication Service Providers in order to ensure a smooth transition to the application of reduced separation using the Mach number technique.

1.3 Furthermore, LIM/AFI formulated Conclusion 3/15-*Continued improvement of Air Traffic Service overs the South Atlantic* that reads as follows:
That:

When necessary, informal meetings be convened under the auspices of ICAO with the States and international organizations concerned to examine any possible improvement of air traffic services over the south Atlantic.

1.4 The Seventh Africa/Indian Ocean Regional Air Navigation (RAN) Meeting (AFI RAN/7, Abuja, Nigeria, 12-23 Mai 1997) through its Recommendation 5/11- *Improvement of Air Traffic Services over the South Atlantic* recommended:

That:

a) In order to ensure a continue development of air navigation system in the South Atlantic parties of the AFI and SAM Regions, the concerned States and interested international organization should meet under the auspices of ICAO at least once a year to:

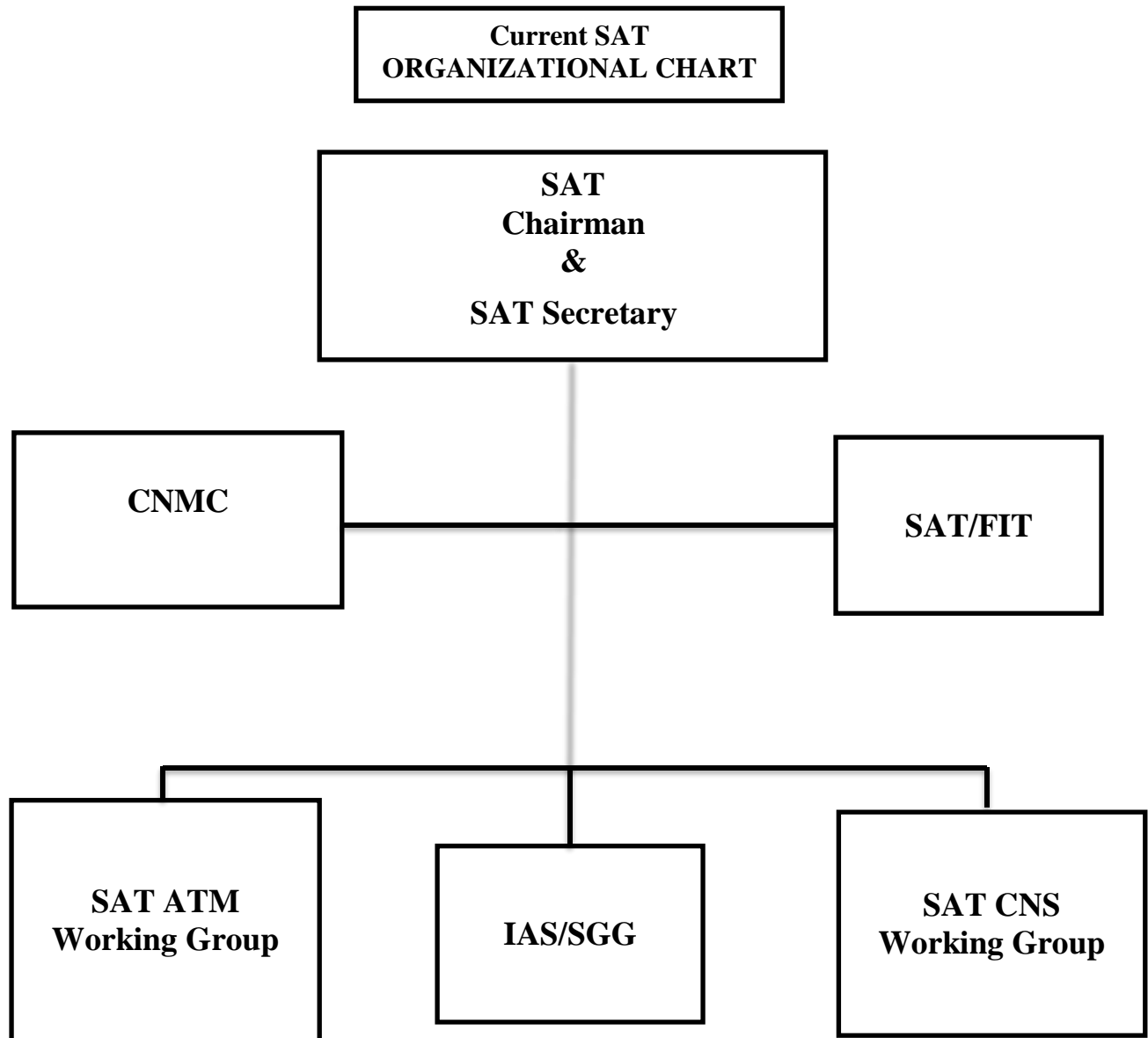
- 1) study, monitor and assess the air navigation system in light of the evolution of traffic characteristics and technology;
- 2) coordinate the implementation of improvements in the air navigation system, including new CNS/ATM systems;
- 3) develop as required, proposals for amendment of air navigation plan and regional supplementary procedures

b) The AFI –Indian Ocean Planning and Implementation Regional Group (APIRG) and all user states should be kept informed of new developments.

1.5 Defined as such, the SAT has been organized under two ATM and CNS Working Groups, receiving reports from the following contributory bodies:

1. The SAT FANS/1 Interoperability Team (SAT/FIT) initiated to coordinate interoperability issues at the beginning of the implementation of ADS-C/CPDLC;

2. The CAFSAT Network Management Committee (CNMC) established to monitor the performance of the VSAT network by assessing its operational statistics and coordinate its modernization and;
3. The Study Group on the improvement of Airspace structure in the EUR/SAM Corridor (IAS/SG) established to develop a short, mid, and long term strategy for the implementation of a new airspace structure in the EUR/SAM Corridor with the end to improve the capacity and efficiency of the operations and to meet users' needs.

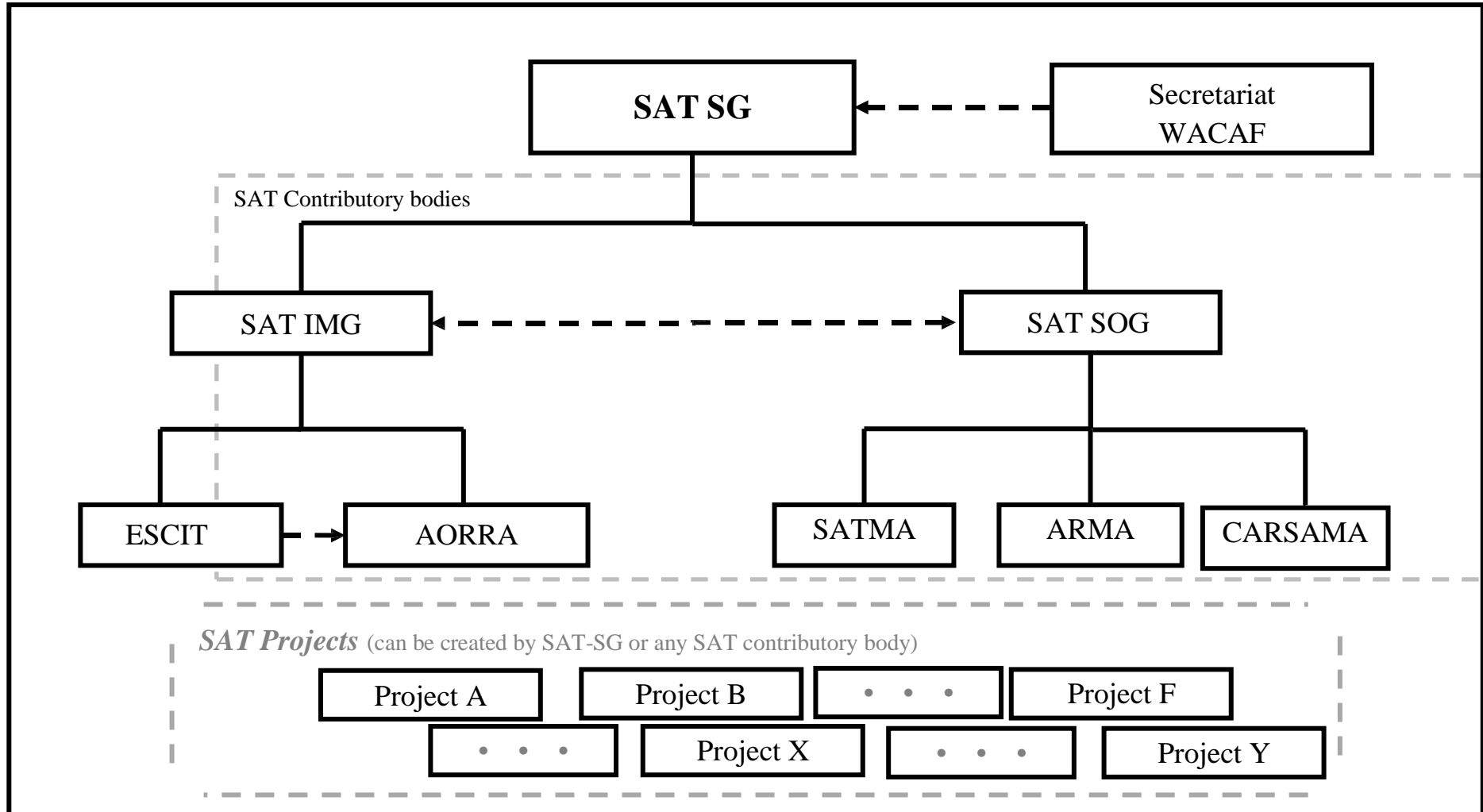


1.6 The SAT was led by a Chairman elected by its meeting and the ICAO WACAF Regional Office services the Secretariat. Since then, the SAT Group has been holding its yearly informal but structured meetings hosted in a rolling and volunteering principle for States and ANSPs in the AFI, EUR and SAM Regions. Opportunity is given to hold the meeting on CNMC and SAT/FIT in preparation of the SAT meeting held back to back during the same week.

1.7 This handbook formalizes an update in the organisation composition, work programme and work methodology of the SAT in order to provide more flexibility and efficiency in its work. In this regard the following major changes are envisaged:

- Extend the SAT Terms of References to systems implementation **planning** actions based on the analysis of the evolution of traffic characteristics and technology, safety performance monitoring in the SAT region and context analysis including interoperability issues with adjacent airspaces as well as strategic and financial constraints;
- Define the SAT Policy and Vision for clear identification of operational requirements and targets to be planned and implemented by the SAT;
- Revise the SAT structure as follows:
 - SAT Implementation Management Group (SAT-IMG) responsible to the SAT SG for the identification, development and coordinated implementation of safe and efficient programs supporting the aviation system in the SAT region;
 - SAT Implementation Management Group (SAT-IMG) responsible to the SAT SG for the identification, development and coordinated implementation of safe and efficient programs supporting the aviation system in the SAT region;
 - SAT Safety Oversight Group (SAT-SOG) responsible to the SAT SG for Safety and Risk monitoring in the SAT region;
 - Ad Hoc contributory bodies or Implementation Teams established either by the SAT-SG, the SAT-IMG or the SAT-SOG from time to time for addressing specific issues in a project-oriented manner.

The new organizational chart is as follows:



2. Introduction

2.1 The SAT Handbook is a publication adopted by SAT. It is intended to provide, for easy reference of all interested parties, a consolidation of material, relevant to the work of the SAT-SG and its contributory bodies. It also contains the working arrangements and internal instructions, developed by the SAT members for the practical application of its terms of reference and working methods.

Note:

In this Handbook, the words “working arrangements” and “working methods” have been used interchangeably. They do not however, always have the same connotation in all contexts.

2.2 This First Edition of the SAT Handbook reflects the recommendations from SAT members to review and revise the Terms of Reference, Organization, Working Methods and Arrangement in order to improve the efficiency of the SAT.

Organization of the Handbook

2.5 The Handbook is organized in Sections and Parts headings describing the terms of reference, composition, position vis-a-vis ICAO, working arrangements, rules of procedure and practices governing the conduct of business.

2.6 The framework of Section and Part headings, as well as the page numbering has been devised so as to provide flexibility, facilitating the revision or the addition of new material. Each Section is self-contained and includes an introduction giving its purpose and status and a detailed table of contents which serves also as the subject index and checklist for the current pages.

2.7 The Handbook will be made available to Members and Observers of SAT, the ICAO Secretariat, and to other States and international organizations participating in meetings, contributing to, or having interest in the work of the SAT-SG and/or its contributory bodies.

**GROUP FOR THE CONTINUED IMPROVEMENT OF AIR TRAFFIC
SERVICE OVER THE SOUTH ATLANTIC
(SAT)**

HANDBOOK

PART I

TERMS OF REFERENCE OF SAT - Steering Group (SAT-SG)

SAT HANDBOOK - PART I

PART I - TERMS OF REFERENCE OF THE SAT – Steering Group (SAT-SG)

1. Background

1.1 The group for the continued improvement of air traffic service over the South Atlantic (SAT) was initiated by the Limited Africa/Indian Ocean (COM/MET/RAC) Regional Air Navigation Meeting (LIM/AFI, Lomé, Togo 12-27 April 1988), under its Conclusion 3/15- *Continued improvement of Air Traffic Service overs the South Atlantic* calling upon for, when necessary, the convening of informal meetings under the auspices of ICAO with the States and international organizations concerned to examine any possible improvement of air traffic service over the south Atlantic.

1.2 The Seventh Africa/Indian Ocean Regional Air Navigation (RAN) Meeting (AFI RAN/7, Abuja, Nigeria, 12-23 Mai 1997) through its Recommendation 5/11- *Improvements to the air navigation system in the South Atlantic* recommended that to ensure continuity in the development to the air navigation system in the South Atlantic parts of the AFI and SAM Regions, States concerned and interested international organization should meet under the auspices of ICAO at least once a year to study, monitor and evaluate the air navigation system in the light of changing traffic characteristics and technology, coordinate the implementation of improvements to the air navigation system, including new CNS/ATM systems, and develop amendment proposals to the air navigation plan and Regional Supplementary Procedures (SUPPs, Doc 7030) as required.

1.3 The Council, at the tenth meeting of its 152nd Session on 1 December 1997, approved the above AFI RAN Recommendation 5/11 and requested the Secretary General to bring it to the attention of States.

2. Terms of reference

2.1 The SAT Steering Group aims primarily to ensure with the support of its contributory bodies, a continuous, coherent and harmonized implementation of the air navigation system in the South Atlantic parties of the AFI and SAM Regions, in accordance with the provision and schedule of the concerned Regional Air Navigation Plans aligned with the Global Air Navigation Plan (GANP Doc. 9750).

2.2 In addition, the objective of the SAT Steering Group is to provide to States and international organizations concerned, the opportunity to examine any possible improvement of air traffic service over the South Atlantic through the conduct inter alia, of the following tasks:

- 1) Study, monitor and assess the air navigation system in light of the evolution of traffic characteristics and technology with due observance to the primacy of air navigation safety and the need for air navigation optimum capacity and efficiency over the South Atlantic;
- 2) Define a SAT Policy and Vision for clear identification of operational requirement and target to be planned and implemented by its members;
- 3) Make proposals for a SAT Regional Implementation Plan, based on the analysis of the evolution of traffic characteristic and technology, Safety Performance and Risk monitoring in the SAT Region and context analysis including interoperability issues with adjacent airspaces as well as strategic and financial constraints for consideration of relevant PIRGs;

- 4) Identify and address specific air navigation deficiencies;
- 5) Coordinate the implementation of improvements in the air navigation system, including new CNS/ATM systems;
- 6) Develop, as required, proposals for amendment of air navigation plan and regional supplementary procedures to be submitted to relevant PIRGs.

2.3 The Planning and Implementation Regional Groups for the AFI Region (APIRG), the CAR and SAM Regions (GREEPECAS), the North Atlantic System Planning Group (NAT SPG) and the Europe Air Navigation Planning Group (EANPG) and all user States shall be regularly kept informed of new developments, as well as the identification and resolution of air navigation deficiencies in the SAT.

2.4 SAT shall be an implementation and coordination enabler and, while implementation is the responsibility of States, SAT has to play a significant role in supporting the harmonization of the implementation of ICAO SARPs as well as Regional requirements over the South Atlantic.

2.5 The SAT Steering Group will cooperate with its neighbourhood, specially the GREPECAS and NAT SPG, by identifying priority areas for potential joint projects aiming at harmonization to achieve seamless operations.

2.6 Chairpersons of SAT IMG and SAT SOG are core members of SAT Steering Group. Elected by SAT Steering Group, the duration of their mandate is three years term. It can be renewable once by the SAT Steering Group.SOG

2.7 Work programs of SAT IMG and SAT SOG shall be considered each year during SAT annual meeting for approval. SAT IMG and SAT SOG shall work as close as possible to achieve the assigned objectives.

2.8 Guiding Principles

The SG will act to:

- a) Clearly define all accountabilities and responsibilities for the delivery of safety performance with respect to the provision of air navigation services and participation in the SAT SG and its contributory bodies;
- b) Support the safety management activities that will result in an organizational culture that fosters safe practices, encourages effective safety reporting and communication, and actively manages safety within the SAT area;
- c) Share safety related data, knowledge and expertise with concerned stakeholders;
- d) Disseminate safety information and SAT operating requirements to stakeholders;
- e) Establish and implement hazard identification and risk management processes in order to eliminate or mitigate the safety risks associated with air navigation services supporting aircraft operations in the SAT area;
- f) Establish and measure SAT area safety performance against agreed safety standards; and
- g) Continually improve our safety performance through safety management processes

3. Composition

3.1 Member States are Portugal, Spain, Morocco, Capo Verde, Trinidad and Tobago, France, Senegal, Cote d'Ivoire, Ghana, Angola, Namibia, South Africa, Brazil, Uruguay and Argentina. Members are ICAO Contracting States in charge of Air Traffic Services provision over the South Atlantic, associated Air Navigation Service Providers, and International Air Transport Association (IATA).

3.2 Observers can be invited by the SAT-SG. They are staff associations (e.g. Air Traffic Controllers - IFATCA -, Air Traffic Safety Electronic Personnel - IFATSEA -, Pilots - IFALPA, etc...), industrial stakeholders such as aeronautical communication service providers, air navigation systems suppliers, aircraft manufacturers, avionics equipment manufacturers, etc... Adjacent States such as United Kingdom, Canada, USA and their service providers may participate as observers.

3.3 Requests from any other ICAO Contracting State or an international organization to attend the NAT SPG meetings will be reviewed on a case-by-case basis and decided by the SAT SG Chairperson. Such requests must be supported by the appropriate rationale to attend the meeting.

4. SAT resources allocation and funding mechanism

The effectiveness of the SAT region in terms of carrying out safety and efficiency improvement projects in line with the approved CONOPS essentially relies on its ability to mobilize financial resources and experts to work on these projects. It also relies on the commitment of the Steering Group Chairperson and the efficiency of SAT Secretariat. The latter should work permanently with SAT contributory bodies to bring projects to fruition. The secretariat shall also monitor the work program of the SAT contributory bodies between formal meetings including implementation team(s).

SAT, within the framework of its operations shall address the funding mechanism of resource allocation including Expertise care support, meetings organization and projects financing.

SAT resources shall be composed of member contributions as well as trust fund and donations from organizations and partners.

4.1 Covering the costs of mobilizing experts

4.1.1 SAT members shall support the costs related to the participation of their experts in SAT activities including meetings, projects implementation and technical studies.

4.1.2 The SAT secretariat shall be provided by the ICAO WACAF office. The Secretariat may benefit from the support of a dedicated staff seconded by Member States or ANSPs for a period set by the SAT Steering Group. The associated cost shall be covered as per SAT Steering Group decision.

4.2 Covering the costs of meetings organization

The hosting States/ANSP shall support all the costs related to the meeting excluding those associated to expert's participation.

4.3 Regional projects' implementation

Each member State/ANSP shall bear its own costs related to the implementation of SAT regional projects at a local level. However, the Steering Group, with the support of the Secretariat, can mobilize dedicated resources to create the necessary synergy, better coordination and to address systems interoperability issues. In this case, the involved financing mechanism shall be defined in the frame of the Steering Group.

4.4 Work Programme

4.1 In order to meet its terms of reference, the SAT Steering Group shall establish and assign to its contributory bodies, work programmes based on the objectives of the SAT, give effect to the terms of reference of the SAT and shall perform the following tasks:

- a) Develop proposals for a Vision, a Concept of Operation and a Regional System Implementation Plan for consideration of relevant PIRGs;
- b) Review, and propose when necessary, the target dates for implementation of services and procedures, facilities, to ensure the coordinated implementation of the Air Navigation Systems South Atlantic;
- c) In alignment with the Global Air Navigation Plan (GANP), facilitate the conduct of necessary systems performance, monitoring, identify specific deficiencies in the air navigation field, and propose corrective action;
- d) Ensure interconnection and interoperability of CNS/ATM systems operated in SAT region with enough flexibility to accommodate existing and future services, in an evolutionary and cost-effective manner, in accordance with the vision of the ICAO ASBU B0-FICE and B0-SWIM;
- e) Develop as required, amendment proposals for updating the Regional Air Navigation Plans of the concerned regions deemed necessary to satisfy the applicable requirements;
- f) Monitor implementation of air navigation facilities and services and, where necessary, ensure interregional harmonization taking into consideration safety aspects, organizational aspects, economic issues (including financial aspects, cost/benefit analyses and business case studies) as well as environmental considerations;
- g) Assess human resources planning and training issues and propose, where necessary, human resources development capabilities that are compatible with the concerned Regional Air Navigation Plans;
- h) Monitor and review, prior to any implementation that may bring important changes to SAT CNS/ATM systems or potential impact on safety, SAT IMG and SAT-SOG recommendations and assessments provided;
- i) Conduct the above activities in the most efficient manner possible with meeting formality and submission of documentation minimally necessary for the SAT SG to perform its responsibilities; and
- j) Coordinate with other regional and sub-regional bodies as necessary to support implementation and monitoring.

4.3 In delivering on its terms of reference, SAT-SG will at all times do so in accordance with the strategic objectives of ICAO.

5. Creation and dissolution of contributory bodies or project teams

5.1 In order to assist in its work, the SAT-SG may create contributory bodies for a pre-defined and limited period of time, charged with specific functions and/or tasks to support the SAT-SG in discharging on its terms of reference. A contributory body or project teams shall be dissolved when:

- a) it has completed its assigned task ;
 - b) its duration has expired;
 - c) SAT-SG has determined that the work can be more effectively addressed by another body; or
-

- d) SAT-SG considers that work on the subject or related work programme cannot be usefully continued.

6. Position in ICAO

6.1 The SAT_SG shall be a coordinating and reporting organ for identified activities conducted within ICAO concerning the Air Navigation System over the South Atlantic Region but shall not assume authority vested in other ICAO bodies such as the PIRGs. The activities of the SAT shall be subject to review by the Planning and Implementation Regional Groups (PIRGs) concerned, in the spirit of **Recommendation 5/11- *Improvement of Air Traffic Service over the South Atlantic*** of the AFI/RAN/7 meeting.

6.2 SAT-IMG, SAT-SOG and SAT Working groups/project teams are considered contributory bodies of the SAT Steering Group and shall submit their reports and work programme to the SAT Steering Group Secretary for consideration of SAT Steering Group, in order to ensure consistency of all initiatives and activities within the SAT.

**GROUP FOR THE CONTINUED IMPROVEMENT OF AIR TRAFFIC
SERVICE OVER THE SOUTH ATLANTIC
(SAT)**

SAT HANDBOOK

PART II

WORKING ARRANGEMENTS OF SAT- STEERING GROUP

SAT HANDBOOK - PART II

PART II - WORKING ARRANGEMENTS OF SAT--SG

1. Relations with members

1.1 Members of the SAT Steering Group are identified in the Terms of Reference shall be kept fully informed of activities of the SAT contributory bodies. To achieve this objective, members shall receive or be informed through e-location on:

- a) The dates and proposed agenda for meetings of the Group;
- b) The reports on meetings of the Group and, as appropriate
- c) The summaries or reports of meetings of its contributory bodies of high importance that could not wait for the forthcoming SAT-SG meeting.

1.2 Members should ensure necessary facilitation for co-ordination and follow-up of the Steering Group activities within their Administrations.

1.3 The Steering Group may obtain information from concerned members on specific planning and implementation issues and offer them advice in the form of specific proposals for action.

1.4 The Steering Group should ensure the integration of the overall facilities and services required for international civil aviation operations with the national civil aviation plans of States, to avoid duplication of efforts.

1.5 The Steering Group should concentrate on a clear identification of existing deficiencies in the SAT air navigation service, on the establishment of priorities for overcoming them, on the development of methods for achieving implementation and on practical solutions to specific problems, particularly those matters that may affect the safety of international civil aviation operations over the South Atlantic.

2. Relations with other Organizations

2.1 SAT-SG shall keep itself informed of the activities of other organizations to the extent that such activities are likely to have an impact on the planning and operation of the air navigation service over the South Atlantic. When necessary, SAT-SG shall endeavour to provide information and advice to such organizations, in order to avoid duplication of studies and/or effort.

3. Administration of the SAT-SG

The SAT-SG shall be administered as follows:

3.1 By a Chairperson elected from the representatives elected by Member States of the Steering Group for a four-year period renewable once. A Vice-Chairperson shall also be elected from the said representatives for the same period.

3.2 By a Secretariat appointed by the Regional Office of Dakar and in close collaboration with the other ICAO Regional Offices.

3.3 The Chairperson, in close co-operation with the Secretariat, shall make all necessary arrangements to ensure efficient working of the Steering Group.

3.4 Between meetings of the Steering Group or its contributory bodies, some subjects may be dealt with by correspondence among appointed subject matter experts through the Secretariat of the SAT-SG or of the contributory bodies concerned.

4. Meetings of the SAT Steering Group

4.1 The Secretariat will make with the hosting State/ANSP, the necessary arrangements on the date and duration of meetings of the Group.

Suggested language: The Secretariat will notify the SAT SG of the date and duration of meetings including the necessary arrangements provided by the hosting State/ANSP.

4.2 Meetings shall normally be convened in the principle of rotation of the locations amongst members.

4.3 Delegates of members may be accompanied by advisers. Total attendance should, however, be kept to a minimum consistent with the topics to be discussed so as to maintain the desired informality of proceedings.

4.4 The ICAO Regional Office in Dakar shall provide the Secretariat services to the Group in close collaboration with the Lima regional office. In the execution of its duties, the assistance of the Regional Offices of Nairobi and Paris shall be appreciated when relevant.

5 Mechanisms of document approval

5.1 Organizational and strategic documents shall be submitted by the Secretariat to be approved by the SAT-SG. Consensus shall be sought for the implementation of any change.

5.2 Before adoption, the related documentation shall be provided to the SAT Secretariat, containing at least the following deliverables:

- Description of the desired change, features and characteristics from an operational perspective (operational, service and environmental description of subsequent definition documents);
- Presentation of guidance materials from ‘users’ and ‘operators’ perspective;
- Description on how the change will impact the operations;
- Presentation of SAT-SOG reviews of safety assessments provided by the relevant stakeholders;
- Presentation for the SAT-SG plenary approval.

6. Communication

6.1 Communication is key vector of the SAT organization and indicates to the membership the roadmap, the stages, the projects in progress and their level of implementation. This is why, SAT SG with the support of the secretariat shall establish and publish a quarterly bulletin on its projects and their level of implementation:

- 1) to provide a clear understanding and status of the projects implementation on-going;
- 2) to provide a forum to stimulate information exchange among the stakeholders (ANSP, operators);
- 3) to provide a document to be utilized by all SAT members;
- 4) to highlight differences between current operations and desired future operations.

1.2 All information related to SAT activities including upcoming events should be registered and available online. Reports of SAT-SG, SAT-IMG, SATSOG and other SAT contributory bodies shall be also available online. The derived access link should be accessible on the dedicated websites of the 3 concerned ICAO Regions (AFI, NAT and SAM) where relevant.

7. Co-ordination and reporting lines

7.1 The SAT-SG shall report to APIRG through its Secretary and to other PIRGs through the accredited ICAO regional offices.

7.2 Strategic co-ordination of SAT contributory bodies shall primarily be ensured by the SAT-SG, taking into consideration their terms of reference, the analysis of their work programme.

7.3 Routine coordination between the SAT-SG and other ICAO groups, including PIRGs and RASGs shall be conducted through the SAT-SG Secretariat or, on its behalf, by the ICAO Regional Office of the Office of accreditation as required.

7.4 Coordination with representatives of Member States of the SAT-SG and representatives of international organizations attending regularly the meetings of SAT shall be conducted through the Secretary of SAT. ICAO Regional Offices in SAT Region shall be kept informed of such correspondence whenever it may have an impact on the work of these Offices.

7.5 Relations with States and international organizations whether or not represented in the SAT-SG, as well as relations with organizations will normally be conducted through the Secretariat or, on its behalf, by the ICAO Regional Office of the Office of accreditation as required.

7.6 Relations of SAT-SG with Members of SAT contributory bodies shall be conducted through the Secretary of the concerned body.

**GROUP FOR THE CONTINUED IMPROVEMENT OF AIR TRAFFIC
SERVICE OVER THE SOUTH ATLANTIC
(SAT)**

SAT HANDBOOK

PART III

**RULES OF PROCEDURE FOR THE CONDUCT OF MEETINGS OF
THE SAT**

SAT HANDBOOK - PART III

PART III - RULES OF PROCEDURES FOR THE CONDUCT OF MEETINGS OF SAT-SG

1. General

1.1 As set out in the Working Arrangements of the SAT related to its Administration, SAT-SG shall at all times work with a minimum of formality and paper work. To achieve this aim, the rules of procedures for the conduct of meetings should be as flexible and simple as possible. The SAT-SG is expected to conduct its business by consensus of all interested parties. The following provisions do not include therefore any procedures for handling motions or voting.

1.2 There shall be no minutes for the meetings of the SAT-SG. Reports on SAT meetings shall not include formal Statements by members or other participants. However, specific divergent views expressed in relation to decisions taken or conclusions reached shall be recorded as an integral part of the report.

2. Participation

2.1 Representative Members of SAT-SG should participate regularly in its meetings.

2.2 The SAT-SG shall normally invite industry representatives, international organizations as representing important civil aviation interests to participate in the work of the SAT in a subject matter expert capacity. Among the international organizations, IATA (member), IFALPA, IFATCA and IFATSEA should be invited on a continuous basis. Other international organizations may also participate when specifically invited by the SAT-SG.

2.3 The Secretariat shall endeavour to ensure adequate representation of the members, the industrial stakeholders and the international organizations invited to participate in the SAT-SG meetings.

2.4 Status of Observers

2.4.1 In accordance with the provisions of paragraph 3.3 of Part I, representatives of States which are non-members of SAT and international organizations will have the status of Observers at SAT meetings. Observers will be expected to contribute to the work of the Group.

3. Convening of meetings

3.1 At each of its meetings, the SAT-SG shall endeavour to agree on the date, venue and duration of its next meeting. States offering to host SAT-SG meetings including its contributory bodies will be requested to confirm through a formal offer within three months succeeding the last meeting.

3.2 In accordance with its objectives, SAT-SG shall:

- a) ensure the continuous and coherent development of the AFI Regional Plan as a whole and in relation to that of adjacent Regions; and
- b) identify specific problems in the air navigation and safety concerning the SAT area and propose remedial action addressed to parties concerned.

3.3 A convening letter for a meeting shall be addressed by the Secretary of the SAT-SG, normally Sixty (**60**) days prior to the meeting, to representatives of:

- a) Members of SAT;
- b) Observers, having indicated interest to punctually or regularly participate in the meetings of the SAT; and
- c) Non SAT States or International organizations invited to participate punctually or on a continuous basis in the activities of the SAT-SG.

3.4 The convening letter shall include the agenda, together with explanatory notes prepared by the Secretary in order to assist participants in preparing for the meeting.

3.5 The ICAO Regional Office Dakar in liaison with other concerned ICAO Regional Offices, shall ensure that States and International organizations concerned, are informed of the convening of SAT meetings and the agenda with explanatory notes.

4. Establishment of the Agenda

4.1 The Secretary, in consultation with the Chairperson of the SAT-SG shall establish a draft agenda on the basis of the work programme adopted and the ICAO documentation on latest developments in relation to its work.

4.2 The draft agenda shall be circulated with the convening letter, as specified in subparagraph 3.4 above, for comments in writing by expected participants in that meeting.

4.4 At the opening of the meeting, SAT-SG members may propose the inclusion of additional items on the agenda, and this shall be accepted if the majority of SAT members attending the meeting so agree.

5. Languages

5.1 The languages of the meetings of the SAT-SG shall be English.

5.2 The reports on meetings of the SAT-SG and supporting documentation will be prepared in English.

6. Officials and Secretariat of the SAT-SG

6.1 In order to ensure the necessary continuity in the work of the SAT-SG and unless otherwise determined by special circumstances, the Chairperson, the Vice-Chairperson of the SAT shall assume their functions at the end of the meeting at which they are elected, and serve until the election of the successors.

6.2 Members of the SAT-SG may, at any time, request that the election of the Chairperson and/or Vice-Chairperson be included on the agenda.

6.3 The Secretary of the SAT-SG may be assisted by other members of the ICAO Regional offices as necessary.

7. Reports, Working Papers and other Documentation

7.1 Presentation of reports of SAT contributory bodies should normally be made by the Secretary of the respective body.

7.2 Documentation for meetings of the SAT-SG will be prepared by the Secretariat and by the SAT-SG members and Observers participating on a continuous basis in its activities.

7.3 Any State, international organization, body or organization, whether or not attending, may submit material for consideration by a SAT-SG meeting. In cases where the material submitted is in the form of supporting documentation on a specific subject, the originator is expected to attend the meeting for its presentation and at least during the discussions related to the concerned subject.

7.4 Supporting documentation shall be presented in the form of:

- a) Working Papers;
- b) Information Papers.

7.5 **Working Papers** shall constitute the main basis of the discussions on the various items on the agenda.

7.6 Working Papers shall be presented in a standardized format. Each paper should be limited to one agenda item or sub-item and contain, as appropriate, introduction of the matter, brief discussion and conclusions with specific proposals for action.

7.7 Working Papers should be made available to all interested parties as early as practicable, preferably two weeks and in any case 05 working days before the meeting at which they are intended to be considered.

7.8 Working Papers shall be made available by the Secretary to:

- a) Members of the SAT-SG;
- b) Observers attending SAT activities on a regular basis, and
- c) Observers having notified the Secretary of their intention of being represented at the relevant meeting and approved by the chair team.

7.9 SAT-SG Members or Observers originating a Working Paper and not attending a specific meeting of SAT shall also be provided the outcomes of that particular Working Paper as soon as possible by the Secretariat.

7.10 **Information Papers** are intended solely to provide participants at a meeting with factual information on developments of technical or administrative matters of interest to the SAT-SG.

7.11 Information papers will be made available to all participants and may be made available to all interested parties as early as practicable depending on logistical and other document processing constraints if any.

8 Conclusions and Decisions of the Meetings

8.1 Action taken by the SAT-SG shall be recorded in the form of:

- a) Conclusions; and
- b) Decisions.

8.2 **Conclusions** deal with matters which, in accordance with the SAT-SG terms of reference, require directly the attention of States, or on which further action is to be initiated by the Secretary in accordance with established procedures.

8.3 **Conclusions** are aimed mainly at the furtherance of studies and programmes being undertaken by the SAT-SG and its contributory bodies.

8.4 **Decisions** relate to the internal working arrangements of the SAT-SG and its contributory bodies.

9. Conduct of business

9.1 The meetings of the SAT-SG shall be conducted by its Chairperson or, in the absence of the Chairperson, by its Vice-Chairperson.

9.2 At the first sitting of each meeting, following the opening by the Chairperson, the Secretary shall inform participants of the meeting arrangements, its organization and of the documentation available for consideration of the different items on the agenda.

9.3 Each meeting of the SAT-SG shall consider, as required:

- a) reports from the previous SAT-SG and the contributory bodies;
- b) planning and implementation matters; and
- c) safety and risk assessment review; and
- d) review and update of the SAT Work Programme.

9.4 At each of its meetings, the SAT-SG shall establish a tentative meeting programme for at least the following two calendar years.

9.5 The SAT-SG shall, at each of its meetings, review the whole of its outstanding Conclusions and Decisions in order to keep them current and limit their number at a minimum consistent with the progress achieved in implementation.

10. Reports

10.1 Reports on meetings shall be of a simple layout and as concise as possible and shall include:

- a) a brief history of the meeting (duration, attendance, agenda and list of Conclusions and Decisions);

- b) a summary of the discussions by the SAT-SG on the different items of the agenda including, for each of them, the relevant Conclusions and/or Decisions and if any, specific divergent view;
- c) the work programme and future action by the SAT-SG; and
- d) the tentative programme of future meetings of the SAT-SG.

10.2 Draft Conclusions and Decisions will be prepared by the Secretariat for approval by the SAT-SG before the closure of each meeting.

10.3 The Meeting Report shall be made available on the meeting webpage by the Secretary and the information brought to the attention of:

- a) Members of the SAT-SG;
- b) Observers having attended the relevant meeting; and
- c) ICAO Headquarters for consideration by the Air Navigation Bureau, the Air Navigation Commission and the Council as required.

10.4 The information shall also be circulated, through the ICAO Regional Offices of accreditation, to all States in the SAT region as well as to international organizations concerned.

**GROUP FOR THE CONTINUED IMPROVEMENT OF AIR TRAFFIC
SERVICE OVER THE SOUTH ATLANTIC**

HANDBOOK

PART IV

**PART IV – CONTRIBUTORY BODIES OF SAT
TERMS OF REFERENCE, COMPOSITION AND WORK SCHEDULE**

PART IV-A - SAT Implementation Management Group (SAT IMG/WG)

TERMS OF REFERENCE, WORK PROGRAMME AND COMPOSITION OF THE SAT-Implementation Management Group (SAT IMG)

SAT Implementation Management Group (SAT-IMG) is responsible to the SAT-SG for the identification, planning, development and coordinated implementation of safe and efficient project supporting the aviation system within the SAT Region.

With regards to requirements of the SAT region, SAT-IMG, composed of multidisciplinary experts including both ATM and CNS experts, will address as a matter of priority, issues of capacity, procedures and interoperability related to EUR/SAM corridor and AORRA Airspace.

In order to efficiently achieve the tasks assigned by SAT-SG, SAT-IMG may be assisted in its work, by contributory bodies as Ad hoc Groups, Project Teams or Implementation Teams charged with specific functions and/or tasks.

1. Terms of Reference

In line with the *Global Air Navigation Plan (GANP)*, *Global Aviation Safety Plan (GASP)* and *Aviation System Block Upgrades (ASBU)*, including recommended implementation priorities, updated timetables and associated milestones for SAT-SG, SAT-IMG shall:

- a) Ensure the continuous improvement of air traffic service over the south Atlantic;
- b) Ensure continuous studies, development, improvement, and sustainability of air traffic services in light of the evolution of traffic flows, (e.g. the EUR/SAM corridor, AORRA areas) including assessment of system capacity and efficiency improvements affecting operations in the South Atlantic;
- c) Coordinate for the identification, development and implementation of safe, efficient and cost-effective programs supporting the aviation system within the SAT including recommending resources needed to achieve the SAT Concept of Operations;
- d) In coordination with the SAT SOG, identify risks inherent in the planning and implementation of programs and changes within the SAT;
- e) Ensure the necessary coordination and/or consultation with SAT Provider States, other States, industry stakeholders, SAT users and appropriate international organizations;
- f) Identify, detail and recommend allocation of tasks and resources required to fulfill coordinated implementation of safe and efficient improvements affecting operations in the SAT area and as appropriate, approve or amend the terms of reference of contributory bodies and to direct their work programs;
- g) Propose amendments to the ICAO regions Air Navigation Plan (AFI, Caribbean and SAM), to the regional Supplementary Procedures (Doc 7030), and all other relevant SAT-developed documents as directed by the SAT-SG; and
- h) Provide reports and recommendations concerning the above tasks to the SAT-SG.

2. Composition

2.1 The SAT-IMG of multi-disciplinary nature shall be comprised of experts from SAT Members and observers.

2.2 Other participants may attend as and when required in order to ensure that the relevant expertise is available when addressing specific tasks.

2.3 The SAT-IMG chairperson may invite participants from other States or organizations as required.

2.4 The Chairperson and vice-Chairperson of the SAT-IMG will be elected by SAT-IMG members for a four years period renewable once, and shall take up his/her duties after confirmation by the SAT-SG.

2.5 Contributory bodies of SAT IMG

2.5.1 The contributory bodies of SAT IMG are:

- EUR/SAM Corridor Interoperability Team (ESCIT),
- AORRA Implementation Team (AOIT) and
- any ad hoc Group or Implementation Team required to expeditiously implementing the tasks assigned by the SAT-SG.

Their terms of reference are described hereinafter.

2.5.2 Terms of Reference of Contributory bodies of SAT-IMG

Each contributory body shall draw up both proposals for, on the one hand, new procedures linked to the implementation of a selected project to be used to provide air navigation services and air operations in the SAT Region and, on the other hand, harmonized procedures to ensure interoperability between the services and systems of each center of the SAT concerned area.

Each sub-group shall:

- a) Develop procedures and guidance documents to respond to changes in the implementation of the project that affect operations in the SAT Region;
- b) Develop guidelines for a harmonized implementation of system interoperability between the centers concerned in order to respond to the changes adopted;
- c) Develop proposals for amendments to the ICAO Regional Supplementary Procedures - (Doc 7030);
- d) Develop mechanisms to monitor and report on the performance of the CNS systems implemented within the framework of the selected project;
- e) Propose solutions for addressing the identified gaps in the automation of systems supporting ATM operations in the SAT subgroup;
- f) Provide reports and recommendations arising from the above tasks to SAT IMG; and
- g) Perform other duties as directed by SAT-IMG and report accordingly.

2.5.3 Composition of contributory bodies of SAT-IMG

Experts shall be nominated by SAT members to address the foregoing tasks. Observers and any other expert may be appointed by SAT-IMG chair to support the task.

3. Working methods

3.1 The SAT-IMG as well as contributory bodies shall meet face-to-face at least once a year and at any time as required by their work programme. Yearly meeting dates, type of meeting and requirements for additional meetings shall be approved by the SAT-IMG.

3.2 The SAT-IMG may use other reasonable means such as teleconference and electronic correspondence to reduce the frequency of face-to-face meetings. Work will be carried out as required using such other means in order to expeditiously carry out their business.

PART IV-B - SAT SAFETY MANAGEMENT GROUP (SAT SOG)

TERMS OF REFERENCE, COMPOSITION AND WORKING ARRANGEMENT OF THE SAT Safety Management Group (SAT SOG)

1. TERMS OF REFERENCE

1.1 The SAT-SOG is responsible to the SAT-SG for:

- a) monitoring safety management of air traffic service provision in the SAT Region and encouraging adoption of best practices;
- b) ensuring the availability and correct categorization of SAT Region reported occurrences for the purposes of mathematical analysis and other safety management activities; and
- c) providing statistical data and advices relating to monitoring of safety assessment and any other related tasks.

1.2 With respect to the monitoring of safety management of ATS provision, the SAT-SOG will:

- a) Address safety related issues and system safety performance of the SAT Region through monthly/regular conference call and face to face meetings ;
- b) Ensure that safety-related occurrences in the SAT region are reported and analyzed by the concerned party to determine root causes and trends;
- c) Promote SAT-SOG skills and methods for addressing safety-related occurrences among stakeholders developed by SAT-SOG and best practices;
- d) Ensure SAT airspace structure changes are covered by safety assessment approved by the concerned SAT Member State;
- e) In coordination with the SAT IMG, identify areas where mitigation is required.
- f) Assess the effectiveness of implemented mitigation measures;
- g) Develop and maintain SAT Safety Policy as well as safety monitoring methods and analysis in order to recommend improvements to the processes as appropriate to the SAT-SG;

1.3 With respect to ensuring the availability and correct categorization of reported occurrences, the SAT-SOG will:

- a) Implement and maintain a database of safety-related occurrences reported by RMAs, ANSPs, airspace users, CSPs, States and relevant stakeholders and ensure consistencies of RMA databases;
- b) Collect and ensure proper categorization of safety-related occurrences of the SAT Area from ANSPs, Airspace Users, RMAs and keep under review the associated procedures including fast track procedure
- c) Collect data and process safety Key Performance Indicators (KPIs) for trend monitoring and when appropriate, propose KPIs revision for approval by the SAT- SG;

1.4 With respect to the provision of statistical data and monitoring advices related to safety assessment of occurrences, the SAT SOG will:

- a) Share data on safety related occurrences in the SAT Region such as, ASRs, UCRs or incident reports as appropriate as well as the associated analysis report with SAT ANSPs, States and Airspace Users for lessons learnt and promotion of mitigations; and notify SAT-SG all the missing safety-related occurrence reports observed by the RMAs and mitigation action proposals;
- b) Develop and submit to the approval of the SAT-SG the SAT Annual Safety Report in which the safety performance for the SAT Region, as well as the safety priorities and targets, consistent with the Global Aviation Safety Plan and the SAT Safety Policy, are consolidated;
- c) Submit for approval of the SAT-SG the annual working programme and SAT-SOG;
- d) needs and expectation to fulfil their tasks; and
- e) Work closely with SAT States, ANSPs, Airspace Users, and industrial stakeholders, RMAs involved in the SAT Region and other relevant parties (others RMAs, States, ANSPs,).

2. COMPOSITION

- **Members:** Experts from SAT members and SAT related RMAs,
- **Observers:** Experts from SAT Observers.

2.1 The SAT-SOG is composed of members and observers. In order to ensure that SAT Airspace Users' views are represented and to provide valuable operational experience.

2.2 The SAT SOG chairperson may invite participants from other States, industrial stakeholders or organizations as required.

2.3 The Chairmanship and vice-Chairmanship of the SAT-SOG will be elected by SAT-SOG members for a four years period renewable once, and shall take up his/her duties after confirmation by the SAT-SG.

3. WORKING ARRANGEMENT:

The SOG will meet face-to-face at least once a year and at other times as required by the work programme. The SOG will make every reasonable effort to use other means such as teleconference, electronic correspondence to reduce the frequency of face to face meetings.

The SOG may use other reasonable means such as teleconference and electronic correspondence to reduce the frequency of face-to-face meetings. Work will be carried out as required using such other means in order to expeditiously carry out their business.

4. ADDITIONAL TERMS OF REFERENCE OF THE RMAs

2.3 TERMS OF REFERENCE

The RMAs are responsible for certain aspects of operations monitoring and reporting in their area of responsibility as defined by ICAO.

With regards to SAT-SOG, the additional functions of RMAs in SAT region are as follows:

1. Define and adopt among RMAs of SAT Region an harmonized format and frequency of delivery of the raw data expected from ANSPs, CSPs and Airspace Users to be sent to RMAs for processing;
2. Receive and process raw data and problem reports from ANSPs, CSPs, End users with respect to PBCS and initiate follow-up action with State aviation authorities as required.
3. Support resolution of problems as per D.3 of the Gold Manual, which include:
 - A means for reporting, e.g. a web-based service;
 - Diagnose problems and recommend resolutions;
 - Coordinate problem reports and resolutions with other regional data link monitoring agencies.
4. Receive and maintain records of RCP and RSP approvals issued by States of Operator/Registry associated with current State responsibility and saving them into the expanded RVSM/PBCS approvals database and follow-up as appropriate instances of non-approved aircraft being identified in PBCS airspace.
5. Share records of RCP and RSP approvals between RMAs in line with current sharing practices of RVSM approvals for the ability of States/ ANSPs to verify that aircraft operators filing PBCS capabilities in the flight plan are authorized to do so.
6. Liaise with other Regional Monitoring Agencies (RMA) out of SAT region in order to achieve an exchange of height-keeping performance and RVSM/PBCS approvals among the regions. As global valid information, data will be shared in a Global RMAs Database;
7. Report to the SAT-SOG with respect to PBCS implementation, trials and operations;
8. Submit annual reports regarding PBCS monitoring to the SAT-SOG.
9. Receive reports of non-compliance (Performance Based Communication and Surveillance (PBCS) Manual (Doc 9869) refers) with RSP 180 and RCP 240 from SAT ANSPs and transmit reports to the respective RMA associated with the State of the concerned operator/aircraft;
10. Keep under review the ToRs to include SAT expectations; and
11. Work closely with SAT-SOG.

**GROUP FOR THE CONTINUED IMPROVEMENT OF AIR TRAFFIC
SERVICE OVER THE SOUTH ATLANTIC**

HANDBOOK

PART V

PROJECT GROUPS AND IMPLEMENTATION TEAMS

SAT HANDBOOK - PART V

PART V - ESTABLISHMENT OF AD HOC PROJECT GROUPS AND IMPLEMENTATION

TEAMS

1. General considerations

1.1. In order to assist in its work, the SAT Steering Group may create a project team or specialized contributory body or ad hoc group with specific functions and/or tasks to enable the SAT in effectively discharging on its terms of reference.

The establishment and work of a Project Team shall be based on the following principles:

- a) Project Team shall only be formed by an Instructing Body when it has been clearly established that it is likely to be able to deliver substantially the contribution to the resolution of a deficiency, shortcoming, challenge, implementation of SARPs or inter-regional requirements, for which it is established;
- b) Project Team shall be given clear and concise terms of reference describing not only its task but also a target date for its completion;
- c) a balance shall be established between the formation, composition and working arrangement of a Project Team, and the ability of members and concerned organizations to effectively participate, taking into consideration, amongst others, logistical and resource issues;
- d) Project Team composition shall be such that, while being kept as small as possible, all members and observers likely to be able to make valid contributions are given the opportunity to participate in it;
- e) Project Team activities shall be subject to review by the Instructing Body, especially in order to ensure progress and to avoid duplication of efforts in fields already covered by other activities; and
- f) Project Team shall be dissolved when:
 - i) it has completed its assigned task;
 - ii) its duration has expired;
 - iii) the instructing body has determined that the work can be more effectively addressed by another group; or
 - iv) the Instructing body considers that that work on the subject or work programme in question cannot be usefully continued.

1.2. Secretary and facilitators of the Project Team will be appointed by the Instructing Body, preferably upon proposal from Project Leader.

2. Composition and working methods

- 2.1. Project Teams may be created under SAT Steering Group as well as under contributing body.
- 2.2. Project Teams shall be composed of experts possessing the qualifications and experience in at least one of the aviation technical areas in the concerned topic. In order to facilitate focus, continuity and appropriate expertise, SAT Members and Observers will nominate specific experts for the Project Team to optimally take advantage of their expertise.
- 2.3. In addition, to enable the desired continuity and the benefits thereof, SAT members and Observers should minimize changes of the nominated experts and, instead, allow the nominated experts to serve for a sufficiently lengthy period of time.
- 2.4. Each Project Team will be supported by a Secretary designated by the Instructing Body.
- 2.5. A Project Team is intended to achieve a specific outcome of the SAT-SG, SAT-IMG or SAT-SOG work programme, during a pre-agreed period of time and;
 - a) The SAT-SG is responsible for the identification of the Project Teams that will deliver the work programme in the most efficient and effective way considering, for example, expert resource allocation, dependencies of outcomes from other activities, trials, meeting efficiency ;
 - b) A Project Team consists of individuals/experts assembled to perform activities that contribute towards achieving the tasks related to the task. For each ad hoc Project Team, a Project Leader shall be identified by the Instructing Body and shall be responsible for the leadership of the team, for delivering the required outcomes within the agreed timescales, and to report to the Instructing Body.

3. Project monitoring and evaluation

- 2.6. Project Team monitoring and evaluation consists of collecting data on the progress of the activity, then analyzing it regularly in order to reach the assigned objectives with aim to take decisions, review certain objectives, modify certain activities, or redirect certain aspects of the project;
- 2.7. In this objective, key performance and monitoring indicators as well as triggering frequency will be defined by the Project Leader and submitted for approval to the Instructing Body. This will allow to monitoring the progress made and assessing the performance throughout the implementation of the project.
- 2.8. This report will be communicated to the Instructing Body as required.

3. Project definition content

Project Title	Unique and concise project title that relates to the outcomes of the project
Project Instructing body	The SG contributory body that supervises the project, e.g. SAT-IMG, SAT-SOG, or SAT-SG.
Project duration	Forecast period for which the project will be active
Project objective	What is the purpose of the project and how does it relate to the delivery of the SAT strategy and Roadmap
Project Outcomes	What will be physically delivered by the project
Project membership	Who are the project team members
Project High level tasks	At a summary level what are the key tasks that this project will perform to achieve the outcomes
Project Lead	Who, from the project supervisory body, will be responsible for the leadership of the project to achieve the outcomes, and for reporting to the parent group.
Project Secretariat Support	Who will be acting as Secretariat

Appendix

Strategic Objectives of ICAO for the 2020-2022 Triennium²

- **Strategic Objective A: *Safety***: Enhance global civil aviation safety. This Strategic Objective is focused primarily on the State's regulatory oversight capabilities. The Global Aviation Safety Plan (GASP) outlines the key activities for the triennium.
- **Strategic Objective B: *Air Navigation Capacity and Efficiency***: Increase the capacity and improve the efficiency of the global civil aviation system. Although functionally and organizationally interdependent with Safety, this Strategic Objective is focused primarily on upgrading the air navigation and aerodrome infrastructure and developing new procedures to optimize aviation system performance. The Global Air Navigation Capacity and Efficiency Plan (Global Plan) outlines the key activities for the triennium.
- **Strategic Objective C: *Security & Facilitation***: Enhance global civil aviation security and facilitation. This Strategic Objective reflects the need for ICAO's leadership in aviation security, facilitation and related border security matters.
- **Strategic Objective D: *Economic Development of Air Transport***: Foster the development of a sound and economically-viable civil aviation system. This Strategic Objective reflects the need for ICAO's leadership in harmonizing the air transport framework focused on economic policies and supporting activities.
- **Strategic Objective E: *Environmental Protection***: Minimize the adverse environmental effects of civil aviation activities. This Strategic Objective fosters ICAO's leadership in all aviation-related environmental activities and is consistent with the ICAO and UN system environmental protection policies and practices.

²For more information, see:

<https://www.icao.int/about-icao/Council/Pages/FR/Strategic-Objectives.aspx>