



**SECOND GREPECAS PROGRAMMES AND PROJECTS REVIEW COMMITTEE (PPRC)
 VIRTUAL MEETING (ePPRC/02)
 30 October 2020**

Agenda Item 2: Follow-up on GREPECAS Programmes and Projects
2.4 CAR/SAM coordinated review of Projects F1 and F2: Aerodromes and Ground Aids (AGA) projects

REVIEW AND STATUS OF AERODROME F PROGRAM PROJECTS

(Presented by the Secretariat)

EXECUTIVE SUMMARY	
This paper presents the progress status of the Aerodrome F programme projects and the follow-up made to Decision e-PPRC/01/03 where the Secretariat was requested to review and evaluate current projects in the context of COVID-19.	
Action:	Suggested actions under subject 5 of this paper
<i>Strategic Objectives:</i>	<ul style="list-style-type: none"> • Air Navigation Capacity and Efficiency • Economic Development of Air Transport • Environmental Protection
<i>References:</i>	<ul style="list-style-type: none"> • GREPECAS/18 Report • e-PPRC/ 01 Report • CAR/SAM Regional Air Navigation Plan • Global Air Navigation Plan(GANP) • GANP Portal

1. Introduction

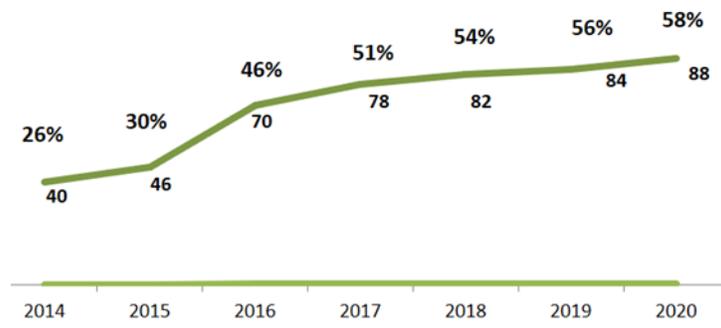
1.1 As a follow-up to the decisions emanating from the GREPECAS /18 and PPRC / 05 Meetings and in order to increase the efficiency of the projects and their alignment with the BBBs and the new GANP in its Sixth edition, the Aerodrome Program F was restructured to carry out the following projects:

- a. Project F1: ***Certification and Operational Safety of Aerodromes*** focused mainly on the certification of international aerodromes and the implementation of runway safety teams, in line with the implementation of the BBB.
- b. Project F2: ***Aerodrome planning*** with the objective of supporting States in the establishment of master plans and procedures that guarantee adequate infrastructures for the development of the regional air navigation plan.
- c. Project F3: ***Implementation of A-CDM*** with the objective of supporting the harmonized and scalable implementation of Airport Collaborative Decision Making (part of ASBUS) in support of the ATM operational concept and the regional air navigation plan.

2. Status of Program F Projects for the CAR Region

Project F1: Certification and Operational Safety of Aerodromes

2.1 The status of aerodromes certification in the CAR Region shows that, from 152 aerodromes with international operations, a number of 88 aerodromes were certified as of April 2020, which represents 58%. According to the graph, it can be seen that the number has increased as of 2014 from 40 certified aerodromes to 46 airports in 2015 and then there was a significant increase of 36 certified airports in the period between 2015 and 2016, representing 16%. The numbers in the following graph show our commitment to our regional plan presented at the GREPECAS / 18 meeting and it is expected to reach more than 60% of the certified aerodromes by the end of 2021.



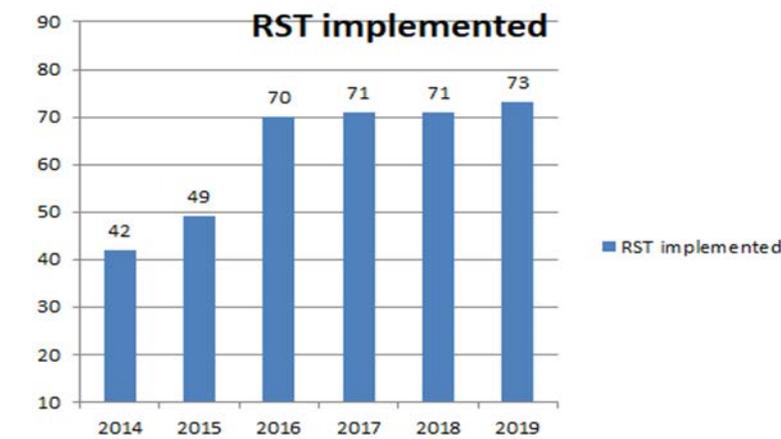
2.2 These are some aspects to highlight, among others, in the area of aerodromes:

- There are States that have not yet established the requirement for aerodrome certification and defined the certification process; likewise, they do not have a certification plan for their aerodromes.
- There are civil aviation authorities that lack sufficient human resources and even consider an adequate combination of technical disciplines given the size and scope of operations at aerodromes, to carry out their functions and mandate.

- A large number of States have not established a process to examine the validity of using an aeronautical study or a risk assessment to justify a request for exemption or exception, as well as the continuing need.
- Lack of SMS implementation for all aerodromes that receive international flights.

2.3 As a consequence of the COVID-19 pandemic, some states have postponed the Certification plans for 2021, such is the case of Mexico that postponed the certification of 5 aerodromes for next year. It should be noted that, in the last 6 months, airports did cabinetwork with the aviation authorities and this regional office when required. It is expected that by 2025 the CAR regional will reach 85-90% of certified aerodromes.

2.4 Regarding the runway safety program, the figures have not changed in relation to the report of the previous meeting, however, we continue to provide assistance to the states / aerodromes that are in the implementation process, with the terms reference mainly.



Project F2: Aerodrome Planning

2.5 The provisions related to the airport master plan that includes the new amendment 15 to Annex 14, Volume I will become effective on November 3, 2022. The NACC office is in the process of preparing a survey for the CAR states to determine the aerodromes that do not have master plans to provide further direction and guidance in the development of such plans.

Project F3: Implementation of A-CDM

2.6 Regarding the implementation of A-CDM, the NACC office carried out an event in September last year and it is pending to do another this year; however, it was postponed for 2021; but the airports participating in the event are being monitored, with medium to high traffic density. We support and are in the process of adjusting the proposed A-CDM Implementation Plan for the SAM region to tailor it to the CAR Region.

2.7 According to the Aerodrome Safety and Certification Project, the NACC Regional Office will continue to assist States to increase the level of effective implementation by focusing on the aspects that need support to create a robust oversight system.

3. Status of Program F Projects for the SAM Region

Project F1: Certification and Operational Safety of Aerodromes

3.1 In the SAM Region, the status of aerodrome certification shows that, out of a total of 104 international aerodromes, 48 aerodromes have been certified. The number has grown from only 8 certified aerodromes that represented 8% (December 2013) to the current number that represents 46.15% of the total. Below is a graph of progress by year.

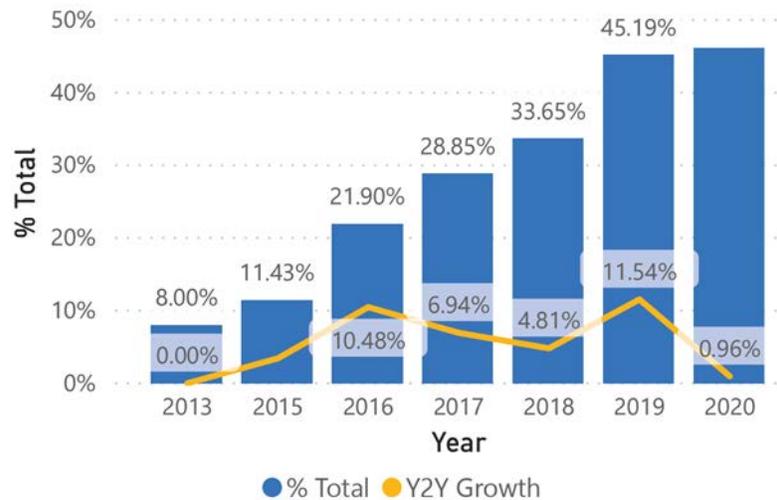


Figure 3.1: Certification of aerodromes in the SAM Region

3.2 With the COVID-19 pandemic, in some States the Certification processes had to be postponed. The Regional Office carried out a survey on the certification plans in 2018 (note SA247) and is conducting a new survey in 2020 (note SA285) in order to update the dates provided in 2018. Despite the lack of States to respond, the majority have chosen to postpone the implementation of the requirement.

3.3 Given the importance of certification as a basis for implementing air navigation improvements and as a fundamental part of the establishment of an adequate safety oversight system in the State, the SAM Regional Office has prepared a proposal of goals for aerodrome certification for the SAM States presented below:

State	Total AD	Cert en 2020	Aerodromes certified per year					
			Target 2020	Target 2021	Target 2022	Target 2023	Target 2024	Target 2025
ARG	16	1		2	3	3	3	4
BOL	3	3		0	0	0	0	0
BRA	29	20		2	2	3	2	0
CHL	8	5		2	1	0	0	0
COL	11	5		2	2	1	1	0
ECU	4	2		0	1	0	1	0
GUF	1	1		0	0	0	0	0
GUY	2	2		0	0	0	0	0
PAN	6	0		0	1	2	3	0
PRY	2	0		0	1	1	0	0
PER	8	7		1	0	0	0	0
SUR	1	0		0	1	0	0	0
URY	2	1		1	0	0	0	0
VEN	11	1		1	2	3	3	1

Table 3.1 - Proposed aerodrome goals to be certified per year - SAM Region

3.4 SAM States are invited to review the proposed certification goals to achieve 100% certification by 2025.

Project F2: Aerodrome Planning

3.5 After the approval of the F2 project, the SAM Region conducted a survey of the SAM States to determine the aerodrome planning baseline in the region. A report with the results of the survey can be accessed at the address https://www.icao.int/SAM/Pages/ES/eDocuments-v18_ES.aspx?area=AGA under the "Aerodrome Planning" tab.

3.6 Based on the results of the survey, the Secretariat is working on a document that will serve as a reference so that Member States can align local Master Plans with National and Regional Plans. The objective is to incorporate in the preparation of Volume III of the Regional Air Navigation Plan requirements to the States to guarantee airport planning aspects.

Project F3: Implementation of A-CDM

3.7 Regarding the implementation of A-CDM, the SAM Office, in collaboration with EUROCONTROL and IATA, prepared a proposal for an A-CDM Implementation Plan for the SAM region, which could potentially also be adjusted for the CAR region. Details of this implementation plan are being presented in another working paper at this meeting.

3.8 If the objective proposed in the presentation of this plan is achieved, it would serve as the basis for incorporating the A-CDM as part of Volume III of the Regional Plan, for its implementation in selected aerodromes.

4. Review of the Aerodromes Program F under the new context of COVID-19

4.1 Under this point and in accordance with decision e-PPRC/ 01/03, the regional officials of Aerodromes and Ground Aids of the ICAO NACC and SAM Offices held a virtual meeting to discuss and review the objectives, goals and implementation dates of the different Programs and Projects, currently under development, and adapt them to the requirements established by the new horizons determined by the COVID-19 crisis.

4.2 A report of this review is attached as appendix “C” to this working paper.

5. Suggested Action

5.1 The Meeting is invited to:

- a) Take note of the information provided in this working paper;
- b) Analyze Appendices A, B and C attached to this working paper;
- c) Analyze and comment on the proposed certification goals for the SAM region under Table 3-1;
- d) Comment on the project process, any challenges that States encounter and that may be included in the scope of the project; and
- e) Support the projects by assigning specialists to carry out various project activities.

APPENDIX A

AERODROME SAFETY AND CERTIFICATION IMPLEMENTATION PROJECT – CAR REGION

CAR Region	PROJECT DESCRIPTION (PD)	PD N° F1	
<i>Programme</i>	Project Title	Start	End
<i>Aerodromes</i> (Programme Coordinator: Jaime Calderon ICAO AGA RO)	<i>Aerodrome Safety and Certification Implementation Project</i> <i>Project Coordinator: To be determined</i>	April 2018	July 2025
Objective	Assist States in the CAR Region in the review of aerodrome certification related documents with the objective of increasing the number of certified aerodromes in the CAR region. Also, increase the number of runway safety teams established for promoting the implementation of strategies to reduce the number of accidents and incidents related with the runway safety in a continuous basis.		
Scope	The scope of the project is to assist States in the CAPS resolution of USOAP's audit findings at aerodromes, with the aim of meeting regional targets, as well as developing specific needs based on their requirements and facilitating the certification of aerodromes, resolving deficiencies reported in the GANDD and maintaining continuous monitoring by civil aviation authorities.		
Metrics	<ul style="list-style-type: none"> • Number of aerodromes certified per State • Percentage of aerodromes certified per Region • Number of AGA inspectors per State • State EI % in the AGA area • Number of RST established • Number of reported deficiencies in the GANDD 		
Strategy	<ul style="list-style-type: none"> • High level commitment to certify aerodromes: Thru GREPECAS decisions, Directors of CAAs are encouraged to submit a plan to certify aerodromes receiving international operations for the next 3 years, in order to facilitate follow-ups and contribute to Regional goal of increasing the number of aerodromes certified. • Certification of aerodromes: encompasses 4 main tasks: Provide guidelines/training to aerodrome inspectors, establishment of initial procedure for aerodrome certification and continuous oversight, development of certification manuals and issue of aerodrome certificates. • Implementation of RST in aerodromes that have not yet implemented: As part of the airport certification process, formally establish runway safety teams in aerodromes that have not yet implemented RST. Following its initiation the ICAO NACC Regional Office will continue to assist States/airports in the conformation of these teams following the ICAO reference material (some of them can be found in the ICAO NACC Regional Office website). 		

<p>Goals</p>	<ul style="list-style-type: none"> • Continue supporting Mexico’s airport groups for the completion of the certification of the 21 remaining aerodromes based on an annual plan (for 2021 are projected to be certified 4 of the 15 already initiated) and deemed complete the certification by the end of 2022. The GAP airports group has finished with the certification of its 12 aerodromes under his administration. • Continue assisting States/airports to request, with the continuation of the certification of aerodromes, mainly those which have initiated the process such as: Bahamas, Belize, Costa Rica, Cuba, Dominican Republic, Guatemala, Honduras, Jamaica and the Caribbean of the East and reach 62% by end of 2021. • It has been provided guidelines and checklists in the NACC web site (e-documents: with examples of aerodrome manuals, checklist of content of the aerodrome manual, Runway Safety Team - Terms of Reference (ToRs) and Operations Recovery after the COVID-19 pandemic) to assist the States/airports in the certification process.
<p>Rationale</p>	<ul style="list-style-type: none"> • Based on 2017 statistics and ICAO USOAP results, in Latin America 57% of States have not established a process for the certification of aerodromes. • 77% of the States regulatory authorities do not count with enough human resources (including a proper combination of technical disciplines in accordance with the size and scope of the operations of the aerodromes in the State) to fulfil its functions and mandate. • 61% of States do not ensure that aerodrome manuals are reviewed periodically to check their amendment status and that the information contained in the manual remain correct. • 47% of States do not have a procedure in place to include subsequent amendments to the aerodrome manual to be reviewed and approved/accepted by aerodrome regulatory authority technical staff. • 47% of States do not ensure that aerodrome operators develop and implement aerodrome maintenance programmes. • 85% of States have not established a process to review the validity of using aeronautical studies or risk assessment. • 81% of States have not established and implemented a mechanism to assess the outcomes of the conduct of risk assessments or aeronautical studies.
<p>Related Projects</p>	<p>To be determined</p>

Project Deliverables	Relationship with the regional performance-based plan (PFF)	Responsible	Status of Implementation ¹	Date of Delivery	Comments
<p>The SAFE Fund Project to ECCAA and 4 States of the OECS has completed, there are final reports available. As a follow-up to the executed work, currently technical assistance to ECCAA has been carried out under the IPAV project, which includes the organizational structure review, development of regulations and staffing among others. The certification of aerodromes has been postponed for 2021.</p>	<p>PFF CAR AGA 02</p>	<p>ICAO NACC</p>	<p>60%</p>	<p>3Q-2021</p>	<p>SAFE Fund finalized. Start of IPAV project, review of organizational structure; initial certification of aerodromes for 2021.</p>
<p>Follow-up on 20 airports that have begun the process of certification in the CAR region jointly with the civil aviation authority (Mexico, Belize, Bahamas, Costa Rica, Honduras and Guatemala, Cuba and Dominican Republic)</p>	<p>PFF CAR AGA 02</p>	<p>ICAO NACC /STATES</p>	<p>70%</p>	<p>INITIATED</p>	<p>Started In the case of Honduras, the second aerodrome was certified in November 2019. Mexico certified 4 aerodromes since 2018 up to date.</p>

¹ *Gray Task not started*
Green Activity in progress according to the schedule
Yellow Activity started with certain delay, but its implementation will be on time.
Red The implementation of the activity has not been achieved in the estimated period of time, it is necessary to adopt mitigation measures

Project Deliverables	Relationship with the regional performance-based plan (PFF)	Responsible	Status of Implementation	Date of Delivery	Comments
Assistance to States to improve and increase the level of effective implementation in the field of aerodromes.	PFF CAR AGA 02	ICAO NACC /STATES	70%	INITIATED	The work continues, as being in charge officer for Bahamas and Barbados. Bahamas has hired ARG for regulations review.
Development of templates and provision of guidance material for States to use in the certification process and resume operations.	PFF CAR AGA 02	ICAO NACC /STATES	90%	INITIATED	Guidance material was uploaded in the e-documents section of the ICAO NACC web site, including guidance and a checklist for resuming operations.
Follow-up to the implementation of runway safety teams and creation of new teams in those States/airports that still do not have the RST implemented.	PFF CAR AGA 02	ICAO NACC /STATES	70%	INITIATED	Continuing follow-up to México, Aruba, Honduras, Costa Rica y Antigua y Barbuda up to date.
Resources needed	High-level commitment of each participating State. The appointment of counterparts by States (direct assistance) is required for the implementation of the above-mentioned activities. Access to State regulation, guidance, manuals, procedures, advisory circulars, and other best practices available				

APPENDIX B

AERODROME PROGRAM PROJECTS - SAM REGION

SAM Region	PROJECT DESCRIPTION (PD)	DP N° F1	
<i>Program</i>	Title of the Project	Start date	End date
<i>Aerodromes</i> (Program Coordinator : Fabio Salvatierra RO AGA ICAO)	Operational Safety and Certification <i>Project Coordinator: To be determined</i>	April 2018	July 2025
Objective	Assist the States of the SAM Region in increasing the number of certified aerodromes and in the establishment of runway safety mechanisms (eg Runway Safety Teams) to face events related to runway safety at designated aerodromes.		
Scope	The scope of the project includes the identification of latent problems or obstacles in the aerodrome certification process, in order to better evaluate the States in compliance with regional goals and develop specific needs in relation to documentation, processes and procedures, development of guidelines, training, expert advice, best practices and data and information collection, to facilitate the initial certification of aerodromes and continuous surveillance.		
Metrics	<ul style="list-style-type: none"> • Number of certified aerodromes by State • Percentage of certified aerodromes by Region • Number of AGA inspectors by State • Percentage of Effective Implementation by State in the AGA area • Number of RST (Runway Safety Team or Track Safety Teams) established • Number of deficiencies reported in the GANDD 		
Strategy	<ul style="list-style-type: none"> • High level of commitment to certify aerodromes: Through GREPECAS decisions, the Directors of the CAAs are urged to present a plan to certify a minimum number of aerodromes per year in the next 3 years, in order to contribute to the regional goal of increasing certified aerodromes. • Collection of data and information: Through a cooperation mechanism (to be defined with the States and Industry partners), the Project will carry out a survey to collect data and define the level of maturity of the documentation / procedures available for compromise the initial certification of aerodromes. • Data and information analysis: After collecting the data, this will allow the project specialists to do a gap analysis and define the required solutions (guidelines, documentation, the management of “RST Go-teams”, technical cooperation, seminars, workshops, etc.) following the Pareto principle. 		

	<ul style="list-style-type: none"> • Establish sub-projects of the States (Certification Program (3 years) and Annual Plans): The Project will then establish (with the support of the State specialists and under the coordination of the Program coordinator) sub-projects per State with a common methodology so that all the State certification programs can be monitored by the coordinator. of the Program. These sub-projects will develop, among others, the following tasks: <ul style="list-style-type: none"> – Analyze the high level of commitment and the resources available for the certification of aerodromes (in States and aerodrome operators). – Evaluate the State infrastructure and the aerodrome certification program to identify potential support from other Contracting State(s), RSOOs, international organizations or ROs. – Provide the States and the Project coordinator with a tool to measure improvement and identify possible obstacles. • Initial certification of aerodromes: Consequently, as States implement their program, aerodromes will receive an initial certification so that the continuous surveillance phase can begin. This initial certification will be based on current conditions, with exceptions or alternate compliance methods, if necessary. • Initial implementation of the RST for each designated aerodrome: As part of the airport certification process, formally establish runway safety teams at each designated aerodrome, following common guidelines based on ICAO supporting documents.
Goals	<ul style="list-style-type: none"> • Survey on the availability of documentation, procedures and competent personnel for the certification of aerodromes in the States. YE2017 • Template of the regional aerodrome manual for the aerodrome certification process. YE2018 • Guidelines of the Regional Runway Safety Teams for implementation based on best ICAO and industry practices. YE2019 • Minimum regional aerodrome SMS requirements to apply to initial aerodrome certification. YE2018 • “Modification of regional standards” or procedure in “operational safety cases” for aerodrome operators to present requests for exceptions and apply to an initial aerodrome certification. YE2019 • 100% of States with a State Certification Program for a designated aerodrome. YE2019 • %(to be defined by the SAM Plan) of international aerodromes with the initial certification completed. YE2020 • %(to be defined by the SAM Plan) of States with sufficient competent aerodrome inspectors or with legal provisions and mechanisms to delegate to other entities (other States, RSOO's, etc.). YE2020 • % (to be defined by the SAM Plan) of international aerodromes with established Runway Safety Equipment. YE2020
Justification	<ul style="list-style-type: none"> • In accordance with ICAO (Safety Report 2015 – USOAP CMA), almost 60 percent of the States in the world have not fully implemented the requirements for aerodrome certification. More than 50 percent of States have not established a comprehensive aerodrome certification process, including all the necessary assessments. In addition, almost 60 percent of the States have not established, within the framework of their certification process, a mechanism based on safety assessments, to review and accept the lack of compliance with the established requirements. • Likewise, more than 60 percent of the States do not ensure that their aerodrome operators have established and implemented integrated strategies, including Local Runway Safety Teams (LRST), for the prevention of runway incursions and other accidents and incidents in aerodromes. • In February 2018, the SAM Regional Office reached 30% of certified international aerodromes.
Related Projects	<ul style="list-style-type: none"> • TBD

Project Deliverables	Relationship with the Regional Performance Based Plan (PFF) ASBU Modules	Responsible	Implementation ¹ Status	Date of delivery	Comments
Survey of States on approved national regulations / procedures on aerodrome certification in order to establish a reference point in relation to documentation needs.	PFF SAM AGA 02	Program Coordinator	100%	2Q-2018	Finished Results of the survey sent to States were received by letter LT 10/2.1.1-SA247
Collect best practices from States to develop guidance material (templates) and incorporate it into the LAR AGA set	PFF SAM AGA 02	Program Coordinator	80%	YE2020	Started Under the umbrella of Project RLA99 / 901, the SRVSOP Technical Committee is working on a "Model Aerodrome Manual" to facilitate certification, in addition to updating the Model Aerodrome Inspector Manual and other proposed model manuals. Oct 2020: The model is in its final review phase and could be available by the end of 2020
Review the survey results and prepare a plan at the Regional and State level to support the identified gaps.	PFF SAM AGA 02	Program Coordinator & SRVSOP TC	100%	CRPP/5 (2019)	In accordance with the acceptance of the Safety Plan for the SAM Region, the SAM Office together with the SRVSOP are in the process of preparing a detailed Regional plan. Oct 2020: there is a detailed regional plan, but for internal use in the Regional Office. In this NE, a proposal for certification goals by State was proposed under item 3.

¹ *Grey* Task not started
Green Activity in progress according to the program
Yellow Activity started with a certain delay but would be arriving on time in its implementation
Red The implementation of this activity has not been achieved in the estimated period of time, it is necessary to adopt mitigation measures

Project Deliverables	Relationship with the Regional Performance Based Plan (PFF) ASBU Modules	Responsible	Implementation ¹ Status	Date of delivery	Comments
Prepare methodology (procedures and templates) for States to submit their certification sub-projects.	PFF SAM AGA 02	Program Coordinator	100%	CRPP/5 (2019)	For PPRC / 5 a business case for a Technical Assistance Project is presented that would use part of the documentation used in past aerodrome certification tests. Oct. 2020: the methodology is being tested by the SRVSOP, under the certification test modality of the Calama airport in Chile. The project was offered to 2 States with difficulties for certification, however, due to the pandemic, efforts were suspended.
Go-Teams planning to support Initial Certification (with support from SRVSOP or other stakeholders)	PFF SAM AGA 02	Program Coordinator & SRVSOP TC	10%	YE2020	There is a request from one (1) State interested in a Go-Team to run between 2019-2020. Oct 2020: Go-Teams missions were suspended due to pandemic reasons. Efforts are being resumed in a virtual way.
Prepare guidance material (in Spanish) for the creation of RSTs.	PFF SAM AGA 02	TBD	100%	PPRC/5 (2019)	Based on the ICAO RST Manual, the first edition of the SRVSOP Advisory Circular for RST was created and published, available at: https://www.srvsop.aero/circulares/ca-aga-153-010-implementacion-de-equipos-de-seguridad-de-pista-rst/
Prepare a plan to implement RSTs per designated airport.	PFF SAM AGA 02	TBD	25%	2021	Oct 2020: a survey was distributed to SAM States to measure the status of implementation of RST, which will serve as a baseline for actions.
Runway Safety Planning Teams or RS Go-Teams (with the support of ICAO Headquarters, States, ACI and other partners / stakeholders)	PFF SAM AGA 02	TBD	0%	2020-onwards	Not started

Project Deliverables	Relationship with the Regional Performance Based Plan (PFF) ASBU Modules	Responsible	Implementation¹ Status	Date of delivery	Comments
Needed resources	High-level commitment from each participating State. Provision of counterparts in each State, in a Matrix Administration approach (sharing resources), for the project. The appointment of experts by the States (direct assistance) is required in the execution of some deliverables. Access to State regulations, guidance, manuals, procedures, advisory circulars and other best practices available.				

SAM Region	PROJECT DESCRIPTION (PD)		DP N° F2	
Program	Project Title		Start date	End date
<i>Aerodromes</i> (Program Coordinator: Fabio Salviatierra RO AGA ICAO)	Airport Planning Project Coordinator: <i>To be determined</i>		July 2019	July 2025
Objective	Guarantee the adequate and sufficient aerodrome infrastructure in the States for the development of national and regional civil aviation, allowing the implementation of the Regional Air Navigation Plan.			
Scope	The project will be limited to the SAM States and will consider the international aerodromes (present and planned for the future) listed in the Regional Air Navigation Plan.			
Metrics	<ul style="list-style-type: none"> • Number of States with National Airport System Plans. • Number of international aerodromes with updated Master Plans (<5 years). • Number of States with at least one (1) specialist in airport planning. 			
Strategy	Implementation of the plan in 4 phases or "work packages": <ul style="list-style-type: none"> • A roadmap or guide that States must endorse through the regional ANP, in order to address the airport infrastructure planning gap • Guidance material for States to support a collaborative consultation approach on airport planning • Model regulation on Annex 14 Vol. I new requirements for airport master planning so that States can harmonize with their local regulations • Capacity building and knowledge transfer to state and airport experts in the area of airport planning 			
Goals	<ul style="list-style-type: none"> • States with National Plans for Airport Systems aligned or as part of the National Air Navigation Plan • International aerodromes with updated master plans and aligned with the National Plan • States with collaborative consultation mechanisms on airport planning • States with regulations that include aerodrome master planning elements • States with powers over airport planning (States with at least one (1) specialist in Airport Planning) 			

Justification	<ul style="list-style-type: none"> In the SAM Region there is a lack of airport infrastructure capacity in many important hubs that has led to higher costs, saturation, delays, inefficiencies and loss of opportunities due to the lack of space to operate, thus acting against the common situation long-term, national and regional interest to take advantage of the benefits of growing air connectivity. According to ICAO Doc 9854, the main challenge for aerodrome operators will be to provide sufficient aerodrome capacity, while the challenge for the ATM system will be to ensure that all available capacity is used fully and efficiently.
Related projects	<ul style="list-style-type: none"> F3

Project Deliverables	Relationship with the Regional Performance Based Plan (PFF) ASBU Modules	Responsible	Implementation ² Status	Date of delivery	Comments
Survey to SAM States on Airport Planning		Program Coordinator	100%	2Q-2020	Finished Survey Report available at https://www.icao.int/SAM/Pages/ES/eDocuments-v18_ES.aspx?area=AGA
Preparation of a roadmap or guide on airport planning aspects at the national and local level		Program Coordinator / Task Group (to be defined)	10%	4Q-2020	Work started by Program Coordinator
Preparation of Guidance Material for States to support a collaborative consultation approach on airport planning		Program Coordinator / Task Group (to be defined)	10%	4Q-2021	Reference research and baseline (survey) initiated
Model regulation on Annex		Program	0%	4Q-2021	

² Grey Task not started

Green Activity in progress according to the program

Yellow Activity started with a certain delay but would be arriving on time in its implementation

Red The implementation of this activity has not been achieved in the estimated period of time, it is necessary to adopt mitigation measures

Project Deliverables	Relationship with the Regional Performance Based Plan (PFF) ASBU Modules	Responsible	Implementation ² Status	Date of delivery	Comments
14 Vol. I new requirements for airport master planning so that States can harmonize with their local regulations		Coordinator / SRVSOP (to be defined)			
Capacity building and knowledge transfer to state and airport experts in the area of airport planning (course or seminar on airport planning)		Program Coordinator / External support / CIAC (to be defined)	0%	4Q-2025	
Inclusion in e-ANP (VOL III) of forecasts on Airport Planning		GREPECAS	0%	2Q-2021	
States prepare national plans aligned to the regional plan in aspects of Airport Planning		STATES	0%	4Q-2023	
States have National Airport System Plans.		STATES	0%	4Q-2024	
States with mechanisms to guarantee local master plans updated and aligned with national plans.		STATES / AERODROMES OPERATORS	0%	4Q-2025	

SAM Region	PROJECT DESCRIPTION (PD)		DP N° F3	
<i>Program</i>	Project Title		Start date	End date
<i>Aerodromes</i> (Program Coordinator: Fabio Salviatierra RO AGA ICAO)	Project Coordinator:	A-CDM Implementation To determine	July 2019	July 2025
Objective	The main objective of the project is to support the implementation of the selected elements of A-CDM, as A-CDM has been globally identified as a way to increase capacity at the airport by increasing awareness of the situation of all stakeholders involved by exchanging information. that lead to a better collaborative decision-making process, especially during the change process at the airport.			
Scope	Selected aerodromes (high density or other parameter) of the SAM Region.			
Metrics	<ul style="list-style-type: none"> • % of applicable international aerodromes that have implemented improved airport operations through the CDM-airport (applicable = high density) (measurement of phases by aerodrome) • GANP KPI01, KPI02, KPI10, KPI13, KPI14 			
Strategy	<ul style="list-style-type: none"> • That States support the need to implement A-CDM element B0 / 1 at selected aerodromes. • Prepare Guidance Material to establish common rules and criteria for the exchange of information and the implementation of selected elements. • States endorse and implement regional guide to guarantee harmonization. • Implementation by aerodrome following 4 steps: <ul style="list-style-type: none"> ○ Information phase ○ Analysis Phase ○ Implementation Phase ○ Operational Phase • Direct assistance to start pilot projects at selected aerodromes, with the support of States, international organizations and experts in the field. 			
Metas	<ul style="list-style-type: none"> • Uniform, harmonized but scalable application of the concept at the regional level • Integration to regional networks • Reduction of delays • Better utilization of existing capacity 			

Justification	The A-CDM Project was approved at the 5th meeting of the PPRC (2019), therefore, the planning and actions of the project were just beginning with seminars in both regions. However, due to COVID-19 reasons, many of the congested airports (those where the full implementation of A-CDM would be applicable) have been affected in their traffic volume. However, the element of “information sharing” continues to be applicable and useful oriented to the situation of restarting and recovering operations upon their transition to normality.
Related projects	• F2

Project Deliverables	Relationship with the Regional Performance Based Plan (PFF) ASBU Modules	Responsible	Implementation³ Status	Date of delivery	Comments
Survey to States on the implementation of A-CDM	PFF SAM AGA 02	Program Coordinator	100%	3Q-2019	Finished Results of the survey sent to States were received by official letter SA5508. Survey report available at https://www.icao.int/SAM/Pages/ES/eDocuments-v18_ES.aspx?area=AGA
First Edition of A-CDM Implementation Guide		Program Coordinator	100%	4Q-2020	Finished Presented to States in e-CRPP / 02 for their endorsement (first edition)
Inclusion in e-ANP (VOL III)		GREPECAS	0%	2Q-2021	

³

Grey Task not started

Green Activity in progress according to the program

Yellow Activity started with a certain delay but would be arriving on time in its implementation

Red The implementation of this activity has not been achieved in the estimated period of time, it is necessary to adopt mitigation measures

Project Deliverables	Relationship with the Regional Performance Based Plan (PFF) ASBU Modules	Responsible	Implementation³ Status	Date of delivery	Comments
Implementation at selected aerodromes		States	20%	4Q-2025	To date (October 2020) 10 applicable aerodromes have been identified, which together have an implementation close to 20%.



Aerodromes Program (F) of GREPECAS

Review of Aerodrome Projects - CARSAM

Introduction and Background

According to decision ePPRC/ 01/03, the AGA Regional Officers of the ICAO NACC and SAM Offices held a virtual meeting to discuss and review the objectives, goals and implementation dates of the different Programs and Projects, currently under development, and adapt them to the requirements established by the new horizons determined by the COVID-19 crisis.

Decision ePPRC/01/03 – Review of current programs and projects of the PPRC.	
<p>That: Considering the new panorama that is projected for Civil Aviation, due to the restrictions imposed by the States to prevent the spread of COVID-19 and given the new scenario where GREPECAS projects are developed, the Secretariat must:</p> <ul style="list-style-type: none"> a) Evaluate GREPECAS programs to determine if they continue to be justifiable under the new scenario of the CAR / SAM regions (questions and Project matrix); b) Work on the implementations in the air navigation field in line with the guidelines established or to be established by the groups created by ICAO, both globally and regionally, for the reactivation and recovery of Civil Aviation; c) Review the objectives, goals and implementation dates of the different Programs and Projects, currently under development, and adapt them to the requirements established by the new horizons determined by the COVID-19 crisis; and d) Present a report, by November 30, 2020, containing the restructuring of the goals, objectives and dates of the revised Projects. 	<p>Expected impact:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Political / Global <input type="checkbox"/> Inter-regional <input type="checkbox"/> Economic <input type="checkbox"/> Environmental <input checked="" type="checkbox"/> Technical/ Operational
<p>Why?: To guarantee a harmonized and organized response among the States in the aspects related to the capacity and efficiency of air navigation according to the impact of COVID-19 on regional aviation.</p>	
<p>When: November 30th, 2020</p>	<p>Status: Valid</p>
<p>Who: <input type="checkbox"/> Coordinators <input checked="" type="checkbox"/> States <input checked="" type="checkbox"/> ICAO Secretariat <input type="checkbox"/> ICAO HQ <input type="checkbox"/> Others:</p>	



Methodology

As indicated in the PPRC meeting report, the analysis would be carried out by asking the following questions:

- a) Are the projects established by the States aligned with the regional strategic projects and the strategic objectives of the organization and in turn with the strategic plans drawn up by ICAO (GANP)?
- b) Have the objectives of the Programs and Projects been met?
- c) How is the need for one or the other determined?
- d) What follow-up is given to them?
- e) When should they be updated or closed?

In addition, the analysis would be complemented with the use of the following proposed matrix:

Criterios de evaluación	Ideas de evaluación	Escala de evaluación				
		1	2	3	4	5
Relevante	Es el propósito del proyecto y las metas del proyecto todavía significativa.					
Impacto	Que impacto (positivo o negativo) brindara al Estado el proyecto.					
Sostenible	Hasta que punto es posible continuar con el desarrollo del proyecto bajo el nuevo escenario operacional.					
Alcanzable	Hasta que punto las metas y objetivos definidos en el proyecto son alcanzables bajo el nuevo escenario operacional.					

Analysis

Current projects under the GREPECAS framework for the CARSAM regions:

- 1. **Project F1:** Aerodrome Certification and Operational Safety Project
- 2. **Project F2:** Airport Planning
- 3. **Project F3:** Airport Collaborative Decision Making (A-CDM)

- a) Are the projects established by the States aligned with the regional strategic projects and the strategic objectives of the organization and in turn with the strategic plans drawn up by ICAO (GANP)?



All three projects are aligned with the GANP:

- On project F1, Certification of aerodromes is part of the BBB (basic building blocks) of the GANP.
- On project F2, the airport master plan is a plan for the long-term development of an aerodrome and the final development of the aerodrome is represented gradually. Master plans are prepared to modernize existing airfields and create new ones, regardless of their size, complexity and function; they are not confirmed programs of execution, but rather provide information on the types of improvements that will be carried out gradually. New requirement of Annex 14, Volume I in its amendment 15 approved.
- On project F3, A-CDM is an ASBU of the GANP.

b) Have the objectives of the Programs and Projects been met?

- In the case of aerodrome certification, the certification plans due to the COVID-19 pandemic are mostly temporarily paralyzed or delayed in their implementation, due to the impossibility of carrying out on-site verification due to sanitary restrictions. However, States / airports continue to be assisted in the “desk” processes such as preparation and updating of documentation, such as the aerodrome manual, preparation of checklists, training, among others.
- In the case of Aerodrome Planning, the project was also approved at the 5th meeting of the PPRC (2019), therefore, the project is just beginning the planning phases and information compilation.
- In the case of A-CDM, the project was approved at the 5th meeting of the PPRC (2019), so the planning and actions of the project were just beginning with seminars in both regions. However, due to COVID-19 reasons, many of the congested airports (those where the full implementation of A-CDM would be applicable) have been affected in their traffic volume. The element of “**information sharing**” continues to be applicable and useful oriented to the situation of restarting and recovering operations upon their transition to normality.

c) How is the need for one or the other determined?

- Aerodrome certification continues to be a priority in the CAR / SAM regions due to the slow and delayed process that some States follow to comply with the requirement of Annex 14, Volume I.



- In the case of Aerodrome Planning, it is a necessary project because all current master plans must be reviewed, due to the new requirements of traffic growth and the need to expand the facilities and infrastructure of the aerodromes. In addition, the new ICAO guide to be published soon, should be shared with the States, and the project would serve to promote it.
 - The A-CDM is a necessary project because it responds to the decisions that the aerodromes and those involved in their operation must make due mainly to the increase in traffic and currently due to the future recovery scenario in response to the COVID-19 pandemic, providing a platform to facilitate, in an orderly and collaborative manner, the recovery of operations at airports.
- d) What follow-up is given to them?
- Communication via email mainly and training through webinars.
- e) When should they be updated or closed?
- **CERTIFICATION - remains in force.** In the case of Certification, the project remains in force until at least until 80% of aerodromes are certified in both regions. Currently, prior to the COVID-19 pandemic, progress was consistent with certification plans.
 - **PLANNING - is maintained with some modifications.** Since it is a relatively new requirement, the publication of the new ICAO guidance material (new version of document 9184 part 2 - Airport planning) is awaited to reorient the project.
 - **ACDM - is maintained with some modifications.** Due to the COVID-19 crisis and because the project is just starting activities, there is an opportunity to reorient the project so that it adjusts to the current situation in response to COVID-19, especially due to traffic restrictions and greater capacity available in most connection centers.

Evaluation criteria	Evaluation ideas	Evaluation scale				
		1	2	3	4	5
Project F1: Aerodrome Certification and Operational Safety Project						
Relevant	It is the purpose of the project and the goals of the project is still significant					x
Impact	What impact (positive or negative) will the project provide to the State					x
Sustainable	To what extent is it possible to continue with the				x	



Evaluation criteria	Evaluation ideas	Evaluation scale				
		1	2	3	4	5
	development of the project under the new operational scenario					
Reachable	To what extent the goals and objectives defined in the project are achievable under the new operational scenario				x	

Evaluation criteria	Evaluation ideas	Evaluation scale				
		1	2	3	4	5
Project F2: Airport Planning						
Relevant	It is the purpose of the project and the goals of the project is still significant				x	
Impact	What impact (positive or negative) will the project provide to the State				x	
Sustainable	To what extent is it possible to continue with the development of the project under the new operational scenario			x		
Reachable	To what extent the goals and objectives defined in the project are achievable under the new operational scenario			x		

Evaluation criteria	Evaluation ideas	Evaluation scale				
		1	2	3	4	5
Project F3: Collaborative Decision Making at airport level (A-CDM)						
Relevant	It is the purpose of the project and the goals of the project is still significant				x	
Impact	What impact (positive or negative) will the project provide to the State				x	
Sustainable	To what extent is it possible to continue with the development of the project under the new operational scenario				x	
Reachable	To what extent the goals and objectives defined in the project are achievable under the new operational scenario			x		