



Agenda Item 1: Follow-up to conclusions and decisions adopted by SAM/IG meetings and presentation of air navigation results at a global, interregional and intraregional level

FOLLOW-UP OF GREPECAS AERODROME PROJECT ACTIVITIES

(Presented by the Secretariat)

SUMMARY

This working paper presents to the Meeting changes to the Aerodrome Programme F, proposed and approved by GREPECAS/18 through Decision GREPECAS18/18. These, as a result of joint CAR/SAM Programme coordinators' efforts, in order to take steps to reassess the strategy of Programme F projects, to achieve the proposed objectives under the CAR/SAM Regional Planning and Implementation Group (GREPECAS) methodology, including the support offered by United States and Airports Council International – Latin America-Caribbean (ACI-LAC), following *Conclusion PPRC/4-5*.

The detailed changes in the Project for SAM Region are shown in **Appendix A**.

References:

- Fourth Programmes and Projects Review Committee (PPRC) meeting Conclusion 4-5 – Review meeting minute, 14 January 2017
- Report of the PPRC/4 meeting, July 2016
- Report of the GREPECAS/17 meeting, July 2014
- Report of the PPRC/2 meeting, July 2013
- Report of the GREPECAS/18 meeting, April 2018

1. Background

1.1 In accordance with the GREPECAS organization, based on programmes and projects, the AGA Regional Officers from the NAM/CAR and SAM Regions were designated as programme coordinators, and CAR and SAM States Officers were designated as Project coordinators and expert for the development and execution of tasks related to the aforementioned projects.

1.2 The following projects remain active according to their tasks and activities:

- *Project CAR AGA F1 - Aerodrome certification improvements*
- *Project CAR AGA F2 - Improvements to runway safety*
- *Project SAM AGA F1 - Aerodrome certification*
- *Project SAM AGA F2 - Runway safety improvements*

1.3 During the PPRC/4 Meeting, there was a discussion on the scant progress in the AGA area, this due to a lack of qualified experts and resources, both human and financial, allocated by States, and the setting of targets based on regional indicators instead of setting goals by State, and taking into account the weight of individual progress on this indicator. With the targets based on regional indicators, the effort of only one State in each region may drive the indicator to its target, meanwhile the other States are not doing their corresponding effort to reach the goal, being this the real intention of setting the target.

1.4 It was also mentioned during the PPRC/4 Meeting, the lack of experts available to assist the project coordinators, which has been one of the main reasons for the delay in the tasks, which is reflected in the progress of the activities of these projects.

1.5 The PPRC/4 Meeting recognized the need to strengthen the AGA area, in view of the low performance of both projects in attaining airport certification goals and runway safety improvements, which required the adoption of measures to reassess the project strategy in order to achieve the proposed objectives, while maintaining the work methodology as accepted and approved by GREPECAS, based on programmes and projects.

1.6 It is important to emphasize that although most AGA projects are related to safety matters and correspondingly to the implementation of the Global Aviation Safety Plan (GASP) rather than the Global Air Navigation Plan (GANP), both Regional Offices, the Regional Aviation Safety Group – Panamerica (RASG-PA) and GREPECAS agreed that these projects may continue under the GREPECAS umbrella, ensuring an adequate and constant coordination of priorities and recommendations that RASGPA will deliver, through their coordination and communication channels.

2. Analysis

2.1 After *Conclusion PPRC/4-5*, which indicates that the Programme F coordinators should analyze the need to reassess the strategy of the AGA Programme and Projects, a meeting was organized in the NACC Regional Office among the CAR/SAM Programme F coordinators, the Federal Aviation Administration from United States, and Airports Council International – Latin America–Caribbean (ACI-LAC).

2.2 The meeting agreed that Projects F2 of both regions and the runway safety improvement are closely related to the objectives of Project F1 (aerodrome certification), which requires the implementation of mechanisms to ensure safe operations on runways, resulting in a mix of solutions including maintenance plans, Runway Safety Teams (RSTs), Safety Management Systems (SMS), among others, both part of the aerodrome certification process.

2.3 As in any new activity, the necessary competences of the professionals in charge of leading the implementation are a key factor for success. Both Regional Offices are facing difficulties on finding professionals with the required competences and availability to assist the regions.

2.4 Recognizing the scarce source of professionals, having two separate, but closely related projects, involves a risk to the project's performance, so duplication of efforts and inefficiencies should be avoided at all costs.

2.5 Pursuant to *Conclusion PPRC/4- 5*, the Programme F Coordinators recommend to join the two F Projects into one ***Aerodrome Safety and Certification Project***. This new project will include new objectives and metrics. The several tasks already engaged in the past F1 and F2 projects, will be considered as tasks or sub-projects of the new F1 Project in both Regions.

2.6 The new proposal for unified projects was presented in GREPECAS/18. During the meeting, five States (Brazil, Cuba, Panama, United States and Uruguay) showed their support to the conclusion and decision proposals, highlighting that the search of efficiencies in the AGA area (which started with 7 projects) is in line with the realities of prioritization of activities to achieve the expected objective. The detail of changes in the project for the SAM Region is presented in **Appendix A**.

2.7 After assessing the benefits that the merging of both projects would bring, the meeting adopted following decision:

DECISION GREPECAS 18/18		MERGING OF PROJECTS F1 AND F2 INTO A NEW PROJECT F1
What: To gain efficiency, Projects F1 and F2 of the GREPECAS Aerodromes and Ground Aids Programme (AGA) will be merged into a single Project F called " <i>Safety implementation and aerodrome certification project</i> "		Expected impact: <input type="checkbox"/> Political / Global <input checked="" type="checkbox"/> Inter-regional <input type="checkbox"/> Economic <input type="checkbox"/> Environmental <input checked="" type="checkbox"/> Operational/Technical
Why: Given the limited progress made by previous efforts and scarce resources (reported at PPRC / 4), it was proposed to merge the projects to gain efficiency, since both Projects were closely related.		
When: GREPECAS/18		Status: Adopted by GREPECAS/18
Who: <input checked="" type="checkbox"/> Coordinators <input checked="" type="checkbox"/> States <input checked="" type="checkbox"/> ICAO Secretariat <input type="checkbox"/> ICAO HQ <input type="checkbox"/> Others:		

3. Status of implementation of Projects in the SAM Region

3.1 The status of aerodrome certification in the SAM Region shows from a total of 104 international aerodromes, 31 aerodromes already certified. The number has increased from 8 aerodromes certified representing around 8% (December 2013) to the actual number up to date showing 30% of the total.

# of Aerodromes per AOP Table	Certified Aerodromes (PPRC/4 , July 2016)	Certified Aerodromes (GREPECAS/18)	Current %	Bogota Declaration Goal (2016)
104	17	31	30%	20%

3.2 Although the Declaration of Bogota's goal (20% of certified international aerodromes) was succeed, it's important to emphasize that a single State account for more than half (17 out of 31, or 16.35%) of the current 30%, while the remaining 13.46% (14 aerodromes) is distributed among 8 States.

The rest of States (5 or 36%) doesn't have aerodromes certified by February 2018. The aerodrome certification requirement was established in ICAO SARP's in 2003.

3.3 PPRC/4 meeting emphasized the need that each State is aware of the weight of their individual progress on the regional target and assume their own responsibility on supporting aerodrome certification efforts. Therefore, States are invited to commit to a plan to increase the aerodromes certified in order to elevate or maintain their SARP's effective implementation and support the regional goal.

3.4 During GREPECAS/18 the statement in 3.3 above was supported presenting a draft conclusion to the meeting, which was approved by same. In such sense, following Conclusion was adopted:

CONCLUSION GREPECAS 18/19		AERODROME CERTIFICATION PLAN	
What: In order to better support and assist CAR and SAM States/aerodromes with the aerodrome certification process, the CAR/SAM States/Territories should send a 3-year plan to the respective ICAO Regional Office for the certification of their aerodromes, taking into account their contribution to the total of the Region		Expected impact: <input type="checkbox"/> Political / Global <input checked="" type="checkbox"/> Inter-regional <input type="checkbox"/> Economic <input type="checkbox"/> Environmental <input checked="" type="checkbox"/> Operational/Technical	
Why: To better support and assist CAR and SAM States/aerodromes with the aerodrome certification process.			
When: 30 August 2018		Status: Adopted by GREPECAS/18	
Who: <input checked="" type="checkbox"/> Coordinators <input checked="" type="checkbox"/> States <input checked="" type="checkbox"/> ICAO Secretariat <input type="checkbox"/> ICAO HQ <input type="checkbox"/> Others:			

4. **Suggested actions:**

4.1 The Meeting is invited to:

- a) take note of the information provided in this paper and its Appendix A;
- b) agree on other actions that are deemed necessary.

APPENDIX A

PROJECT ON AERODROME SAFETY AND CERTIFICATION – SAM REGION

SAM Region	PROJECT DESCRIPTION (PD)	PD N° F1	
<i>Programme</i>	Project Title	Start	End
<i>Aerodromes</i> (Programme Coordinator: Fabio Salvatierra ICAO AGA RO)	<i>Aerodrome Safety and Certification</i> <i>Project Coordinator: To be determined</i>	April 2018	July 2020
Objective	Assist States in the SAM Region to increase the number of certified aerodromes and the establishment of runway safety mechanisms (e.g. Runway Safety Teams) to tackle runway safety related events at designated aerodromes.		
Scope	The scope of the project includes the identification of latent problems or bottlenecks in the aerodrome certification process, in order to better assess States complying regional targets and develop tailored needs in relation to, documentation, processes and procedures, development of guidelines, training, expert advice, best practices, and data and information collection, to enable initial certification of aerodromes and continuous surveillance.		
Metrics	<ul style="list-style-type: none"> • Number of aerodromes certified per State • % 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 CAA's are encouraged to present a plan to certify a minimum number of aerodromes per year in the next 3 years, in order to contribute with the Regional goal of increasing aerodromes certified. • Data and information gathering: Through a cooperation mechanism (to be defined with States and Industry partners), the Project will carry out a survey to collect data and define the level of maturity of available documentation/procedures to engage initial aerodrome certification. 		

	<ul style="list-style-type: none"> • Data and information analysis: after collecting the data, this will allow the Project specialists to make a Gap Analysis and define required solutions (guidelines, documentation, Go Teams, technical cooperation, seminars, workshops, etc.) following the Pareto principle. • Establish State sub-projects (certification Program (3 year) and Yearly Plans): The Project will then establish (with the support of States specialists and under coordination of Programme coordinator) per-State sub-projects with a common methodology so that all State's certification programs may be monitored by the Programme coordinator. These sub-projects will, among other tasks: <ul style="list-style-type: none"> – Analyze high level commitment and resources available for aerodrome certification (on States and Aerodrome Operators). – Assess State framework and aerodrome certification program to identify potential support from other Contracting State(s), RSOO's, International Organizations or the RO's – Give the State and the Project coordination a tool to measure their improvement and identify possible bottlenecks. • Initial certification of aerodromes: consequently, as States implement their program, aerodromes will receive initial certification so that the continuous surveillance phase can begin. This initial certification will be based on current conditions, with exemptions or alternate methods of compliance if applicable. • Initiate implementation of RST to each designated aerodrome: as part of the airport certification process, formally establish runway safety teams in each designated aerodrome, following common guidelines based on ICAO supporting documents.
Goals	<ul style="list-style-type: none"> • Survey on available documentation, procedures and competent staff for aerodrome certification at States. YE2017 • Regional aerodrome manual template for aerodrome certification process. YE2018 • Regional Runway Safety Team guidelines for implementation based on ICAO and industry best practices. YE2019 • Regional minimum Aerodrome SMS requirements to apply for an aerodrome initial certification. YE2018 • Regional “modification of standards” or “safety cases” procedure for aerodrome operators to present requests for exemptions and apply for initial aerodrome certification. YE2019 • 100% of States with State Certification Programme for designated aerodrome. YE2019 • % (to be defined by SAM Plan) of international aerodromes with initial certification completed. YE2020 • % (to be defined by SAM Plan) States with sufficient and competent aerodrome inspectors or with arrangements and legal mechanisms to delegate to other entities (other States, RSOO's, etc.). YE2020 • % (to be defined by SAM Plan) of international aerodromes with established Runway Safety Teams. YE2020

Rationale	<ul style="list-style-type: none">• According to ICAO (USOAP CMA Safety Report 2015), almost 60 per cent of contracting States in the world have not fully implemented the requirements for the certification of aerodromes. More than 50 per cent of the States have not established a comprehensive aerodrome certification process, including all the necessary assessments. In addition, almost 60 per cent of the States have not established, in the framework of their certification process, a mechanism based on safety assessments, for reviewing and accepting non compliances with established requirements.• Also, more than 60 per cent of the States do not ensure that their aerodrome operators have established and implemented integrated strategies, including Local Runway Safety Teams (LRSTs), for the prevention of runway incursions and other accidents and incidents at aerodromes.• By February 2018, SAM Regional office has accomplished about 30% of international aerodromes certified.
Related Projects	<ul style="list-style-type: none">• TBD

Project Deliverables	Relationship with the regional performance-based plan (PFF)	Responsible	Status of Implementation	Date of Delivery	Comments
Survey to States on current national approved regulations/procedures on aerodrome certification, in order to set the baseline documentation needs.	PFF SAM AGA 02	TBD	0%	2Q-2018	The State specialist will develop a survey to identify the needs of each State's documentation (regulations, procedures, etc.) in order to better target assistance.
Collect best practices from States to develop guidance material (templates) and incorporate them to the LAR AGA set	PFF SAM AGA 02	TBD	0%	OPEN	After exploring what is available from States, the specialist will organize all documentation and experiences needed to engage aerodrome certification in order to simplify the process.
Review the survey's results and prepare a plan, on a Regional and State level to support the identified gaps	PFF SAM AGA 02	TBD	0%	CRPP/5(2019)	The plan will define what is required (preparation of documentation, workshops, training, etc.) using the Pareto principle, in which we get the most results with less resources.
Prepare methodology (procedure and templates) for States to present their Certification sub-projects	PFF SAM AGA 02	TBD	0%	CRPP/5 (2019)	The State specialist will prepare a procedure with templates to present their certification project per designated airport per State
Plan for initial certification Go-Teams (with support of SRVSOP and other partners/stakeholders)	PFF SAM AGA 02	TBD	0%	YE2020	Plan Go-Teams with the support of SRVSOP and other partners to begin initial certification at volunteered locations.
Prepare guidance (in Spanish) for the creation of RST's	PFF SAM AGA 02	TBD	0%	CRPP/5 (2019)	Based on ICAO RST Handbook, create a regional RST guideline to advise operators on the implementation of RST's.
Prepare a plan to implement RST's per designated airport	PFF SAM AGA 02	TBD	0%	CRPP/6 (2020)	With the support and commitment of States and airport Operators, prepare an implementation plan for States to comply with targets of RST implementation.
Runway Safety Go-Teams (with support of ICAO HQ, States, ACI and other partners/stakeholders)	PFF SAM AGA 02	TBD	0%	2020-onwards	Plan RS Go-Teams with the support of ICAO HQ, other States and ACI to engage the creation of RST's.

Project Deliverables	Relationship with the regional performance-based plan (PFF)	Responsible	Status of Implementation	Date of Delivery	Comments
Resources needed	High level commitment on each participating State. The provision of counterparts in each State, on a Matrix Management approach, to the project. Designation of experts by States (direct assistance) is needed in the execution of some of the deliverables. Access to State regulations, guidance, manuals, procedures, advisory circulars, and other best practices available.				