INTERNATIONAL CIVIL AVIATION ORGANIZATION
SAT DOC 001

SAT HANDBOOK

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

Second Edition

Version 1.0 – 2026
Approved by SAT SG/EO

WESTERN AND CENTRAL AFRICAN (WACAF) OFFICE OF ICAO

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RECORD OF AMENDMENTS

Amendment	Date	Part	Part and Page No.	Entered by
Edition 1 - V0	28.05.2019	All	All	F.X Salambanga
Edition 1 - V1	06.06.2019	All	All	P. Zo'o-Minto'o
Edition 1 - V2	20.03.2020	All	All	L. Bakienon
Edition 1 - V3	30.07.2021	All	All	Albert Taylor
Edition 2 - V1	18.06.2026	All	All	SAT Secretariat and DMO

ABBREVIATIONS

AASPG – Africa Indian-Ocean Aviation System Planning and Implementation Group
ANSP – Air Navigation Service Provider
AORRA – Atlantic Ocean Random Routing Area
ARMA – African Regional Monitoring Agency
ASBU – Aviation System Block Upgrades
ASR – Annual Safety Report
ATM – Air Traffic Management
CNS – Communication, Navigation, and Surveillance
CPDLC – Controller-Pilot Data Link Communications
EASPG – European Aviation System Planning Group
GASP – Global Aviation Safety Plan
GANP – Global Air Navigation Plan
GREPECAS – CAR/SAM Regional Planning and Implementation Group
IATA – International Air Transport Association
ICAO – International Civil Aviation Organization
IMG – Implementation Management Group
MET – Meteorology
NAT SPG – North Atlantic Systems Planning Group
PBCS – Performance-Based Communication and Surveillance
PIRG – Planning and Implementation Regional Group
RASG – Regional Aviation Safety Group
RMA – Regional Monitoring Agency
RSOO – Regional Safety Oversight Organization
RVSM – Reduced Vertical Separation Minimum
SAT – South Atlantic
SG – Steering Group
SOG – Safety Oversight Group
SPG – System Planning Group

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PART 0 – INTRODUCTION

FOREWORD

The SAT Handbook is a key publication adopted by SAT, aligned to the ICAO Strategic Plan 2026-2050[1], and designed to serve as an accessible reference for all interested parties. It consolidates 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. The Handbook will be made available to SAT Members and Observers, the ICAO Secretariat, and 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.

OVERVIEW

The SAT Handbook reflects the recommendations from SAT members to review and revise the Terms of Reference, Organization, Working Methods, and Arrangements to improve the efficiency of the SAT.

Note: *In this Handbook, the words "working arrangements" and "working methods" have been used interchangeably. They do not, nevertheless, always have the same connotation in all contexts.*

ORGANIZATION OF THE HANDBOOK

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

The Section and Part headings framework and page numbering have been devised 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 also serves as the subject index and checklist for the current pages.

BACKGROUND OF THE SAT AND ITS CONTRIBUTORY BODIES

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.

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 organizations, and representatives from Administrations of Communication Service Providers in

[1] https://www.icao.int/about-icao/Council/strategic-plan-2026-2050

order to ensure a smooth transition to the application of reduced separation using the Mach number technique.

Furthermore, LIM/AFI formulated Conclusion 3/15-*Continued Improvement of Air Traffic Services over the South Atlantic* which reads as follows:

That:

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

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

a) To ensure the continued development of air navigation system in the South Atlantic parties of the AFI and SAM Regions, the concerned States and interested international organizations 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; and

3) develop, as required, proposals for amendment of air navigation plan and regional supplementary procedures.

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

1.1 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) was established to monitor the performance of the VSAT network by assessing its operational statistics and coordinating 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-, medium-, and long-term strategy for implementing a new airspace structure in the EUR/SAM Corridor with the aim to improve the capacity and efficiency of operations and meet users' needs.

4. The former organization of the SAT Group is presented at SAT Handbook, **Appendix A**.

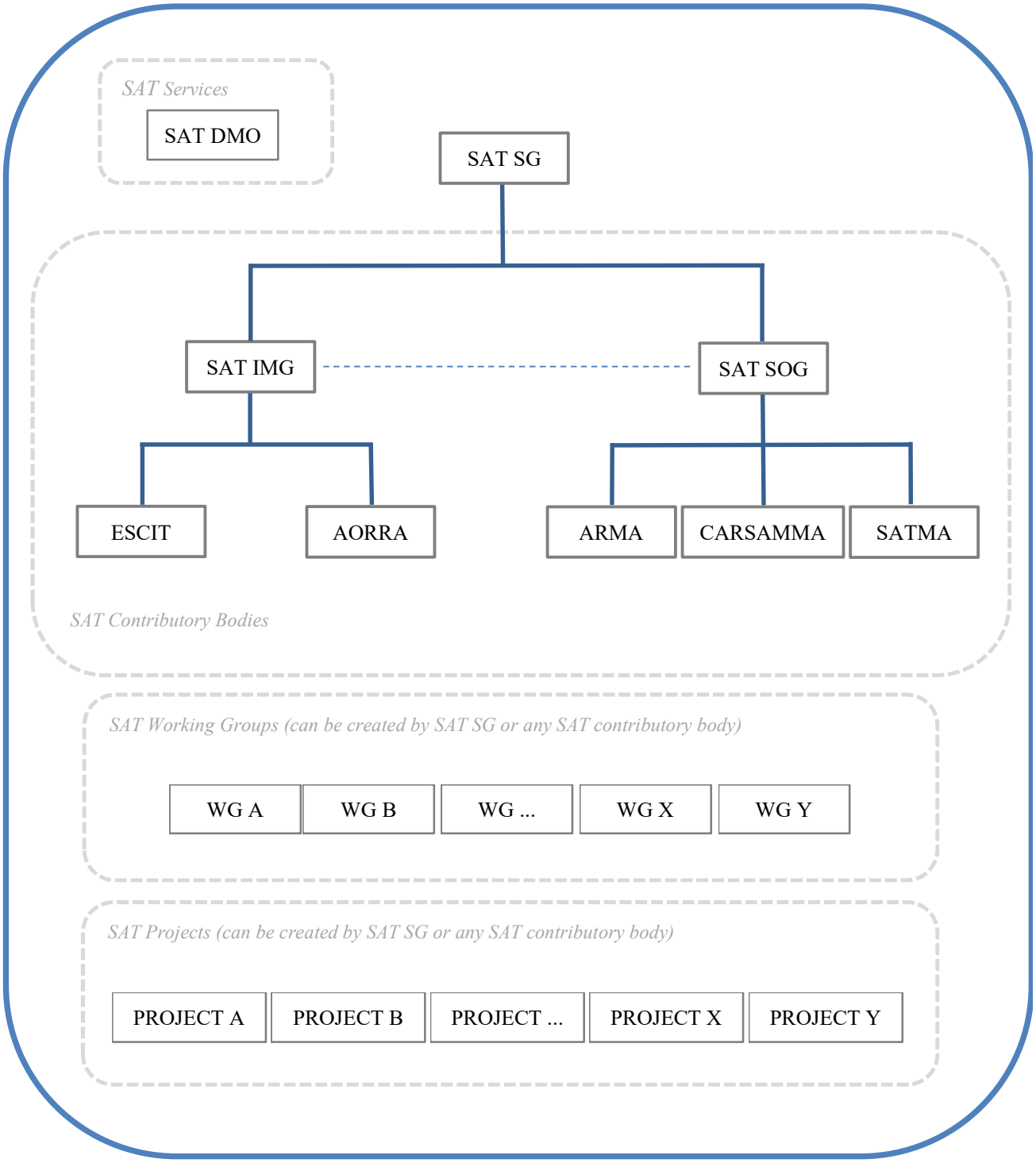
1.2 The SAT was led by a Chairman elected by its meeting, and the ICAO WACAF Regional Office services the Secretariat. Since then, the SAT Group has been holding yearly informal but structured meetings hosted by a rolling and volunteering principle for States and ANSPs in the AFI, EUR and SAM Regions.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

and SAT-FIT in preparation for the SAT meeting held back-to-back during the same week.

1.3 At the first Atlantic Coordination Meeting (ACM-01) in January 2019, the need for a new structure of the SAT was agreed that would also improve the coordination and cooperation between the NAT and SAT Areas. Following the conclusions from the second Atlantic Coordination Meeting (ACM-02) in February 2020, the SAT Handbook was developed. This Handbook formalizes an update on the organization's 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 were envisaged:

- Extend the SAT Terms of Reference to systems implementation planning actions based on the analyzis of the evolution of traffic characteristics and technology, safety performance monitoring in the SAT Region and context analyzis, 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; and
- Revise the SAT structure as follows:
  - SAT Implementation Management Group (SAT IMG) is responsible to the SAT SG for the identification, development and coordinated implementation of safe and efficient programs supporting the aviation system in the SAT Area;
  - SAT Safety Oversight Group (SAT SOG) is responsible to the SAT SG for Safety and Risk monitoring in the SAT Area;
  - Project Teams may be established by the SAT SG, SAT IMG or SAT SOG as necessary to address project-oriented tasks. These teams are created to handle focused areas of work aligned with the overall strategic objectives of the SAT Groups;
  - Ad Hoc contributory bodies may be established by the SAT SG, SAT IMG or SAT SOG as necessary to address specific matters.

1. ORGANIZATIONAL STRUCTURE OF THE SAT GROUP



2. SAT VISION

Through collaboration and leveraging innovation, the SAT Group fosters the provision of safe, secure, efficient, sustainable, and resilient Air Traffic Services to ensure seamless operation and promote air connectivity among regions adjacent to the South Atlantic.

3. SAT SAFETY POLICY

Safety is the SAT SOG's core function. The Group is committed to developing an organizational culture that provides the conditions for executing safe practices and encourages effective operational safety reporting (voluntary and mandatory). SAT SOG aims to foster effective communication between its *stakeholders* (ANSPs, airspace users, CSPs, States and relevant stakeholders) to promote the safety of operations. It further seeks to develop, implement, maintain, and constantly improve strategies and processes to ensure that all our aviation activities receive balanced organizational resources. SAT SOG will aim to achieve the highest level of safety performance and meet regional safety objectives under national and international standards, the Global Aviation Safety Plan (GASP), and the Global Air Navigation Plan (GANP).

3.1. Objective

The objective of the SAT Member States is to maintain and, where possible, improve the agreed safety standards in all activities supporting the provision of Air Navigation Services in the SAT Area:

- All States involved are responsible for delivering the agreed level of safety performance in providing Air Navigation Services in the South Atlantic Area;
- All involved States are accountable for delivering the agreed safety performance in aircraft operations in the South Atlantic Area;
- All States involved must raise awareness of the importance of the good reporting culture with internal and external users and follow the processes established in processing messages for the monitoring bodies; and
- Safety in the SAT Area is managed through the organization and activities of the relevant implementation and oversight groups established by the SAT SG, in coordination with non-member States and observers, to achieve their Safety Objective.

3.2. Guiding principles

The SAT SOG will act to:

- Clearly define all accountabilities and responsibilities for the delivery of safety performance concerning the provision of air navigation services and participation in SAT SOG and its contributory bodies activities;

- Maintain continuous processes that monitor safety performance and establish and measure objectives, targets and performance indicators for operational safety to follow up the level of safety achieved;

- Encourage operational safety assurance activities as a way to continuously improve the services provided concerning safety performance, as well as to monitor the implementation processes for maintaining operational safety;

- Support safety management activities that will result in a Just Culture, foster safety best practices, and encourage effective reporting and communication;

- Distribute safety information and SAT operating requirements to stakeholders;

- Establish and implement hazard identification and risk management processes in order to eliminate or mitigate safety risks associated with air navigation services supporting aircraft operations in the South Atlantic Area; and

- Incentivize all SAT Member States to contribute experts to the SAT SOG or one or more of its various subgroups and support the overall safety management in the Area.

3.3. Conclusion

The achievement of an effective safety culture is recognized as a vital element in establishing, achieving and maintaining satisfactory levels of safety performance. To accomplish this, a just culture is crucial to promote best management practices to improve safety awareness. The SAT Safety Policy was created to harmonize with ICAO objectives and civil aviation safety-related activities within its jurisdiction. Promoting the SAT Safety Policy also enables a system where all airspace users are invited to collaborate on understanding the safety concept in the SAT Area and how they, as members of its airspace, can improve it.

PART I - TERMS OF REFERENCE OF SAT STEERING GROUP (SAT SG)

4. MANDATE OF THE STEERING GROUP

4.1. The SAT Steering Group, with the support of its contributory bodies, aims primarily to ensure a continuous, coherent and harmonized implementation of the air navigation system in the South Atlantic parts 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).

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

a) Study, monitor and assess the air navigation system, including new CNS/ATM systems, in light of the evolution of traffic characteristics and technology with due observance of the primacy of air navigation safety and the need for optimum air navigation capacity and efficiency over the South Atlantic;

b) Define a SAT Policy and Vision for clear identification of operational requirements and targets to be planned and implemented by its members;

c) Make proposals for a SAT Implementation Plan based on the analyzis of the evolution of traffic characteristics and technology, Safety Performance and Risk Monitoring in the SAT Area and context analyzis, including interoperability issues with adjacent airspaces, as well as strategic and financial constraints, for consideration of relevant PIRGs and/or RASGs;

d) Identify and address specific air navigation deficiencies for consideration of relevant PIRGs; and

e) Develop, as required, proposals for amendment of the Regional Air Navigation Plan (RANP), the Regional Aviation Safety Plan (RASP) and regional supplementary procedures to be submitted to relevant PIRGs and/or RASGs.

4.3. The Africa Indian-Ocean Aviation System Planning and Implementation Group (AASPG), the CAR/SAM Regional Planning and Implementation Group (GREPECAS), the North Atlantic Systems Planning Group (NAT SPG), the European Aviation System Planning Group (EASPG), 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 Area.

4.4. SAT shall be an implementation and coordination enabler, 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.

4.5. The SAT Steering Group will cooperate with the neighbouring PIRGs, especially the AASPG, GREPECAS and NAT SPG, by identifying priority areas for potential joint projects aiming at harmonization to achieve seamless operations.

4.6. The work programs of SAT SG, SAT IMG and SAT SOG shall be considered each year

during the SAT SG annual meeting for approval. SAT IMG and SAT SOG shall work as closely as possible to achieve the assigned objectives.

4.7. Guiding Principles

The SG will act to:

a) Clearly define all accountabilities and responsibilities for the delivery of safety performance concerning the provision of air navigation services and participation in the SAT SG and its contributory bodies;

b) Support 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 safety performance in the SAT area against agreed safety standards; and

g) Continually improve our safety performance through safety management processes.

4.8. Membership

The SAT Steering Group (SAT SG) is composed of Members and Observers. Members include States and organizations responsible for the provision, regulation, or coordination of air navigation services within the South Atlantic (SAT) Area. While Observers may include States and organizations, not formally part of the SAT Area, but that contribute relevant expertise, operational data, or coordination support.

4.8.1. Member States are Portugal, Spain, Morocco, Cabo Verde, Trinidad and Tobago, France, Senegal, Côte 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 the International Air Transport Association (IATA).

4.8.2. The Chairpersons and Secretariat of SAT IMG and SAT SOG are members of SAT SG. The terms and conditions of their appointment are provided in subsequent sections of this handbook.

4.8.3. ARMA, CARSAMMA and SATMA are included among the technical partners of SAT. These RMAs are tasked with the monitoring and analyzing of airspace safety, including RVSM height-keeping performance. Together, these regional monitoring agencies contribute to enhancing the safety and efficiency of the provision of Air Navigation Services (ANS) across the South Atlantic area, consistent with relevant ICAO Annexes and PANS.

4.8.4. The RSOOs of the AFI region (AAMAC, BAGASOO and SASO) are included in the

SAT Group to support the scrutiny of ATS events in the SAT Area.

4.8.5. Observers may be invited by the SAT SG. These include staff associations, industrial stakeholders such as aeronautical communication service providers, air navigation systems suppliers, aircraft manufacturers, avionics equipment manufacturers, and computer flight plan service providers. Adjacent States such as the United Kingdom, Canada, the United States of America, and their navigation service providers may participate as Observers.

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

4.8.7. The list of all Members and Observers of the SAT SG, including the Air Navigation Service Providers (ANSP), international organizations and adjacent States to the SAT Area, will be keep updated by the SAT SG Secretariat and made available on the dedicated websites of the concerned ICAO Regional Offices with the DMO support.

5. SAT RESOURCES ALLOCATION AND FUNDING MECHANISM

5.1. The effectiveness of the SAT Area in terms of carrying out safety and efficiency improvement projects in line with the approved CONOPS 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 the SAT Secretariat. The latter should work permanently with SAT contributory bodies to bring projects to fruition. The SAT SG Secretariat shall also monitor the work program of the SAT contributory bodies between formal meetings, including implementation team(s).

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

5.3. SAT resources shall be composed of members contributions, trust funds, and donations from organizations and partners.

5.4. Covering the costs of mobilizing experts

SAT Members shall support the costs related to the participation of their experts in SAT activities, including meetings, project implementation and technical studies. The ICAO WACAF Office shall provide the SAT SG Secretariat. The Secretariat may benefit from the support of dedicated staff seconded by Member States or ANSPs for a period set by the SAT Steering Group. The associated costs shall be covered as per the SAT Steering Group decision.

5.5. Covering the costs of meetings organization

The hosting State/ANSP shall support all the costs related to the meeting, excluding those associated with the participation of experts.

5.6. Regional projects' implementation

Each member State/ANSP shall bear its own costs related to implementing 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 address systems interoperability issues. In this case, the financing mechanism involved shall be defined in the Steering

Group's framework.

5.7. **Work Programme**

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 perform the following tasks:

a) Propose a SAT Vision, a Concept of Operation and a Regional System Implementation Plan for consideration of relevant PIRGs;

b) Review and, when necessary, propose target dates for implementing services and procedures, and facilities to ensure the coordinated implementation of the Air Navigation Systems in the South Atlantic Area;

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 the interconnection and interoperability of CNS/ATM systems operated in the SAT area with enough flexibility to accommodate existing and future services evolutionary and cost-effective, in accordance with the vision of the ICAO ASBU B0-FICE and B1-SWIM threads;

e) Develop, as required, amendment proposals for updating the Regional Air Navigation Plans (RANPs) and Regional Aviation Safety Plans (RASPs) of the concerned regions as 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 analyzes 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 RANP and RASP;

h) Monitor and review, prior to any implementation that may bring important changes to SAT CNS/ATM systems or have a 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.

5.8. In fulfilling its terms of reference, the SAT SG will consistently align its actions with ICAO strategic objectives.

5.9. Creation and Dissolution of Contributory Bodies or Project Teams

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

a) it has completed its assigned task;

b) its duration has expired;

c) SAT SG has determined that another body can effectively address the work; 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 serve as a coordinating and reporting body for activities related to the Air Navigation System in the South Atlantic area, as conducted under ICAO. Nevertheless, it 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 Services 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 programmes to the SAT Steering Group Secretariat for consideration of SAT Steering Group, to ensure consistency of all initiatives and activities within the SAT**.**

PART II - WORKING ARRANGEMENTS OF SAT SG

7. RELATIONS WITH MEMBERS

7.1. Members of the SAT Steering Group, as identified in the Terms of Reference, shall be kept fully informed of activities of the SAT contributory bodies. To ensure this, members shall receive notifications through electronic means regarding:

a) The dates and proposed agenda for Group meetings;

b) Reports on Group meetings, as appropriate; and

c) Summaries or reports of meetings of its contributory bodies of high importance that could not wait for the forthcoming SAT SG meeting.

7.2. Members should be expected to facilitate the coordination and follow-up of the Steering Group activities within their respective Administrations.

7.3. The Steering Group may obtain information from concerned members on specific planning and implementation issues and offer them advice through specific proposals for action.

7.4. 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.

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

8. RELATIONS WITH OTHER ORGANIZATIONS

8.1. SAT SG shall keep itself informed of the activities of other organizations to the extent that such activities are likely to impact the planning and operation of the Air Navigation Services over the South Atlantic. When necessary, the SAT SG shall endeavour to provide information and advice to such organizations to avoid duplication of studies and/or efforts.

9. ADMINISTRATION OF THE SAT SG

The administration of the SAT SG shall be structured as follows:

9.1. A Chairperson, elected from the representatives of 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 an identical term.

9.2. A Secretariat appointed by the ICAO Regional Office of Dakar that shall act in close collaboration with the other ICAO Regional Offices.

9.3. The Chairperson, in close cooperation with the Secretariat, shall make all necessary arrangements to ensure the efficient functioning of the Steering Group.

9.4. The Vice-Chairperson shall support the Chairperson in fulfilling their duties and assume the responsibilities of the Chairperson in his/her absence. In particular, the Vice-Chairperson will preside over meetings when the Chairperson is unavailable and assist in overseeing the coordination of working groups and projects. The Vice-Chairperson may also be called upon to help manage the preparation of the agenda, the review of documents, and communication with the SAT Secretariat.

9.5. 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.

9.6. SAT Document Management Office (SAT DMO) is established to support the ICAO Regional Offices for ensuring the currency and consistency of the documentation relating to SAT operations. The SAT DMO's Terms of Reference are in Part IV of this handbook and the services are provided by Brazil, after deliberation at SAT SG/01 meeting.

10. MEETINGS OF THE SAT STEERING GROUP

10.1. The Secretariat will make the necessary arrangements with the hosting State/ANSP regarding the date and duration of the Group's meetings.

10.2. Suggested language: The SAT SG meetings shall be conducted in English only, and the documentation of the meetings shall also be provided in the same language.

10.3. Meetings shall generally be convened based on the rotation of the locations amongst members.

10.4. The SAT SG may meet virtually, whether physical meetings are not feasible for unforeseen reasons.

10.5. Advisors may accompany Member Delegates. However, total attendance should be kept to a minimum consistent with the topics to be discussed to maintain the desired informality of proceedings.

10.6. The ICAO Regional Office in Dakar shall provide the Secretariat services to the Group in close collaboration with other involved Regional Office, as required.

11. MECHANISMS OF DOCUMENT APPROVAL

11.1. 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.

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

a) Description of the desired change, along with its features and characteristics from an operational perspective (operational, service, and environmental descriptions of subsequent documents);

b) Guidance materials from users' and operators' perspective;

c) Description of how the change will impact the operations;

d) Presentation of SAT SOG reviews of safety assessments provided by the relevant stakeholders; and

e) Presentation for the SAT SG plenary approval.

11.3. SAT Document Revision and Approval Process

This section establishes a structured framework for revising and approving SAT organizational and strategic documents, ensuring clarity, consistency, and transparency in document management.

11.4. Differentiation Between Document Editions and Revisions

a) Document New Editions: refers to major structural changes, significant updates, regulatory matters or modifications to SAT organizational or strategic documents. These require review and endorsement by the SAT SG; and

b) Document Revisions: refers to minor editorial or operational updates that do not alter the document's structure. These revisions are tracked using a version control system (e.g., version number, changelog) and do not require SAT SG approval.

11.5. Approval Process for Document Updates

11.5.1 Regarding SAT Document Edition Changes:

a) If proposed by a SAT Contributory Body, the draft edition shall first be reviewed at the respective group meeting. If endorsed, it will be submitted to the SAT SG;

b) The document shall be revised and formatted by SAT DMO in coordination with the SAT SG Secretariat and submitted by the Secretariat in accordance with standardized document formatting and referencing procedures;

c) SAT SG plenary approval will be required for adoption of any new edition; and

d) The approval process of a document edition shall include a working paper describing the rationale, scope of changes, and its operational and/or strategic implications for SAT SG plenary approval.

11.5.2 Regarding SAT Document Revision Changes:

a) Shall be managed by a SAT Contributory Body such as SAT IMG or SAT SOG;

b) Document revision changes do not require SAT SG approval. However, the SAT Steering Group shall be informed of the revisions, and the updated document shall be documented and made available for reference; and

c) The procedures for approval of a document revision shall include a working paper describing the change and its operational and technical implications for SAT contributory body plenary approval.

11.6. Implementation of a Document Tracking System

a) To maintain tracking and accountability, all documents will follow a structured

edition and revision control system, including a table of revisions to track changes in every SAT document; and

b) The SAT Handbook outlines the methodology for updating documents and maintaining their accuracy.

11.7. List of SAT Documents that require SAT SG approval

The SAT SG is responsible for approving organizational and strategic documents that guide the overall direction, operational framework, and governance of the SAT Group. The following categories of documents require formal approval by SAT SG before adoption:

11.7.1 Procedural and Guidance Documents

Any document that establishes procedures, modifies governance frameworks, or affects regional airspace coordination requires SAT SG approval:

a) SAT Handbook – Governs SAT working methods, structures and document management; and

b) Major Updates to SAT Procedural Documents – If a procedural document undergoes a new edition (i.e., a structural change rather than a minor revision).

11.7.2 Operational Framework and Planning Documents

These documents provide a structured approach to operational improvements and the evolution of SAT activities as guided and endorsed by the respective PIRGs and RASGs:

a) Concept of Operations (ConOps) – Defines operational strategies and expected outcomes; and

b) SAT System Implementation Plan – Outlines the step-by-step implementation of new air navigation capabilities.

11.7.3 Coordination and Regulatory Documents

a) Any SAT document that involves formal agreements, procedures, or technical coordination between States, ANSPs, or regional ICAO bodies; and

b) SAT Coordination and Interoperability Agreements – Defines cross-border operational agreements and contingency measures.

12. FAST-TRACK APPROVAL PROCEDURE FOR SAT OPERATIONAL AND TECHNICAL DOCUMENTATION

12.1. Purpose

12.1.1 To establish a mechanism allowing SAT SG to review and approve technical and operational SAT documentation between meetings when urgent updates are required. This procedure supports timely regional harmonization while remaining consistent with the SAT SG Terms of Reference and ICAO practices.

12.1.2 This procedure does not apply to SAT governance or organizational documents (including the SAT Handbook), which require SAT SG plenary approval.

12.2. **Scope**

12.2.1 This procedure applies exclusively to technical and operational SAT documentation, including:

a) ATS coordination procedures (COM/NAV/SUR, AIDC, contingency arrangements, etc.);

b) Operational guidance and interoperability material;

c) Technical appendices and supporting documentation; and

d) Implementation procedures requiring timely regional harmonization.

12.2.2 Fast-Track processing shall not be used for:

a) The SAT Handbook (SAT DOC 001);

b) Governance or structural documents;

c) Strategic documents (e.g., CONOPS, RSIP);

d) Amendments requiring a Safety Risk Assessment under Annex 19; and

e) Changes modifying State regulatory responsibilities.

12.2.3 Proposals that are not eligible for Fast-Track shall be addressed through the normal SAT SG approval process.

12.3. **Principles**

12.3.1 The Fast-Track procedure is based on ICAO regional practices, including NAT SPG Decision-by-Correspondence methods. The process ensures:

a) Transparency;

b) Timely coordination;

c) Traceability of comments;

d) Approval by silent consent, unless objections are received; and

e) Approved amendments shall be recorded in the official list of SAT SG Decisions and maintained by ICAO Regional Offices.

12.4. **Roles and Responsibilities**

12.4.1 SAT SG Chairman:

a) Determines proposal eligibility;

b) Ensures compliance with the Fast-Track process; and

c) Validates the approval on behalf of SAT SG.

12.4.2 ICAO Regional Office (WACAF):

a) Conduct circulation and consultation;

b) Consolidate comments;

c) Prepare and publish the Fast-Track Decision (FTD); and

d) Publish approved amendments.

12.4.3 SAT States, ANSPs, and SAT Bodies:

a) Review and comment on proposals within agreed timelines; and

b) Provide approval, comments, or justified objections.

12.5. **Fast-Track Workflow**

12.5.1 Proposals may be submitted by SAT States, ANSPs, or SAT Contributory Bodies and shall include:

a) Text (with changes indicated);

b) Operational or technical justification;

c) Confirmation of no safety impact; and

d) Proposed effective date.

12.5.2 Submissions are addressed to the SAT SG Chair, with a copy to ICAO WACAF.

12.5.3 Within ten (10) working days, the SAT SG Chair and ICAO Regional Office assess eligibility for Fast-Track processing.

12.5.4 Eligible proposals are circulated for a twenty (20) working-day consultation.

12.5.5 Members respond with:

a) Approve;

b) Approve with comments;

c) Reject (with justification); and

d) No response shall be considered "no objection".

12.5.6 ICAO consolidates comments. If a rejection is received, ICAO Regional Office coordinates reconciliation.

12.5.7 If consensus cannot be achieved, the proposal is deferred to the next SAT SG meeting.

12.5.8 If no objections remain, the amendment is approved by the SAT SG Chairperson by means of correspondence on behalf of SAT SG.

12.5.9 ICAO Regional Office issues a SAT SG Fast-Track Decision (FTD), circulates it via correspondence, and this FTD will be incorporated into the list SAT SG Decisions.

13. COMMUNICATION

13.1. Communication is a 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 bi-annual bulletin on its projects and their level of implementation:

a) To provide a clear understanding and status of the projects' implementation on-going;

b) To provide a forum to stimulate information exchange among the stakeholders (ANSP, operators);

c) To provide a document to be utilized by all SAT members; and

d) To highlight differences between current operations and desired future operations.

13.2. All information related to SAT activities, including upcoming events, should be registered and made available online. Reports of SAT SG, SAT IMG, SAT SOG and other SAT Contributory Bodies shall also be available online. The related access link should be accessible on the dedicated websites of the concerned ICAO Regional Offices, where relevant.

14. COORDINATION AND REPORTING LINES

14.1. The SAT SG shall report to AASPG through its Secretary and to other PIRGs through the accredited ICAO Regional Office.

14.2. The SAT SG shall primarily ensure the strategic coordination of SAT Contributory Bodies, taking into consideration their terms of reference and the analyzis of their work programme.

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

14.4. The SAT SG Secretary shall coordinate with representatives of Member States of the SAT SG and representatives of international organizations who regularly attend the SAT meetings. ICAO Regional Offices in the SAT Area shall be kept informed of any correspondence whenever it may impact the work of these Offices.

14.5. Relations with States and international organizations, whether or not represented in the SAT SG, will generally be conducted by the Secretariat or, on its behalf, by the ICAO Regional Office of accreditation, as required.

14.6. Relations of SAT SG with Members of SAT Contributory Bodies shall be conducted by the Secretary of the concerned body.

PART III-A - SAT IMPLEMENTATION MANAGEMENT GROUP (SAT IMG)

TERMS OF REFERENCE, WORK PROGRAMME AND COMPOSITION OF THE SAT IMPLEMENTATION MANAGEMENT GROUP (SAT IMG)

The SAT Implementation Management Group (SAT IMG) reports to the SAT Steering Group (SAT SG) and is responsible for identifying, planning, developing and coordinating the implementation of safe and efficient projects that support the aviation system within the SAT Area.

To meet the operational and technical requirements of the SAT Area, the SAT IMG, composed of multidisciplinary experts including Air Traffic Management (ATM) and Communication, Navigation, and Surveillance (CNS), will address as a matter of priority, issues of capacity, procedures, and interoperability related to the airspace of the SAT Area.

To efficiently achieve the tasks assigned by SAT SG, the SAT IMG may be assisted in its work by contributory bodies, such as Ad hoc working groups, Project Teams or Implementation Teams, each designated with specific functions and/or tasks as required by the work programme.

15. SAT IMG TERMS OF REFERENCE

15.1. In alignment with the ICAO Global Air Navigation Plan (GANP), Global Aviation Safety Plan (GASP), and Aviation System Block Upgrades (ASBU), including the recommended implementation priorities, updated timetables, and associated milestones established by the SAT SG, the SAT IMG shall:

a) Ensure the continuous improvement of Air Navigation Services (ANS) over the South Atlantic Area;

b) Ensure continuous studies and promote the development, enhancement, and sustainability of air traffic services in response to evolving traffic flows (e.g. the EUR/SAM corridor, AORRA areas), including the assessment of system capacity and operational efficiency improvements affecting South Atlantic operations;

c) Coordinate the identification, planning, and implementation of safe, efficient and cost-effective programs supporting the aviation system in the SAT Area, including the recommendation of resources needed to achieve the SAT Concept of Operations;

d) In coordination with the SAT Safety Oversight Group (SAT SOG), identify risks inherent to the planning and implementation of programmes and changes within the SAT Airspace;

e) Facilitate the coordination and consultation with SAT Provider States, other relevant States, industry stakeholders, SAT airspace users and appropriate international organizations pertaining to the implementation of regional initiatives;

f) Identify, define, and recommend the allocation of tasks and resources necessary to fulfil the coordinated implementation of safe and efficient improvements in the SAT Area;

g) Review the Terms of Reference of SAT IMG Contributory Bodies and submit

proposed revisions to SAT SG for approval;

h) Propose amendments, as necessary, to the ICAO Regional Air Navigation Plans (AFI, Caribbean and SAM), the Regional Supplementary Procedures (Doc 7030), and other SAT-related documentation, in accordance with the direction provided by the SAT SG; and

i) Provide progress reports and recommendations concerning the above tasks to the SAT SG.

16. COMPOSITION

16.1. The SAT IMG, being a multidisciplinary group, shall be composed of experts from SAT members and observers.

16.2. Additional participants from States, industry, or relevant international organizations may attend meetings, as required, to ensure that the relevant expertise is available to address specific tasks.

16.3. The SAT IMG Chairperson may invite participants from other States or organizations, as required.

16.4. The Chairperson and Vice-Chairperson of the SAT IMG shall be elected by SAT IMG members for a four-year term, renewable once. They shall assume their roles after the meeting at which they are elected, unless exceptional circumstances dictate otherwise. Both shall serve until their successors are elected.

16.5. **Contributory bodies of SAT IMG**

The contributory bodies of SAT IMG are:

a) EUR/SAM Airspace Concept Implementation Team (ESCIT);

b) AORRA Implementation Team (AOIT);

c) CNS Working Group (CNS WG); and

d) Any other Working Group or Project Team established to implement the tasks assigned by the SAT SG expeditiously.

Their Terms of Reference are described hereinafter.

16.6. **Terms of Reference of Contributory Bodies of SAT IMG**

Each SAT IMG contributory body shall develop proposals for new operational procedures related to the implementation of a specific project to support the provision of Air Navigation Services (ANS) and air operations within the SAT Area, as well as harmonized procedures to ensure interoperability between the services and systems of all relevant Air Traffic Services (ATS) units and centres operating within SAT airspace.

Each contributory body of SAT IMG shall:

a) Develop procedures and guidance material to address changes arising from the implementation of specific projects that affect air traffic services and air operations within the SAT Area;

b) Develop guidelines for the harmonized implementation of system interoperability between the concerned ATS centres in response to operational and technical changes adopted;

c) Formulate and submit proposals for amendments to the ICAO Regional Supplementary Procedures (Doc7030) of related Regions, i.e. SAM and AFI;

d) Establish mechanisms to monitor and report on the performance of the CNS systemsimplemented within the framework of the assigned project;

e) Propose solutions for addressing the identified gaps in the automation of systems supportingATM operations, information management and meteorological service provision within the SAT Area;

f) Provide progress reports and recommendations arising from activities of the contributory body to the SAT IMG and SAT SG; and

g) Undertake any additional tasks as assigned by the SAT IMG and report accordingly.

16.7. Composition of Contributory Bodies of SAT IMG

SAT Members shall nominate experts to address the foregoing tasks of each contributory body. Observers and other subject matter experts may also be appointed by the SAT IMG Chairperson, as necessary, to support the work programme. The list of appointed members shall be presented to the SAT SG for information purposes.

17. WORKING METHODS

17.1 The SAT IMG shall meet twice per year, including at least one in-person meeting, on a rotating basis between ICAO Regional Offices and SAT Area States, and at any time as required by its work programme. The SAT IMG shall approve the type of meeting, dates and any requirements for additional meetings.

17.2 The SAT IMG and its contributory bodies may use other appropriate means, such as teleconferencing, videoconferencing, and electronic correspondence, to reduce the frequency of in-person meetings. Work shall be carried out, as required, using these alternative means to ensure the timely completion of assigned tasks.

17.3 The Secretariat support to the SAT IMG is provided by the ICAO ESAF Office in cooperation with other Offices, as required.

PART III-B - SAT SAFETY OVERSIGHT GROUP (SAT SOG)

TERMS OF REFERENCE, COMPOSITION AND WORKING ARRANGEMENT OF THE SAT SAFETY OVERSIGHT GROUP (SAT SOG)

The SAT Safety Oversight Group (SAT SOG) reports to the SAT Steering Group (SAT SG) and is responsible for monitoring and guiding safety-related matters associated with the provision of Air Traffic Services (ATS) within the SAT Area.

Concerning the specific operational and safety requirements of the SAT Area, SAT SOG, composed of multidisciplinary experts including specialists in safety oversight and safety management, shall address matters related to the safety performance, and the monitoring of safety-related matters in the provision of ATS within the SAT Area airspace.

To efficiently achieve the tasks assigned by the SAT SG, SAT SOG may be supported by contributory bodies, such as small Working Groups, Project Teams, tasked with specific functions and deliverables.

18 SAT SOG TERMS OF REFERENCE

18.1 The SAT SOG is responsible to the SAT SG for:

a) Monitoring the safety management of ATS provision within the SAT Area and encouraging the adoption of best practices by all stakeholders;

b) Ensuring the availability and correct categorization of ATS reported occurrences within the SAT Area for collision risk assessment and other safety management activities;

c) Providing statistical data and advisory support relating to safety assessment, monitoring, and other relevant safety tasks; and

d) Promoting the adoption of the SAT Safety Policy by all SAT Members.

18.2 With respect to monitoring the safety management of ATS provision, the SAT SOG shall:

a) Address safety-related issues and assess the safety performance of the SAT Area through regular teleconferences and face-to-face meetings;

b) Ensure that safety-related occurrences in the SAT Area are reported and analyzed by the concerned parties to identify root causes and emerging trends;

c) Promote the adoption of SAT SOG skills, methodologies and best practices for addressing safety-related occurrences among stakeholders;

d) Ensure that proposed SAT Airspace structure changes are supported by a safety assessment approved by the concerned SAT Member States;

e) In coordination with the SAT IMG, identify areas where mitigation measures are required;

f) Assess the effectiveness of implemented safety mitigation measures within the SAT Area; and

g) Develop and maintain the SAT Safety Policy, as well as safety monitoring methods and safety analyzis processes to recommend improvements, as appropriate to the SAT SG.

18.3 Concerning ensuring the availability and correct categorization of ATS reported occurrences, the SAT SOG will:

a) Implement and maintain a database of safety-related occurrences in the SAT Area reported by RMAs, ANSPs, airspace users, CSPs, States and relevant stakeholders and ensure consistency of RMA databases;

b) Collect and ensure the proper categorization of safety-related occurrences in the SAT Area from ANSPs, airspace users, RMAs and keep the associated procedures under review, including the fast-track procedure; and

c) Collect data and process Safety Key Performance Indicators (SKPIs) for trend monitoring purposes and, when appropriate, propose revisions to the SKPIs for approval by the SAT SG.

18.4 Concerning the provision of statistical data and advisory support relating to safety assessment, monitoring and other relevant safety tasks, the SAT SOG shall:

d) Facilitate the collection, consolidation, and sharing of data on safety-related occurrences within the SAT Area, including Annual Safety Reports (ASR) and relevant incident or occurrence reports, and disseminate related safety analyzis reports to SAT States, ANSPs, and airspace users to enhance operational awareness, promote lessons learned, and encourage the implementation of mitigation measures;

e) Notify the SAT SG of any missing or under-reported safety-related occurrence data identified by the RMAs/ICAO Regional Offices, and submit proposals for corrective and mitigation action to address such gaps;

f) Develop and submit, for the approval of the SAT SG, the SAT Annual Safety Report, which shall consolidate the safety performance of the SAT Area, including safety priorities and targets, in alignment with the ICAO Global Aviation Safety Plan (GASP) and the SAT Safety Policy;

g) Submit the SAT SOG annual work programme for approval by the SAT SG, including identified resource needs and stakeholder expectations to fulfil its assigned tasks; and

h) Collaborate closely with SAT States, ANSPs, airspace users, industrial stakeholders, RMAs and other relevant entities operating within or in coordination with the SAT Area.

19 COMPOSITION

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

19.2 **Observers**: Experts from SAT Observers.

19.3 The SAT SOG is composed of members and observers to ensure that the views of SAT airspaceusers are represented and to provide valuable operational experience.

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

19.5 The Chairperson and Vice-Chairperson of the SAT SOG shall be elected by SAT SOG members for a four-year term, renewable once. They shall assume their roles at the end of the meeting in which they are elected, unless exceptional circumstances dictate otherwise. Both shall serve until their successors are elected.

20 WORKING ARRANGEMENT

20.1 The SAT SOG shall meet twice a year, including at least one in-person meeting, on a rotating basis between ICAO Regional Offices and SAT Area States, and at any time as required by its work programme. The SAT SOG shall approve the type of meeting, dates and any requirements for additional meetings.

20.2 The SAT SOG and its contributory bodies may use other appropriate means, such as teleconferencing, videoconferencing, and electronic correspondence, to reduce the frequency of face-to-face meetings. Work shall be carried out, as required, using these alternative means to ensure the timely completion of assigned tasks.

20.3 The Secretariat support to the SAT SOG is provided by the ICAO SAM Office, in cooperation with other Offices, as required.

21 ADDITIONAL TERMS OF REFERENCE OF THE REGIONAL MONITORING AGENCIES (RMAS) INVOLVED IN THE SAT

21.1 RMAs primary responsibility:

The RMAs are responsible for conducting certain aspects of airspace safety monitoring and oversight functions on behalf of States accredited to their respective regions, following the procedures and processes defined by ICAO in documents, such as Doc 9937, Operating Procedures and Practices for Regional Monitoring Agencies in Relation to the Use of a 300 m (1 000 ft) Vertical Separation Minimum Between FL 290 and FL 410 Inclusive, ICAO Doc 9869, Performance-Based Communication and Surveillance (PBCS) Manual, ICAO Doc 10063, Manual on Monitoring the Application of Performance-Based Horizontal Separation Minima, specifically as they pertain to PBCS and RVSM regional harmonization, as applicable to the RVSM and PBCS monitoring functions of the respective RMAs.

Although the SAT is an informal coordination mechanism and not a formal Planning and Implementation Regional Group (PIRG), the RMAs in the SAT area should maintain a supportive and collaborative role with the SAT. This includes offering technical assistance, safety data analyzis and oversight assessments, in order to support informed decision-making and effectively ensure safety oversight.

Coordination between RMAs and the SAT SOG should align with the procedures outlined in the aforementioned ICAO documents, particularly ICAO Doc 9937 and ICAO Doc 10063.

21.2 RMA additional responsibility in the SAT area

Concerning SAT area, the additional functions of RMAs shall include:

a) Defining and adopting a harmonized format and reporting frequency for the collection of data across RMAs in the SAT Area. This format shall guide the submission of raw data expected from ANSPs, CSPs, and airspace users for subsequent processing by RMAs;

b) Conducting collision risk assessments (CRAs) for the SAT area with specific focus on RVSM and PBCS compliance, following a globally standardized periodicity;

c) Providing traffic statistics and forecast for the SAT Area, covering the previous year (Y-1), the current year (Y), and the following year (Y+1). This information shall support SAT SOG in identifying trends and contributing to strategic decision-making in regional airspace safety management within the SAT Area;

d) Coordinating the resolution of problem reports with other Regional Monitoring Agencies, as necessary, to ensure harmonized treatment of cross-border or systemic issues;

e) Reporting to the SAT IMG and SAT SOG on matters related to the implementation, trials and operational performance of Performance-Based Communication and Surveillance (PBCS) in SAT Area;

f) Submitting annual reports to the SAT SOG detailing PBCS monitoring activities and other relevant RVSM-related operations to the SAT SOG in SAT Area;

g) Keeping the Terms of Reference under regular review to ensure alignment with SAT operational priorities and regional coordination expectations; and

h) Collaborating actively with the SAT SOG, its associated entities, and contributory bodies established under the SAT framework, to support regional safety oversight and performance objectives.

PART IV - TERMS OF REFERENCE FOR THE SAT SERVICES

22 TERMS OF REFERENCE OF THE SAT DOCUMENT MANAGEMENT OFFICE (SAT DMO)

22.1 The SAT DMO supports the ICAO Regional Offices for ensuring the currency and consistency of the documentation relating to SAT operations, with the following terms of reference:

a) In coordination with the respective ICAO Regional Offices and appropriate SAT Contributory Bodies, continuously review the SAT documentation to identify the need for updates, and develop amendment proposals for approval by the appropriate groups, per the *SAT Handbook* (SAT DOC 001);

b) Support the respective ICAO Regional Offices with the implementation of approved proposals and their publication; and

c) Coordinate the SAT documentation with the NAT DMO to ensure the currency and consistency in the interface area.

22.2 **Composition**

The SAT DMO Service will be provided by Brazil on behalf of the SAT SG.

PART V - RULES OF PROCEDURES FOR THE CONDUCT OF MEETINGS OF SAT SG AND ITS CONTRIBUTORY BODIES

23 GENERAL

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

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

24 PARTICIPATION

24.1 Representative Members of SAT should participate regularly in its meetings.

17.1. The SAT SG and its contributory bodies shall normally invite industry representatives and international organizations representing important civil aviation interests to participate in the SAT's work in a subject-matter expert capacity. Among these international organizations, IATA, IFALPA, IFATCA and IFATSEA should be continuously invited. Other international organizations may also participate when specifically invited by SAT.

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

24.3 **Status of Observers**

24.4 Following the provisions of paragraph 4.8 of Part I, representatives of States that 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.

25 CONVENING OF MEETINGS

25.1 At each meeting, the SAT SG and its contributory bodies shall endeavour to agree on the date, venue, and duration of its next meeting. States offering to host SAT SG meetings, including those of its contributory bodies, will be requested to confirm their offer formally within three months following the last meeting.

25.2 Following its objectives, SAT SG, SAT IMG and SAT SOG shall:

a) ensure the continuous and coherent development of the SAT Area in harmony with adjacent regions and interface areas; and

b) identify specific problems in air navigation and safety concerning the SAT Area and propose remedial actions addressed to parties concerned.

25.3 A convening letter for a meeting shall be addressed by the Secretaries of the SAT bodies, typically sixty (60**)** days prior to the meeting, to representatives of:

a) SAT members;

b) Observers who have expressed interest in participating, either punctually or regularly, in SAT meetings; and

c) Non-SAT States or International Organizations invited to participate, punctually or continuously, in the activities of the SAT bodies.

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

25.5 The SAT designated Secretaries (of SAT SG, IMG, and SOG), in liaison with other concerned ICAO Regional Offices, shall ensure that States and International Organizations are informed of the convening of concerned SAT meetings and the agenda with explanatory notes.

25.6 **Establishment of the Agenda**

25.7 In consultation with the Chairperson of the SAT concerned body, the Secretary shall establish a draft agenda based on the work programme adopted and the ICAO documentation on the latest developments in relation to its work.

25.8 The draft agenda shall be circulated with the convening letter, as specified in the sub-paragraph above, for comments in writing by the expected participants in that meeting.

25.9 At the opening of the meeting, SAT members of the bodies concerned may propose including additional items on the agenda, which shall be accepted if the majority of the members attending the meeting agree.

26 LANGUAGES

26.1 The language of the meetings of the SAT bodies shall be English.

26.2 The reports on meetings of the SAT bodies and supporting documentation will be prepared in English.

27 OFFICIALS AND SECRETARIAT OF THE SAT SG AND ITS CONTRIBUTORY BODIES

27.1 States candidates for SAT SG and its contributory body Chairpersons and Vice-Chairpersons positions shall be confirmed by State Letter.

27.2 To ensure continuity in the work of the SAT SG and its contributory bodies, the Chairperson and the Vice-Chairperson of the SAT concerned body shall assume their roles at the end of the meeting in which they are elected, unless exceptional circumstances dictate otherwise. They will serve until their successors are elected.

27.3 During the meeting of the SAT bodies, members may propose that the election of the Chairperson and/orVice-Chairperson be included on the agenda, under the following circumstances:

a) At the end of the four-year term of the Chairperson and /or Vice-Chairperson;

b) When the Chairperson and/or Vice-Chairperson have informed the Group of their unavailability to continue their mandate; and

c) If the Chairperson or Vice-Chairperson loses his/her status as representative of the State/Organization at the SAT body concerned. In this case, the meeting may also consider endorsing the continuation of the mandate by the newly appointed representative, if so requested by his/her State/Organization.

27.4 The members shall duly consider the background of the State's proposed candidate in relation to the SAT.

27.5 The election and re-election of SAT IMG and SAT SOG Chairperson and Vice-Chairperson have to be confirmed by a SAT SG ordinary meeting, in the meantime, the Chairperson and the Vice-Chairperson elected assume their roles and activities.

27.6 In case of elections due to reasons foreseen in the paragraphs 27.3, letters 'b' and 'c', the confirmation of the elections of SAT IMG and SAT SOG Chairperson and the Vice-Chairperson by SAT SG will be carried out through an extraordinary meeting.

27.7 The Secretary of the SAT SG and its contributory bodies may be assisted by other members of the ICAO Regional officesas necessary during meetings.

28 REPORTS, WORKING PAPERS AND OTHER DOCUMENTATION

28.1 Presentation of reports of SAT SG and its contributory groups should normally be made by the Secretary of the Group.

28.2 Documentation for SAT meetings will be prepared by the Secretariat and by the SAT members and Observers participating continuously in its activities.

28.3 Any State, international organization, or entity, whether attending the meeting or not, may submit material for consideration at a SAT meeting. If the material submitted serves as supporting documentation on a specific subject, the originator is expected to attend the meeting for its presentation and participate in the discussions related to the concerned subject.

28.4 Supporting documentation shall be presented in the form of:

a) Working Papers; and

b) Information Papers.

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

28.6 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, an introduction of the matter, a brief discussion, and conclusions with specific proposals for action.

28.7 Working Papers should be submitted to the Secretariat at least two (02) weeks before the meeting to be made available to all interested parties as early as practicable, and, in any case, no latter

than five (05) working days before the meeting at which they are intended to be considered.

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

a) Members of the SAT;

b) Observers attending SAT activities regularly, and

c) Observers who have notified the Secretary of their intention to be represented at the relevant meeting and have received approval from the Chairperson.

28.9 SAT Members or Observers who submit a Working Paper despite not attending a specific meeting of SAT shall also be provided with the outcomes related to their Working Paper, as soon as possible, by the Secretariat.

28.10 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.

28.11 Information papers should be submitted to the Secretariat at least one (01) week before the meeting to allow them to be made available to all participants. Depending on logistical and other document-processing constraints, they may be made available to all interested parties as early as practicable.

28.12 Any other presentation can be submitted even after the specified deadline or during the meeting itself in coordination with the Chair and the Secretary of the contributory body. Submitting these papers later should still align with the meeting's operational needs, and they may primarily serve to provide additional insight or support ongoing discussions rather than introduce new items on the agenda.

29 CONCLUSIONS AND DECISIONS OF THE MEETINGS

29.1 Action taken by the SAT shall be recorded in the form of:

a) Conclusions; and

b) Decisions.

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

29.3 **Conclusions** aimed mainly at furthering the studies and programmes undertaken by the SAT SG and its contributory bodies.

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

29.5 Specific tasks or follow-up actions can be assigned as action items to ensure the implementation of conclusions and decisions.

30 CONDUCT OF BUSINESS

30.1 The meetings of the SAT SG and its contributory bodies shall be conducted by its Chairperson or, in the absence of the Chairperson, by its Vice-Chairperson. In the absence of both, the meeting shall designate one of the participating representatives to preside over the ongoing session.

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

30.3 Each meeting of the SAT SG, SAT IMG, or SAT SOG shall consider, as required:

a) Reports from the previous SAT SG and the contributory bodies;

b) Planning and implementation matters;

c) Safety and risk assessment review;

d) Developments in PIRGs and RASGs with interest to the SAT Area;

e) Review and updating the Work Programme of the SAT SG and its contributory bodies; and

f) Venues and dates of the next two meetings.

30.4 The SAT SG and its contributory groups shall establish a tentative meeting programme for at least the following two calendar years, at each meeting.

30.5 The SAT SG and its contributory groups shall review the whole of its outstanding Conclusions and Decisions at each meeting, to ensure they remain relevant and limit their number to a minimum necessary, in line with the progress achieved in implementation.

31 REPORTS

31.1 Reports on meetings shall be of a simple layout and be as concise as possible, including:

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

b) A summary of the discussions on the agenda items, including the relevant Conclusions and/or Decisions, and noting any specific divergent views, if applicable;

c) The work programme and future action by the SAT SG and its Contributory Bodies; and

d) The tentative programme of future meetings of the SAT SG and its Contributory Bodies.

31.2 Draft Conclusions and Decisions will be prepared by the Secretariat for approval by the SAT SG and its Contributory Bodies before the closure of each meeting.

31.3 The Meeting Report shall be made available on the meeting group repository on the ICAO

Portal by the Secretary, and the information shall be brought to the attention of:

a) Members of the SAT SG and its Contributory Bodies;

b) Observers who attended the relevant meeting; and

c) ICAO Headquarters for consideration by the Air Navigation Bureau, the Air Navigation Commission, and the Council, as required.

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

PART VI - PROJECT TEAMS AND TECHNICAL WORKING GROUPS

32 CONSIDERATIONS

32.1 To support the effective execution of their responsibilities under its Terms of Reference, the SAT Contributory Bodies may establish Project Teams (PT) or Technical Working Groups (TWG) with specific functions and tasks.

32.2 Project Teams are established for a defined timeframe, with known start and end dates, to address a specific matter and deliver the expected outputs.

32.3 Technical Working Groups are specialized teams established to carry out implementation works on a set of matters, pertaining to implementation or safety oversight and monitoring functions. These entities are designed to support the SAT in fulfilling its mandate, including the implementation of ICAO provisions, addressing identified operational challenges, and facilitating inter-regional coordination.

32.4 The following principles shall govern the establishment and functioning of a Project Team.

32.5 Project Teams or Technical Working Groups shall only be established by the Contributory Bodies when it has been demonstrated that the Team/Group will contribute substantially to resolving an identified deficiency or shortcoming, addressing a specific challenge, supporting the implementation of ICAO Standards and Recommended Practices (SARPs), or fulfilling recognized inter-regional requirements.

32.6 A PT/TWG shall be endorsed by the SAT SG prior to the commencement of its activities. In cases of urgency, where the work cannot be deferred until the next SAT SG meeting, the SAT SG Chairperson may provide endorsement on behalf of the group through correspondence. PTs/TWGs shall be accountable to their respective Contributory Bodies, which are responsible for the operational aspects, including assigning tasks, monitoring progress, and ensuring coordination. The Contributory Bodies shall provide oversight and report to the SAT SG to ensure that Project Team activities align with SAT's strategic objectives.

32.7 Each PT/TWG shall be provided with clear and concise Terms of Reference, which specify its objectives and include the target completion date:

a) The formation, composition, and working arrangement of a PT/TWG shall be balanced with the ability of members and the relevant organizations to participate effectively, taking into account logistical and resource matters;

b) While the composition should be kept as small as practicable, all members and observers who are likely to make meaningful contributions shall be allowed to participate; and

c) PT/TWG activities shall be subject to regular review by the Contributory Body to ensure progress, and to avoid duplication of efforts with other initiatives.

32.8 PT/TWG shall be dissolved when:

a) It has completed its assigned task;

b) Its specified duration has expired;

c) The Contributory Body determines that the work can be more effectively addressed by another group; or

d) The Contributory Body considers that the subject matter or work programme can no longer be pursued effectively.

32.9 The PT Leader shall be appointed by mutual agreement among members during the launch meeting, which the ICAO Secretary of the relevant SAT Contributory Body shall convene.

32.10 The Leaders of the PT/TWG shall be appointed by the Contributory Body based on the scrutiny of the CVs by the ICAO Secretariat.

33 WORKING METHODS

33.1 The Contributory Body is responsible for identifying and initiating PT/TWG that can effectively contribute to the achievement of programme objectives. This includes evaluating factors such as the availability of subject matter experts, the interdependence of deliverables, the need for operational trials, and the overall efficiency of meeting arrangements.

33.2 PT/TWG shall primarily operate in a virtual environment. However, the team may convene physically if conducting meetings virtually is impractical. The PT/TWG shall utilise all available digital communication tools, including teleconferencing and document-sharing platforms, to advance its work between formal and facilitate coordination on specific issues.

34 PROJECT MONITORING AND EVALUATION

34.1 Projects monitoring and evaluation involves the regular collection and analyzis of data related to the progress of the team's activities. This process aims to ensure that objectives are timely met and enables informed decision-making, including the review of objectives, adjustment of activities, or redirection of project efforts when necessary.

34.2 To support this process, milestones and review intervals shall be defined by the PT/TWG and submitted to the originating Contributory Body for approval. This enables the Contributory Body to monitor progress and assess performance throughout the implementation of the project.

34.3 The Project's report will be communicated to the Contributory Body as required.

35 SAT PROJECT TEAM'S TERMS OF REFERENCE (TOR) TEMPLATE

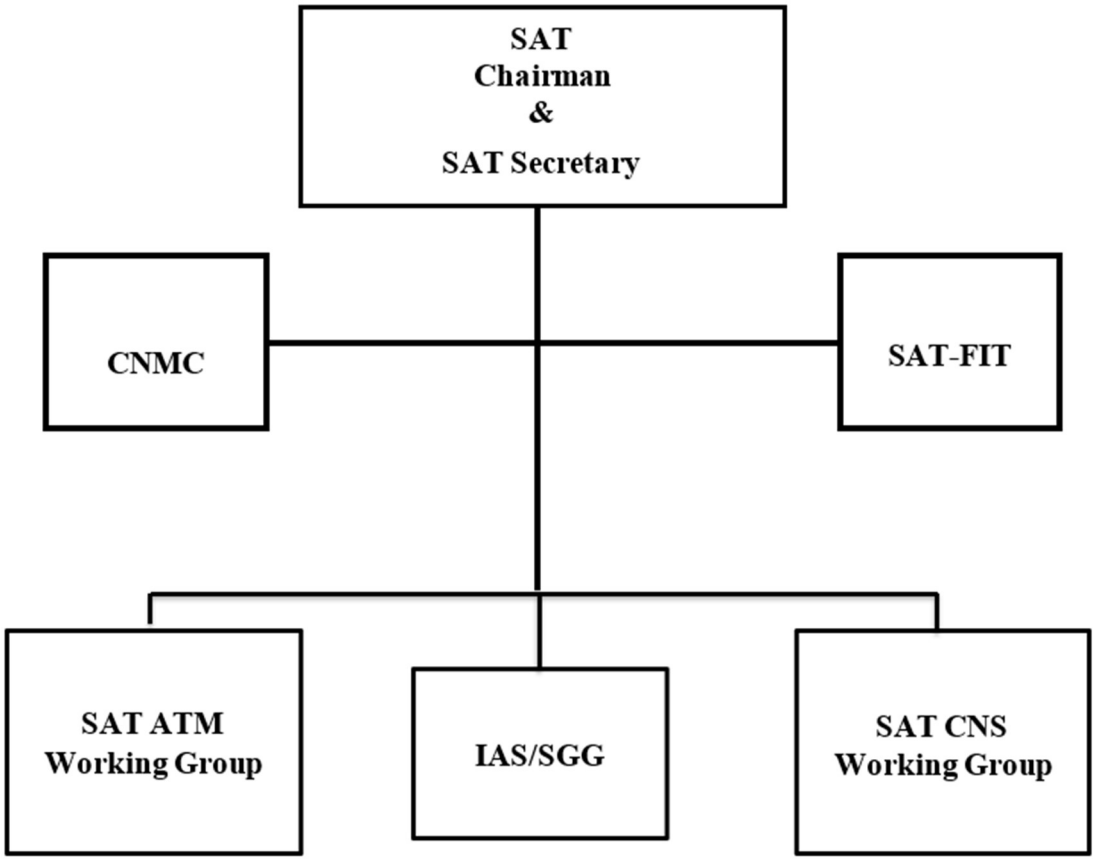
Project Title:	Provide a concise, descriptive title for the project.
Parent Group:	(Identify the group that the project reports to, e.g. SAT SOG).
Project Supervisory Body:	(Refers to the entity responsible for overseeing the project, e.g. SAT SOG)
Project Period:	Define the start and end dates of the project.
Project Objectives:	List the main goals the project aims to achieve.
Project High-Level Tasks:	Outline the key tasks needed to accomplish the objectives.
Coordination Requirements:	Mention any necessary coordination with other teams or stakeholders.
Project Outcomes:	Describe or list the expected deliverables or results of the project.
Project Lead:	Name the State or Organization responsible for leading the overall project execution.
Project Team Leader Role and Responsibilities:	Summarise the duties and expectations of the team Coordinator.
Expected Workload for Project Team Leader:	Estimate the time and effort required from the team leader monthly. e.g. 5h/month
Project Team Members:	List the SMEs designated to be involved in the project team.
Project Team Member's Role and Responsibilities:	Briefly describe the roles and duties of team members.
Expected Workload for Project Team Members:	Estimate the time and effort required from the team members monthly. e.g. 5h/month
Kick-off Meeting	Provide the date and agenda for the initial project meeting. (e.g. tentative date: date – hour UTC)
Project Artefacts/Files Folder:	Please provide a link to the project team artefacts/files folder to be created by the project team leader.

Communication Channels/ Frequency	The project team leader shall specify the methods and frequency of communication, including how often the team will meet. (e.g. email, chat, monthly meetings)
Project Secretariat Support:	If needed, any administrative support by secretariat is available to the project team.

WHY	Clearly state the purpose and objectives of the project team. Please explain why the team is being established and what problem or opportunity it aims to address.
WHAT	Describe the tasks, deliverables, or goals the project team will work on. Explain the project's scope and what the team is expected to accomplish, setting clear expectations and helping the reader understand the project's boundaries.
WHO	Identify the project team members, including the team leader, key stakeholders, and subject matter experts. Specify member's roles and responsibilities.
WHEN	Provide the project timeline, including start and end dates, key milestones, and the schedule for meetings or deliverables.

APPENDICES

APPENDIX A - FORMER ORGANIZATION OF THE SAT GROUP



WESTERN AND CENTRAL AFRICAN (WACAF) OFFICE OF ICAO

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Leopold Sedar Senghor Military Airport,
38050, Yoff, DAKAR
SÉNÉGAL

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