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INTERNATIONAL CIVIL AVIATION ORGANIZATION
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SAT HANDBOOK

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

Second Edition

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Approved by SAT SG/03

**WESTERN AND CENTRAL AFRICAN (WACAF) OFFICE OF
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ABBREVIATIONS

AASPG – Africa Indian-Ocean Aviation System Planning and Implementation Group

AIM – Aeronautical Information Management

ANSP – Air Navigation Service Provider

AORRA – Atlantic Ocean Random Routing Area

ARMA – African Regional Monitoring Agency

ASBU – Aviation System Block Upgrades

ASR – Air 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

GOLD – Global Operational Data Link

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

RCP – Required Communication Performance

RMA – Regional Monitoring Agency

RSP – Required Surveillance Performance

RSOO – Regional Safety Oversight Organization

RVSM – Reduced Vertical Separation Minimum

SAT – South Atlantic

SG – Steering Group

SOG – Safety Oversight Group

SPG – System Planning Group

PART 0 – INTRODUCTION

FOREWORD

The SAT Handbook is a key publication adopted by SAT, aligned to the ICAO Strategic Plan 2026-2050¹, 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 Arrangement 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 serves also 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 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*

¹ <https://www.icao.int/about-icao/Council/strategic-plan-2026-2050>

Service over the South Atlantic that reads as follows:

That:

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

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

- a) 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;
 - 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 end 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.

- 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

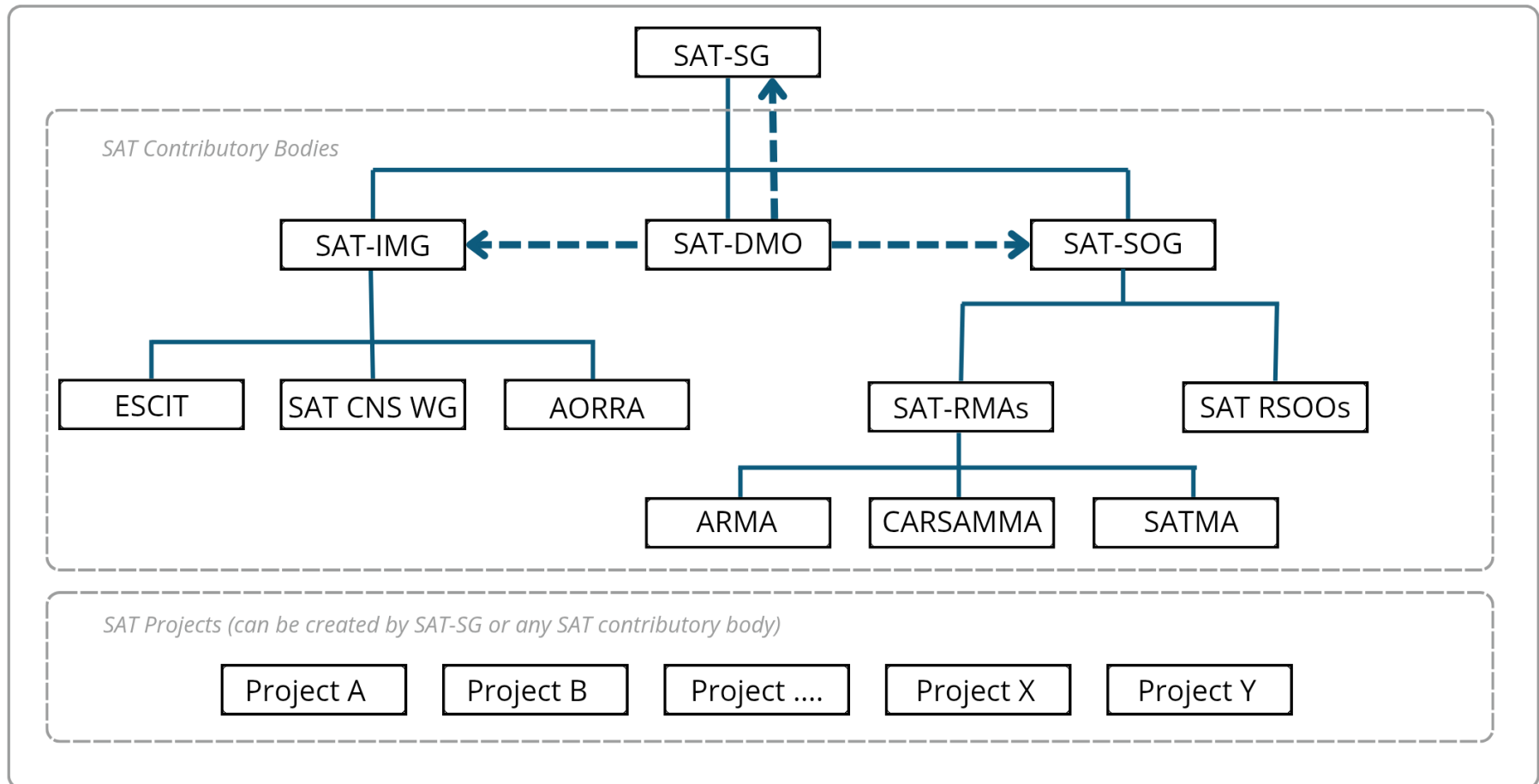
methodology of the SAT in order to provide more flexibility and efficiency in its work. In this regard, the following major changes were envisaged: Extend the SAT Terms of References to systems implementation **planning** actions based on the analysis of the evolution of traffic characteristics and technology, safety performance monitoring in the SAT region and context analysis, including interoperability issues with adjacent airspaces as well as strategic and financial constraints;

- Define the SAT Policy and Vision for clear identification of operational requirements and targets to be planned and implemented by the SAT;

Revise the SAT structure as follows:

- SAT Implementation Management Group (SAT-IMG) 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 foster the provision of safe, secure, efficient, sustainable, and resilient Air Navigation Services to ensure seamless operation and promote air connectivity among regions adjacent to the South Atlantic.

3. SAT SAFETY POLICY

Safety is the SAT core function. The Group is committed to developing an organisational culture that provides the conditions for executing safe practices and encourages effective operational safety reporting (voluntary and mandatory). The SAT-Group aims to foster effective communication between its *stakeholders* (ANSPs, airspace users, CSPs, States and relevant stakeholders) to promote the safety of operations. Further seeking to develop, implement, maintain, and constantly improve strategies and processes to ensure that all our aviation activities receive balanced organisational resources. SAT 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 Region:

- 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.
- Safety in the SAT area is managed through the organisation and activities of the relevant implementation and oversight groups established by the SAT SG, in coordination with non-member States and observers, to achieve its 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 on SAT SOG 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, 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 projects and ad hoc groups and support the overall safety management in the SAT area.

3.3. Conclusion

The achievement of an effective safety culture is recognised as a vital element in establishing, achieving and maintaining satisfactory levels of safety performance. To accomplish it, a just culture is crucial to promote best management practices to improve safety awareness. The SAT Safety Policy was created to harmonise 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 we, 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 parties of the AFI and SAM Regions, in accordance with the provision and schedule of the concerned Regional Air Navigation Plans aligned with the Global Air Navigation Plan (GANP Doc. 9750).

4.2. In addition, the objective of the SAT Steering Group is to provide States, and international organizations concerned 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 to the primacy of air navigation safety and the need for air navigation optimum 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 analysis of the evolution of traffic characteristics and technology, Safety Performance and Risk monitoring in the SAT area and context analysis including interoperability issues with adjacent airspaces as well as strategic and financial constraints for consideration of relevant PIRGs or SPGs;
- d) Identify and address specific air navigation deficiencies for consideration of relevant PIRGs or SPGs;
- 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/SPGs.

4.3. The Africa Indian-Ocean Aviation System Planning and Implementation Group (AASPG), the CAR and SAM Regional Planning and Implementation Group (GREPECAS), the North Atlantic System Planning Group (NAT SPG), the European Aviation Systems 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. NEW Requests from any SAT Area State or an international organization to attend the PIRG/SPG (e.g. AASPG, NAT SPG, GREPECAS) meetings will be reviewed on a case-by-case basis and decided by the respective PIRG/SPG Chairperson. Such requests must be supported by the appropriate rationale to attend these meetings.

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 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 the safety management activities that will result in an organizational culture that fosters safe practices, encourages effective safety reporting and communication, and actively manages safety within the SAT area;
- c) Share safety-related data, knowledge and expertise with concerned stakeholders;
- d) Disseminate safety information and SAT operating requirements to stakeholders;
- e) Establish and implement hazard identification and risk management processes in order to eliminate or mitigate the safety risks associated with air navigation services supporting aircraft operations in the SAT area;
- f) Establish and measure SAT area safety performance against agreed safety standards; and
- g) Continually improve our safety performance through safety management processes.

4.8. **Membership**

The SAT Steering Group (SAT SG) is composed of core Members and Observers. Core 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 who contribute relevant expertise, operational data, or coordination support. Core members include:

4.9. ICAO contracting States in charge of the provision of Air Navigation Services in the airspace over the South Atlantic, namely Portugal, Spain, Morocco, Capo Verde, Trinidad and Tobago, France, Senegal, Cote d'Ivoire, Ghana, Angola, Namibia, South Africa, Brazil, Uruguay and Argentina, together with their associated Air Navigation Service Providers. The List of SAT ANSPs and Hosting States (indicating the corresponding ICAO Region) is in Appendix B of the Handbook.

4.10. Airspace users, including airlines and its associations, business aviation, and military. The List of SAT Members' airspace users is in Appendix C of the Handbook

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

4.12. Regional Organizations _ RMA/RSOO – Regional Monitoring Agencies (RMAs) and Regional Safety Oversight Organizations (RSOOs) are included among the membership of SAT. RMAs are tasked with the monitoring and analysis of airspace safety, including RVSM height-keeping performance, while RSOOs provide scrutiny support to SAT. Together, these regional entities

enhance the safety and efficiency of the provision of Air Navigation Services (ANS) across the South Atlantic area, consistent with relevant ICAO Annexes and PANS.

4.13. Observers may be invited by the SAT-SG. These include staff associations, industrial stakeholders such as aeronautical communication service providers (CSP), air navigation systems suppliers, aircraft manufacturers, avionics equipment manufacturers, computer flight plan service providers. Adjacent States and their navigation service providers are also welcome to participate as observers. ICAO contracting States that are the observers in the airspace over the South Atlantic, namely United States, together with their associated Air Navigation Service Providers. The list is in Appendix D. Requests from any other ICAO Contracting State or an international organization to attend the SAT SG meetings will be reviewed case-by-case basis and decided by the SAT SG Chairperson. Such requests must be supported by the appropriate rationale for attending the meeting.

4.14. Requests from any SAT Area State or an international organization to attend the PIRG (e.g. NAT SPG) meetings will be reviewed on a case-by-case basis and decided by the SAT SG Chairperson. Such requests must be supported by the appropriate rationale to attend these meetings.

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 member 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, projects implementation and technical studies. The ICAO WACAF office shall provide the SAT SG Secretariat. The Secretariat may benefit from the support of a dedicated staff seconded by Member States or ANSPs for a period set by the SAT Steering Group. The associated cost shall be covered as per the SAT Steering Group decision.

5.5. Covering the costs of meetings organization

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

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 to 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:

- f) Propose a SAT Vision, a Concept of Operation and a Regional System Implementation Plan for consideration of relevant PIRGs;
- g) 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;
- h) 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;
- i) Ensure the interconnection and interoperability of CNS/ATM systems operated in the SAT region with enough flexibility to accommodate existing and future services evolutionary and cost-effective, in accordance with the vision of the ICAO ASBU FICE and SWIM threads;
- j) Develop, as required, amendment proposals for updating the Regional Air Navigation and aviation safety Plans of the concerned regions deemed necessary to satisfy the applicable requirements;
- k) Monitor implementation of air navigation facilities and services and, where necessary, ensure interregional harmonization, taking into consideration safety aspects, organizational aspects, economic issues (including financial aspects, cost/benefit analyses and business case studies) as well as environmental considerations;
- l) Assess human resources planning and training issues and propose, where necessary, human resources development capabilities that are compatible with the concerned Regional Air Navigation and Aviation safety Plans;
- m) Monitor and review, prior to any implementation that may bring important changes to SAT CNS/ATM systems or potential impact on safety, SAT IMG and SAT-SOG recommendations and assessments provided;
- n) 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
- o) Coordinate with other regional and sub-regional bodies, as necessary, to support implementation and monitoring.
- p) In fulfilling its terms of reference, SAT-SG will consistently align its actions with

ICAO strategic objectives.

5.8. 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 on its terms of reference. A contributory body or project team shall be dissolved when:

- q) it has completed its assigned task;
- r) its duration has expired;
- s) SAT-SG has determined that another body can effectively address the work; or
- t) 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 Service over the South Atlantic of the AFI/RAN/7 meeting.

6.2. SAT-IMG, SAT-SOG and SAT Working groups/project teams are considered contributory bodies of the SAT Steering Group and shall submit their reports and work programme to the SAT Steering Group 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:

- u) The dates and proposed agenda for Group meetings;
- v) Reports on Group meetings, as appropriate;
- w) 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, on the development of 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 service over the South Atlantic. When necessary, SAT SG shall endeavour to provide information and advice to such organizations to avoid duplication of studies and/or effort.

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 shall collaborate with the other ICAO Regional Offices.

9.3. SAT Document Management Office (SAT DMO) is established to support the ICAO Regional Offices and ensure 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. The SAT DMO is established under the oversight of the SAT SG.

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

9.5. The Vice Chairperson shall support the Chairperson in fulfilling their duties and assume the responsibilities of the Chairperson in their 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 agenda, the review of documents, and communication with the SAT Secretariat.

9.6. 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.

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 meeting 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 the regional offices in **Lima, Mexico, Nairobi and Paris**. The assistance of other Regional Offices shall be appreciated when relevant in the execution of their duties.

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 description 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;
- 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, or modifications to SAT organisational or strategic documents. These require review and endorsement by the SAT Steering Group (SAT-SG).
- 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 SG approval.

11.5. **Approval Process for Document Updates**

11.6. **Regarding SAT Document Edition Changes:**

- a) If proposed by a SAT Contributory Group, 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 prepared 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 or strategic implications for SAT-SG plenary approval.

11.7. **Regarding SAT Document Revision Changes:**

- a) Shall be managed by SAT Contributory groups such as SAT-IMG or SOG;
- b) Document revision changes do not require SAT-SG approval. However, the Steering group shall be informed of the revisions, and the updated document shall be documented and made available for reference;
- c) The procedures for approval of a document revision shall include a working paper describing the change and its operational implications for SAT contributory group plenary approval.

11.8. **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.
- b) The SAT Handbook will outline the methodology for updating documents and maintaining accuracy.

11.9. List of SAT Documents that require SAT-SG approval

The SAT Steering Group (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:

11.10. Procedural and Guidance Documents

Any document that establishes procedures, modifies governance frameworks, or affects regional airspace coordination needs SAT-SG review:

- a) SAT Handbook – Governs SAT working methods, structures, and document management.
- 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), SAT-SG approval is required.

11.11. 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.
- b) SAT Regional System Implementation Plan (RSIP) – Outlines step-by-step implementation of new air navigation capabilities.

11.12. Coordination and Regulatory Documents

- a) Any document that involves formal agreements, procedures, or technical coordination between States, ANSPs, or regional ICAO bodies:
- b) SAT Coordination and Interoperability Agreements – Defines cross-border operational agreements and contingency measures.

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

12.1. Purpose

12.2. 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 harmonisation while remaining consistent with the SAT-SG Guidance and ICAO provisions.

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

12.4. **Scope**

12.5. 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 harmonisation.

12.6. 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 or ANSP regulatory responsibilities.

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

12.8. **Principles**

12.9. 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.

12.10. **Roles and Responsibilities**

12.11. 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.

12.12. ICAO Regional Offices (WACAF)

- a) Conduct circulation and consultation
 - b) Consolidate comments;
 - c) Prepare and publish the Fast-Track Decision (FTD); and
 - d) Publish approved amendments.
- 12.13. SAT States, ANSPs, and SAT Bodies
- a) Review and comment on proposals within agreed timelines;
 - b) Provide approval, comments, or justified objections.
- 12.14. **Fast-Track Workflow**
- 12.15. 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;
 - d) proposed effective date.
- 12.16. Submissions are addressed to the SAT-SG Chair, with a copy to ICAO WACAF.
- 12.17. Within twenty (20) working days, the SAT-SG Chair and ICAO assess eligibility for Fast-Track processing.
- 12.18. Eligible proposals are circulated for a ten (10) working-day consultation.
- 12.19. Members respond with:
- a) Approve;
 - b) Approve with comments;
 - c) Reject (with justification).
 - d) No response is considered "no objection."
- 12.20. ICAO consolidates comments. If a rejection is received, ICAO coordinates reconciliation.
- 12.21. If consensus cannot be achieved, the proposal is deferred to the next SAT meeting.
- 12.22. If no objections remain, the amendment is approved by the SAT-SG Chairperson by means of correspondence on behalf of SAT-SG.
- 12.23. ICAO issues a SAT-SG Fast-Track Decision (FTD) and circulate it via correspondence, and this 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 project's implementation on-going;
- b) to provide a forum to stimulate information exchange among the stakeholders
- c) (ANSP, operators);
- d) to provide a document to be utilized by all SAT members;
- e) 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 three concerned ICAO Regions (AFI, NACC, NAT and SAM) where relevant.

14. COORDINATION AND REPORTING LINES

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

14.2. The SAT-SG shall primarily ensure the strategic coordination of SAT contributory bodies, taking into consideration their terms of reference and the analysis of their work programme.

14.3. Routine coordination between the SAT-SG and other ICAO groups, including PIRGs and RASGs shall be conducted through the SAT-SG Secretariat or, on its behalf, by the ICAO Regional Office of 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, and relations with organizations 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 the 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, SAT-IMG, composed of multidisciplinary experts including Air Traffic Management (ATM), Aeronautical Information Management (AIM), Communication, Navigation and Surveillance (CNS) and Meteorology (MET), 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, 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 (ASBUs), including the recommended implementation priorities, updated timetables, and associated milestones established by the SAT-SG, 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, by 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 organisations 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 organisations 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 in which they are elected unless exceptional circumstances dictate otherwise. Both shall serve until their successors are elected.

16.5. Contributory bodies of SAT-IMG

16.6. The contributory bodies of SAT-IMG are:

- a) EUR/SAM Airspace Concept Implementation Team (ESCIT);
- b) AORRA Implementation Team (AOIT); and
- c) Any Project Team established to implement the tasks assigned by the SAT-SG expeditiously.
- d) Their terms of reference are described hereinafter.

16.7. 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 Region and 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 a specific project 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);
- d) Establish mechanisms to monitor and report on the performance of the CNS systems implemented within the framework of the assigned project;
- e) Propose solutions for addressing the identified gaps in the automation of systems supporting ATM 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 SAT-IMG and report accordingly.

16.8. **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 expert may also be appointed by SAT-IMG Chairperson, as necessary, to support the work programme. The list of appointed members shall be presented to SAT-SG for information purposes.

16.9. **Working methods**

16.10. 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 meeting dates, type of meeting and any requirements for additional meetings.

16.11. 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.

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

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 within 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 safety performance and review, scrutiny, and monitoring of safety-related matters in the provision of ATS within the SAT area airspace.

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

17. SAT SOG TERMS OF REFERENCE

17.1. The SAT-SOG is responsible to the SAT-SG for:

- a) Monitoring safety management of ATS provision within the SAT Area and encouraging the adoption of best practices by all stakeholders;
- b) Ensuring effective scrutiny of ATS 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.
- d) Promoting the adoption of the SAT Safety Policy by all SAT members.

17.2. 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 region are reported and scrutinized by the responsible parties to identify root causes and emerging trends;
- c) Promote the adoption of SAT-SOG skills, methodologies and best practices 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;

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

17.3. Concerning ensuring the availability and correct categorization of reported occurrences, the SAT-SOG will:

- a) Implement and maintain a centralized database of safety-related occurrences reported by RMAs, ANSPs, airspace users, CSPs, States and other relevant stakeholders, ensuring consistency across SAIRMA databases;
- b) Collect and ensure proper categorization of safety-related occurrences from ANSPs, airspace users, RMAs and keep within the SAT area, and under review the associated procedures, including the fast-track procedure;
- 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;
- d) Develop and maintain a risk register specific to the SAT area.

17.4. Concerning the provision of statistical data and monitoring advice related to the safety assessment of occurrences, the SAT-SOG shall:

- a) Facilitate the collection, consolidation, and sharing of statistical data on safety-related occurrences within the SAT area, including, Annual Safety Reports (ASR), and relevant incident or occurrence reports. The SAT-SOG shall also disseminate related safety analysis reports to SAT States, ANSPs, and airspace users to enhance operational awareness, promote lessons learned, and encourage the implementation of mitigation measures;
- b) Notify 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;
- c) 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;
- d) Submit for approval of the SAT-SG the SAT-SOG annual work programme, including identified resource needs and stakeholder expectations to fulfil its assigned tasks; and
- e) Collaborate closely with SAT States, ANSPs, airspace users, industrial stakeholders, RMAs and Regional RSOOs and other relevant entities operating within or in coordination with SAT area, including those from adjacent areas.

18. COMPOSITION

- 18.1. **Members:** Experts from SAT members, SAT-related RMAs and SAT related RSOOs.
- 18.2. **Observers:** Experts from SAT Observers.
- 18.3. 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.
- 18.4. The SAT-SOG chairperson may invite participants from other States, industrial stakeholders or organisations as required.
- 18.5. The Chairman and Vice-Chairman 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.
- 18.6. **WORKING ARRANGEMENT**
- 18.7. 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 meeting dates, type of meeting and any requirements for additional meetings.
- 18.8. 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.

19. TERMS OF REFERENCE OF THE REGIONAL MONITORING AGENCIES (RMAs) INVOLVED IN THE SAT

19.1. RMAs primary responsibility:

The RMAs are responsible for conducting airspace safety monitoring and oversight functions on behalf of States accredited to their respective regions, by the procedures and processes detailed in ICAO 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 oversight and regional harmonization. as applicable to the functions of RVSM and PBCS monitoring.

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 role and collaborative role with the SAT. This includes offering technical assistance, safety data analysis, and oversight assessments specifically related to RVSM and PBCS, in order to support informed decision-making and effective ensure safety oversight.

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

19.2. RMA responsibility in the SAT area

Concerning SAT area, the functions of RMAs shall include:

- a) Defining and adopting a harmonized format and reporting frequency for the collection of RVSM and PBCS-related data collection 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) Receiving and processing raw data and problem reports related to RVSM and PBCS operations from ANSPs, CSPs, and airspace users. Where necessary, RMAs shall initiate follow-up actions in coordination with the appropriate State aviation authorities.
- c) Conducting collision risk assessments (CRAs) for the SAT area with specific focus on RVSM and PBCS compliance, following a globally standardized periodicity.
- d) 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.
- e) Support resolution of RVSM/PBCS-related problems as per the ICAO Doc 10037 *Global Operational Data Link (GOLD)* Manual, which include:
- f) Providing a reporting mechanism, such as a web-based system, to facilitate the submission of RVSM and PBCS-related problem reports;
- g) Diagnosing operational issues associated with RVSM and PBCS and recommending

- appropriate mitigation or corrective actions;
- h) Coordinating the resolution of problem reports with other Regional Monitoring Agencies, as necessary, to ensure harmonized treatment of cross-border or systemic issues.
 - i) Receive and maintain records of RVSM approvals issued by States of Operator/Registry under current State responsibility. These records shall be entered into the consolidated RVSM/PBCS approvals database, which is maintained by the RMAs.
 - j) Receive and maintain records of Required Communication Performance (RCP) and Required Surveillance Performance (RSP) approvals issued by States of Operator/Registry associated with current State's responsibility and ensure they are stored in the same approvals database for integrated reference.
 - k) Initiate follow-up actions, as appropriate, in coordination with the designated Point of Contact (PoC) of the State of the Operator or Registry when non-approved aircraft are identified operating in designated RVSM or PBCS airspace.
 - l) Share records of RCP and RSP approvals among RMAs, consistent with existing RVSM approvals sharing practices. This supports the ability of States and ANSPs to verify that aircraft operators filing PBCS capabilities in the flight plan are duly authorized to do so.
 - m) Collect and share records of ATM system RCP and RSP capabilities.
 - n) Liaise with other Regional Monitoring Agencies (RMA) from non-SAT ICAO regions to exchange height-keeping performance data and RVSM/PBCS approvals status information related to RVSM and PBCS, ensuring continuity of cross-regional monitoring and global interoperability.
 - o) Report to the SAT IMG and SAT SOG on matters related to the implementation, trials and operational performance of Performance-Based Communication and Surveillance (PBCS).;
 - p) Submit annual reports to the SAT-SOG detailing PBCS monitoring activities and other relevant RVSM related operations to the SAT-SOG.
 - q) Receive reports of non-compliance with RSP 180 and RCP 240, as specified in the *Performance Based Communication and Surveillance (PBCS) Manual* (Doc 9869), from SAT ANSPs, and forward these reports to the respective RMA responsible for the State of the concerned aircraft operator or registry;
 - r) Keep the Terms of Reference under regular review to ensure alignment with SAT operational priorities and regional coordination expectations; and
 - s) Collaborate actively with the SAT-SOG, its associated entities, and contributory bodies including RSOOs, Project Teams, and any other body established under the SAT framework to support regional safety oversight and performance objectives.

PART IV - TERMS OF REFERENCE FOR THE SAT SG SERVICES

20. TERMS OF REFERENCE OF THE SAT DOCUMENT MANAGEMENT OFFICE

20.1. The SAT DMO shall support the ICAO Regional Offices in ensuring the currency, consistency, and harmonization of the documentation related to SAT operations. The SAT DMO shall carry out the following functions:

- 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 per the *SAT Handbook* (SAT Doc 001) for submission to the appropriate SAT groups for approval.
- b) Support the respective ICAO Regional Offices with the implementation of approved proposals and their publication.
- c) Coordinate the SAT documentation with the NAT DMO to ensure currency and consistency in the interface area.

20.2. Composition

20.3. The SAT DMO service will be provided by a designated State on behalf of the SAT SG.

20.4. The designated State should nominate focal points for the SAT DMO and keep the SAT-SG duly informed.

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

21. GENERAL

21.1. As set out in the Working Arrangements of the SAT related to its Administration, SAT-SG and its contributory bodies shall at all times work 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 its business by consensus of all interested parties. Therefore, the following provisions do not include any procedures for handling motions or voting.

21.2. 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.

22. PARTICIPATION

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

22.2. 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 (core member), IFALPA, IFATCA and IFATSEA should be continuously invited. Other international organizations may also participate when specifically invited by SAT.

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

22.4. Status of Observers

22.5. Following the provisions of paragraph 2.3 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.

23. CONVENING OF MEETINGS

23.1. 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 its contributory bodies will be requested to confirm through a formal offer within three months succeeding the last meeting.

23.2. 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.

23.3. 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.

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

23.5. 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.

23.6. **Establishment of the Agenda**

23.7. 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 latest developments in relation to its work.

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

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

24. **LANGUAGES**

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

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

25. **OFFICIALS AND SECRETARIAT OF THE SAT-SG AND ITS CONTRIBUTORY BODIES**

25.1. States candidates for SAT-SG and its contributory group Chairpersons and Vice-Chairpersons positions should be confirmed by State Letter.

25.2. 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.

25.3. During the meeting of the SAT bodies, members may propose that the election of the Chairperson and/or Vice-Chairperson be included on the agenda, in the following circumstances:

25.4. At the end of the four-year term of the Chairperson and /or Vice-Chairperson.

25.5. When the Chairperson and/or Vice-Chairperson have informed the Group of their unavailability to continue their mandate.

25.6. 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. The members shall duly consider the background of the State's proposed

candidate in relation to the SAT.

25.7. The election and re-election of SAT IMG and SAT SOG Chairperson and the Vice-Chairperson have to be confirmed by SAT-SG ordinary meeting, in the meantime, the Chairperson and the Vice Chairperson assume their roles and activities, as foreseen on paragraph 6.1 of this chapter.

25.8. In case of elections due to reasons foreseen in the paragraphs 6.2.2 and 6.2.3, 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.

25.9. The Secretary of the SAT-SG and its contributory bodies may be assisted by other members of the ICAO Regional offices as necessary during meetings.

26. REPORTS, WORKING PAPERS AND OTHER DOCUMENTATION

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

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

26.3. Any State, international organization, or entity, whether or not attending the meeting, 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.

26.4. Supporting documentation shall be presented in the form of:

- a) Working Papers;
- b) Information Papers.
- c) Discussion papers, when submitted after the deadline specified in sections 7.7 and 7.11 below.

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

26.6. 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, brief discussion and conclusions with specific proposals for action.

26.7. 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, preferably two weeks and, in any case, five (05) working days before the meeting at which they are intended to be considered.

26.8. 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 chair team.

26.9. 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.

26.10. **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.

26.11. Information papers should be submitted to the Secretariat at least one (01) week before the meeting in order 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.

26.12. **Discussion papers and presentations** can be submitted even after the specified deadline or during the meeting itself. 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.

27. CONCLUSIONS AND DECISIONS OF THE MEETINGS

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

- a) Conclusions;
- b) Decisions; and
- c) Action items.

27.2. **Conclusions** deal with matters which, in accordance with the SAT-SG and its contributory groups 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.

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

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

27.5. **Action items** specific tasks or follow-up actions assigned to ensure the implementation of conclusions and decisions.

28. CONDUCT OF BUSINESS

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

28.2. 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.

28.3. 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 areas;
- e) review and update the Work Programme of the SAT-SG and the contributory bodies;
and
- f) Venues and dates of the next two meetings.

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

28.5. 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.

29. REPORTS

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

- a) a brief history of the meeting (duration, attendance, list of appendices, agenda, and a list of Action items, Conclusions and Decisions);
- b) a summary of the discussions on the agenda items, including, the relevant Actions, 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 groups;
and
- d) the tentative programme of future meetings of the SAT-SG and its contributory groups.

29.2. Draft Actions, Conclusions and Decisions will be prepared by the Secretariat for approval by the SAT-SG and its contributory groups before the closure of each meeting.

29.3. The Meeting Report shall be made available on the meeting group repository on the ICAO Portal by the Secretary, and the information brought to the attention of:

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

29.4. 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

30. CONSIDERATIONS

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

30.2. Project Teams are established with a timeframe (starting date and end date are known) to deliver on a specific matter with expected deliverables.

30.3. 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.

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

30.5. 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 a recognized inter-regional requirements.

30.6. OPTION 1: 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.

30.7. Each PT/TWG shall be provided with clear and concise Terms of Reference, which specify, its objectives and include 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.

30.8. 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.

30.9. The PT Coordinators shall be appointed by mutual agreement among members during the launch meeting, which the ICAO Secretary of the relevant SAT Group shall convene.

30.10. The coordinators of the PT/TWG shall be appointed by the Contributory based on the scrutiny of the CVs by the ICAO Secretariat.

30.11. The Project Team/TWG Coordinator shall have the authority to assess the number and type of Subject Matter Experts (SMEs) required to perform the tasks assigned to the Project Team/TWG effectively and shall request their participation through the appropriate SAT coordination mechanisms. This assessment should consider the complexity of the task, the technical expertise required, and available resources.

30.12. The Project Coordinator may also propose the designation of additional facilitators or PT/TWG Secretariat support, as needed, to assist with the team's work.

31. WORKING METHODS

31.1. 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.

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

32. PROJECT MONITORING AND EVALUATION

32.1. Projects monitoring and evaluation involves the regular collection and analysis 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;

32.2. 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 the performance throughout the implementation of the project.

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

32.4. PROJECT TEAM TERMS OF REFERENCE (ToRs) TEMPLATE

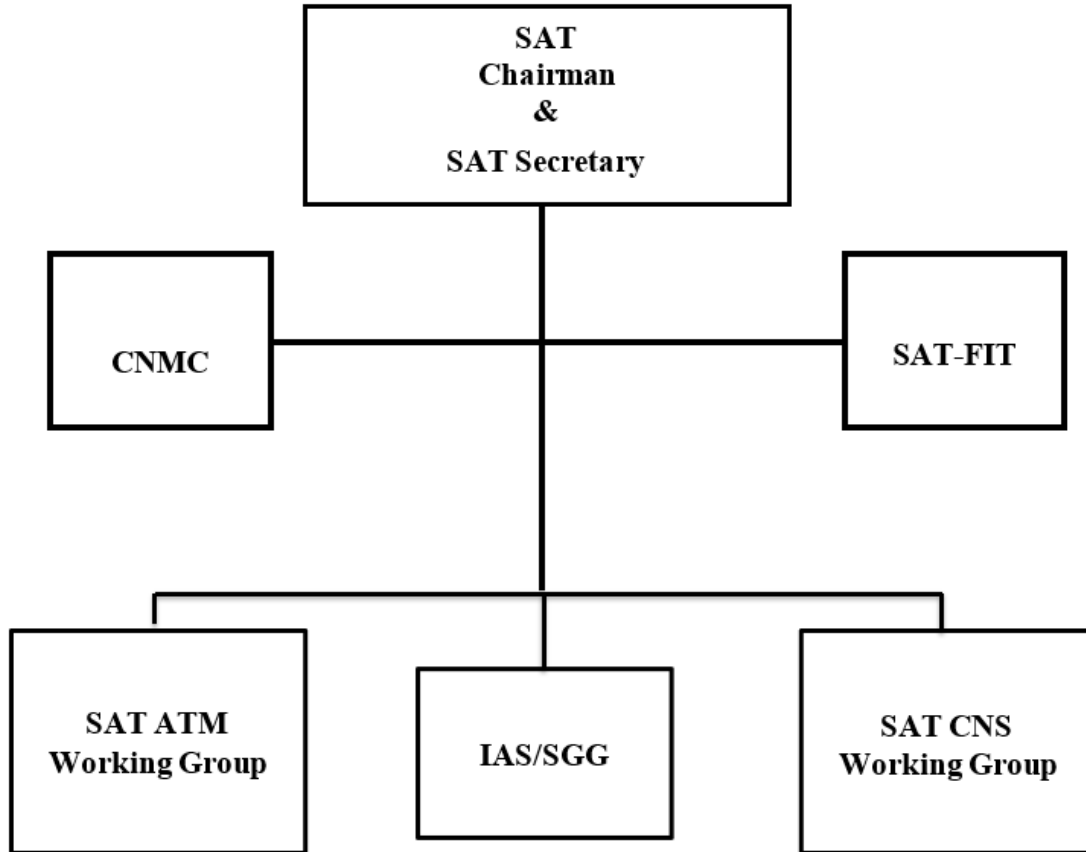
Project Title:	Provide a concise, descriptive title for the project.
Parent Group:	(Identify the group that the project reports to, e.g. SAT SOG).
Project Supervisory body:	(Refers to the entity responsible for overseeing the project, e.g. SAT SOG)
Project Period:	Define the start and end dates of the 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 Coordinator 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 members and observers designated to be involved in the project team. <ul style="list-style-type: none"> – Members: – Observers: – Notes:
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



APPENDIX B - LIST OF AIR NAVIGATION SERVICE PROVIDERS (ANSP) IN THE SAT AREA

ANSP	Airspace Name	Hosting States and ICAO Region	ANSP Official contact
ASA Cabo Verde	Sal FIR	Cabo Verde (AFI)	<i>See list of contact</i>
ASECNA	Dakar FIR	Senegal (AFI)	<i>See list of contact</i>
	Abidjan FIS	Cote d’Ivoire (AFI)	<i>See list of contact</i>
ATNS	Johannesburg Oceanic	South Africa (AFI)	<i>See list of contact</i>
DECEA	Atlántico FIR	Brazil (SAM)	<i>See list of contact</i>
DINACIA	Montevideo FIR	Uruguay (SAM)	<i>See list of contact</i>
DSNA	Cayenne FIR	France (EUR)	<i>See list of contact</i>
EANA SE	Ezeiza FIR	Argentina (SAM)	<i>See list of contact</i>
	Comodoro Rivadavia		<i>See list of contact</i>
ENNA	Luanda FIR	Angola (AFI)	<i>See list of contact</i>

ENAIRE	Canarias FIR	Spain (EUR)	<i>See list of contact</i>
GCAA	Accra FIR	Ghana (AFI)	<i>See list of contact</i>
NAV Portugal	Santa Maria FIR	Portugal (NAT)	<i>See list of contact</i>
NCAA	Windhoek FIR	Namibia (AFI)	<i>See list of contact</i>
ONDA	Casablanca FIR	Morocco (EUR)	<i>See list of contact</i>
TTCAA	Piarco FIR	Trinidad and Tobago (CAR)	<i>See list of contact</i>

APPENDIX C - LIST OF AIR OPERATORS IN THE SAT AREA

Name of Air Operator/Representative	Official Contact
IATA (International Air Transport Association)	See list of contact
TBD	See list of contact
TBD	See list of contact

APPENDIX D - LIST OF SAT OBSERVERS

Observer	Status	Official contact
Canada	SAT Adjacent State in NAT Region	<i>See list of contact</i>
USA	SAT Adjacent State in NAT Region	<i>See list of contact</i>
United Kingdom	SAT Adjacent State in NAT Region	<i>See list of contact</i>
CANSO	International Organization	<i>See list of contact</i>
IFALPA	International Organization	<i>See list of contact</i>
IFATCA	International Organization	<i>See list of contact</i>
IFATSEA	International Organization	<i>See list of contact</i>
Airbus	Aircraft Manufacturer	<i>See list of contact</i>
Boeing	Aircraft Manufacturer	<i>See list of contact</i>

ARMA	Regional Monitoring Agency (AFI)	<i>See list of contact</i>
CARSAMMA	Regional Monitoring Agency (CAR/SAM)	<i>See list of contact</i>
SATMA	Regional Monitoring Agency (SAT)	<i>See list of contact</i>
AAMAC	Regional Safety Oversight Organization (AFI)	<i>See list of contact</i>
BAGASOO	Regional Safety Oversight Organization (AFI)	<i>See list of contact</i>

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