



International Civil Aviation Organization

CAR/SAM Regional Planning and Implementation Group (GREPECAS)

**Eighteenth Meeting of the CAR/SAM Regional Planning and Implementation Group (GREPECAS/18)**

Punta Cana, Dominican Republic, 9 to 14 April 2018

GREPECAS/18 - WP/12 Rev.

21/02/18

**Agenda Item 4: Regional air navigation planning and implementation performance framework: Review of programmes and projects**  
**4.5 Projects of the AGA programme**

### **FOLLOW-UP OF AERODROME PROJECT ACTIVITIES**

(Presented by the Secretariat)

#### **SUMMARY**

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

The detailed changes for each project are shown in **Appendix A** for the CAR Region and in **Appendix B** for the SAM Region.

#### **References:**

- Fourth Programmes and Projects Review Committee (PPRC) Meeting Conclusion 4-5 – Review meeting minute, 14 January 2017
- Report of the PPRC/4 Meeting, July 2016
- Report of the CAR/SAM Regional Planning and Implementation Group GREPECAS/17 meeting, July 2014
- Report of the PPRC/2 Meeting, July 2013

## **1. Background**

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

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

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

- *Project SAM AGA F1 – Aerodrome certification*
- *Project SAM AGA F2 – Runway safety improvements*

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

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

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

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

## **2. Analysis**

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

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

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

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

2.5 Pursuant to Conclusion PPRC/4- 5, the Programme F Coordinators recommend to join the two F Projects into one *Aerodrome Safety and Certification Project*. This new project will include new objectives and metrics. The several tasks already engaged in the past F1 and F2 projects, will be considered as tasks or sub-projects of the new F1 Project in both Regions. A detail on the new project strategy is included in **Appendices A and B**. A draft conclusion to the meeting regarding this matter is presented in Section 5 “Suggested actions”.

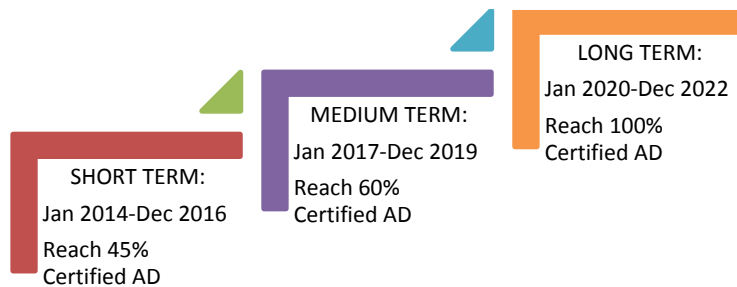
**3. Status of Implementation of CAR projects**

3.1 The status of aerodrome certification in the CAR Region shows that from 150 international aerodromes 79 aerodromes were already certified. The number has increased from 43 aerodromes certified in March 2014 (meaning 28%) to 79 aerodromes certified up to date (meaning 53%). In addition, in the CAR Region 20 aerodromes have started the certification process in 2017 and Mexico with a large number of international aerodromes is completing the certification of its 27 remaining aerodromes and will have all of their 62 aerodromes certified by the end of 2018.

# of Aerodromes per AOP Table	Certified Aerodromes (PPRC/4 , July 2016)	Certified Aerodromes (GREPECAS, April 2018)	Current %	Port-of-Spain Declaration Goal (2016)
150	54	79	53%	48%

3.2 The performance indicator used is the percentage of certified aerodromes based on the selection and information provided by States (CAR Regional Aerodrome Certification Implementation Plan - CRACIP). This Plan is available at [http://www.icao.int/NACC/Pages/ES/edocs-aga\\_ES.aspx](http://www.icao.int/NACC/Pages/ES/edocs-aga_ES.aspx).

3.3 For effective implementation of the aerodrome certification in the short, medium and long-term, the following deadlines have been established:



3.4 The following seminars and workshops were undertaken by ICAO NACC Office in relation with the aerodrome certification process within the training tasks for the personnel in charge of certification:

***ICAO NACC Regional Office AGA Activities 2016***

- Meeting with FAA: Planning Future Strategy for Airports NAM/CAR, Washington, United States, 14 January 2016
- CAPSCA Americas ICAO-WHO Coordination Meeting NAM/CAR/SAM, Washington, United States, 15 January 2016
- TEAM Implementation of aerodrome certification, Assistance Mission to Honduras, ICAO/ACI, San Pedro Sula, Honduras, 30 March to 1 April 16
- ICAO/FAA Workshop for Aerodrome Certification Inspector, Kingston, Jamaica 24 to 26 May 2016
- NCLB Multidisciplinary Technical Assistance Mission to Guatemala, Guatemala City, Guatemala, 30 May to 3 June 2016
- Meeting with DGAC of Mexico and the Airports Groups, ICAO NACC Regional Office, Mexico City, Mexico, 7 June 2016
- ICAO/FAA Workshop for Aerodrome Certification Inspector, 14 to 16 June 2016, and Follow-Up Technical Assistance Mission TEAM, Aerodrome Certification Implementation, Dominican Republic, 17 June 2016
- ICVM Mission – Asunción, Paraguay, 29 June to 5 July 2016
- CAPSCA Assistance Visit to United States, KATL – Atlanta, United States, 15 to 18 August 2016
- CAPSCA Follow-up Visit to Tegucigalpa, Honduras, 29 to 30 September 2016
- Seventh Collaborative Arrangement for the Prevention and Management of public health events in Civil Aviation (CAPSCA) Americas Meeting NAM/CAR/SAM, Mexico City, Mexico, 6 to 9 September 2016

***ICAO NACC Regional Office AGA Activities 2017***

- ICAO/FAA/ACI Meeting for improving aerodrome certification and runway safety needs in the NAM/CAR regions, 24 to 25 January 2017
- NCLB Multidisciplinary mission to Belize, 31 January to 2 February
- ICVM CMA activity in Costa Rica, 14 to 21 February 2017
- Capacity Building through Efficient Use of Existing Airport Infrastructure Roundtable, Querétaro, Mexico, 9 to 10 March 2017
- NCLB Multidisciplinary mission to Bahamas, 3 to 7 April 2017
- NCLB Multidisciplinary mission to Cuba, 8 al 9 May
- Safety Fund (Safe) Mission to Antigua and Barbuda and Grenada 22 to 26 May 2017
- ACI-APEX Programme to Guadalajara, 18-22 September (return on 20 to CDMX)

- ICAO/FAA Workshop on Best Practices for the Development of Aerodrome Manuals and the Use of Procedures for Air Navigation Services — Aerodromes (PANS-AGA) — Port of Spain, Trinidad and Tobago 3 to 6 October
- CAR/SAM Seminar/Workshop on Aerodrome Certification for Operators and Regulators, Panama City, 23 to 27 October 2017
- NCLB Multidisciplinary mission to Nicaragua, 7 to 8 November
- NCLB Multidisciplinary mission to Mexico (AGA Area), 30 October and 5 December 2017

**4. Status of implementation of Projects in the SAM Region**

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

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

4.2 Although the Bogota’s declaration goal (20% of certified international aerodromes) was succeed, it’s important to emphasize that a Single State account for more than half (17 out of 31, or 16.35%) of the current 30%, while the remaining 13.46% (14 aerodromes) is distributed among 8 States. The rest of States (5 or 36%) doesn’t have aerodromes certified by February 2018. The aerodrome certification requirement was established in ICAO SARP’s in 2003.

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

4.4 For effective implementation of the aerodrome certification, a series of surveys and teleconferences where made with States to identify the barriers impeding certification. These surveys concluded that most States identified that the lack of the right set of competencies on the staff of both operators and inspectors in the process of certification, and non-compliance with ICAO SARP’s regarding physical characteristics on airports, as the top challenges, especially on old airports made before the regulatory requirement (late 50’s - 60’s).

4.5 Given 4.3, SAM Regional Office focused its strategy toward the preparation of guidance material to both operators and CAA’s and inspectors training with the support of SAM’s RSOO, the SRVSOP, based on the Latin American Regulations (LAR’s).

4.6 On the physical characteristics non-compliance matter, ICAO Doc. 9734 part A “*Safety Oversight Manual*”, states that although compliance with requirements is not optional, in the area of aerodrome infrastructure, there might be instances where there are insurmountable geographical or other physical problems. To overcome this, the Document indicates that under special conditions, it may be possible to resolve a discrepancy or shortcoming by the imposition of limiting conditions or compensatory measures/controls. However, the use of this mechanism is not implemented neither considered in most cases by States to implement certification, due in part to lack of training to both aerodrome operators (who develop the studies to support the request for exemption) and CAA’s (who review them and grant the corresponding exemption).

4.7 Given 4.5, SAM Regional Office is actively including both States and Aerodrome Operators (with the active support of ACI-LAC) in activities to target specific aerodrome certification matters, given the fact that the certification is not only a “physical characteristics” validation process, but that its objective is that the State can ensure that the aerodrome operator is competent to operate the aerodrome under safety conditions acceptable to the State.

4.8 The following Seminars and Workshops were undertaken by ICAO SAM Office in relation with the aerodrome certification process:

***ICAO SAM AGA Activities 2016***

- Audit Techniques course for inspectors (Project RLA99/901), Lima, Peru; April 2016
- Governmental inspectors (GSI) course (Request from Chile - RLA99/901), Santiago, Chile; May 2016
- LAR AGA set harmonization seminar/workshop, Lima, August 2016
- Obstacle analysis course based on LAR (Request from Peru - RLA99/901), Lima, Peru; September 2016
- ICAO / ACI LAC Aerodromes Certification Seminar, Lima, Peru; October 2016
- 2nd Airport Collaborative Decision Making Workshop (RLA06/901) , Sao Paulo, Brazil; October 2016
- Advance obstacle analysis course based on LAR (Request from Uruguay – RLA99/901), Montevideo, Uruguay; Oct-Nov 2016

***ICAO SAM AGA Activities 2017***

- SRVSOP-ICAO-ACI LAC Workshop on the Implementation of Operational and Compatibility procedures to Aerodrome Certification; Lima, Peru; June 2017
- 3rd Airport Collaborative Decision Making Workshop (RLA06/901); Lima, Peru; September 2017.

- SRVSOP Workshop/Seminar on Airport Compatibility in Certification processes (PANS AGA); Brasilia, Brazil; October 2017
- Seminar/Workshop on Aerodrome Certification for Operators and Regulators; Panama City, Panama; October 2017
- Seminar on e-TOD for Area 2; Lima, Peru; November 2017
- 2nd Global Runway Safety Symposium; Lima, Peru; November 2017.

**5. Suggested actions**

5.1 The Meeting is invited to:

- a) take note of the information provided in this working paper; and
- b) review and approve the following drafts decisions/conclusions:

**DRAFT**

**DECISION/XXX:**     *Merge current Projects F1 and F2 to a new Project F1*

In order to gain efficiencies, Projects F1 and F2 of the Aerodromes and Ground Aids (AGA) Programme of GREPECAS will merge into one single project F named *“Aerodrome Safety and Certification Implementation Project.”*

**DRAFT**

**CONCLUSION /XXX:**     *Aerodrome Certification Plan*

That, in order to better support and assist States/Aerodromes in the CAR and SAM Regions in the aerodrome certification process, the CAR and SAM States/Territories should send to their respective ICAO Regional Office a 3-year Plan for the certification of their aerodromes, taking into account their weight on the Region’s total, no later than 30 May 2018.

- c) analyze the document and Appendices A and B respectively, with a view to approving the corresponding planning, progress and implementation;
- d) consider the progress achieved in AGA projects, the competences required for staff for a good and efficient project development, and the implementation of Aviation System Block Upgrades (ASBU) methodology; and
- e) agree on other actions that are deemed appropriate.

-----

## APPENDIX A

## PROJECT ON AERODROME SAFETY AND CERTIFICATION – CAR REGION

CAR Region	PROJECT DESCRIPTION (PD)	PD N° F1	
<i>Programme</i>	Project Title	Start	End
<i>Aerodromes</i>  (Programme Coordinator: <i>Jaime Calderon</i> )	<i>Aerodrome Safety and Certification</i>  <i>Project Coordinator: TBD</i>	July 2017	July 2020
<b>Objective</b>	Assist States in the CAR Region to increase the number of certified aerodromes and the establishment of runway safety mechanisms (e.g. Runway Safety Teams) to tackle runway safety related events at selected aerodromes.		
<b>Scope</b>	The scope of the project includes the identification of latent problems or bottlenecks in the aerodrome certification process, in order to better assess States complying regional targets and develop tailored needs in relation to documentation, processes and procedures, development of guidelines, training, expert advice, best practices, and data and information collection, to enable initial certification of aerodromes and continuous surveillance.		
<b>Metrics</b>	<ul style="list-style-type: none"> <li>• Number of aerodromes certified per State</li> <li>• % of aerodromes certified per Region</li> <li>• Number of AGA inspectors per State</li> <li>• State EI % in the AGA area</li> <li>• Number of RST established</li> <li>• Number of reported deficiencies in the GANDD</li> </ul>		
<b>Strategy</b>	<ul style="list-style-type: none"> <li>• <b>High level commitment to certify aerodromes:</b> Thru GREPECAS decisions, Directors of CAA's are encourage to present a plan to certify a minimum number of aerodromes per year in the next 3 years, in order to contribute with the Regional goal of increasing aerodromes certified.</li> <li>• <b>Data and information gathering:</b> Through a cooperation mechanism (to be defined with States and Industry partners), the Project will carry out a survey to collect data and define the level of maturity of available documentation/ procedures to engage initial aerodrome certification.</li> <li>• <b>Data and information analysis:</b> after collecting the data, this will allow the Project specialists to make a Gap Analysis and define required solutions (guidelines, documentation, Go Teams, technical cooperation, seminars, workshops, etc.) following the Pareto principle.</li> </ul>		

CAR Region	PROJECT DESCRIPTION (PD)	PD N° F1	
<i>Programme</i>	<b>Project Title</b>	<b>Start</b>	<b>End</b>
<i>Aerodromes</i>  (Programme Coordinator: <i>Jaime Calderon</i> )	<i>Aerodrome Safety and Certification</i>  <i>Project Coordinator: TBD</i>	July 2017	July 2020
	<ul style="list-style-type: none"> <li>• <b>Establish State sub-projects:</b> The Project will then establish per-State sub-projects with a common methodology so that all State's certification programs may be monitored by the Programme coordinator. These sub-projects will have, among other tasks:</li> <li>• Analyze high level commitment and resources available for aerodrome certification (on States and Aerodrome Operators).</li> <li>• Assess State framework and aerodrome certification program to identify potential support from other Contracting State(s), RSOO's, International Organizations or the RO's</li> <li>• Give the State and the Project a coordination tool to measure their improvement and identify possible bottlenecks.</li> <li>• <b>Initial certification of aerodromes with a % of compliance with ICAO SARP's:</b> consequently, as States implement their program, aerodromes will receive initial certification so that the continuous surveillance phase can begin. This initial certification will be based on a % of compliance with ICAO SARP's.</li> </ul>		
<b>Goals</b>	<ul style="list-style-type: none"> <li>• Survey on available documentation, procedures and competent staff for aerodrome certification at States. YE2017</li> <li>• Regional aerodrome manual template for aerodrome certification process. YE2018</li> <li>• Regional Runway Safety Team guidelines, terms of reference for implementation based on ICAO and industry best practices. YE2019</li> <li>• Regional minimum Aerodrome SMS requirements to apply for an aerodrome initial certification. YE2018</li> <li>• Regional "modification of standards" procedure for aerodrome operators to present requests for exemptions and apply for initial aerodrome certification. YE2019</li> <li>• 100% of States with State Certification Programme for each designated aerodrome. YE2020</li> <li>• 80% of aerodromes with initial certification completed. <i>(to be assessed after gap analysis)</i>. YE2020</li> <li>• 100% States with sufficient number and competent aerodrome inspectors or with arrangements and legal mechanisms to delegate to other entities (other States, RSOO's, etc.). YE2020</li> <li>• 100% of State's Aerodrome regulatory agencies with agreed minimum qualification and experience requirements for delegation of aerodrome certification tasks. YE2020</li> <li>• 80% of international aerodromes with established Runway Safety Teams. <i>(to be assessed after gap analysis)</i>. YE2020</li> </ul>		

CAR Region	PROJECT DESCRIPTION (PD)	PD N° F1	
<i>Programme</i>	<b>Project Title</b>	<b>Start</b>	<b>End</b>
<i>Aerodromes</i>  (Programme Coordinator: <i>Jaime Calderon</i> )	<i>Aerodrome Safety and Certification</i>  <i>Project Coordinator: TBD</i>	July 2017	July 2020
<b>Rationale</b>	<ul style="list-style-type: none"> <li>• According to ICAO, almost 60 per cent of contracting States in the world have not fully implemented the requirements for the certification of aerodromes. More than 50 per cent of the States have not established a comprehensive aerodrome certification process, including all the necessary assessments. In addition, almost 60 per cent of the States have not established, in the framework of their certification process, a mechanism based on safety assessments, for reviewing and accepting non compliances with established requirements.</li> <li>• Also, more than 60 per cent of the States do not ensure that their aerodrome operators have established and implemented integrated strategies, including Runway Safety Teams (RSTs), for the prevention of runway incursions and other accidents and incidents at aerodromes.</li> <li>• By 2016, CAR Regional office has accomplished 45% of international aerodromes certified.</li> </ul>		
<b>Related Projects</b>	<ul style="list-style-type: none"> <li>• TBD</li> </ul>		

Project Deliverables	Relationship with the regional performance based air navigation plan (RPBANIP)	Responsible	Status of Implementation	Delivery Date	Comments
Survey to States on current national approved regulations/procedures on aerodrome certification, in order to set the baseline documentation needs.	5. Enhance Capacity and Efficiency of Aerodrome Operations in the CAR Region	TBD	0%	2Q-2018	The State specialist will develop a survey to identify the needs of each State's documentation (regulations, procedures, etc.) in order to better target assistance.
Collect best practices from States to develop guidance material (templates)	5. Enhance Capacity and Efficiency of Aerodrome Operations in the CAR Region	TBD	0%	open	After exploring what is available from States, the specialist will organize all documentation and experiences needed to engage aerodrome certification in order to simplify the process.
Review the survey's results and prepare a plan, on a Regional and State level to support the identified gaps	5. Enhance Capacity and Efficiency of Aerodrome Operations in the CAR Region	TBD	0%	CRPP/5(2019)	The plan will define what is required (elaboration of documentation, workshops, training, etc.).
Plan for initial certification Go-Teams (with support of partners/stakeholders)	5. Enhance Capacity and Efficiency of Aerodrome Operations in the CAR Region	TBD	25%	2Q-2018	Continue with Go-Teams with the support of partners to begin initial certification at designated airports.
Prepare a plan to implement RST's per designated airport	5. Enhance Capacity and Efficiency of Aerodrome Operations in the CAR Region	TBD	25%	2Q-2018	Create a template for Terms and Reference of the RST and a plan based on safety data for RST implementation.

Project Deliverables	Relationship with the regional performance based air navigation plan (RPBANIP)	Responsible	Status of Implementation	Delivery Date	Comments
Runway Safety Go-Teams (with support of ICAO HQ, States, FAA, ACI and other partners/stakeholders)	5. Enhance Capacity and Efficiency of Aerodrome Operations in the CAR Region	TBD	25%	3Q-2018 and onwards	With the support and commitment of States and airport Operators, FAA and ACI plan Go Teams for RST implementation at designated airports.
<b>Resources needed</b>	<ul style="list-style-type: none"> <li>• High level commitment on each participating State.</li> <li>• The provision of counterparts in each State, on a Matrix Management approach, to the project.</li> <li>• Designation of experts by States (direct assistance) is needed in the execution of some of the deliverables.</li> <li>• Access to State regulations, advisory circulars, and other best practices available.</li> </ul>				

-----

## APPENDIX B

## PROJECT ON AERODROME SAFETY AND CERTIFICATION – SAM REGION

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

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

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

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

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