



ICAO

International Civil Aviation Organization (ICAO)
South American Regional Office (SAM)
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Lima, Peru 12-15 November, 2019

SUMMARY OF DISCUSSIONS FROM THE ICAO SAM 4th REGIONAL SEMINAR ON A-CDM
(Presented by the ICAO SAM AGA Regional Officer)

SUMMARY	
This paper lists the outcomes from the Fourth ICAO SAM Regional Seminar on Airport Collaborative Decision Making (A-CDM) Implementation held at ICAO's SAM Regional Office at Lima, Peru, on November 12-15, 2019	
ICAO strategic objectives	<i>This paper is related to the following strategic objectives: B- Capacity and Efficiency</i>

1 Background

1.1 After several activities with the aim of delivering “know-how” and rising awareness to stakeholders in the SAM Region on the topic of Airport Collaborative Decision Making, which is part of the Global Air Navigation Plan ASBUs, on July 2019 the GREPECAS Programme and Projects Review Committee PPRC/5 Meeting endorsed Decision PPRC/05/06 which approved a new Project F3 under the AGA GREPECAS Programme on Airport Collaborative Decision Making for the SAM Region.

1.2 As part of the Project, the following activities were proposed:

- ✓ Survey States on the status of current implementations plans or efforts and challenges. Prepare a report on the survey and present results at a Regional Seminar.
- ✓ Held a seminar at the SAM office, inviting States and Airports to present their implementation efforts in order to understand lessons learned, challenges, and identify the best means to guarantee a harmonized approach to implementation in the SAM Region. Guarantee the participation of an SME in A-CDM, in order to direct discussions.
- ✓ After the event, gather all the feedback and challenges in order to validate the need to prepare a regional guidance, in the form of an implementation plan or other document, along with other initiatives such as the creation of a working group, task force, community, etc.

2 Attendance

2.1 The Seminar and Workshop was attended by 42 participants from 10 States, 2 International Organizations, 2 Aerodrome operators, 1 airline and 2 Industry vendors, and with the participation of speakers from Eurocontrol, IATA, ICAO SAM Regional Office, the DGAC Peru, Colombia's ANSP, Brazilian ANSP, Lima Airport Partners, El Dorado Bogota Airport Operator, SAAB Group, and ALG/INDRA Group.

3 **Agenda**

3.1 The agenda was divided in the following presentations:

Setting the scene. Global Provisions

- a. Overview of A-CDM – A Total System Approach
- b. The new GANP 6th Edition and the Regional ANP.
- c. Introduction to A-CDM (Eurocontrol)
- d. ATFM implementation in the SAM Region
- e. SAAB - A-CDM, a Regional Perspective
- f. Summary of regional A-CDM survey

A-CDM current scenarios in the SAM Region

- g. Current challenges and opportunities identified by users (IATA)
- h. A-CDM implementation in Brazil
- i. A-CDM implementation in Peru – DGAC (State view)
- j. A-CDM implementation in Peru-LAP (Airport view)
- k. ALG - Need and experiences of A-CDM in the SAM Region
- l. A-CDM implementation in Colombia (State view)
- m. A-CDM implementation in Colombia-EL DORADO (Airport view)

The A-CDM Project

- n. Interoperability Challenges in the region
- o. Collaborative approach to schedule coordination & slot management
- p. The A-CDM project implementation: where to start?
- q. Lessons learned
- r. Data Exchange
- s. The milestone approach and tailoring it

Future of the concept in the SAM Region

- t. Next Steps for the Region
- u. The Regional Implementation plan initiative

3.2 The work programme and the presentations delivered during the Seminar are available at the ICAO SAM Regional Office website:
https://www.icao.int/SAM/Pages/ES/MeetingsDocumentation_ES.aspx?m=2019-06901-ACDM4

4 **Objectives**

4.1 The main objective of the regional seminar was to validate the needs and challenges of current implementations in order to address them via a Regional Implementation guidance and/or other means to ensure a harmonized approach to the concept.

4.2 In addition, another objective was for the audience to agree on “next steps” regarding at the regional and local levels.

5 Summary of discussions and outcomes

5.1 The activity gave the opportunity to both States and airports to present the status of their implementation projects. This information, in addition to the results of the survey applied to States before the event, served as an important input to ICAO in order to better adjust the efforts to support a harmonized approach to the concept.

5.2 After each session, there was an opportunity for the audience to rise questions directly to the speakers or by using an online tool for audience Q&A (<https://www.slido.com>). The online tool was used to submit 35 questions, in which the key words were TOBT, TSAT and ACDM.

5.3 Also, Industry had the opportunity to deliver two technical, non-commercial presentations to show their experiences on A-CDM.

5.4 Based on the discussions, the following information was consolidated by the facilitators:

✓ There are different levels of implementation thru the region. Nevertheless, at least two of the most important hubs (Bogota and Lima) are taking the same approach to implementation, even sharing expertise, best practices and lessons learned.

✓ Some implementation were driven by the State, others by the ANSP and the Airports. A common denominator is that the engagement of all involved parties is important for the project’s success.

✓ Integration between IT systems (airport with ANSP with airlines) were identified as one of the main challenges to address at a regional and even global level. Also, its important to address how the costs of this integration between partners are to be covered.

✓ The “standardization of a common vocabulary” was also identified as one of the big challenges for harmonization. Although there is ICAO and Eurocontrol guidance, still there is a sense that many of the on-going implementations are a “adjusting” the definition of acronyms due to the fact of local processes.

✓ “Change of culture” was also identified as an important challenge, especially due to the need to train not only the project management team and counterparts, but also the whole staff working on the turnaround process.

✓ The definition of when and how to implement A-CDM was also discussed. There is no regional agreement on a “number” to decide for the need to implement, for example, number of operations or departures. One participant indicated that the level of “distress” or “depletion” of airport infrastructure vs # of airport operations might be a good number. Other participant commented on delays and high taxi times. A complete gap analysis and

Cost benefit analysis are good tools to identify the need to implement. This was an opportunity to be addressed on the implementation guidance.

- ✓ It was agreed by the audience that A-CDM is not for every airport, however, there are some specific airports that “feed” main hubs, that may consider the implementation of certain elements on A-CDM in order to support operations at the hub.
- ✓ The use of some terms from their English version to Spanish is also something to be addressed.
- ✓ A-CDM needs a strong Business case (or be included in concession contracts) to get the needed funding.
- ✓ Partners (specially airlines) may be reluctant to sign an MoU (Memorandum of Understanding) due to the believe of signing a “blank check”. One State even use the term “Letter of Agreement” instead of MoU. There is an opportunity to include in the Regional Guidance examples of MoU that addresses these concerns. Also, training to non-aviation interested parts (such as lawyers) is important to clarify the intent of the MoU. Also , the MoU must be as flexible as possible but also clear as to who does what and when, including cost aspects.
- ✓ The implementations of the first 5 elements, being Information sharing, milestone approach, VTT, PDS and procedures/processes for dealing with adverse conditions are the base for a definition of when an airport can say that it has A-CDM implemented. The creation of an independent group, task force or entity that endorse implementation (certification of ACDM) by using an agreed verification checklist was an idea that many consider adequate.
- ✓ The definition of common regional KPI’s is important to measure implementation. ICAO GANP and other sources may be referenced. Care should be taken with some implementations were confidentiality was included on the MoU’s.
- ✓ Ground handling agents may be challenging to engage, as in many States there is no regulation to them. Some States engage the aircraft operator instead of the ground handling agent directly in order to make the airlines accountable for the data quality.
- ✓ During systems design, there must be a consideration to those operators (such as General/Business aviation) that may not be able to submit messages directly to the airport systems.
- ✓ Some participants agreed that there is a need to define the concept of “Advance Tower” or other similar approach to those implementations that may not need to fully implement A-CDM but need to share basic information with network and other partners.
- ✓ A participant recommended drafting a minimum set of IT specifications for the systems to be tendered by airports in order to guarantee interoperability between airport-ANSP-airline-users systems.
- ✓ The MoU should include a section with “Business Rules” in order to avoid misuse of the A-CDM procedures by any of the involved Stakeholders.

- ✓ A participant proposed to create a “CONOPS” on the APOC (airport operations control centers) implementation, in order to harmonize the minimum setting of an APOC.
- ✓ Industry participation in task forces/working groups to be created should be taken with care to avoid a perceived conflict of interests, however, their input is considered important due to the expertise and know how they could bring to the group. A way of integrating them is via one of the partners, such as the ANSP or Airport.
- ✓ Regarding ATFM, it is important to establish the frontier and roles between ACDM and ATFM.
- ✓ A participant commented that whenever an airport issues a tender to acquire ACIS IT platform that the airport includes the need that the contractor must comply with EUROCAE and ACI & IATA Recommended practices in order to ensure interoperability. Maybe there is a need to put a minimum specification under the regional guidance?
- ✓ If a DMAN is not implemented, PDS should be seamless and equitable [also transparent].
- ✓ There is a need to address the difference in Apron and Taxiway management and how can ACDM accommodate them
- ✓ There is an overwhelming statement that HUBs should be working/coordinating together.
- ✓ The new regional approach should consider current implementation efforts.
- ✓ The new regional guidance should address the agreement of the basic milestones for an implementation.
- ✓ It was agreed that ICAO should ask States for focal points on the implementation, but considering that the focal points need to be technical.
- ✓ Also, participants state the challenges and needs for training, even considering e-learning.

5.5 The participants agreed on the convenience of establishing a Regional A-CDM Task Force, with ICAO Secretariat support, that could address the aspects of the regional A-CDM implementation. This group should comprise of technical focal points per State and per some international airports, ANSPs and aircraft operators in order to ensure the full scope of A-CDM. Nevertheless, it was mentioned that care should be taken in order to keep the group as technical as possible. The Task Force can create smaller working groups to see specific topics such as IT.

5.6 In addition, participants endorse that a regional guidance is something that could better support a harmonized approach to implementation.

6 Conclusion

6.1 With all the groups’ inputs, the ICAO SAM Regional Office will be working towards the implementation guidance that will serve as a roadmap for States to implement. In addition, ICAO SAM

Regional Office will be coordinating efforts to establish a Task Force on A-CDM that will support a harmonized implementation.

Appendix A – List of participants

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