



INTERNATIONAL CIVIL AVIATION ORGANIZATION

**THIRD MEETING OF THE AERODROMES OPERATIONS AND
PLANNING – WORKING GROUP (AOP/WG/3)**

Putrajaya, Malaysia, 2 – 4 June 2015

Agenda Item 7: Any other business

**UPDATES FROM APANPIRG CONTRIBUTORY BODIES STRUCTURE
REVIEW TASK FORCE (ABSRTF)**

(Presented by the Secretariat)

SUMMARY

This paper presents information on the updates and development of APANPIRG Contributory Bodies Structure Review Task Force (ABSRTF). The first meeting of ABSRTF with the APANPIRG Sub Groups Chairs through a teleconference was held on 8th April 2015. A face-to-face meeting of the ABSRTF with all the TF members is planned for 24-25 June 2015. The information contained in this paper will be presented to the face-to-face meeting (Second Meeting) of the ABSRTF for consideration.

1. INTRODUCTION

1.1 APANPIRG/22 held in September 2011, in consideration of optimizing the effectiveness and efficiency of the contributory bodies, established a new structure of its contributory bodies and adopted TOR of its Sub-Groups based on the Report of APANPIRG Contributory Bodies Structure Review Task Force (ABSRTF) meeting held in May 2011. The new structure included a separate MET Sub Group and establishment of an AOP Working Group. The new structure and the approved TORs for the APANPIRG contributory bodies became effective from 2013 meeting year and were subject to further review in 2016 in light of the experience gained and considering the effectiveness and workload of each of the sub groups of APANPIRG.

1.2 The organization structure of APANPIRG endorsed by the Twenty Second Meeting of APANPIRG comprises of 23 contributory bodies including 4 Sub-Groups namely ATM, CNS, MET and RASMAG.

1.3 The 12th Air Navigation Conference (2012) Recommendation 6/1–*Regional performance framework–planning methodologies and tools*, urges that States and PIRGs finalize the alignment of their regional air navigation plans with the Fourth Edition of the Global Air Navigation Plan (GANP Doc 9750) and focus on implementing the ICAO Aviation System Block Upgrades (ASBUs) Block 0 Modules according to their operational needs.

1.4 Following the recommendation by the PIRG/RASG Global Coordination Meeting (Montreal, 19 March 2013) APANPIRG/24 in 2013 adopted Conclusion 24/2 on establishing regional priorities and targets in alignment with the ASBU Framework contained in the Fourth Edition of the Global Air Navigation Plan and APAC Seamless ATM Plan

1.5 APANPIRG/25 held in September 2014 (Malaysia) through Conclusion 25/2 endorsed the Regional Priorities and Targets. APANPIRG/25 in Decision 25/50, established the APANPIRG Contributory Bodies Structure Review Task Force with members consisting of Chairpersons and Vice Chairpersons of APANPIRG Contributory Bodies (Sub-groups, Working Groups and Task Forces) and voluntary members nominated by States and with the Terms of Reference placed at **Appendix A** to this Paper. The first meeting of ABSRTF with the APANPIRG Sub Groups Chairs through a teleconference was held on 8th April 2015. A face-to-face meeting (the Second Meeting) of the ABSRTF with all the TF members is planned for 24-25 June 2015.

1.6 The objective of the APANPIRG Contributory Bodies Structure Review Task Force is to promote a more project-management-driven approach to regional air navigation planning and implementation, which is guided by and aligned with regional priorities and the Global Air Navigation Plan/ASBU strategy: and develop a new structure of the APANPIRG and its contributory bodies in accordance with APANPIRG Decision 25/50 for consideration by APANPIRG/26.

1.7 The current structure of the APANPIRG is shown in the **Appendix B** and the proposed new Structure is placed in the **Appendix C** to this paper for information to this meeting.

2. DISCUSSION

2.1 APANPIRG/25 noted that in light of the performance based approach to air navigation planning and implementation there was a need to align the work programme of States, regions and ICAO. APANPIRG also noted that within the ASBU framework, due consideration should be given to planning, implementation, performance measurement, monitoring and reporting aspects and that a project based approach for ASBU's should be applied to APANPIRG Contributory Bodies (Sub Groups, Working Groups, Task Forces) as necessary.

2.2 Proposal for APANPIRG Re-organization

2.2.1 At the teleconference of ABSRTF on 8th April the concept of introducing APANPIRG Coordination Committee (ACC) within the framework of APANPIRG was discussed. In general the introduction of ACC was supported subject to getting more information from other regions on the success. It was noted that the concept of ACC has been recently introduced in other regions and yet to be proven. In conclusion considering the additional work load and resources the secretariat supported to defer the introduction of ACC to the next review of APANPIRG structure in the future.

2.2.2 Sub-Groups (and contributory bodies under the Sub Groups)

2.2.2.1. The Sub-Groups proposed by ICAO Secretariat are the ATM, CNS, MET and AOP.

- a) It is considered that the AOP Working Group has matured to be a Sub Group for discussing implementation of Annex 14 provisions, AOP subject of the regional air navigation plans and the Seamless ATM Plan. It is proposed that AOP Working Group should be a sub group and report directly to APANPIRG; on approval the newly established AOPSG would develop the TORs for the two Task Forces shown in the re-organized structure and submit to APANPIRG for approval;
- b) If there is no specific group to discuss a regional priority and monitor implementation progress, possible establishment of a new group should be considered.

2.2.2.2 At the Teleconference of 8th April 2015 RASMAG Chair advised that as the task of the RASMAG is to review airspace safety performance and facilitate the implementation of airspace safety monitoring and performance assessment services, APANPIRG is the right Forum for reporting. Following this the option for RASMAG reporting to RASG APAC was therefore not considered. RASMAG would however continue to share the ATS Data and analysis submitted by RMAs and EMAs with RASG/APRAST.

2.2.3 Application of Project Management Principles

2.2.3.1 In the context of a project management approach, projects will be identified primarily from ASBU Modules adopted by APANPIRG, agreed regional targets and objectives and existing initiatives. The Seamless ATM implementation guidance published and maintained by the ICAO Regional Office would apply for structuring the project and providing the necessary technical guidance.

2.2.3.2 Project teams, also known as task forces, would be proposed to take over the deliverables assigned to Sub groups and it will comprise of experts nominated by States and concerned international organizations, and where relevant, include “Champions.”

2.2.3.3 The proposed Project Management Principles is provided in **Appendix D** to this paper for reference.

3. ACTION BY THE MEETING

3.1 The Meeting is invited to note:

- a) information provided in this paper; and
- b) AOPWG is expected to review its TOR based on the new project approach once the APANPRIG new structure and the project management principle is adopted by APANPIRG.

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Appendix A

TERMS OF REFERENCE

APANPIRG Contributory Bodies Structure Review Task Force (ABSRTF)

Deliverable(s)

Recommendation on New APANPIRG structure and revised Terms of Reference for its contributory bodies

Scope of work

The following are the broad principles describing the scope of work:

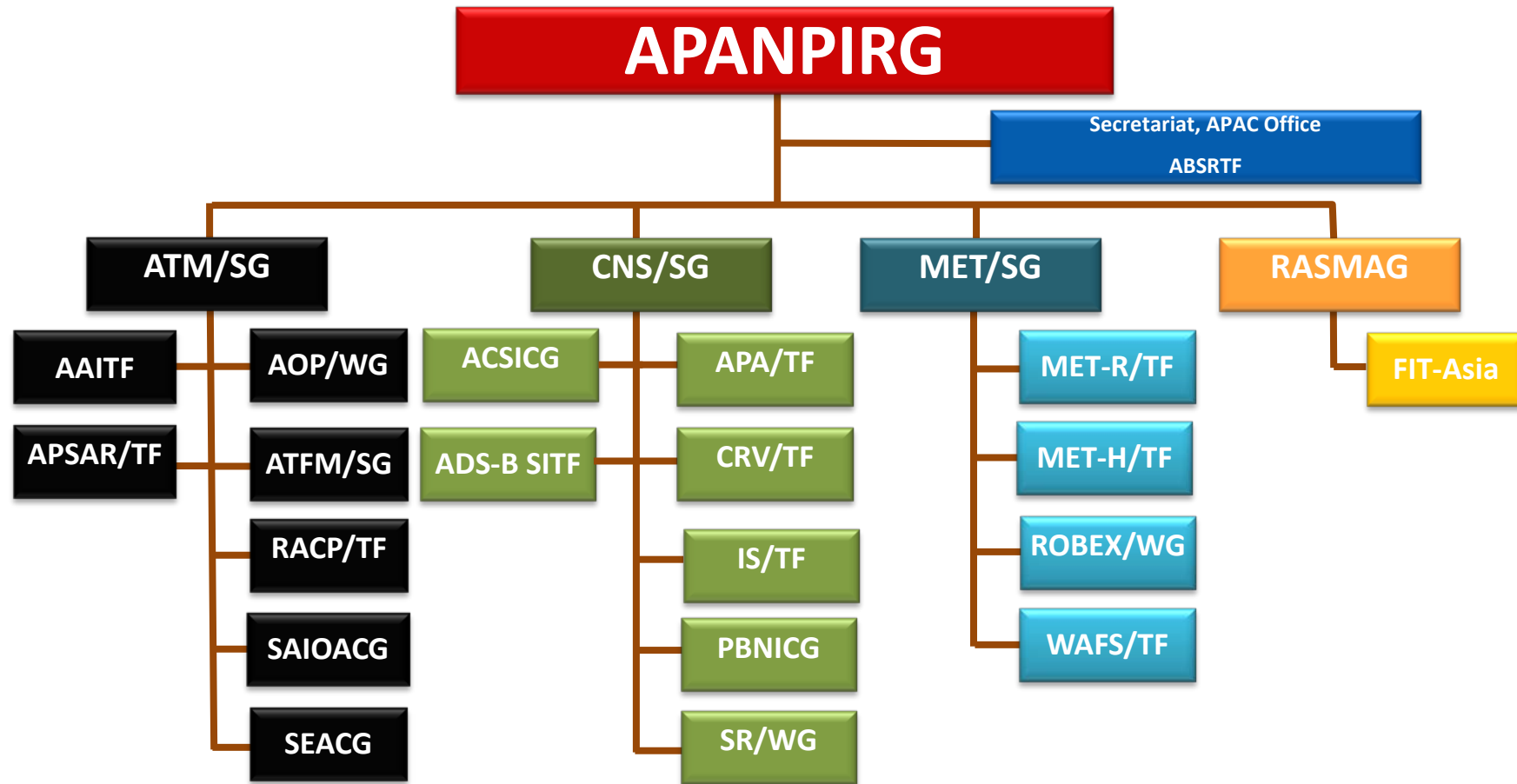
- a) Review of the existing APANPIRG structure which has become effective since 2013 and suggest new structure to APANPIRG/26 to meet the changing environment; and
- b) Review and propose Terms of Reference (TOR) of the APANPIRG contributory bodies under the new structure. The proposed new structure and TOR shall reflect the need for supporting:
 - i) planning and implementation of air navigation systems/services accorded as priority elements for the Asia Pacific Region (established regional priorities and associated targets according to AN-Conf/12 Recommendation 6/1); and
 - ii) monitoring and reporting of the seamless ATM elements for the Asia Pacific Regions.

Composition

The task force would be composed of members consisting of Chairpersons/Vice Chairpersons of APANPIRG contributory bodies (Sub-groups, working groups and task forces) and voluntary members nominated by States;

Conduct of the work and schedule

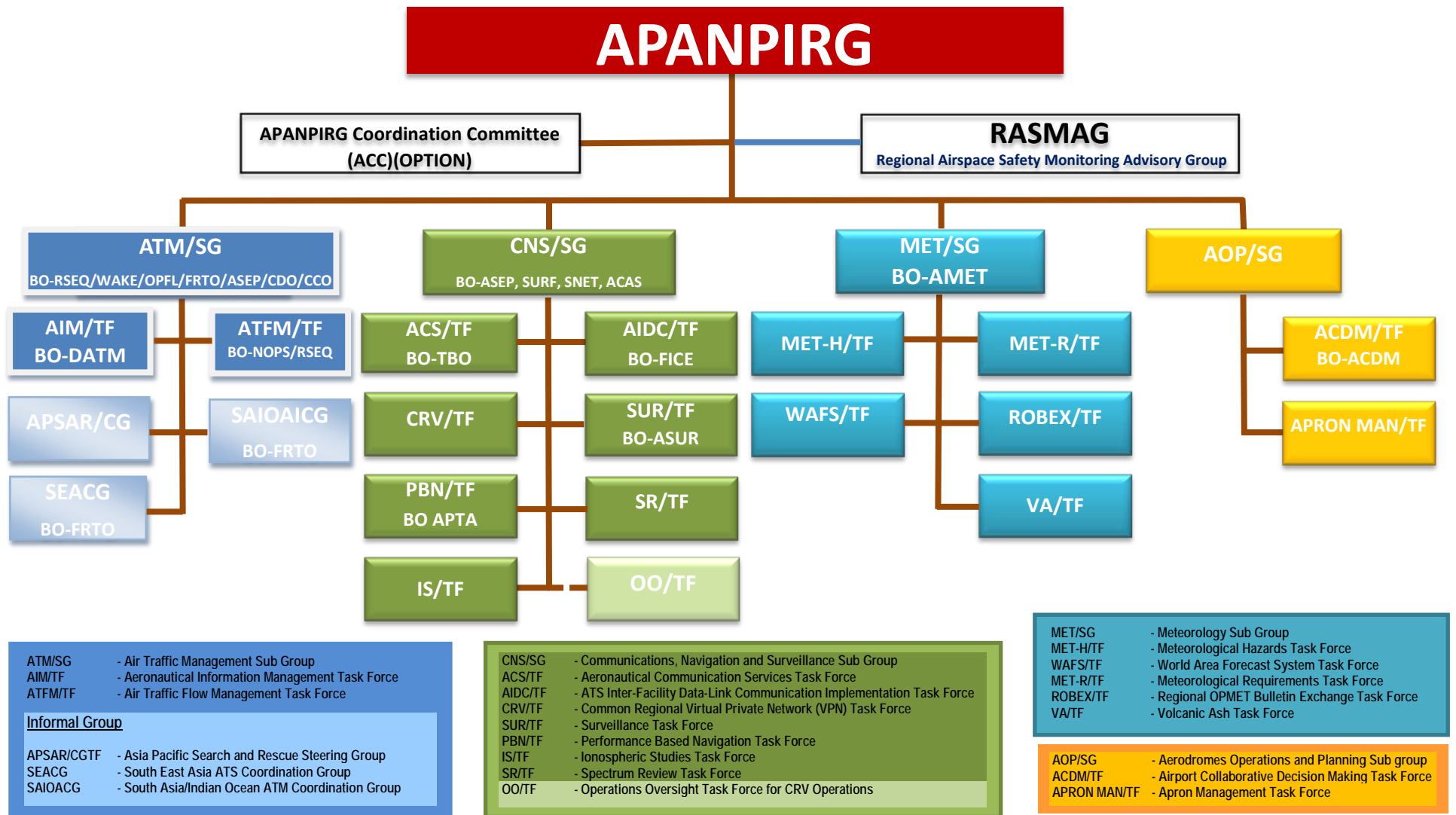
The task force shall complete its work and submit the new structure to APANPIRG/26 for endorsement by September 2015. The work would be carried out by means of electronic correspondence as far as practicable. Minimum amount of face to face meetings would be planned.



ATM/SG	- ATM Sub Group
AAITF	- AIS - AIM Implementation Task Force
APSAR/TF	- APAC Search and Rescue Task Force
AOP/WG	- Aerodrome Operations and Planning Working Group
ATFM/SG	- ATFM Steering Group
RACP/TF	- Regional ATM Contingency Plan Task Force
SAIOACG	- South Asia Indian Ocean ATM Coordination Group
SEACG	- South East Asia ATS Coordination Group

CNS/SG	- CNS Sub Group
ADS-B SITF	- ADS - B Study and Implementation Task AForce
ACSICG	- Aeronautical Communication Services Implementation Coordination Group
APA/TF	- AIDC Implementation Task Force
CRV/TF	- Common Regional Virtual Private Network (VPN) Task Force
IS/TF	- Ionospheric Studies Task Force
PBNICG	- Performance Based Navigation Implementation Coordination Group
SR/WG	- Spectrum Review Working Group

MET/SG	- Meteorology Sub Group
MET-H/TF	- Meteorological Hazards Task Force
MET-R/TF	- Meteorological Requirements Task Force
ROBEX/WG	- Regional OPMET Bulletin Exchange Working Group
WAFS/TF	- World Area Forecast System Task Force
RASMAG	- Regional Airspace Safety Monitoring Advisory Group
FIT-ASIA	- FANS Implementation Team - Asia



Remark: PIRG informal groups are shown in light shaded boxes and dotted lines

APPENDIX D – Proposed Project Management Principles

Project Management Principles

1 In the context of a project management approach, projects will be identified primarily from ASBU Modules adopted by APANPIRG, agreed regional targets and objectives and existing initiatives. Any ANS operational improvement is conducted through a project¹. The Seamless ATM implementation guidance published and maintained by the ICAO Regional Office would apply for structuring the project and providing the necessary technical guidance (standards etc). However the level of documentation required would be commensurate with the project objectives and scale (see below).

2 Where it is not the case, a project team will be nominated by States and concerned international organizations in coordination with SG. The Task Force Chair and/or the ICAO will act as Project Managers.

3 In this regard it is proposed that the ToR of the sub groups should be reviewed to better support the ICAO performance framework, in particular implementation activities to align with ASBUs and regional priorities. It is also proposed to empower the Sub Groups/Task Forces to make decisions on internal matters and take corrective actions. The Sub Groups would have the ability to agree, without further APANPIRG endorsement, any Conclusion or Decision (especially those concerning the implementation of ICAO SARPs) that does not have significant additional economic, environmental or political effects, which should be considered at a higher level at APANPIRG.

Scale of projects

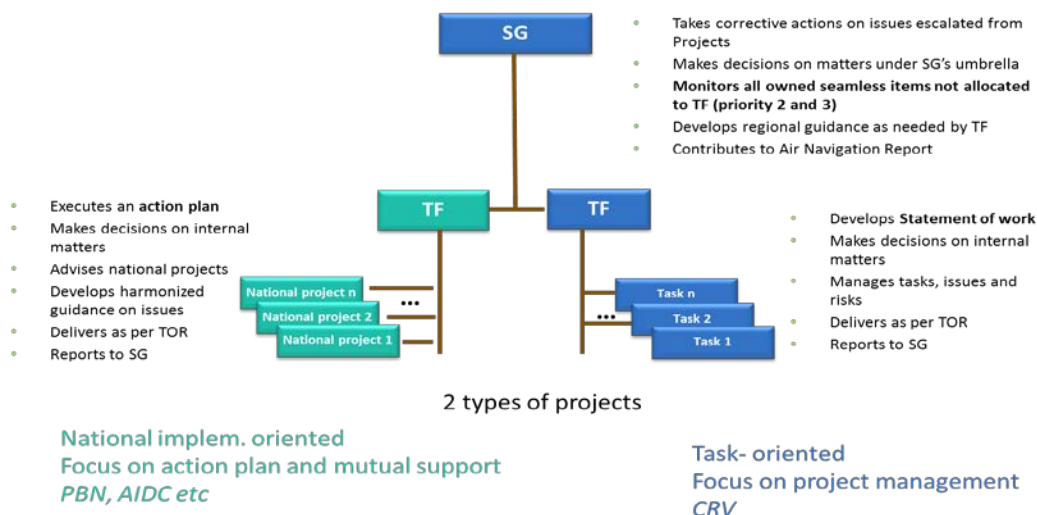
4 The scale of the project will be defined as experience shows that coordination and control activities vary accordingly:

- interregional (example: definition of an interregional AIDC standard)
- regional (examples: CRV, ATFM projects)
- sub-regional (example: Implementation of new PBN routes between States in a sub region)
- a collection of national projects driven by a State/Administration

Types of project

5 Depending on the objective of the project, 2 types of projects could be defined:

¹ Project: according to ISO 10006, unique process consisting of a set of co-ordinated and controlled activities with start and finish dates, undertaken to achieve an objective conforming to specific requirements, including constraints of time, cost and resources.



Documents and tools

6 ToRs of the Project should define timelines from start to completion. These timelines shall be consistent with eANP volume III main planning table, stating all deadlines for ASBU and regional objectives and related ANRF.

7 The TORs will record also the project manager(s), the project team, the reporting lines (SG and APANPIRG) and scale (interregional, regional, sub-regional, or national) of the project.

8 Projects should be conducted using standardised and simple documents for which templates would be proposed on ICAO RO website:

- Statements of work for the definition of tasks inside a project
- Action list for the allocation and follow-up of actions inside the project and outside the project (dependencies)
- Basic Risk table for the identification and mitigation of risks inside a project
- Project report (1 slide) to report to the SG(s)
- Summary of discussions of the meeting

9 At the creation of the project, the set of applicable documents would be proposed by the Project Manager according to the scale and type of project, endorsed by the SG, and recorded in the TOR.

10 The use of ICAO portal and teleconferences should be generalized to control and coordinate the activities conducted under a project.

Safety management

11 For inter-regional, regional and sub-regional projects undertaking major changes to the air navigation system in Asia Pacific Region, a safety analysis may have to be conducted² in the framework of the project. For national projects, the analysis would more probably be conducted inside the State/organizations involved. Such analyses have to comply with ICAO Doc 9859, Safety Management Manual, particularly the Safety risk probability table and the Safety risk severity table.

12 If no other process is available or preferred, the analysis could be based on:

- A Concept of Operations (CONOPS) and/or OSED identifying the new operational services/environments being envisaged;
- Operational Hazard Analysis (OHA) identifying hazards brought by the new operational services;
- Preliminary System Safety Assessment (PSSA) as per ARP 4761 identifying and mitigating the causes of hazards (people, equipment, procedures)
- System Safety Assessment (SSA) as per ARP 4761 establishing that the risk is acceptable according to ICAO Doc 9859.

Checking/Reporting

13 It is proposed that interregional, regional and sub-regional projects report to their SG through a one page slide on their progress, issues and top risks. National projects would be tracked through the seamless reporting process.

14 In order to track the progress of implementation, data collection will be done through the seamless ATM reporting process using the metrics defined.

15 A regional picture could be developed to graphically illustrate the progress by seamless item. The project was started but is frozen. ICAO's resources would need to be mobilized to support the regional picture.

Acting/correcting

16 A SG would have an overview of all its projects: objectives, achievements, issues, top risks. It will take action on issues escalated by any project supervised or identified between projects supervised. APANPIRG would have an overview of all the projects and will take corrective actions on issues escalated from Subgroups or identified between Subgroups.

17 SGs would monitor dependencies between projects. APANPIRG would monitor dependencies between projects supervised by different SG. APANPIRG could review periodically the top 10 risks. A table of projects for the region could be maintained by APANPIRG.

Change management

² A criterion could be that if an initial Hazard Analysis identifies hazards with severity being major or more severe (significant reduction in safety margins, a reduction in the ability of the operators to cope with adverse operating conditions as a result of an increase in workload or as a result of conditions impairing their efficiency, Serious incident, Injury to persons) then an extensive process would have to be conducted. Otherwise a lighter process would be conducted.

APPENDIX D

18 The project management principles presented in this Attachment and considered beneficial by ABSRTF should be refined and recorded in the APANPIRG Procedural Handbook.

19 All principles would need a certain time to be properly and homogeneously applied throughout the region. Selection and briefing of project managers would be necessary. Certain principles may be regarded as guidance/good practice first and later on become recommendations. Retaining all principles may lead to overwhelming the regional office, hence the contribution of the ACC which would assist the region as a project office, supported by ICAO RO.
